

Die Spiele

Volume 1

The organization

Die Spiele

The official report
of the Organizing
Committee
for the Games
of the XXth Olympiad
Munich
1972

Volume1

The organization

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**Permanent Staff
of the
Organizing Committee**



Avery Brundage, president of the IOC, congratulates Dr. Hans-Jochen Vogel, lord mayor of Munich.

1

1.2 The Stimulus

Naturally Pierre de Fredy, Baron de Coubertin is the "Father of the Olympic Games". The idea of staging them is much more than an act of imitation. The scheme of the Games is so precisely prescribed by the Statutes of the International Olympic Committee (hereafter IOC) that there is scarcely any leeway left for creative imagination, necessary development and accommodation to progressive times. However, the dimensions of this event are so great that he who gets the notion to stage them will not be spared the fear of his own boldness.

Neither fantasy nor idealism are sufficient to reach the idea of letting oneself compete for the staging of the Games. The indisputable prerequisites must be there. According to the IOC Statutes, § 51, the IOC selects the city in which the Games will take place. However, it must delegate the staging of the Games to the National Olympic Committee (hereafter NOC) in whose territory the city chosen is located. This gives the respective NOC such great importance that, as a rule, the initiative for the application stems from the NOC.

It is well known that the territory of a NOC extends over an entire country and is not limited to a single city. Seen from this angle, the commission to stage the Games is granted to the country to which the Olympic city belongs. This is the site, but not the organizer. Thus, it is clear that the IOC would demand a statement of obligation from the government of the host country in which the government would guarantee the observance of all the rules, pledge its complete cooperation and promise to stage the Games satisfactorily.

It is obvious that the sports movement in the host country must enjoy a considerable amount of respect already if the NOC can persuade the government to sign that guarantee. Such a pledge is connected with providing considerable financial resources. In all pluralistic societies individual groups are in a competitive position in claiming state aid. One group's gain is another group's loss. Thus the enthusiasm for staging the Olympic Games must have the wide support of the entire population. This prerequisite existed in the Federal Republic of Germany.

This inclination has deep roots. In the spring of 1837, a young German scholar named Ernst Curtius rode over the bridge at Lalaiko Brook which was called Kladeos at the time of the ancient Games. Here it occurred to him, charmed by the magic of the landscape and enchanted by his fantasy of the festival city of Olympia now sunken into the earth, to excavate the ancient cultic sites. Fifteen years later as a professor at the University of Berlin he convinced the government of the German Reich in a compelling speech before a selected audience on February 10, 1852 to sign a treaty with the government of Greece concerning the excavations at Olympia. Ground was broken first in 1875. Curtius witnessed the beginning of the excavations and was able to share his admiration for the art treasures discovered with the entire world.

After he had first acquired a great fortune for himself, Heinrich Schliemann, the son

of a poor Mecklenburg villager, began the excavations of Troy in 1870, Mycenae in 1874, and the now world famous tombs of the kings. Because of him, the knowledge of early Greek culture was expanded considerably and a concept was formulated of the prehistoric cultic games at Olympia.

The impression-filled visit to the field of ruins ended for this friend of sports when he stood with great disillusionment before a four-meter high stone wall. After he walked through the arched gate, through which the athletes of antiquity entered the stadium, he stood before the marble starting block in which one could still see the grooves made for the toes of the athletes. The wall of mud began three meters beyond. And so it remained until 1961. The treasures of art and science later preserved in the Olympia Museum were cut off from immediate contact with animate body which indeed nowhere else was as absolutely indispensable as on the soil of Olympia. The German Sports League, i. e. the roof organization of all German sports associations, and the NOC for Germany appealed for a donation to excavate the stadium of antiquity. These resources enabled the excavations to continue. Now, nothing is lacking at the starting block for the friend of sports. His eyes wander over the gentle slopes of the natural stadium to the second block at the end of the track. The impression is created that perhaps the most natural and the most simple is most appropriate to the grandeur of the games of antiquity in their golden age.

The concept "Olympia" has deep roots in Germany. It possesses wide-spread interest in the area of athletics, not by special merit, but rather by coincidence. Already in 1912 on the occasion of the Games in Stockholm the IOC decided to entrust Berlin with the celebration of the VIth Olympiad of the modern era in 1916.

World War I caused good intentions to come to naught. On May 26, 1930 the application of Berlin for the Games was repeated at a brilliant Olympic Congress. On May 13, 1931 the president of the IOC at that time, Count Baillet-Latour announced to the city that it had been appointed to be the site of the XIth Olympiad.

The memorandum of the later secretary general of the Organizing Committee, Dr. Carl Diem, which he presented in October, 1932, and which was approved by the NOC, contained all plans that eventually were brought into reality on the Reich Sports Field. The NOC for the Federal Republic of Germany could thus hope for a latent readiness that the suggestion to apply for the staging of the XXth Olympic Games would find approval and support on wide levels of the population. However, this did not explain the decision to do so. Ideas have widely differentiated origins. Sometimes they pop up spontaneously and sometimes from varied and hidden sources. The Munich Games owe their origin to the latter type of source. A dangerous disintegration of the ethical foundations of the Games of the international sports and cultural world began in the 1960's. The nationalistic wrangling for medals, the falsification of the Games to world prestige contests, and finally, the charge of hypocrisy and corruption in the area of an antiquated and falsely understood amateurism threatened

the world Games. The dark picture of the decline of an event which like no other had found an echo in the world and had brought the nations together began to emerge.

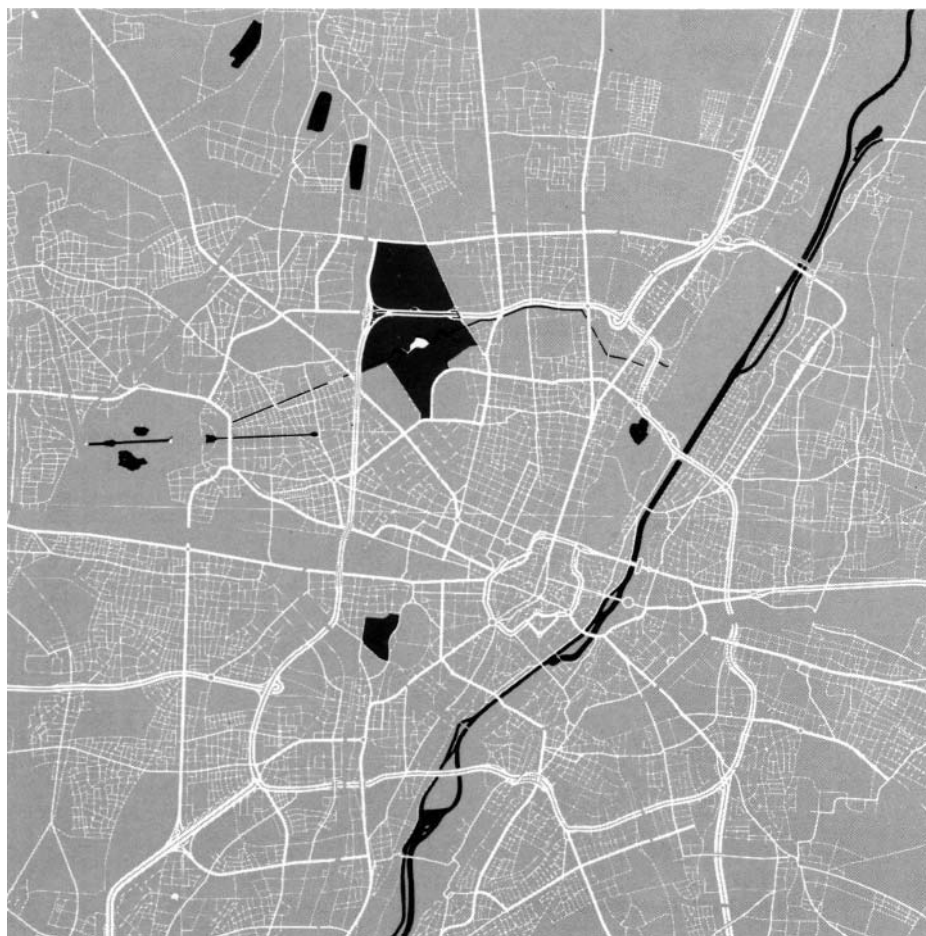
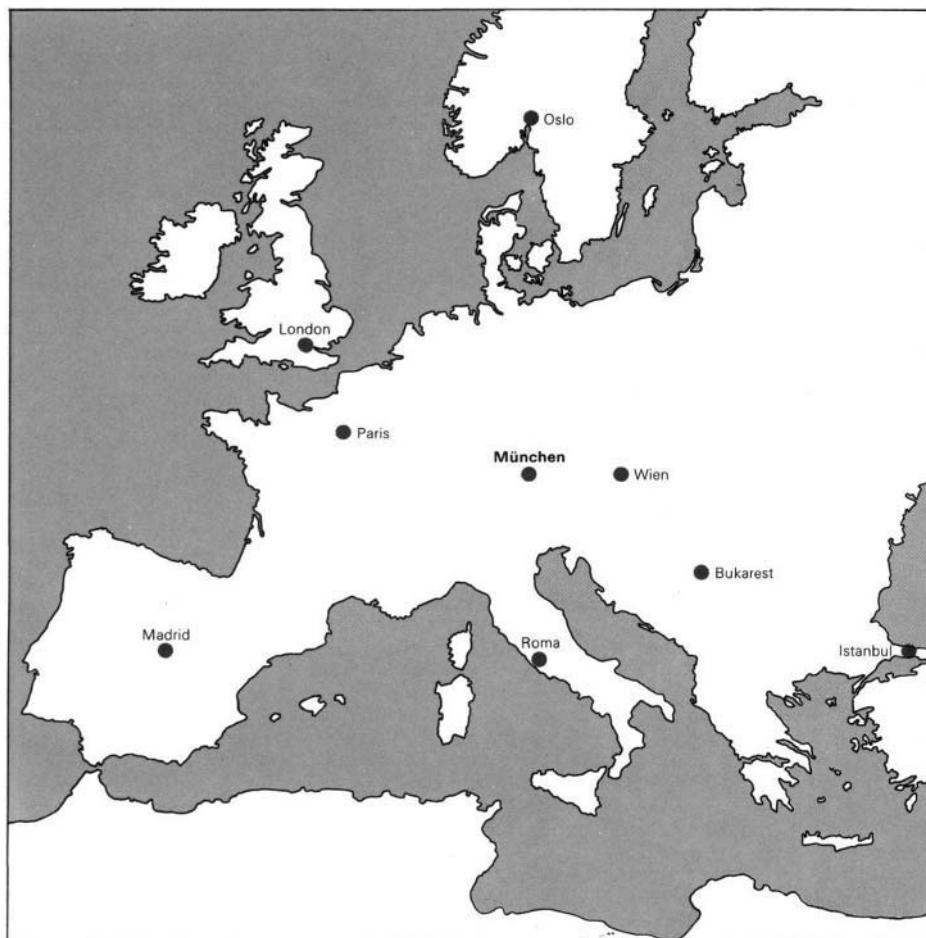
After the preceding explanation, it is understandable that the NOC for Germany especially would feel itself obligated to cooperate in the regeneration of the Games: not with mere words, but by making the sacrifices involved in the task of staging the XXth Olympic Games and attempting to make a contribution, however small it may be, to the survival of the Olympic ideal.

1.2 The Preparation for the Application

The first steps to the realization of the idea had to be taken very discreetly. It was necessary to appraise whether the trust of the rest of the world had been won back again in the Federal Republic of Germany so that an application for the staging of the Olympic Games would not cause the opposition of international public opinion. It is only when their acceptance of the invitation can be assured, that all nations can be invited as guests. Further, the NOC for the Federal Republic of Germany had to find out carefully whether a chance existed within the IOC for such an application. Only when positive aspects were found here, it began to request the Federal Chancellor, leading politicians and other persons capable of discrete judgment for their opinions in this matter. Naturally, there were doubts in this regard, since there are social necessities, demands for scientific research and education, urban renewal and many other things opposed to the expense incurred by the Olympic Games in light of the disposition concerning the gross national product of a society. A positive judgment increasingly was advanced after careful investigation. These preliminary secret polls included, of course, the consideration of which city in the Federal Republic of Germany would be the most suitable setting for the Games. The IOC has provided a comprehensive information sheet for cities which plan to apply for the staging of the Olympic Games. It is very helpful, but does not solve the gist of the question of what precisely "suitable" means, although the duties of the host city are clearly listed in great detail. The determining factor is lacking in this information sheet. And, of necessity, it should be lacking because there is no common opinion as to what sort of character the Olympic celebration should have.

Does one consider it to be some kind of a popular festival where one is prepared, within reasonable limits, to accept a certain simplicity concerning the accommodations of the participants and the spectators, as was the case in ancient Olympia, or must one provide apartments and luxury hotels? Does one have to provide traffic facilities so that people can drive their own cars directly under the grandstands, or is the provision of fast and convenient public transportation sufficient?

Naturally, the competition sites are a decisive factor in determining the suitability of a city. The conditions of the grant state that the city must either possess "adequate" sports facilities or must declare itself prepared to construct them. Twenty-six specialized international sports federations, one for each event, determine what is



adequate. This results in twenty-six different groups having the right to give their opinion. These federations naturally wish to have the best possible contest sites with the most modern technical facilities and seating for as many spectators as possible. Thus the danger results that the demands for perfection in toto will be ultimately unattainable. In Munich, it came right to the brink of that.

If the idea to make the first step in regenerating the Olympic Games is to bear fruit, then this was the first criterion for the selection of the Olympic city: its suitability for the celebration of the Olympic festival, a festival which must be much more than the adding-up of spectacular sports results.

The president of the NOC and the lord mayor of Munich Hans-Jochen Vogel met on October 8, 1965. The particular suitability of Munich for the staging of the XXth Olympiad was certified at this conference. Not only this, but also the readiness of the lord mayor to employ himself and his city with every resource for the idea and its success was pledged at this time.

A series of particularly fortunate circumstances indubitably were in favor of the selection of Munich. The city was big enough to accommodate the guests, but not so large that Olympia would be lost, as in a megalopolis. It was surrounded by recreation centers and tourist trade areas capable of accommodating the overflow of visitors and giving the festival site a connection with nature. As a city of the arts and Muses, Munich had a long and famous tradition: four philharmonic orchestras, twenty-three museums and collections (some of which are world famous), and seventeen theaters were in a position to offer visitors a wide variety of cultural opportunities. Munich was able to fulfil in a very special way the demand of § 31 of the IOC Statutes which states that the fine arts program must have the same high standard as the athletic one. And last, but not least, Munich was a beautiful city with many sacred and profane buildings from practically every epoch and style. Basically game scores do not require the addition of the beautiful. Beauty is indispensable to an Olympic festival, however. Naturally, there were serious problems in Munich as in every other large modern city. Munich increased by about 30,000 inhabitants each year. It would have 1,325,000 residents by 1972 and one must account for about 600,000 vehicles each day in the "outer ring" including commuters and through traffic.

Even at the time of the first discussions the methods and means of traffic were hardly adequate for normal traffic. A high estimate related that a peak of 160,000 visitors was a realistic calculation for the accesses to and from the contest sites.

The precarious traffic situation had the advantage, on the other hand, that a thorough reorganization of transportation had to be undertaken with the impetus given by the Olympic Games and the construction of already planned public means of transportation was to be expedited so that they would be completely ready for service in time for the Games: a north-south subway, an underground connection from the main railroad station with the east railroad station

and a subway spur to the center of the sports sites. Corresponding measures were to be made for street traffic.

On December 31, 1965 the deadline set up by the IOC arrived for the applications for the staging of the XXth Olympic Summer Games. It was high time to end the phase of confidential inquiries and preliminary conferences, to cause the respective corporate bodies to make their decisions and to start the dissemination of public information. There was a sudden burst of activity due to the rapidly approaching deadline. The federal government gave the guarantee demanded by the IOC on December 8, 1965. The Free State of Bavaria followed suit on December 14. The NOC for Germany approved the application of the City of Munich at its general assembly of December 18, 1965. The municipal parliament of the City of Munich agreed to the proposal of the lord mayor after an exhaustive debate on December 20, 1965 with the words "the Capital City of Munich applies for the staging of the 1972 Olympic Summer Games". Although the IOC extended the deadline for applications to January 20, 1966 in the meantime, the application document was submitted to the IOC on December 30, 1965.

The final decision was to be reached at the IOC meeting in Rome in April, 1966.

1.3 The Decision of the IOC

On April 17, a team of employees of the Munich Tourist Office set up a contact station and a forty square meter exhibit in Rome as allowed to every competitor by the IOC. In the focal point of this exhibit stood a 17 meter long and 2.70 meter high panorama of the city and in the middle of this a model of the stadium which had been developed up to the building stage, but later would be built otherwise within the framework of a more comprehensive plan.

Lord Mayor Dr. Hans Jochen Vogel presented the application of his city at the 64th session of the IOC on April 25, 1967 as follows:

"Mr. President my esteemed ladies and gentlemen! You were very friendly to allow me the opportunity to present you with Munich's application personally. For this, I thank you. However, I also thank the cities who are competing with us in the fair manner in which this pre-Olympic competition is being staged.

I know how valuable your time is. I also know that very many of you know Munich personally — whether from private visits or from the 55th session of your Committee which took place in Munich from May 22 to 27, 1959. Thus, I will forego giving you a general description of my city. Moreover, I would like to accent only a few viewpoints which could be of special importance for your decision. The following points are noteworthy in view of the technical and organizational development of the Games:

1. The most important sports facilities, namely, the large stadium, the large sport hall, the swimming hall, the cycling race track, another hall and the Olympic Village are located at Oberwiesenfeld - a green area located only four kilometers from the center of the city. The distances between the village and the sports facilities are only a few hundred meters on the average. Thus Munich will present the Games with short paths.

2. Munich possesses more than twenty practice stadiums, as well as numerous additional sports sites. They are available for training besides Oberwiesenfeld and make it possible to provide almost every nation with its own facility.

3. Munich possesses excellent communications and transportation connections. In addition, there is a ground station for television transmissions by way of news satellites at Munich's very doorstep. Programs originating in Munich can be broadcast immediately to America. In 1972 one of the centers for color television will be working in Munich. It can be expected that there will be large incomes from the television rights. In distributing these royalties the recommendations of the IOC will, of course, be followed.

4. The financing of the Games is guaranteed by the agreements binding the federal government and the State of Bavaria. The City has produced important preliminary services already. The cost of the participants' stay will amount to six dollars per person per day, or less. But Munich does not wish to be an anonymous machine that accomplishes the smooth-running externals of the scheme of the Games. Munich would like to make possible the meeting of the participants and visitors among themselves and with the city and its residents. It would also like to give the Games a special cultural stamp. For this, Munich presents two fundamental prerequisites. Munich is a city of young people and of sports. More than one fifth of its inhabitants were born after 1945. In 1972 more than two fifths of all Munichers will be under the age of thirty. And sporting is a mass movement in Munich. Every tenth Municher belongs to a sports club, and every third is actively involved in at least one sort of sport.

Munich is a living center of art and culture. Munich possesses innumerable valuable collections and cultural monuments as witnesses of its eight hundred year long

history. In addition, it has numerous institutions for the continuation of the arts, of which I would like to name only the opera, seventeen play houses, four symphonic and many other orchestras, ten national and municipal art galleries and assorted museums.

Drawing from all these sources, Munich has suggested a rich cultural program which ought to bind itself with the sports program as a unity. I would like to mention two more things openly:

There is the question of the free access to the Olympic Games and the problem of the flags, anthems and emblems. Thus I would like to state that our government in a memorandum dated December 7, 1965 finally and resolutely stated that it would guarantee every participant of the 1972 Olympic Games unhindered passage. Entering and leaving the country will be possible without passport and customs controls as was practised already in the autumn of 1963 on the occasion of the session of the IOC in Baden-Baden. In all other questions the practice will be according to the rules approved by the IOC.

Mr. President, ladies and gentlemen! Pierre de Coubertin, the father of the modern Olympic Games, once formulated the Olympic idea for our times: "In addition to perfect organization it needs still something else: the presence of the guiding spirits, cooperation of the muses, culture and beauty, all the splendor that belongs to the powerful effect of a symbol." Munich is convinced that it can contribute to the realization of this ideal. Thus I direct myself to you in the name of my fellow Munichers, who have recently elected me for another six-year term, to entrust the 1972 Olympic Games to the City of Munich."

After the speech a thirteen-minute color film entitled "Invitation to Munich" was shown within the framework of the application. Its theme included the beauty of the City or Munich, its surroundings, the representation of the arts and of cultural sites and the preparations which had already begun for the Games.

The president of the NOC, Dr. h. c. Willi Daume, finished Munich's application with the following address:

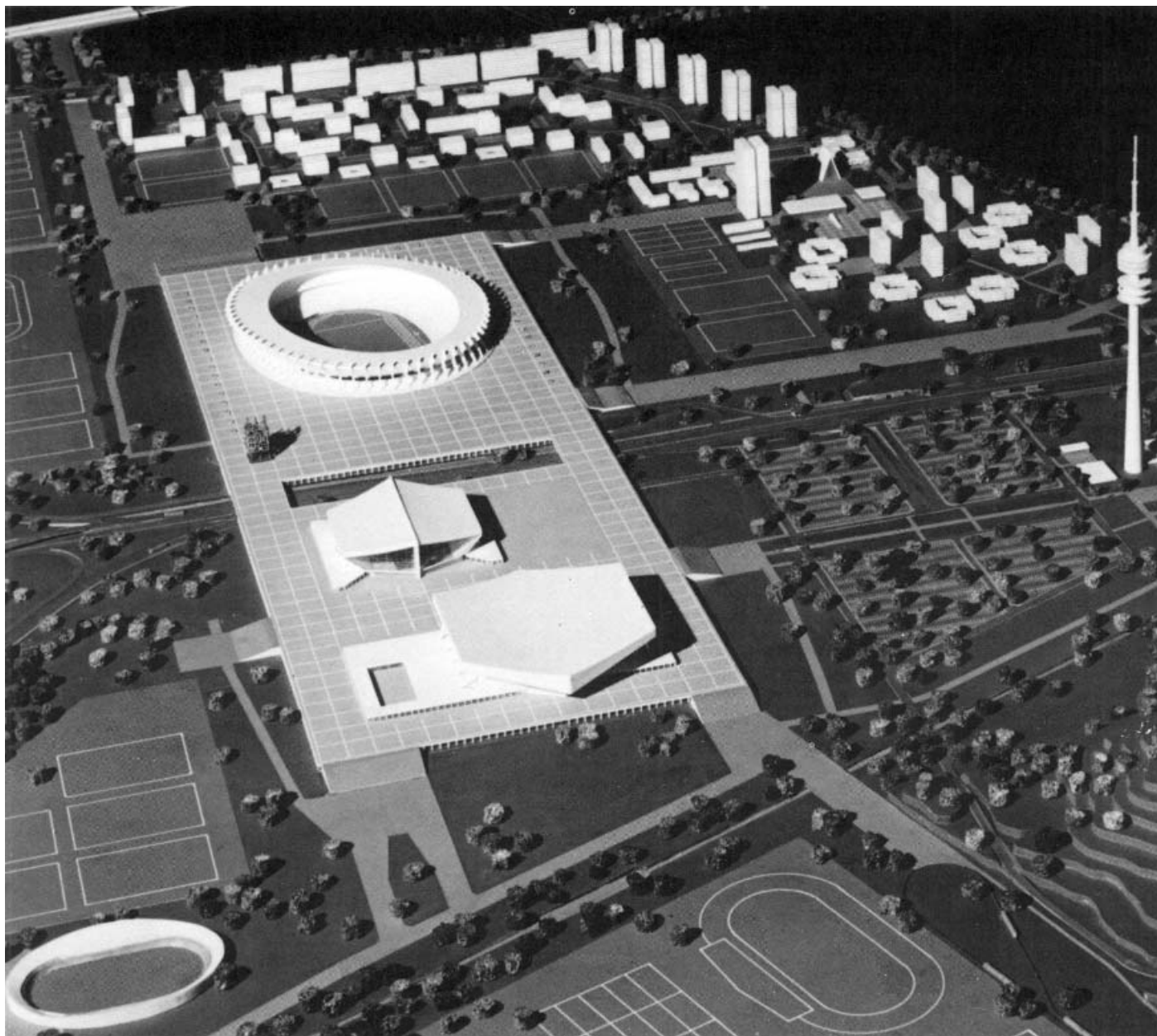
"Mr. President, my distinguished colleagues! I have bad luck in that you have had to listen patiently to seven speeches already. This one will be the eighth. I believe it's not a bad one, but it will last ten minutes. This is just a little too much. You know me, and you know Munich, as I believe it to be. Thus you should not be surprised when I recommend that you vote for Munich. Everything that the City of Munich has presented as reality has been investigated carefully by the NOC for Germany and by myself. We have not found any exaggerations in any statements, but rather noticed understatement in some points. Conscious of the responsibility connected with this, I can assume the full guarantee for all statements and promises made by the City of Munich. The lord mayor of Munich has commented on the political aspects in a well-balanced manner and with all frankness. Here I find myself in complete agreement with him. I am glad that the German problem did not cause any concerns for you, especially during this session. The harmonious procedure at our consultations up to this time has made this clear. And it will be the foremost aim of the Games in Munich to make the idea of Olympic cooperation between East and West, among old and young nations, and between the fine arts and sports, a reality.

And it appears to me that there is still one more point that speaks for Munich: hardly any other German city has so many bonds to other cities throughout the whole world. Munich maintains sincere relations with Edinburgh and Bordeaux, with Cincinnati and Leningrad, with Verona and Bombay.

People say that cities are characterized in certain personalities. When I search for a personality for Munich. I think of our friend, Karl Ritter von Halt. He was a Municher and personified the best characteristics of our city. I can say here on behalf of the young German generation what I also believe. This is not a problem of contemporary history which we cannot and do not want to specify. It is a concern which comes from our hearts.

And with all humility and sincerity I beg you: accept our invitation to celebrate the Games of the XXth Olympiad 1972 with us in Munich!"

On the following day, April 26, the IOC decided among the applications of the four cities of Detroit, Madrid, Montreal, and Munich. Munich was chosen with the necessary majority on the second ballot as the site for staging the Games of the XXth Olympiad. The first part of the idea, to carry out the Olympic Games in Munich, was to become reality. The much more difficult second part, to develop the conception, to arrange the Games on a human level with a carefree atmosphere and to be a good host, was now to be taken up. Only if this succeeded could the deeper motive for the application for the Games be made recognizable and the candidature be justified before the population of Germany and the world-wide public.



Model presented at the time of Munich's application in 1966

1.4 The Conception

According to the IOC Statutes, it appears that the Olympic Games are specified in every detail like the script for a film: the number of participants per nation for each event; the number of the honorary box seats that have to be reserved according to the ranks of the sports hierarchy from A to G; the manner in which the main stadium and its surrounding area are to be decorated with flags; the spot for the flagpole of the Olympic flag; the order of the nations for the march into the stadium; the exact words which the head of state may say at the opening; and a multitude of other trivia of which one can say only that they appear to overdo it and exclude the host's own ideas. Thus, if the old saying is true that the master is first seen in his limitations, then it is applicable in any attempt to give the Games a special accent.

Coubertin was a realist and recognized from the very beginning that the national Olympic committees would not always be in a position to control the constantly increasing tasks involved in organizing the Games, due to the types of their current duties and their personal make-up. Indeed, the sovereignty of the NOC of the host country is certified in the statutes of the IOC in that the staging of the Games is entrusted to the NOC, but at the same time the statutes specify that the NOC may choose an organizing committee that, once it has been installed and legitimized in relation to the IOC, represents the NOC, is immediately responsible to the IOC and no longer stands in a dependent relationship to the NOC which has appointed it.

The NOC for Germany on May 10, 1966 chose the "Organizing Committee for the Games of the XXth Olympiad" (hereafter OC), as the official title ran. It was extended in the following years, elected an executive board for itself and set up the necessary special commissions for the execution of particular duties. The president of the NOC took over the chairmanship and its three vice-presidents were the lord mayor of the City of Munich, the minister of education and culture of the Free State of Bavaria and the minister of the interior of the Federal Republic of Germany. This filling of offices corresponded to the proportioning of the costs at that time of one third to each of the territorial governing bodies: federal, state, and city. (The proportion was altered later to 50 % for the Federal Republic of Germany and 25 % each for the Free State of Bavaria and the City of Munich.)

In order to demonstrate that the entire population of the Federal Republic of Germany stood behind the idea of the Games in Munich, an advisory council was formed from the representatives of the main social groups — political parties, trade unions, commerce organizations, churches, youth groups, etc. The current federal chancellor was honorary president.

According to tradition, the president of the Federal Republic of Germany acted as the patron of the Games of the XXth Olympiad.

When the lord mayor of Munich cited Coubertin during his application speech, he stated that according to the opinion of the founder of the modern Olympic Games,



they need, in addition to perfect organization, the presence of the leading spirits, and the cooperation of the muses, of culture and of beauty. But, what Coubertin had failed to mention, was that they also need experienced business administrators, finance experts, traffic specialists and other qualified advisors. The most important criterion for their suitability to contribute to the task was their enthusiasm for the cause of Olympia, in addition to their knowledgeability and personality.

The spirits for whose cooperation the OC asked made themselves available in unexpectedly large numbers; almost everyone with a name and respect in Germany offered their support. But the sulkers' corner remained occupied also. The prejudice "culture-hating sports", the "Olympic lie", and the perceived "battle for medals" did not succumb completely to the sentiments of the vast majority of the population of the Federal Republic of Germany. What opposition remained was still so great, however, that if one were ready to admit that the Games were an athletic, moral and social success, he would have to say that it was the success of all the good spirits who made themselves available, each in his own way.

Caught between the narrow steel bars of the Statutes of the IOC, and in financial matters limited by what was justifiable and attainable, there remained only a very small leeway for a conception of the Munich Games. It was found in the idea of the "carefree Games". The announcement of this theme produced a wave of misunderstanding, both intentional and unintentional, as well as constructive and vicious criticism. The modern world finds it especially difficult to recognize in genuine carefreeness the grandeur, the truly human and. . . the Olympic.

However, just as the slight turn of a screw can adjust a distorted loudspeaker and cause it to emit a clear and pleasant sound, so too the same success can be achieved at large events. First of all, however, each element must fit into the overall conception.

The main, supporting features which cause an Olympic festival to succeed or to fail include the following: the Olympic Village, the press center, the traffic, the visual layout, the ceremonies, the manner and scheme of the cultural program, and - naturally most important — the festival location itself, i. e., the stage (s) for the performance of the competitions. Perhaps it ought to be added that a free-running organization, worthy of its name, does not operate like a machine, but rather has room for the spontaneous human reactions of the participants and the spectators and does not sacrifice the festivities for the schedule.

1.5 Its Main Parts

The construction of the Olympic Village was one of the most difficult and costly tasks. Even the word "village" implies a roomy living complex, lots of green areas, with bungalow-type housing afar from the noisy crowds. But to provide for 12,000 inhabitants - and this number has the right to be accommodated in the Olympic Village - dining rooms, theaters and movie houses, amusement areas and houses of worship are also needed. The more spacious the Olympic village is, the greater the problem of access becomes for the inhabitants of the community areas. The Olympic Summer Games can be celebrated now only in a large city because of a whole range of complexities. For example, what large city, except for a few, still has the free spaces available for the erection of a truly village-like Olympic village? And even if it does, the cost of purchasing the site can be prohibitively expensive. An Olympic village which is located at a distance from the sports sites causes great difficulties for the participants. They will prefer one that is conveniently located and is at the same time more practical and economical.

If precedence is given to the condition that the living quarters be as near as possible to the sports sites and the center of the city, then a modern high-rise housing style will have to be chosen. This decision naturally is subject to the condition that these living quarters will have a reasonable utilization after the Olympics.

The architects who were entrusted with the construction of the Olympic living quarters knew how to create good conditions for social contacts and meetings despite the nature of high-rises. They relegated motor traffic to an underground level so that the area above it became a tremendous pedestrian area with green spaces, a business area for window-shopping, amusements, theaters, and every other type of convenience. The idea, developed in the so-called "optimizing method" with the cooperation of leading architects, sociologists and other scientists and artists from European and non-European countries, has proven successful. The participants treasured this village-like city living a great deal. The making of human contacts was easier, less pressured and more intensified than it would have been in a spread-out village. The post-Olympic usability has also proven to be satisfactory. This housing development has attracted modern, youthful families with a completely unique life style, with an understanding for condominiums and for preservation of the environment. The same is true for the adjacent women's Olympic village, which could be built as bungalows. A students' self-help organization has taken it over and it fulfills its purpose in this manner ideally.

A comprehensive and international entertainment program provided the necessary distraction from too strong a fixation on the contests in the Olympic Village. All in all, the Olympic Village fulfilled its role for the presentation of the carefree Games in a pleasant way.

The news media are a world power. They have to be provided with the best working conditions in the interest of the cause which they serve; however, this is also a rule of

reason. What was planned and executed by the OC in this regard will be covered elsewhere. Newsmen are only human, however. Under normal conditions they reflect only reality; if they are angered or ignored they tend to distort. Carefreeness cannot tolerate distortion; it forges a negative caricature. The Olympic Games needed a good image. The facilities that were planned and provided for the mass media were an essential factor of the overall concept, "Carefree Games".

Another important part of the overall concept was the arts program. Solemn Games will misuse art; prosaic or overly prosaic Games can do without art, but carefree Games cannot omit it. The Olympic movement possesses a misguided notion of art. Coubertin passionately wanted "to reconcile the estranged spouses, muscle and soul". He could not sit still until he pushed through the staging of art contests in 1912 - against the better judgement of the Swedish Academy of Fine Arts — which resulted in a fiasco in regard to the quality of the works. It was not much different at the Games of 1920, 1924, 1928, 1932, 1936 and finally in 1948. Indeed, the greatest artists of the time sat on the jury benches, but the participants seldom belonged to the elite. There are a number of reasons for this. What remains from Coubertin's unrealistic idea today in the Statutes of the IOC is stated in § 31. It reads that the OC - with the approval of the IOC — should stage exhibits and presentations of the fine arts of the host country. The limitation to "national fine arts" is another superfluous detail in the IOC Statutes since cosmopolitanism can certainly do no harm and, quite to the contrary, is in keeping with the basic principle of the Olympic movement. Besides, art is never "national" in the true meaning of this word.

The Munich OC decided to plan more along the lines of the Olympic ideal than according to the letter of the IOC Statutes. This also corresponded to the traditions of art-loving Munich which has a wealth of high-quality artistic resources, both in terms of materials and persons, that were employed also for the Games; but the city has always been open to the global and universal. The city would not have been able to renounce these characteristics, especially at the Olympic Games.

The arrangement of the arts program was done with great care and with the decisive cooperation of world famous artists. The task of relaxing the competitive character of the Games was included in this program according to plan. Aside from the fact that great art belongs to the world and to no single nation, artistic achievements cannot be measured and in the long run escape comparison. One does not compare the Milan Scala's rendition of the *Messa da Requiem* with that of the Leipzig Thomaner Choir nor with the presentation by the NHK Symphony Orchestra of Tokyo; the Royal Shakespeare Theatre, London, with the Berlin Ensemble of the GDR; the National Opera of Sofia with the New York City Ballet. The list is by no means complete. The choice international presentations just mentioned demonstrate that nations have achievements in things other than sports which are sometimes in danger of being overrated at Olympic Games. A folklore festival especially should offer an oppor-

tunity to demonstrate the high level of culture in those nations whose harvest of gold medals has yet been small. Les Ballets Martiniquais, the Groupes Folkloriques du Royaume du Maroc, the Korean Folk-Art Group, the Ballet Folklorico Aúcaman of Chile, the Ballet Folclórico Mexicano and many others have met expectations and achieved the goal planned for them in the conception.

In addition to many other performances, the exhibit "World Cultures and Modern Art" kept the same goal in mind, only with bigger, really world encompassing aspects. This was witnessed by the more than 200,000 visitors who viewed the exhibit. It was the most important of many Olympic exhibitions.

Finally about 2,000 participants came to Munich for the Scientific Congress on "Sports in our Times: Its Chances and Problems", which took place at the time of the Games. For the first time this Science Congress was set up as an interdisciplinary congress. Until then the physicians and the pedagogues always gathered separately on the occasion of the Olympic Games. Indeed, sport needs the illumination of science in each of its fields. But what is sport supposed to do if, for example, the pedagogues say that the Olympic Games stimulate the nationalistic and aggressive drives while the behavior researchers maintain that this drive has been so engrained in human beings for thousands of years that man will need long spans of time — if ever at all — to overcome this trait. Events at which this aggressive drive is very much sublimated, like at the Olympic Games, for instance, are simply absolutely necessary. In such a situation sport can say, "with prophets to the left of him, prophets to the right of him, the child of the world stands in the middle". Here as in other areas science must come to common decisions so that these can become relevant to sports. An integrated scientific convention at which each discipline had to pose its statements to the others was the need of the times. It was unusually successful, received recognition by the entire scientific world and was attended by individuals with a comprehensive range of experience.

1.6

Assistance and Self-help

One cannot talk about a conception and not mention the cost factor. Indeed in modern industrial societies to a great extent it has become the general practice to develop good and some not so good ideas and let the public raise the necessary funds to execute them. This practice may be acceptable if there is an indubitable social need standing behind the planning. Whether the staging of the Olympic Games was such a need will surely raise doubts. Therefore, no conception for the Olympic Games should be formulated without consideration of ways and means of raising as great a portion of the money as possible by the OC. The first, a rough superficial estimate of the financial needs came into a life of its own in the same way that famous authors admit that the characters they have invented develop their personalities during the writing process. It is very much the same way with ideas. They continue to develop quite by themselves, especially when great personalities and artists have been enlisted to plan along, such as happened in Munich.

The Olympic Games in Munich cost 1,972 million DM. Such figures are frightening, but are as confusing as the still greater sums officially expended for the Games in other cities since the greater part of this money had been used to completely renovate these cities. Of the 1,972 million DM costs incurred in Munich, 711,250,000 DM were used for the inner structuring of the City of Munich and 638,750,000 DM for sports construction projects. The organization, i. e., the preparations and the staging of the Games cost 527 million DM. Of the total costs, the OC raised about 2/3, more precisely 1,286 million DM. Around 700 million DM were covered by minting a 100 million issue of commemorative ten-mark coins. It did not burden the money market. The coins have been hoarded by collectors throughout the world. 420 million DM were gained from two lotteries. These lotteries also had a little bit of the character of a "popular vote" for or against the Olympic Games. The fact that they were among the most successful ever arranged in the Federal Republic of Germany, expresses the degree of popularity of the Olympic ideal in Germany. Additional funds were received from the sale of entrance tickets and the commercial evaluation of the emblem.

An account must be continued down to the final line. Thus it is necessary to mention that a team of experts has calculated that about 250 million DM of Olympic-related income have flowed back to the public authorities through taxes. According to this, there results the following outline of costs: Total cost: 1,972 million DM; paid by the OC: 1,286 million DM; portion paid by the public authorities (federal government 50%, Free State of Bavaria and the City of Munich, each 25%) = 686 million DM. Subtracting 250 million DM repaid in taxes leaves an actual cost of 436 million DM to the public authorities. On the credit side, there are the newly constructed facilities in Munich and Kiel with a value of 1,445 million DM (according to the price index of 1970). Therefore the planning concept for the XXth Olympiad was not in the least a design to plunder the pocketbooks of other groups of society.

1.7

The Festival Location and the Festival

As the first chapter of the "Official Report" is dedicated to the idea and its conception, there is good reason to conclude it with a description of the stage on which the festival took place. Olympic Park, created for the Games of the XXth Olympiad, was that part of the overall concept that decided success or failure.

One can say only that many especially fortunate circumstances made it possible to create this park. First of all, there was the very land. It was at one time the parade grounds of the Munich garrison. Once the military gets a hold on something, it does not let go right away. Thus it became a big vacant lot loaded with the debris of the city, without any charming landscape and was used neither as a construction site nor for any other purpose. It is located in the industrialized northern part of Munich, a region which is a little like the step-child of an otherwise beautiful City. Sooner or later recreation areas had to be built there for the people living in the vicinity. Something also had to be done for the Institute of Physical Education of the largest German university, i. e., Munich since it had only such ramshackle facilities that it could not postpone moving into a large modern installation. Finally, Munich had neither a large stadium nor a correspondingly

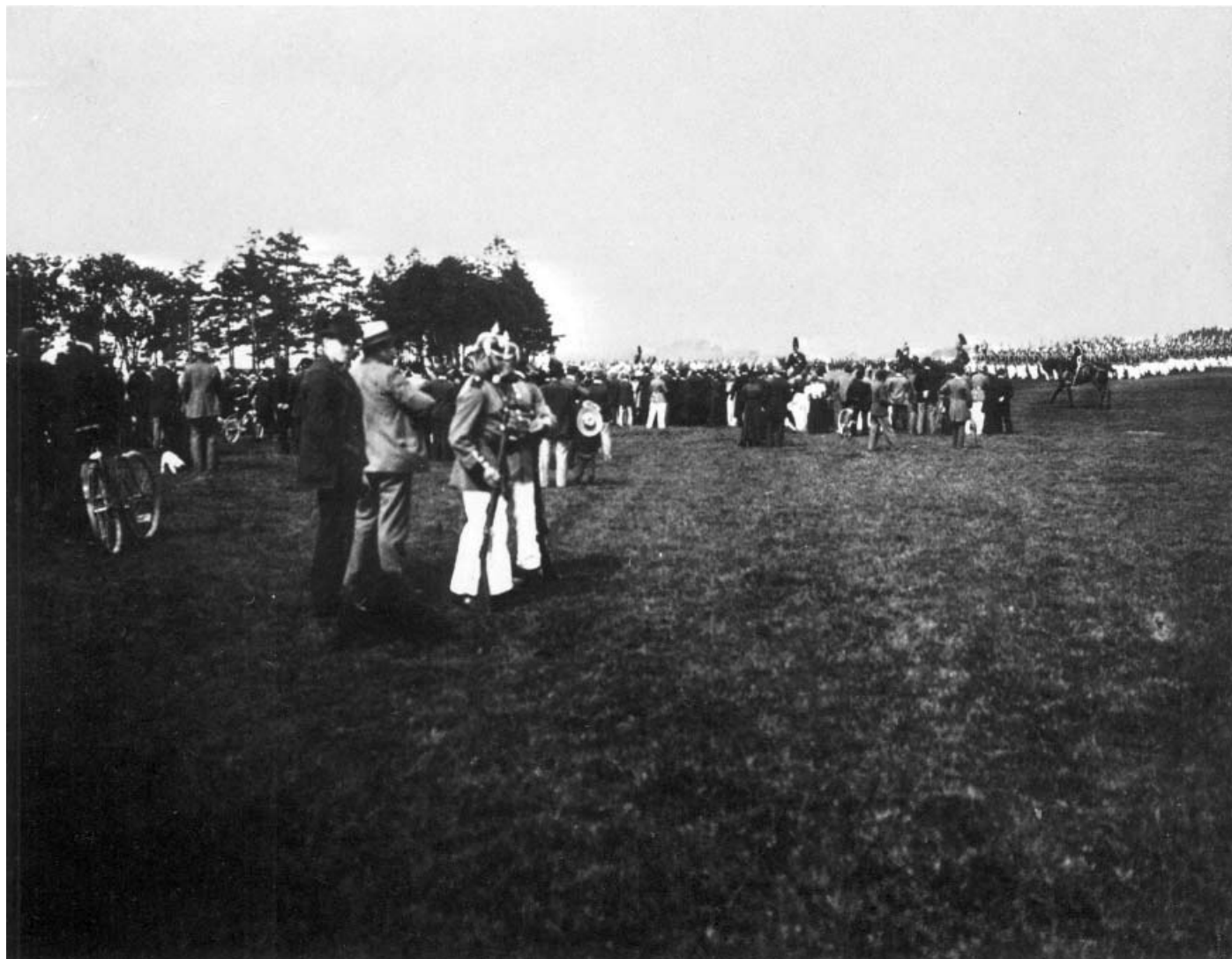
large sports hall. For years the city planned and decided to build both. It is seldom that so many favorable circumstances coincide to make a justified generous solution for the construction of an Olympic stage possible. The task assigned was a secular one. Now the appeal went out to the spiritual elite to cooperate in the preparations for the Munich Games. The response to this appeal was immediate. Although time was pressing, a great deal of time was reserved for contemplation. Thus, it was decided to set up a competition for an overall design instead of getting involved in individual designs for the large structures needed, such as the stadium and the sportshalls.

The design by Architect Günter Behnisch and Associates presented a fascinating solution whose essential characteristics are as follows.

The landscape was altered completely. For the first time modern technology, which has destroyed so much nature already, was used to rearrange a new landscape, to create a new nature, to change a level area into hills and dales, to lay out a lake with green shores gracefully sloping down to it and forums set up on higher and lower elevations as places for unconstrained encounters. Günther Grzimek, a congenial master gardener, gave life to this formerly desolate landscape with some high and

some low green plantings all in motion. He created a "nature", which is adequate for the large city dweller estranged from nature; a landscape that he can sense "his" nature and one, it was hoped, that would be accepted by Munichers. At the same time, the large structures seemed to be embedded into this simultaneously contrasty and harmonious landscape, as foreseen in the design by Behnisch. Consider the large stadium, which is the smallest of the newly built stadiums for Olympic Games and has a capacity of only 80,000 spectators. A good half of it is sunk into the ground. Thus the large structures grew out of the landscape, not like concrete hulks against the comparatively midget-like people. They rather became a part of the landscape and the entire panorama stayed at a human level.

The total effect was enhanced in various ways by the creations of the famous designer, Otl Aicher: by form and color, for example, of the seats in the sports sites; by the colorful pictograms, which elevated the picture language of the wide-spread to the heights of graciousness; by the stands with flags and banners, in ever recurring shades of light blue, green, yellow and ocher; by the similarly colorful clothing of the organizers, referees, controllers, security people and many more details. Naturally all of this existed at first only as blueprints and as a model that people could look at.



How would it be if the structures, put into reality, would look down at the people, as all great architecture does?

The suggestion by Behnisch was unusual just for the fact that it needed a highly developed imagination to recognize its uniqueness. If the jury had not had a superior sense of imagination, thanks to the cooperation of great architects and artists, most likely ordinary, cheaper and more obvious solutions would have been preferred. A democracy also needs the authority of a minority of personalities who have proven their stature through achievement, in order to come to correct decisions.

The most critical part of this prize-winning design was the tent roof which would hover over a major part of the grounds and structures. Made up of many waves and folds, it completed the landscape, included the large structures within itself, made corners and areas with benches more intimate and always joined these areas to the entire ensemble thanks to its transparency. It was only this roof which created a flowing transition between the landscape and the closed spaces of the buildings.

It took a great deal of courage and inner conviction to put this concept through despite scheming opposition, and people who "knew better". But on August 26, 1972 when the site of the festival was presented to visitors and critics at the opening ceremony, when Olympic Park wore its festive decorations in happy colors, when the nations marched in to strains of folk music and the melodies of every country and nationality instead of military marches, and finally when three thousand boys and girls with flowers and wreaths danced the greeting to youth it was there, coming from the depths, jeered and despised carefreeness, a hint of a relaxed festival! Then Olympia was perceivable, where the game stands equal to the results and the achievements, and the human being as a neighbor before the record.

Seldom has proof of how much applied architecture and landscape layout can contribute to people's well-being, been so brilliantly produced as at the Munich Games. Spectators did not merely stream into the Olympic Park for the contests and scurry away afterwards. They and thousands of others let themselves merge into the Olympic landscape, feel the Olympic atmosphere and take time to linger. They wandered on the park paths and lawns in loose groups, lay down in the cool dales, played with their children, bargained with the exotic jewelry sellers, enjoyed a world without "KEEP OUT" signs, enlivened the shores of the lake, and met people from Africa, Asia, North and South America, the South Seas, some in picturesque garb, and even their own European neighbors, without evaluating nations!

One more point: the visitor also belongs to the festivities with his mood and his fairness. The visitor is more than a mere passive receiver. We wanted to take the free time between the Games just as seriously as the scheme of events. We set ourselves the task of creating a place of understanding, of genuine communication on a level above the rational, of solidarity, a place to communicate without big words. I have mentioned our colors already; they were those of peace and casual carefreeness.

They should be guards against solemnity and heroic exaggeration. They should shine through in the concerns about thousands of details always and ever, and make the people who met at the Munich Olympics conscious that we want to understand their claim for a humane world. We wanted to provide everything so as not to give the opponents of sports an opportunity to criticize the behavior of the masses at major events. This line was to be held even down to the annoyances of the sports bureaucracy, such as identification papers, forms, meal tickets, etc. And even the prescribed ceremonial should not be just an outline for a celebration, it should demand creativity with a flair for the modern, without breaking the rules and honorable traditions. We also wanted to overcome the rigidity and frigidity of modern electronics without which nothing operates anymore. However, those who expected games of electronic communication were to find human communication instead.

Naturally the final question is whether the Munich conception for the Games actually pointed the way out of Olympic stagnation and disillusionment and whether there is a chance for relaxed Games. The spectators and the participants have already given the answer. Every great athlete was enthusiastically applauded, independent of race, nationality, or his origin from East or West. The Americans did not feel themselves humiliated because the Russians rather than they stood at the top in the evaluation of the nations. And the Federal Republic of Germany did not feel itself conquered by the German Democratic Republic. All this is in no way obvious, as the past has shown. If the Olympic festival in Munich could have been carried out to the very end as planned, without the terrible act of terror, with the closing ceremony which would have caught onto the theme of the carefree Games more intensely, all that has been said above would have appeared much more clearly. In spite of everything, one year after the Games the great Olympic Congress in Varna came to an end with good hopes and much optimism for the continuation and effectiveness of the Olympic idea — against all predictions. Perhaps Munich has made a modest contribution to this result.

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Standing as of August 1, 1972

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2

2.1 Security in the Olympic Village

The Games of the XXth Olympiad should have proceeded in a serene, unconstrained and peaceful fashion. The architecture, the visual configuration and the organization expressed this idea. The security conception also had to adjust itself to this idea, although its planning provided that its effectiveness would not thereby be impaired. This was no place for an absolute priority to be given to every conceivable aspect of security or for a total presence of heavily armed police. Barbed wire and machine guns would not have been appropriate for the creation of a peaceful atmosphere of international encounter at the Olympic contests, nor could these give the world at large a true picture of the Federal Republic of Germany. Military uniforms were not desired; as opposed to this, the sport clothing worn by the surveillance personnel was to have created a cheerful climate and would have discreetly blended into the Olympic rainbow of color. The same concept was also valid for the Olympic Village. Its arrangement, security and accessibility fitted into the overall image of the Olympic facilities. These should be no enclosed fortress with walls, barbed wire and watchtowers. There had never been such a completely enclosed village at previous Olympic Games. Therefore, only a two-meter high wire-netting fence closed off the Olympic Village from the outside.

A civil security service wearing friendly, light blue uniforms was created. It was composed essentially of officers who were sportsmen or interested in sports, recruited from the ranks of the police or the border patrol and who had volunteered for this duty. From the outset, this security service already possessed a solid police training but was especially trained for the fulfillment of its special duties at the Olympic Village. The security force was intended to

- protect the Village from trespassing by unauthorized persons and exercise a general access control function;
- settle minor disruptions of order in the Village;
- intervene in cases of criminal activity and hand over such cases to the criminal police watch stationed in the Olympic Village for further action;
- control traffic; and
- exercise a certain preventive influence by constant patrolling.

The security service was divided into small units of men and women, who served four tours of duty. Only the night-shift was armed (with pistols).

2.2 Security Precautions for the Israeli Sportsmen

Before and during the Olympic Games the various authorities received a large number of reports which announced disturbances and actions with political motives in a direct, probable or non-exclusive connection with the Olympic Games and their participants and visitors. They contained, however, scarcely any concrete clues concerning a time, place or particular object of such deeds. The responsible authorities investigated these reports. There was no specific evidence of danger to the Israeli sportsmen or equipment. Nevertheless, representatives of the police planning staff conducted a series of meetings with

agents from the Israeli embassy and the Israeli Olympic team from a time beginning several months before the Olympic Games.

On August 9, 1972 an Israeli security attache was briefed by the authorized police security authority in Munich concerning the security measures for Israeli honored guests and the Israeli Olympic team. The structure and organization of the Olympic Village and the primary responsibility of the security service in the area of the domestic right of the OC were explained to him. The participants in this meeting were in agreement that no concrete indications of any sort concerning disturbances or assassination plots against Israeli sportsmen or visitors were evident. Dissatisfaction of the Israeli security authorities with the scope of the planned security measures was not discernible.

On August 24, 1972 the final condition of the security situation in the area of public order and protection of personnel was once more discussed in conjunction with the participation of the State Office for Constitutional Protection. Although no concrete indication of any sort of threat to the Israeli Olympic team or Israeli guests was evident, a further meeting between a representative of the police command staff of Munich and a representative of the delegation of the Israeli team took place on the same day. They agreed on the security:

- of the Israeli accommodations in the Olympic Village;
- of the Israeli delegation at the youth camp;
- of the Israeli journalists;
- of the Studio 4 at the German Olympic Center during the transmission periods for Israeli television;
- of the religious services at the church center of the Olympic Village on the occasion of the Jewish New Year Festival, September 8 and 9, 1972.

Once again on August 25, 1972, an on-site inspection in the company of a representative of the police and the security service at the Olympic Village took place at the suggestion of a representative of the Israeli delegation. On this occasion once more there were no recognizable indications of an attack against Israeli personnel or a disruption of Israeli facilities.

2.3 Course of Events of the Incident

The Israeli Olympic team was housed on the premises of Connollystrasse 31. The shortest distance from this house to the outer fence (Gate 25 a) was approximately 80 meters. The same premises also housed the teams from Hong Kong and Uruguay.

4:55 A.M.

During the night from the fourth to the fifth of September, 1972, at 4:55 A.M., various patrolling units of the security service heard salvo-like shooting noises from the direction of Connollystrasse. This condition was immediately reported by radio to, among others, the watch of the criminal police at the Olympic Village. The security service and the police proceeded at once to the site of the occurrence, Connollystrasse 31. Upon entering the house they were stopped in the entrance hallway by persons wielding machine pistols.

At approximately 5:30 A.M., a man with a blackened face and wearing sun glasses appeared on the balcony of the second floor and said in German that athletes of the Israeli team would be held captive as hostages. Only upon fulfillment of certain conditions put down in writing would they be released.

Thereupon the manuscript with the conditions was thrown out of the window: "The arrogant attitude of the Israeli military establishment and its objection to meet our demands, would not make us forfeit our human approach and continue to find out a way to save the Israeli prisoners under the following conditions:

First:

The Federal German Republic should announce its acceptance to take the Israeli prisoners to any place designated by our revolutionary forces at the Olympic Village.

Second:

The FGR has to provide our forces with three planes, aboard which the Israeli prisoners with our armed forces will be moved to the appointed destination, in three successive parties. Each party will only leave Munich after the arrival of the previous party to its destination.

Third:

Any attempt to foil our operation will end up with the liquidation of all the Israeli prisoners, and the FGR will be held responsible.

Fourth:

This ultimatum will expire in three hours, only, from now the FGR takes full responsibility to all consequences.

Fifth:

At the end of this ultimatum, if our demand to leave German territories will not be accepted, our revolutionary forces are ordered to adopt revolutionary and just violence, to give a most severe lesson to the warlords of the Israeli military machine and to the arrogance of the FGR.

Revolutionaries of the world unite!"



The names of approximately 200 Arabs in Israeli captivity were included as an appendix.

The attackers were thereby recognized as Palestinian commandos (members of the group "Black September"). Their spokesman replied affirmatively to the question of whether there were injured persons in the house. The medical service was informed. In the meantime, the security service carried out a wide-ranging cordon of the area around the house at Connollystrasse 31. The guards at the gates to the Olympic Village were reinforced.

The speaker on the balcony demanded the removal of all police officials out of range of sight; otherwise, he threatened the hostages would be shot and fire would be opened on the police. The perpetrators, however, accepted the presence of two members of the security service (including one female employee of the security service who was a criminal police officer) as contact persons. They also demanded that an allegedly seriously wounded Israeli be taken to an ambulance. The death of the freed hostage could only then be determined by the emergency doctor who had been brought and who was allowed to remove the body.

Later investigation revealed that the Palestinians had probably traveled in two or three groups to the vicinity of the Olympic Village at about 4:00 A.M. By way of the Kusoczinski Damm, which runs along the southern part of the Village, they came to gate 25 a, at the end of Connollystrasse. They waited there until a patrolling double watch of the security service had gone by and then climbed over the gate in groups while the bags containing their weapons were given over to them from outside. In two units, and following each other closely, they proceeded by way of the underground passageway to the house of the Israeli athletes. The first four Arabs forced

their way from the passageway into the building and shot an Israeli sportsman who offered resistance.

2.4 Efforts for the Release of the Hostages without the Use of Force

At approximately 5:40 A.M. the president of the Organizing Committee, Willi Daume, the security authorities of the Organizing Committee and the Munich police president, Dr. Manfred Schreiber, held a meeting. The last mentioned took over the leadership of the police effort which from then on had responsibility for all actions of a police nature. The security service of the Organizing Committee was subordinated to the police. It retained the various cordoning functions as its duty. Armed police units were assigned to the various closure rings around the objective, Connollystrasse 31.

The mayor of the Olympic Village, Walther Tröger, was immediately informed, whereupon he initiated the administrative procedures which fell into the area of his responsibility.

In the time between 7:00 and 8:00 A.M., the federal minister of the interior, Hans-Dietrich Genscher, and former lord mayor, Dr. Hans-Jochen Vogel, who were both at the same time vice-presidents of the Organizing Committee, the secretary general of the OC, Herbert Kunze, as well as the state minister of the interior for Bavaria, Dr. Bruno Merk, later the lord mayor of Munich Georg Kronawitter, and the president of the IOC, Avery Brundage, held a meeting. It was decided that according to the ruling of the relevant laws, the Bavarian minister of the interior bears the overall responsibility for the appropriate security measures.

In the various offices of the administrative branches of the Olympic Village advisory staffs were formed: one for the representatives of the authorities, one for the representatives of the sports world, and one for the representatives of the Israeli team management who had already met in the meantime and with whom the ambassador of the State of Israel met as he arrived from Bonn on the special aircraft put at his disposal.

The opinions which were formed both alone and in connection agreed in principle on the assessment of the situation and the estimation of the risks. All possibilities for negotiation should be utilized. The winning of time, therefore, stood in the immediate foreground.

Until about 1:00 P.M. the police president of Munich, accompanied by the mayor of the Olympic Village, were the first to negotiate with the Palestinians. The negotiations were supported by the following Arab figures who had met in the meantime: the Tunisian ambassador to the Federal Republic of Germany, the head of the Office of the Arab League in Bonn, the Egyptian member of the IOC and the chef de mission of the Egyptian team. A postponement was reached: first from 9:00 A.M. until 12:00 P.M., then until 1:00 P.M. The perpetrators did not agree to a further extension of the deadline. They then announced, that, from then on, only oral conditions would be valid. The exclusive demand was made that two hundred political prisoners held in Israel be freed. The release should be reported with an Arab codeword by a plenipotentiary. In addition the free departure of the Palestinian insurgents in the company of the hostages, who would later be freed, was demanded. The fulfillment of this demand, however, did not lie within the scope of German decision-making authority. It was dependent on the position of the Israeli government. From the moment of the arrival of the Israeli ambassador he was in constant telephone contact with his government. Based on a cabinet decision which had been made in the meantime, he allowed no doubt to exist that the demanded release of all or only some of the Arabs was, in principle, out of the question. This position did not change.

At 11:30 A.M. the federal government in Bonn held a cabinet meeting. They remained in continuing contact with the federal minister of the interior, who stayed in Munich, and the president of the Organizing Committee.

At the same time, the president of the police, Dr. Schreiber, informed the journalists from all over the world who were in the Press Center, of the situation. Since the police president saw no further chance for his own agency to achieve an extension of the ultimatum past 1:00 P.M., and since at this time the threatened shooting of two hostages was feared, the federal minister of the interior, Genscher and the Bavarian minister of the interior, Dr. Merk, entered into the negotiations. With reference to the fact that the German government stood in contact with the Israeli government and that this government needed time to check the list of names, and that also, on the part of the Germans, further assessment of the situation was necessary, several extensions of the ulti-

matum were attained (3:00 P.M., 5:00 P.M., 7:00 P.M., 9:00 P.M.). In these negotiations possibilities for the release of the hostages without force were offered, perhaps by reciprocal actions of another type: free departure for the perpetrators, payment of sums of money of an indeterminately high amount or substitute German hostages. The Palestinians rejected all of these offers. They also refused to free a part of the group of hostages. To the suggestion that two or three hostages or even only one hostage, because it was a matter of human life, carry the same weight as a large number of hostages, the spokesman responded that the larger number was necessary in order to lend impact to the demands in the face of the stalling tactics of the Germans and Israelis. At the time of these negotiations the number of hostages in the hands of the perpetrators and the number of the commandos themselves, was unknown on the German side.

Talks with Arab sources were in progress at the same time. The Tunisian ambassador was informed that the Arabs in the house at Connollystrasse 31 had twice attempted so reach a telephone number in Tunis. He saw no possibility that his government could influence the Tunisian partners of the perpetrators. Nevertheless, he admitted that he was prepared to relay the telephone number to Tunis in order that further details concerning the partners could be brought to light. The communication with Tunis which followed was carried out by an employee of the Tunisian embassy. The German side in Munich received, however, no report as to whether or not contact with the Tunisian communication participants occurred.

Parallel to these efforts, the crisis staff of the Foreign Ministry in Bonn attempted, by way of the German ambassador, to obtain a clarification of the telephone number from the highest possible sources in Tunis. At 6:30 P.M., the ambassador reported by telephone to the Foreign Ministry that he had asked the Tunisian minister president to investigate the telephone number. At about 8:00 P.M., the ambassador informed the Foreign Ministry that the Tunisian minister president had caused him to be informed that the telephone number in question belonged to an "honorable personage" and that in his opinion any connection with the Palestinian commandos should be ruled out.

Federal Chancellor Willy Brandt, during the course of the afternoon, made the following appeal to the heads of government and states of the Arab lands:

"With deep shock the federal government has taken cognizance of the fact that the Olympic peace has been broken by an assault which has already cost human life and which continues to further threaten it. In this hour, I call upon you to do all that stands in your power in order that the hostages, who find themselves in the power of the assailants, regain their freedom without injury. The whole world awaits from you that you will immediately make your influence felt."

On a parallel with all of these negotiations a final expedient was prepared: the possibility of a forceful liberation of the



hostages. In the meantime, it had been reported by the management of the Israeli team that ten of their countrymen were apparently in the power of the Palestinians. A telephone connection to the hostages, who were clearly heavily bound, did not exist. For all conceivable contingencies units of storm troops with special intervention commands were formed from volunteers from the municipal and criminal police, reconnaissance units and sharp shooters were deployed, all requisite technical and weapons-technical apparatus were assembled, specialized police vehicles were brought into position and the possibility of employing chemical agents to disable the perpetrators, was considered. In the foreground of all of the planning stood the attempt to save the lives of the hostages. Uncontrollable, spontaneous reactions of the perpetrators had to be taken into account.

In the intervening time, the commandos had announced that they would agree to have food brought to the hostages. An attempt to utilize this opportunity to free the hostages by means of a surprise onslaught by police disguised as cooks had to be abandoned, because the leader insisted that the food containers must be carried into the house individually by the police president.

At approximately 5:00 P.M. the Palestinians first brought up the demand for free departure with the hostages in conjunction with the ultimatum that the hostages would be shot at the planned point of arrival in Cairo at 8:00 A.M. the following morning, if at that time the two hundred Arab prisoners held in Israel had not yet arrived at the same place. To the question whether he was then sure that the commandos would be accepted in Cairo and that there they would be able to carry out their ultimatum, the spokesman replied that they were prepared, during the flight,

to make contact with the appropriate Arab sources concerning this matter.

This new situation was immediately reported to the Israeli ambassador and the Israeli government. The Israeli government asked whether it was correct to assume that there would be a prospect of negotiations concerning the transportation of the hostages to Cairo. In the case of an affirmative response they would like to know:

- whether the federal government had determined for certain that the Egyptian government would allow the hostages to travel out of Egypt into Israel;
- whether the transportation should take place in a German aircraft;
- whether the hostages would be accompanied by a high German personage.

The Israeli government stood firm in its position not to release the Arabs imprisoned in Israel. The ambassador made it clear that, if the above stated assurance could be given, he would again hold consultation with his government.

Shortly after 6:00 P.M., the federal chancellor was informed of this Israeli position. He attempted a telephone communication with the Egyptian president of state, Sadat, but was not able to reach him. At 8:40 P.M., however, a telephone communication with the Egyptian prime minister did take place. The federal chancellor informed him that it should also be in the interest of the Egyptian government to agree upon a plan according to which a German aircraft could travel unmolested on to Israel, after the insurgents had left the aircraft. Nevertheless, the Egyptian prime minister answered that Egypt had not the least to do with the whole affair and did not wish to become involved in it.

Similarly the president of the IOC let it be known through the president of the

Organizing Committee that the IOC would not be in agreement if athletes, who were staying as guests in the Olympic Village, would be allowed to be dragged into a foreign country by a battle group of insurgents.

In the further course of the negotiations with the Palestinians it was demanded that someone be allowed to speak with one of the hostages in order to be convinced that the hostages were still alive. One of the Israelis was brought bound to a window. He was not allowed to answer the question concerning the number of hostages who were still alive, but did make clear, that all the hostages who had lived through the night were still alive. Later he, and another Israeli athlete who were brought to a window, expressed the expectation that the Israeli government would fulfill the demand of the Arabs. They were also prepared to fly to Cairo.

After this, the federal minister of the interior, Genscher, was allowed by the leader of the commandos to enter the house. He found the nine Israelis who were still alive in a room on the first floor. The windows were covered. The athletes sat, bound hand and foot, on beds. They were guarded by two Palestinians armed with machine pistols. In the course of the meeting, in which a list with the names of the survivors was handed over - one of the already dead Israelis lay on the floor next to the bound hostages - the Israeli athletes once more expressed the wish that their government might agree to the demands. They were ready, along with the Palestinian insurgents, to fly to Cairo. The Israeli ambassador was informed about this situation immediately afterwards

At about 7:00 P.M., a high Israeli security official arrived in Munich with an escort. He also advised working to win more time.

Nevertheless, in the negotiations a further extension of the ultimatum beyond 9:00 P.M. was no longer attainable. The leader let it be known that the execution of, at first, two of the hostages to enforce the demand was now unavoidable. He gave as the cause of this action the fact that all the members of his group had not slept over the course of many hours and therefore a reduction of the physical and psychic capacity of his men and thereby the danger of their being overpowered by the German police was to be feared. He also rejected the offer that for a postponement of the deadline until 8:00 A.M. the next morning the police would not attempt anything against them during that time. During these final discussions the German negotiators pointed out that the Israeli government was still occupied with the investigation of the list of those Arabs whose freedom was demanded. A final decision as to whether the Israeli government would agree to the ultimatum of the commandos must still be awaited. The leader of the commandos, nevertheless, declared himself unwilling to engage in further dealings; he repeated his threat first to execute two hostages if the departure flight were not allowed immediately. He and his comrades were not able to hold out through the night. The German officials had to bear the consequences if it now came to an execution of a part of the group of hostages; thereafter they would agree to his demand for a departure

flight. Moreover, the threat was repeated, i.e., that all the hostages would be shot at the arrival point at 8:00 A.M. the next morning if at that time the two hundred Arabs, whose release was demanded, were not free.

The pertinent German authorities had, during the intervening time, decided — in agreement with the known position of the IOC — that a departure of the commandos with their hostages had to be ruled out, because:

- the survival of the hostages also in this eventuality depended on the — non-existent — readiness of the Israeli government to free the Arab prisoners in Cairo the next morning;
- a guarantee of security for the hostages from the Egyptian government had not been given;
- even in the eventuality of an Egyptian guarantee of security it was in no way guaranteed that the commandos really would fly to Cairo;
- by conceding to a departure flight it would have been necessary in addition to expose an entire flight crew to an at least indeterminate fate, and this, outside of the sphere of intervention of German authorities. Moreover, at the time of even the latest possible departure deadline, such a crew was not available.

9:00 P.M.

Up until 9:00 P.M. the overall assessment by the authorized representatives of the federal government, the Free State of Bavaria, and the leader of the police operation came to be more and more in agreement that in the face of the expiring ultimatum only a forceful liberation offered a chance for the survival of the hostages. The diplomatic efforts had to be regarded as having broken down.

2.5

The Attempt at Liberation by Force

There were three possibilities by which an action to liberate the hostages could be initiated:

- storming the Israeli Olympic team quarters in which the hostages were being imprisoned by their captors;
- liberation during the transport from their quarters to the helicopters;
- an intervention at the airport.

Storming the house at Connollystrasse 31 would have brought about the death of all of the hostages with absolute certainty. This solution would only have come into play if the negotiations had suddenly broken down and the execution of the hostages had been considered certain. The storming would then have been the last resort.

A liberation attempt in the basement, by way of which the perpetrators in groups and in close contact with the hostages would proceed to the helicopters in a motor vehicle would have meant the same slim chances for the survival of the hostages. A considerable danger to bystanders would also have accompanied an attempted liberation in this vicinity. Moreover, the event would have then been brought out of the closed house and into the public domain of the Olympic Village. From many perspectives, this would have had incalculable consequences.

The intervention at the airport, in reference to which, on security grounds, the military air base at Fürstenfeldbruck, used during the Olympic Games as an airport for charter flights, was preferred to the general aviation airport München-Riem, afforded the police the following advantages:

- they could, with certainty, be at the place of action before the insurgents and their hostages, and thus prepare the attack;
- the lay-out of the airport, as opposed to the Olympic Village, offered the police tactical advantages;
- any endangering of bystanders could, to a very larger extent, be ruled out;
- a spreading of the intervention into unforeseeable areas need not be feared;
- the public was shut out;
- the action occurred entirely outside the boundaries of the Olympic Village.

After 6:20 P.M. all preparations for an intervention in the basement were completed. Police measures assured that none of the perpetrators could succeed in breaking out and moving to another area of the village. Other forceful actions by the perpetrators would also be ruled out by these measures. Stand-by motor vehicles and ambulances were ordered to their positions; their crews were briefed on the situation. The streets in the vicinity and the route to the hospital in Schwabing were kept free of traffic by the police.

The intervention to liberate the hostages at the airport was prepared from 5:45 P.M. until 6:40 P.M. In order to meet every eventuality the necessary measures were also taken at the airport München-Riem, because the commandos could have forced the aircraft concerned, by surprise action, into this reversal. This was, nevertheless, not actually the case.

With the resumption of negotiations at approximately 6:30 P.M., the perpetrators demanded to be taken to the airplane by bus rather than by helicopter. This demand was refused, because it would have given the perpetrators the opportunity to drive directly up to the plane and then to transfer the hostages individually into it. In addition there was the danger that the perpetrators could have taken more hostages in the course of the ride. Finally, the ride through the Olympic Village and the city would have been accompanied by a considerable endangerment to bystanders.

After all preparations for an evacuation had been completed in the basement—including those for the eventuality that a chance to liberate the hostages might present itself there - at 8:00 P.M. the modalities of the further procedure were discussed with the leader of the Palestinian group. He gave assurances that German personnel who were involved in the transport would not be taken as hostages. It was determined: 9:00 P.M. departure from Munich; 9:30 P.M. departure from Fürstenfeldbruck.

A rehearsal of the walk to the helicopters, which were already in position on Lerchenauerstrasse, caused a postponement until 9:30 P.M. because of the various security measures which accompanied it. After this rehearsal, the leader of the Palestinians demanded that the transport through the basement had to take place by bus. By this demand the situation with reference to the tactical considerations of the police changed suddenly, especially because the commandos then rejected the bus which was put at their disposal and demanded another. Immediately before the bus for the transport of the Palestinians and their hostages was brought into position, the Israeli security officer declared that he desired that his escort be able to speak with the Arabs by telephone. This message was given to the Palestinian leader by Ministers Genscher and Dr. Merk. The leader, however, rejected this request and declared it only a new Israeli attempt to drag out the affair. He had nothing more to say; he was fulfilling here, along with his comrades, a duty and a mission. The Israelis, as well as the German officials, had to be clear about the fact that his combat group, from physical grounds, was in no condition to delay the departure any longer. If they could not leave the house within the next few minutes, they would follow out their threats and begin by shooting two hostages. Moreover, he requested that the ministers make it clear to the Israelis that his statement remained in force, to the effect that all the hostages would be shot the next morning at the arrival point, if the Arab prisoners who had been demanded were not in Cairo by that time.

At 10:06 P.M. the commandos and their hostages rode in the new bus to the helicopters on Lerchenauerstrasse. In the process eight heavily armed Palestinian insurgents, aside from the nine hostages, were counted. The departure in two helicopters, which were accompanied by a third containing German personnel occurred at 10:22 P.M. The landing at Fürstenfeldbruck: 10:35 P.M.

The entire airport area was brightly illuminated by means of hastily erected equipment. A Lufthansa aircraft stood ready. A large number of police, disguised as airport personnel, were at the scene. Immediately upon the landing of the helicopters the pilots and four of the insurgents left their aircraft. While each helicopter crew despite the earlier assurances to the contrary by the leader was threatened by one of the Palestinians armed with a machine pistol, the remaining two commandos — one of whom was the leader — proceeded to the Lufthansa aircraft which stood approximately 100 meters away in order to inspect it. As they were returning to the helicopters and had covered approximately half the distance, a commanding officer allowed the sharp shooters to open fire. Those insurgents who were caught in the open were either killed or rendered unable to fight by these shots. The Palestinians who were still in the helicopters returned the fire, probably out of the open doors and through the front windshield of the helicopters. The German police officer, Fliegerbauer, was mortally wounded. The helicopter pilots were able to rescue themselves by fleeing.

The hope of the police that the insurgents, faced with their already dead comrades and a hopeless situation, would surrender, was not fulfilled. Consequently, a quick end could now only be attained by expending the ammunition supply of the insurgents or by the forceful prevention of a sortie. Thus, there remained only the attempt to take advantage of this phase by persuasion and demands for surrender.

At approximately 11:00 P.M., after consultation with both of the Israeli security officials, the commandos were called upon by megaphone, in the German, English and Arabic languages, to put down their weapons and give themselves up since their situation was hopeless. Special police vehicles carried out a mission to save the wounded and cope with the resisting insurgents. They were fired at from the helicopters. Immediately thereafter commandos jumped out of both helicopters, armed handgrenades. and threw them into the helicopters. They came under fire immediately and were hit. Several attempted to escape toward the rear into the darkness under the cover of clouds of smoke. All of the Israeli hostages, in so far as they had not already been killed by gunfire in the helicopters, died by the detonation of the handgrenades.

Fire fighting personnel moved in and attempted to extinguish the burning helicopters. They were shot at out of the darkness by one of the escaped assailants.

At 0:15 A.M. the police search for the surviving assailants at the airport was completed. Three wounded insurgents were taken prisoner; the others were dead. At 2:00 A.M. the investigations by the criminal police began.

Even before the Israeli ambassador arrived in Munich, he transmitted the request of his government by telephone to the Organizing Committee, that the Games of the XXth Olympiad be discontinued in view of the disruption of the Olympic peace by Palestinian insurgents and the lamentable loss of life which had already occurred and that which still could be expected. The president of the Organizing Committee replied that he took cognizance of this message and that he would present it for discussion in the forum that was authorized to make this decision. In the process of further discussions which the president of the OC conducted with the Israeli ambassador in Munich, the president informed the ambassador that the Games would be suspended for one day and that they would be resumed after a memorial ceremony in the morning of September 6, 1972. The Israeli ambassador later expressed the gratitude of his government for the worthy manner in which the victims were remembered.

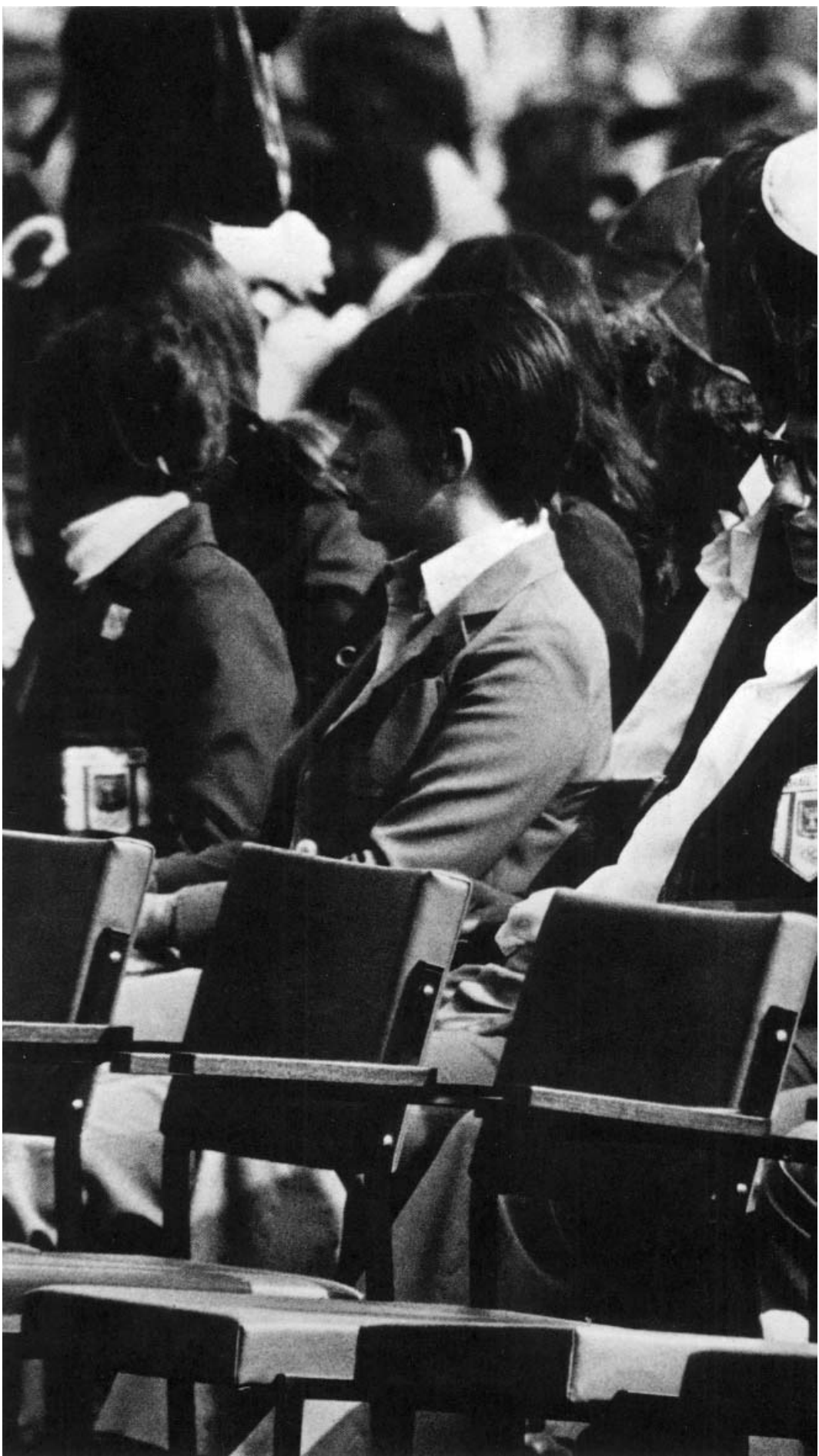
The president of the IOC and the president of the OC were in conference all day on the 5th of September, 1972 including telephone communication with the members of the executive board of the IOC. In the evening of September 5, 1972 the IOC met in special session at the Hotel "Vier Jahreszeiten" in Munich. During this meeting it became known that a spokesman for the Federal Republic of Germany had reported on television the rescue of the hostages and the disarming of the assailants. The later investigation revealed that this report was due to an error in the transmission of the report. Independently of this report, the IOC decided that the Games, which had been interrupted on the afternoon of September 5, 1972, would be resumed in the afternoon of September 6, 1972 after a memorial ceremony that morning in Olympic Stadium. The Games were thereby extended by one day.

At 2:00 A.M. during the night from the 5th to the 6th of September the president of the OC, the federal minister of the interior and vice-president of the OC, Genscher, and the Bavarian minister of the interior, Dr. Merk, briefed the international press in the Press Center concerning all events.

The executive board of the OC met in special session and decided to cancel the planned festive receptions during the further progress of the Games, to end the performances at the "amusement street" and to revise the program of the closing ceremony, which would now take place on Monday, September 11, 1972, giving it a subdued form which would take account of the tragedy.



Shmuel Lalkin, chef de mission of the Israeli team, speaking at the memorial ceremony in Olympic Stadium on September 6, 1972.





Following are the texts of the speeches which were given at the memorial ceremony on September 6, 1972:

The president of the Federal Republic of Germany, Gustav Heinemann:

"Eleven days ago from this very spot in this stadium, I opened the 1972 Munich Olympic Games. They began as truly unconstrained Games, in the sense of the Olympic idea. They were accompanied by a tremendous response throughout the world, until the shadow of murder clouded them yesterday morning. In the past night shock and fright have spread. The attempt to save the Israeli hostages failed. Where joyous freedom reigned a short time ago powerlessness and shock characterize the faces of the people.

Dumbfounded, we stand before a truly infamous crime. In deepest mourning, we bow before the victims of the assault. Our sympathy extends to their kin and to the whole people of Israeli. This attack strikes all of us.

Were the attack and its consequences avoidable? No one will be able to give a definitive answer to this question. Who are guilty of this misdeed? In the forefront is a criminal organization which believes that hate and death can be weapons of political struggles. But those nations who do not hinder the acts of these men also bear responsibility. In these last hours it has become quite clear to all men, in all parts of the world, that hate only destroys. The victims of this attack call out to us once again to bring to bear all our power for the conquest of hate.

Directly faced with the nine victims it is our duty now to set the will to understanding against the fanaticism which shocks the world. The Olympic idea is not refuted. We are more strongly committed to it than before. In the tragedy that we must experience there is no line of demarcation between north and south, between east and west. There only is a separation here between the solidarity of all men who want peace and those others who bring deadly danger to that which makes life worth living.

In the name of the Federal Republic of Germany, I call on all nations in this world: Help us conquer hatred! Help us prepare the way of reconciliation!"

The president of the OC, Willi Daume:

"For those of us who, with a deep trust in the good will of all men, have prepared the Games of the XXth Olympiad, this day is a day of unbounded sorrow. Everything that seemed so to wonderfully fulfill itself, a celebration that until yesterday so clearly expressed the yearning of mankind for understanding, joy and peace, has been called into question through the unparalleled fault of men. Even in the world of crime there are still taboos, a final boundary of brutality, that makes people shrink back.

Those at fault in the Olympic Village have broken through this boundary. They have, with murder, broken into the beautiful and great celebration of the peoples of the earth, a celebration which values peace. The harshness and dangers of the earth are not always distributed according to individual favor and expectation. However, may this overstepping of the final boundaries of human morality at least arouse the world finally to forego acts of force, and to condemn and scorn these acts as inhuman and detestable, wherever and to whatever end they are applied.

We unite ourselves in sorrow with the families of the team, with the nations, as we leave this day with its immature frenzy behind us. There is only the comfort that we do not shape our own fates, rather, it is in higher hands that our present and future lies."

The president of the IOC, Avery Brundage:

"Every civilized person is dismayed by this barbaric and criminal raid on the peaceful Olympic site by terrorists. With our Israeli friends, we mourn the victims of this brutal attack. It is a sorrowful fact in our imperfect world that the greater and more important the Olympic Games become, the more they become the victim of economic, political, and now criminal pressure. The Games of the XXth Olympiad have been the target of two terrible attacks because we have lost the struggle against political repression in the case of Rhodesia. We control only the force of a great ideal.

I am convinced that world opinion agrees with me that we cannot allow a handful of terrorists to destroy this core of international cooperation and good will which the Olympic Games represent. The Games must go on! We must proceed with our efforts to keep them pure and praiseworthy, and to carry the sportsmanlike conduct of the athletes into other spheres. We declare, therefore, this day as a day mourning and we will continue all events as planned, one day later."

**The chef de mission of Israel,
Shmuel Lalkin:**

"The Israelis came to Munich for the Games of the XXth Olympiad in the spirit of Olympic brotherhood, friendship, fairness and peace in common with athletes of all the world. Shaken to the core, we mourn the barbaric profanation of the Olympic spirit caused by the malicious raid by terrorists, in which eleven of our athletes were murdered in a criminal fashion. Here are their names:

*Berger, David
Halpin, Elizer
Friedmann, Zeev
Gottfreund, Josef
Kahat, Schur
Romano, Josef
Shapira, Arnitzur
Slavin, Mark
Spitzer, Andre
Springer, Jacob
Weinberg, Moshe.*

They were brave and true comrades in sport who died in the prime of their lives. Such a monstrous crime stands without precedent in the history of the Olympic Games and is most forcefully condemned by all civilized men. We deeply mourn our dead and express our deepest sympathy to their families. We regret the sacrifice of men who in the fulfillment of their duty gave their lives or were wounded in the intervention against these felonious bandits, and we sympathize with their kin.

In the name of the Israeli delegation, in the name of all sportsmen of our country and in the name of all the citizens of the State of Israel, I would like to express my recognition to the International Olympic Committee and to the OC of the XXth Olympiad for having suspended the Games as a sign of solidarity with the Israeli athletes. The crisis staff of the police, the Border Patrol and the security service also deserve our recognition. We value the sharp condemnation of the crime and the words of sympathy which have been spoken to us by heads of state, chiefs of government, public figures, journalists and from the people of this land as well as from the athletes of all the world. I can assure you, that despite this base crime the sportsmen of Israel will continue to take part in the Olympic contests in the spirit of brotherhood and fairness.

The Israeli delegation leaves this place deeply shocked. We thank all of you for the solidarity you have shown us."

**The Israeli ambassador,
Eliashiv Ben-Horin:**

*"Ladies and Gentlemen,
Filled with the spirit of Olympic peace and international brotherhood the Israeli athletes came to Munich ten days ago to take part with teams from 120 other nations in the events and contests of the XXth Olympiad. Murderers have chosen precisely the arena of the Olympic Games as the place for their senseless crime. They have broken and profaned the symbol and expression of the friendship and of the nations and the peoples. We have experienced a clear demonstration of the terribly small value which terrorists and terrorist organizations place on the basic values of human civilization.*

Shaken by the base crime which profanes the spirit of the Olympiad and the principle of world wide solidarity, we call out from this place, over which waves the flag of the five rings, the flag of kinship, to all people of the civilized world and their governments, as well as to all international organizations, to proceed with all their power against the politics of murder, kidnapping and terror which the enemies of peace have been carrying on for years.

Let us all raise our hands to break this criminal chain, because not only one people, in this case Israel, is affected. Much more, the entire fabric of international life is in danger of tearing apart and disintegrating. May the shock of the past hours finally awaken the consciousness of the enlightened world so that they may draw the proper conclusion, namely that conflicts between peoples cannot be solved by such forceful measures, but rather only along the path that is appropriate for civilized human beings.

The people of Israel know how to value the righteous anger and pain which heads of states and governments, organizations, the press and the world public have expressed. What the conscience of the world demands, and how it reacts, is unmistakably clear. We also express here our sympathy with the deep sorrow and the pain of the families of the victims and of those who have endangered or given their lives in the fulfillment of their duty."

3

3.1 The Organizing Committee

The State Capital City of Munich and the National Olympic Committee for Germany (NOC) had already attempted in November, 1965 to get a general view of the problems connected with staging the Olympic Games. The IOC Statutes and the "Official Reports on the Olympic Games" published up to that time furnished this information. The basic ideas of the total concept of the Olympic Games lengthened this list of tasks. The features marking the essential organizational structure of the 1972 Olympic Games were already apparent at that time:

The NOC could not solve all of these problems by itself, however. It was formally commissioned by IOC Statutes (Article 50) to organize the 1972 Olympic Games, but it also needed support from the Federal Republic of Germany and from public funds. The organizations during the preparation work were to be set up according to civil law, but were to include the three territorial governments of the Federal Republic of Germany, the Free State of Bavaria and the State Capital City of Munich to a certain extent.

This was especially apparent in regard to the Olympic-related investments which could not be financed from the OC's own income nor by the State Capital City of Munich alone. Only the three governmental bodies together were in a position to plan, execute and finance the Olympic Games. Their financial assistance was much more important than their actual participation in organizing the Games. This duty rested mainly with the sport federations where no further public expenditures were necessary.

Finally, in connection with the tasks involved with the Olympic Games, two areas developed which were clearly divisible institutionally: The planning, coordination and financing of all Olympic-related buildings and The organizational preparation and execution of the Olympic Games.

According to IOC Statutes, the NOC had to take responsibility for these areas. The same statute also allows the delegation of this duty.

3.1.1 The Foundation of the OC

At its general assembly on May 19, 1966 in Kassel, the NOC resolved to form the Organizing Committee (OC) which would actually organize the 1972 Olympic Games, and to give it the status of a legally competent and registered corporation which would perform a public function and thus receive support from public funds to fulfill this task. It would not be an ordinary corporation in civil law, but an administrative institution, similar to a government agency but in private form.

This institution needed a charter which would stipulate its duties and regulate the collaboration of both the federal and municipal governments and the sport federations. A preliminary commission aided by lawyers worked out a charter in three sessions from the end of May until the beginning of July, 1966. At 11 A.M., July 3, 1966 the following persons met in the grand council chamber

of the Munich City Hall to establish the "Organizing Committee of the XXth Olympic Games in Munich, 1972 (reg. assn.)": Dr. Hubert Abress, city director in the State Capital City of Munich Prince Konstantin of Bavaria, a deputy in the Bundestag Berthold Beitz, general authorized agent of the Friedrich Krupp Corporation Dr. Rudolf Bensegger, ministerial manager in the Bavarian State Ministry of Finance Georg Brauchle, mayor of the State Capital City of Munich Dr. Max Danz, vice-president of the German NOC Willi Daume, president of the German NOC Liselott Diem, professor at the German Athletics College, Cologne Dr. h.c. Rudolf Eberhard, president of the Bavarian State Bank H. R. H. Dr. Georg Wilhelm, Prince of Hanover, member of the IOC Dr. Cornelius von Hovora, ministerial advisor in the Federal Ministry of the Interior Dr. Ludwig Huber, Bavarian State Minister of Education and Culture Dr. Hermann Jannsen, treasurer of the German NOC Ernst Knoesel, legal advisor to the State Capital City of Munich Herbert Kunze, vice-president of the German NOC Dr. Georg von Opel, president of the German Olympic Society Gerhard Schlegel, presiding chairman of the Berlin Sports Society Rudolf Sedlmayer, president of the Bavarian Sports Society Dr. Alfred Theobald, ministerial director in the Bavarian State Ministry of Education and Culture Dr. Hans-Jochen Vogel, Lord Mayor of the State Capital City of Munich Dr. Walter Wülfing, vice-president of the German NOC

Willi Daume presided and let the charter be read aloud. It was approved by all and signed by either the founding members or their representatives. The Organizing Committee was established by this act and the assembly proceeded to elect the board.

In Rome, the City of Munich and the NOC had already declared to maintain the rules of the IOC conscientiously. The OC took over this responsibility and promised the IOC in writing on November 22, 1967, carefully, precisely and without discrimination to conduct the 1972 Olympic Games in the spirit of the IOC rules and regulations in effect at that time. This included even the very words chosen to designate the OC. As mentioned above, it was established in July, 1967, according to the IOC Statutes and was named the "Organisationskomitee für die Spiele der XX Olympiade München 1972". The addition "e. V." designated its legal form as a registered association.

3.2 The Bodies of the OC

In its charter the OC received four duties which were exclusively and immediately for the public benefit and so merited tax advantages:

- Preparations for the 1972 Olympic Games.
- Advice on all of the jobs and arrangements which together would form the Olympic Games.
- Actual organization and staging of the Olympic Games.
- Taking care of the resulting expenses and liquidation costs after the conclusion of the Olympic Games.

Two organizational branches, the general assembly and the executive board were to fulfill these duties. In them representatives of German sport federations and the three governmental bodies were to make final decisions according to carefully calculated majority proportions (cf. Appendix).

3.2.1 The General Assembly

The General Assembly was the highest body of the committee, the full assembly of the members of the OC. Its members met once each year. In addition to accepting the reports of the executive board and the examiners, the assembly had to approve the current annual statement for the past fiscal year and the budget including the plans for establishing positions of the current fiscal year. Every two years the assembly had to consider the dissolution of the board and the election of a new one.

The OC called a total of nine full assemblies between July 3, 1966 and May 18, 1974.

In 1966 the assembly had the following founding members:

- 1 The Federal Minister of the Interior, Paul Lücke; after 1969, Hans Dietrich Genscher,
- 2 The Bavarian State Minister of Education and Culture, Dr. Ludwig Huber.
- 3 The Lord Mayor of the State Capital City of Munich, Dr. Hans-Jochen Vogel,
- Thirteen representatives of the German NOC
- 4 Its president, Willi Daume,
- 5-7 Its three vice-presidents, Dr. Max Danz, Herbert Kunze and Dr. Walter Wülfing,
- 8 Its treasurer, Dr. Hermann Jannsen,
- 9-14 Six representatives of sport organizations appointed by the NOC: Liselott Diem, Dr. h. c. Rudolf Eberhard, Dr. Georg Wilhelm, Prince of Hanover Dr. Georg von Opel, Gerhard Schlegel and Rudolf Sedlmayer.
- 15 One member, by invitation, Berthold Beitz.

Decisions were made by simple majority. In the following years the number of members increased steadily without upsetting the balance of voting proportions:

After his election as secretary general of the OC, Herbert Kunze, vice-president of the NOC, withdrew his membership in the group. Since then the NOC had delegated only two vice-presidents, and the committee had correspondingly consisted of nine members instead of the previous six. These

included Dr. Franz Lotz, chairman of the Sport Physicians Advisory Board of the German Sports Federation (DSB); Dr. Werner Peterssen, member of the NOC board; Willi Weyer, North-Rhine-Westphalia State Minister of the Interior. Four additional members were elected in 1968:

- 16—17 A representative each from the State of Schleswig-Holstein, Minister of Culture, Claus-Joachim von Heydebreck and the State Capital City of Kiel, Lord Mayor Günther Bantzer.
- 18 The chairman of the State Sport Federation of Schleswig-Holstein, Karl Bommes, by virtue of his office.
- 19 Ambassador Hans-Heinrich Herwarth von Bittenfeld

The assembly increased its membership to thirty-eight while the OC was also increased by the addition of a representative from each of the nineteen specialized Olympic commissions. The majority proportions were maintained by allotting an appropriate number of votes to the three governmental bodies.

- 20 Berthold Anselm, for the Bavarian Amateur Boxers' Association.
- 21 Max Depke, president of the German Judo Society.
- 22 Artur Esslinger, president of the German Volleyball Association.
- 23 Dietrich Fischer, presiding chairman of the German Sailing Association.
- 24 Dr. Hermann Gösmann, president of the German Soccer Federation.
- 25 Klaus Dieter Güse, vice-president of the German Fencers' Federation.
- 26 Wilhelm Hansen, chairman of the German Olympic Riding Committee.
- 27 Erwin Hauck, president of the German Cyclists' Federation.
- 28 Dr. Peter Wilhelm Henze, president of the German Modern Pentathlon Society.
- 29 Dr. Claus Hess, presiding chairman of the German Rowers' Club.
- 30 Hans-Joachim Höfig, president of the German Basketball Association.
- 31 Walter Höll, representative chairman of the German Sportsmans' Federation.
- 32 Dr. Herman Karg, president of the German Swimming Society.
- 33 Heinz Karger, vice-president of the German Light Athletics Association.
- 34 Dr. Wilhelm Kregel, national chairman of the German Gymnasts' Society.
- 35 Dr. Adolf Kulzinger, president of the German Hockey Association.
- 36 Peter Maassen, president of the German Canoeing Association.
- 37 Otto Seeber, president of the German Handball Federation.
- 38 Ernst Zimmermann, head business manager of the German Riflemens' Association.

At the end of 1970 the final total membership was attained. Previously the German Sport League was represented in the assembly because its president was simultaneously president of the NOC. After this union of offices in a single person was dissolved, Dr. Wilhelm Kregel, the new president of the German Sport Federation, completed the assembly of the OC.

3.2.2 The Executive Board

The general assembly as the top branch of the OC formulated the guidelines for the work of the OC in the framework of its decisions. First of all it could not be the responsibility of the general assembly to fulfill all of the various individual tasks involved in staging the Olympic Games. The large number of members itself was a feature which would hinder the undertaking of such detailed work by the assembly.

On July 3, 1966 the founding members therefore elected an executive board which would have the special responsibility to observe the decisions of the assembly and fulfill the duties of the committee. The business dealings of the committee were likewise entrusted to the executive board, as far as these were not reserved to the general assembly or general secretariat. The executive board was thus the most important body of the OC. The executive board originally consisted of ten members:

- 1 As president, Willi Daume, president of the German NOC,
- 2 As vice-president, Paul Lücke, Federal Minister of the Interior,
- 3 As vice-president, Dr. Ludwig Huber, the Bavarian State Minister of Education and Culture,
- 4 As vice-president, Dr. Hans-Jochen Vogel, Lord Mayor of the State Capital City of Munich,
- 5 As secretary general, Herbert Kunze,
- 6 As treasurer, Dr. h. c. Rudolf Eberhard,
- 7-9 Three representatives suggested by the NOC:
Bernhard Baier,
Berthold Beitz and
Dr. Max Danz,
- 10 One representative chosen by the three governmental bodies together,
Dr. Rudolf Bensegger.

A balanced ratio of votes resulted from distributing the ten directional seats between six representatives of German sport organizations and four representatives from public enterprise. The representatives of the sport organizations thus had an absolute majority while the representatives of the three governments had a blocking minority.

Further membership was limited by the assembly and the board as much as possible. Neither the existing ratio of votes nor organizational expenses for the board's meetings were to be expanded more than absolutely necessary.

For this reason the other two governmental bodies, the State of Schleswig-Holstein and the Capital City of Munich, received only alternative rights of participation; that is, only in matters dealing exclusively with the staging of the sailing competition in Kiel did the Free State of Bavaria and the State Capital City of Munich have to cede their voting rights to Schleswig-Holstein and Kiel. The Free State of Bavaria and the City of Munich represented North German interests in all other matters.

The few additions in the following years did not change the existing voting ratios:

- In February, 1968 the assembly elected the Bavarian State Sports Association President Rudolf Sedlmayer into the board by virtue of his office.
- After the conclusion of the consortium

contract in December, 1970, the committee members elected the former representatives of the three governmental bodies. Dr. Bensegger, as representative for the Free State of Bavaria and simultaneously appointed a representative of the Federal Ministry of Finance, Dr. Gerhard Reischl, as an additional new member of the executive board.

- The representatives of the Free State of Bavaria and the State Capital City of Munich, who had originally received their positions as vice-presidents by virtue of their offices, retained these positions after they had lost their offices. The Free State of Bavaria and the City of Munich appointed Dr. Huber and Dr. Vogel to continue as their respective representatives. Only at the end of 1972 did Mayor Gittel replace Dr. Vogel.

The members of the executive board were not permitted to have proxies at meetings for reasons of organizational and legal liability. This privilege was reserved solely to the vice-presidents and the secretary general. On the other hand, specialists were called in to consult on various points on the agenda. In addition the following guests were present:

- After the middle of 1968, two members of the IOC resident in the Federal Republic of Germany, Dr. Georg von Opel and H. R. H. Dr. Georg Wilhelm, Prince of Hanover.
- After April 1970, the DSB president, Dr. Wilhelm Kregel.

The OC executive board met 27 times between July 3, 1966, and September 14, 1973.

The meetings were distributed throughout the eight years as follows:

1966	4 sessions
1967	4 sessions
1968	4 sessions
1969	5 sessions
1970	3 sessions
1971	3 sessions
1972	3 sessions
1973	1 session

In 1969, there were five meetings to accomplish the most comprehensive work in preparation for the Olympic Games. The single and final board meeting in 1973 was concerned with the presentation of summational reports and the conclusion of liquidation procedures.

During its meetings the executive board decided on the measures to be taken for the preparation of the Olympic Games in every area. The financial sector was taken care of by the finance plan. Sports decisions included the determination of the areas and functional programs for each sport, the approval of the schedule and approval of temporary building measures at the various sports sites. In like manner the board decided on the details of the art program, the formulation of the scientific congress and development of the city and Olympic Game image. Other crucial concerns of the board were traffic problems, public works, the Olympic torch relay route, details regarding the youth camp and the formation of the Olympic Village. Detailed information concerning the decisions made by the board will be found in subsequent chapters.

3.2.3 Other Branches of the OC

Representatives of the three governmental bodies and German sport federations solved all the basic problems which arose in the general assembly or the executive board. Nevertheless, it was obvious that they would need the support and the in-depth advice of experts in many fields.

For this reason the OC general assembly appointed an advisory board and a number of commissions and panels to work out all the details. The results enabled both branches of the OC to make correct decisions based on the results of the preliminary investigations.

3.2.3.1 The Advisory Council

The OC appointed authoritative groups in the public life of the Federal Republic of Germany to the advisory council. These included leaders in politics, universities and academies, religion, employers' associations and labor unions, the professions, industry, trade and crafts. A total of twenty prominent personalities in public life belonged to the advisory board. The Federal Chancellor of Germany personally headed this advisory council which was founded at its first meeting on August 29, 1968 and met a total of three times. The suggestions of the advisory council essentially lightened the exceptionally heavy work load of the OC.





3.2.3.2
The Commissions

For the detailed work of the board and the general administration, the OC established a series of commissions whose decisions carried recommendational status for final board decisions.

There was a total of fourteen commissions ready to advise and assist the board. These were constituted between November, 1966 and July, 1970 as follows:

	number of members
Sports	24 November 12, 1966
Building advice	16 November 19, 1966
Visual Design	
and Image	18 December 20, 1966
Publicity	34 February 20, 1967
Finance	21 June 8, 1967
Olympic Yachting	
Events at Kiel, 1972	24 June 17, 1967
Art	23 October 12-13, 1967
Olympic Youth	
Camp	25 December 18, 1967
Press	26 January 16, 1968
Science	18 April 30, 1968
Traffic	27 August, 1968
Medical	22 May 19, 1969
Olympic Torch	
Relay	14 March 2, 1970
Protocol	17 July 4, 1970

The commissions met as circumstances required. The corresponding departments of the general secretariat were helpful to them in preparing the meetings and the preliminary work on the problems to be discussed.

The recommendations of the experts in the various commissions had special importance for the board's extremely difficult work. The individual commissions had worked out every important question so thoroughly and exhaustively that the OC board could, as a rule, follow the commissions' suggestions.

The organizational structure chosen by the board proved to be exceptionally successful. This division of labor guaranteed the especially efficient work of both the board and the commissions.

3.2.3.3
The Panels

The range of duties of a number of commissions was so extensive that it proved more practical to delegate some of the work to smaller panels consisting on the average of six persons. The majority of panel members were also represented in the corresponding commission. In addition the OC called in outside experts to aid the panels.

These panels were formed to investigate and handle basic questions in the areas of the art, science, traffic, press, sports and Olympic sailing commissions.

There were 31 panels in all.

3.3
The General Secretariat

At the time of the OC's establishment the board already realized that the personnel and sites must be well suited to bring the complex work of preparing and staging the Olympic Games to fruition. Therefore in 1966, the board appointed a secretary general and a permanent deputy secretary general who took office on January 1, 1967.

The general secretariat's duty was to execute the board's decisions and handle any relevant OC business. This would be done under the responsible supervision of the secretary general in so far as matters were not already the competence of another agency either by charter or business arrangement of the OC. The secretary general was bound by the directives of the board. He prepared matters for their decision and was obliged continually to inform all board members about all important business matters even outside of meetings.

In financial matters the secretary general was bound by the financial plan approved by the board in the conduct of his business. He had to inform the board immediately if there was a danger of a deficit in the budget.

The secretary general's position was especially accentuated by the fact that the board had granted him a vote and a seat on the board.

3.3.1
The Structure of the General Secretariat

From the time of the OC's establishment at the beginning of July, 1966, until the secretary general took office there was an OC business office employing a maximum of six people. When the secretary general and his deputy took office, the general secretariat developed an organizational plan divided into various specialized areas. The precise scheduling of individual projects was not clearly defined at this time. The final organizational plan included fifteen specialized departments and a multiplicity of sections and fields of expertise. These departments were distinctly divided from each other both in competence and responsibility so that they could independently work out and complete their projects. The task of the secretary general and his deputy was to coordinate the specialized departments.

In the seventh meeting on July 5, 1967, the secretary general submitted his organizational plan and a rough schedule to the OC board, which approved it unanimously after a few minor changes. From January, 1967, the beginning of the individual departments' activities and the engagement of competent department heads appeared as follows:

Department	Beginning of activities; temporary engagement on		Final engagement on	
I	January 1,	1967	January 1,	1970
			May 1,	1970
II	April 1,	1967	September 15,	1967
III	June 1,	1969	July 1,	1971
IV	April 1,	1969	January 1,	1970
V	February 1,	1967	May 20,	1968
VI	February 1,	1967	January 1,	1968
VII			January 15,	1968
VIII	January 1,	1969	August 16,	1968
IX	January 1,	1969	May 1,	1970
X			October 1,	1968
XI			July 1,	1968
XII			July 1,	1969
XIII			April 1,	1970
P	September 1,	1968	April 1,	1971
K			April 1,	1970

A more detailed division of the fifteen departments can be found in the diagram in the appendix.

In the beginning of October, 1967 the secretary general published the first service regulations. They stipulated the division of business and responsibility within the administration. The department heads and their representatives ran their departments independently and were completely responsible to the secretary general and his deputy. When difficulties arose either in completing their projects or when coordination among departments was necessary, they were required to notify the secretary general either orally or in writing. The secretary general and his deputy counseled the department heads on many of the numerous problems arising at weekly department leader's conferences, at which the OC president often participated.

Due to their ever increasingly complex and extensive duties the secretary general and his deputy divided the individual tasks of the general administration between themselves also in regard to the matter of legal responsibility. The service regulations of June 16, 1969, foresaw the following division of departmental responsibility:

Subject to the secretary general:
Protocol
Sport
Olympic Village
Youth camp and torch relay
Culture (Scientific Section)
Press
Engineering
Kiel branch office

Subject to the secretary general's deputy:
Coordination
Finance, Law, Administration
Culture (Artistic Section)
Advertising
Traffic
Hospitality and security services
Visual design and image

The responsibility of the secretary general for the completion of his duties according to the charter was not affected by this division.

3.3.2 Disposition of Tasks and Scheduling

It quickly became obvious that the general secretariat needed a more precise division of labor and a detailed schedule. Since the general secretariat had to work out the first over-all financial plan from 1966 until 1972 as required by the board, it followed that the disposition of tasks within the individual departments had to be as detailed as possible. Otherwise an exact financial estimate would not be possible.

Furthermore the secretary general would be very pressed for time should extensive changes of plans be necessary as a result of new information or serious problems within individual departments. Thus intelligent planning, comprehensive cooperation and an enforced supervisory check of all procedures in the various departments were necessary.

During its thirteenth meeting on January 16, 1969, the secretary general suggested to the board that a detailed schedule should be drawn up before the autumn of 1969. This timetable was to determine the progress necessary in every preparatory and connective measure in monthly intervals from January, 1970, until the conclusion of the Olympic Games. The board approved the compilation of a schedule and the technical department took on the responsibility of working out such a plan for the entire general secretariat.

The following project complexes were in the foreground:

All employees of the general administration had to think systematically through and determine the range of their competence to the point where they could coordinate their responsibilities with the other departments.

The individual departments had to determine the exact amount of time necessary to finish their projects. This had to be within the period before the beginning of the Olympic Games in August, 1972.

It became obvious even then that, due to lack of time, the completion of certain projects before the beginning of the Olympic Games would be impossible. These had either to be eliminated or subjected to practical time-saving methods of planning or execution.

An easily surveyable control system had to be created which would enable the secretary general to check the current progress in planning or executing every project at any given moment.

This comprehensive system had to account for the consequences of postponed deadlines, changes in plans, unforeseeable difficulties, etc. It was also responsible for the choice of methods which could guarantee the on-time completion of all projects.

Due to the particularity of the tasks at hand the "schedule for" the preparations and conclusion of the Olympic Games did not correspond to the ordinary meaning of the term, that is, a plan which would begin at a fixed starting point, summarize the estimated time required for each operation, determine and account for the interaction of each department with the others and set a final date for the completion of the project. On the contrary, this schedule had to be computed backward from the deadline, the beginning of the Olympic Games. It was the duty of each employee of the general administration to distribute the intermediary deadlines in such a manner that the punctual conclusion of the entire project could be guaranteed.

3.3.2.1 The Partial Schedule

The technical department informed all other departments about the arrangement of projects and instructed the respective workers in each department, who then compiled the following summary of their duties:

A description of the projects that had to be done before the beginning of the Games was necessary. The total number of these activities had to be between 50 and 100 for easy reference.

The second requirement was the calculation of the length of time necessary for each project. This would be a period from four to a maximum of twenty-six weeks.

Each department had to define its projects with as few words as possible. A maximum of thirty-six letters should suffice; seventy letters in exceptional cases.

In addition to the description, each department had to register its projects in a decimal system. A maximum of eight digit numbers could be used.

Within three months the departments worked out their partial schedules, arranged them in chronological order and fit every project into the time available. All of this was completed before May, 1969.

3.3.2.2 The Total Schedule

The individual partial schedules were examined, categorized, materially and chronologically integrated according to completeness, logic and coordination necessary with the departments and then joined to the total schedule.

Finally a data processing machine tested the correctness of the information given as to whether the earliest and latest dates for the projects' procedures were included, the obligatory deadlines fixed, the planning and completion phases calculated and the necessary leeway for delays built in.

The result of the first calculation by the data processing machine was that the Olympic Games could not take place in 1972 but rather four years later in 1976 at the earliest. This motivated a reexamination of the timing of necessary projects, the acceleration of individual projects and a more practical distribution of the projects through the years 1970 to 1972. The stepped-up total schedule was ready in November, 1969, without any unforeseeable delays occurring.

At its seventeenth meeting on November 21-22, 1969, the OC executive board approved the total schedule presented, but ordered that in 1970 the so-called "persecution phase" would begin in which the progress of each project would be constantly monitored. Simultaneously, each department of the OC was required to work out the fine details of the still rough total schedule. This would entail the breaking down of the monthly schedules into weekly deadlines.

From the beginning of 1972, the timetable was worked out for each day and a strict enforcement of deadlines took effect.

3.3.2.3 Schedule of the State Capital City of Munich

The State Capital City of Munich developed its own schedule similar to that of the OC with adjustments within the city areas for its preparations for the Olympic Games. The city paid special attention to its traffic and building measures as a prerequisite for the smooth functioning of the Olympic Games.

The interlocking points in the schedules of the OC and the State Capital City of Munich were defined at coordinating conferences, the chronological harmonization was fixed and divergences were settled.

General Assembly	Commissions		Department 1 Finance, Law, Administration Department head: Dr. Walter Schätz Deputies: Josef Eder, Ludwig König, Birger Lange	Section 1 A: Economic Affairs Section chief: Birger Lange Section specialists: Walter Fischer Peter Welter	Section I B: Budget and accounting Section chief: Paul Brusa Section specialist: Ferdinand Wesel	Section I C: Legal affairs Legal advisor: Josef Eder Section specialist: Rolf Zantl	Section Group I G: Management and Federal Army Manager: Ludwig König	Section I G 1 : Personnel matters Section specialist: Horst Utsch
			Department P Protocol Department head: Dr. Willi A. Ritter Deputy: Christian Jannette	Section P 1: IOC, NOCs and internal, sports associations Section specialist: Christian Jannette	Section P 2: VIPs Protocol committee Section specialist: Hartmut Nevries	Section P 3: IOC congress Program planning Section specialist: Wolfgang Spannagel	Section P 4: Sports protocol and ceremonial Section specialist: Fritz Müller	
			Department K Coordination Department head: Siegfried Perrey	Section K 1: Situation evaluation Section specialist: Leo Rayer	Section K 2: Opening and closing ceremonies	Artistic design Section specialist: Franz Baur-Pantoulrier	Section K 3: Opening and closing ceremonies	Technical services Section specialist: Arno Scheurer
			Department II Sports Department head: Ernst Knoesel Deputies: Max Mayr Klaus Willing	Section II A Internat. matters National matters Sports congresses Publications Reports	Section chief: Klaus Willing Section specialists: D. Schmidt-Volkmar Herbert Klee	Section II B: Purchases and contracts personnel, construction matters, demonstration contests	Section chief: Reinhard Hoffmann Section specialist: Elke Bath	Special advisor, basketball Peter Schließer
			Department III Olympic Village Department head: Walther Troger Deputies: Dr. Klaus Schulz Gisela Meyer-Amler Hans Mühlbauer	Section III A: Basic administrative affairs Section specialist: Georg Stopfkuchen	Section III B 1: Furniture, equipment, billeting Men's Village Section specialist: Hans Mühlbauer	Section III B 2: Furniture, equipment billeting Women's Village Section specialist: Gisela Meyer-Amler	Section III C: Accreditation and visitors services Section specialist: Georg Werner	Section III D 1: Cafeteria Section specialist: Josef Bindert
			Department IV Youth Camp and Olympic Torch Relay Department head: Hans Joachim Körner Deputy: Joachim Marufke	Section IV A: Youth Camp- Policy problems Section specialist: Joachim Marufke	Section IV B: Youth camp construction matters Section specialist: Friedrich Beyer	Section IV C: Program Section chief: Rudolf Schmidt Section specialist: Helmut Hill	Section IV D: Students' camp Section specialist: Joachim Schwarz	Section IV C: Torch relay Section specialist: Hans Werner von der Planitz
			Department V Arts and Culture Department head: Klaus Bieringer Deputies: Dr. Margot Berthold Johannes Marcus Teipel	Section V A: Policy problems Section specialist: Klaus Bieringer	Section V B: Administration and Finances Section specialist: Heinz Reschke	Section V C: Individual programs Section specialist: Dr. Margot Berthold	Section V D: Science Section specialist: Johannes Marcus Teipel	
	Advisory Council	Executive Board President: Willi Daume Secretary General Herbert Kunze Permanent Deputy Secretary General Hermann Reichart	Department VI Press Department head: Hans Klein Deputies: Bruno Schmidt-Hildebrandt Otto Kentsch	Section VI A: Accreditation Section specialist: Bruno Schmidt-Hildebrandt	Section Group VI B: Press Organization Chief: Otto Kentsch	Section VI B 1: Presscenter Coordination, auxiliary personnel Section specialist: Dieter Levendecker	Section VI B 2: Press complex, housing, food services, auxiliary personnel Section specialist: Günther Lauer	Section VI B 3: Sub-centers, transportat. auxiliary personnel Section specialist: Ernst Schmidt-Hildebrandt
			Department VII Public Relations Department head: Otto Haas Deputy: Karl Meyer-Amler	Section VII A: Policy planning Section specialist: Otto Haas	Section VII B: Publicity measures Coordination planning (with Department X) Section specialist: Karl Meyer-Amler			
			Department VIII Transportation Department head: Otto Goedecke Deputy: Herwig Matthes	Section VIII A: Policy problems Section specialist: Otto Goedecke	Section VIII B: Transportation Section chief: Hans-Peter Stein Section specialist: Manfred Jendreyko	Section VIII C: Tourist office Accommodations Section chief: Fedor Radmann	Section specialists: Max Schmitt Lothar Burghardt Günter Haug	Section VIII D Admission tickets, Basic planning Section specialist: Herwig Matthes
			Department IX General and Security Services Department head. Dr. Wolfgang Hegels Deputy: Dieter Mars	Section Group IX A: Short-term personnel Chief: Dieter Mars	Section IX A 1: Policy problems. Budget Section specialist: Josef Früchtl	Section IX A 2: Overall planning Short-term personnel Section specialist: Inge Dorn	Section IX A 3: Accommodations Short-term personnel Section specialist: Siegfried Zapfe	Section IX A 4: Food services Short-term person. Section specialist: Helmut Ehrl
			Department X Technical Department head: Dieter Busse Deputies: Helmut Herz Hans-Georg Tschiersch	Section Group X A: Construction matters Chief: Helmut Herz Section X A 1 Properties at Oberwiesenfeld and outside of Munich Manager: Rainer Brombach	Section X A 2: Riding installations Manager: Bernhard Meisner Section X A 3: Fair grounds Basketball hall and Shooting range Manager: Dieter Bracher	Section Group X B: Policy planning and EDP results service Chief: H. Georg Tschiersch Section X B 1: Basic planning and budget Section specialist: H. Georg Tschiersch	Section X B 2: EDP results publication and GOLYM information system Section specialist: A. Kröger Section X B 3: EDP software and process organization Section specialist: Fred Sommer	Section X B 4: Technical printing equipment and results distribution Section specialist: Helmut Brettner
			Department XI Visual Design Department head: Otl Aicher Deputies: Friedhelm Brebeck Rolf Müller	Section XI A: Policy planning, Overall concept, Basic design: Otl Aicher Rolf Müller Ian McLaren	Section XI B: Overall Organization Friedhelm Brebeck	Section XI C: City design Eberhard Strauß	Section XI D: Decoration Hans Roericht	Section XI E: Signposts Identification cards system Alfred Kern
			Department XII Kiel Sub-Office Department head: Horst-Dieter Marheineke Deputy: Lutz Hagemann	Section XII A: Administration, Finances Public Relations Section specialist: Dieter Meißner	Section XII B: Yachting Contests Section specialist: Hermann Cornelius	Section XII C: Olympic Center Kiel-Schilksee Section specialist: Lutz Hagemann	Section XII D: Transportation, youth camp Hostesses Section specialist: Rudolf Carstens	Section XII E: Technical services Section chief: Gerhard Tietgen Section specialist: Jochen Scheidig
			Department XIII The Security Commissioner Department head: Dr. Manfred Schreiber Deputy: Reinhard Rupprecht	Section XIII A: Security and Organization Section specialist: Reinhard Rupprecht	Section XIII B: Security service Section chief: Hermann Wöhrle	Section specialists: Adolf Schönweitz Fritz Bader		

Section I G 2: Business organization Section specialist: Manfred Reinold	Section I G 3: Purchases and contracts Property administration Section specialist: Franz Pany	Section I G 4: Federal Army liaison Section specialist: Hans Steger	Section I B 5: Fees Section specialist: Anton Leittermann	Section I P: Production Section chief: Walter Schwaiger Section specialists: Paul Simon Heinrich op ten Noort	Section I S: Language service Section specialist: Günther Beyer				
Archery Eva Hübner Boxing Karl-HeinzKühnell	Fencing Werner Beuys Football Sigmar Rethfeldt	Weight lifting Rolf Feser Handball Konrad Wagner	Hockey Horst Wein Judo Manfred Winkes	Canoeing Karl Kaiser Track and field Willi Weber	Fair grounds Max Mayr Modern pentathlon Dieter Krickow	Cycling Hans Bandele Equestrian sports Christoph Berentzen	Wrestling Manfred Müller Rowing Werner Konrad	Shooting Andreas Hartinger Swimming Manfred Kreitmeier	Gymnastics Toni Engelhard Volleyball Axel Klemm
Section III D 2: Supplies Section specialist: Egon Schwaegerl	Section III E: Services Section specialist: Adam Nothhelfer	Section III F: Traffic and security Section specialist: Ernst Strecker	Section III G: Information and press services Section specialist: Henning Bath	Section III H Administration Bldg. G 3 Sectionspecialist: Bernhard Schulze	Section III K: Coordination and short-term personnel Section specialist: Richard Noess	Section III P: Protocol Section specialist: Norbert Müller			
Section VI C: Olympia Press Editorial office Section specialist: Eugen Spindler	Section VI D Chief sub-editor Section specialist: Herbert Roth	Section VI E: Documentation Section specialist: Ernst Schnabl	Section VI F: Kiel Section specialist: Werner Istel						
Section VIII D: Admission tickets Policy planning Section specialist: Herwig Matthes	Section VIII E: Distribution of ad-mission tickets, quotas, foreign sales Section specialist: Rolf Lau	Section VIII F: LiaisonwithABR,DER Section specialist: Horst Schmidt							
Section IX A 5: Uniforms Short-term personnel Section specialist: Harald Hauke	Section IX A 6: Use of EDP Short-term personnel Section specialist: Ole Ruppe	Section IX B: Hostesses and visitors services Section specialist: Dr. Emmy Schwabe	Section IX C: Health service Section specialist: Dr. Kurt Käfer	Section IX D: Visitorservice Section chief: Wieland Brandt	Section specialists: Bernd Malunat Tonie Eser Jürgen Hammerich	Section IX E: Identification cards and badges Section specialist: Günther Fritsche			
Section Group X C: EDP hardware Measurements and Scoreboard technique Chief: Hermann Lotter Section X C 1: Measurements techni- que Section specialist: Günter Fial	Section X C 2: EDP hardware Section specialist: Hermann Lotter Section X C 3: Scoreboard technique Section specialist: Edgar Küsters	Section Group X E: Communications techniques and high voltage engineering Chief: Franz Scharditzky	Section X E 1: Telephone engineering Closed-circuit TV and other communications Manager: Günther Tidau	Section X E 2: Radio engineering, telephone technique BW and other communications Manager: Gernot Maul	Section X E 3: Personalpagingservice, Radio technique BW, translating equipment Manager: Horst Schnaibel	Section XE 4: Electro-acoustics Manager: Wolfgang Timmermann Section X E 5: High voltage engineering Manager: Heinz Krämer	Section X E 6: Liaison DOZ/ABC Section specialist: Franz Scharditzky	Section Group X H: Maintenance and operations Chief: Werner Kempf Section X H 1: Planning and construction Technical manager: Werner Kempf	Section X H 2: Installation House technology Manager: Wolfgang Kronsbein Section X H 3: Installation Electrical engineering Manager: Robert Knezek
Section XI F: Advertising and Publications Rolf Müller	Section XI G: Uniforms Vera Simmert	Section XI H: Emblem, souvenirs Elena Winschermann	Section XI 1: Cultural program Ian McLaren	Section XI K: Posters, sports symbols Gerhard Joksch					
Section XII F: Security service Section specialist: Eduard Schmidke	Section XII G: Youth camp, torch relay Section specialist: Willi Freier	Section XII H: Protocol matters Section specialist: Hans Eckhard v. Koshold	Section XII 1: Press matters Section specialist: Werner Istel	Section XII K: Hostesses Section specialist: Dieter Pade					

3.3.3
Employment

The general secretariat began to function at its establishment in 1966. At that time it consisted of a total of six persons. In the following years the number of full-time employees of the general secretariat increased as can be seen in detail in the adjoining chart:

The development of staff strength shows clearly that the main weight of the general administration's work was between 1969 and 1972 and that, viewed as a whole, the number of full-time employees in the OC was kept as small as possible in relation to the size and extent of its work.

After the beginning of 1972, the OC hired workers for periods of two to ten months in addition to the permanent staff. The number of persons employed was ten as of January 1, 1972; 70 as of April 1, 1972; 260 at its peak on July 1, 1972; and after October it was already reduced to 50 persons.

In addition a large number of help was required for the success of the Games. These were the so-called "short-term personnel" who were entrusted with assorted jobs for as long as two months. Including the army, the members hired for short term were approximately 40,000.

The connections between the completion of various projects and the personnel required will be treated in subsequent chapters.

3.3.4
Wage Scales

It was not always easy for the OC executive board to get qualified personnel for all the diverse jobs connected with the preparations for the Olympic Games. Generally speaking, the personnel required had to be experienced in specialized areas and had to complete their assigned tasks with enthusiasm and corresponding administrative experience.

The board had to take all these points into consideration when it determined the salaries of its full-time employees. The basis for determining salaries was the corresponding wage scales for employees of the federal and provincial governments (Federal Employee Pay Scale – BAT). The OC agreed to compensations not included in the wage scale which amounted to about 30% more than the wages of federal and State government employees. Only in this way was it possible to obtain qualified personnel for a relative short span of time and to compensate for the overtime to be expected in the years between 1969 and 1972.

		Number of positions								
		1966	1967	1968	1969	1970	1971	1972	1973	1974
Secretary general –			1	1	1	1	7	8	9	–
Deputy secretary general –			1	1	1	1	1	1	1	1
Departmentheads–			1	3	10	13	16	16	5	liquidator
Advisers, Specialists	3		9	18	33	129	270	316	93	18
Interpreters, foreign language secretaries, secretaries, typists, Hostesses	3		9	15	29	59	128	141	28	3
Assistants–			4	5	11	18	51	52	6	2
		6	25	43	85	221	467	527	134*	24

*) some of these quit during 1973

The OC executive board fixed the wage scales for various occupations as follows (per month):

Department heads	2600-2900 DM
Deputy department heads	2500 DM
Section heads	2200 DM
Researchers, technical managers	1900-2100 DM
Official experts, editors	1600-1800 DM
Commercial artists, designers	1600-2100 DM
Foreign language secretaries, translators, interpreters	1400 DM
Training hostesses	1200 DM
Secretaries employed by the secretaries general	1200 DM
Secretaries employed by department heads	1000 DM
Secretaries	800-900 DM
Telephone operators, teletypists	800 DM
Official messengers, storeroom workers, press messengers, editorial assistants	800-1000 DM
Advertising assistants, filing help, registrars	800-1000 DM
Draftsmen	800-1000 DM
Rotary press printers, forwarding clerks	800-1000 DM
Assistants at meetings, chauffeurs	800-1000 DM

The OC granted the department heads, their representatives and the researchers a compensation of 300 DM per month for their increased services.

In the years 1968 to 1972, the OC increased the salaries according to the raises granted in the civil service.

In addition to the work contracts with full-time employees, the OC also closed a series of contracts with top experts who professionally offered their services and experience.

3.3.5
Office Space

From the very beginning of organizational planning, the board realized that having a centralized organization with every department of the general secretariat along with its top leaders under one roof would ensure optimum efficiency and coordination in the general administration.

In November, 1966 the OC rented eight rooms in the business district of Munich (Pranner Strasse 7) with a total usable area of about 350 sq. m. It extended its total area to 680 sq. m. before October, 1967. In April of the same year, the OC set up the drafting studio of the Visual Development and Image Department in Hochbrück, a town about 11 kilometers north of the central offices in the business district. There were about 670 sq. m. of floor space available. As of May, 1968, the OC rented seven rooms in the OBG buildings with about 150 sq. m.

Taking into account the increasing number of staff members in the general administration and the employment plan approved by the executive board, the OC already realized at the beginning of 1969 that these three office locations did not meet its requirements nor aid the collaboration among the three branches of the OC.

Therefore, in May 1969 the OC moved into a larger office building located at Saar Strasse 7 in northern Munich in the immediate vicinity of Olympic Park. This office building contained 2400 sq. m. of usable space, which could accommodate the entire needs of the general administration. The employment plan for the years 1970 to 1972 inevitably showed that this office space would not suffice for the entire work up to the winding up of the Olympic Games. In 1970 the landlord built an extension to the existing building which provided the OC, as of February, 1971, with an additional 3400 sq. m. of useful

space and an underground parking garage for the rapidly increasing number of vehicles. When this total of 5800 sq. m. of office space no longer sufficed, the OC housed parts of the culture department, advertising department, the Foundation for the Promotion of the Olympic Games and the language services in a wing of a nearby building at Winzerer Strasse 47 with rooms with approximately 1900 sq. m. of useful space.

The general administration needed a total of 7700 sq. m. of office space to house its total permanent staff at the time of the beginning of the Olympic Games.

3.3.6
Responsibility of the Personnel

As mentioned previously the leading full-time OC personnel were fully responsible for the independent completion of a variety of difficult projects, some of which entailed considerable financial consequences. For this reason their activity carried unusual risks which were even more intensified by the pressure of deadlines. The same was true for the honorary functionaries on the OC executive board.

The OC attacked the question of how to cover the risks of its personnel and insured the entire group with liability insurance. This covered financial damage resulting from deliberate or gross negligence. The premium was set at no more than 5 million DM per calendar year and the liability of individual OC employees limited to 250,000 DM per coverage year. There were no claims filed.

3.3.7
The Organization of the General Secretariat immediately before and during the Olympic Games

The structure of the general secretariat set up by the OC executive board had proved itself in every way during the preparatory work. Nevertheless, in 1972 the OC board saw the need for an even more tightly knit

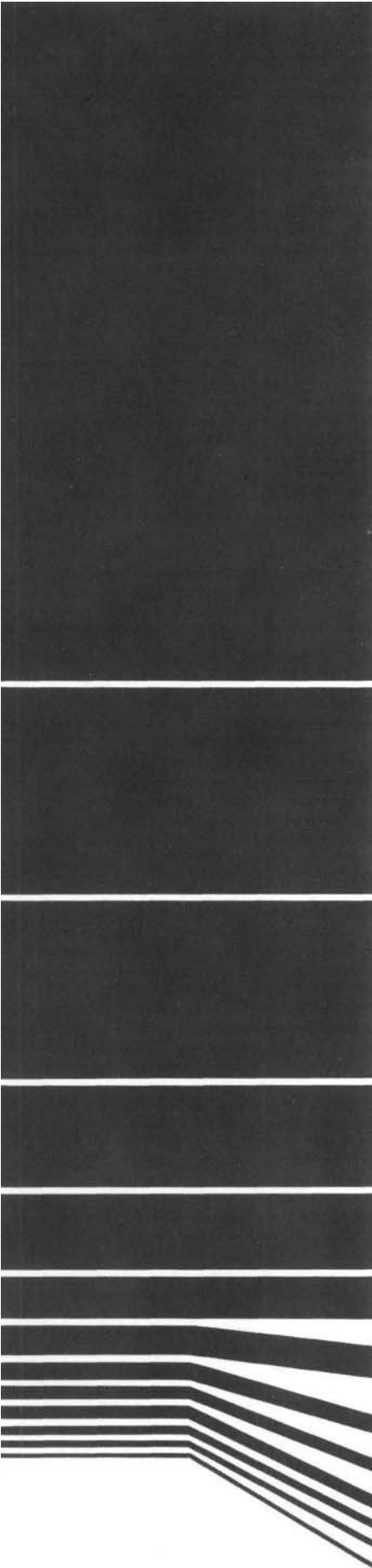
management body formed of competent representatives from each department. This body was to coordinate the essential tasks of preparing the Olympic Games and thus set up the prerequisites for the smooth operation of the Games.

This body, called the executive group, consisted of nine persons, who met twelve times before the beginning of the Games. The executive group also had to make fundamental, significant and politically important decisions on short notice.

Authoritative members of the executive group were the president, the general secretary and his deputy.

On July 1, 1972 a leadership center began functioning in the OC buildings. In regard to the overall progress of the Games, it had the task of keeping the executive group informed by monitors about current developments at the sports sites and various other Olympic facilities. In addition, the OC had stationed free floating assistants in the various sports areas whose function was to forward reports to the leadership center. The leadership center worked in three eight-hour shifts. This enabled it to check incoming reports immediately and forward them to the executive group for a decision at any time of day or night.

Except for the events on September 5, 1972 only trivial matters presented themselves for decisions by the executive group during the course of the Olympic Games.



50.52 % army personnel

14 % active participants from every nation

12.7% technicians

6.9 % newsmen - OC

6 % officials

3.2 % hostesses

2.4 % DOZ accredited journalists

1.4 % maintenance personnel

1 % OC permanent staff

0.9 % DOZ accredited producers
0.5 % short term personnel employed for longer periods
0.4 % control personnel
0.08 % OC work contracts

3.3.8 The Organization at the Sports Sites immediately before and during the Olympic Games

After July 1, 1972 the OC personnel moved to the individual contest sites to prepare themselves optimally for the test sporting events in the middle of July, 1972, and the subsequent Olympic Games.

The OC, through the executive group, assigned a decentralized and responsible administrative group to each sports site to ensure flexible and practical on-site problem solving with a minimum of friction. The OC fixed the following unified personnel structure for the best possible functioning of each sports site:

- Seven specialized areas, which operated alongside each other with the same authority, namely, the sports, technical, press, security, medical, general services and protocol departments.
- Each sport site was managed by an on-site director. The heads of the seven specialized areas were responsible to the on-site director. Under them were task force and group leaders. On smaller sports sites, the level of the seven specialized area leaders was sufficient. On all the larger sports sites there was a necessary chain of command down to the group leaders.

The competent OC departments named the managers of each specialized area. They were responsible to the on-site director for discharging every duty falling within their competence.

There were twenty-one international sport organizations that directed and were responsible for the staging of the Olympic sport competitions. They were always in contact with the respective directors of the specialized departments. This guaranteed that every vital measure for the unobstructed performance of the Olympic competitions could be taken without difficulties within the organization of each sports site.

Considering the long-range responsibility of the sport directors, it was crucial that the OC board and president appoint fully competent leaders to fill these positions. In addition these had to be mentally and physically healthy in order to bear the responsibility of contests taking place in their competence both day and night. The long-time employees in the general administration were the first to be selected by the OC members, since they knew the planning, building and functional capacity of their contest sites precisely. In a few exceptional cases the OC also tapped experienced and competent personalities in the German sport world.

The smooth execution of the Olympic Games proved the OC correct in their choices of the on-site directors. The execution of individual sports during the Olympic Games will be covered in greater detail in Chapter eight.

Executive Group
of the Organizing Committee

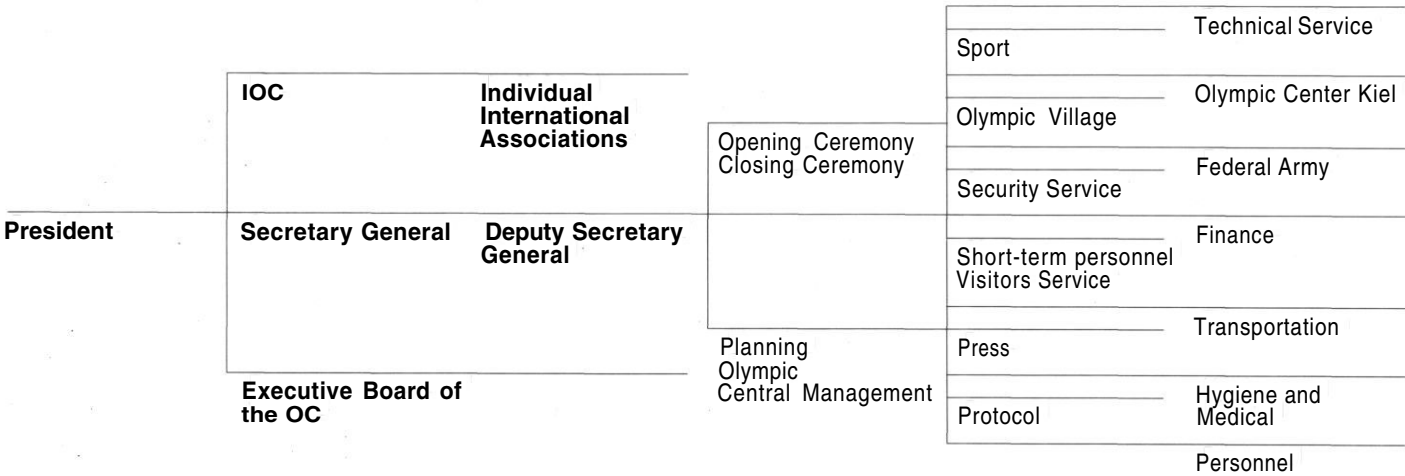
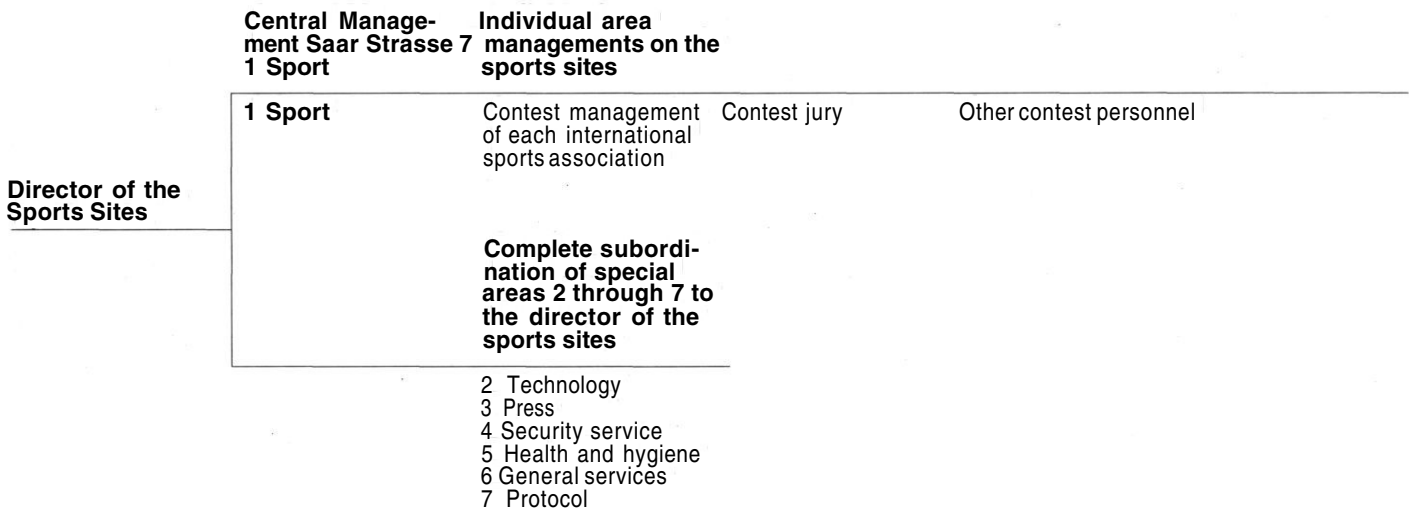


Diagram of the Management for the Sports Sites



3.4 The Relation of the OC to the Olympic Construction Company, Limited (OBG)
Immediately after its establishment, the OC board considered the feasibility of founding a construction holding company in connection with the erection of buildings necessary for the Olympic Games. After preliminary considerations during the second and third sessions of the OC executive board on July 14 and September 30, 1966, the board unanimously decided

during its fourth session on December 2, 1966, to found a construction holding company with the three governmental bodies; that is, the German Federal Republic, the Bavarian Free State, and the State Capital City of Munich.

Detailed information concerning the founding and execution of the OBG's projects will be found in Volume II of the Official Report.

From the very beginning there was a clear and careful distinction between the OC and the OBG as to their relative areas of activity, bilateral responsibility and their competences. The basic interests of both organizations had the same goal: that is, to build contest sites that would meet both the functional and aesthetical requirements of the Olympic Games.

There were four representatives of the OC on the OBG supervisory board. This accentuated their common task. The business

manager of the OBG participated in the OC board meetings when necessary.

The accomplishment of the myriad tasks of both institutions was only possible by the close cooperation of all groups in the OBG and the OC. Various chapters of this volume contain individual aspects of their common work.

3.5 Cooperation with the German Army
The army and its administration contributed considerably to the preparation and execution of the Olympic Games. The Federal Ministry of Defense approved the assistance of the army with the regulations of April 9, 1970, and May 18, 1971.

In connection with the "Guidelines for the gratuitous cession of properties, mobilia and services of the Federal Army for the preparation, execution and completion of the 1972 Olympic Games" dated January 18, 1972 the army supplied:

- properties and shelters:
6 gymnasiums and one playing field as training areas; one indoor swimming pool for use by the youth camp; 8 warehouses for storing sport equipment, torches, flags, clothing, television sets, community kitchen equipment, etc., totaling 11,000 sq. m., the "Alabama Depot" for storing Olympic furniture, 70,000 sq. m.; use of the Neubiberg and Fürstenfeldbruck airports by civil air traffic; property for installing the Olympic shooting ranges; 5 barracks to house short-term personnel; sections of the medical academy and the army hospital for the medical care of participants and visitors; 10 field houses for the youth camp and maintenance personnel.
- 8 bridges, 9 auxiliary parking lots and numerous temporary camera stands built by the army engineer corps;
- the greater part of the construction of the youth camp, including grading the site and building a prefab road; an auxiliary bridge, two parking lots and a footbridge at the canoe slalom course in Augsburg; a dock and 20 boat racks at the regatta course Oberschleissheim, the hurdles for the military course at Riem-Poing and the platform for the Olympic fire reception on Königplatz.
- the loan of 978 two-way radios and 450 bullhorns;
- the loan of 25 helicopters for the transport of VIPs and medical personnel in Munich and Kiel;
- loan of 479 buses for Munich and Kiel, 125 trucks, 120 automobiles, 75 Volkswagen buses, 156 motorcycles and 30 ambulances;
- loan of 23 emergency power generators for the Olympic Village, the press center and various sports facilities;
- 7 minesweepers, 4 torpedo boats, 3 flightboats, 15 pinnaces, 4 multi-purpose amphibious landing boats, 2 naval service ships, 10 harbor launches, 4 tug boats, 12 cutters and 15 rescue dinghies for the sailing competitions;
- 96 field kitchens for the feeding of short-term personnel and the participants in the youth camps at Munich and Kiel, including the checking and supply of groceries for these kitchens.

The assistance of the army in furnishing the Olympic Village, the press complex, the youth camp and the OC short-term personnel was especially important. In the spring

of 1972 the army loaned approximately 45,000 units of furniture. Of these 20,000 sets were newly developed furniture which on the basis of recommendations by the furnishings panel were ordered new by the army. 25,000 sets were standard army furnishings which were also partially acquired new.

The entire quantity of furniture supplied consisted of 157 different articles and had a total value of 53.5 million DM. 51 million DM worth was used in Munich, 2.5 million DM in Kiel.

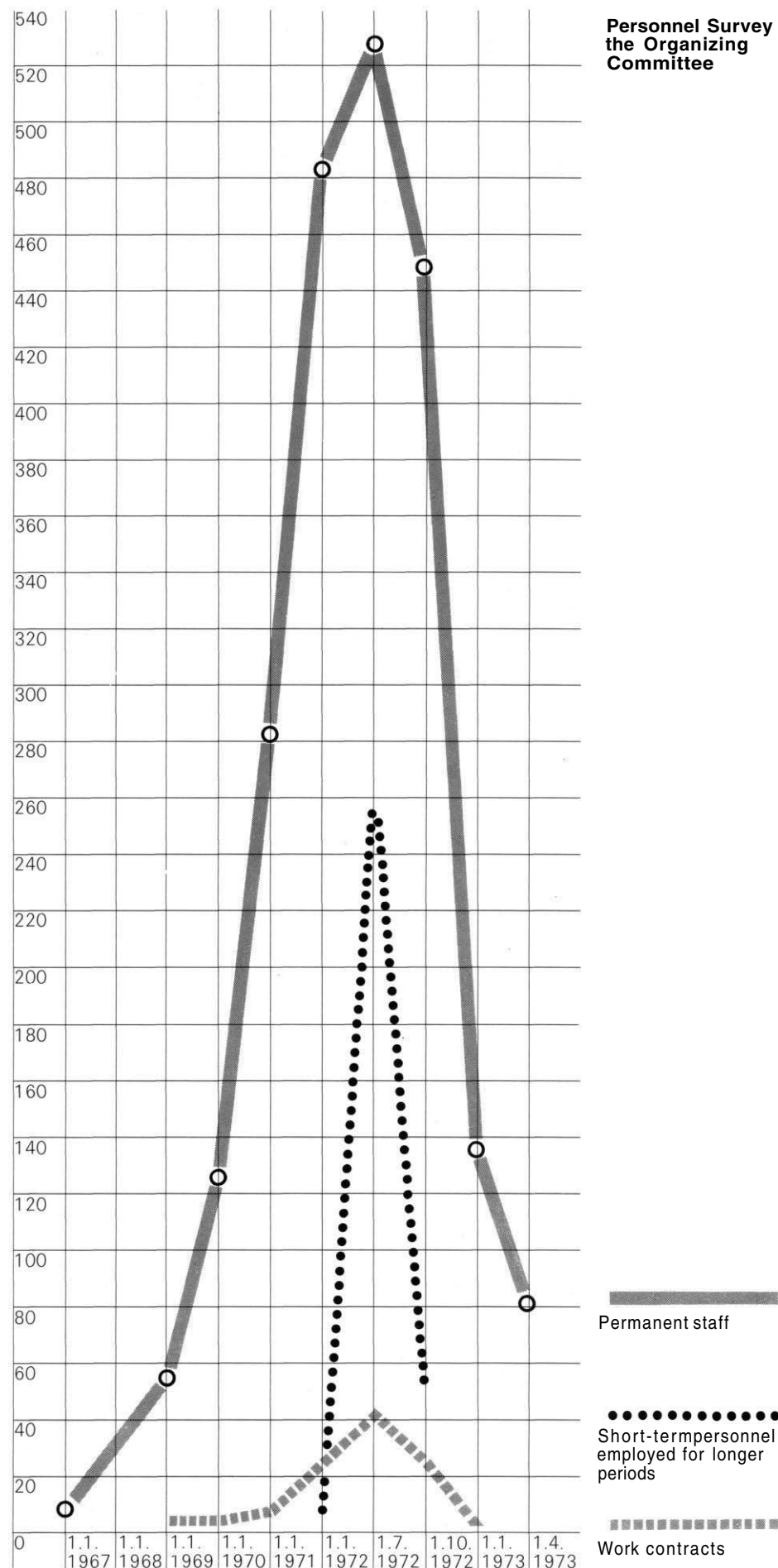
The use of an army computer from the air force technical school in Neubiberg was especially valuable. The entire furnishing plan was calculated on it.

3.6 The Support by the "Foundation for the Promotion of the Olympic Games"
The Foundation for the Promotion of the Olympic Games, was established in Munich soon after the IOC approved of the Games of the XXth Olympiad. The personalities from the private economy set the goal of this foundation as the obtaining of donations for the OC and other organizations entrusted with the carrying out of the Olympic Games. The foundation maintained a business office in the OC's building where the personnel and material costs were borne by the OC and OBG. In close cooperation with the specialized departments of the OC, the business office tried to obtain the things needed by the OC gratuitously wherever possible.

Due mention is required of the most important contributions which the foundation obtained to sustain the OC. The value of these contributions runs into the millions.

- About 2,000 automobiles were loaned to the OC by automobile manufacturers in the Federal Republic of Germany.
- All office machines, especially the typewriters and adding machines were loaned to the OC
- Two photography concerns furnished the large laboratory in the press center.
- Numerous firms donated various foods and beverages for the needs of the athletes.
- A company provided the necessary quantity of gas for the Olympic flame and the relay torches from Olympia to Munich to Kiel.

Personnel Survey of the Organizing Committee



4

All plans, all projects and all courses of action were directed to one and the same goal — the carrying out of the Games of the XXth Olympiad in Munich, 1972. This was true for the organization and presentation of the Games as well as for the construction of the necessary sport facilities and furnishings. The agents of these tasks were, of course, different institutions — the OBG (Olympic Construction Company) for the capital costs of the sports facilities and furnishings which were needed for the 1972 Olympic Games, and the OC (Organizing Committee) for the preparation, execution and winding up of the Games themselves. Therefore it is all the more important to emphasize that the buildings and the arrangements were not more or less independent and parallel operations, but rather parts of one integrated whole.

No other arrangement for the financing of the 1972 Olympic Games was imaginable. The unity of the tasks at hand called for a general unified accounting procedure, which would incorporate on equal footing all Olympic-related income and costs. Only such a general accounting could reflect completely the financial effects of the Games on both the credit and debit sides. It showed most especially the degree of success in covering Olympic-related expenses with Olympic-related income.

In this regard, it would have gone too far to try, from the very beginning, to list the cost estimates and their current adjustment along with their particular justifications.

An outline was therefore only meaningful after the planning and execution had entered the concrete stages. This was the situation at the beginning of 1970:

Current adjustment of the general accounting 1970-1972 (in millions of DM)

Standing as of February, 1970

Expenses	
Capitalexpenses in Munich	1,150
Capitalexpenses in Kiel	67
	1,217
Production costs in Munich and Kiel (OC)	365
	1,582
Income	
Specialfinancialsources	
Olympic lottery	250
Olympic coins	250
Contribution of the Central University Sports Facility	28
	528
Income of the OC	223
	751
Outlays from public budgets	831

Standing as of February, 1971

Expenses	
Capitalexpenses in Munich	1,350
Capitalexpenses in Kiel	95
	1,445
Production costs in Munich and Kiel (OC)	456
	1,901
Income	
Specialfinancialsources	
Olympic lottery	250
Olympic coins	427
Contribution of the Central University Sports Facility	28
	705
Income of the OC	349
	1,054
Outlays from public budgets	847

Standing as of October, 1971

Expenses	
Capitalexpenses in Munich	1,350
Capitalexpenses in Kiel	95
	1,445
Production costs in Munich and Kiel (OC)	527
	1,972
Income	
Specialfinancialsources	
Olympic lottery	250
Olympic coins	568
Contribution of the Central University Sports Facility	33
	851
Income of the OC	351
	1,202
Outlays from public budgets	770

Standing as of June, 1972

Expenses	
Capitalexpenses in Munich	1,350
Capitalexpenses in Kiel	95
	1,445

Production costs in Munich and Kiel (OC)	527
	1,972

Income

Special financial sources	
Olympic lottery	250
Olympic coins	639
Contribution of the Central University Sports Facility	33
	922
Income of the OC	351
Profits from the business sector of the OBG	13
	1,286
Olympic-related outlays from public budgets	686

The object of this general accounting and its current adjustment was and is the collection, evaluation and comparison of all Olympic-related income and expenses. In this way, a general financial accounting of the 1972 Olympic Games took shape over the years, an accounting which above all indicated at each reporting date the relative success of the efforts at financing the capital and production expenses of the Games through Olympic-related income rather than through public funds.

The 1972 adjustment of the general accounting (presented here) allows the following conclusions to be drawn:

The total costs of the 1972 Olympic Games amounted to 1,972 million DM. About 75% of these expenses were investments which met deeply felt public needs and will retain their value for decades. Among these are various sports facilities of the most modern type, which are well suited for long term use. Student dwellings, schools, children's day care centers, and cultural facilities were included in these Olympic investments in Munich and Kiel, not to mention the expansion and improvement of public transport and road networks. 686 million DM of the total costs of 1,972 million DM were borne by public budgets. As the following figures show, the portion of public funding, that is, the portion of the costs for the implementation of the Games which was defrayed by the taxpayer, constantly diminished (both absolutely and relatively) after February 1970, despite the constant increase in the total costs. As shown by the figures below, this is true in the absolute as well as in the relative sense.

The Olympic-related outlays from public budgets were as follows:

		million DM
February 1970		831
February 1971		847
October 1971		770
June 1972		686

The proportion of the total expenses for the 1972 Games covered by Olympic-related income and by public subsidies was as follows:

in %		Olympic-related income	Public subsidies
February 1970		47,5	52,5
February 1971		55,4	44,6
October 1971		61,0	39,0
June 1972		65,3	34,7

The 686 million DM in public funding was shared by five governmental bodies, each spreading their expenditures over six fiscal years. The sum divided as follows:

	million DM
German Federal Republic	333.40
Bavarian Free State	168.30
State Capital City of Munich	170.00
State of Schleswig-Holstein	7.15
City of Kiel	7.15

It should be noted also in this regard that the OC and the OBG paid considerable sums in taxes on their various activities, so that in the final analysis the public subsidies amounted to much less than the quoted figure of 686 million DM. To mention only one example, 73 million DM were paid to the Bavarian Free State in lottery taxes.

4.1
The Financing of the OC

On June 29, 1972 the German Federal Republic, the Bavarian Free State, and the State Capital City of Munich, signed the consortium contract which regulated the financing of the costs of preparation, organization and execution of the Olympic Games in Munich (that is, Olympic-related productions costs in Munich). At the same time the German Federal Republic, the State of Schleswig-Holstein and the State Capital City of Kiel signed a consortium contract which regulated the financing of the costs of preparation, organization and execution of the 1972 Olympic sailing competitions in Kiel (that is, Olympic-related production costs in Kiel). Above and beyond these contracts, the complete financing of the 1972 Olympic Games demanded the following contracts:

- a consortium contract for the building and financing as well as the legal responsibility and the follow-up costs of the sports facilities and installations for the 1972 Olympic Games in Munich,
- a consortium contractforthe building and financing of the sports facilities and installations for the 1972 Olympic sailing competitions in Kiel.

These actions were taken at the proper time to secure both the financing and future use.
The Olympic-related charges to the consortium members were calculated as follows:

Capital Expenses in Munich		million DM
Capital expenses in Munich		1,350.00
./. Special financial sources (Munich portion)		768.50
./. Income of the OBG itself		13.30
Total deficit charged to members of the consortium		568.20

The total expenses charged to the public budgets of the German Federal Republic, the Bavarian Free State and the State Capital City of Munich, therefore came to about 568 million DM. In a contract dated July 10, 1967, the members of the consortium had committed themselves to providing funds of 520 million DM. Despite the rise of capital investments costs to 1,350 million DM, the budgetary demands on the consortium had risen relatively little.

The Olympic-related expenses of 568 million DM were divided among the consortium members as follows:

	Olympic Subway Line	Other expenses	Total
million DM			
German Federal Republic	77.50	199.10	276.60
Bavarian Free State	45.30	99.50	144.80
State Cap. City of Munich	47.30	99.50	146.80
Consortium total	170.10	398.10	568.20

Capital expenses in Kiel

	million DM
Capital expenses in Kiel	95.00
./. Special financial sources (Kiel portion)	73.50
Total amount charged to members of the consortium	21.50

The Olympic-related expenses of 21.50 million DM were divided among the consortium members as follows:

	Civic Theater	Other expenses	Total
million DM			
German Federal Republic	4.30	4.30	8.60
State of Schleswig-Holstein	4.25	2.20	6.45
City of Kiel	4.25	2.20	6.45
Consortium total	12.80	8.70	21.50

Production Costs in Munich and Kiel

	million DM
Production costs in Munich and Kiel	527.30
./. Independant income of the OC	351.00
Resulting deficit in OC budget	176.30
./. Contribution from coin profits	80.00
Total deficit charged to consortium members	96.30

According to the consortium contracts and the third current adjustment of the general accounting of the OC, the sum of 96.30 million DM was reckoned according to a formula of 96.95 % for the production costs in Munich and 3.05 % for those in Kiel. This worked out as follows:

	million DM
German Federal Republic	48.20
Bavarian Free State	23.50
State Capital City of Munich	23.20
State of Schleswig-Holstein	0.70
City of Kiel	0.70
Total charged to consortium	96.30

The OC was formed in July, 1966. The exact scope of income and expenses up to 1972 could not be foreseen at that time. Despite particular prudence in prognosis, the producers basically hoped to finance their production costs with their own income. The OC anchored this basic financial principle in paragraph 3 of its charter and drew particular notice to "income from the productions of the Olympic Games" and the "distribution of production rights."

4.1.1
Prefinancing

As long as the OC was not in the position to meet its contractual expenses out of its own funds, the German Federal Republic, the Bavarian Free State and the State Capital City of Munich assumed the running costs as they came due. They each guaranteed one third of the interest bearing loans, on which the OC, according to its respective needs, could draw in installments during the fiscal year. From 1972 on, these loans were granted in the proportion of 50 (federal) to 25 (state) to 25 (urban). To the extent that the OC was unable to repay the loans after the Games, they were to be converted to subsidies. In the fall of 1973 these bodies renounced the interest on the loans, as it became clear that conversion to subsidies would be inevitable.

4.1.2
Loans and Income from 1966 to 1968

In its first years of operation the OC had to try to cover its own expenses as soon as possible, and also to pay off its previously borrowed debts. It therefore set to work immediately after its foundation at finding its own sources of income. Financial success in these endeavors was not forthcoming, however, for two years. Up to this time, in the shortened business year 1966 (July 3 to December 31) and in the fiscal year 1967, the OC had to meet all its obligations from the prefinancing loans from the three governmental bodies. The total loan debts up to December 31, 1967 ran to 1,896,734 DM.

The following sources of income solidified toward the end of 1967: The first official commemorative medals (the archery medal) were struck on October 20, 1967 at the main mint in Munich and brought in 500,000 DM.

On October 7, 1967, the provinces started the "Olympic Lottery". The expected 250 million DM revenue was to be used toward the reimbursements of public budgets for Olympic investments.

The sum of 500,000 DM flowed in from the supplement payments for the first series of Olympic commemorative postage stamps.

The negotiations of the OC with the US television corporations, however, did not advance beyond the provisional stages of February/March, 1967, and were not continued until after the Olympic Games in Mexico. The expected option payment of one million DM from the two German television agencies did not materialize. The OC plugged this gap of one million DM by appreciable savings in almost all its accounts (a total of 881,889 DM), but had to cover it partially with a supplementary loan contribution. The subscription of public funds grew by close to 600,000 DM in 1968 to a total of 2,352,903 DM. The independent income of the OC rose to one million DM to cover the total expenses, which had almost doubled to 3,325,555 DM.

4.1.3
Financial Planning 1969-1972

In 1968, the general administration also published its first budgetary prediction, which foresaw the OC's entire income and expense situation for the four fiscal years of 1969 to 1972.

This general financial plan was derived from the organization plan of the OC. Comparisons with earlier Olympic Games were constantly drawn and adapted to the particular situation in Munich. An agreement between the general administration and the three governmental bodies, which stipulated the functions of the OC and the mutual relations of all parties, was achieved in May/June, 1968, after exhaustive negotiations. Expert committees were called in to judge the various clauses. On September 9, 1968, the board accepted the general financial plan, which doubly elucidated the income and expenses of the OC according to the functional areas, the specialized departments of the general secretariat and the fiscal years. In this early stage, which preceded detailed planning, it was only possible for the general administration to deal with rough estimates for the financial development of the OC. Despite this, the general financial plan set priorities, which directed all further planning and which were adapted to developments by annual current adjustments. It did not, however, authorize expenditures. These could only derive from the annual economic plan, which, according to the charter, was approved by the general assembly after discussion by the board.

After the first draft of July, 1968, for which all departments and committees had reported their maximal demands, had turned up an appreciable deficit (132—191 million DM), it was possible, by means of reductions in expenses, to balance the general budget at the third stage of planning. Although the volume of expenses which was estimated at 171.63 million DM for 1966—1972, was not covered by the estimated income of 155.63 million DM, the general administration hoped to make up the 16 million DM difference through

expense paring and especially through donation of materials. Public subsidies were in any case not yet needed. Possible shortages in income or rises in expenses were to be dealt with internally. The income items included some risks and reserves:

The OC was counting on an estimated total profit of 40 million DM from the sale of commemorative Olympic postage stamps with supplements, from which sum the OC was to receive 50%. The board emphasized on September 9, 1968, and on January 16, 1969, that this was a necessary assumption for a balanced financial plan. The failure of this item would open up a gap, which could not be closed by OC income. At this point, however, a still greater risk was 20 million DM out of the total 80 million DM television revenues. Only after the closing of negotiations with the US television corporation ABC could the actual sum be determined.

4.1.4
The Budgetary Situation for 1969

At the beginning of 1969, the OC was still operating in its budgetary deliberations on the original planning assumptions that the expenses at the final accounting could be covered by its own income, individual budgetary gaps could be closed by raising new income or by paring expenses, and it could free itself from the loans for the early financing.

Between March 20, 1969, and April 4, 1969, the distribution of rights for the Olympic emblem had already been finalized in contracts with advertisers. This brought in a profit of 301.926 DM to the OC by the end of the year. Revenues from the sale of medals exceeded the planned annual amount of 500,000 DM and brought in 915,000 DM, after the OC approved a new series with the Olympic emblem, which was entrusted to a private firm (December 1 to December 9, 1969). The contract with the US television corporation ABC, which stipulated a down payment of 5% (about 2.70 million DM) payable at closing, had actually been closed on April 1, 1969, but had not been ratified by the executive board and the IOC. A deficit appeared above this in the revenues from the sale of the commemorative Olympic postage stamps. Instead of the expected 2 million DM, only 1.64 million DM came to the OC. As in the previous years, the OC had to finance its activities with loans. The closing report for the year 1969 showed a loss of 3,119,000 DM against expenses of 5,128,418 DM.

4.1.5
The deficit

4.1.5.1
Operating Budget (Main Budget): Deficits I and II

A far greater revenue gap in the final accounting showed up in the preliminary work for the first current adjustment of the general financing plan. In the course of the general administration's detailed planning, which had been proceeding in the meantime, higher costs were determined than were originally foreseen in the first financing plan. These resulted in a net deficit of about 26 million DM between estimated income of 158 million DM and expenses of 184 million DM. The deficit rose to 42,829,000 DM in January, 1970 between income of 234,604,000 DM and expenses of 277,433,000 DM, although a new source of income had been found in the recently approved lottery. Three annual drawings promised to bring in at least 60 million DM.

This difference produced a deficit budget, but came close enough to the OC's principle of full covering of costs so that a balanced budget still seemed possible.

At this planning stage - 2½ to 3 years before the Games - the general secretariat could still not circumscribe the total cost with binding figures, but rather had to direct the financial development of the OC according to the rough estimates of the current planning stage.

Many of the postings were coupled with risks, both on the expense side (unforeseen activities, cost increases, especially for personnel) and on the income side (the IOC share of the television revenue). The three-way relationship of the OC, Deutsches Olympia Zentrum (DOZ) and ABC was also an unknown quantity. The OC had provided the necessary reserve funds in its income. The higher profits from the distribution of the emblem (from 5 million to 12 million DM) and from the sale of the medals (from 4.5 to 10 million DM) had to be applied to the ever larger shortfall for the commemorative postage stamps (at least 10 million DM) and the "Edition Olympia" (2 million DM). In order to predict the financial development for the coming years as accurately as possible, the general secretariat posted budget balancing lump sums in both income and expense columns for miscellaneous and unforeseen items.

This balancing of risks raised the deficit of the main budget by another 39,473,000 DM. This resulted from these security postings:

- 10 % of the expense plans (for extra expenses)
- 5 % of the income plans (for shortages of income).

Deficit I (42,829,000 DM) and deficit II (39,473,000 DM) forecast a total deficit in the final accounting of the main budget of 82,302,000 DM.

This extra financial burden strongly aggravated the deficit of the OC and finally proved the previous "pay your own way" principle to be an illusion.

4.1.5.2
The Building Budget (Special Budget): Deficit III

Contrary to the original planning assumption of the general secretariat, the consortium members charged the OC on April 21, 1969, with the budgeting of the capital cost for temporary building measures. Despite the principle calling for the development of as much permanent value as possible, this additional planning item came to 70,800,000 DM (Deficit III). This was booked for the following years in a special budget of its own without corresponding covering. All three financial gaps (according to the Wage and Price Index of January 23, 1970) made for a provisional total deficit of about 153,103,000 DM in the final accounting. The executive board discussed this new financial situation of the OC in June and November, 1969. It demanded a renewed inspection of the individual items of the main and building budgets to turn up all possible increases of income and all responsible cutting of expenses.

This commission introduced difficult negotiations, since these contemplated dropping or curtailing many projects. The details of the Olympic program were checked and evaluated to determine whether and to what degree they were objectively necessary for the execution of the Olympic Games and therefore well founded. Examples of such foundation were binding agreements from the IOC or from the application contract. The remaining discretionary projects could only be implemented according to clear priority judgements.

In November and December, 1969, the financial committee, a commission specially formed by it, and the chairmen of the remaining expert committees met to discuss all possibilities for savings. The general administration prepared an "emergency" budget. On October 14, 1969, the OC, the OBG and the members of the consortium worked out new principles for the financing of the temporary installations. Following their suggestions, the board on January 23, 1970, reduced individual items of expense in the first current adjustment by a total of 10 million DM. The total deficit was thereby compressed to 142,600,000 DM. The planned lottery drawings were to bring in another 60 million DM.

4.1.6
Over-Indebtedness of the Corporation
Although the executive board ratified the financial plan, they did not approve the financial results. The previous "pay your own way" principle had to be abandoned. The general administration, despite every attempt at saving, could not cover its expenses from its own income. It therefore became more and more pressing to clarify who was to take up the unavoidable deficit. Since the charter did not regulate such a problem, the OC was faced with over-indebtedness, which, according to corporation law (42, Par. 2, Federal Law Book), could lead to bankruptcy proceedings.

Until this budgetary situation could be clarified, the OC was from November, 1969, unable to institute any financial arrangements. It had to either postpone pressing decisions or else enter them with a provision

for the formal closing of the deficit. The ratification of the 1970 economic plan was pushed back. Only the personnel plan was approved by the board in November, 1969, and that only to guarantee the functioning of the general secretariat.

4.1.7
Negotiations with the Consortium
On January 23, 1970, the executive board petitioned the three governmental bodies to take on, by means of lost subsidies, the liabilities of the corporation which could not be met in the final accounting out of its own resources. (This was to be limited to 142,600, 000 DM, according to the current Wage and Price Index.)

In answer to this request, the three governmental bodies instituted consortium negotiations for the picking up of the deficit. On April 17, 1970, they granted the OC provisional coverage of 42 million DM with validity until September 30, 1970. Up to this point the general administration could carry out its functions unhindered and with protection against the penalty provisions of the bankruptcy laws.

At the request of June 4, 1970, by the German Bundestag, the three governmental bodies resumed their consortium negotiations in the summer of 1970 and terminated them that autumn. At this time they agreed to a basic and final guarantee to cover the total deficit of the OC after September 30, 1970. This coverage was regulated and stipulated in a consortial contract. After this, the German Federal Republic turned over to the OC a maximum of 80 million DM from the extra profit of its Olympic coins. Together with the OC's own income, this contribution was meant to cover first the deficit in the main budget and then — after balancing the main budget — flow over to the building budget. The remaining costs for the temporary building measures were to be divided according to the principles which were valid for the Olympic-related capital investments. Accordingly, the amount of coverage was not expressly limited and was borne 50% (federal) to 25% (State) to 25% (urban) out of their normal resources.

4.1.8
Reduction of the Debt in the Second Current Adjustment
At the time of the expense cutting in January 1970, the executive board commissioned the general administration to search out once again any savings in the financial plan. The temporary building projects were to be especially examined as to their cost and any possibility of long term use. In actual fact, certain temporary projects in the following areas could be converted into permanent investments and their cost postings transferred to the competence of the OBG: the riding course in Riem, the main Press Center, the canoe slalom course. If intensive negotiations made it possible over and above this for the OC to reduce the deficit in the second current adjustment of the general financial plan to 106,900,000 DM (a reduction of 35,200,000 DM), this was only due to the sacrifice of the risk balancing postings and to the raising of lottery revenues from 60 to 170 million DM.

Main budget	million DM
	349.16-378.59
Deficit I	29.40
Building budget (Deficit II)	77.50
	106.90

Despite this, the board approved this second current adjustment on January 23, 1971, only with the provision that the deficit be reduced by 6 million DM (and on May 14, 1971 by another 2 million DM), that is, to a total figure of about 100 million DM. An economies commission of the three consort members met four times from August to September, 1971, to apply information from the general secretariat to the inspection of all items of expense in the financial plan for possibilities of savings.

The same doubts in evaluations and in questions of priorities which made judgements difficult in November and December, 1969, cropped up again to complicate the work. In addition, the items were not as easily revised as they had been two years ago, since by the middle of 1971 most of the projects had already been given out, and therefore had already run up preparation expenses to a greater or less degree. At least there were contracts that would have to be contended with, should projects be canceled. There were also invitations (for example, for the youth camp or for the Scientific Congress) which would have to be withdrawn.

Considerable savings were now only possible through a radical cutback in the program of events, but this course could endanger the course of the Games themselves. There were therefore relatively few items which the general administration and the economies commission could drop because of high costs or lack of sufficient need. As a result of their intensive cost paring proposals, the board was able on October 11, 1971, to cut back on items totaling 7,260,000 DM. It rejected a temporary freezing of funds because of the rapidly diminishing time to spare. Eventual extra income, (for example, from the "Spiral of Fortune", a type of lottery) was to be used to reduce the deficit rather than to revive rejected projects. These savings were rather modest in comparison with the possible volume of expenses, which the economies commission had brought to light.

4.1.9
The Definitive Fixing of Total Expenditures
In its search for cost cutting possibilities - the economies commission had evaluated all income and expenses or changes therein of the second current adjustment as to their recognizable risks (that is, cost overrun or income shortfall) and had maximized these. In the process there arose unavoidable extra expenditures of 45 million DM in the main budget which the general administration could not restrain. These were not based on new projects, but rather were governed by general wage and price developments. Especially in departments working in the very early stages there were costs which only came to light during the detailed planning. Similar considerations drove the building budget up another 17,200,000 DM. Here borderline cases in the OBG weighed heavily.

These extra expenses totaling 62,200,000 DM against the second current adjustment could not be reduced, much less covered, by increased income. Therefore they went wholly into the deficit.

At this point the OC decided to set the definitive volume of expenditures up to the end of the Olympic Games, so that it could no longer be expanded. All the tasks of the OC had been drawn up, all necessary planning had been terminated, and many preliminary works were already underway.

Using the list of risks from the economies commission, the general secretariat drew up the third and final current adjustment of the production costs. On October 11, 1971, the board ratified this general financial plan with a total deficit of 160,300,000 DM between income of 351,000,000 DM and expenses of 511,300,000 DM. An extra 10 % of the total deficit was prepared to cover general risks for unforeseen expenditures. This created a certain freedom of movement, despite its basic finality. Only in cases of "inescapable need" could the general secretariat exceed these fixed items of expense by 10% (up to a limit of 250,000 DM per case), and this only with the express approval of the executive board.

The secretary general was, from that time on, fully responsible for the fact that this expense limit of 527,300,000 DM was actually and definitively respected. Despite skepticism in some quarters, this limit was not infringed, but was held up to the very end of the liquidation.

4.2 The Independent Income of the OC

4.2.1 Commemorative Medals

In the course of the year 1966, there were already a number of private medals commemorating the Games of the XXth Olympiad being sold in banks. However, the private entrepreneur and producer had authorization for neither the minting nor the distribution. These medals gave the impression of being "official" in that they were similar to the coinlike commemorative pieces commissioned by the OC in its function as organizer of the Olympic Games. The confusion this caused in the minds of prospective buyers would drastically hinder the later sales of the official commemorative medals. The OC was anxious to tap this longstanding market as a source of income for the financing of its own activities.

4.2.1.1 The Archer Medal

With this legal and competitive situation and with the pressure of time in mind, the executive board of the OC decided on December 2, 1966, to sponsor as soon as possible a set of official commemorative medals and to commission a banking group with their production and distribution. A rough sketch of the planned medal was presented at the same meeting. The finished drawing was ready for the mint toward the middle of January, 1967. At this point, work on an official emblem was only in the early phases and could not yet be incorporated in the design of the medal. The OC therefore chose the Scythian Archer from the frieze of the west gable of the Temple of Aphaia in Aegina as the principal figure. The Scythian Archer of Aegina suggested itself for a number of reasons:

- Archery had been admitted to the Olympic sports program for the first time in 1972,
- The sculpture was discovered among the ruins of the temple in 1811 by Bavarian painters and is now found in the Munich Glyptothek.

On the reverse side of the medal were stamped the Olympic rings, the legend, "Olympische Spiele 1972" and the traditional civic symbol of Munich, the "Münchner Kindl".

On January 9, 1967, ten German banks formed a consortium and proceeded to produce the official archer medal, which was minted at the main Bavarian mint in Munich. They distributed them independently starting in November 1967, and renounced all profit for themselves. They turned over all profit from the sale of the medals to the OC, after deducting their own expenses for the venture. The first silver medal was struck on October 20, 1967, in the presence of the financial committee.

The selling price for the archer medal was calculated according to the fixed prices for metals and taxes. In order to remain competitive with the private medals, the OC, on July 15, 1967, purposely set the premium over the pure metal value (agio) at a low level (no more than an average of 40% for the gold medals), and was therefore able to offer them at a favorable price.

The archer medal was sold in three sizes in gold and one size in silver, with no variation in format.

Gold medals (900 purity):

- small (4.5 grams, 17 mm. diameter)
- medium (12.5 grams, 22.5 mm. diameter)
- large (24.2 grams, 32.5 mm. diameter)

Silver medal (925 purity):

- (28 grams, 40 mm. diameter).

4.2.1.2 The Emblem Medal

The archer medal got off to an excellent sales start. In the first four months ending on December 31, 1967, there was a net profit of 430,000 DM. After this the distribution results fell far below expectations. The net results up to January, 1969, (500,000 DM) hardly justified the original expectation of 4.5 million DM. A partial explanation for this lay in the lack of foreign advertizing and the reduced domestic publicity before the 1968 Olympic Games. It had to be taken into account that the archer medal could not be offered abroad until after the closing of these games. The other reason lay in the low agio of about 40 %, which reduced profits. Above all, however, the technical execution of the archer medal did not meet the demands of the medal market.

On January 16, 1969, the board of the OC therefore decided on a more attractive new series of medals in an attempt to forestall the financial gap that threatened.

The bank consortium halted the official sale of the archer medal on January 15, 1969, and dissolved itself. It had contributed a profit of 665,000 DM for the OC on a gross income of 2.1 million DM.

Format

- The lower half of the new design was stamped uniformly with the official emblem, the spiral of rays. The upper half carried the Olympic rings and the legend, "Spiele der XX. Olympiade München 1972". This use of the emblem excluded a correspondence to or the danger of confusion with the 10 DM federal coin.
- In contrast to the archer medal, the reverse side of the medals carried various designs to meet the needs of the medal market:
- 15 motifs showing Olympic sports competitions. These sporting motifs were restricted to gold medals of size five and silver medals of size 2.
- The civic coats of arms of the State Capital Cities of Munich and Kiel (available in all sizes and weights). 40% of the income from the sale of these coats of arms medals was credited to "Olympic special funds — licensing fees".

Production and Distribution

On May 23, 1969, the OC entrusted the production (processing of plates and designs, minting, advertizing) and distribution of the emblem medals to a private organization. This firm had wide experience in the field, as well as a foreign sales organization and had sold commemorative medals for various occasions with effective sales advertising. The firm paid the OC, the copyright owner, a licensing fee for the exclusive use of the official emblem in their minting operations. At the same time the OC recognized these medals as "official".

The OC had been assured at the closing of the contract that, given stable political and economic conditions in Europe and in the German Federal Republic, an income of 9 million DM could be expected. In contrast, the aforementioned bank consortium had mentioned a sum of only 3 to 4 million DM in its non-binding prognosis.

Licensing Fees

The following payments were worked out as licensing fees to the OC:

- Individual pieces
- Gold medals (Gold coin 900/1000)



Size	Weight in Grams	Ø	Selling price	Licensing fee
1	3.5	20	36,- DM	3,- DM
2	7	24	72,- DM	7,- DM
3	10.5	26	108,- DM	11,- DM
5	17.5	32	180,- DM	18,- DM
10	35	40	360,- DM	38,- DM
20	70	50	720,- DM	80,- DM
30	105	50	1100,- DM	125,- DM
40	140	60	1400,- DM	160,- DM
50	175	65	1700,- DM	195,- DM

- Silver medals (pure silver 1000/1000)

1	10	26		3,- DM
2	20	32		6,- DM
3	30	50	48,- DM*	9,- DM
5	50	60		16,- DM

Complete collectors' sets

- in gold (all nine sizes with civic coats of arms impression) 5750,-DM

- in silver (all four sizes with civic coats of arms impression)

190,-DM

Sports medals series

- in gold (all 17 motifs in size 5) 3150,-DM

- in silver (all 14 motifs in size 2)

580,-DM

Unfortunately the income for the OC did not reach the promised level. To date the OC has only received payments of about 3.1 million DM.

*Only size 3 medals were sold individually. All other silver coins could be obtained as complete collectors' sets only.

4.2.2 Commemorative Postage Stamps
The German Post Office has been honoring the Olympic Games with a special postage stamp since 1956. So there was no doubt in the meetings of the OC with the Federal Minister of Post, even right after the awarding of the Games, that there would be annual issues of Olympic postage stamps up to 1972 commemorating the Olympic Games in Munich. But differences of opinion arose, however, over whether these planned Olympic stamps: should appear as normal issues (the proposal of the German Post Office), or should be affixed with a supplement above the face value, the proceeds of which would go to the OC (the proposal of the OC). The precedent up to this time reserved such special stamps with supplements to charitable organizations and youth groups. The German Post Office offered two series of four supplemented stamps annually for these purposes:
- a welfare series benefiting the welfare organizations (in April of each year),
- a youth series for youth care and services (in October of each year).

In the year 1965/66 the post office sold 110.4 million such stamps.

On August 24, 1966, the Federal Post Office Ministry declared its willingness to upgrade the coming Olympic commemorative stamps with a supplement in order to promote "especially ideal activities" in relation to the preparation and execution of the 1972 Olympic Games as well as active sports in general. Therefore this contribution could not be used as a lump sum either for administrative functions of the OC or for building costs, but rather for specific publicity activities of the OC.

The Olympic stamps were designated on October 3, 1966 as a specialized third supplement series of the German Post Office. Thus they did not replace one of the two existing series. To make this possible, the welfare organizations and the German Youth Stamp Foundation each reduced their postal selling season by two months. On the same day the German Post Office announced its plan to issue five series of Olympic postage stamps with supplements in the years 1968 to 1972.

4.2.2.1 The Foundation for the Promotion of the Olympic Games
In order to administer appropriately the income from the postage supplements, the representatives of the interested federal ministries and of the sports groups decided in May, 1967, to form a foundation to be agent for this public collection. The "Foundation for the Promotion of the Olympic Games" was established on May 17, 1967 and was to function until December 31, 1973.

Organization
General Membership
Board
Business Manager

The general membership consisted of: Four representatives of the interested federal ministries:
(1) The Minister of the Interior
(2) The Minister of Finance
(3) The Minister for Family Life and Youth

- (4) The Minister for Postal Affairs and Communications
- Four Representatives of Sports:
(5) Willi Daume, president of the OC
(6) Joseph Neckermann, Foundation for Help to German Sports
(7) Werner Peterssen, German Olympic Society
(8) August Zeuner, German Sports Federation.
- On April 21, 1970, a new voting formula was decided and the following were elected to the general membership:
(9) The Bavarian State Minister for Education and Culture
(10) The Lord Mayor of the State Capital City of Munich.

The general membership were responsible for the charter, charter amendments and applications for funds. Their decisions were carried out by the board, which consisted of two members:
(1) The Federal Minister of the Interior as chairman
(2) The president of the OC as vice chairman.

The board appointed the Business Manager (Manfred Lepper; after March 27, 1969, Heinz Henninger), who had to belong to the Ministry of the Interior. He conducted the running operations of the foundation.

The Purpose of the Foundation
From the very beginning of the preparatory talks of July to October 1966, the Federal Postal Ministry had restricted the use of the income from the Olympic stamp supplements to especially "ideal activities". These were more precisely spelled out in the charter of the foundation and in the first meeting of the general membership (January 13, 1969). These were the approved activities of the OC for the preparation and execution of the Olympic Games (according to Section 2 of the Charter): Outstanding activities in the coordinated cultural program
- Exhibition of world cultures and modern art
- Photo display
- Olympics and Technology Exhibition
- Scientific Congress
The International Youth Camp

Assistance to first rank sportsmen (according to Section 14, Paragraph 2, Part 2 of the charter) through financial support of the Foundation for Help to German Sports.

4.2.2.2 OC Participation in the Supplement Income
The charter did not specifically regulate the proportions of the possible foundation income that would accrue to the OC and the Help to German Sports up to 1972. The general membership therefore distributed the profits of the foundation for the years 1968 and 1969 without fixing any prejudicial quotas. But in order that the beneficiaries could base their planning on their probable income, it became necessary to draw up a basic distribution formula for the incoming revenue.

After the sales results of 1968 and 1969, it became evident that the estimated total income of the foundation would not fully cover the designated financial needs of

the OC (standing as of September 25, 1969) and the Foundation for Help to German Sports. The board of the OC, at their 12th meeting on September 9, 1968, had already declared that a 50-50 division of the expected revenue (that is, income totaling 20 million DM from the expected 40 million DM profit of the foundation) was a "presupposition to a balanced financial plan". They underlined this urgent need again at their 13th meeting on January 1, 1969. At this juncture it was not yet clear how a loss of income of 20 million DM could be compensated by other means. A deficit of 10 million DM after the first payment from the stamp sales could not be avoided.

When the three governmental bodies committed themselves to covering the deficits in the general financial plan of the OC, the board of the OC decided at their 21st meeting on January 8, 1971, to allow the Foundation for Help to German Sports to receive all revenues of the foundation for 1971 and 1972. The general membership of the foundation had made this action possible in December, 1970, by amending the charter's section 14, paragraph 2, part 2.

The OC received the following sums from the sales of the postage stamps in the years 1968 and 1969:

Subsidies	
1968	89,000,- DM
1969	430,000,- DM
1970	600,000,- DM
Interest free loans	
1968	411,000,- DM
1969	1,010,000,- DM
1970	373,500,- DM
Total	2,913,500,- DM

4.2.3 The Commercial Utilization of the Emblem
From the start of its deliberations over the graphic form of the emblem, the OC took pains to legally protect the planned official symbol of the 1972 Olympic Games. The purpose of this copyright was: to oversee the various applications of the emblem and to prevent any commercial or tasteless misuse, to employ the emblem as a means for the self-financing of the OC. (The general financial plan for 1969-1972 foresaw licensing income of at least 5 million DM.)

These efforts also found favor with the IOC. the statutes, in actual fact, only forbade the commercial misuse of the five Olympic Rings. However, the "Recommendations for Organizing Committees of Olympic Games", drawn up under the auspices of the IOC, approved the commercial utilization of the special symbol of each respective organizer. "The Olympic Organizing Committees usually develop their own symbol for the Games, which incorporates the Olympic Rings. This symbol should enjoy the full protection of the law. It is unavoidable that Olympic souvenirs, which will be sold in and around the Olympic area, will come onto the market. By means of such legal protection, the OC can not only produce a certain amount of income, but also make sure that the emblem appears on only those articles which in their essence, character and design conform to the high ideals of

the Olympic movement. The Olympic Rings alone may never be used for souvenirs."

In April, 1968, the OC commissioned the Max Planck Institute for International and Domestic Patent, Copyright and Commercial Law to prepare a detailed legal opinion as to the possibility of legal protection for the eight designs in question. The State Capital City of Munich augmented this in January, 1969, with the expert opinion of an economic consultant, who analyzed the commercial aspects of emblem utilization.

4.2.3.1 The Copyright
Immediately upon completion of the final detailed drawing of the emblem, all artists involved (Cologne graphic team) turned over to the OC the unrestricted legal use of the copyright. They expressly empowered the OC, or third parties approved by the OC, to utilize the emblem as a logo, a trade mark or in any other commercial form. Immediately after approval by the board, the emblem was registered in the official court of Munich as the property of the OC. It was entered as a trade mark for a period of 15 years, the longest possible duration.

According to § 1 of the Trade Mark Law, only those business organizations may register trade marks which themselves produce, order, process or distribute goods (manufacturing, processing, or trading enterprises), whereby their operations must be aimed at profit and enter in competition as business activities. Therefore the OC — as a service organization — allowed 1972 Olympic Edition Company, Limited, which was then being founded as a business operation, to register the official emblem in the form of a verbal-graphic symbol with the legend "Edition Olympia 1972" as a trade mark in the list of symbols in the Patent Office. This was done in an expedited process and permitted the use and protected against unauthorized use of the symbol within its zone of activities.

German law does not recognize any formal protection for "service marks" analogous to "trade marks". Only an amorphous protection according to the copyright law is possible if the symbol meets artistic standards. With this legal protection the emblem could be used according to licensing law. On November 12, 1968, the NOC for Germany registered no objections to the licensing of the emblem, which contained among other things the five monochromatic rings.

4.2.3.2

Various Types of Emblem Use

In its ninth meeting on September 9, 1968, the executive board voted to distribute the rights for use of the emblem to the commercial economy in exchange for licensing fees. The interested firms were offered the following four types of use:

- The emblem itself alone.
- The emblem in conjunction with the monochromatic Olympic Rings. This combination is possible in many countries in which the Olympic Rings are legally protected (see above), only with the approval of the respective NOC. The OC made contacts with the NOCs in these countries in order to ensure that the emblem could be used there.
- The emblem with the legend "München" (or "Kiel") or "1972" or "München 1972" (or "Kiel 1972").
- The emblem in conjunction with the official coats of arms of Munich or Kiel. The official coats of arms are legally protected through § 1 of the Federal Law Book (BGB). According to § 27 of the Trade Mark Law, the use of civic coats of arms for articles of trade is prohibited. They are generally reserved for official use.

These combinations were meant to increase the association value and thereby the degree of recognition of the newly designed emblem. For legal and budgetary reasons the State capital cities were unable to release their coats of arms without payment. They agreed to the sum of 40 % of the profits from the licensing fees for the "emblem and coat of arms" (which fees were at least 50% higher than those for the emblem alone), which were entered in the "Special Olympic Fund for Licensing Income." No license was given for use of the coats of arms alone. Against all expectations, there was little commercial interest in the emblem-coat of arms combination.

4.2.3.3

Advertising Forms and Licensing Fees

The licensee was permitted to use the emblem as an advertising symbol up to December 31, 1972:

On products or on their packaging or decoration: In otherwise optically visible advertising for enterprises or products.

The level of the licensing fees was not to be negotiated individually, but rather computed according to a set tariff. The unifying criterion was that the fee be dependent on the volume of sales of the products with the emblem, which varied according to the type of business.

4.2.3.4

The Subcontracting of the Emblem Distribution Rights

The OC did not establish their own licensing bureau for the emblem distribution in the general administration. In order to be free of this wide ranging acquisitional and administrative work, it contracted instead with a general advertising agency as general licensee. This agency carried on the negotiations with the various firms, supervised the execution and accounted the books. Its expertise, commercial and advertising experience and international contacts were to ensure a fair and wide distribution of the emblem.

In order to prod the firm to intensive co-operation, the OC turned over the entire emblem distribution rights according to a volume-based share. The sharing provision, which stipulated that the advertising agency bear all running costs, was graduated according to the level of the licensing fees, from 10 % down to 7 %.

Although the private licensing bureau acted for the most part independently and was able to close contracts in its own name, the OC bore final responsibility for the extent, type and form of emblem use: The individual licensees were bound by the criteria drawn up by the general administration, which exactly regulated the form of the emblem and its graphic relation to the Olympic Rings and civic coats of arms. Above and beyond this, all licensees were apprised of the possibility of graphic consultation with the OC. The goal was to fuse all the commercial enterprises into a single unified format for the Games and to keep the formal use within reasonable bounds.

Regardless of any qualitative demands, all commercial organizations were basically free to apply for a license. Only in exceptional cases could exclusive rights within a reasonable field of production be discussed. However, certain companies, products and institutions were generally excluded from using the emblem.

Licensing of political parties or religious denominations was not considered. The use of the emblem for alcoholic beverages, medicines, and articles concerning the intimate sphere was excluded.

When it was in the ideal or material interest of the OK, it could also award the use of the emblem, for example, to the press within the framework of editorial reporting and to firms giving large donations.

There was no general clause in the contract which forbade specific uses of the emblem (disappointing, unworthy, tasteless, or even deceptive use). Such a clause was desired, but would have led in practice to extreme difficulties. In light of this, the OC and the advertising company agreed that in decisions concerning the use of the Olympic emblem the OC would have the last word.

Every licensing contract therefore had to be presented to the OC for approval before final closing. With this clause the OC was able to ensure that every commercial use of the emblem would "in its essence,



character and design conform to the ideals of the Olympic movement," and that one-sided commercial developments would be hindered.

On March 11, 1969 the executive board of the OC approved the contract drawn up according to these points, which ran from March 20, 1969 to December 31, 1972.

Alongside the distribution of the emblem, work began in mid-1970 on the commercial use of the official Olympic mascot, "Waldi". Up to April 1, 1972 there were about 50 Waldi licensees. The Waldi producers had to pay a minimum licensing fee in advance.

The task of the OC was not so much to acquire new contracts, as rather to promote sales volume in order to profit from higher licensing income.

Minimum licensing fees	245,000,- DM
Additional licensing fees	213,000,- DM
	458,000,- DM

Two million Waldis have been sold in about 20 countries. At this time almost all Waldi producers have paid licensing fees in excess of the pre-paid minimum.

4.2.4 The Awarding of Television Rights

In the name of the IOC and with its approval, the OC was able to sell the rights for television reporting of the Games to interested television agencies or to national or international associations of such groups for their respective transmission areas. The revenues from these sales were to come to the IOC and be distributed according to their directions (Article 48 of the IOC Statutes).

4.2.4.1 The Division of Revenues from Television Rights

Therefore the rights for the transmission of the Olympic Games rested with the IOC. Revenues stemming from the sales of these rights and administered by the IOC were to be used exclusively for the Olympic movement. The IOC had earlier not expected any great income in this regard and had therefore not made use of its rights. This state of affairs changed at the 64th meeting of the IOC in Rome (April 25 to 28, 1966).

The Sharing Formula

In Rome the IOC divided the television income among the sponsors of the Olympic movement. The NOCs and the international specialized associations made their exact needs known to the executive committee and the IOC developed a distribution scheme before the presentation of the candidating cities. The television revenues from the 1972 Olympic Games were to be divided between the IOC and the respective OC according to a graduated scale. On account of its greater expenses in connection with television, the OC was to receive a greater share than the IOC:

The first million US dollars goes to the IOC.
The second million US dollars goes $\frac{2}{3}$ to the IOC, $\frac{1}{3}$ to the OC.
From the third million US dollars on $\frac{1}{3}$ goes to the IOC, $\frac{2}{3}$ to the OC.

Negotiations

The OC alone could bargain with the television agencies for transmission rights for the 1972 Olympic Games. The IOC was to be consulted, however, in critical stages of negotiation before the closing of talks. The ratification by the IOC was to determine the final validity of each contract. The OC was to forward the revenues directly to the IOC, according to the formula decided in Rome. The IOC wanted to deal directly with the national specialized associations.

Prepayment of the OC to the IOC

It was only in March, 1971, that the first revenues arrived from the critical contract with ABC. However before this time the IOC had contracted costs, which mainly derived from its organizational expansion. Therefore in December, 1966, the OC had declared itself ready to support the IOC and its allied Olympic organizations with an annual payment of 500,000 DM starting in 1967. These funds were considered as prepayment on the IOC share and insured the IOC against cancellation of the Olympic Games. Should the prepayments exceed the later actual figure, the IOC was to reimburse the OC.

Application of the Formula

The ABC contract raised a problem which was neither mentioned nor solved by the 1966 Rome agreements: to which television revenues does the agreed formula actually apply? Neither the Olympic Games in Tokyo nor in Mexico had brought this problem to light. The Japanese OC had transferred the sale of television rights to foreign television agencies to the state television company, NHK.

The Mexico OC bargained on its own with the foreign agencies, but, outside of a few exceptions, provided them with no technical production equipment.

The income sum from the television contracts (with NHK, or, as in Mexico, with the various foreign agencies) covered almost exclusively the television rights as such (net income). In Munich it was different. The OC wanted to provide the foreign television agencies not only with the bare transmission rights alone, but also with the world program and its signal (television picture in color according to the norms of 625/50-PAL with international sound), which would be produced by the DOZ, and supply the necessary facilities for broadcasting the Games (places for commentators at the sports sites, interviews rooms, etc.). These technical services were neither the property of the IOC nor were they the normal duties required of the OC by the IOC statutes (article 53, paragraph 1 and article 48, paragraphs 1 and 3). Rather they comprised an additional service over and above those in Tokyo and Mexico which demanded extra expenditures. In February, 1970, the OC estimated that an outlay of US\$ 6,302,000 would be necessary to satisfy the special technical requirements of the ABC contract. The OC demanded that ABC reimburse these costs.

The OC did not wish any profit from this sum, which reflected only its expenses, but was threatened with an additional loss of 2 million, should the Rome formula ($=\frac{1}{3}$) also be applied to the payments for technical services.

The OC therefore planned that in the ABC and all subsequent contracts two figures be considered: one for the broadcasting rights alone one for technical services and production costs.

The Rome sharing formula was not to apply to the total gross income (1 and 2), but rather to the net income (2) for the sale of the broadcasting rights alone.

In a memorandum to the financial commission of the IOC, the OC presented the main arguments for this solution as well as a detailed listing of the US\$ 6,302,000 expenditures which were to be deducted before division. It was also mentioned that this sum comprised only about a quarter of the total costs of about 100 million DM for television production. The rest of the capital costs, which at this time were estimated at 70 million DM, were borne by the DOZ. This "Munich solution" — deduction of the OC's technical costs before division by the IOC — was possible only because these costs could be kept within reasonable bounds by (in the present case) the high degree of financial participation of the DOZ.

Since the IOC was not in agreement with this division, several negotiations were necessary. It was only at the talks in Munich on January 28, 1971, that the OC and the financial commission of the IOC could agree that a sum of US\$ 6 million could be diverted from the ABC contract to cover technical services. This corresponded to a saving of US\$ 2 million on the revenues which would have gone to the IOC. The OC paid the IOC an additional 1 million DM over and above the agreed sharing formula as an equivalent. In all other television contracts the gross income had to be used as basis for computation.

With the US\$ 7.5 million for broadcasting rights alone from the ABC contract, the OC had on April 1, 1969, contractually solidified the greater part by far of its expected total income. The preliminary contacts with other television agencies, with the Union Européenne de Radiodiffusion (UER), with the Nippon Hoso Kyokai (NHK), with the Australian Broadcasting Company (ABC) and with Canada in the second half of 1969 convinced the OC that sums even approaching this one were not to be obtained. If in its first general financial plan the OC had expected 50 million DM for the rights (plus 30 million DM for technical services), these expectations had to be reduced in the first current adjustment in November, 1969, to about US\$12 million (45 million DM), plus 22 million DM for technical services. Besides the US\$ 7.5 million from ABC, this consisted of US\$ 4.5 million among the rest of the world, a sum which had to be estimated since no contracts had been concluded. However, the financial commission of the IOC expected another US\$ 7.5 million from the other nations outside the USA. On February 21, 1970, they apportioned this as follows: EBU area - 3 million, OIRT area - 2 million, Latin American area — 1.5 million, and Japan - 1 million. They made their approval of the respective contracts dependent on reaching these goals.

In the following year, 1970, the OC set about trying to fulfill the IOC's wishes. The

negotiations brought much resistance. The offer of the EBU (US\$ 1.7 million) was appreciably below the expectations of the IOC (3 million US\$). The offers from Japan, Canada, and the OIRT (compounded by exchange problems) leaned toward this smaller dimension. The OC was convinced that the South American goal of US\$ 1.5 million was unreachable. With the exception of a few smaller countries (Hong Kong, Venezuela, Taiwan), the negotiations proved the wishes of the IOC to be unrealistic. That body therefore gave up its reserve clause on February 21, 1970, and declared its agreement to those new figures at a meeting of the financial commission in Munich on January 28, 1971:

Canada	1,095,000 DM
Latin America	3,650,000 DM
EBU	7,300,000 DM
OIRT	1,095,000 DM
Japan	4,380,000 DM
Australia	1,095,000 DM
Far East	730,000 DM
Middle East	547,000 DM
Africa	182,000 DM

This resulted in a possible total income of 47,450,000 DM (US\$ 13 million). In order to provide for a possible shortfall in the fees already approved, the OC and the IOC reduced this by a 5 % risk posting to 45 million DM (US\$ 12,350,000), of which 18,670,000 DM was to come to the IOC according to the Rome formula. After the results of the essential contracts with the EBU, Japan and Canada failed to live up to expectations of February 1971, the OC and the financial commission of the IOC, at a meeting in Luxemburg on September 14, 1971, adjusted the upper limit to only 40 million DM, of which 17 million was for the IOC.

4.2.4.2

The Sale of Television Rights in the USA

The OC had set a gross value of 80 million DM on the sale of television rights throughout the world. In order to achieve this figure actually, the general administration had first and foremost to come to an agreement with the American television networks. These had already expressed an interest in obtaining the USA rights after the selection of Munich at the Rome meeting of 1966, but the actual preliminary discussions had stretched over three long rounds.

The First Round of Negotiations

The OC opened the first phase of negotiations with the three leading American television companies, with ABC (on February 6, 1967), with CBS (on February 15, 1967) and NBC (on March 21, 1967). In the course of talks, the licensing fees were divided into two separate and independently negotiated income items:

- The OC would provide the foreign television agencies with technical facilities and the program (finished picture and sound) with no time restrictions for the duration of the 1972 Olympic Games. The licensee would have to provide corresponding revenues for these expenditures which would be payable to the OC.
- The licensing fees for the television rights in the stricter sense. The IOC was to be also included in these.

This division caused difficulties in the negotiations:

- The technical and production materials for color television which would be provided in 1972 for the use of foreign television agencies had to be contractually and financially determined.
- The market value of the television rights, in light of the unforeseeable development and extension of television up to 1972, could only be estimated.

The talks of February and March, 1967, did not reveal any financial basis for discussion. The first substantial concrete offer in November 1967 showed a strong divergence in price conceptions. In order to set themselves straight about the costs of technical facilities and the value of the television rights, the OC agreed with their negotiating partners to resume discussions with new offers — but this only a year later, after the Olympic Games in Mexico.

Second Round of Negotiations

The second round of negotiations with the goal of closing a provisional contract began in New York from November 25—27, 1968. In the following two months the three applicants, ABC, NBC, CBS, consulted in Munich on the technical and production planning in order to be better able to calculate their business offer. On the basis of a binding written offer, a commission formed by the executive board on January 16, 1969, carried on the decisive negotiations in March, 1969, which resulted in the closing of a contract with ABC on April 1, 1969.

The Contract with ABC

The OC and ABC agreed in this contract to the following formula for dividing the total sums in question:
Transmission rights alone US\$ 7.5 million
Technical services US\$ 6.0 million
This agreement had shown that ABC was prepared to raise its original offer of US\$ 6.5 million to a total of US\$ 13.5 million. Since this figure was negotiated on a dollar basis, the revaluation of the German mark in the autumn of 1969 (the value of the US\$ 13.5 million sank by 4,725,000 DM) affected the OC unilaterally. New negotiations were therefore arranged. ABC declared its readiness to make up such revaluations losses in the future. It guaranteed the dollar exchange rate so that the value of the US\$ 13.5 million would in no way be less than 49.5 million DM or more than 54 million DM.

For this sum the OC supplied ABC with exclusive transmission rights in the USA and in a few small bordering areas up to January 1, 1973. It further guaranteed a wide ranging reporting system and delivered to the ABC studios at Oberwiesendorf a technically satisfactory (that is, Eurovision standard) convertible 625-PAL color picture with corresponding sound. ABC could also produce a limited amount of transmission material at its own cost.

The sum set in this contract was the highest that a television agency had ever negotiated for the transmission rights of the Olympic Games to date.

Third Round of Negotiations

The OC, ABC and the DOZ expanded the basic contract with a three-way agreement. This stipulated especially:
The spatial requirements of ABC.
The basic supply of technical equipment to ABC.

The air conditioning in the technical areas of the ABC studios.
The OC essentially assumed the costs of the ABC studios.

The Ratification of the Contract

After the clarification of all outstanding questions, the executive board of the OC ratified the ABC contract on January 8, 1971. The IOC followed suit on March 13-14, 1971. The negotiations up to the ratification of the contract had taken four years.

4.2.4.3

European Broadcasting Zones Union Européenne de Radiodiffusion (UER), Eurovision

Twenty-nine television corporations in twenty-seven countries of the West European and part of the North African broadcasting zone plus three purely radio companies in three countries were members of UER when the OC made its first contacts in the middle of 1969. They were all co-owners of broadcasting rights at the closing of the contract. Thus, after ABC, UER became the most important subscriber to the broadcasting rights and the OC expected a total of 2.5 to 3 million US dollars (10 million DM) according to its advance calculations. Indeed UER did not want to pay licensing fees for the acquisition of special rights. As opposed to the expectations of the OC, the technical achievements of the DOZ did not cause the prices to be raised, but rather lowered them.

The following standpoint was taken:

The German television companies consolidated in the DOZ would not meet their extraordinarily high expenditures for production and investment on the basis of an independent arrangement with the OC. Moreover, they were required as members of UER due to the existing legal relations among the members (a reciprocal agreement) to supply the technical prerequisites of a transmission for the other parties when the event that will be transmitted takes place in their own country. Thus UER viewed the technical provisions of the DOZ as part of its own contract with the OC and as its own equivalent for a free transferral of the television rights.

This connection between the legal relation of the OC to the DOZ and the agreement of the OC with the UER was in accordance with another one in which the DOZ in March, 1970 made its obligation to provide the signal (term in the DOZ contract) dependent on a previously closed contract of the OC with UER.

The contract negotiations began on May 22, 1969, considerably sooner than the OC had foreseen. Both German television companies thereby guaranteed the interests of UER. UER made an opening offer for the transmission rights of its members to the amount of 1.5 million US dollars. Finally it increased this amount to 1.7 million US dollars. Finally it increased this amount to 1.7 million US dollars. UER was prepared to pay 70% more than in Mexico with this amount.

At its sixteenth session the executive board of the OC was disappointed with the amount of this offer, especially in relation to the amount which ABC was supposed to pay for television rights. About 85 million sets were in operation in the USA; proportionally to the licensing fee of ABC (7.5 million dollars), UER with its number of viewers (about 68 million sets in the Eurovision broadcasting block) would have had to pay 6 million US dollars. The OC hesitated to agree to these conditions in view of the pending contract negotiations with other television organizations. It feared that the small amount offered would influence essentially the negotiating position of the OC in relation to other non-European broadcasting companies.

A further delay resulted from the protest of the IOC to the amount offered by UER for the license fee. The finance commission of the IOC demanded 3 million US dollars on February 21, 1970. The negotiations threatened to be of no avail when in August, 1970, UER no longer felt itself bound to its offer because about a year and a half had passed since the first negotiations. No agreement could be reached at the second conference of UER and the OC with the finance commission of the IOC on January, 28, 1971 in Munich. The demand of 2 million US dollars reduced by the IOC stood opposed to the final compromise offer of UER at 1.7 million dollars. Finally a compromise was reached by suitable methods of payment: UER deposited the basic amount of 1.7 million US dollars on July 5, 1971 in a company account in a German bank. The OC could then immediately withdraw 20%, on January 1, 1972 30 %, and on September

11, 1972 the remaining 50 % in addition to the accrued interest on the blocked account. This sum was not to be paid out in American dollars, but rather in Swiss francs, because in this way, among other things, the loss in the exchange rate which would have started by the release of the German mark since the beginning of May would be reduced, that is, a total of 7.14 million SFrs (6,414,000 DM).

UER fixed its offer in writing on May 7, 1971. One week later the executive board of the OC empowered the general secretariat to settle on the basis of the 1.7 million US dollars. In May the contract was negotiated and simultaneously presented to the executive board. It approved the contract at its next session after the negotiations in connection with the contract for the lottery.

Organisation Internationale de Radiodiffusion et Television (OIRT), Intervention

For years there was an agreement between UER and OIRT that one organization would acquire rights for the other and that both organizations would divide the entire cost in a proportion of 4:1. Thus in Mexico in 1968 UER paid one million US dollars, and OIRT 250,000 dollars. Since then, however, OIRT was no longer in a position to afford similar increased prices like UER. It was not ready to increase its Mexico portion by 70% like UER, but only by 10% to 20%. Therefore it offered 300,000 US dollars at the first negotiations on December 8, 1970, which was already a 20% increase over Mexico. Thus the demand of the IOC in February, 1970 became unrealistic (2 million = 67 % of the price for UER, 3 million). The non-commercial members of OIRT were limited to government subsidies or broadcasting fees without advertising. In addition there were currency difficulties so that the finance commission of the IOC on January 28, 1971 reduced its expectation to 1,095,000 DM for economic and currency regulation reasons. In the second round of negotiations in October, 1970, it could not obtain more than 1 million DM. The OC concluded the basic contract with OIRT at this amount and the current exchange rate based on German marks. (The value of the 300,000 US dollars sunk to 975,000 DM in the meantime because of monetary decline.) Eight state broadcasting organizations with some 44,298,000 sets became holders of transmission rights.

4.2.4.4

Nippon Hoso Kyokai (NHK), Japan

The highest sum (1.7 million US dollars) offered by UER—as in the case of OIRT—was a determining factor for the offer of the Japanese state broadcasting company NHK for the television rights in Japan. When the OC met with NHK on October 28, 1969 for the first negotiations after a non-binding informational discussion on April 29, 1968, NHK made an offer of 400,000 US dollars depending on the presumable final contract sum settled with UER. This sum was even less than the 600,000 US dollars paid in Mexico. It also has to be taken into consideration that in Mexico NHK had to produce the signal itself. The OC rejected the licensing fee offered by UER, which at this time was not fixed by a contract, as a comparable basis for calculation since UER was financially burdened by its share of the

costs of producing the signal in addition to the sum (taken as a basis by the NHK) that had to be paid directly to the OC. The OC demanded 1.7 million US dollars. Not only this discrepancy (of \$ 1,700,000 to \$ 400,000), but also the monopolistic position of NHK in Japan hindered further negotiations similar to those with UER and OIRT. As the only public legal and simultaneously the largest broadcasting company in Japan, NHK spoke for all other commercial stations to which it was required by Japanese broadcasting laws to offer programming for a charge to cover expenses. The OC and NHK met for a second discussion in April, 1970. The discrepancy was reduced only insignificantly in the following exchange of correspondence. Although the IOC expected only 1 million dollars from NHK, the OC insisted on 1.5 million. The sum could be fixed at 3,675,000 DM (1,050,000 US dollars) only after an extensive round of negotiations from June 28, to July 5, 1971. Indeed this sum was significantly less than the OC had in mind, but with a percentage increase of just about 75 % in relation to Mexico it was much more than NHK was originally ready to pay.

4.2.4.5 Canadian Broadcasting Corporation (CBC), Canada

The OC found a more favorable situation in Canada than in Japan. There the public legal CBC and the commercial CTV television chain were interested in the acquisition of rights. Their scope in Canada was different. While CBC reached 96 % of the population, CTV hoped to reach 85 % to 95 % with the Olympic Games from the 80 % at that time. CTV stepped out before the final stage of negotiations in the middle of 1971 without having made a binding offer after its first contacts in January, 1970. CBC, which already had announced its interest on January 24, 1969, offered 60,000 US dollars - based on the UER sum - at the first negotiations on July 23 and 24, 1969. The OC rejected this as indiscussible in view of the 7.6 million sets in Canada and in comparison to the other contract negotiations. The OC demanded at least 300,000 US dollars. This discrepancy to what the OC had in mind could be reduced only insignificantly in December, 1970 and April, 1971. The parties agreed on 940,000 DM only in August, 1971 and then due to the pressure of the technical deadlines of the DOZ. The IOC approved this contract in September, 1971.

4.2.4.6 Telesistema Mexicano (TSM), Mexico

In Mexico there is a large number of commercial television stations so that the OC could count on a good position in negotiating. The first talks with representatives of the Television Independiente de Mexico (TIM) already took place in April, 1969. Shortly thereafter the Telesistema Mexicano (TSM) applied through its representative in Munich. The OC next tried to clarify the technical questions involved with a television transmission to Middle and South America since there was only one satellite available for this area. TSM offered to take a leading position here and, if possible, even to form a pool. At a conference in 1970 the OC demanded a licensing fee of 2.5 million US dollars for all Latin America, which was regarded as unrealistic by TSM. Then TSM

stated that it was interested only in acquiring television rights for Mexico and Central America and presented certificates of authorization to negotiate from stations in Nicaragua, Guatemala, Honduras, El Salvador, Costa Rica and Panama. The OC demanded a total sum of 500,000 US dollars for these countries, which the representative from TSM did not accept. The hope of the OC for a higher offer from TSM was disappointed shortly thereafter at negotiations in August, 1970. Then TIM offered only 180,000 dollars and soon withdrew completely. The negotiations with TSM were then continued after clarification of the technical services of the DOZ and resulted in an offer of 400,000 US dollars in February, 1971. Besides the OC could persuade TSM to guarantee the exchange rate for the entire sum and a bank security. On April 7, 1971 the OC signed the contract with TSM for the very considerable sum of 1,468,000 DM. The IOC approved the contract in September, 1971. TSM cooperated with ABC for the transmission of the Games to Mexico and Latin America.

4.2.4.7 Remaining Latin America

An interest developed relatively early in Venezuela. A representative of Radio Nacional Venezuela negotiated with the OC in November, 1970, but could not accept the demand of the OC for 180,000 US dollars. In December, 1970 a representative of Radio Caracas Television (RCTV) negotiated with the OC and made an offer of 65,000 US Dollars. The OC closed the deal with RCTV for 75,000 dollars because the other company showed no more interest. Afterwards it was discovered that this contract was still worthwhile since there was very little interest in the other South American countries. Thus the OC commissioned a firm operating in Munich, which maintained business relations in South America with television companies, with the arrangement of television contracts on a commission basis. Thus it was possible to close contracts with at least a few television companies: Caracol Television, Bogotá (Colombia) for 25,000 US dollars in March, 1972; Empresa Editora Panamericana Producciones, Lima (Peru) for 20,000 US dollars in February, 1972; Televisao Globo, Rio de Janeiro (Brazil) for 45,000 US dollars in July, 1972; Television Nacional, Santiago (Chile) for 12,000 US dollars in August, 1972. It must be regarded as successful that it was at all possible to make contracts with these countries, because it was the very first time that these countries had broadcast the Olympic Games. It was not possible to find a party to make a contract for Argentina and Uruguay.

4.2.4.8 The Far East

In Hong Kong an interest was shown at an early time, which can be traced to the competition between two television stations, Television Broadcasts, Ltd. (TBV) and Rediffusion Hong Kong, Ltd. (RTV). TVB announced itself already in July, 1970 and had its first talks in July, 1970. The OC demanded 50,000 US dollars on this occasion. At another visit in September, 1970 it made a contract for 40,000 US dollars. In November, 1970 RTV negotiated with the OC and stated that it was ready to pay 45,000 dollars. The OC accepted this suggestion because RTV guaranteed to

share its rights with TVB and thus a widest possible broadcast of the Games appeared assured. The contract with TVB was revoked by the OC. TVB was not satisfied with this decision and wanted exclusive rights. The negotiations for a compromise extended over a long period. In August, 1972 the OC finally closed a regular contract with both broadcasters simultaneously and received 50,000 US dollars.

In Taiwan two competing broadcasters. China Television Company (CTV), Taipei and Taiwan Television Enterprise, Ltd. (TTE), Taipei, announced themselves early. Already in December, 1970 the OC signed a basic contract with CTV on the basis of 35,000 US dollars. In this case also a controversy developed between the licensee of the OC and the loser. Attempts to reconcile the two were not successful. The result was that CTV on account of encroachment upon its transmission rights by the competition refused to pay the remainder of its license fee to the OC and even demanded that the OC refund the amount already paid.

In Korea the Korean Broadcasting Systems (KBS), Seoul showed an interest since the beginning of 1971 for the acquiring of televising rights, in which KBS would act for all Korean television stations. A contract was developed on April 26, 1971 without difficult negotiations on the basis of 20,000 US dollars which was viewed as reasonable.

In the Philippines there was a lively competition between commercial television stations of which ABS and LBN immediately after the Olympic Games in Mexico showed their interest to the OC. Kanlaon Broadcasting System (KBS) also announced itself to the OC in the beginning of 1970. After Transtel entered the negotiations, a basic contract was closed with KBS on the basis of 67,000 US dollars in May, 1971. This sum was viewed as rather high. As a result of natural disasters and the resulting economic situation in the Philippines the KBS requested a discount on the price immediately before the Games. After an examination of the economic situation new negotiations were conducted in May, 1973 in which the cost was reduced to 42,000 US dollars, which was still relatively high, especially in comparison with Australia.

In Thailand there was practically a monopoly by Thai TV, Bangkok. The negotiations, which were conducted for the OC by Transtel, concentrated on this station from the very beginning. In February, 1972 a contract was settled on the basis of 20,000 US dollars, a relatively small sum, which was promptly paid, however.

In Malaysia a contract was closed with TV Malaysia for 7,500 US dollars through the intervention of Transtel, and in Singapore a contract was signed with the Ministry of Culture for 5,500 US dollars, relatively meager sums which were simply due to the monopolistic situation.

4.2.4.9 Australia and New Zealand

The negotiations for these countries were conducted from the very beginning by the state Australian Broadcasting Commission (ABC), Sidney, also in the name of all commercial stations. It was a request trust which ought to act as price reducing for the OC. At the first talks in August of 1969 ABC made an offer of 25,000 US dollars which was already almost twice as much as the price which ABC paid for the television rights in Mexico in 1968. The OC declared that this price was totally unacceptable. After discussions with the IOC, in September, 1970 the OC demanded a sum of between 600,000 and 800,000 US dollars. This sum would be relatively just as high as the payment by the American Broadcasting Co., that is, about 15 cents per set. ABC referred to the offer by UER to the OC and in relation the payment would be a maximum of 100,000 US dollars whereby a discount must be allowed for the very high transmission costs. The OC held fast to its demand for 600,000 dollars and justified this with the technical services of the OC and the DOZ which were on a much higher level than in Mexico. The negotiations were continued in summer, 1971 when the OC lowered its price to 400,000 US dollars and the ABC raised its offer to 70,000 US dollars, but an agreement was not reached. Due to the intervention of the Australian, member of the IOC, Weir, the IOC surprisingly appealed for a generous approach to ABC. It was threatened that the Olympic Games would not be transmitted to Australia and New Zealand if the offer of ABC would not be accepted. Under these conditions the OC could not maintain its demands. The OC only succeeded in getting 90,000 US dollars which finally in May, 1972 was fixed by contract at 300,000 DM.

4.2.4.10 The Rest of the World

The OC decided to work together with Transtel, Deutsche Gesellschaft für Fernsehtranskription mbH, Cologne, because from the very beginning it did not appear worthwhile to negotiate individually with numerous countries which could pay nominal or no licensing fees at all. Transtel is a daughter company of the German television broadcasting companies whose purpose is to transmit German television programming to the entire world. For this function Transtel had exact knowledge of the financial conditions in the countries of the third world and promised to make this experience available to the OC. The purpose of the cooperation of the OC and Transtel was to close as many license contracts as possible. Even where this was not possible Transtel ought to obtain the opportunity to broadcast a summary of the Olympic Games. This cooperative venture proved to be very valuable for the OC. Transtel was decisively involved with the creation of television contracts with Chile, Egypt and Singapore. In other respects Transtel provided for the following countries partially on the basis of contracts made by these countries with the OC and partially on the basis of contracts of these countries with Transtel:

- Africa:
Congo (Brazzaville), Egypt, Ethiopia, Ivory Coast, Gabon, Ghana, Kenya, Libya, Madagascar, Mauretania, Nigeria, Rhodesia, Senegal, Sierra Leone, Sudan,

Uganda, Upper Volta Reunion, Zaire, Zambia;

- Asia:
Abu Dhabi, Bangla Desh, Cambodia, Hong Kong, India, Indonesia, Iran, Korea, Kuwait, Libanon, Malaysia, Pakistan, Philippines, Quatar, Saudi Arabia, Singapore, Taiwan, Thailand, Turkey, Vietnam;
- America:
Argentina, Antilles, Barbados, Bolivia, Chile, Curacao, Dominican Republic, Ecuador, French Guiana, Haiti, Jamaica, Surinam, Trinidad and Tobago, Uruguay.

The cooperation of the OC with Transtel guaranteed that the Olympic Games could be shown in many countries which were not in a position to pay licensing fees. Certainly, in individual cases, a few of these countries had the money for expensive satellite transmissions even though they were allegedly not in a position to sign televising contracts with the OC (Argentina, Ecuador, Kenya, Nigeria, Zaire). Only a few countries which had television facilities did not broadcast anything from the Olympic Games: Albania, Bermuda, Paraguay, Samoa, Syria, Yemen.

4.2.5 Donations

4.2.5.1 Centralization of Donation Matters

The executive board included the matter of donations in its deliberations when it searched for sources of income to cover the costs of the Olympic events. This extensive complex caused problems which differed from the other financial means of the OC.

First of all, it had to prevent the potential donations from being dispersed by a number of organizations which to some extent work against the others. The general secretariat itself ought not to function as a donation seeking central agency. Moreover the OC transferred this duty in December, 1966 to a society which was carried less by public enterprise and was to a lesser degree represented by government leaders at the top: the "Society for the Advancement of the Olympic Games, 1972 in Munich, Inc."

4.2.5.2 The Promoters' Society

Eleven years before, this society was founded out of private initiative by residents of Munich on July, 12, 1955. Its name at that time, "Society of Promoters of the Munich Stadium, Inc." described its primary purpose: it was supposed to support the City of Munich with the planning and construction of a large stadium, not merely with ideas, but also materially by assistance with the financing of the project.

4.2.5.3 Recognition as a Non-Profit Organization

Donations of money which were received in the following years from economic circles and the entire population flowed completely and exclusively to the aim of the Society. The Society was allowed neither to earn profits (in the meaning of a commercial enterprise) nor to pay its members for their services out of the means of the Society.

On the basis of this independence from business and political parties the finance bureau responsible for corporations recognized the purpose of the Promoters' Society to be exclusively and immediately of public benefit work and granted tax advantages. Thus the City of Munich was able to provide every donator with a donation receipt for income tax purposes (tax deductibility of the donation) which would enable significant donations to be received later.

4.2.5.4 The Extension of the Society's Purpose

On May 27, 1966, just one month after the granting of the Olympic Games to Munich, the general assembly of the Promoters' Society extended the original definition of the purpose of the Society. The second purpose would be the "ideal and material promotion" of the 1972 Olympic Games. The Society changed its name to "Society for the Promotion of the 1972 Olympic Games in Munich, Inc." which emphasized the public benefit aspect still more.

4.2.5.5 The Entry of the OC into the Promoters' Society

In February, 1967 the general secretariat negotiated with the Promoters' Society in order to clarify the basic principles in regard to donations and to secure sufficient influence for itself in the organization bodies of the Society. In March, 1967 the OC joined the society as a corporate member and was thus represented in the general assembly which met every year after 1967 as its highest body. At its meeting on May 22, 1967 it elected the secretary general and his permanent deputy into the board of trustees and onto the executive board and secured this membership by a change in the by-laws of the society. From then on the OC could influence possible alterations of the by-laws in the board of trustees or the distribution of the means by the executive board.

Before this time already the OC had forwarded all incoming offers of material donations to the Promoters' Society for the sake of responsibility. Now the OC authorized it expressly and exclusively to conduct contact talks with prospective donors and to accept eventual contributions.

4.2.5.6 Work Phases

The Promoters' Society more or less unbindingly and passively received spontaneous donations from the population between 1966 and 1967. However, definite donation goals introduced a revaluation of the matter of donations in the second half of 1968. The draft of the entire finance plan discovered a deficit in May and June of 1968 which the general secretariat gave as a figure of some 60 million DM in this stage of planning. This figure included the material needs of the OC which could also be donated. The Promoters' Society estimated it to be about 30 million DM and on the basis of previous offers of donations believed it could be covered up to at least 50% with material donations. It announced its preparedness for such an achievement to the OC on July 23, 1968 and the general secretariat in the general finance plan approved in September, 1968, set the sum of the material donations to 16 million DM. With this barely 10 % of the foreseeable total budget (171.6 million DM) the Promoters' Society fully covered the deficit which was reduced in the meantime and helped the OC temporarily to a balanced financial plan.

As the deficit increased to 33 million DM in November, 1969 in consequence of the first budget extension, the donations also increased by more than 50% to 25 million DM. Donations which were guaranteed by contracts to the value of 1.2 million DM as well as the promising negotiations for an additional 18 million DM promised at this point in time that these sums would be obtained.

However, the Promoters' Society had to give up its method used up to this time of operating as a mere receiving post and joined itself to the finance planning of the OC. In the just about four years still remaining and from a closely limited circle of producers, as material donations, it had to bring in objects which by their nature, indeed very often in their execution, color, etc., were precisely specified and together should attain a fixed total sum.

This extraordinary task demanded a new concept. Until now the OC wanted to accept only "pure" donations to which the donor had no commercial strings attached (sale or advertising). The general secretariat still considered basic concerns on the still unregulated value of the emblem, the eventual legal protection of the Olympic rings from commercial use and the limited advertising before the 1968 Olympic Games. Now the Promoters' Society could not attain its goal without accepting donations which were offered for the purpose of commercial advertising. On the contrary, the Promoters' Society allowed the potential donating firms to present their donations for advertising reasons in the firms' own advertising. In this way every donation could be profitable, at least as seen in the long run. This incentive to donate was supported by a whole range of advertising possibilities and also eventually by existing advertising. That the OC and the OBG give them a break-down of their precise needs was a prerequisite for the successful activity of the Promoters' Society. This had to happen as soon as possible. After August, 1968 each agency investigated detailed possibilities

for donations of things in the fiscal year 1968 as well as in the general finance plan (temporal scheme of need). This listing lasted until 1970. In this intermediate phase the Promoters' Society was able to conduct only provisional talks. These were made more precise at the express wishes of the OC beginning in mid-1970. The Promoters' Society at first made contact by mail with as many expanding potential firms of the same line as possible after getting acquainted with the market situation. On the average it took two to three months until the negotiations were finished and the purchasing department of the OC could discuss the further details with the donor.

4.2.5.7 Development of the Personnel

Administration or personnel costs had not burdened the Promoters' Society from its beginning. The bodies of the Society worked in an honorary capacity, especially the management which executed the decisions of the Society and administered the wealth of the Society.

Since the beginning of 1968, the increasing intensity of this work burdened the Society appreciatively. Now a professional full-time business manager had to be hired who could make and maintain the contacts with the donor firms in constant consultation with the OC, OBG, and DOZ. After December 1, 1968 a branch office of the Society operated in the building of the OC under the direction of Mr. Siegfried Heinrich. The OC and the OBG divided the cost proportionately so that the amount of the donations would not be reduced by administrative costs.

4.2.5.8 The Clarification of Basic Questions

With regard to the intensification of the donations drive and its advertising representation the OC and the Promoters' Society came to an agreement on a few basic questions which until then had been solved on a temporary basis.

4.2.5.9 Evaluating the Emblem and Donations

How much influence did the commercial use of the emblem exert on the donations sector? The OC limited possible reciprocal results by its decision on the commercial evaluation of the emblem in March, 1969. It distinguished the payable utilization of the emblem essentially from the donations sector and assigned them to different agents, Atlas Advertising and the Promoters' Society. Thus each donor firm had to have the approval of the licensing bureau when it wanted to employ the emblem in its advertising. Only in a few exceptional cases did the OC, after an intensive economic examination, refuse a licensing fee for the use of the emblem, for example, when the value of the material donation no longer justified this additional fee, as with "big donors". The decision in this regard as with the granting of the use rested exclusively with the OC. This solution, which was fixed also by a contract, came closest to serving the interests of the three agencies involved (the OC, Atlas and the Promoters' Society). It influenced the commercial value of the emblem only slightly.

While the sole supplier rights demanded detailed considerations in donation matters the exclusive use of the emblem required difficult clarifications of competition and trust laws. Sole supplier rights were decided for each individual case at a time. The Promoters' Society limited the range of articles of a firm as much as possible. Thus many firms could donate exclusively through one of their branch producers and if another company should not fulfill its agreement then it could join in exclusively.

The Promoters' Society attempted to secure the delivery also if a firm should revoke its agreement to donate or something else should happen. As far as possible the donor firms were chosen so that their production programs overlapped. This provision became necessary because the Promoters' Society did not fix the pledge by a contract, but rather was satisfied with one-sided assurances which in serious cases could not be taken to court. There was the danger, however, that the materials promised would not be received on time or in sufficient quantities by the agents.

4.2.5.10 The Depiction of Donations for Advertising Purposes

The Promoters' Society suggested to the donor firms that they depict their donations in their own firms' ads. The Society offered the firms the following advertising possibilities in order to be able to influence this commercial advertising:

- It granted the title "Official Supplier for the Olympic Games", or "Recognized as a Supplier for the Olympic Games", "Exclusive Supplier" or "Sole Equipper" (if the firm was assured of the sole supplier rights).
- The firms could advertise with the statement, "We equipped the Olympic Games with . . .".
- The Promoters' Society presented the firms with certificates of thanks indicating the value of the donation. "Big donors" were granted free use of the emblem until further notice.
- The public relations work of the Society in the press: it reported more about its activity in daily papers or in specialized periodicals and mentioned the donor firms as well as the amounts of the donations (so-called "plugging").
- The Promoters' Society distributed about 0.5 % of the admission tickets to the firms, proportionately to their donations.

4.2.5.11 Types of Donations

Financial donations:

Not seldom did the society receive cash donations, although it did not ask for them, leaving this sector to the German Olympic Society (GOS) and the German Sports Aid. Whenever financial donations were received, the Society employed them for drives which were more in keeping with the promotion of the ideals of the Olympic Games; for example, "Hello Again" - a meeting of all former German Olympic winners.

Material Donations:

The Promoters' Society preferred, with few exceptions, that objects with a long life be loaned for tax and matters of convenience; that is, the donor remained the owner

and allowed the OC to use it. Only commodities were accepted as gifts.

Drives sponsored by the Promoters' Society: The Promoters' Society did not only ask for donations, it also started a few drives. Already on December 14, 1967 it began an immediate Savings Certificate Drive. Later, it arranged tombolas during entertainment programs on television, at Olympic Dances, in department stores, etc., in addition, benefit games and other drives.

4.2.6 Olympic Editions 1972, Ltd.

In early summer, 1967 the president of the OC conceived the idea to represent the intertwining of sports and art worldwide and to utilize the posters of famous artists for this purpose.

These graphics in addition were to be offered for sale. Particularly in the past few years prints/graphics of well-known artists, produced in large and thus reasonably priced editions (exhibition and advertising posters) found a steadily increasing interest among collectors. This large international market gave rise to hopes that large editions would be sold the net proceeds of which would finance the drive itself as well as bring in additional resources for the OC.

4.2.6.1 The Founding of a Company

The prefinancing of this poster drive demanded an investment of capital which exceeded the financial capabilities of the OC. Therefore it decided to allow a firm as a holding company to produce (or purchase), publish and distribute the graphics. In March, 1968 the general secretariat closed a corresponding contract with F. Bruckmann KG., Munich, a firm with long experience in the area of the printing arts and art publishing. The OC founded with this firm the "EDITION OLYMPIA 1972 GmbH" with its headquarters in Munich on June 20, 1968. Both parties supplied the same amount of base capital (10,000 DM each as the minimum capital required by law). F. Bruckmann KG obtained the necessary operating resources and provided its know-how. The OC was to receive 2/3 and F. Bruckmann KG 1/3 of the profits earned. Olympic Editions 1972, Ltd. received a fourteen-member honorary supervisory council in which the OC held the chairmanship through its president. The supervisory council decided important artistic and financial questions regarding business policies. The art commission and the economy department advised it, and the latter was authorized to make decisions regarding economic problems in urgent cases instead of the supervisory council. Two part-time business managers together represented the company legally and in special cases. The supervisory council met for the first time on July 16, 1968 and half a year later the company appeared in public on January 27, 1969.

4.2.6.2 Setting the Prices

The varying production costs for each print did not allow a uniform price for all posters of a certain value level. The printing costs fluctuated according to the number of colors and the technique used. The varying artists' fees and their differing price levels on the art market caused even more price categories. Thus the company determined

only a price limit for the entire series within which then the individual sheet would be separately calculated. This limit was kept as low as possible for reasons of public relations and cultural politics:

Class 1	
Original graphics	300 to 800 DM
Class 2	
Original posters	30 to 70 DM
Class 3	
Reproductions	10 DM

Within this framework the Olympic Edition set a minimum selling price for each work in value levels 1 and 2. The commercial galleries could obtain the posters for 60% of the minimum selling price and if they sold them at a still higher price, 50 % of the extra net proceeds were to be paid to the Company.

4.2.6.3 Profits for the OC

The various prices, and the uncertainty about the number and artistic quality of the posters made a binding forecast of the foreseeable profits difficult. In its first financial plan Olympic Editions, Ltd. estimated the total returns from every type of production at 30 million DM which allowed the OC to expect a profit share of about 8 million DM. In the 1968 general financial plan the general secretariat finally estimated the profits share at 6 million DM. When a few important artists dropped out, the income assessment, in the course of the first revision, was reduced by 2 million DM to 4 million DM. A share of 910,000 DM was received by the OC under the contract for the first time in fiscal year 1970. The OC received a further 650,000 DM in 1971 and 300,000 DM for 1972 so that there was a profit of nearly 2 million DM gained for the financing of the Olympic Games. The success in public relations for the Games does not permit itself to be expressed in figures, but it had to be considerable.

4.2.7 The Lottery Drawing of the OC

The OC was still able to balance its general budget until 1968. Indeed not later than in June of the following year did the first revision make a covering gap visible. There remained a sum of some 26 million DM after the depletion of all sources of income. Since the OC neither wanted to shorten the program of events nor to claim government funds as lost subsidies it attempted to cover this threatening deficit with new financial resources.

4.2.7.1 The Plan for a Television Lottery

Another public lottery independent of the Olympic lottery appeared to the OC as suitable. The German television corporations themselves would stage this game planned as a TV lottery and the resulting profit (at two games in 1971 and 1972) would go to the OC and completely cover the deficit of the OC. Since the Olympic Games would present a unique event in the Federal Republic of Germany for a long time there was no reason to fear the repercussions of setting a precedent. This plan could not be realized, however. On June 3 and 4, 1965, that is, even before the competition, the ministers of the interior of the federal states allowed both German television corporations to stage only one yearly television lottery for social or

charitable purposes on a wider than regional level. In accordance with this basic decision the state ministers of finance disallowed the planned Olympic TV Lottery on July 7, 1969.

4.2.7.2 The Idea of a Lottery Drawing

The finance ministers of the federal states did not exclude one-time or infrequent drawings which unlike the traditional lotteries would bring in additional resources for the OC.

The general secretariat immediately clarified the possibilities still remaining for a lottery concept which the supervisory authorities could allow. The deficit gap had grown to 80 million DM by the middle of October and the OC wanted — as before — to avoid unjustifiable cuts in the measures for staging the Games and to desist, as far as possible, from relying on public subsidies. The new lottery would not be able to cover the entire amount of the deficit as expected in June, but at least to reduce it significantly. The only problem was that it should not immediately impair the success of the two TV lotteries or the Olympic Lottery. An ordinary drawing type lottery with chances would allow the profits hoped for:

Lottery Organizers:

Not the television corporations (as at a TV lottery) or the Lotto or toto organizers (like the Olympic Lottery), but rather the OC itself wanted to arrange the lottery drawing in the entire Federal Republic of Germany including West Berlin.

Publicity:

Both ARD and ZDF declared themselves prepared to support this lottery with intensive publicity and to broadcast the drawing of the winners (like the Olympic Lottery).

Technical Execution:

The broadcasting companies said in August and September that they were ready to stage the planned play-off with their own facilities and thus spare the OC the administrative costs. The OC preferred to transfer this duty to the German lotto and toto consolidated companies, or administrations under public law (block partners). Their dense operational network (about 25,000 offices) and their decades-long experience guaranteed the best possible turnover. Besides this, the federal states had allowed and/or commissioned them especially for the staging of betting on sports and number lotteries in their business areas. They could thus expedite the approval that was still unsure.

The business managers of the block partners decided on October 2, 1969 to carry out the planned lottery in the name of and for the benefit of the OC.

4.2.7.3

Approval

This agreement presumed the approval of the state supervisory bodies which was required by legislation on lotteries. Only one month later, on November 6, 1969, the ministers of finance and of the interior of the federal states basically approved the drawing. The Bavarian State Ministry of the Interior on April 3, 1970 laid down in detail the conditions of the lottery after examining the plans for the division of the games and winnings.

4.2.7.4

The Determination of the Winners

The first drawing of the lottery took place just three weeks later. It followed a playing system which the Bock Partners had developed in October and November, 1969.

In 1970 and 1971 the two companies distributed a total of 50 million free lottery tickets through their more than 20,000 acceptance and distribution offices. The 25,000 offices were sufficiently provided for every request. The lottery tickets were divided into five series (from A to E) with 10 million tickets each, and the tickets were consecutively numbered with seven-digit numbers from 0,000,000 to 9,999,999. Each number printed (and thus every winning number) was placed into circulation five times. Thus the winnings were distributed equally over the entire edition of chances and throughout the various regions of the Federal Republic of Germany. A buyer was eligible to win with the lottery ticket which he had chosen, paid for and had registered during the proper time period.

The two companies did not determine the individual winners physically from the chances sold. All chance numbers took part independent of the sale of the chances. Two-digit to seven-digit numbers were drawn at the play-off. All registered lottery tickets won, on which the last digits of their chance number (read from right to left) matched the presently drawn winning number in correct sequence. This last figure system made possible a very quick completion of the drawings which took place only once per year in 1970 and 1971. A single draw determined a large number of winners; for example, in 1970 about 100,000 winners were selected by the drawing of a two-digit number. The participant himself could be absolutely certain that his chance had been included in the drawing. Already at the moment of the drawing he could determine his eventual claim on the winnings and remain anonymous (coded announcement of winners according to the end figures). Thus this very lucid method of drawing was suitable for an unshortened live broadcast within a ninety-minute television program under the watchful eyes of a notary or public authority without regard for the number of tickets sold.

4.2.7.5

Plan of the Winnings

Eleven drawings determined the prizes of money or things for each series according to the following plan of winnings: (Chart type, number and size of the winnings according to the plan).

4.2.7.6

Criticism

This playing system was to some degree prescribed by gambling laws. It had proved itself as a success at similar lotteries in foreign countries; for example, Spain, Portugal, France, etc. Nevertheless, it was a novelty in the Federal Republic of Germany apart from two minor state regional lotteries. Thus it was quite difficult for the German press and general population to understand how it operated, especially with regard to the chances of the individual player to win. As in every lottery with numbered chances all chance numbers participated in the drawing no matter if the lottery agents had sold the tickets or not. Since the entire edition of chances (1970 and 1971 : 50 million) could not be completely sold for certain, a number of unsold tickets with certainty would be winning chances; that is, not every chance promised in the winnings plan and announced by advertising could be actualized.

On the other hand, the OC as the organizer also took a big risk by using the end digits system. Theoretically, all winning included in the plan could be drawn so that the winning that had to be paid could exceed the entire playing capital even if not all chances were sold. The OC paid every winner without limit; that is, the winner's claims had absolute priority.

The OC could, however, presume with the mathematical certainty of the probability calculus (the law of the largest number) that the effective yield of winners would adjust automatically to the game capital. The total winnings of the playing plan then divided themselves proportionately between the sold and the unsold chances. Actually in 1970 the OC paid 54.9 % of the envisaged winnings at a turnover quota of 54.9 %. This was 25.72 % of the game capital (planned minimum percentage: 25%). The sum of 35,351,609 DM and the number of winners (308,602) had thus attained an extraordinary dimension in comparison to comparable lotteries at home and abroad. If it had been the intention to include only the sold tickets in the drawing, another system with much fewer winnings would have had to have been chosen. Otherwise the OC alone would have taken the risk of a good or poor sale of chances.

4.2.7.7

The Profits in 1970

Already at its first play-off in 1970 the drawing lottery had attained a turnover which no other lottery with a comparable running time in Europe had ever attained despite the criticism of the legality of its fundamentals and the appropriateness of its technique. It exceeded all expectations. The drawing lottery ran for seven weeks (April 27 to June 13). The OC bestowed the name "Spiral of Fortune" on it, taken over from the emblem.

An unexpected record turnover was reported in the most active final week, which became obvious on the day of the drawing (June 13).

The 27.5 million lottery tickets sold from the 50 million issued produced a game capital of 137.5 million DM with an additional 35.5 million DM in processing fees; of this 35.5 million DM or 25.72%

was paid out as winnings. The OC received a net profit which exceeded expectations about three and a half times: 66.48 million DM. Beyond that the OC paid 24.4 million DM lottery tax as the organizer of the drawing lottery.

4.2.7.8

Alterations in the Winning Plan 1972

This success made the revenues of the "Spiral of Fortune" the most important source of income for the OC with a single stroke. In the second revision of the budget the general secretariat raised the entire proceeds from 60 million DM to 170 million DM. The OC expected 51.85 million DM for the year of 1971. The OC and the companies introduced the preparations for the "Spiral of Fortune 1971" already in July, 1970. They retained the last digits system unchanged despite the somewhat intense attacks on the system of play, but modified the winnings plan on the basis of suggestions and experience gained up until that time.

The alterations of the winnings plan, including bigger and more attractive prize offers, were intended to raise the temptation to play and thus to increase the total net proceeds:

Raising the Quota of Prize Pay-Offs: The previous percentage of winnings (25%) was increased to 29.54 % and including the free ride with the railroad 30.5 %. With this it considerably surpassed the minimum amount (25 % of the turnover) required by the gambling laws for public benefit lotteries, which was, until then, also the usual amount. The increase of the winnings quota correspondingly decreased the percentage of the earnings for the Olympics. Nevertheless the OC hoped to increase the sales appeal by a new offer of winnings to such a degree that the intake would attain at least the level of the previous year. Broadening the Offer of Winnings: This was accomplished by doubling the offer of winnings by drawing two different winning numbers per winning group. The amount of the prizes in the two lowest winning categories was halved (instead of 20 or 200 DM it was now 2 x 10 or 2 x 100 DM), otherwise everything remained the same.

Every money prize category, in the interest of the clearness of the system, was set up uniformly according to the decimal system with this alteration. Beginning with the 10-DM prize, the smallest possible prize and twice the cost of one ticket, the value of prizes increased ten-fold from one category to the next while the number of winners decreased ten times, even though the total amount of winnings (2 million DM) was the same in each category. This doubling of the small winnings as well as the large cash and object prizes improved the density of the winnings considerably. (In 1970 one prize according to the plan fell to 89 changes and in 1971, to 44 chances.) Raising the main prize from 500,000 DM to 1 million DM:

The introduction of admission tickets to the opening and closing ceremonies as the lowest object prizes:

The entire quota of admission tickets for the Federal Republic of Germany (apart from the quota for the city of Munich) were distributed only with the drawing lotteries in 1971 and 1972 and thus was a genuine attraction for participation.

All in all a quota of 20,000 entrance tickets of price categories II to VI were available for each event, whereby once standing room places at 20 DM (in 1971 at 50%; in 1972 at 66 %) and once seats at 60 DM were played for for each event. Each winner received two entry tickets; in addition the OC offered a free trip from the winner's home town to the Olympic grounds and back on the same day in special trains of the German Federal Railroad. The OC believed that by this method the entrance tickets for the two most popular Olympic events would be distributed as fairly as possible among that circle of persons who helped promote the Olympic Games essentially by their participation in the lottery. Every fourth spectator at the opening and closing ceremonies was a winner of the "Spiral of Fortune".

Reduction of the object prizes:

In 1970 the object prizes still made up 10.36 % of the amount of winnings. Many winners (in 1971 about 50 %) wished to redeem their object prizes for cash. In 1970 the OC had allowed this only in special well-founded cases. In 1971 the OC in general allowed a redemption of some 90%. The winners received a prize certificate for which they could either receive a certain item at the main dealer in their place of residence, e.g., color TV sets and cars, or they could choose one of their liking up to the specified amount, e.g. vacations and houses. In 1971 the OC increased the cash prizes (24% of the total winnings) at the expense of the article prizes (5.54%) for this reason.

Coupling it with the Olympic Lottery: The chances of the "Spiral of Fortune" participated with their registration numbers in the current drawing week in the drawing of the Olympic winning number. The deposit (0.10 DM) did not burden the participants additionally: The original 0.30 DM processing fee was reduced by 0.10 DM.

4.2.7.9

Proceeds in 1971

Despite these changes sales in the first weeks gave rise to fears that the result hoped for would not be achieved by a long shot and that the net proceeds would be considerably less than in the preceding year. Thus on May 21, 1971 the OC formed a work panel which caused a strong climb in the turnover by its intense and target-directed publicity work. It culminated in the highest weekly turnover until that time during the final week of sales when 7,873,888 chances were sold. The "Spiral of Fortune 1971" was thus a considerable success. The results, however, fell short of the total turnover of the preceding year (137 million DM) by about 21.7 million DM, and the percentage of the profit that was to be used for the Olympic Games, dropped by 16 million DM, that is, from 66.48 million DM to 50.48 million DM despite the longer selling time (April 19 to June 11, 1971).

4.2.7.10

Altering the System in 1972

In June, 1971 the OC investigated the causes that interfered with the turnover of the second play-off. It was especially the system of the game which was criticized by the press, as in the preceding year. It irritated the public and the criticism could not be cleared up because of partially insufficient publicity work. On the contrary, in connection with the drawing the two companies received a series of reports in the second half of 1971 concerning fraud, cheating, unfair competition, etc. all of which were naturally unfounded.

The OC tried to reduce further criticism by improving the plan of prizes and a partial alteration in the system so as not to endanger the estimate of 170 million DM of the general finance plan.

In 1971 the increased winnings did not bring in the higher profits hoped for. Thus in 1972 the OC reduced the planned winning pay-off quota of the previous year once again to 29.28%.

Reducing the Number of Chance Tickets

The companies at first issued only 30 million chances in series of 1 million at a time (designated from 1 to 30). If there was eventually a greater need, then this issue of chances would be increased to 40 series (extra series 31 to 40). Each series was consecutively numbered with six-digit numbers from 000,000 to 999,999. The degree of familiarity which the "Spiral of Fortune" had attained in the meantime made a wide introductory flood of many chances like in 1970 superfluous. The tightly limited issue of chances pretty much ended the misunderstanding prevalent up to this time of so-called "wastepaper basket chances".

Modification of the Game Plan

Guaranteed Winnings:

In principle the OC kept the previously used last digits system also in 1972. However, in order to further weaken the argument of the "wastepaper basket chances" it also guaranteed the main prizes. This was achieved by determining the actual winners of the five- or seven-digit winning numbers by a manual drawing of chances. Each week during the course of the lottery 250,000 DM were guaranteed at least once without consideration of the weekly turnover, and at the main drawing three times 1 million DM and three houses each with a value of 150,000 DM.

Thus for the first time in the history of German lotteries million mark prizes were guaranteed.

Weekly Drawings:

Interest in buying chances was quite variable during the running time of the two previous play-offs. During the first weeks the turnover was quite weak, sales increased and then culminated finally in the last week before the drawing. In 1972 the OC wanted to distribute interest in the "Spiral of Fortune" as equally as possible over the entire running time. Therefore it had to intensify the sales appeal especially during the first few weeks. First of all this goal was to be attained by additional chances to win during the weekly drawings. Every lottery ticket which was sold and



Scenes from the publicity spots for the "Spiral of Fortune"



registered in the preceding week (from Monday through Friday) took part in a drawing on every Saturday of the running time. Two categories of winners were determined at it:
Last digit prizes:

Out of every chance number of the series issued, two different two- or five-place numbers were drawn each of which according to the last digit system would determine scattered winnings (prize category 1: 2 x 10 DM) or attractive object prizes (prize category 2: two automobiles in the 10,000 DM class).

Guaranteed grand prizes:
A cash prize of 250,000 DM was guaranteed in addition for each full million of chances sold during the sales week, thus corresponding to the current weekly chance turnover, but nevertheless there was at least one such winning independent of the weekly turnover. Another guaranteed main prize was given for the number of chances sold per sales week over and above a complete million. The amount of the prize was determined by the remainder: 25,000 DM per 1 00,000 chances sold. In order to guarantee these main prizes without having to include every chance sold during the week to a clumsy manual drawing procedure, only the winners of prize category 2 (cars in the 10,000 DM class) who were determined by the final digits drawing were able to take part in the drawing. Their winnings were increased by DM 240,000 to 250,000 DM by manual drawing. For this purpose the companies had to establish the weekly last digits winners, listed by accepting stations and registration numbers. The guaranteed main prizes could be therefore drawn in the last digit drawing of the immediately following week only in a follow-up drawing. This was done for the first time at the second weekly drawing (March 25) and for the last time one week after the end of the sales period (the "million mark drawing" on May 13). ARD broadcast the eight weekly drawings at 10 p.m. (immediately before the drawing of the lotto numbers). The first seven drawings took up 300 seconds at a time, while the "million mark drawing" lasted thirty minutes.

Children from the ages of three and a half to thirteen years drew the weekly main prizes by hand. The OC called on children through the largest wide circulation German daily newspaper to register if they had ever had a stroke of exceptionally good luck in their lives. A jury selected eight "lucky kids" from the approximately 5,000 entries.

Main Drawing:
In a TV entertainment program one day after the end of the sales period, several two- to six-digit numbers were drawn using the final-digit-system and in accordance with the previous year's prize scales (but with only one drawing per prize category, as in 1970).

Three single-family houses valued at DM 130,000 were drawn by lot for the winners of the world trips (DM 20,000), thus increasing the total value of the prizes to DM 150,000.

Guaranteed winnings "million mark drawing:

A "lucky kid", irrespective of the chance turnover, drew by hand six main winners on the Saturday of the following week (the week after the end of the sales period):

Three times 900,000 DM were drawn by lot for the winners of 100,000 DM, three of whom thus received 1 million DM each.

Lottery Equipment:

The OC drew the multiple final digits according to the law of probability. In 1971 it had for this purpose used a drum which contained as many balls with the numbers from 0 to 9 divided into compartments as there were places in the final figures to be drawn (between two and seven). The numbers were drawn simultaneously. Theoretically this method of drawing gave better winning chances to end numbers with different figures, than to end numbers with the same combinations of numbers.

In 1972 the OC revised the drawing method according to the principle of separate compartments for each individual numeral: each numeral of the winning numbers was determined independently of the others, and precisely by:

- a drawing device with five separate compartments (similar to that at the Olympic Lottery) for the weekly final digits winnings.
- at the final digits winnings of the main drawing by six separate drums each of which had ten balls with the numerals from 0 to 9 mixed together (as at the drawing in 1970).
- The guaranteed grand prizes were drawn by hand from a drum in which the ticket stubs of the winners of the current prize category were previously mixed together. In 1972 the turnover amounted to 1 67 million DM., and the revenue for the Olympics was 70.7 million DM. Thus the overall turnover of the three lotteries came to 41 9.3 million DM and the entire amount received for the Olympics was 187.6 million DM.

It ought to be mentioned that the lottery "Spiral of Fortune" was continued in 1973 by the German Soccer Association as the organizer of the 1974 World Soccer Championships.

4.3

The Costs of the Construction Projects

4.3.1

Starting Position

One of the essential prerequisites for the application of the capital city of Munich was the clarification of which costs would result from Munich's application and how they would be financed. At the end October, 1965 the president of the NOC for Germany presented to the lord mayor of Munich his idea of staging the Games of the XXth Olympiad in the capital city of Bavaria. A preliminary estimate of costs was produced already in November, 1965. which showed that the total costs would be 497 million DM.

The costs for the suburban railroad (S-Bahn) were not included in this estimate with a figure in German marks. It only showed the necessity of shortening the amount of time available for the completion of the suburban railroad and the access to the German Federal Railway by its own railroad station at Oberwiesenfeld.

The lord mayor announced the first revision of the original cost estimates at the meeting of the Munich City Council. Detailed investigations by the individual departments of the city administration had led to the following results:

The sum of 158 million DM calculated for the construction of the sports facilities was raised to 180 million DM because an additional cost of 22 million DM had to be included since the Dante Stadium was not usable for the competitions as originally planned.

The further preliminary planning for the Olympic Village showed that the increased cost of 165 million DM was to be taken as the basis for the housing projects and the community installations.

The measures in street building were to be set at a figure of 102 million DM on the basis of more precise estimates.

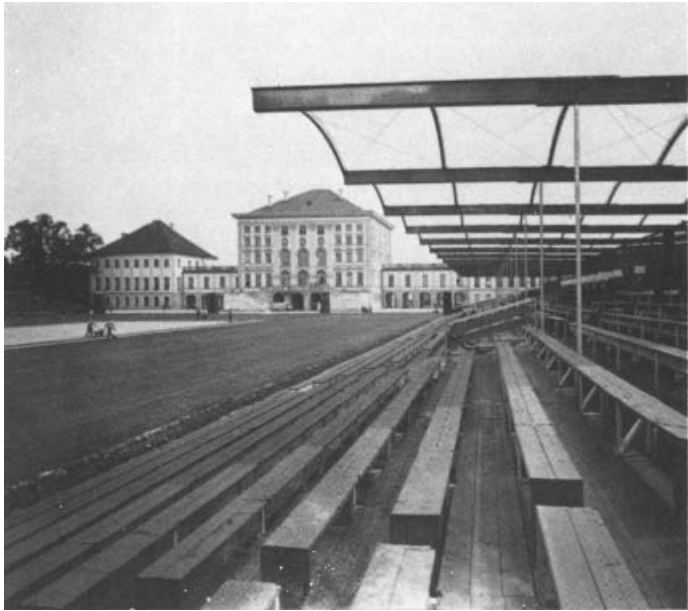
The total cost for the Olympic Games 1972 in Munich was reported to be 556 million DM.

It has to be stressed here that these cost estimates could necessarily be taken only as rough estimates because there was no detailed program for space and functions because the architectural questions had not yet been solved.

During the meeting of the City Council on April 29, 1966 the lord mayor of the capital city of Munich suggested that the construction of the facilities at Oberwiesenfeld be carried out by a finance and construction company out of organizational considerations. For this he offered the already existing „Munich Stadium, Ltd.".

The Directory Investment Planning and Olympic Office let it be known in its first financial report for the year of 1966 on December 21, 1966 that extensive negotiations with the Free State of Bavaria were carried out in order to form a list of all Olympic-related building measures both in and outside of Oberwiesenfeld.

The executive board of the OC on the advice of its building advisory commission had suggested that there should be a nation-wide competition staged for the city planning solution for Oberwiesenfeld as well as for the structural formulation of the main Olympic sports sites, i.e., the large stadium, the swimming hall, the multipurpose hall and the cycling race track. It was suggested further that this competition be brought to completion by the capital city of Munich because of the pressure of time since the finance and construction company did not exist yet.



2 Only after the completion of the competition for the planning of the sports sites at Oberwiesenfeld would it be possible to determine which costs were to be taken as the basis of a preliminary estimate.

The competition was announced on February 1, 1967. It did not contain a restriction on the definite total cost. On July 10, 1967 the three territorial corporations signed the consortium agreement among the Federal Republic of Germany, the Free State of Bavaria and the Capital City of Munich concerning the construction and financing of the sports facilities and their furnishings for the Olympic Games of 1972 in Munich. The consortium agreement contained a sum of 520 million DM which had to be financed and which was more precisely specified in an appendix to the consortial agreement. In accordance with the previous agreements of the three territorial corporations the three consorts divided these costs equally among themselves. The total cost of 520 million DM was derived from the following:

SportsFacilities	million DM
1. Sports facilities within Oberwiesenfeld within the compass of the architectural competition	206.0
2. Sports facilities not included in the competition	44.0
<u>Sportsfacilities total</u>	<u>250.0</u>
<u>Olympic Village</u>	<u>71.3</u>
<u>Access</u>	
1. Rails	136.5
2. Streets	68.3
<u>Access total</u>	<u>204.8</u>
<u>Grand total</u>	<u>526.1</u>

4 Minus the allotted costs of the property	30.0
<u>New total</u>	<u>496.1</u>
<u>Clearing Oberwiesenfeld and relocations</u>	<u>23.9</u>
<u>Grand total</u>	<u>520.0</u>

The Olympic Construction Company, Ltd. was founded also on July 10, 1966. The purpose of this company was the construction and financing of the facilities necessary for the staging of the Olympics of 1972 in Munich.

- 1 Dressage facility at Nymphenburg Palace
- 2 Olympic Lake with the swimming hall and sports hall
- 3 Olympic Village
- 4 Canoe slalom course in Augsburg

4.3.2 Results of the Competition

On October 13, 1967 the contest jury of the competition for the planning of the sports sites at Oberwiesenfeld under the chairmanship of Professor Egon Eiermann awarded the first prize to Günter Behnisch and Associates and Professor Dr. Jürgen Joedicke out of the ninety-three solutions evaluated. The public welcomed this vote positively and persistently supported it in the future. The costs for the execution of the first prize already were estimated during the competition and afterwards under the direction of the OBG. The third prize was included in the comparison of prices also. The evaluation of the costs was very difficult from the very beginning and could be made only in the form of rough estimates because there were no final blueprints available, but only ideas and sketches. It resulted that there was no essential difference between the first and the third prizes in the cost to construct one of them, but in no way were either of the suggestions within the price range set by the consortium agreement. In addition, the jury had doubts in its verdict on the first prize as to the execution of the total roofing suggested.

According to the cost estimates of the business management of the OBG, which had been worked out in cooperation with well-known experts, the costs for the sports facilities within Oberwiesenfeld as opposed to the amount in the consortial agreement of 206 million DM were roughly 375 million DM for the first prize, and 353 million DM for the third prize. The sports facilities outside of Oberwiesenfeld were submitted to repeated examinations also. Although there were as yet no final programs for space and functions or blueprints available, it could be seen already that essential alterations of the costs would have to be taken into account in this area also. The total expenses for the sports facilities outside of Oberwiesenfeld were estimated to be about 70 million DM as opposed to 44 million DM in the consortial agreement. Note well that except for the training facilities, the sports facilities outside of Oberwiesenfeld included only the rowing and canoe course, the shooting range, and the riding facility. At this examination necessary alterations in the cost estimates in the area of the Olympic Village resulted from the 71 million DM at this time to 89 million DM. In the area of the traffic accesses too the project costs had to be raised from 205 to 260 million DM on the basis of the detailed planning considerations of the capital city of Munich. The costs for clearing Oberwiesenfeld were set too low after the first negotiations with the German Federal Railroad which had to relocate the locomotive shops located there. The discount for the costs of the properties also proved not to be for real. Thus on the basis of the results of the competition and the following decision on March 1, 1968 of the supervisory council of the OBG it resulted that in order to execute the first prize it would be necessary to forget about the cost estimate of 520 million DM in the consortium agreement and to reckon with a minimal expense of 821 million DM. In the area of Oberwiesenfeld and the traffic accesses this estimate was more realistic in so far as at least the planning conceptions for the construction of these objects were available. Blueprints, which would have enabled a determination of

the cost in the form of a suggested price, were still not to be had. This cost estimate was also very much burdened with essential unsure factors, especially in the area of the sports facilities outside Oberwiesenfeld, since there were not even the conceptions of the designers for the projects.

On the basis of this altered cost situation, the advisory council of the OBG on March 1, 1968 appointed an austerity commission with the goal to reduce the increasing costs to the bare minimum.

At the end of May, 1968 the austerity commission presented its preliminary report. A new estimate of costs dated June 1, 1968 was formulated by the OBG in accordance with the suggestions of this commission. Essential savings, unfortunately, could not be attained. Costs of more than 800 million DM had to be reckoned with as the final result.

The decision concerning the manner by which the sports structures were to be roofed was still open at this time in the area of Oberwiesenfeld. In accordance with the instructions of the advisory council of the OBG further investigations were to be carried out for two alternatives and to find the evidence especially in regard to their feasibility. In agreement with the recommendations of the executive board of the OC, the supervisory council of the OBG on June 21, 1968 decided to follow the suggestions of the prize-winning architects and to carry out the entire roofing project with an estimated cost of about 37 million DM. The alternative solution, about 15 million DM cheaper, was not built for architectural and aesthetic reasons.

4.3.3 The Planning Phase until July, 1969

The OC approved necessary programs for space and functions for the individual sports in the course of the years between 1967 and 1969. These programs were given over to responsible architects for completion after approval in the OBG. While in the area of Oberwiesenfeld a design was available from the jury decision for the stadium, sport hall and swimming hall, a design for all other projects was developed only either after a limited competition or by directly commissioning additional architects. It would be possible after the conclusion of the present designing stage to replace the earlier cost estimates with more precise specific preliminary cost estimates. Thus the lowest step for the drafting of construction costs would be attained for a normally running construction planning. At times appropriate project approval proposals were posed in the decision panels of the OBG after the presentation of these preliminary cost estimates and the resulting alterations of the earlier cost estimate were accepted into the cost prospective. More exact costs for the individual projects could be determined only after the completion of the designing stage by the formulation of a suggested cost, which then could be compared with the prices attained at the granting of the individual contracts. Because of the very short time span in which the planning had to be completed and the construction had to be commenced on the building projects, it was not possible to avoid overlapping that would occur since individual construction projects had to be awarded already before the completion of the overall

planning. Thus they had to forego the production of suggested prices to some degree or these suggested prices were exceeded by the effective contract sums already at their tabulation. On the basis of this situation when the planning stage was by no means complete, the alterations of the cost estimates until July, 1969 remained within the range of 800 million DM drawn up until this time.

There were still no designs available at this time for the sport events of shooting, riding, rowing, basketball, judo and canoe slalom. The space and functional program was still partially being worked out in the OC at this time.

4.3.4 The Overall Cost and Financing Plan

The results of the bidding for the overall roofing of the sports sites stadium, sports hall and swimming hall were received in the OBG in July, 1969. The bids of the firms lay so far outside of the estimated cost (100 to 130 million DM) that it was impossible to cover them within the range of the overall cost estimates valid until then. The supervisory council of the OBG immediately concerned itself with this situation and commissioned the business management of the OBG to set up an overall cost and financing plan for every construction measure. This overall cost and financing plan should include the complete requirements needed until December 31, 1972 comprehensively and in detail. In addition the business management was requested to employ all necessary measures to influence the developing costs persistently and positively in the area of the overall roofing.

From July until November, 1969 the business management of the OBG examined every estimate of the preliminary cost estimates and suggestions up to this time from the very bottom up. Starting from this as a basis, it investigated which additional building measures beyond those contained until then in the cost estimates would still have to be carried out by the OBG. On November 7, 1969 the supervisory council of the OBG agreed to the first time production of the overall cost and financing plan and with this to a capital investment total of 1,150 million DM. This overall cost and financing plan did not include the changing costs due to rising prices expected in 1970, 1971 and 1972. The alteration in opposition to the last cost estimate had various causes. First of all there were the additional building measures resulting from the promise of the capital city of Munich on the occasion of its application for the Games of the XXth Olympiad 1972 to stage all twenty-one events. The original proposition utilizing existing facilities like the Krone Circus, the exhibition halls and the municipal sports facilities was only partially possible in consideration of the demands of the international sports federations.

The second difficulty resulted from the incorrect estimates in the particular projects due to the fact there were no or only insufficient detailed plans available.

The third important reason was the cost of the tent roof of which it was believed at that time that it could be built at the expense of 80 million DM. This later turned out to be a fallacy.

A provision of 93 million DM was included in the overall costs and financing plan for "unforeseen expenses" so that it would be safe from further similar surprises in the future.

The business management of the OBG had hinted in presenting the overall costs and financing plan with a total of 1,150 million DM that it expected additional costs of 150 million DM until the completion of the building projects on the basis of future price rises. Nevertheless in order not to influence the formulation of prices by the firms coming into consideration in the bidding, this sum was not included in the overall cost and financing plan.

Corresponding to the now uninterrupted advancing planning and on the basis of the awarding of contracts the final situation of the costs which still were to be expended stood out even more. The section "unforeseen expenses" had to be claimed, as foreseen. The price increases during the years from 1969 to 1972 did not allow themselves to be contained with the compass of 1,150 million DM. The cost of the roof increased from 80 million DM to 168 million DM (excluding incidentals). In addition further building projects had to be included in this work program: the Press Center, the wrestling hall and the canoe slalom course in Augsburg. On March 10, 1971 the business management of the OBG had to revise the overall costs and financing program to a final total of 1,350 million DM. At this time it was possible to declare that this sum would not be exceeded.

The increase of the building costs in excess of the estimates in 1967 until the actual construction costs in 1973 confirmed the assertion of the business management of the OBG that a dependable estimate of costs is impossible without the basis of a complete planning design. The development demonstrates this very clearly. Only at the end of 1969 when the majority of the design plans were completed was it possible to state approximately correct prices for the construction of particular projects. The entire cost estimates were made difficult because the design of the first prize winner was not based upon the utilization of ordinary time-tested construction methods but rather suggested new developments in construction both as a whole and in details. The best example for this is the Olympic roof. Modeled on a simple design only planned as a temporary structure for the German Pavilion at the world exposition in Montreal, this concept had to be developed into a permanent structure in all its technical and engineering requirements for which there existed neither norms nor sure methods for calculating the stresses. The risk associated with the execution of this design was mentioned by the contest jury, but it was greatly underestimated by the national and international experts involved in the project later, probably out of joy to be able to make a step forward in the advancement of technology. Still all those have to be thanked without whose personal employment in the planning or construction of the project and without whose cooperation the roof would have not been possible. The costs revision of March 10, 1971 with its final total of 1,350 million DM was not exceeded by the final tabulations of the individual projects. In fact a few minor savings were realized.

4.4 The Financing of the Construction Projects

The OBG must finance its projects according to § 2 of the company contract. According to article 5 of the consortium agreement the use of donations by the members, donations from third parties and acceptance of outside resources was foreseen for this.

4.4.1 The Olympic Lottery

On July 14, 1966 the conference of the ministers president of the federal states at the suggestion of the OC decided to take into consideration the staging of an Olympic lottery by the lotto and toto companies. Here it was thought that a sum of 250 million DM could be provided for the partial financing of the Olympic building projects necessary for the 1972 Olympic Games in Munich. From this ten portions were to be used for the construction projects in Munich, and one portion was to finance the facilities in Kiel partially. This ratio of distribution was based on the costs of the projects estimated at that time.

In order to be able to raise this sum with a lottery the following possibilities were discussed and rejected:

- Taking advantage of existing lotteries;
- lessening the quota of winning paid out for the numbers lotto and the football pools by about 1 % and simultaneously lowering the winning quotas;
- the addition of an "Olympic Groschen" (0.10 DM) to the price of every playing slip without an additional chance of winnings.

The latter solution would have unilaterally forced a limited circle of persons to give money without a reciprocal service.

The staging of an independent lottery; this sort of lottery (Olympic TV Lottery, or a combined lottery of all lotto and toto concerns) would have extended the number of existing lotteries, but probably without yielding the required profit. Only two years later did the idea of a lottery drawing, staged by the OC, come up again in a different context.

Out of these possibilities the compromise of an "Olympic Lottery" emerged: An additional but not independent lottery with its own winning chances. Participation was bound up with the weekly lotto and football pools in that every ticket registered at one of the betting offices and thus included in these lotteries, was also a ticket for the Olympic lottery. The price per ticket, that is, per lotto or toto ticket, was DM 0.10. The registration number printed on the ticket by the accepting office was at the same time the chance number for the Olympic lottery. In this manner, administrative expenses were kept low. This concept was presented to the conference of state finance ministers on March 30, 1967, to the conference of state interior ministers on May 11, 1967, and finally to the ultimate authority, the conference of state ministers president on June 2, 1967. All three bodies approved the plan and commissioned the lotto and toto companies of all federal states with the technical execution. The first winning number of the Olympic lottery was drawn in public in a show of the second German television program on October 7, 1967 (simultaneously with the 41. lotto and toto

play-off). A press conference held on September 21, 1967, a poster with the motto, "Start of the Olympic Lottery" and an introductory film broadcast by the second German television program, had called public attention to this event.

Judging by the lottery profits of past years, a profit of 250 million DM was expected by early summer, 1974. These expectations have come true. As this amount was needed already for financing the construction work, the companies were required to advance the money. They were reimbursed continuously in proportion to the profits made during the various lottery periods.

4.4.2 Olympic Coins

The considerations to create a financial contribution for the Olympic Games by the issue of Olympic coins reach back to the middle of 1966. The Federal Ministry of Finance (BMF) which exercises the federal government's right to strike coinage, considered the issue of commemorative coins with a face value of 5 DM similar to those issued for other special occasions such as jubilees, which was an established practice up to this time. The magnitude of the financial contribution was viewed by the BFM as rather small; with an issue of 2 to 3 million coins the BFM achieved a surplus of about 10 million DM. The German Bundestag in October, 1966 at the recommendation of its domestic policies committee, requested the federal government to tap additional sources of finances for the Olympic Games and also mentioned in this connection the possibility of a commemorative coin. At about the same time the striking of Olympic coins was suggested also from another private side and a profit of 400 million DM from the coins was considered attainable.

After the spring of 1967 experts worked on the creation of the prerequisites for the issue of a commemorative coin with a face value of 10 DM. The BFM calculated a financial contribution of 56 to 70 million DM from an issue of between 8 and 10 million coins and a coin profit of about 7 DM per coin. The Deutsche Bundesbank next revoked its original disagreement and agreed to the issue of the commemorative coins. The size of the issue was not limited in the law proposal worked out by the BFM, but was to be fixed according to need with the consent of the Deutsche Bundesbank. At first it was thought that there would be an issue of only 10 million coins which would be issued with four different designs. The proposal for the law was presented to the Federal Cabinet by the BFM on April 30, 1968, the federal government introduced it in the Bundesrat on June 12, 1968 and to the Bundestag on July 7, 1968. The entire law proposal was passed by the German Bundestag on February 5, 1969 after consultations in the respective commissions and the "Law Concerning the Striking of an Olympic Coin" came into force on April 19, 1969. It was promulgated in the Bundesgesetzblatt I (Federal Law Sheet) on page 305 and has the following wording:

§ 1

- (1) A federal coin of 10 German marks — Olympic Coin - will be struck on the occasion of the Games of the XXth Olympiad 1972 in Germany.
- (2) The Federal Ministry of Finance determines the number of the coins to be

struck with the consent of the Deutsche Bundesbank.

§ 2

The prescriptions of the law concerning the minting of small coins of July 8, 1950 (Bundesgesetzblatt p. 323), revised by the law for the revision of the law concerning the minting of small coins of January 18, 1963 (Bundesgesetzblatt I p. 55), are correspondingly valid for the Olympic coin.

§ 3

This law is valid according to the measure of § 13, par. 1 of the Third Transitional Law of January 4, 1952 (Bundesgesetzblatt I p. 1) also in the territory of Berlin.

§ 4

This law comes into force on the day after its promulgation.

Negotiations concerning the size of the issue and the utilization of the profits from the coin were repeatedly held among the federal authorities, the Free State of Bavaria and the Capital City of Munich. As opposed to the original view of using the profits from the coins to cover only the financing share of the federal government, it was finally agreed upon to lower the financial contribution of all three territorial corporations with the help of the profits from the coins.

Already in March, 1968 the Bavarian State Minister of Finances, Dr. Pohner, suggested to the Federal Minister of Finances at that time. Dr. Strauß, to raise the issue to 20 million coins and thus the profits to 140 million DM. The Commission of Domestic Policies of the German Bundestag also indicated at the deliberations of the proposal of the law that it considered the increase of profits from the coin to be correct. At the end of 1969 an issue of 20 million coins was taken into consideration after it had come to be known that the cost limit of 500 million DM could not be held for the Olympic Games. In the following years the figures of the issue were increased many times, not without overcoming the increasing opposition of the Deutsche Bundesbank, and precisely as follows:

May, 1969	20 million coins
End of 1969	30 million coins
Middle of 1970	40 million coins
December, 1970	60 million coins
February, 1971	70 million coins
June, 1971	80 million coins
November, 1971	100 million coins

This increase was the result of the steadily increasing costs announced during the preparations for the Olympic Games, which could be covered in this manner without claiming tax funds to a great extent.

In regard to the design of the coins, from the very beginning it was thought that the attractiveness of the coins would be enhanced by assorted patterns and by striking them at all four German mints. A public competition was held at first, later more limited competitions were held. As mentioned above, only four designs were originally planned, one for each year between 1969 and 1972. The Federal Ministry of Finances announced the first coin with a statement on January 14, 1970. It was based on a design by Frau Greta Lippl-Heinsen, Munich, and showed the spiral of rays with the inscription "Spiele der XX. Olympiade 1972 in Deutschland"

("Games of the XXth Olympiad 1972 in Germany") on the obverse. The coin had a diameter of 32.5 mm., weighed 15.5 g, and consisted of an alloy of 625/1000 silver and 375/1000 copper. It appeared with the mintmarks D (Munich), F (Stuttgart), G (Karlsruhe) and J (Hamburg). It was also produced with a mirror finish with the additional cost of 5 DM. The issue numbered 10 million coins.

These coins were purchased by the public with enthusiasm and were snapped up in no time. They surprisingly caused a political protest, because the German Democratic Republic and other Eastern Bloc countries were offended by the inscription "Olympische Spiele in Deutschland" (Olympic Games in Germany) The IOC asserted also that the Olympic Games are not awarded to a country but to a city. The Federal government then decided to adorn the succeeding coins with the inscription "Spiele der XX Olympiade 1972 München" (Games of the XXth Olympiad 1972 Munich).

The second design was introduced with the announcement of July 2, 1971 and was put into circulation after July 20, 1971 with an issue of 20 million coins. The design was originated by Reinhardt Heinsdorff, Lehen, and showed stylized clasped arms on a fan-like background on the obverse. The technical data is the same as for the first coin.

The third coin was introduced with an announcement on November 19, 1971, and was put into circulation with an issue of 20 million on December 8, 1971. The design was drawn by Siegmund Schütz, Berlin, and portrays the kneeling figures of a youth and a maiden on the obverse.

With the announcement of April 18, 1972 the fourth coin was introduced and put into circulation on May 9, 1972. Doris Waschke-Balz, Hamburg, supplied the design and depicts a bird's eye view of the Olympic construction projects on the obverse.

The increased issue of the first design to 20 million was announced on June 14, 1972. The only change was in the wording of the inscription: the word "Deutschland" (Germany) was changed to "München" (Munich).

The fifth design was announced on August 1, 1972 and came into circulation on August 22, 1972. It was designed by Siegmund Schutz, Berlin, as was the third coin, and portrayed the spiral of rays, the Olympic rings and the Olympic flame.

Except for a very small remnant all 100 million Olympic coins were purchased by the public, of which only about 5 % left Germany. Almost all of these coins were in the hands of collectors and were seen only rarely in ordinary circulation.

The great success of the Olympic coins caused the profits from the coins to become the most important means of financing the Olympic Games. According to the final tallies of the BFM the profits accrued from the coins amounted to a total of 731,381,662.23 DM. The OC received a portion of 80 million DM. The capital city of Munich received a portion as the financial contribution of the federal government to the costs resulting from the

Olympic building projects. Around 640 million DM were divided in the proportion of 92:8 (originally 10:1) for the financing of the Olympic constructions in Munich and Kiel and were turned over to the OBG and the Capital city of Kiel, respectively. This division of the profits from the coins was the result of extensive consortium negotiations among the participating territorial corporations.

4.4.3 Consortium Arrangement

It was agreed upon in the consortium agreement of July 10, 1967 in Article 2 that in case the final costs exceed 520 million DM the parties of the contract will engage in negotiations in order to find a suitable solution for the common interests of each on the basis of Article 1 of this contract. Article 1 foresaw that the costs would be financed by all three parties at the same proportion.

The first negotiations were necessary in February, 1968. On the basis of these negotiations the federal government announced itself prepared on January 29, 1969 to raise its share of the costs of the subway from one third to about one half.

The establishment of the first overall costs and financing plan set new dates for the financing. On the basis of this altered situation the Federal Republic of Germany on December 17, 1969 declared itself ready to raise its payment from the consortium agreement from 33 1/3% to 50%. The agreement of the Bundestag and its budget commission still had to be received. Since the issue of the 10 DM silver coin could still be substantially increased (see 4.4.2) the following key was issued finally for the budget of the OBG:

Olympic Lottery	230 million DM
10 DM silver coin	532 million DM
Assorted donations from third parties	44 million DM
Total	806 million DM

Remaining Financial amount of the consorts	544 million DM
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The financial amount of the consorts was made up as follows:

Federal Republic of Germany	272 million DM
Free State of Bavaria	136 million DM
Capital City of Munich	136 million DM

If one compares this situation with the starting position at the conclusion of the consortial agreement it can be seen that the burden on the public budget remained very much unchanged because of the strong reliance on special means of financing despite the excessively increased overall expenses. This result emphasizes insistently the success of the endeavors to reduce the burden on the public budget as far as possible by the use of special means of financing.

4.5 The 100-DM Gold Coins

In February, 1970 the costs of the Olympic Games had increased to nearly 1,600,000,000 DM. The special means of financing of the federal states and the direct income of the OC covered 47.5 % of the complete cost. The financing of the remaining deficit was assured, but it required 831 million DM from the tax funds of the consortium parties. This was reason enough to seek additional possibilities for financing this which would burden public enterprise little if not at all.

Special coins offered an opportunity: only a month before, the excited run on the first six million 10 DM silver coins had made apparent an unexpectedly strong interest of collectors which, if true, could be taken advantage of for the benefit of the tax payers. In view of the amount of the total deficit, however, it would not be enough to increase the issue of the presently circulating 10 DM federal coins. It was more necessary to have coins with a very high face value, with a very low intrinsic value and an issue which would correspond to the demand.

Starting out from these considerations the general secretariat of the OC suggested to the federal government on March 2, 1970 that it should strike gold alloy coins with a face value of 100 DM. With the accepted minting profit of 20 DM per individual piece, ten million gold coins sold would yield a profit of 200 million DM, and an increase of this issue to between 30 and 40 million coins might be considered. A criterion for this consideration was the existence of about 300,000 collectors in the Federal Republic of Germany and in addition of a large public outside of Germany very much interested in such a coin. It followed that even a very large issue of coins would not seriously raise the inner German circulation of money because the greatest number of the coins would vanish into the collections of numismatics.

Depending on the way each purchase was financed - whether from savings, thus creating additional credit, or from current income and thus reducing buying power and money,- the inflationary and deflationary effects would at least have balanced each other so that the issue of coins would have a neutral trend-political behavior. Incisive dangers were not to be expected for the national economy.

A gold piece was put into circulation as a legal currency in Germany for the last time about fifty years ago. The federal German law regarding coinage in force at this time did not allow the minting of a 100 DM coin. The law concerning the minting of small coins of July 8, 1950 in the edition of January 18, 1963 indeed granted the Federal Ministry of Finance the exclusive minting right, which, nevertheless, the German Bundestag had limited to small coins with a small face value (5 DM) and with buying power limited by law. In addition the Central Banking Council of the Deutsche Bundesbank could insert a veto when the per capita circulation of coins exceeded 20 DM and it also had to be mentioned that, without any protest by the German Bundesbank, this figure had already reached 25 DM in April, 1970 and climbed to about 49 DM until February,

1971. The German Bundestag was responsible for the minting of the gold coin. It could pass additional laws concerning coinage at any time or revise the existing small coinage law, which it had done already in April, 1969 with the "Law Concerning the Striking of a Silver Coin".

The Special Commission for Sports and the Olympic Games of the German Bundestag took up the idea of the general secretariat at its first official informational visit to Munich in April, 1970. In the same month it drew up an interparty proposal for a law "concerning the minting of an Olympic coin in gold" on the occasion of the Olympic Games. The general secretariat suggested an effective profit of 35 DM per coin from the minting:

Face value:	100 DM
(with a metal weight of 24.2806 g. corresponding to the gold parity of October 1969)	

Material costs:	
Fine gold (900/1000) 14.57 g.	61.32 DM
Silver 1.62 g.	0.38 DM
total weight 16.19 g.	61.70 DM

Minting costs:	3.30 DM
Total costs:	65.00 DM

Minting profit:	35.00 DM
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Thus ten million pieces ought to bring in a profit of 350 million DM and thirty million pieces ought to yield about 1,050,000,000 DM distributed over three years.

In the final law draft on May 6, 1970 ("Second Law concerning the Minting of Olympic Coins") the special commission mentioned above also suggested the minting of a 20 DM silver coin. However, this would be minted only as an alternative if the gold coin should not suffice to cover the public means. With a total coinage profit of 1,050,000,000 DM from the sale of thirty million 100 DM gold coins the entire burden of the public budget caused by the Olympics could have been covered including a possible 25 % price increase.

The special commission introduced this common bill of the three parties represented in the Bundestag on June 4, 1970 in its first reading in the Federal German parliament. From there it returned without debate to the temporarily responsible Special Commission for Sports and the Olympic Games and the co-advisory commissions. The Economy Commission of the German Bundestag accepted responsibility on September 16, 1970.

Not only the factions in the Bundestag and the general secretariat of the OC, but also the territorial corporations represented in the OC supported the draft of the law. It was discussed passionately by the public and also in banking circles. However, the Deutsche Bundesbank unfortunately declared itself on principle against the minting of the 100 DM gold coin in March, 1970. In August, 1970 it presented its legal and currency political considerations in an extensive position paper. The Federal Finance Ministry had expressed its opposition already on February 18, 1970,

supported by the Federal Ministry of Economics. The federal government joined this thought on May 27, 1970.

Constantly repeated reasons for the rejections were: The Deutsche Bundesbank feared an infringement on its so-called "bank note monopoly" if the government would mint a coin with such a high value. A 100 DM gold coin is not a small coin any more which would easily serve commerce as small coins and change do, but it is rather a bank note, which may be issued only by the Deutsche Bundesbank. The upper limit of a small coin, it was said, was reached by a 10 mark Olympic coin. In addition, this measure was considered a precedent that might, in a manner objectionable from the viewpoint of currency policy, provoke similar incidents in the future. Unfortunately the Bundesbank did not recognize the singular meaning of the staging of the Olympic Games. The Bundesbank also held fast to the idea that the state would gain additional buying power by the release of undervalued coins and that an inflationary impulse would quite probably be released by the utilization of the profits from coins. The total amount of coins in circulation at that time would be doubled within three years by the planned gold coins.

Here it had to be taken into consideration that the quantity of the planned 100 DM coins (3,000,000,000 DM) would have looked modest in relation to the present total volume of cash in circulation (36,000,000,000 DM). In addition they would not supplement the common coinage but be a special minting, that is, with a circulation limited in time whose uniqueness could be fixed by law. In other respects the 100 DM coin remained a small coin in any case because its real value was less than its face value, and due to its limited power.

An essential question at the examination of the suggestion was whether a 100 DM gold coin would have influenced the international gold exchange currency system. About 438 tons of gold would have been necessary for the minting of thirty million gold coins with a gold content of 14.37 grams a piece. From the very beginning it was certain that the gold reserves of the Deutsche Bundesbank which contained more than 3,000 tons on March 31, 1970, could not be referred to. This currency gold was to be drawn upon as a currency reserve in the event of a deficit in the German balance of payments. No gold could be obtained directly from the United States of America, because the United States of America converts dollars into gold only if it serves the international balance of payments. Therefore, the gold would have to be obtained on the free gold market. The Deutsche Bundesbank feared that the announcement of the purchase of a quantity of gold in the order mentioned above would step up speculation on the gold market and the free gold price would be raised significantly. As a member of the International Monetary Fund the Federal Republic of Germany was forbidden to buy gold at a price that exceeded the official gold parity value by more than 1 %. The OC unbindingly contacted the Deutsche Gold und Silberscheideanstalt AG in Frankfurt am Main (Degussa) to find out whether and, if possible, in how long a

period of time 200 to 400 tons of gold could be purchased on the free market without substantial increases in prices. Degussa dispersed doubts in this regard in September, 1970.

On January 22, 1971 as the overall cost estimate of the OC was approaching the two million limit, the Commerce Commission of the German Bundestag, with the participation of the Special Commission for Sports and the Olympic Games, heard four renowned well-informed currency experts during a closed session in order to inform itself about the economic and currency political consequences resulting from the minting of a 100 DM gold coin. Although this hearing reduced the catalogue of objections raised by the Deutsche Bundesbank significantly, the central bank council retained its currency political and legal considerations against the draft on February 3, 1971 with undiminished rigor. The Federal Ministry of Finance followed this negative view on March 17, 1971 although a representative poll commissioned by the OC showed the positive position of the German public to the gold coin idea. In the period between February 5 and 15, 1971 77 % of a representative selection of persons above age eighteen interviewed in the Federal Republic of Germany welcomed the suggestion of the gold coins while only 10 % had doubts. The Special Commission for Sports and the Olympic Games on March 25, 1971 also spoke out once more for the minting of the gold coins. The issue should be reduced so far, the commission stated, that the coins with certainty would not get into normal circulation. The Federal Ministry of Finance was to coin only ten million gold pieces at first, with a coin profit of 350 million DM. The experiences gained from this issue should then decide the case of further issues. On June 17, 1971 the Finance Commission of the German Bundestag accepted the considerations of the Deutsche Bundesbank. The responsible Commerce Commission of the German Bundestag followed one day later. Thus the final decision was reached. The idea to finance the Games of the XXth Olympiad without tax monies came to naught. This initiative of the OC was not completely in vain, however. After the federal government had already increased the issue of the 10 DM silver coins from 40 to 60 million pieces on May 27, 1970, it was still prepared to raise the issue to 80 million later and finally to 100 million coins. This resulted in a coin profit of more than 730 million DM.

Looking back it can be stated that above all the increase of the gold price and the inflationary situation in the Federal Republic of Germany have proven the correctness of the case for the gold coins. The unfavorable consequences for currency policies and the law, forced by the Deutsche Bundesbank into the spotlight, would not have occurred.

5

A ceremony is a precisely observed solemn procedure which regulates behavior. In its cooperative forms of action, sport provides a variety of ceremonies, for example, teams exchange banners as a greeting, sword fighters greet their opponents with a fencer's salute, etc.

Pierre de Coubertin, too, arranged a ceremonial framework for the Olympic celebration. He devised even new aesthetic or political rules. Even at the first Olympic Games, the opening and closing ceremonies and the awards ceremonies were performed according to a fixed procedure. New attributes were added later. A good game requires a certain formality, enforcement of rules, and well-marked boundaries.

5.1 The Torch Relay

The Olympic torch relay has taken place since 1936. Carl Diem suggested it and, together with the Greek Jean Ketseas, strove to include it. The torch was to be ignited by the sun in Olympia, to be passed from hand to hand through as many countries as possible and to be carried into Olympic Stadium.

Since then the entry of the last relay runner and the lighting of the Olympic fire have been permanent components at the opening ceremony. For thirty-six years, the torch relay has introduced the Olympic Games. It has been their prologue and overture.

The first torch relay used only land routes. This did not happen again later.

In 1972, Munich's geographical location once again offered the possibility of bringing the Olympic fire from Olympia to Munich overland with the personal participation of a multitude of people.

The OC could not, however, accomplish this possibility by itself. It could indeed supply material and coordinating assistance and offer suggestions, but the countries through which the torch relay would pass had to arrange this themselves.

5.1.1 Planning the Route

Many land routes lead from Olympia to Munich. Since the middle of 1969, the OC drew up six proposals and evaluated them according to total distance, running time, and anticipated cost. The OC executive board chose the longest route in the spring of the following year. The route passed through many South European countries (Greece, Bulgaria, Rumania, Hungary, Yugoslavia), Poland, Czechoslovakia, the Soviet Union and several Central European countries (Austria, Italy, Switzerland, France, Luxembourg). The relay runners had to cover roughly 6,200 kilometers.

The OC could accomplish this plan only in cooperation with the NOCs of the participating countries. The first opportunity to make contact presented itself in Dubrovnik in 1969. Most NOCs gave their approval after receiving official invitations in April, 1970. The Soviet Union, Poland, the German Democratic Republic and Czechoslovakia declined. Turkey requested to take part in the torch relay. Thus the plan to carry the torch through as many countries as possible had to be abandoned. The OC

looked for a short and direct route with a digression to Istanbul. The immediate route from Vienna to Munich was extended to pass through numerous tourist spots in the Bavarian Alps and through the former sites of the Winter Olympics in Garmisch-Partenkirchen (1936) and Innsbruck (1964). The OC chose short connections in the Munich area, preferring impressive streets and heavily populated residential areas.

The rough plan for the new route was ready before January, 1971. The OC worked out its detailed time-distance schedule during the following eleven months. It determined the individual border crossing points for the torch relay and discussed them with the NOCs on January 16, 1971 in Munich. The NOCs could choose the relay routes in their own countries freely. The OC only suggested possible routes.

At that time, the Bulgarian NOC withdrew its earlier consent by telegram and the Hungarian NOC was still undecided. Detailed distance planning was postponed. Only Greece was able to present a route plan in April, 1971. The route did use the prescribed border crossing points, but was located in the far northwest of Greece and was approximately 400 km. longer than the OC had suggested. Turkey planned its route as far as Istanbul. If the Bulgarian NOC stuck to its refusal, the Olympic fire would have had to be brought by motor yacht to Constanza, Rumania. Alternative routes were worked out for Turkey, Rumania, and Yugoslavia.

Hungary's consent at the end of April, 1971 and Bulgaria's two months later made matters clear. Now detailed route planning could proceed. The majority of NOCs accepted the OC's suggested routes and only Bulgaria insisted that it pass through the tourist centers on the Black Sea instead of through Sofia. This lengthened the relay route by about 100 km.

5.1.2 Time Planning

The precise timing of the routes was based on individual stretches and the time required to cover them. The OC offered the following guidelines:

Runners
approximately 1,000 meters in five minutes. In thinly inhabited areas they could run farther (about 1,500 meters to 2,000 meters), in mountainous areas shorter distances (300 meters to 500 meters).

Riders
about 2,500 meters in ten minutes.

Bicyclists
approximately 6,000 meters in fifteen minutes.

Motorcyclists
their times and stretches were to be determined by the NOCs themselves. Interruptions influenced the timing of the relay:

Festivities:

They could compensate for timing variations and delays. The NOCs determined their location (especially large cities and border crossings), length (15 to 60 minutes) and character.

Night Rest:

Except for the stretches of Olympia-Athens, Freilassing-Munich, and Munich-Kiel the torch relay would be interrupted every night between 8 P. M. and 7 A. M.

Between the middle of August and November, 1971, the OC computed a timetable based on these criteria which stipulated the arrival of the Olympic fire at Munich's Königsplatz on August 25, 1972 at 7 P. M. The border crossing times were now obligatory for the NOCs.

All this pertained to the Olympia-Munich stretch, but the torch had to be carried to Kiel and Augsburg also. The fire was to reach Munich on August 25, 1972 and only two days later it had to be at Kiel's Rathausplatz. All told 933 kilometers had to be covered in about forty-nine hours. The OC had to find the shortest and quickest route. Detours, such as through the German Democratic Republic as originally planned, or through towns not situated on the direct route had to be eliminated. Top speed was required from bicyclists, riders, rowers, and motorcyclists. Festivities were not allowed to slow down the relay and possible variations in timing had to be adjusted by motorcyclists. In addition, the relay had to proceed day and night.

The German NOC delegated this task to local sport organizations in Bavaria, Hesse, Lower Saxony, Hamburg and Schleswig-Holstein, through whose territory the relay would pass.

The individual NOCs and the local sport clubs now went about

- determining the exact routes and relay points;
- marking these clearly and closing them off to traffic;
- choosing the relay runners and training them;
- arranging for their transportation both to and from the relay points, and setting up medical facilities;
- devising celebrations and providing information for the press, radio and television.

5.1.3 Material Aid

The OC wanted to supply material aid. Each participant received a torch. The secretary general's office developed the form of the torch which consisted of three parts:

- the torch handle (200 mm. long, 36 mm. diameter, 0.5 mm. to 0.8 mm. metal thickness);
- the torch plate (upper protective dish 210 mm. diameter, 0.5 mm. to 0.8 mm. metal thickness and conical lower part) and
- the fire pipe (450 mm. long; 32 mm. in diameter, 0.5 to 0.8 mm. metal thickness).

The pieces were screwed together and were manufactured of rustless nickel chromium steel. Their upper surfaces were buffed, matly polished and hard glazed to minimize fingerprints and stains.

Etched into the glaze were:

- the Olympic rings with the text "München 1972 Spiele der XX. Olympiade" on the handle,
- the Olympic emblem on the upper surface of the plate
- and the logo and name of donor on the cylinder plug.

The flame unit for the torch had to meet the following requirements:

- it had to be non-explosive and thus safe for the runner.

- burning under all circumstances (for example, if the runner should trip) and for every kind of weather,
 - quickly and safely ignitable,
 - able to burn long enough (at least ten minutes, that is, during two relay stretches),
 - as bright as possible and visible from a distance without developing smoke that might molest the runner,
 - easy to handle.
- Pitch torches were out of the question because they produce soot and are not odorless. The OC chose liquid gas as fuel. The gas mixture was determined by simulating the worst weather conditions: Tests in a wind tunnel tested the flame's stability under extreme storm conditions.

A hand spray simulated heavy rain.

Its resistance to extreme heat was not tested. A mixture of 24 % propane and 76 % butane gas by weight was the result of these experiments. It was loaded into aluminium cartridges which resist a pressure of 18 atmospheres. Burning time was set for between 15 to 22 minutes so that a runner could cover 1,000 meters twice in the time allowed.

The cartridges were loaded into the hand pipes of the torch handles. The insulating airspace prevented a transfer of hand warmth to the cartridge. By turning the bayonet plug the gas release valve was pressed firmly against the barrier in the handle, and the gas flowed out audibly and was then ignited. When the bayonet plug was turned back the gas flow was interrupted and the flame was extinguished. The following additional safety features were built in:

- an additional spring built into the torch cap fitted the cartridge and the barrier exactly and thus insured its full opening.
- A flame stabilizer built onto the jet prevented the flame from being extinguished by heavy rain or other unsuitable conditions.

The runner had to carry the torch correctly to ensure its proper function: not horizontally, downwards, against the wind or in the direction he was running; rather, vertically or still better, 15° to 30° backwards.

Besides the torches and burners, the OC produced white sleeveless tricots with blue Olympic rings, the inscription "München 1972" and the Olympic emblem for all relay runners. It produced 17,500 eight-color posters in seven languages which indicated the torch relay route.

The poster design depicted a simplified form of the Olympic flame in rainbow colors. Each relay runner received a souvenir certificate duplicating the poster's design and colors.

5.1.4 The Implementation

The last requisitions from the NOCs were received in January, 1972. In the beginning of April, 1972, the OC shipped the torches (together with directions for their use in the appropriate languages), tricots, souvenir certificates and posters duty free to participating countries.

From April 9 until May 10, 1972, three

members of the OC drove the entire Olympia-Munich route once more and inspected the terrain, condition and width of the streets, and traffic intensity. They discussed all pertinent technical and organizational problems with the NOCs.

Shortly before the beginning of the relay a few special torches were constructed, which released the gas evenly. Simultaneously the gas cartridges were shipped to Olympia.

On July 26, 1972 a twelve-man escort team met at Patras. There were two representatives of the OC, two engineers for technical matters and eight drivers. Their two automobiles were air-conditioned. Two trucks transported technical equipment:

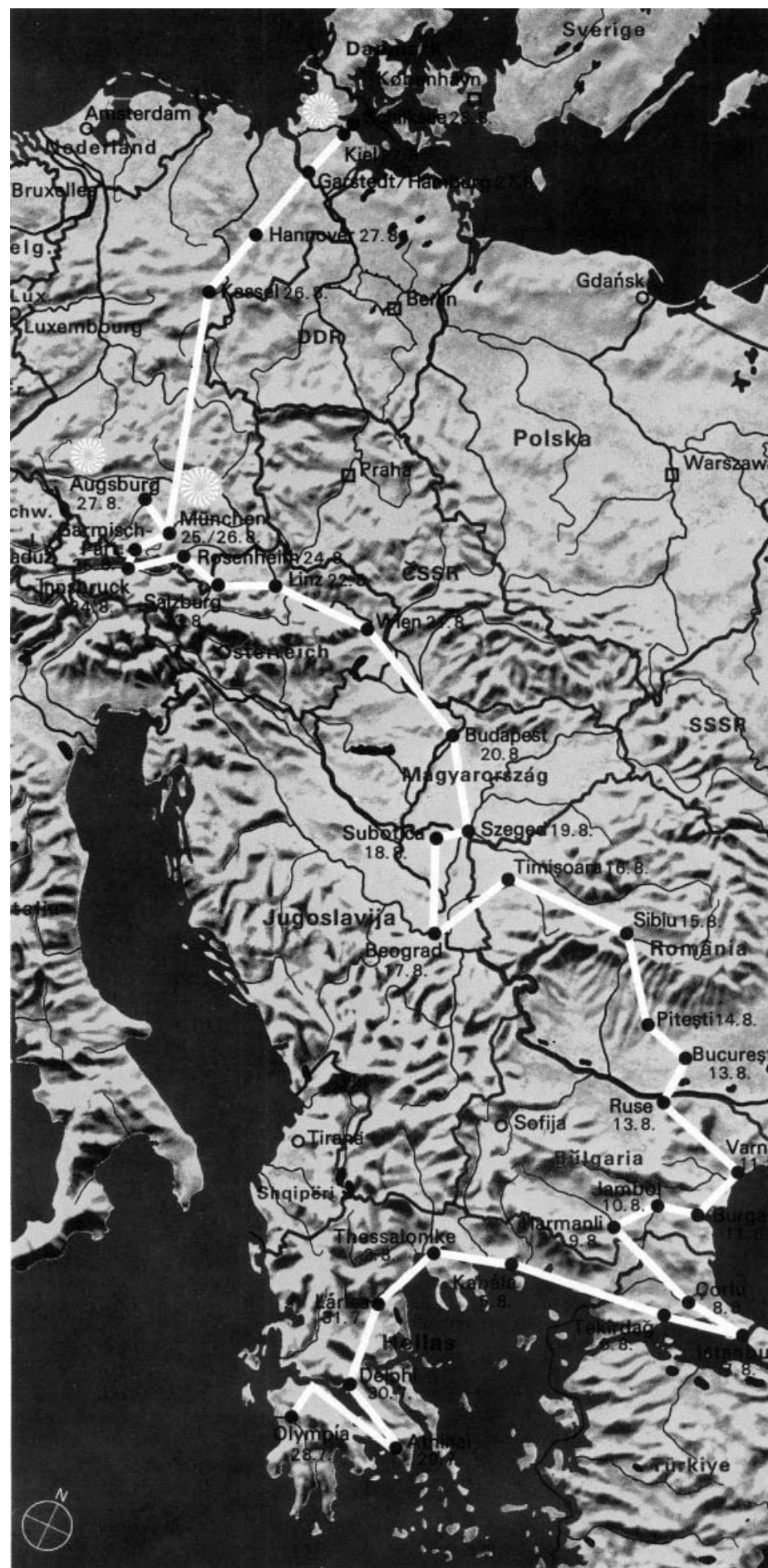
- a refrigerator for the storage of the, gas cartridges,
- extra torches,
- two extra pilot lights (railroad signal lamps) which were fed from a 3.2 kilogram propane gas bottle. They could burn uninterruptedly for at least six weeks, were also dependable, safe and were to be lighted at Olympia. They excluded every risk of losing the Olympic fire.

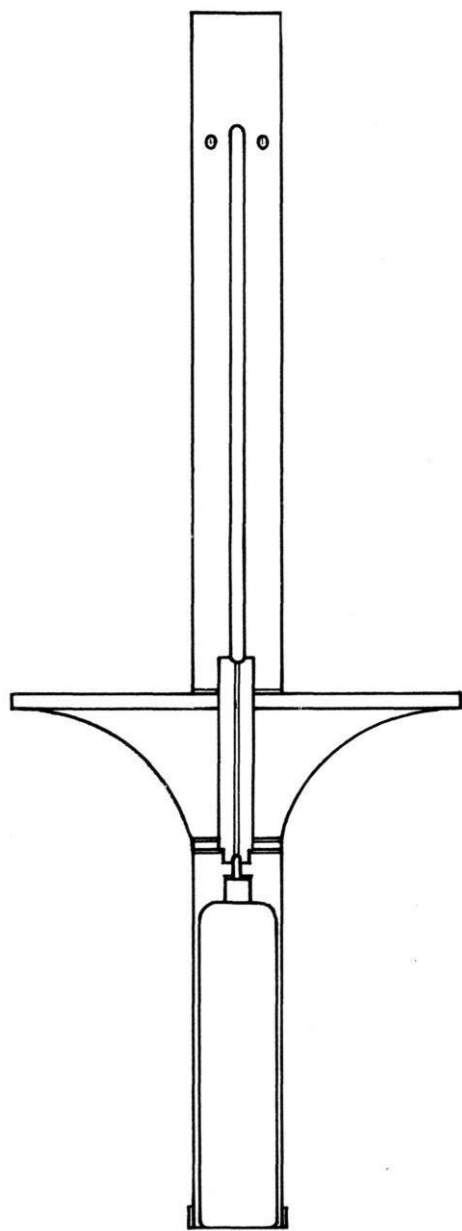
Two days later at 12 noon, a group of Greek actresses lighted the Olympic fire according to custom and without spectators before the temple of Hera in the sacred grove of ancient Olympia. In solemn procession they carried the flame in a bowl through the arched entrance into the ancient stadium.

The president of the Greek OC welcomed approximately 6,000 guests there. Dr Hans Jochen Vogel spoke as representative and vice-president of the OC. The Olympic hymn was sung and Pindar's ode was recited. At 12:10 P. M., the first relay runner, nineteen-year-old Greek basketball player and medical student John Kiriklissis, lighted his torch.

At the starting place in Olympia both technical escort vehicles took the cartridges that were required in Greece and distributed them to the relay runners along the route. For safety reasons the cartridges were distributed alternatively not more than three kilometers in advance. The runners were supposed to open the gas valve about 10 to 15 seconds before receiving the fire. The truck with the rest of the cartridges already drove on to the Turkish border and took care of all customs formalities to deliver the cartridges needed in Turkey. This procedure was repeated until the fire reached the Federal Republic of Germany. The cartridges remained ready for use and the schedule for the torch relay undisrupted. The responsible NOC collected the used cartridges so the runner would not be endangered by the surplus liquid gas. To regulate running speed the Greek NOC employed a member equipped with a stopwatch and loudspeaker to drive closely behind the relay runner and inform him about the tempo.

Unexpected difficulties arose due to the intense heat (up to 46°C in the shade). This caused several torches to go out on the route to Patras and they had to be continually relighted from the pilot light lit at Olympia. The gas in the torches flowed





too quickly and burned out too soon. The fact that they were refrigerated did not make any difference. Therefore the OC ordered that the special pressure control torches be used on the entire Greek segment of the relay. These were distributed and changed every thousand meters. Twenty additional special torches were flown to Istanbul on short notice and were used from there until Bucharest. It was only after the Rumanian capital that the runners could use their own normal torches.

The cartridges were already distributed a few weeks ahead of time to the local sport organizations in the Federal Republic of Germany. The runners received them together with the torches about two hours before the relay.

The torch relay was carefully planned in Greece. Celebrations with speeches and folk dances took place in twenty-four towns. Enjoying a school free day, the children stood along the streets and waved small Greek and German flags. The houses were decorated with flags, flowers were scattered on the streets or on the escort vehicles.

The relay runners were escorted by ten to twelve athletes, some of whom wore olive wreaths.

After a ceremony the torch relay began to proceed through Turkey. Customs and passport control were quick and without complication.

The Olympic flame remained in Istanbul for almost seventeen hours. The Turkish NOC supplied every vehicle with a German-speaking interpreter who accompanied them throughout the entire Turkish stretch.

At a ceremony the Bulgarian NOC accepted the Olympic fire. Thousands of resort guests and tourists in the vacation spots along the Black Sea coast were able to witness the torch relay.

The ceremonial transfer of the Olympic fire to the Rumanian NOC took place on the main bridge across the Danube between Ruse and Giurgiu. The Olympic flame was solemnly greeted in the packed Bucharest Stadium.

The handing over of the Olympic fire on the Rumanian-Yugoslav border near Moravita took place in a colorful ceremonial featuring folk dances. In Belgrade, the fire was welcomed and received in a small centrally located stadium.

On August 19 the torch relay reached the Yugoslav-Hungarian border near Horgas. There it was saluted by representatives of the Hungarian NOC in the usual manner. A helicopter accompanied the relay on the first stretch leading to Szeged and dropped flowers.

The president of Austria gave the Austrian Olympic team a fine send off at the Olympic fire reception in Vienna.

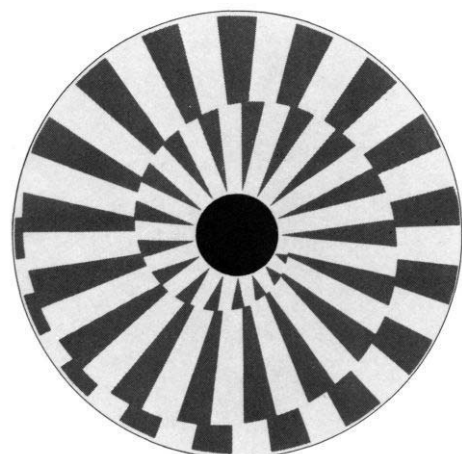
The torch relay reached German territory for the first time in the afternoon of August 23 near Freilassing. It left the Federal Republic of Germany near Kiefersfelden to pass through Austria again. At Scharnitz the Olympic fire finally reached the territory of the Federal Republic of Germany.

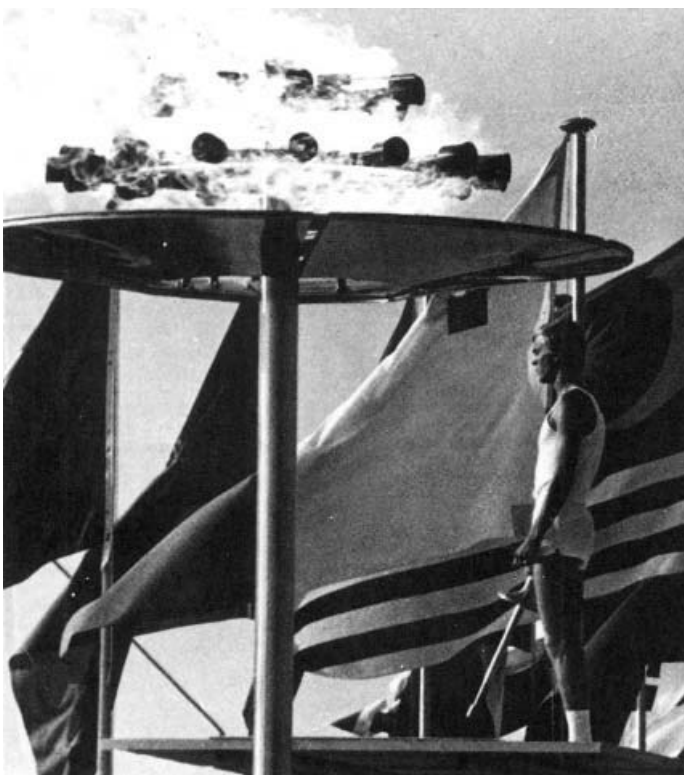
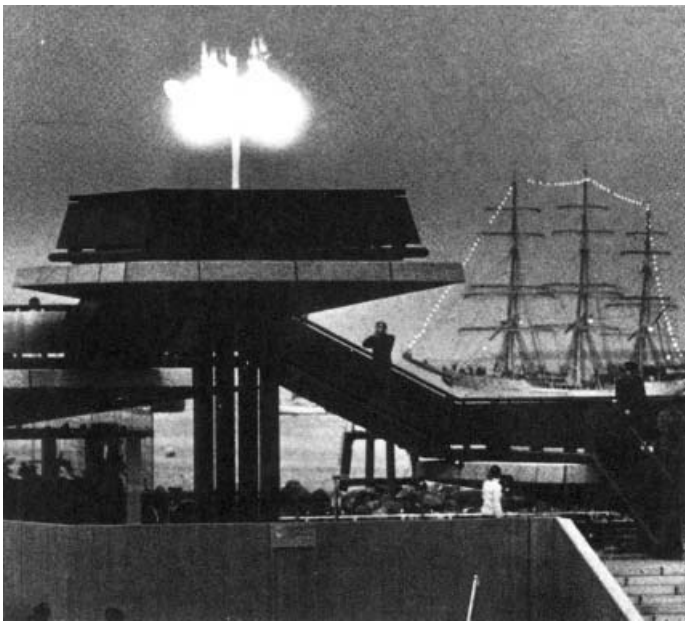
After a short salute the relay headed for Munich through Garmisch-Partenkirchen. In Murnau four paralyzed athletes each carried the Olympic fire 250 meters in their wheelchairs. The Olympic fire reached Munich punctually.

The Königsplatz presented an excellent backdrop for the reception of the fire. It held about 20,000 spectators and was at the end of an impressive approach street. The short ceremony was introduced by music and gymnastics performances. Mexican and Canadian folklore were presented on a widely visible stage set up before the Propylaea. The presidents of the IOC and the OC, the lord mayor of Munich and the president of the Bavarian legislature saluted the Olympic fire. Afterwards two torch bearers carried the fire from the plaza. One of them brought the flame to the Maximilianum, (the seat of the Bavarian legislature) where it was kept in a widely visible brazier until the opening day. The second torch bearer began the relay to Kiel. A relay consisting of twelve motorcyclists brought the torch to Nuremberg at top speed. A container of gas attached to each motorcycle extended the torches' burning time to almost forty minutes. Thus fewer relays were required. At Kassel an eight-man rowing team brought the flame across the Fulda. The Olympic fire reached the Kiel Rathausplatz punctually at 9 P. M. on August 27. Here it was greeted at a ceremony and preserved until the opening festivities.

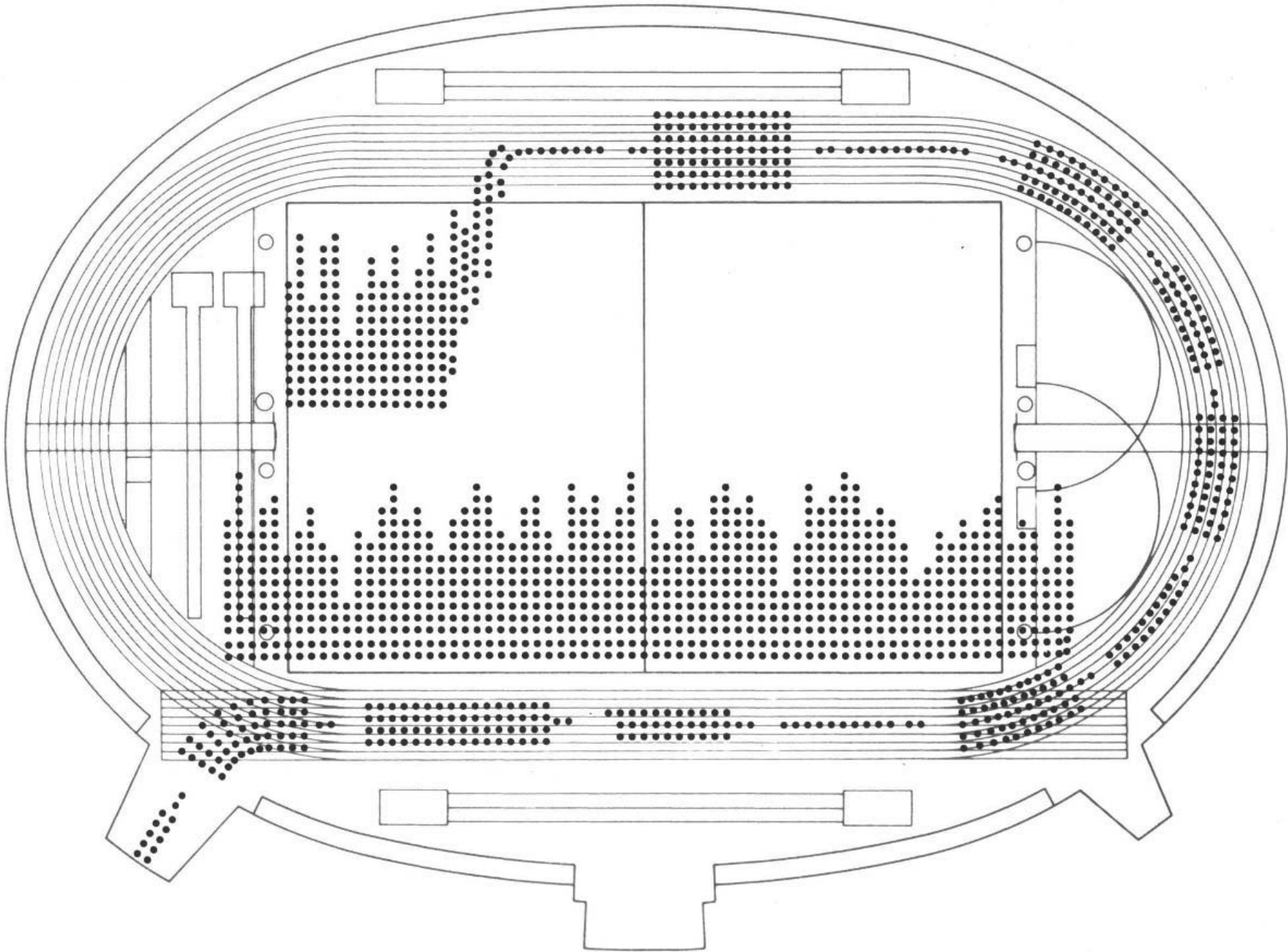
On the following day, relay runners carried the fire to the opening of the Olympic yachting competitions at Kiel-Schilksee. At the ceremonial plaza of the Olympic Yachting Center, the flame ignited the fire in the brazier. Thousands of spectators were present and all the ships in the vicinity of Schilksee blew their horns and sirens in salute.

Cyclists transferred the Olympic fire from Olympic Stadium in Munich to the Augsburg city line on August 27, 1972. It was received on the eve of the canoe slalom competition on the Rathausplatz. It was kept here overnight, and a half hour before the starting time, it was carried by runners to the course.





Order in which the nations marched into
Olympic Stadium at the opening ceremony
of the Olympic Games in Munich



Opening Ceremony of the Games of the XXth Olympiad Munich, 1972
Olympic Stadium Munich

2:57 P. M.

Announcement by Fuchsberger:

Ladies and Gentlemen!
The patron of the Games of the XXth Olympiad, Federal President Gustav Heinemann has arrived at the stadium, where at this very moment he will be greeted by Willi Daume, president of the Organizing Committee and Avery Brundage, president of the International Olympic Committee.

1)
Arrival of the president of the Federal Republic of Germany, Dr. Gustav Heinemann, patron of the Games of the XXth Olympiad Munich 1972

3 P. M.

Fuchsberger:

Meine Damen und Herren, Mesdames, Messieurs, Ladies and Gentlemen, the President of the Federal Republic of Germany!

Alphorns

2)
National Anthem Federal Army

Fuchsberger:

The team of the country which presented the world with the Olympic Games has the honor of leading the entry march of the 122 participating countries according to tradition and Olympic rules.

3)
Entry march of the teams with folk music by Kurt Edelhagen and his orchestra

Fuchsberger:

The naming of the teams until the very last team Germany!

Fuchsberger:

Munich's boys and girls offer the greeting to youth with self-made bows and bouquets

4)
Greeting of Munich's schoolchildren to the athletes of the world to music by Carl Orff

5)
Olympic Fanfare Federal Army

Fuchsberger:

Eight gold medal winners, the eight-man rowing team from Mexico City, 1968, will now raise the Olympic banner to the strains of the Olympic hymn.

Fuchsberger:

Accompanied by Mexican mariachis and folk dancers. Mayor Octavia Senties of Mexico City will now return the Olympic banner to IOC President Brundage who will now present it to Lord Mayor Georg Kronawitter.

Fuchsberger:

Bavarian musicians, costumed dancers and whip-snappers thank the Mexicans. They express their joy with the cracks from bull whips, a centuries-old custom.

Fuchsberger:

Doves, fly! — and announce that the Games in Munich are opened!

6)
Addresses by Mr. Willi Daume, president of the Organizing Committee and Mr. Avery Brundage, president of the International Olympic Committee
Opening of the Olympic Games by the Federal President.

7)
Entry and raising of the Olympicbanner—and the Olympic Samara Hymn

Federal Army

Mayor Octavia Senties of Mexico City returning the traditional Olympic banner to Lord Mayor Georg Kronawitter of Munich accompanied by Mexican and Bavarian folk groups.

The Mexicans enter the middle of the honor area while playing their mariachis. The costumed Bavarian band, whip-snappers, slap-dancers and dirndl groups enter through the small stadium gate.

9)
Presentation and the Bavarian brass band

The whip-snappers and slap-dancers

10)
Doves in flight

Fuchsberger:

Five thousand seven-hundred and eighty-five runners have been underway since the twenty-eight of July, one for each kilometer, to bring the flame kindled in Olympia by a ray of the sun hand to hand to Munich

Fuchsberger:

The young German torch bearer, who will enter the Marathon Gate as the last relay, will be accompanied by:

Runner Kip Keino from Africa
Runner, Jim Ryan from America
Runner Keino Kimihara from Asia
Runner Drec Clayton from Oceania, the fifth continent.

11)
A salute Three shots

12)
Arrival of the Olympic flame with the relayrunner Günter Zahn. Drums and music Wilhelm Killmayer

Fuchsberger:

The Olympic pledge. For the competitors speaks: Heidi Schüller
For the referees speaks: Heinz Polley

13)
Olympic pledge

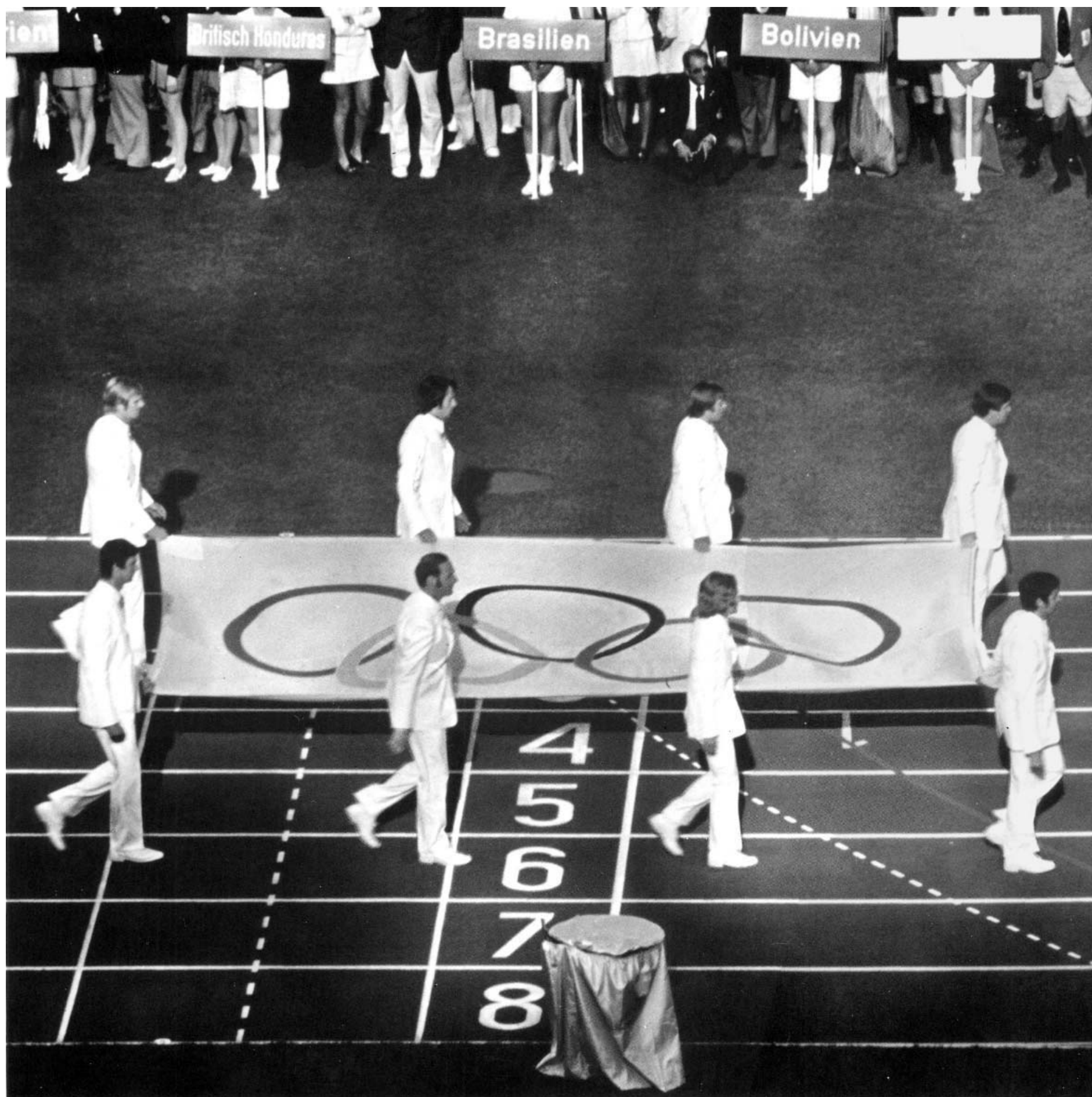
14)
"Eckecheirija" An Oracle of the god, Apollo, music by Krzysztof Penderecki

Keep up your old tradition — Take loving care of your country — Stay aloof of war — And give to the world a signal of brotherly friendship — Until the time of the quadrennial games comes up.

Fuchsberger:

Our ceremony comes to a close with the exit march of the athletes. The Games of the XXth Olympiad have begun. We wish every participant success and good contests and a joyous time for us all during the sixteen Olympic days.

15)
Exit march of the teams to music by Kurt Edelhagen and his orchestra





5.2

The Olympic Flag

The Olympic flag designed by Pierre de Coubertin has become a world-wide symbol. Between 1914 and 1919 it was seen on a few occasions. In 1920 it flew officially at the Games of the VIIth Olympiad in Antwerp: "For the first time we saw the Olympic flag in public; completely white with five linked rings of blue, yellow, black, green and red. They symbolized the five continents which are united by the Olympic ideal and represented the colors of all nations" (Pierre de Coubertin).

Since 1920 the Olympic flag has been a permanent feature of the Olympic ceremonial: "The Olympic flag is to be displayed next to the flags of all participating nations in the stadium and its immediate vicinity. A large Olympic banner must wave from a central flagpole in the stadium during the Games. It will be raised when the Games are declared open. At the closing ceremony it will be taken down again". (Statute of the IOC)

5.3

The Flag Decorations

City Area

The festive atmosphere of the Olympic-Games derives not only from ceremonies or impressive events. The decorations in the city also play a part, for example, the draping of bunting and banners. Flags had become a traditional element of the Olympics, along with their impressive, majestic and heraldic effects. But this did not fit into the Munich concept at all. The OC had to find other solutions. Flags were indeed indispensable for their fresh kinetic effect. They were to appear strong and stimulating, but at the same time refreshing and unobtrusive, neither sentimental nor overly restrained. They were expected to intensify the desired general impression of the Games.

The OC developed the following criteria:
Shape:

Long and narrow, with the long side fastened to the pole so that they would flutter even in a light breeze.

Surroundings:

The siting ought to accentuate the shape of the individual flag and its movement in order to evoke an overall refreshing impression. The flags were to stand neither singly nor in rows. They ought to form spaces: grouped on triangular base grids with 4.5-meter sides. The number of masts would be variable: six, ten, or fifteen.

Color:

Mostly light blue, but also light green and brilliant white; all flags of the same color or mixed. In the vicinity of municipal culture sites they could be accented with orange and yellow.

Location:

The flagstands ought to mark and accent essential meeting places visually: railroad stations, airports, hotels, sport sites, Olympic Park. They guide the visitors into the mood of the Olympic events. Here they inform; there they serve as trail markers for traffic patterns and networks. With their irregular spacing, they emphasize important points on main streets and arterials. They also mark important stops on the public transit lines. Finally, the flags help to cover what visitors should not see: ugly places in the city, vacant lots, etc.

The OC calculated they would need 405 flagstands with about 6,000 flags. In the spring of 1971 it invited for tenders on a limited scale. After carefully considering all offers, it rented the flags and poles with complete service and hired a general contractor to arrange the entire flag decoration. The municipal administration coordinated and expedited the official building permit procedure.

Thus the OC was spared considerable organizational expense.

Most flagstands were already in place at the beginning of August, 1972. Viewed from the Munich Olympic concept, the decoration of the sport sites with national flags was a compulsory exercise. The IOC statutes demanded it: "A number of Olympic flags are to be displayed near the flags of all participating countries or territories in the stadium and its vicinity."

The OC distinguished between various methods of displaying flags according to local conditions. The flags of all participating nations flew in the Olympic Village, as well as in double zigzag rows on the eastern rim of Olympic Stadium and on the Theresienwiese close to the exhibition grounds.

In the Olympic Yachting Center in Kiel, at the regatta course, the riding facility in Riem and in the youth camp, the OC displayed only the flags of participating countries.

At the remaining contest sites it hung smaller flags of the participating countries on a zigzag-shaped flag tower with a maximum of five flags over each other.

The national flags were hung at a height difficult to reach, were taken down every night and guarded during the day.

5.4

The Opening Ceremony

The Olympic Games were not conceived to line up world sport championships, but rather to unite the youth of the entire world in a festival. The OC started from this basic concept of Pierre de Coubertin as it first concerned itself with the Olympic ceremonial in the spring of 1968. The task assigned for the next few years was to keep the Olympic Games close to this special conception and to make it apparent in the actual opening ceremony. First of all the OC applied itself to the opening ceremony: The ceremony served as an introduction to the Games. Its staging influenced the total style of the following Olympic days.

5.4.1

The Conception of the Opening Ceremony

Guidelines

The ceremonial of the opening celebration is regulated in great detail by the IOC Statutes. There was little leeway left to the organizers of the Olympic Games for original ideas and initiative. Nevertheless, the OC tried to embody the guidelines of the Munich games in the traditional ceremonial. The opening ceremony was to appear neither religious, military, nationalistic, nor overly pompous. Instead it was intended to be spontaneous and light and to establish rapport between the performers in the arena and the audience on the tiers. Means to this end were:

- Strong visual effects, carefully tested for their effectiveness.
- Symbolic actions, their meaning easily recognized.
- Commonly appreciated and suitable music.

The IOC had to approve all changes in the ceremonial. However, the OC did not want to submit details bit by bit, but rather presented a completely thought out and unified total concept.

Development of the Total Concept

On March 7, 1968 the committee on "Sport and Culture" of the German Sport Federation developed the three principal ideas of the opening ceremony: universal understanding, social justice and *joie de vivre*. The committee also presented several suggestions for their materialization.

About a month later the OC discussed the overall musical arrangements with three composers. The art board agreed to the proposals made by the "Sport and Culture" committee and the composers in mid-April, 1968. It waited for the Olympic Games in Mexico City before making further decisions. Early in 1969, the OC developed the intellectual concept out of the former basic outlines. It contrasted individual passages of the IOC Statutes with critical objections, new proposals and comments made by various institutions and personalities. In spite of the differences between the attempted solutions, they made obvious the questionable parts of the ceremonial which required further discussion.

The detailed concept and the concrete proposals for changes were to be worked out on this basis. A group of experts took over the task. They advised the OC unofficially and internally from September, 1969 to November, 1970. They developed

a basic plan and refined it in seven sessions into a total conception. The individual stipulations of the IOC Statutes were confronted with proposals for changes and were differentiated according to optical impact, action and sound.

Changes in the Rules

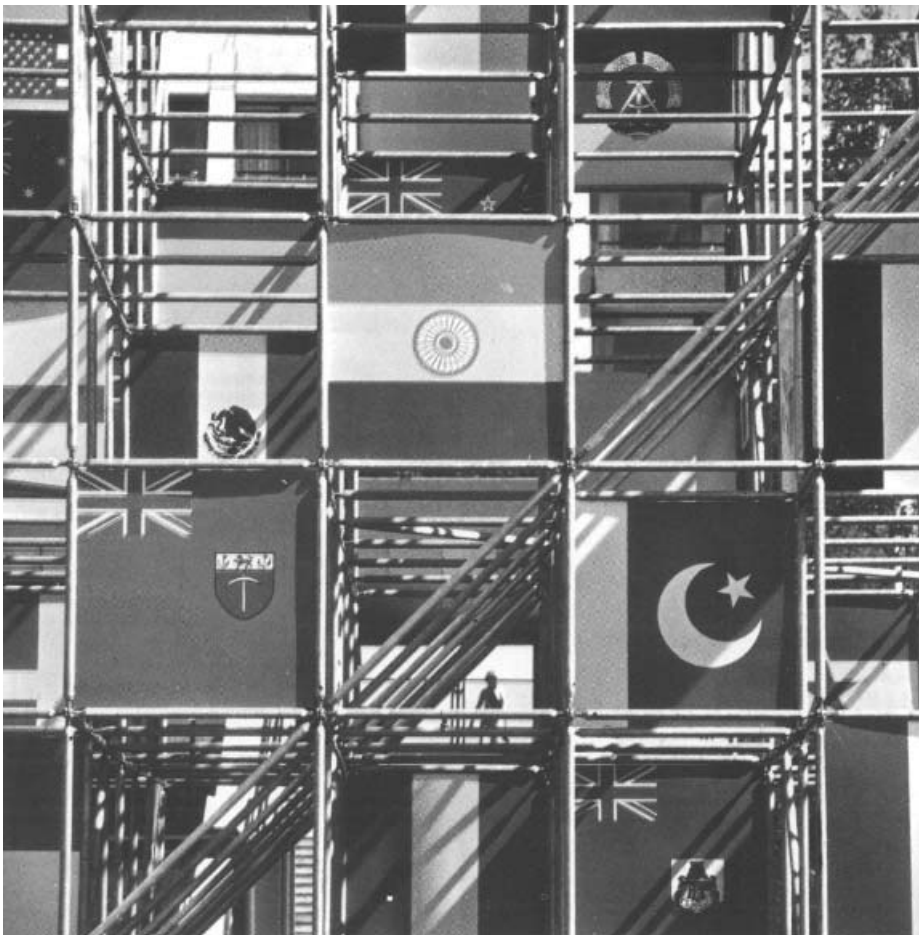
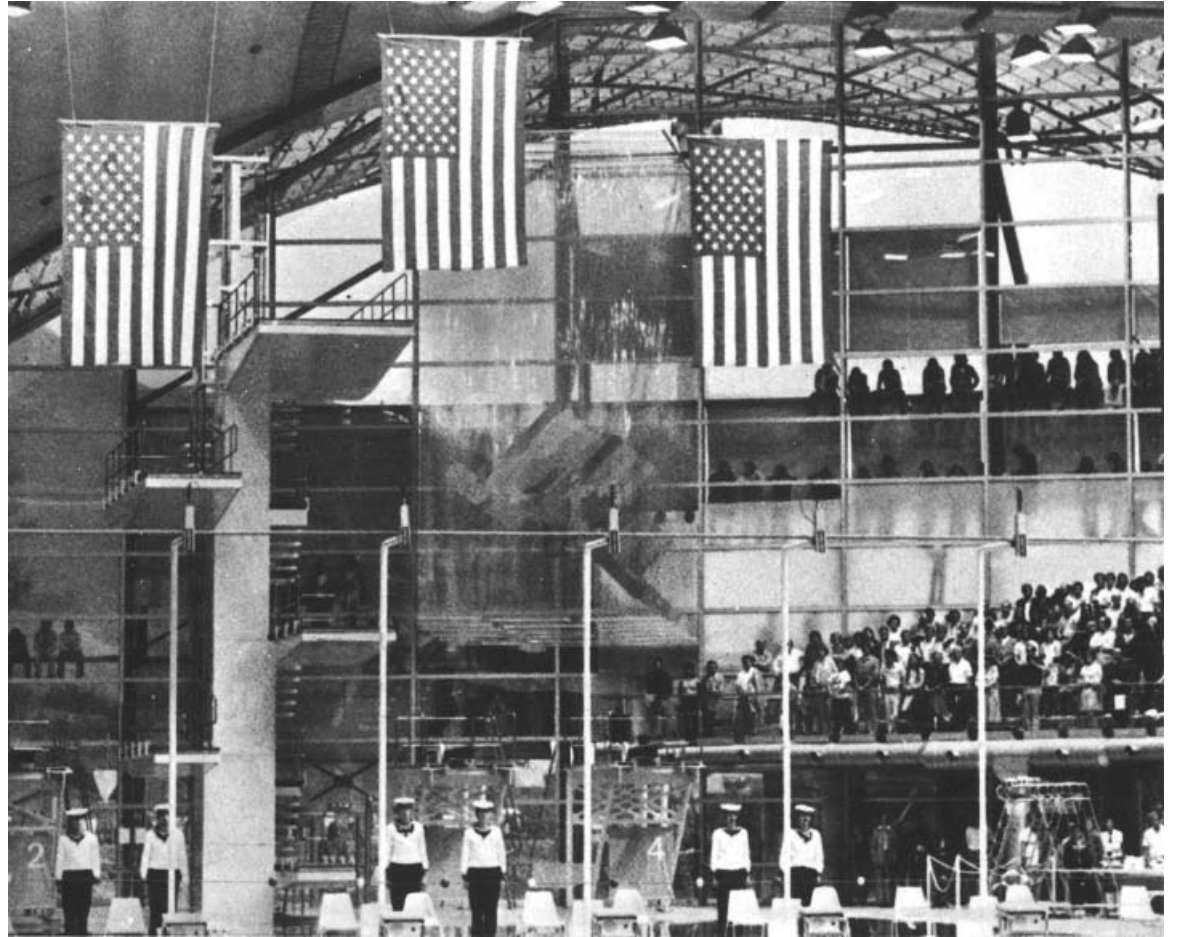
The arrangement of the athletes in the stadium always turned up as a problem in the discussion. The OC did not know the exact number of participating nations, and based its calculations on an estimate of about 130 countries. With four participants standing abreast, each team's column was at least 2.5 meters wide. All of them could not stand in lines facing the podium as at earlier Games. The arena was not big enough because it was only 150 meters long. Besides, the teams would have turned their backs to about two thirds of the spectators. This appeared undemocratic to the OC.

A new arrangement was necessary. After long debates the OC wanted the participants arranged in nine concentric elliptical ranks inside the track. The incoming nations were to march around the outermost ring and walk into the innermost ellipse along the long axis of the field. When it was filled, they were to fill the next ellipse. Thus the flag bearers would be arranged around the inner ring, and those carrying national signs around the outer. All participants were to face the grandstands. The podium stood in the middle. This arrangement would have presented the same visually rounded image to every visitor.

The OC wanted to delete another traditional practice of the opening ceremony: playing the German national anthem twice hardly reflected the meaning of the changed Olympic oath. The athlete no longer swore to compete in honor of his country, but rather in that of his team. The IOC agreed with this change in protocol.

The approval of the IOC was not necessary for altering minor details since they were hardly mentioned in the regulations. The overall impression of the Munich games was essentially dependent on them:

- Renunciation of military symbolism. The individual participants could salute their hosts — these were practically all the spectators — in whatever manner they thought best.
- Small mortars were substituted for the customary cannons used for acoustical accents.
- Alphorns were to be used to greet the president of the Federal Republic of Germany.
- The Olympic flag would not be carried into the stadium by soldiers, but rather by Olympic champions of various nations and ages.



Shifting Accents

The Olympic fanfare was not to be played after the official opening of the Games by the presidents of the OC and IOC, but rather before so that this important part of the ceremony would be accentuated. At least as an experiment, the OC wanted to eliminate the traditional releasing of pigeons or to replace it by a special technical effect. In this age of instantaneous news broadcasting, releasing pigeons no longer has the symbolic effect that it enjoyed during the twenties. Besides, the birds could easily be trapped under the transparent roof which partially covered the Olympic stadium. The OC rejected religious ceremony entirely.

The IOC Statutes did not prohibit any additions to the program. The OC wanted to use this opportunity whenever possible and to enliven the traditional structure:

After the national teams were all in formation, Munich school children were to welcome the athletes from all over the world with a short dance on the track incorporating Bavarian folklore elements. Music and dance were to enhance the somewhat dreary transfer of the flags by adding color and folklore.

5.4.2

Approving the Conception

Early in 1970 and 1971 the executive board of the OC agreed with the ideas, proposals and suggestions in general, but it had second thoughts about the formation planned for the athletes at the opening ceremony. It was worried about problems in protocol and about the fact that the national flags would be hard to recognize. Finally, the executive committee of the IOC rejected the proposed arrangement. The only possibility remaining was to line up all nations in two rows in the arena.

The pigeons were kept because their symbolic meaning as messengers of peace fits in with the total concept of the Olympic Games. However, the IOC agreed that the doves should not be released until after the firing of the salute so that they would not be frightened by the noise.

The second playing of the German national anthem was omitted, but only on a trial basis.

5.4.3

Organizational Preparations

After nearly three and a half years of preparation, the artistic, organizational and technical requirements for the opening ceremony were determined in the autumn of 1971. They were the basis of the following materialization stage.

Originally a stage director or choreographer experienced in outdoor and crowd arrangements was supposed to unify all the elements into unique artistic experience. There were practically no more creative tasks. More important was a general manager to organize and coordinate the individual program segments. The OC carried this task out itself. It had to select the individual groups and provide the necessary materials: a rifle club from Berchtesgaden to fire the mortar shots, Alphon players from Hindelang in the Allgäu,

A fifty-man Bavarian brass band and thirty Bavarian girls all in native costumes, Forty bullwhip experts from Rupertwinkel, in four nine-man groups would each crack their five-meter-long whips individually and finally all together.

Eighty folk dancers from Berchtesgaden and Chiemsee in identical folk dress who were to slap-dance for one minute, spaced five meters apart.

Forty folk dance and dress groups of fifteen couples each, representing districts of Bavaria. Each group, dressed in its peculiar costumes, would dance a star polka, but in the way traditional in its respective district. The German flag would decorate the costume of one girl in each group.

An 8 meter x 12 meter stage for the cooper dances was to be mounted on a wagon pulled by two four-horse teams of heavy Belgian horses.

Five thousand pigeons from Bavaria in 120 cages.

Three thousand children, 10 to 14 years old, all approximately the same size and rhythmically gifted, for the "Salute to Youth". Physical education teachers in forty Munich schools picked out ninety pupils each (45 boys and 45 girls). They rehearsed the dance during gym classes. A film portraying a model class and choreographical materials were used to instruct every group uniformly. A sort of braid pattern was danced, simple and suitable for the natural rhythm of children. It was also a counter movement to the entry of the nations. Little green bows for the boys and colorful crepe paper bouquets for the girls were the props required for the dance. They were made by the children themselves at school, and were treated with a water-proofing spray. In addition there were marking poles decorated with crowns and bouquets around which groups of eighty boys and girls danced ten meters apart from the next group on the track.

The OC ordered uniform clothes for the children. Their parents could purchase them at a very drastically reduced price with a coupon. The girls were dressed in light yellow, the boys in light blue, and their instructors in light blue training suits and yellow polo shirts. Each child received a sitting cushion to avoid grass stains, and a raincoat in rainbow colors. Carl Orff arranged the accompanying music — old English canon "Rota" from the 13th century in 6/4 time. The Tölz Boys' Choir recorded the canon on tape.

The OC had already developed the basic guidelines for the music in April, 1968. Its most important function was to establish contact between the arena and the grandstands. Thus the music had to be comprehensible, popular and of artistic value. The arrangements and compositions were to make scant use of avant-garde elements and minimal electronic sounds. Sacred music and hymns had no place in the plan. The groups or soloists were to perform live in the stadium and their presentations were to be amplified by the public address system.

The fanfare melody first exemplified the ideas of the OC. The committee asked composer Alfred Goodman to arrange and orchestrate the official Olympic hymn to meet contemporary demands.

Solemn music accompanied the torch bearer as he entered the stadium. It was composed by Wilhelm Killmayer and its volume and instrumentation increased steadily as the Olympic fire approached. The music rose to a fortissimo as the fire flared up and immediately diminished. Originally the OC wanted to place 100 Aida fanfare trumpeters on the upper ring of the grandstands. This area was however optically and acoustically unsuitable. Therefore, fifty kettledrums were used to support the solemn music with a gradually increasing throb. They were placed five meters apart from each other along the edge of the track up to the steps leading to the Olympic fire.

Experimental music marked the final apotheosis of the opening ceremony. It set off the Olympic oath sworn immediately before and was a musical climax contrasting the dramatically intensified beginning. The Polish composer Krzysztof Penderecki composed it on the text of "Ekecheirija", the oracle of the god Apollo. The Experimental Studios of the Polish Broadcasting Service in Warsaw produced the recording.

All this was a mixture of joyous, quietly solemn and experimental music. The music accompanying the entry and exit marches gave completely different accents. The OC wanted to keep this music light and popular to suit the characters of the participating countries. The various nations were supposed to feel themselves recognized, addressed and musically valued. Military marches and modern compositions were not suitable. Familiar non-military marches, swinging march-like melodies and, above all, folk songs from all over the world had to be arranged.

Since the spring of 1971, a four-man team (Kurt Edelhagen, Peter Herbolzheimer, Dieter Reith and Jerry van Rooyen) for a year and a half searched the international music archives for suitable folk melodies, transposed them into a 4/4 time march, and arranged and orchestrated them for the enlarged dance band of Kurt Edelhagen. The original plan to salute each nation with a typical piece played by alternating bands, had to be abandoned. The OC wanted to salute only the larger nations from each continent or — in case the alphabetical order in which the teams marched in allowed it — several nations at a time would be greeted with distinctive music.

The OC considered the electronic reproduction of the music towards the end of October, 1971. At that time, the public address system in the stadium was already installed, but its capacity to reproduce music was limited. The OC had to install additional technical equipment.

Tests carried out in July, 1972 gave satisfactory results with regard to the technical quality of music and voice reproduction.

The optimum synchronization of original sound and loudspeaker sound was much more difficult to arrange. The OC found a suitable solution with tape recordings.

Immediately before the Olympic Games the OC chose the individuals who were to perform the essential functions: To carry the Olympic flag - the eight

rowers from the Federal Republic of Germany who won the gold medal in Mexico City.

The last torch bearer — a young, unknown runner as a representative of future generations — Günther Zahn, winner of the 1,500 meter race of the German Youth Athletics championship of 1972. His stand-in was Rudolf Brumund, second winner of the 400-meter race.

To speak the oath, for the first time at Olympic Games an active lady participant-Heidi Schüller.

To accompany the last torch bearer on the arena track, four runners from the other continents — Kip Keino (Africa), Jim Ryan (America), Keino Kimihara (Asia), and Drec Clayton (Australia).

Planning the arrangement for the Olympic fire in the stadium took a long time. It was not to burn in a brazier as at earlier Games, but on two concentric fire rings each with twenty-one gas jets. The OC tested it for the first time in January, 1971 after two years of development. The rings were located above the eastern grandstand, 116 stone steps away from the arena and towering above the stadium edge. Nineteen wooden steps led to a temporary platform directly under the burner. The double ring burner had a diameter of two meters and was set on a four-meter-high column made of pipe.

Its radiant heat caused difficulties for the spectators in its immediate vicinity, and especially for the last relay runner whose head would be less than two meters from the flames on the inner ring. Reducing the diameter of the burners and the size of the gas jets reduced the heat generated. Only at the beginning of the ceremony would it burn at full intensity, then it would be adjusted to a lower setting. A heat shield reduced the radiant heat streaming downward.

The flame was fed by liquid gas which was non-toxic and burned cleanly without fumes. Oxygen colored the flame yellow-red and made it visible even in direct sunlight.

5.4.4

The Opening Ceremony

During the last few days before the opening ceremony the OC staged numerous rehearsals in which it tested the total technical and organization performance of both ceremonies. After extensive practice in the Dante Stadium, 2,800 school children rehearsed their "Salute to Youth" on August 22, 23 and 24, 1972, in Olympic Stadium. The OC tested the lighting effects for the closing ceremony in numerous experiments. It set up a control center which would direct and supervise both ceremonies. Every important waiting area both within and outside the stadium could be reached by telephone and radio.

Immediately after their accreditation in the Olympic Village, the Chefs de mission received forms in which they reported the number of participating athletes and officials, and the names of the flag bearers. The OC suggested the following: Not more than four officials were allowed to participate in the march into the stadium (at the closing ceremony there were no restrictions), No cameras were to be taken into the arena and, the teams were not allowed to leave the stadium before the end of the ceremony.

The OC transported the participants of the "Salute to Youth" from their schools on the opening day. Each group of eighty children with a chaperon was to stand behind numbered signs in an area next to the stadium. The warming-up hall was not needed as a waiting area because of the ideal weather.

At 1 P. M. three mortar shots in the Olympic Village called the participants to meet before their lodgings. Hostesses led them to two gathering areas within the Central University Sports Facility. There they arranged themselves behind their respective national name signs. Young girls in uniform dress selected from an athletics school and the hostesses' pool carried the name signs into the stadium. The flag-bearers carried their national colors.

At 2 P. M. the 2,800 school children went into the stadium and arranged themselves in groups of forty along the rim of the arena on the lawn between the track and the reporters' dugout.

The athletes and officials entered the stadium via the street leading to the stadium and through the Marathon gate. The OC separated their route from the remaining traffic without difficulty. A computer calculated precisely the walking tempo of the teams entering the stadium and their exact places in the arena.

Avoiding absolute technical perfection had been an OC guideline. The 2,800 children took care of that: They did not return to their places after their dance as planned, but spontaneously gave their bows and bouquets to the athletes.

The first torch bearer left the Maximilianeum earlier than scheduled. The OC wanted to compensate for possible time-consuming incidents and have the fire reach the stadium punctually in any case. There were no incidents. The second from last torch bearer reached the stadium when only the first half of the nations had marched in.

Since the president of the Federal Republic of Germany entered the stadium ahead of time, the OC abandoned the Alphorns and gave instructions to play the German national anthem immediately.

The system for leaving the stadium was also logical. It began with the nations standing nearest to the Marathon gate. When they left the lawn, the teams from the succeeding blocks followed them. Nations standing next to each other could walk out eight abreast.

They handed over the flags in the Marathon tunnel and returned by the same route through the Central University Sports Facility to the Olympic Village.

The school children left their places in groups of eight and regrouped at the Marathon gate in rows of sixteen.



Inside the inner area of the stadium after the closing ceremony—on the scoreboard is the symbol for the Games of the XXIst Olympiad in Montreal, 1976

5.5

The Olympic Fanfare

According to IOC Statutes a trumpet fanfare must be played at the opening and closing ceremonies. It also announces the awards ceremonies. The fanfare thus becomes a symbol for the Olympic celebration. It is used on radio and television broadcasts as an identification melody. For these reasons the OC strove to find a new unmistakable composition to serve as a musical signal. In April, 1968 the OC opened a limited competition in which twelve German composers participated on an honorarium basis in accordance with the performance frequency of their works. An additional prize for the winning composition was denied because the composer would receive royalties through GEMA.

Even at that time, the OC received unsolicited fanfare compositions. The public responded to this endeavour with especially enthusiastic interest. The OC, therefore, decided on an open competition directed to all German composers. The plan of a limited contest was abandoned. The OC hoped thereby to receive popular compositions with folk and entertainment music elements.

The OC executive board approved the open competition at its fourteenth meeting on November 21, 1969. Half a year later it specified the conditions for participation: Irrespective of his or her citizenship, any resident of the Federal Republic of Germany was authorized to participate. In order not to be deluged with unqualified entries, the OC demanded that each entry have a full score. The designation of a code word provided anonymity and offered an equal chance for everyone.

The compositions were to last no longer than two minutes and had to consist of the following three parts:

A basic theme (maximum ten seconds long)

A middle section

A musically enhanced reprise of the main theme.

The instrumentation was left to the discretion of the composer, with the stipulation, however, that he should avoid electronic music.

The OC began the fanfare contest on September 15, 1970. All told 10,000 circulars were distributed among agents, German language music journals, newspapers, individual persons, music unions, publishing houses, conservatories and other institutions. Notices in the press assured that as many interested persons as possible were reached.

Altogether 719 entries were received before the deadline on December 31, 1970. This was a considerably greater number than the OC had expected.

In two all-day closed sessions, three independent and neutral juries examined the scores on January 11 and 18, 1971. Each entry was examined to see: whether it fulfilled the contest conditions and whether it excelled in musical quality and/or originality.

During four sessions in January and February, 1971 a six-man jury reduced the 719 entries to six fanfares which were distinctive in style.

FANFARE HERBERT REHBEIN

OLYMPISCHE SPIELE, MÜNCHEN 1972

The musical score is handwritten and consists of four staves. The first staff is labeled 'Trompeten 1 & 2', the second 'Hr.' (Horns), the third 'Ps.' (Percussion), and the fourth 'Tb.' (Trombones). The key signature is one flat (B-flat), and the time signature is common time (C). The score is divided into three parts: a basic theme, a middle section, and a musically enhanced reprise of the main theme. The notation includes various musical symbols such as notes, rests, and dynamic markings like 'f' (forte).



Original score of the 1972 Olympic Fanfare
by Herbert Rehbein

The final choice was televised on April 24, 1971. The following persons helped decide the winner in addition to the main jury:

- Members of the OC art commission
- Members of radio and television companies
- Prominent sport representatives
- OC representatives
- Public representatives: a delegate from each German State, representing various social levels.

After a second ballot the fifty-man jury chose the composition by Hubert Rehbein.

5.6 Award Ceremonies

The IOC Statute prescribes the general procedure for awarding each winner. The OC had to abide by these guidelines.

5.6.1 The Award Procedure

The rules prescribe the following: "The medal will be awarded during the Games by the president of the IOC or a member of the IOC appointed by him, accompanied by the president of the respective international league or his representative, as soon as possible after the event and at the contest site. The first, second, and third place winners dressed in training uniforms will stand on a platform opposite the officials' grandstand. The first place winner will stand on a platform slightly higher than that of the second place winner to his right and the third place winner to his left. The victor's national flag will be raised on the middle flag pole, those of the second and third place winners will be placed respectively to its left or right facing the arena. Meanwhile, a shortened rendition of the winner's national anthem will be played while the three winners and spectators face the flags."

5.6.2 Technical, Area and Personnel Arrangements

In April, 1970 the OC clarified the detailed procedure for presenting awards which was only basically regulated by the IOC. It computed facts and figures. It determined the location for the winners' platforms, the flag poles and the band, in addition to the waiting area for the winners and the functionaries. The technical facilities and permanent structures still had to be planned.

In August, 1971 the essential requirements for areas and buildings were already determined. The individual components were designed to harmonize with each contest site in size, placement, etc. The necessary building and completion measures began.

Three hostesses in original Bavarian dresses (in Kiel in dresses native to Schleswig-Holstein) were to accompany the officials in awarding the medals to the winners. Nevertheless, the OC wanted to show the spectators the same outfit only once a day. Based on the number of victory celebrations on the next to the last day in the stadium, the OC arranged for nine hostess groups, each with a different garb. In addition there were two stand-by groups. Thus the OC required eleven hostess groups, each consisting of three girls and a replacement. It had to choose a total of forty-four hostesses. Requirements:



Victors' medal obverse



Victors' medal reverse



Souvenir medal



attractive in appearance, manners, figure, and movement; fluent in at least one foreign language; between 165 cm. and 175 cm. tall.

Around three hundred girls from athletics schools, sport academies and the general hostess pool applied. The hostesses chosen were trained together with the other hostesses at practice sessions. The practical training took place later at the contest sites.

After the competition, the bands played one verse of the victors' national anthems live and in full length. Several NOCs requested this and the IOC approved. Ten bands from the German Army and one from the Border Patrol undertook this task.

The OC first requested assistance from the German Army towards the end of 1971. At that time, no one could say who would win the events, which flag would be raised or which national anthems should be played. Thus the OC had to own a sufficient number of flags of all participating countries. The bands had to practise the national anthem of every participating country.

In May of 1971 the OC requested every NOC for patterns of its country's flag and scores of its national anthem. A total of 120 countries answered. The flags and anthems of the remaining twelve countries were supplied by their respective embassies. An expert in heraldry, in cooperation with the consulates and embassies, checked the accuracy of the flags produced. An army music expert examined the various anthems and arranged them for a sixty-five piece brass band.

5.6.3

The Medals

The IOC Statutes describe the prizes awarded.

"A gold medal and certificate will be awarded as first prize, a silver medal and certificate as second prize and a bronze medal and certificate as third prize. The medals must carry the name of the event for which they are awarded. They must be fastened to a chain or ribbon so that they can be hung on the winners. For fourth, fifth and sixth prizes only certificates and no medals will be awarded. In the event of ties, all receive a medal and certificate. The medals must have a diameter of at least 60 mm. and must be 3 mm. thick. The medals for first and second place must be of silver with a minimum purity of 925/000 and the first place medals must be plated with at least six grams of gold."

With respect to the size and weight of the medals, the IOC only specified minimum requirements. The OC exceeded the minimal diameter by 6 mm. and the thickness by 2 mm. The gold medal weighed 175 g., the silver one 169 g., and the bronze one 140 g. The OC needed 364 gold medals, 364 silver medals and 381 bronze medals, totaling 1,109 medals. In addition, it needed sufficient reserve medals for the unforeseeable event of multiple winners in the first three places.

Three firms donated the material. The Bavarian Mint coined the medals gratis.

Since 1928 the medals carried the same motif. In 1972 the goddess of victory was to grace the front of the medals together

with the inscription "XX. Olympiade München 1972". Several artists submitted designs in a selective internal competition. The OC chose the design by Gerhard Marcks, one of the last surviving masters of Bauhaus. He chose Castor and Pollux, the patrons of competitive sports and friendship, as his motif and depicted them as naked youths.

For the first time at Olympic Games chains replaced the usual ribbon which too easily became wrinkled and soiled. The chains were 90 cm. long, the links were made of 1.5 mm. thick brass material, and passed through a ring screwed onto the medal. According to the color of the medal, they were either bronze, silver or gold plated. The IOC approved the intended appearance of the medals in February, 1972 in Sapporo.

In addition the IOC agreed that the winner's full name and nationality should be engraved in the free space on the back of the medal. Within two years, a specialized company solved the technical problems whereby the engraving could be done in the short time between the announcement of the final results and the beginning of the victors' celebration. The medals were engraved in mobile workshops, that is, in five large buses, each equipped with three engraving machines with the usual technical facilities and radio. Their work was regulated minutely. Parking places next to the contest sites were reserved for them and equipped with electrical outlets supplying 5 kW.

Producing the medals was complicated. The donor firms supplied the metal. The entire quantity of silver was formed into blanks in Switzerland. Later it was stamped in the main mint in Munich. The 364 silver medals were sent back to Switzerland for gold plating. The 730 brass chains, which were manufactured in the Federal Republic of Germany and had to be either gold or silver plated, were also sent to Switzerland. The OC had the names of the various sports and events engraved on all the medals in Munich.

The winners received gold, silver or bronze lapel pins in addition to the medals. The IOC had not officially asked for them but it had become usual since the last Olympic Games. They were square and decorated with the Olympic emblem.

The OC unified the form of the platforms for each contest site and used a building block system. Every platform formation could be constructed of rectangular boxes. The measurements were as follows:

Platform for gold medal winners 1.30 m. x 0.65 m. x 0.60 m.
Platform for silver and bronze medal winners 1.30 m. x 0.65 m. x 0.30 m.
They were painted light blue, had 25 cm. high numbers on all four sides and were built of weather-proof wood. The OC needed a total of 180 pieces.

5.6.4

Organization

Numerous organizational preparations were required for the efficient handling of 189 award ceremonies on eighteen different contest sites:

Correct timing in coordinating the winners, hostesses and officials.
Engraving of the medals,

Readying of the bands and the flag raising personnel,
Supplying of the correct flags.

The groups performing the winners' ceremony consisted of the following members:

The two stationary groups in Olympic Stadium and in the sport and swimming hall:

- 1 supervisor
- 1 deputy of the supervisor
- 1 liaison officer in the director's office
- 4 escorts for IOC VIPs
- 1 guard and distributor for the medals
- 1 flag storeroom guard
- 2 flag distributors and collectors
- 3 flag delivery boys
- 3 flag raisers and
- 2 drivers.

The five groups for all other contest sites:

- 1 supervisor
- 1 deputy of the supervisor
- 2 escorts for IOC VIPs
- 1 guard and distributor for the medals
- 1 flag storeroom guard
- 1 flag distributor and collector
- 3 flag delivery boys
- 3 flag raisers and
- 2 drivers.

Fifty-eight large and small buses transported the groups to the contest sites according to a precise schedule.

5.6.5

Immediate Preparations

A four-man team directed the entire award ceremony program from a central control room on Saarstrasse. It had contact with the various groups and buses through their own communications system of radios and walkie-talkies. A total of 927 people were involved with the sports protocol during the Olympic Games: Eleven groups of hostesses, each of which had an escort and a driver; nine groups were working at any given time and two were on stand-by (66 people). Seven awards ceremony groups (113 people). Eleven 65-piece bands, each with three drivers (748 people).

Each morning the OC gave the medals necessary for that day's events to the directors of the engraving buses. Spare medals were on hand in case they should be needed. Together with the IOC president the OC decided which functionary was to perform the ceremonies. The groups came two hours before the winner's ceremony, whereas the hostesses arrived at the contest site one hour before the ceremony.

The groups and the engravers were notified of the results by radio or messenger. The three winners met in the waiting room with the hostesses and usually also with the officials. The ceremony began when the signal was given by the control room. Its choreography was appropriate for each site, but the ceremonies were basically identical and not stiffly formal.

5.6.6

The Certificates

A few hours after the competition, the winners of the first six places received their certificates in the Olympic Village.

The OC gave the prescribed souvenir certificates and medals to all accredited



team members, international referees, jury members and NOC members while they were still in Munich, a total of some 15,000 people.

Both types of certificates were decorated with eye-catching rainbow colors.

The souvenir medals were made of stainless steel, had a diameter of 5 cm., a thickness of 9 mm. and bore a design by Fritz König.

5.7 The Closing Ceremony

The closing ceremony was to follow the same guidelines as those set up for the opening ceremony. It was planned as a solemn but friendly finishing touch to the carefree atmosphere created by the Games in Munich.

5.7.1 The Conception

A committee had already developed the dramaturgic concepts for the opening celebration before April, 1970. The closing celebration was shaped along the same

lines, but had its own accents. It was to be only mildly stimulating because the tension of competition was over. The sadness associated with departure was to invade into the joyous atmosphere. Such contrasting emotions cannot be floodlit. Thus the OC wanted to have the closing ceremony in darkness. A skilful lighting arrangement could accent the essential actions and distinguish individual groups within the vast crowd of athletes from all parts of the world. The rows or groups of sportsmen entering through the Marathon gate could be spotlighted and visually united.

The OC wanted to do without signs bearing the names of countries so that the unity of all nations would be more dramatically symbolized at the ceremony. The flag bearers were to march into the stadium not as formerly - one after the other - but rather together in a group.

Insertions were planned to invigorate the rather sparse ceremonial program: Before the participants marched in, 25 coopers from Munich were to perform a

dance which originated during the Middle Ages out of joy that the craftsmen had survived the plague. This dance is otherwise only performed every seven years. Forty girls in peasant dresses were to accompany them, followed by a brass ensemble of eighty boys from Munich.

Costumed groups were to dance on the track after the Olympic flag was carried out. A girl from each group on the podium was to decorate the national flags with souvenir plaques and bunches of myrtle branches. At previous Games, the carrying-out of the Olympic flag at the closing ceremony had been a sorrowful event. In fact, however, the farewell atmosphere was caused when the Olympic fire was extinguished. Carrying out the flag means that the Olympic Games go on: This part of the ceremony ought to be joyous and optimistic. The Olympic flags were taken out of the stadium at a natural pace — no measured solemn steps. The OC wanted to accentuate the conclusion especially. The route of the athletes from the stadium to the Olympic Village was to be lined by two rows of torch bearers.

Finally the OC wanted a spectacular farewell that would always be remembered. It had been part of the Olympic Games for decades, and usually a fireworks display filled this function. In Munich it was to be a colorful artistic air demonstration. The famous lighting effects expert Otto Piene was hired to arrange a light ballet. The artistic effect of such a ballet in the open-air Olympic stadium would be very limited, however, and its technical feasibility (through laser rays) difficult. The cost of 0.5 to 1 million DM was too high. Thus Otto Piene worked out a new artistic design: a tremendous, almost 400-meter long plastic balloon which would ascend to an altitude of 130 meters and be fastened to the Olympic Hill and the Forum. It was made of five separate chains of helium-filled polyethylene balloon segments in the five Olympic colors. These would be held together by clear polyethylene loops and decorated with a string of light bulbs. The balloon chains were to be illuminated from the ground.

During the ceremony, darkness and light were to alternate and spotlights would accent individual groups on the field. Ordinary theater spotlights with incandescent lamps could not meet the requirements of color television: Theater spotlights produce neither a color intensity similar to daylight, nor the evenness of ordinary floodlighting, nor its lighting intensity, which was reduced to 1,000 lux due to the solemnness of the closing ceremony. The floodlighting system could not provide any additional light because the resulting mixture would have had an entirely different color temperature.

The available electric power supply was only conditionally sufficient for additional structures required to mount incandescent lamps.

After obtaining the opinion of technical lighting experts, the OC tried to accomplish the effects with the floodlight system alone. Because the halogen vapor lamps could not be selectively tuned on and off due to long warm-up time, individually regulated shutters had to be installed on the

lights and additional high intensity xenon spotlights had to be mounted to light individual scenes. Everything could be manipulated from a control panel in the director's booth.

5.7.2 The Altered Program

After the events of September 5, 1972, the OC, on short notice, cancelled those program points which were to give the concluding celebration a joyous and colorful touch: the coopers were not driven into the arena on a mobile stage. Instead they walked into the stadium. The boys' brass ensemble played as far as the VIP section where the coopers formed a dance figure. The group walked on to its place to music by the big band. The costumed groups did not dance their star polka, but rather stood motionless on the track.

6

6.1 Pre-olympic Protocol Duties

Care of Visitors

During the preparation phase of the Olympic Games, a large number of persons and groups visited the city of the Olympic Games to inform themselves about the work of the OC:

- members of the IOC;
- members of the NOCs and of the international associations for the various sports;
- other people who worked together closely with the OC because of their function in sports or in the carrying out of the Olympic Games;
- high ranking foreign guests.

The OC worked out a program depending on the length of their stay and their main interests. The program regularly included: visits to the Olympic sports sites, informative discussions with co-workers of the general secretariat, a showing of the pre-Olympic information film, and sightseeing in Munich and its surroundings.

The closer the Olympic Games came, the more numerous became the visitors from all over the world. From October, 1968 until March, 1971, the OC took care of 1,150 guests staying in Munich for longer or shorter periods of time. Up until the end of July, 1972, there came an additional 740 high ranking persons.

In addition, the OC prepared meetings and receptions in Munich, for example, meetings of the NOCs and of the international sports associations. At the annual plenary session of the IOC, the OC held receptions, for example, in Luxembourg together with the OC of the city of Sapporo, or in Sapporo together with the Olympic cities of Denver and Montreal.

Tree Planting Program

At the beginning of 1971, the president of the OC called upon all NOCs to plant in Olympic Park typical trees or shrubs of their homelands that could adapt themselves to the Munich climate. Thus an Olympic glade was to come into being. It would later remind the population of Munich and the visitors to Olympic Park of the 1972 Olympic Games.

On July 2, 1971 began the first planting of three Lebanese cedars. There followed sixty-two countries, including the Emirates of Abu-Dhabi and Bahrein, which had not yet founded NOCs. On August 24, 1972 the representatives of twenty NOCs came together for the last common tree planting right before the beginning of the Olympic Games. Ethiopia contributed the smallest tree: a 3 cm. high coffee bush. The French delivered the largest tree: an oak that had to be planted with a crane. Usually IOC members, presidents and secretaries general, ambassadors or consular representatives did the tree planting. The OC was represented at the small ceremonies by its president, secretary general or chief of protocol.

Preparation for the Care of Olympic Visitors

The OC had to make extensive protocol preparations for the Olympic Games:

- accreditation, accommodations, escorting and transportation of guests of honor;
- sponsoring social events;
- preparation of the IOC Congress.

In April and May, 1971 it evaluated the Official Reports of past Olympic Games and its own experiences in observing the Olympic Games at Mexico City.

There was an advisory committee for the protocol department in the general secretariat. It came together for six meetings since July, 1970. Two study groups clarified the questions of detail:

- the setting up of the IOC ladies' program;
- the protocol questions at Kiel.

6.2

Care of Olympic Guests of Honor

In its provisions for the Olympic guests of honor, the OC followed Article 47 of the IOC Statutes: it regulates the categories and the rights of the guests of honor.

6.2.1

The VIP Areas at the Competition Sites

Olympic Stadium

The IOC Statutes precisely determined the VIP places in Olympic Stadium. The OC followed its directives. It had the following VIP places installed in Olympic Stadium: a box for the Federal President with 25-50 places;

- Grandstand A with 240 places and its own entrance;
 - 175 places for the members of the IOC, each with one accompanying person, and the general secretariat of the IOC;
 - 40 places at the disposal of the president of the IOC for personalities of the international sports world and the executive members of the OC;
 - 25 places as a reserve.

Grandstand B with 750 places:

- 510 places for the presidents and secretaries general of the NOCs with one accompanying person each;
 - 120 places for the presidents and secretaries general of the international sports associations with one accompanying person each (including the associations for five types of winter sports and the two types of demonstration sports);
 - 190 places for the technical delegates with one accompanying person each;
 - 20 places for the medical commission of the IOC with one accompanying person each;
 - 10 places for the secretariat of the IOC.
- Grandstand C with 1,100 places:
- 130 places for the chefs de mission without accompanying persons;
 - 130 places for the Olympia attaches without accompanying persons;
 - 500 places for the members of the NOCs;
 - 25 places for six previous and future Olympic cities;
 - 5 places for the IOC secretariat;
 - 10 places for holders of the Olympic diploma

National Guests of Honor:

- 300 places for the voting committees of the OC, the national sports associations, the civic communities involved and a few representatives from public life. The determination of the VIPs of category G was left to the OC to a great extent. Their number was determined by the capacity of the VIP area of Olympic Stadium: the OC reckoned with the presence of all accredited guests of honor at the opening and closing ceremonies.

Grandstand G with 2,400 places:

- 85 places for the career and honorary consuls in Munich;
- 155 places for the Federal Republic of Germany as a contingent at its disposal;
- 105 places for the Free State of Bavaria and its guests of honor;
- 200 places for the state capital city of Munich and its guests of honor;
- 300 places for German gold medal winners;
- 410 places for a series of public and private institutions that were closely

connected with the preparation of the Games in all areas;

- 800 places for members of the diplomatic corps and for high ranking foreign guests from politics, business and culture. Together with the Foreign Office of the Federal Government the OC determined a numerical quota of VIP places for every country that is represented in the Federal Republic of Germany.

Other Competition Sites

In accordance with the IOC statutes, the OC provided VIP areas at all the other thirty-one competition sites for categories A, B and C, but without distinguishing these three. For three groups of people, it reserved specially marked places:

- for the Federal President, a box with twenty places;
- for the IOC a box with 15-29 % of the total VIP places;
- for the members of the international association of the respective sports, twelve places.

The seating capacity at each sports site was determined according to the total spectator capacity and according to spectator interest in the respective type of sport.

In general the OC classified about 5% of the available places as VIP stands. However, that was often not possible because of architectural or safety reasons.

At every competition site there was a VIP restaurant. There all accredited guests of honor were served free non-alcoholic, cold drinks. They had to pay for everything else themselves.

6.2.2 Entry Authorizations

Credentials and Badges

The guests of honor of categories A, B and C received non-transferable identification cards and badges with which they could enter the VIP areas at all the Olympic competition sites.

Ticket System for Groups of Persons in Category G

The credentials system for the guests of honor in category G regulated and permitted entry only to Olympic Stadium. For every session in Olympic Stadium, the OC printed normal transferable tickets without prices and with the trilingual addition "Guest of Honor". The tickets for the thirty-one events in Olympic Stadium were put together as a ticket block. So every guest of honor had a fixed place in section G during the Olympic Games.

This system was especially advantageous for the Federal Government, the Chancellory of the Free State of Bavaria, the State Capital City of Munich and the foreign diplomatic missions: they could invite several guests of honor for the same place on different days, thus designing different visiting programs on their own.

The OC kept a card file according to names and type of accreditation beginning in May, 1971. The name file contained the names of all guests of honor, their addresses, their type of accreditation, the length of their stay in Munich, their functions in public life, in the OC or at the Olympic Games, their address in Munich. The other

guest of honor file classified about 500 individuals and 55 German and international groups of people according to categories. All institutions, groups and individuals of the categories "C-National" and G were contained here.

A diagram supplemented the card file. It identified every place in Olympic Stadium with the name of the occupant. At a glance the OC could check on the empty places still available, could give reliable information about the VIPs present in Munich, check on the type and number of VIP tickets distributed, and avoid overlapping and double reservations.

The Daily C-Tickets

The OC foresaw that the VIP areas would not always be full, especially for morning events or for the less attractive sports. Therefore they printed varying quantities of additional, sequentially numbered tickets for every session of the Olympic Games: the "daily C-tickets". These approximately 42,100 VIP tickets served as reserve tickets for events that were sold out. They also made possible the occupation of the VIP stands for the less interesting sessions. The OC issued the tickets on the day of the events, or one day before, to persons who, according to the IOC Statutes, had no claim to extra tickets: to co-workers, short-term personnel, police, soldiers, etc.

The capacity of the VIP areas was adequate for most of the events. Only during some of the finals in swimming, gymnastics, volleyball, basketball, boxing and cycling were they overfilled.

In general, the places in the stands were taken not according to the VIP category, but according to the arrival time of the guests. Those who came too late waited in the restaurant until there were places free.

The extent to which the VIP restaurants at the various sports facilities were fully used was variable.

6.2.3 Accreditation

Members of the IOC

The OC sent the category A ID-cards to the secretariat of the IOC in Lausanne. The president of the IOC signed them and sent them to the IOC members. The names and the numbers of the cards issued were recorded on a reference list. The OC received a copy. The OC accredited the IOC members in an office of the Hotel "Vier Jahreszeiten". There they also received a gold pin each with the emblem and the inscription "IOC" or "Guest".

Presidents and Secretaries General of the NOCs

The NOCs each received four ID-cards and a reference list on which they were to enter the names of the president, and the secretary general and of one person accompanying each of them. A copy was to be returned to the OC by July 25, 1972 at the latest. After arrival at their hotel, and upon presentation of their ID-cards, the NOC members each received an ID with their pictures, name and function, as well as a silver pin with the emblem and the inscription "NOC" or "Guest".



Presidents, Secretaries General and Technical Delegates of the International Sports Associations

The international associations for the various sports each received a total of eight ID-cards and a reference list on which they were to enter their names and those of the accompanying persons. The international associations were required to send in their reference lists to the OC before the arrival of their representatives - up until about the middle of July, 1972. A total of ten ID-cards each were allotted to the international associations for swimming and for riding, since each was allowed three technical delegates because of the subdivision of both sports into three essential sports disciplines. Upon presentation of their ID-cards all representatives of the international associations also received, after arrival in their hotel, an ID with their picture, name and function, and a silver pin with the emblem and the inscription "IF".

National Guests of Honor

Already during the year of 1971 the OC informed all national guests of honor in the category C-National concerning the extent and possibilities of their accreditation.

Guests of Honor of Category G

About a year and a half before the Olympic Games the OC informed the 142 foreign representatives of their numbers of G-ticket blocks. These quotas could neither be increased nor expanded to include other sports facilities.

The foreign representatives themselves made the selection of the persons to be accredited.

During the Olympic Games the OC was always getting requests for tickets from high ranking foreign guests. It passed the requests along to the embassies. In addition, more VIPs than expected arrived in Munich after the extraordinarily successful opening celebration. In many cases the OC fell back on its reserve tickets, especially the daily C-tickets for the individual sports facilities. In addition, it still had general sales tickets reserved for especially attractive events.

6.2.4 Distribution of Tickets for the Official Cultural Program

The OC offered a choice of complimentary tickets for two cultural programs each to the IOC members, its executive board, the advisory council and its members. In addition, the OC kept back about a third of its allotment of tickets for cultural events to be able to have some for sale to VIPs of all categories. The OC informed them about this possibility for the first time in January. Three months later, all institutions and persons received the final cultural events program with prices listed and an order form attached. Only about 30 % responded by the deadline of August 15, 1972. During the Olympic Games the OC set up a ticket office which distributed the complimentary tickets, distributed the tickets ordered for sale, received orders on short notice and sold tickets. The OC returned the unsold, commissioned tickets to the organizers two days before the performance.

6.2.5 Accommodations

For the accommodation of its guests of honor, the OC needed hotels in Munich that could meet the highest and exclusive demands, and that were big enough so that groups of people of various categories could have their lodgings together as much as possible.

Already in August/September, 1969 the OC prepared a first survey of all the guests for whom it had to find lodgings. It estimated the probable number and the lengths of stay. The beds reserved in this first attempt to project needs, however, were by no means sufficient to accommodate the guests of honor. Rooms of the best category were especially scarce.

Members of the IOC

The OC figured on a need of about 200 beds for the accommodation of the IOC members and the persons accompanying them. They were supposed to live together in one hotel, if possible in an old, established Munich hotel of the first class with a restaurant that could be partitioned off, and with meeting rooms. In October/November, 1969 the OC arranged to lease the entire hotel "Vier Jahreszeiten". It had 252 beds, with offices and meeting rooms in addition.

Several weeks before the Olympic Games, the OC sent out registration forms, with which it wanted to arrange for the number of rooms and the length of time for which they were to be reserved. The hotel price, including two meals, was set by the IOC at 61 DM for a single room, and 105 DM for a double. This was a reduced price, which the IOC members had to pay later.

National Olympic Committees

For the presidents and secretaries general of the NOCs, with one accompanying person each, the OC rented 255 double rooms in the Sheraton Hotel for the period from August 13 to September 12, 1972. For this group of persons, the IOC had set the same room prices as for itself.

In April, 1971 the OC requested all NOCs to make a binding reservation for the length of stay of their presidents and secretaries general. They were supposed

to pay the costs by April 1, 1972 or, at the latest, upon their arrival in Munich. In addition, the NOCs were given preference in booking a certain number of beds for their members through their national booking agencies.

The OC had laid down the quotas for each land. Additional requests of the NOCs could only be filled from the normal allotment of the national booking agencies.

About 110 countries had sent in their requests for reservations up to the middle of April, 1972. The OC paid the entire sum to the Sheraton Hotel in advance. The NOCs transferred about 60% of this amount to Munich. They paid the rest during the Olympic Games. Of the 130 NOCs, 105 lived at the Sheraton Hotel and 20 in the Olympic Village. The remaining five sent neither athletes nor officials to the Olympic Games.

International Associations

The presidents, secretaries general, technical delegates and other important representatives of the international associations of the various sports, a total of about 300 persons, lived in the Hilton Hotel with their accompanying persons. Their thirty-two meetings and congresses also were held here.

Registration and the process of payment were the same as for the NOCs. The technical delegates, whose costs were paid by the OC, were an exception. The OC also offered the participants of the congresses accommodations in hotels or private houses. It arranged for a total of 1,500 overnight stays at a total price of 500,000 DM.

VIPs from Fields other than Sports

In consideration of the difficult hotel situation in Munich during the Olympic Games, the OC also took on the task of finding accommodations for guests of honor from fields other than the sports world. It thereby sought to help especially the foreign embassies in the Federal Republic of Germany.

The OC had to make final reservations for the beds already in fall, 1971 for the entire length of the Games. In part, it also had to pay then. The Foreign Office made available 1 million DM in fiscal year 1971 to rent hotel rooms in Munich for high ranking foreign political guests and to make advance payment. For this amount the OC in twenty-five Munich hotels reserved about 1,000 beds of the first and second classes.

In July 1971 the OC for the first time asked the 142 foreign missions to make known their room requests. By December, 1971 eighty replies came in; by June, 1972 they totaled 125. The OC procured about 750 beds for the foreign guests for immediate payment. It kept a hotel reserve of 200 beds until the beginning of the Olympic Games. During the Olympic Games the OC turned over part of these to the Foreign Office. It offered the rest to the central accommodation booking agency for daily usage. During the Olympic Games the OC and the central hotel booking agency took in about 90,000 DM by renting the reserved hotel rooms.

6.2.6 Transportation

The OC provided a car with chauffeur for every IOC member at the Hotel "Vier Jahreszeiten". The president and secretary general of each NOC had one car with chauffeur in common at the Sheraton Hotel. There was in addition a chauffeuring service with forty cars that was available for short drives between 7:00 A. M. and 12:00 midnight.

The OC provided a car with driver for every president and every secretary general of the international associations for the length of their stays at the Hilton Hotel. The technical delegates of the international associations as well each had a car with driver. In addition, there was a small reserve service for special cases.

Furthermore, buses following a precise schedule drove to the three hotels for the most important social and athletic events.

It could be foreseen that the embassies and consulates did not have enough vehicles for their category G guests, and that the desires of high ranking persons for cars were usually made known on very short notice.

Therefore, the OC set up a special chauffeuring service with thirty autos of appropriate quality to provide transportation for this group of people from August 21 to September 12, 1972. It provided six for certain persons (heads of state, minister presidents, members of royal families) for a longer period of usage. The others were used on a short-term basis. The OC took care of a total of 200 requests for automotive transportation.

The vehicles were equipped with all permits for transit and the right to drive up to the door. The private cars of high ranking VIP's could also park near the Olympic competition sites or drive up right in front of the VIP entrances. However, the OC limited the issuance of these permits: The foreign missions received 140 transit permits and 13 permits to approach the VIP entrances.

For the vehicles of the federal ministries, the Bavarian State Chancellery and the voting committees of the OC, there were 120 transit and approach permits.

For the transportation of particularly endangered high ranking politicians over longer distances, the OC made use of military and border guard helicopters whose missions were directed from a control center.

6.2.7 Information and Escorts

Information Service in the Hotels

Beginning with the middle of August, 1972, the OC set up information stands in the Hotels "Vier Jahreszeiten", Sheraton and Hilton, and staffed them with hostesses from 8:00 A. M. to 10:00 P. M. The duties of the hostesses were:

- distribution of general information material;
- handing out the materials for the meetings of the IOC and the NOCs in connection with the IOC meeting;
- distribution or forwarding of invitations to social events;

- answering of questions concerning all areas of the OC.

There were, in addition, in the hotels:

- distribution shelves for the daily programs and competition results;
- Lufthansa counters;
- a data viewing station and a special post office in the Hotel "Vier Jahreszeiten".

Escorts for the IOC Members

The OC wanted to arrange for personal care by providing a permanent escort for every IOC member and for the widows of deceased IOC members during their stay in Munich. Deviating from previous custom at the Olympic Games, however, these duties were to be taken over not by hostesses, but by male escorts: they were to organize the visits to sports and cultural events, and also give personal aid.

For this service the OC needed about 80 young men: intelligent and dependable, versatile, organizationally talented and with a capacity for empathy. Besides having a broad, general education they were supposed to know something about the Olympic Games and sports in general and, if possible, themselves to be or have been active in sports. They also had to speak English or French perfectly.

Just one month before the beginning of the Olympic Games the OC got into contact with international societies and schools, and with the International Olympic Academy. 150 applications came in. Up to the beginning of August, 1972, the OC chose 80 escorts in accordance with the previously determined linguistic background of the IOC members. In interviews with four applicants at a time, it checked linguistic knowledge, interest in sports, and knowledge of the various branches of sports and of the Olympic Games. Most escorts came from the Federal Republic of Germany and most of these from Munich.

In making assignments the OC was careful that the escort was compatible with the particular IOC member, especially in regard to language.

Beginning on August 7, 1972 the OC gave the escorts a week of training in Munich. This was followed by extensive on-site training: the escorts had to become acquainted with all the sports sites, all essential routes out of Munich and the most important cultural buildings, and be able to reach them by car. They received the most important publications of the OC.

The Olympic service of the escorts began with the arrival of the IOC members on August 14, 1972. During the sports events which the IOC members attended, they were to be in the C area of the VIP stands, if possible. That was difficult for the popular events because of overcrowding. The escorts could take part in the social and artistic events. The service of the escorts ended generally on September 15, 1972.

Originally, the escorts were to receive an allowance of US 6 dollars per day. But since they were mostly students, they received the same salary as the hosts of the national teams: payment was for six weeks.



Escort Service for the NOCs

The OC did not provide permanent escorts for the presidents and secretaries general of the NOCs. They could get hostesses at the information stand of their Sheraton Hotel to accompany them temporarily. In addition, every NOC had its own Olympia attache. He was, in accordance with the IOC Statutes, the liaison man between the OC and his NOC. He was in constant contact with both committees. He helped with preparations for travel and accommodations, as well as by the solution of such problems as might arise.

For their job the Olympia attaches had to know the organization of the Olympic Games and their background. Therefore, the OC regularly sent them informative material very early and trained them at three information seminars:
on October 25, 1971 introduction to their future area of work;
on March 24, 1972 detailed information on the most important areas;
on July 6/7, 1972 a tour of all Olympic sports sites in and around Munich.

Up to the beginning of the Olympic Games, 112 Olympia attaches were named; fourteen liaison men were at Kiel. They received accreditation of category C; thus they could enter the VIP stands of all competition sites as well as the Olympic Village. The accreditation took place from August 13 to August 26, 1972 at the hotel accommodating the NOCs.

The duties of the Olympia attaches during the Olympic Games were quite varied. They were determined primarily by the size of the participating teams. In principle, the Olympia attaches worked together directly and constantly with the chefs de mission. Therefore, they also lived in the accommodations of their countries in the Olympic Village. With a special pass they could drive right up to the aircraft landing at the Riem airport. This also made the customs formalities easier. The OC provided them with a parking sticker for their private cars with which they could drive to the Olympic sports sites and into the Olympic Village.

Escort Service for the International Associations

The OC provided one hostess each for the presidents, secretaries general and technical delegates of all the international associations of the various sports for the length of their presence in Munich. These hostesses were chosen in plenty of time before the Games and given detailed training. In particular, they had to understand the language of the representative of the international association to whom they were assigned. They also had to have an adequate knowledge of the sports involved. The hostesses accompanied the presidents, secretaries general and technical delegates to all the events. It was their duty to solve those problems that arose according to the wishes of the person they accompanied by conferring with the appropriate liaison of the OC. Many representatives of the international associations had such considerable knowledge of languages that the large number of sixty hostesses in all proved to be too many by a third.

Care and Control of the VIP-Areas in the Stadiums

Section directors were in charge of the VIP-areas at the competition sites. Depending on the size of the VIP-area, they were assisted by one to four male protocol aides and protocol hostesses. They were responsible for escorting, ushering and information.

In August, 1972 the OC trained the fifty section directors (military officers) and sixty hostesses in Munich.

Contents of the training:

- instruction on the areas of the organization important for them;
- supplying information for special jobs; precise knowledge of the system of all IDs and badges;
- knowledge of the layout of the sports facilities, their surroundings, parking places, etc;
- instructions concerning the groups of persons to be expected in the VIP-areas;
- information on the various protocol jobs during the Olympic Games.

The OC prepared the section directors for their jobs twice. The training of the hostesses took place in several steps: first of all, all hostesses were instructed on questions having to do with protocol. The head hostesses, together with the section directors, then took over the detailed training of the hostesses.

6.2.8 Security

The OC also made sure of the security of high ranking foreign personalities.

6.2.9 Special Programs

For especially high ranking persons (national presidents, heads of government, members of reigning families), the OC worked out special programs together with the foreign representatives, the Foreign Office, and the security agencies.

6.3 The Congress of the IOC

6.3.1 Preparations

The OC held the IOC Congress in Munich. It began its preparations in October, 1971.

The meetings of the IOC and the NOCs took place in the building of the Bavarian State Assembly (Maximilianeum). A profusion of organizational problems had to be overcome together with the IOC:

- Equipping a press subcenter for the 150 accredited journalists with working areas, a post office, two additional teletypes, twenty telephones and a room for press conferences;
- installation of three, cable-connected, simultaneous translation systems in the Plenary Session Hall and the Senate Chamber for French, English, Spanish, Russian and German, as well as in the press conference auditorium for French, English and German;
- contracting the conference translators;
- regulation of traffic in front of the Maximilianeum;
- organization of the security guard personnel in the Maximilianeum;
- transportation of the participants to the meetings.

The OC trained the hostesses on location. Three head hostesses directed 25 hostesses.

6.3.2 Opening

The Congress began on August 19, 1972 with a festive program in the National Theater in Munich. The members of the IOC and those accompanying them were introduced to the Federal President.

The program of the opening celebration contained: the Olympic Hymn, newly arranged by the OC; speeches by the president of the NOC for Germany and the president of the IOC; the introductory and final chorus from "Carmina Burana" by Carl Orff; "Laser": A light environment for one percussionist and one dancer, by Walter Haupt; the "Hallelujah-Chorus" from the oratorio "The Messiah" by Georg Friedrich Händel.

Among those invited besides IOC members were the presidents and secretaries general of the NOCs and the international associations, leading representatives of the Federal Republic of Germany, of the Free State of Bavaria and of the State Capital City of Munich, as well as representatives from the arts and sciences, and the diplomatic and consular corps. After the opening celebration, there was a reception in the Royal Hall of the National Theater, in the presence of the Federal President, in which 300 people took part.



Text of the speech held by the president of the NOC for Germany, Willi Daume:

"Consider yourselves welcome and let us remember! Karl Jaspers says, 'What and how we remember, and what we therein accept as making valid demands will be decisive for what becomes of us.'

Before the lights over Europe went out on August 1, 1914, the beginning of World War I, there had been events that possessed a special European lustre. To these events belong also the Games of the Vth Olympiad at Stockholm. These were perhaps, in a certain respect, the most Olympic of all, if one may use this superlative form. Sports still had the simplicity of youth, and already possessed the ability to give masterful performances. The Olympic Idea had begun to set out on its flight into the world. The IOC had created so much respect for itself that it was no longer forced to take a back seat with its Games at exhibitions, but could present itself before the public of the world with its own presentation of its goals. These goals were not yet the common property of all nations, but they were believed in by those who proposed them...and this belief was no camouflage net for political, social or material subsidiary aims. These were the Games at which artistic competitions were held for the first time. As is well known, Coubertin himself took part anonymously and won the gold medal; only many years later did this come to light publicly. These were also the Games at which the decathlon in athletics appeared on the program for the first time. Our respected President Avery Brundage took part in this event then, a fact to which I will have to come back again.

Coubertin's contribution was 'The Ode to Sport'. Let me quote a few words from it: 'O Sport, thou divine Faith, thou elixir of Life, thou art Beauty. . . thou art Justice. . . Courage. . . Honor. . . Joy. . . Fertility. . . Progress. . . thou art Peace.' And let me ask now whether this profession of faith is not, in a certain respect, chronologically and emotionally closer to the Odes of Pindar, which the poet wrote 2,400 years ago, than the language and attitudes of our present days. Nonetheless, 1912

and today are separated by only sixty years.

The full score of the Games of 1912 already contains all the essential elements and components as that from which, in seven days, the overtures of the XXth Olympiad will be performed. That which we present is always the same festival performance. The Finnish, Australian, Roman, Japanese and the Mexican Games have differentiated themselves in their external execution only by the personalities of the great athletes and, if I may say so, by the genius loci of the place where they were held. But what has become of the idea that is supposed to express itself through the Olympic Festival Games? Let us for a moment make it clear to ourselves that the Games of 1912 were an expression of the Western Spirit, just as the Games indeed have come from antiquity out of Western thought. I do not want to diminish this accomplishment, but I may be allowed to state that the Olympic Games have since then not only become Games for the world, but that the Spirit of the whole world prepares to spread itself abroad. The Western world on this and the other side of the Atlantic Ocean has, thank goodness, long ago come to the conclusion that it must include in the list of classics not just the Bible and "Arabian Nights"; rather, the literature of the Orient, for example, surpasses its own both in quantity and in originality, and often in authority as well. Not without reason have we therefore decided to make visible the many relations of the contemporary fine arts and music to the great, non-Western cultures of Asia, Africa, Oceania and Indian America in a large exhibition, "World Cultures and Modern Art". We may thereby gain some understanding, but not yet a standpoint from which a spiritual, moral and humanitarian World Idea could develop to support the Games in the modern future. Or dare we think that the modern Olympic Games need neither an idea nor a standpoint from which they should be viewed? Is not the mighty acclaim which the world today renders to them enough? Are not they quite simply justified thereby, that they exist in such a grand form - despite all their weaknesses? I think far too much of the youth of today to believe that such naive argu-



ments could be enough to keep them further committed to the Olympic movement. These young people live in a time in which almost everything that was considered certain and, in part, recognized as valid for centuries, is questioned. They will most certainly not be satisfied with the traditional understanding of the ideals of an Olympic movement, nor with its mere existence. They do not recognize any ideal Olympic world where all is well, and God knows, it does not exist. We have enough to do already just to overcome our own restlessness and insecurity. We know that the records and other results will always be only temporary.

The modern Olympiad, according to Holt-husen, is not a sanctuary, but an experiment.

The IOC gathered here with this festive program begins its 73rd session. The stage is already set for the great festival of games.

The young people have taken up their places, insofar as they were not kept from them by more robust competition. But they also want to know whether we recognize correctly the present in which we live and the movement for which the IOC is responsible. For this knowledge is the prerequisite for planning a future that does justice to reality. There are already intellectual arguments that speak of decay or decline, and recall Theodosius I, who discontinued the ancient Games. But it need not be our destiny to let history repeat itself. We have the possibility to give it a new, and perhaps surprising turn. The time allotted me here is only enough for a partial survey. I am also limiting my stock-taking to non-material areas.

In his sermon on the occasion of the opening service of the Games of 1908, in St. Paul's cathedral in London, the bishop of Pennsylvania coined the familiar quote:

"It's not important whether you win, but how you play the game. "We know today that the opinion of the world is different. The old motto has changed its meaning to its complete opposite.

On the occasion of its 9th session, in the year 1907, the IOC accepted from Count Brunetta the donation of a statue of Pallas Athene which was to be a rotating trophy for the country that had the best results at the Games. At the 21st session, in 1923 in Rome, this rotating trophy and a series of others were recalled, but without much success: one could no longer get rid of the spirits that had been awakened. A way out was no longer possible. But not only Pallas Athene had stirred up these spirits; Coubertin was responsible too, with the best of intentions, naturally. When he introduced the Olympic Oath at the Games in Antwerp in 1920, it was for the honor of one's country and the glory of sports. As you know, a few years ago the oath was changed to a pledge, the country removed from the solemn promise and replaced by the words "for the glory of sports and the honor of our team". In the 1967 edition of the official information publication of the IOC, one may read the following sentences: "The Olympic Games are competitions between individual athletes. . . . The Games are not, and may never become competitions between nations, since that would be the exact opposite of the meaning of the Olympic movement, and would certainly lead to a catastrophe."

Anyone who does not hide his head in the sand must admit that the chart of the

national scores moves men much more than the Olympic ideals from the first day on. It is fitting that an Olympic movement also have an Olympic composure. The comparison of strength belongs, of course, to the nature of sports. Why should there not also be an unofficial appraisal of nations, an evaluation which is of highly questionable value anyway.

How can one seriously want to compare the achievements of the large countries — 200 million Soviet Russians or Americans — with the 4 million Finns or with little Hungary, both such great sporting nations. If the national evaluations are understood as the results of a "friendly match" where a good game is more important than winning, then they could call down no catastrophes. But if the Olympic Games are understood as a pitiless championship competition between nations for their national or societal prestige, a competition that endangers their glory and reputation — then one can no longer speak of an Olympic spirit. For the understanding of the present situation of the Olympic movement, one especially needs a truly accurate stock-taking of the area of high level competition sports. Seen from the anthropological point of view, this is primary. The second motto of the Olympic movement is "citius-altius-fortius" and comes from a friend of Coubertin, the famous Dominican preacher, Didon: it comes then from the spiritual area and is directed at the whole man. High performance sports also have, absolutely speaking, an unmistakable mission. The "star", says the important theologian, Thielecke, "has a deep, human meaning that we can understand above all from the world of the mythical. As a representative of the area near human perfection, he exercises something like a vicarious role vis-a-vis us all."

It would thus be absurd in every respect to join the crusade that has already begun against high level competitive sports, since "not the gilder, but the worshiper makes idolatry", as the Spaniard, Garcia, said. The problem is the abuse, for example, if one interferes with the personality of an athlete by dosages of hormones, or wants to turn a normal man into a giant muscle-man with anabolics. Then one has gone beyond that limit, the crossing of which is an outrage against the man, however glittering the record may be. "He who wants the super-human lands all too easily in the inhuman. "Prohibitions against doping and other things are of little help against such abuses. Only the unshakable will to place the man ahead of national prestige and the friendship among peoples ahead of the national competition, can prevent them.

In this context belongs also the question of amateur status. The one responsible for carrying out the largest amateur event in the world may well be allowed a few remarks. Admission to the Games is, in general, dependent on fulfilment of norms of achievement determined by the International Associations. These norms are so high — and must be so because of the competition — that they can no longer be met by amateurs in the classical sense. It is, plainly speaking, immoral to demand achievements from the young people and at the same time to deprive them of the means of accomplishing these achievements. If one does it anyway, he forces people into dishonesty and makes the entire Olympic movement no longer

credible, not only in the sports world, but lastly before the entire world public. One cannot have his cake and eat it too. One can also not admit highly paid professional athletes to participate in the Olympic Games. One can indeed perhaps solve the social problems arising in this context and thereby more nearly approach the Olympic principle of equal opportunity, while simultaneously forbidding obvious abuses. That would be a reverse principle, like the earlier one that has been in the process of changing since our Luxembourg meeting where social help and equality of opportunity were forbidden and only minor exceptions were allowed. But the future of the Olympics will not come from rules and papers. To recognize its present does not mean, as is considered modern and interesting these days, to notice only the negative tendencies and always see only the shortcomings. It also means to recognize the great possibilities that come to light in the present. In a few days, hundreds of millions of men in the whole world will be moved by the Procession of Nations. And one will not have to be ashamed of that. The Olympic Flame will shine out despite all the modernity of our days, and as a sign that a yearning for peace burns in the hearts of all men and all peoples.

A whisper of agreement will go round the ranks of spectators when the great athletes test their abilities. They will be admired and thanked with cheers without consideration of their race or political homeland. Where else in the world can this happen? Let us at this hour be conscious of the possibilities that are laid in our hands. All those who want to disturb the Olympic Festival throw away, in their own manner, a chance to do something of benefit for the people of tomorrow. But we also have to recognize that the Olympic idea and this festival are always in need of a new understanding of self. 'One possesses of a reality only that which he himself has altered,' says André Malraux. There is as yet no blueprint for the effort to develop those new aspects which are right for us. But a lot more than rules are involved, and the idealism of the Olympic movement depends on more than the amateur status of the old character. It had done its due. Let us recall that Coubertin said already in the first years of this century that one could not call a church officer an unbeliever just because he was supported by the faithful. So even an athlete who is of necessity supported by the Olympic community can be an exemplary carrier of the Olympic idea. But what he needs to justify to himself his still greater sacrifice is a higher meaning than a mere victory can be. So let us give the Olympic victory the meaning of victory for peace among peoples, and thereby a high rank among the values of this earth. This duty is branded into the body of the Olympic movement. But it must include the awareness that one does the worst disservice to this wonderful movement when he makes unreasonable demands on it. It can make a contribution for the good in its field, perhaps only a modest one: but that is already something, with so many things wrong in the world. But it is not capable of eliminating the great political, economic and social contrast of this world. Whoever tries to use it for these ends misuses it. We experience

in these days such a grave misunderstanding. One does not approach understanding among peoples when he demands the impossible of the Olympic movement, but when he understands it as the opportunity to practise harmonious agreement despite remaining contradictions. So let all those who speak out for more vigorous methods realize that they do not aid our cause and do even less for their own. Finally, I think that the sixty years of history from the Stockholm to the Munich Games teach us the same. In those years changes have taken place in all areas of life such as hardly occurred in 600 years before. At the head of the Olympic movement there still stands a man who took part at Stockholm in the first decathlon in the history of the Olympics, and has stood at the rudder of the Olympic movement for twenty of the most turbulent of these sixty years, Avery Brundage. In a short while, he will be taking his hands from the guiding rudder of the Olympic movement. Here is not the place, and mine is not the office to acknowledge the accomplishments of the retiring president. But in closing I cannot completely bypass the personality who has contributed the most to the fact that, in these twenty years, the future of the Olympic movement has not been lost. Often reproached as insensible and as opposed to progress, he has stood up against the material and also political — in the sense of an abuse — false spirit, and thereby again proved himself to have a much broader flexibility than many of his critics. He had rejected all rash proposals for reform and refused cheap, perhaps easy and popular recipes. He turned a cold shoulder to all temptations to throw idealism overboard and give the green light to commercializers and record worshipers. He has held together the core of that which represents the Olympic movement up to this day, up to the hour when meaningful reforms are now possible, because, to quote from the book of books, "Now is the acceptable time," because now the knowledge that a renewal is necessary has become common knowledge. So he will stand in the history of the Olympics like a pier of a bridge, like a pier over which the path leads from yesterday to tomorrow. Just as, once in ancient Rome, the Senate expressed the highest honors with the simplest words, so let us now acknowledge that Avery Brundage has done a lot for the Olympic movement and deserves recognition. And if anyone wants to hope in the Olympic movement, that hope, I believe, will have to tend in the direction of his example."

Text of the speech of the president of the IOC, Avery Brundage:

"The Games of the XVth. Olympiad were held in the smallest country and the smallest city yet. Whoever was lucky enough to be able to take part in those Games at Helsinki will never forget their magic. At that time, I was entrusted with the leadership of the Olympic movement and elected president of the IOC.

Since then, five Olympiads have come and gone; gratefully and with appreciation, I was allowed to experience the constant support of the IOC, and cooperation with the great international sports associations and the many NOCs scattered over the five continents. Today, after twenty years, I must say good-bye. What has happened in the interim, and where does the Olympic movement stand today?

The Games of the XVIth Olympiad in 1956 in remote Melbourne, 10,000 miles distant from the next continent, represented the best investment Australia ever made. After a visit to offer the challenge and to spur them on in the year 1955, our Australian friends put on these Games with great success. Four years of positive, world-wide Olympic publicity: an enumeration of positive achievements in contrast to the reports of crime, war, political machinations and catastrophes that were disseminated in the news media, led to increased immigration and expanding tourism. The economy and industry were stimulated, and not only Australia, but the lands of the entire South Sea area were increasingly integrated into the modern world of the 20th century, so they were not just our antipodes. The upward development of this area has never since then ceased.

Due to a shortage of funds, Rome was forced in 1908 to relinquish the Games of the IVth Olympiad to London, and had to wait fifty years before a new opportunity offered itself. In the year 1960, the Games of the XVIIth Olympiad were held there with the dignity that befits the Eternal City.

Thus, another chapter was closed. Since Tokyo in the year 1940 could not carry out the already promised Games because of the international situation, the city renewed its invitation after the war, and the Games of the XVIIIth Olympiad in 1964 were entrusted to it. Tokyo was very proud to become the capital city of the sports world, and was able to accelerate its urban development by ten years. The city was practically newly rebuilt and will thereby always be more attractive and more efficient. When the 60,000 tickets for the opening ceremony were offered for sale, there were already 3.5 million orders. Believe it or not, 3 billion dollars was spent: not just for the carrying out of the Games themselves, but in the broader context.

You will excuse me if I speak of dollars in connection with the Olympics, but we live in a materialistic world and money is one of the standards for the significance of this colossal undertaking of public benefit. In the same measure, Japan will one day reap a multiple of its investment in material and intellectual benefits. Without doubt, the application of Olympic ideas, which Japan had attained through its participation in Olympic sports after its acceptance into the Olympic family in 1912, contributed to the remarkable economic progress of this country after the war. These Games, held in Asia for the first time, have awakened interest in the Olympic movement on the whole, giant continent.

Because we accepted the invitation to the Games of 1968 from Mexico City, a third world city situated at an altitude of 2,000 meters, we attracted public criticism to ourselves. But the IOC was convinced that Mexico City would be capable of holding the Games in accordance with Olympic norms. We had to travel to Mexico often, but our confidence was justified. The Games of the XIXth Olympiad set new records, not only in respect to the competitions, but also by their scale and grandeur. The self-assurance of these peoples was strengthened, and practically all Latin American countries were proud that one of them was capable of organizing this huge and expensive event just as well as the other capital cities of this world.

The Games have, of course, continually gained in success and splendor: but no

one can claim that everything has always been so simple.

The 1956 Games were endangered for a while by the uprising in Budapest, and shortly before their opening, war was threatened by the seizure of the Suez Canal by Egypt. Many NOCs had reservations about letting their teams travel such great distances in such dangerous times. The following appeal, which called for participation in the Games, was published: 'Every civilized man is horrified by the brutal action in Hungary, but there exists, nonetheless, no reason to disrupt the basis of international cooperation and good will of the Olympic movement. The Olympic Games are competitions between individual athletes, and not between nations. We hope that all who have withdrawn their registrations for the Games at Melbourne will again reconsider this step. In the imperfect world in which we live, precious few international competitions would take place if the participation in sporting events were interrupted every time politicians offend against the laws of humanity. Is it not better to continue the events, and to extend the spirit of athletic competition to other areas?'

The result was that 3,184 competitors, from 67 nations, came.

While Tokyo was preparing itself for the Games of the XVIIIth Olympiad of 1964, it became necessary to suspend the Indonesian Olympic Committee, since political difficulties had developed from the Asiatic Games which were held in Djakarta. Irritated, the Indonesian State President Sukarno, founded the organization GANEFO - The Games of the New Emerging Forces, as he named it. No one could be offended by that since "the more sports, the better" is one of the aims of the Olympic movement. Nonetheless, Sukarno linked with this announcement the political statement that the existing world organization of sports was obsolete and needed to be reformed from the ground up. 'Sports and politics belong together,' he said, and 'international competitions must be in the hands of governments.' His statement signified a denial of the most fundamental and important principles of the Olympic movement, since then only the largest and most prosperous nations would win the Games of necessity. The international sports associations and the IOC immediately issued a statement that no participant would be permitted to take part in the Olympic competitions, which meant the end of this affair. As an international athletic competition it was a farce, and it has not been repeated since.

The South African Olympic Committee, which was excluded from the Games, of 1960 and 1964, after energetic efforts, finally succeeded in convincing its government to allow an integrated South African team with black and white athletes to travel in common, to live together, and to wear the same uniform. This was followed by an invitation to the Games in Mexico. This led to a bitter, world-wide dispute that not only threatened to disturb the Games themselves, but also to split the world of sports. It soon became clear that it was not wise for the South African team to come to the Games because of the international climate with its unrest, demonstrations, and even attempted murders, so the invitation was withdrawn. The crisis was able to be resolved without breaking the Olympic rules.

I take pleasure to be able to report that, during these five Olympiads, the cultural aspect of the Olympic program has continually increased in importance. Its aim is to call attention to the Olympic idea of the whole of man, his spiritual, intellectual, and physical development. Exhibitions and programs were carefully put together, illustrated catalogs were published. At the Games in Mexico, the program extended over an entire year and meant a lasting enrichment of the entire population. In Munich, a traditional cultural center, this part of the program is also given such importance.

The doors are open wide and the barriers have fallen - for girls and women, half of the world's population, new areas of activity have opened up, they participate in most sports. Even Mohammedan women, who once lived fully withdrawn, as well as Chinese women, who had bound and mutilated feet until not too long ago, participate today.

A few generations ago this was still unthinkable. The sheltered and protected woman of times past today participates in races, runs Marathons and swims the English Channel in record time. Just think of the charming, young Mexican girl who ran the course round the stadium and up the ninety step with ease to light the holy Olympic Fire for the 1968 Games. International athletic competitions, once more or less reserved to the white race, stand open today to all mankind. The barriers have fallen and the opportunity is given to people of all races to show their ability in the sports events with full equality.

The heresies of the medieval Church, which prevailed in all education, and which considered athletic games and physical training as frivolous, if not harmful to spiritual development or even injurious, are today recognized as being completely misguided. The popes of the 20th century considered it worth the effort to address themselves to this subject, and there are today many church organizations which have their own sports programs. Even if religious interest has decreased at the present time, one should be aware of the high ethical principles on which the growing Olympic movement is founded.

The military, which once looked upon sports and games as an activity for children and a waste of time, today has a different opinion based on its experience with athletically trained soldiers — and all armed forces since support a general, compulsory sports program. International organizations have been founded, in which scholars, sports experts and doctors participate, to study the effects of competitive sports on the human body, and to determine the ability for maximal enhancement. We are already making use of their proposals in regard to the improvement of hygiene and nutrition, as well as methods of increased physical fitness training — and they are just beginning with their work. In 1952 the Soviet Union and the countries of Eastern Europe, which were, at first, hostile to the Olympic movement, were accepted into the Olympic family, after they had shown themselves ready to follow the Olympic rules like all the others. Despite the cold war and the ideological differences, understanding between East and West prevailed on the sports fields, and at the moment there are more than 130 NOCs which promote and protect the

Olympic movement. The problems of the countries divided by the war, which could not be solved by the politicians, were overcome. Up to the time that the German Democratic Republic was recognized according to the Olympic rules as a separate unit, a unified German team of East German and West German athletes marched in the same uniform behind the same team captains, and only one flag was raised during the last four Olympiads, to the wonder and astonishment of the politicians of the world. Under the patronage of the IOC, and based on the harmonious cooperation of the great international sports associations and the NOCs regional games are held at intervals of four years in the western hemisphere, in Asia, in Africa, in the Mediterranean area, and in various other parts of the world.

In most sports, national championships are held, as well as continental championships on all five continents. Today, the amateur sports program encompasses millions of participants of all lands.

By following its rules, the Olympic movement achieved great significance, and belongs today to the most important social forces in the world. What other event is followed with such exclusive interest and is so broadly disseminated by television transmission? Today the Olympic movement is strong and healthy. It is founded on equal opportunity and full equality. It promotes the amateur's striving for perfection of achievement. It is destined to develop international friendship and cooperation, to build a more pleasant and more peaceful world. It supports the demands of the dissatisfied younger generation who abhor war, injustice and the materialism of society as the inheritance of their ancestors.

The bigger the success of the Olympic movement is, the stronger, ironically, are also the commercial and political involvements. "Olympic" is today a magic word, and without question, many will try to use it to their own advantage. The Games enjoy the admiration, esteem and support of the public because they are idealistic and free from political and materialistic symptoms.

Nevertheless, in most countries only the governments are able to provide the necessary capital for the carrying out of the games. There is no longer a Sukarno, but there will always be politicians who will try to draw the Games into their sphere of influence. The NOCs must remain free and independent; otherwise, they cannot function in accordance with the Olympic rules and they lose their recognition. The Games must remain the opportunity for free competition between athletes, and may not become politically controlled contests between nations. Should the Games become contests between nations, that would be the end of them. Is it then at all possible that a country of three or four million inhabitants participate on the same basis as one that is ten or twenty times bigger? If a nation cannot participate because it has no NOC public opinion will soon demand a remedy.

When the Olympic Games were brought to life again in 1896, there was very little organized professional sports, or none at all. A result of this revitalization was that public interest in many sports was increased to such a point where they were commercialized through and through at their highest level, and became a part of the

entertainment industry. Here are involved the sports that cause the greatest difficulties. For many years we tried to preserve the amateur status of the Olympic Games, but under the present circumstances, this is no longer possible. Every land wants to let its best team participate in the games, and so constant squabbles over admission are unavoidable. That is especially the case with the team contests where national prestige comes into play. For this reason Coubertin refused to include team sports in the Olympic program. If these commercialized sports are retained within the framework of the Games, it can only lead to greater scandals. It was a grievous mistake when the Winter Games were introduced against the will of Baron de Coubertin. He emphasized that there should only be one Olympiad and that sports which are not practised world-wide should not be accepted into the program. They caused repeated scandals that have injured the reputation of the Olympiads. Hardly one quarter of the 130 NOCs show an active interest in winter sports, and the events became the monopoly of the contestants of a few lands. Experts for environmental protection and ecology protest against the invasion of untouched nature. Alpine skiing has been allowed to become a business to advertise for skiers and skiing equipment as well as for tourist centers. The Winter Games suffered a serious defeat in 1964 in Innsbruck. Despite a subsidy of 240 million dollars from France for the Games in Grenoble in 1968, they did not succeed in recovering and they disintegrated into a half dozen world championships. It is, of course, true that they evoked a great public interest in healthy, invigorating winter sports and recreation, but they will always be of only limited significance. They have fulfilled their purpose; and even the expenditure of 700 million dollars by the Japanese in connection with the excellently organized events in Sapporo at the beginning of this year were able to revivify them for only two weeks. They came to a noisy end and are now ridiculed and made laughable by the world press. May they leave the Olympic stage with dignity in Denver in 1976. The Scandinavians, who were against the Winter Games at the beginning, could again take up their Northern Games, which they organized before the introduction of the Winter Olympic Games. The Olympic entry requirements, which unfortunately are not always followed, have been called into question. The same is true of the Ten Commandments, as well as the laws against drunken driving, which are violated every day of the year, and still no one has proposed to eliminate them. Those who cannot make a profit out of the Games claim that the rules are obsolete. The question of entry is, in reality, a very simple one. There are only two types of competitors - those free and independent athletes who are interested in sports for its own sake and are involved for the joy of competition and enthusiasm for the victory, and those who are involved in sports for financial reasons. (They are employed by those who pay them, and are therefore not free.) There exists general agreement that they could not be allowed to enter the Olympic competitions, and there must be rules that provide for this. The Olympic opportunity belongs only to the amateurs. Professional

athletes are paid anyway. Amateurs supported by the state, incredible scholarships for athletes and other types of dishonesty and swindling must become impossible.

We live in a time of unrest and even of insurrection, in a world characterized by injustice, aggression, protest, unrest, insurrection, violence and war against which all civilized men rebel. Alienating theories, alienated doctrines and peculiar philosophies confuse and alienate men. The world's social, economic and political sickness can be traced to one, single cause: a lack of fair play and of the true spirit of sport within human relations. The meaning of the Olympic movement lies in the fact that its fundamental philosophy is fair play and the true spirit of sport, and it thereby gives all a good example. One must be clear about the fact that the modern Olympic Games are not a public venture. They are the unique and sole conception of Baron de Coubertin, which was entrusted to the IOC for promotion and protection. They cannot be modified with every new mood of the press or the public. No one is forced, just as no one has a right to participate. This privilege belongs only to those who fulfill the Olympic rules. And no particular sport has claim to the right to stand on the Olympic program. Only those are permitted which, according to the views of the IOC, best promote the Olympic idea. Those which can be integrated into the Olympic framework only with difficulty, or not at all, or which do not concur with the Olympic principles, must be excluded. The NOCs, which are responsible for carrying out the Olympic rules, can be reprimanded or even suspended, if they do not live up to their obligations.

It is unavoidable that the ideals of the Olympic movement and the materialism of the 20th century collide from time to time, at a time in which almost everything is measured in money. However, this is still no reason to give up. The rules should be strengthened, and still more energetically enforced. The Olympic Games must be preserved as an oasis of friendship, where genuine human relations as well as ethical ideals are still cultivated.

The Olympic torch that carries the holy fire every four years from Olympia brightens the path along its course to the place of the Games and enlightens the world for fourteen days with its message of world-wide friendship and cooperation. At the end of the Games, the youth of the world, in whose hands lies the future of humanity, are charged: 'Be joyous and of one heart, so that the Olympic torch will from now on be carried with ever greater zeal, courage and honor for the welfare of mankind during all ages.'

It may be that through their efforts this enlightening fire may gradually spread ever farther from the Olympic sites out to the more important economic and political areas.

Before I close, allow me, on behalf of the IOC, to express our deep recognition to Mr. Willi Daume and his colleagues of the NOC and of the OC, to the mayor and other personalities of the public life of the city of Munich for the excellent organization of these Games of the XXth Olympiad. Since this will be my last opportunity to appear as IOC president, I would like to

express my thanks and esteem to all those who have worked together with me and who have supported me."

6.3.3 Progress

The progress and organization of the session proceeded according to the organizational framework laid down by the IOC Statutes.

The essential results of the 73rd session of the IOC were:
the barring of the Rhodesian team from the Games of the XXth Olympiad;
the election of the new IOC president, Lord Killanin.

Because of the discussions on the Rhodesian question and the incident on September 5th, the OC provided for a short while meeting and deliberation rooms in the Maximilianeum and Hotel "Vier Jahreszeiten". The meetings of the IOC executive board and of the other commissions took place here from August 15, 1972.

- August 15: Meeting of the Admissions Commission,
- August 16: Meeting of the Admissions Commission
- Meeting of the special Protocol Commission
- August 17: Meeting of the Standing Commission for Press and Public Relations,
- Meeting of the Expanded Commission for Press and Public Relations,
- Meeting of the Commission to Protect the Olympic Emblems,
- Meeting of the Joint Commission for the Olympic Program,
- Meeting of the Commission for the International Olympic Academy.
- August 18: Meeting of the IOC Executive Board,
- Meeting of the NOCs.
- August 19: Meeting of the IOC Executive Board,
- Meeting of the NOCs.
- August 20: Meeting of the IOC Executive Board with the NOCs.
- August 21: Meeting of the IOC Executive Board with the NOCs, IOC Plenary Session,
- Meeting of the Medical Commission in the Olympic Village.
- August 22: IOC Plenary Session
- August 23: IOC Plenary Session
- August 24: IOC Plenary Session
- August 25: IOC Plenary Session,
- Meeting of the Chefs de Mission,
- Press Conference.

6.4 Official Social Events

During the IOC session and the Olympic Games, several other official social events took place in Munich and Augsburg, as well as in Kiel.

Events in Munich

- August 18: Dinner arranged by the president of the OC for the executive board.
- August 20: Invitation of the Organization Committee for the XIth Winter Olympic Games in Sapporo in 1972 to a showing of the film "Sapporo 1972."
- August 22: Musical soiree sponsored by the president of the OC for the IOC in the Glyptothek.
- August 24: Festive performance of the 9th Symphony of Ludwig van Beethoven with a reception following in the National Theater by invitation of the Bavarian minister president.
- August 26: Reception of the President of the Federal Republic of Germany in the Antiquarium of the Residence.
- September 2: Invitation of the president of the OC and the NOC for Germany, and of the chairman of the Foundation for Aid to German Sports to the Olympic Rendezvous '72 for Olympic winners, representatives and personalities from sports and public life in the Sheraton Hotel.
- September 9: Reception given by the mayor of the State Capital City of Munich in the Lenbach House.

Event in Augsburg

- August 30: Reception by the mayor of the city of Augsburg with dinner following.

Events in Kiel

- August 17: Reception of the yachtsmen by the State Capital City of Kiel in the "Baltic Sea Hall".
- September 1: Reception by the president of the OC in the open-air Molfsee Museum.
- September 3: Reception by the minister president of the State of Schleswig-Holstein in the Castle of Kiel.

Because of the incident on September 5, 1972, several events were cancelled.

6.5 Ladies' Program

Following tradition, the OC prepared a program for the wives of the IOC members which it coordinated precisely with the official social events: visits to the Munich exhibits and museum, city sightseeing tours, an outing to Tegernsee and to Garmisch-Partenkirchen.

A separate ladies' program was worked out for the wives of the presidents and the secretaries general of the NOCs: an all day bus trip to Chiemsee with a visit to Herrenchiemsee Castle, a half-day visit to the exhibition "World Cultures and Modern Art," and a visit to a Chanel fashion show.

6.6 Unofficial Events

Besides the official events, which were intentionally limited by the IOC, there were many unofficial receptions, cocktail parties and dinners. Organizers were embassies, consulates, sports associations, NOCs, Olympia attaches, and private persons. The OC helped them find suitable rooms and advised them on the preparation of the guest lists.

7

**7.1
In General**

The beginning of the work on the basic planning for the various types of sports at the Olympic Games presumed the decision concerning the program and the period of the Olympic Games.

In its statutes the IOC prescribes which types of sports may appear on the program within the range of the Olympic Games, and that at least fifteen of these twenty-one sport disciplines must be carried out by the organizers of the Olympic Games.

In a similar manner the IOC statutes also regulate the length of the Games. The Olympic Games take place during the first year of each Olympiad and may not be postponed to another year. The exact time within the year during which the Games take place is not defined. Rather, the current OC suggests the time of the Games taking especially weather conditions or other circumstances into consideration. This time period may not exceed fifteen days including the opening day. The time period of the Games can be extended accordingly if competitions would not be held on certain days, e.g., Sundays.

**7.2
The Sports Event Program**

Since the archery and handball disciplines were struck from the program of the Games at both of the preceding Olympic Games in Tokyo, 1964, and Mexico City, 1968, the IOC decided at its sixty-third session during October, 1965 in Madrid that the program of the Games of the XXth Olympiad had to include all twenty-one sports recognized by the IOC.

Correspondingly the City of Munich had certified in its application to the IOC that all twenty-one types of sports would be carried out in Munich.

The twenty-one Olympic sports can be divided into the following indoor and outdoor events:

Indoor Events:

- Basketball
- Boxing
- Fencing
- Weight Lifting
- Handball
- Judo
- Wrestling
- Swimming, Diving and Water Polo
- Gymnastics
- Volleyball

Outdoor Events:

- Archery
- Football
- Land Hockey
- Canoeing
- Athletics
- Cycling
- Riding
- Rowing
- Shooting
- Yachting

The modern pentathlon event consists partially of indoor and partially of outdoor disciplines which are included already in the division above as individual sport events.

The archery and handball events were once again a part of the Olympic program after a long interval. The archery event took place last on the occasion of the VIIth Olympiad in Antwerp in 1920 and handball was a demonstration event during the Games of the XIth Olympiad in Berlin in 1936.

In addition there was still a series of minor changes in the detailed program of the Olympic Games. These alterations were decided by the IOC during its sixty-seventh session in Mexico City in 1968.

It dealt with the following sports events and individual competitions as follows:

Women's Athletics

- 1,500 meter race and the four times 400 meter relay as new disciplines,
- 100 meter hurdles instead of the previous 80 meter hurdles.

Yachting

Admission of a sixth class of boats.

Weight Lifting

The previous seven categories of weight lifters were increased to nine.

Boxing

The previous ten weight classes were increased to eleven.

Wrestling

The former eight weight categories were increased to a total of ten.

Judo

There are now six instead of four weight classes (Tokyo, 1964).

On the occasion of the sixty-eight session of the IOC in the beginning of June, 1968, in Warsaw the IOC once again approved the above changes in the program. There were the additional women's disciplines in athletics as well as the sixth class of boats in yachting. The IOC allowed thereby only one uniform boat for two participants; the IOC left the precise details to the International Yachting Association.

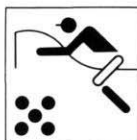
In addition the IOC approved the participation of twelve instead of the previous ten teams in the volleyball event since in this way the game schedule would be less time consuming and could be worked out with a smaller number of games.

The investigation of the IOC in regard to the admission of the canoe slalom and wild water event into the program of the Olympic Games proved especially difficult. Appropriate applications were submitted by the International Canoe Association already in 1967, but were each time postponed at the sessions of the IOC in Teheran, Grenoble and Mexico City in 1967 and 1968.

After the OC had extended its approval to the IOC to carry out the canoe slalom or wild water in Munich or in the vicinity of the Olympic city, in Warsaw the IOC agreed to the selective admission of the canoe slalom or wild water with the condition, however, that this would be only a one-time admission to the program of the Olympic Games. The IOC reserved to itself the final decision with respect to future Olympic Games. The OC was instructed to prove which of the two disciplines ought to be carried out. The final decision regarding the location was foreseen for the next session of the IOC. During the sixty-ninth session of the IOC in Amsterdam in 1970 the IOC decided by a large majority to admit the canoe slalom with three men's events and one women's event into the program of the Games of the XXth Olympiad.



International Amateur
Athletic Federation



Union Internationale
de Pentathlon Moderne



Internationale
Handball
Federation



Fédération Internationale
de Hockey



Fédération
Internationale
de VolleyBall



Fédération Equestre
Internationale



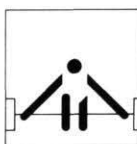
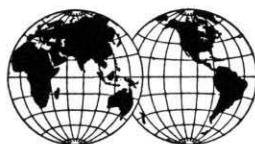
Fédération Internationale
de Basketball Amateur



Association Internationale
de Boxe Amateur



Fédération Internationale
de Football Association



Fédération Haltérophile
Internationale



Fédération Internationale
de Lutte Amateur



Fédération Internationale
Amateur de Cyclisme



Fédération Internationale
d'Escrime



Fédération Internationale
de Tir à l'Arc

Fédération
Internationale
de Gymnastique



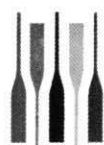
Union Internationale
de Tir



International
Judo Federation



International Yacht Racing Union



Fédération
Internationale
des Sociétés d'Aviron



International
Canoe
Federation



FINA



Fédération Internationale
de Natation Amateur



7.3 Demonstration Competitions
The organizer of the Olympic Games was able to extend the official contest program by as many as two demonstration events according to the version of the IOC statutes that was valid when the Games were awarded to Munich. This possibility was given last at the Games of the XIXth Olympiad in Mexico City. The Sports Commission of the OC discussed in depth at its fourth meeting on October 18, 1969 as to which sports events could be considered for this. The Sports Commission decided principally that on the occasion of the Games of the XXth Olympiad no sport disciplines ought to be demonstrated whose specialized international associations were not recognized at least by the IOC as corresponding to the Olympic standards.

The NOC for Germany had extended four suggestions to the OC. The Sports Commission recommended to the executive board at its seventh session on November 14, 1970 that badminton ought to be presented as a demonstration event in Munich and water skiing in Kiel.

The executive board of the OC followed this recommendation and approved it at its twenty-first session on January 8 and 9, 1971.

7.4 The Entire Time Span of the Games
The City of Munich already proposed the following dates for the staging of the Games of the XXth Olympiad to the IOC in answering the prescribed catalogue of questions: Saturday, July 22, thru Sunday, August 6, 1972 or Saturday, August 26 thru Sunday, September 10, 1972.

The City of Munich had previously examined in depth and correspondingly taken into consideration the weather and climatic requirements on the basis of expert opinions.

It was one of the first tasks of the OC after its founding to decide which of the two periods mentioned would be proposed to the IOC as the final date for the Games of the XXth Olympiad taking other viewpoints into consideration such as vacation time, tourist season, etc.

After obtaining a more comprehensive expert opinion of the German Weather Service and after including a third possible time period between September 1 and 17, 1972, the executive board of the OC at its seventh session on July 15, 1967, unanimously decided to hold the Games of the XXth Olympiad between Saturday, August 26 and Sunday, September 10, 1972.

However, it was clear to the OC that this period of sixteen days could be problematic because the entire duration of the Games permitted by the IOC statutes would be exceeded by one day. The general secretariat of the IOC reminded the OC of this stipulation with a memorandum in the time following. The executive board of the OC thus decided at its thirteenth meeting on January 16, 1969, that it was still not possible to change the entire duration of the Games from sixteen days and presented to the IOC a corresponding petition during its sixty-eighth session in Warsaw in June, 1969 for approval with the following

Because of the admission of the archery and handball events the contest program has been increased to twenty-one sport disciplines so that the schedule of the Games would have to sustain an additional burden.

Within a series of Olympic sports events a number of essential extensions were included with the approval of the IOC since the Games of the XIXth Olympiad in Mexico City in 1968, for example, in the wrestling, boxing, weight lifting and judo events.

Previously the IOC had permitted a total period of sixteen or more days for past Olympic Games, e.g., in Berlin (1936), Helsinki (1952), Melbourne (1956), Rome (1960), and Mexico City (1968) despite less extensive contest programs.































































































































































































The international sports associations also endorsed this petition of the OC and requested the IOC to approve the sixteen days suggested for the Games of the XXth Olympiad.

Aug/Sept 1972			26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10
Une recommandation du CIO, tendant à réduire à 15 jours la durée des Jeux, est actuellement à l'étude.	A recommendation of the I.O.C. for the shortening of the Games to 15 days is at present under review.	Eine Empfehlung des IOC, die Dauer der Spiele auf 15 Tage zu reduzieren, wird zur Zeit noch geprüft.																
Athlétisme	Track and Field	Leichtathletik																
Football	Football	Fußball																
Hockey	Hockey	Hockey																
Aviron	Rowing	Rudern																
Canotage	Canoeing	Kanu																
Tir a l'arme	Shooting	Schießen																
Tir a l'arc	Archery	Bogenschießen																
Yachting	Yachting	Segeln																
Equitation	Equestrian Events	Reiten																
Cyclisme	Cycling	Radfahren																
Pentathlon mod.	Modern Pentathlon	Mod. Fünfkampf																
Natation	Swimming	Schwimmen																
Gymnastique	Gymnastics	Turnen																
Boxe	Boxing	Boxen																
Poids et halteres	Weight Lifting	Gewichtheben																
Lutte	Wrestling	Ringen																
Judo	Judo	Judo																
Basket-ball	Basketball	Basketball																
Volley-ball	Volleyball	Volleyball																
Handball	Handball	Handball																
Escrime	Fencing	Fechten																
28																		

The first time schedule, by days

The general assembly of the IOC at its sixty-eighth session in Warsaw in the beginning of June, 1969 finally approved the time period of the Olympic Games according to the proposal of the OC between August 26 and September 10, 1972.

26.8-11.9.

	26. Sa	27. So	28. Mo	29. Di	30. Mi	31. Do	1. Fr	2. Sa	3. So	4. Mo	5. Di	6. Mi	7. Do	8. Fr	9. Sa	10. So	11. Mo
																	
Track and field																	
Rowing																	
Basketball																	
Boxing																	
Canoeing																	
Cycling																	
Fencing																	
Football																	
Gymnastics																	
Weight Lifting																	
Handball																	
Hockey																	
Judo																	
Wrestling																	
Swimming																	
Mod. Pentathlon																	
Equestrian events																	
Shooting																	
Archery																	
Volleyball																	
Yachting																	

7.5 The Schedule

A balanced, worked out schedule was an important prerequisite for the success of the Olympic Games. Thus the OC, first of all, examined in depth the schedules of previous Olympic Games, especially those of the Games in Rome, Tokyo, and Mexico City. In addition the experiences regarding the spectators' attendance of these Games and the knowledge from transmissions on radio and television were evaluated.

As a result the OC established the following principles for working out the details in the schedule:

- The schedule had to guarantee that the physical burden of the athletes would be kept to a minimum at the Olympic Games.
- Each of the competition days was to be structured so that a balanced relation would result among the contest days. If possible, there should be a special attraction each day for the spectators and finally there should be a noticeable increase in suspense and importance of the contest program.
- The week end in the middle of the Games ought to offer events in almost every discipline in order to give spectators the possibility to experience as many Olympic events as possible according to choice.

From the very beginning the working out of the details of the schedule rested on the basis of sixteen competition days.

7.5.1 The Schedule According to Days

Taking the general basic principles into consideration, the OC worked out the first plan for the schedule toward the end of 1967 and presented it to the Sports Commission at its second session on January 27, 1968.

The OC preferred a division of the gymnastics and swimming events from track and field sports as an essential principle which did not change even to the establishment of the final schedule. In addition even in the first plan for the schedule the OC placed the athletics events in the second week of the Games in consideration of the special popularity of this sport in the host country while the swimming and gymnastics events mentioned above ought to take place during the first week of the Games.

The OC determined the number of contest days in the twenty-one sports events on the basis of experiences gained from the analysis of the schedules from previous Games. The preceding schedule explains in detail the determined days for various Olympic sports events.

In the following time the OC altered this first plan for the schedule after negotiations with the responsible representatives of the specialized international sports associations as much as required.

In this context, the number of athletes expected and for several sports events, particularly those involving teams, the course of the competition had to be considered in detail.

After a second and later a third plan which each included a few insignificant alterations, the general assembly of the IOC approved the schedule proposed during its sixty-eighth session from June 6 to 10, 1969, in Warsaw.

The IOC placed this approved schedule once more in question by the decision to allow only eight participants in every sport involving teams. The IOC formulated this decision during the same session in Warsaw. Finally the executive board of the IOC before the general assembly in Amsterdam in 1970 on the basis of the suggestions of the OC and the international sports associations involved decided, nevertheless, that sixteen participants would be admitted to all team competitions with the exception of volleyball. It retained the decision on twelve men's and eight women's teams in volleyball. The final schedule by days can be pursued in the preceding survey.

7.5.2 The Schedule by Hours

After the sixty-eighth session of the IOC in the middle of 1969, the OC began to develop the schedule by hours in agreement with the national and international sports associations. The first, rough draft for this schedule was presented to the Sports Commission of the OC on the occasion of its fifth session on January 10, 1970.

During the sixth session of the Sports Commission on April 4, 1970 the second draft showed a noticeable improvement since the approval of the responsible representatives of the international associations was available for the archery, fencing, canoeing, modern pentathlon, rowing, shooting, swimming, yachting, gymnastics and volleyball events.

In the course of the year 1970 the OC coordinated the design for the schedule by hours with representatives of the German Olympic Center (DOZ) in reference to the world wide television transmissions foreseen. On April 22, 1970 a programming conference with representatives of European and non-European television companies took place in Munich. The result of this conference induced the OC to approach the international sports associations with a series of requests and suggestions of the television companies concerning the hourly schedule.

Thus it succeeded especially in completely eliminating the overlapping of the athletics and swimming competitions between August 31 and September 4, 1972 by beginning the afternoon athletics events earlier and by postponing the start of the evening swimming events by about a half hour.

The examination of the hourly schedule in regard to traffic also showed that during the peak times each day changes were not needed in the hourly schedule.

The Sports Commission finally approved the schedule by hours during its seventh session on November 14, 1970.

Thus, it was self-evident that only the starting times of the daily contests in the twenty-one Olympic sports were

determined. Only after receiving the numerical reports of every NOC did the OC have a survey of how many preliminaries, qualification, and elimination rounds would have to be accounted for in the various Olympic sports events.

The final hourly schedule based on the numerical reports only could be worked out by the OC about ten days before the beginning of the Olympic Games in agreement with representatives of the international sports associations as the registration of names by the NOCs were available to the OC.

First of all it became obvious that the hourly schedule worked out by the OC in agreement with the national and international sports associations according to the experiences gained during previous Games and the knowledge of the development in individual sports events, in almost every case agreed with the actual registration data which was available immediately before the start of the Olympic Games. Only in the relay races in athletics did the International Athletics Association prefer a shortening of the preliminary and intermediary races to determine the finalists.

The hourly schedule, as it actually proceeded during the Olympic Games between August 26 and September 11, 1972, can be seen in detail in volume 3.

7.6 The Olympic Sports Sites in Munich

The sports sites for each event had to be presented and depicted already in the official application of the City of Munich for the Games of the XXth Olympiad. Thus, in its proposals the City of Munich primarily based itself upon the contest sites which were already available within the city limits; for example, the football stadium on Grünwalder Strasse, the Dante Stadium as an athletics competition site, about twenty municipal sports facilities as training areas, the entire Munich fair grounds with its many halls for indoor sports events, the Dante Swimming Pool for swimming and the Riem Riding Facility for equestrian events.

In addition, the City of Munich proposed the following new sports structures to the IOC:

Olympic Stadium,
a large sports hall,
a swimming hall,
a bicycle race track and
a regatta course for rowing and canoeing.

After its foundation the OC began to examine precisely and individually, proceeding from the suggestions in the application of the City of Munich, how far the proposed competition sites could find unlimited use taking the competition requirements of each discipline into consideration.

In addition it was necessary to develop appropriate space and functional programs for each sports site required, working in close cooperation with the international sports associations involved and in agreement with the respective national sports association. Already at the time when only the first rough sketches of the space and function programs were available, in connection with the first session of the Sports Commission of the OC on November 12, 1966 the OC realized that a number of the sports sites foreseen were not sufficient for the staging of the Olympic sports events. Thus the OC had to examine in depth which contest site would be appropriate for each of the twenty-one Olympic sports.

The OC proceeded from the principle of placing as many competition sites as possible in Olympic Park when determining the location for sports sites. The OC did not do this only to meet the corresponding stipulation in the IOC statutes, but also for the obvious reason that the organization of the Games would have much less to cope with in regard to transportation if as many sports sites as possible were located in the vicinity of the Olympic Village.

7.6.1 The Indoor Sports Events

Olympic Park

The swimming hall and the large sports hall should be constructed on the grounds of Olympic Park within the compass of the architectural competition. The ice sports hall was already available on these grounds, but had to be remodeled accordingly for the Olympic Games.

Swimming

All Olympic swimming competitions, the figure and high-diving events and a series of games in the Olympic water polo tournaments were foreseen in the swimming hall with a capacity of about 10,000 places. The bulk of the games in the Olympic water polo tournament took place in the nearby Dante Swimming Pool which was remodeled as an outdoor pool for the Olympic water polo tournament.

Gymnastics and Handball

The large sport hall with a capacity of 12,000 spectators remained reserved for the particularly popular indoor sports events. All gymnastic competitions took place in this hall during the first week, and thereafter the intermediary and final rounds of the Olympic handball tournament during the second week.

Boxing

The ice sports hall in Olympic Park with room for 7,000 spectators was at first intended to be the location for the preliminary rounds in indoor handball in four groups of four teams each. After the transfer of the handball players to the large sports hall the OC intended to stage the intermediary and final rounds of the boxing tournament here, at least as envisioned in the first plan. However, the experiences gained during the Olympic boxing tournament in Mexico City, 1968 forced the OC to stage the entire tournament in the ice sports hall. The executive board of the OC approved this proposal at its fourteenth session on March 11, 1969.

Volleyball

It was originally planned to hold the men's and women's Olympic volleyball tournament on the fair grounds. After the minimum overhead clearance of the contest sites was set at 12.50 meters at the congress of the International Volleyball Association in connection with the Olympic Games in Mexico City it was discovered that either the halls on the fair grounds were too low or there was scarcely any room remaining for a sufficiently large spectators' stand. For this reason the OC decided to build a double hall in Olympic Park in the area of the future Central University Sports Facility which would have the prescribed overhead clearance of 12.50 meters by lowering the floor of the hall. At its fourteenth session on March 11, 1969 the executive board of the OC agreed to this measure and approved the contest site for volleyball in Olympic Park. Hall 3 on the fair grounds was also foreseen as an additional contest site for volleyball. However, in agreement with the International Volleyball Association the OC succeeded in tightening the playing system so that the entire tournament could be staged in one location if the

total number of matches required was reduced by about 30%.

Basketball

According to the first plans of the OC the Olympic basketball tournament was supposed to have taken place partially in the large sports hall alternating with handball. It was soon discovered that the length of a tournament between sixteen teams demanded a single hall exclusive for this event. Thus the sports commission of the OC already at its third session on February 8, 1969 recommended the construction of a new hall with a capacity of 5,000 spectators. The executive board of the OC followed this recommendation at its fourteenth session on March 11, 1969 and on the occasion of its seventeenth session on November 21 and 22, 1969 designated the property on Siegenburger Strasse as the location for a new hall to be built for the staging of the Olympic basketball tournament.

Fencing, Weight Lifting, Judo, Wrestling

The fair grounds with their numerous halls appeared to be best suited for all remaining indoor sports events. In connection with the application of the City of Munich for the Olympic Games, the Munich Fair and Exhibition Co. Ltd. offered the entire grounds in the condition in which they existed at that time to the City of Munich and later to the OC for use in the framework of the Olympic Games with no strings attached. The fair administration thought that new buildings should be constructed only when the existing situation of the halls could be retained or improved in the interest of the Olympic Games.

Already in 1968 an expert opinion commissioned by the OC in regard to the usability of the halls on the fair grounds showed the unsatisfactory result that only halls 12 and 20 as well as conditionally hall 16 could be considered as suitable for the staging of indoor Olympic sports events.

During its sixteenth session on July 27, 1969 the executive board of the OC approved the space and functional program for the indoor fencing, weight lifting, judo and wrestling events.

During its fourteenth session on March 11, 1969 the executive board of the OC designated both halls 12 and 20 on the fair grounds as competition sites for fencing. It was planned that Hall 12 (Bavaria Hall) would be used for the staging of the Olympic semi-final and final bouts in fencing. The Krone building in Munich with a capacity of only 2,000 spectators was foreseen as the location for weight lifting. As it was discovered that this hall was too small, the OC together with the national and international weight lifters associations inspected a series of locations which could be possibly utilized. Finally it was discovered that only Hall 7 on the fair grounds was suitable for the staging of the weight lifting tournament. The executive board of the OC agreed to this proposal during its seventeenth session on November 21 and 22, 1969. However, Hall 7 had to be completely remodeled for this purpose.

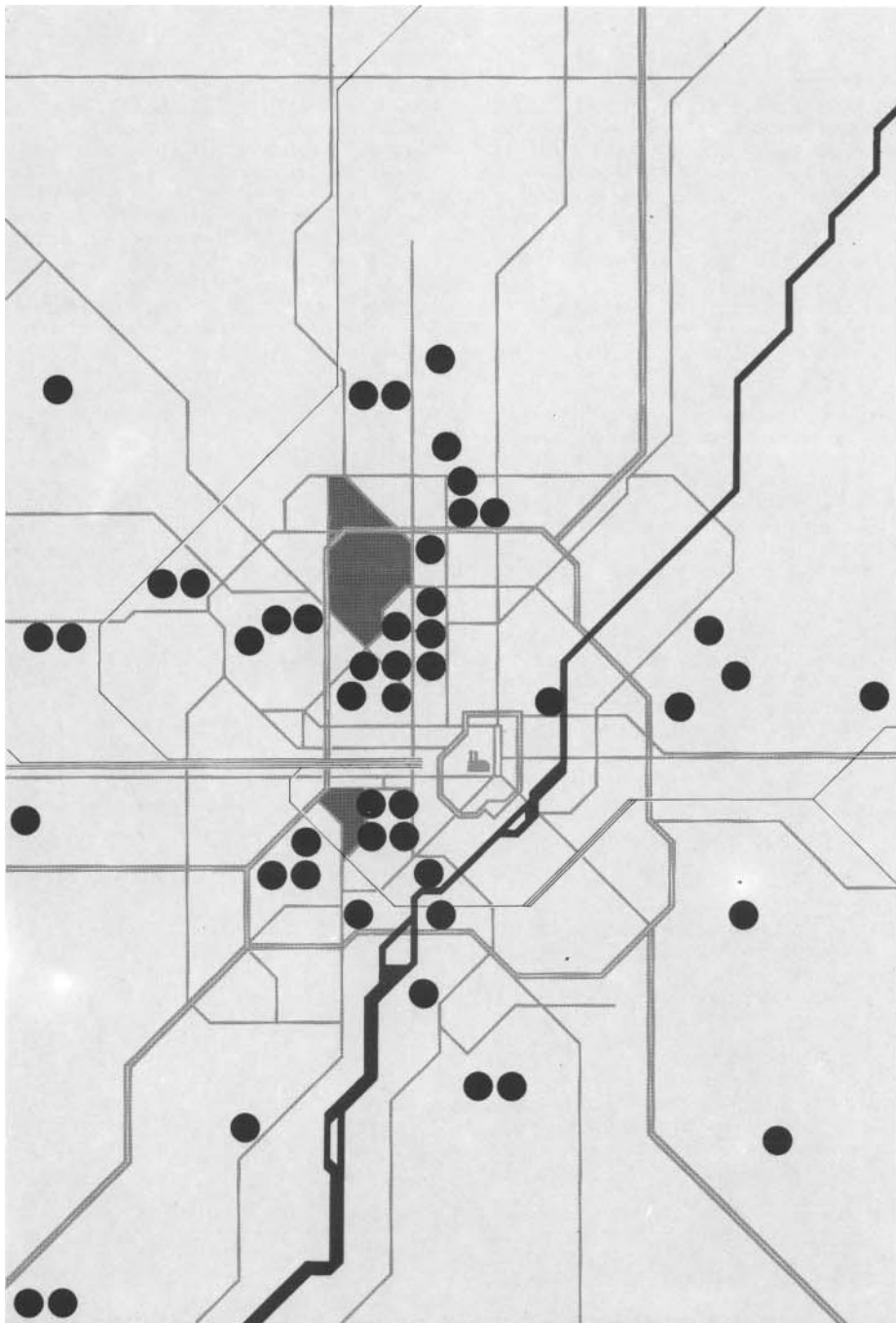
The planning of the OC after presentation of the expert opinion already mentioned concerning the feasibility of the halls on the fair grounds, foresaw a common temporary hall for wrestling and judo. The location was not decided. When the International Wrestling Association required five competition days for each of the two types of wrestling events, it was discovered, however, that both sports events with a total of fourteen contest days could not be accommodated in a single hall. Therefore the OC suggested that Hall 16 on the fair grounds be used for the judo events while a final contest site for wrestling still could not be recommended.

The executive board of the OC accepted this suggestion during its seventeenth session on November 21 and 22, 1969 provided that a competition site for wrestling be found as soon as possible in negotiations with the fair corporation.

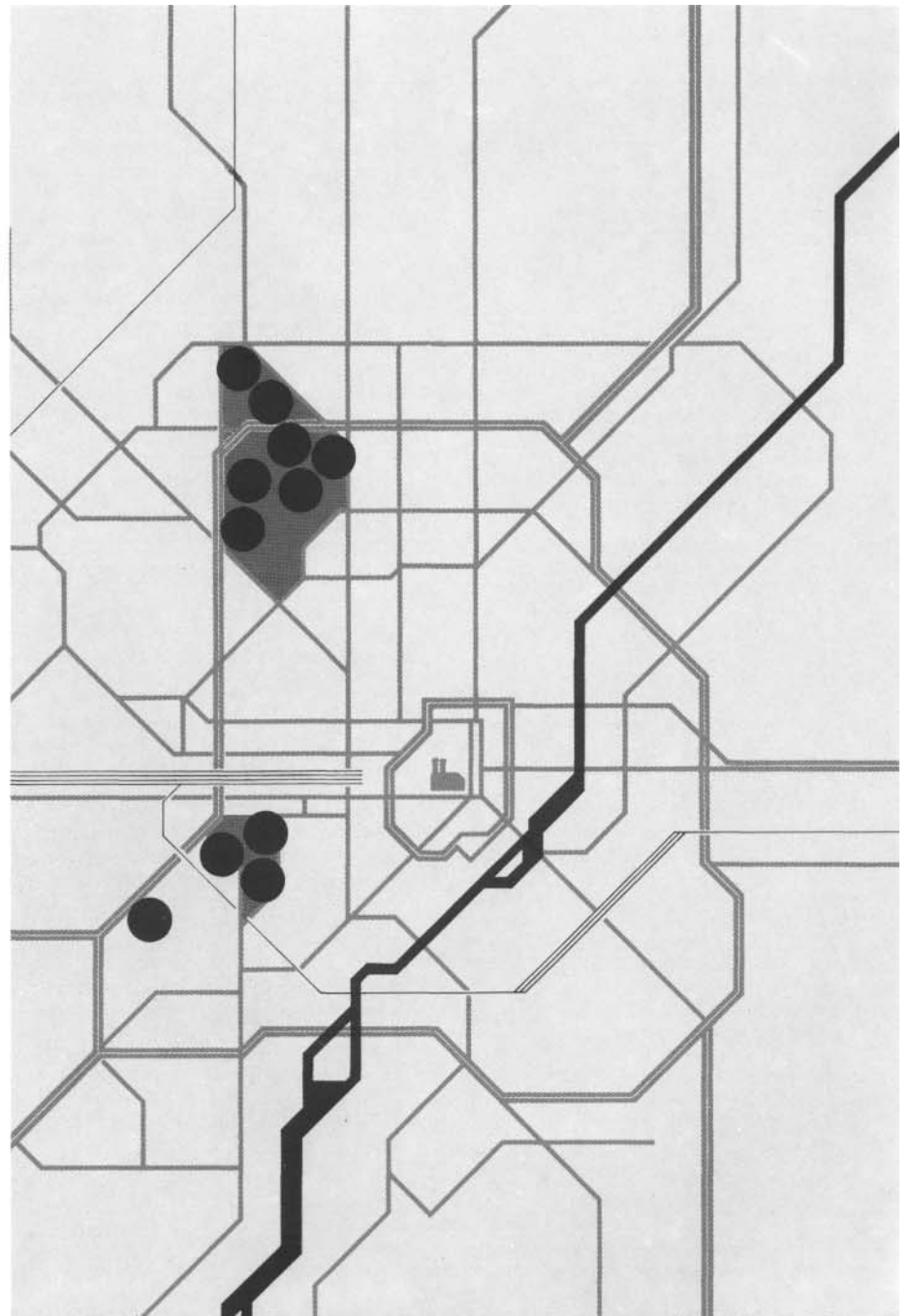
In the following time a series of negotiations which extended until the middle of 1970 took place with the Fair and Exhibition Co. Ltd. and the City of Munich as the main parties. Just two years before the beginning of the Olympic Games time was pressing in regard to determining the location for the wrestling matches. The delays resulted in no small measure from the plans of the Fair and Exhibition Co. Ltd. for a reorganization of the exhibition grounds and thus it feared that the construction of a single new hall might prejudice against all eventually planned building measures. During a very long conference on June 10, 1970 and after extensive discussions and evaluation of possible locations, because of pressing sports reasons the supervisory board of the Fair and Exhibition Co. Ltd. decided to build a hall measuring 70 meters by 80 meters between the existing halls 12 and 16 on the fair grounds.

Thanks to this decision, a site was found for the sport discipline of wrestling. In the meantime a new situation resulted during the sixth session of the sport commission of the OC in regard to judo. Hall 16, which had already been chosen as the location for the Olympic judo tournament, appeared to be too small to the International and National Judo Federation. During extensive negotiations with the International Judo Federation on November 1, 1970 the OC decided that the Olympic judo tournament in the six different weight classes would be completed in six days; on four of these six competition days the newly built hall on the fair grounds for wrestling would be used when there would be no matches; one contest day would have to take place in the basketball hall and one day in the boxing hall (ice sports hall).

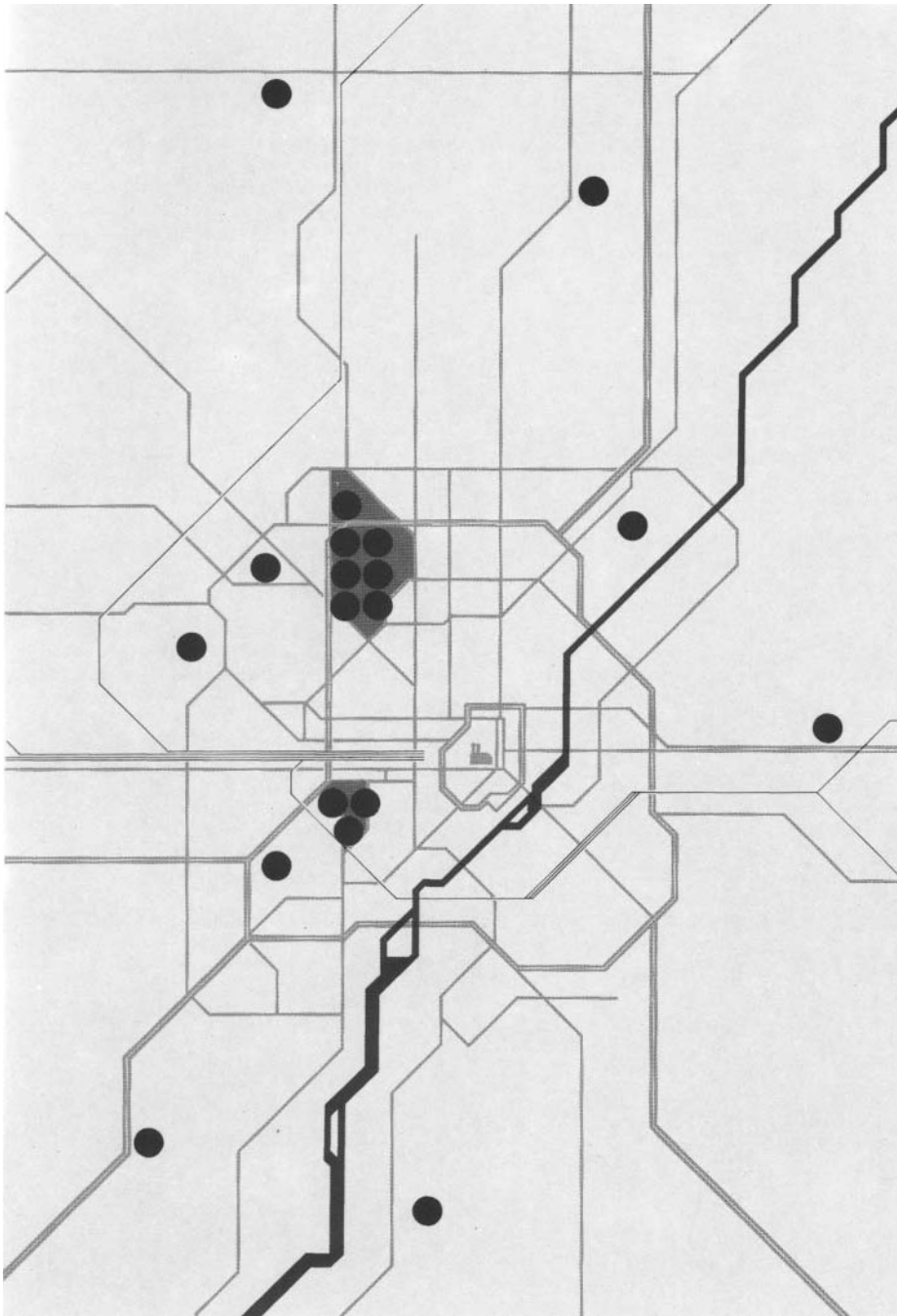
At this time, no other solution could be found since the executive board of the OC could not be expected to agree to building another new hall for the Olympic judo event because of financial reasons and deadlines. After the International Judo Federation agreed to stage its events on six competition days in three different locations, the executive board of the OC finally determined the assignment of contest sites for wrestling and judo during its twenty-first session on January 8 and 9, 1971. Thus every contest site for the ten Olympic indoor sports events was determined finally about eighteen months before the start of the Olympic Games.



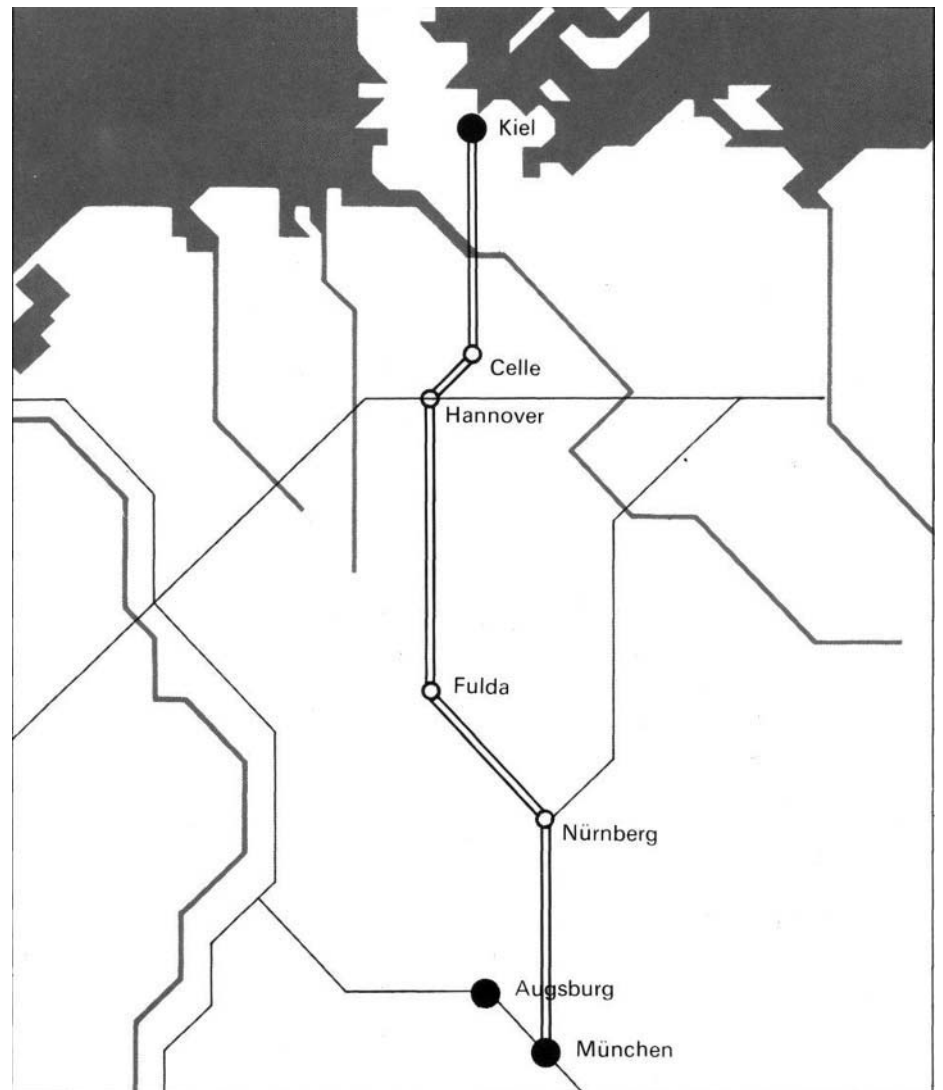
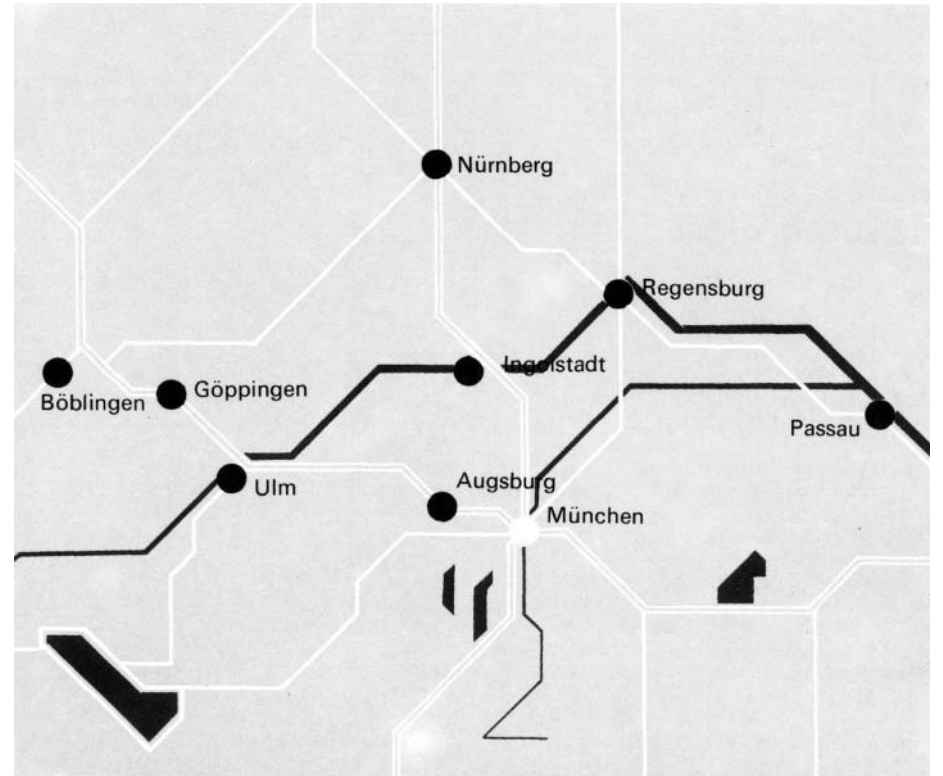
Overall situation of potential sport sites for contests and training in Munich at the time of the city's application in 1966.



The two contest centers at Olympic Park and the fair grounds were exceptionally well accessible by public and private transportation.



The final location of the Olympic contest sites in Munich.



Location of the contest sites for the Olympic tournaments in football and handball outside of Munich.

Situation of the Olympic cities of Munich, Augsburg and Kiel within the Federal Republic of Germany.

7.6.2

Outdoor Sports Events

The most important concern of the OC in determining the contest sites for the ten outdoor sports sites was finding a suitable location. Unlike the indoor sports events for which the location was secondary and only a location close to the Olympic Village appeared to be the principal objective, in regard to outdoor sports events the problem was the location, whereas the appearance of the facility was the general norm.

In the following sections there are individual reports of which viewpoints the OC had to consider and why it decided on locations for various outdoor events in a certain way and not otherwise.

Rowing and Canoeing

A regatta course for rowing and canoeing meeting Olympic requirements was not available either in Munich or in its vicinity. For this reason the president of the International Rowing Association visited Munich even before the session of the IOC in Munich during April, 1966 in order to acquaint himself with the location considered for the regatta course. The International Rowing Association thought that a site to the north of Munich was suitable after extensive inspections of various possibilities.

After getting the Games of the XXth Olympiad the OC in agreement with the City of Munich began to search for a suitable location for the construction of an artificial regatta course. Already during its second session on February 27, 1968 the sports commission of the OC recom-

mended that the location of the regatta course be at Zengermoos, a municipal property about 27 kilometers north east of Munich. Nevertheless it expressed concern whether this site were really suitable especially for post-Olympic use because of technical traffic reasons due to its distance from Munich. Therefore the OC made further investigations during 1968 in the vicinity of Munich mostly in regard to existing bodies of water.

The OC inspected the following bodies of water individually:

Forggensee	Tachinger See
Staffelsee	Staustufe Inn
Riegsee	Rosenheim
Kochelsee	Baggersee
Walchensee	Ingolstadt
Starnberger See	Hopfensee
Ammersee	Weissensee
Wörthsee	Bannwaldsee
Sylvensteinspeicher	Ostersee
Tegernsee	Staustufe Lech
Schliersee	near Schongau
Simsee	Seehamer See
Chiemsee	Staustufe north
Waginger See	of Moosburg

The OC obtained two extensive expert opinions from the Bavarian State Hydrology Station and the German Weather Service concerning the location, peculiarities and wind conditions of each of these bodies of water. In addition the OC informed itself about the existing traffic and railway connections according to distance and traveling time and concerning the ownership of properties bordering on these bodies of water.

Next the OC eliminated each body of water which on the basis of the expert opinion by the State Hydrology Station did not meet the requirements of a regatta course due to its size or existing current velocity. In its judgement the expert opinions by the German Weather Service regarding the wind conditions on each body of water were taken into consideration so that the staging of the Olympic rowing and canoeing competitions would not depend on the current wind and water conditions and irregular decisions would be avoided.

It was discovered by an examination of the ownership relations in regard to properties on the Bavarian lakes that it was almost impossible to purchase about 30,000 square meters of land required for the necessary installations. The inflated property prices would not permit such a purchase for financial reasons.

Thus only such properties could be considered whose wind and water conditions met the requirements demanded by the international sports associations involved and because of financial considerations, whose shores belonged to either the Federal Republic of Germany, the Free State of Bavaria or the City of Munich. These prerequisites were met only by Sylvensteinspeicher and to a certain extent by Schliersee. The OC subjected both bodies of water to a special investigation.

During its eleventh session on June 15, 1968 the executive board of the OC decided to investigate only the Schliersee location further since the Sylvenstein-

speicher did not permit a long term use of the regatta facilities after the Olympics.

The final result of the detailed investigation commissioned by the OC after receiving various expert opinions was that due to the location of Schliersee in the Alpine foothills and the presence of an island in the lake unequal conditions on various regatta lanes for rowing and canoeing due to irregular wind conditions could not be excluded, a situation unacceptable to sportsmen.

The result of the examination of Schliersee caused the executive board of the OC during its twelfth session on September 12, 1968 not to pursue any further projects regarding the use of a natural body of water for an Olympic regatta course because the wind conditions prevailing on every mountain lake did not guarantee the equal competition conditions required for the contestants in the Olympic rowing and canoe events.

The executive board of the OC gave a contract to examine even more intensively the artificial facilities at Schleißheim, Zengermoos and other locations which were being considered in regard to their sporting, technical and financial aspects.

During the following time the OC investigated the two locations mentioned above and in addition a property near Königsdorf in the district of Wolfratshausen located 45 kilometers south of Munich and finally an area in the northern part of Munich at Feldmoching. The investigation by the OC extended to transportation connections, street access.

1968

The following possible sites of the 1972

Regatta course were examined:

- 4 Forggensee
- 5 Staffelsee
- 6 Riegsee
- 7 Kochelsee
- 8 Walchensee
- 9 Starnberger See
- 10 Ammersee
- 11 Wörthsee
- 12 Sylvensteinspeicher
- 13 Tegernsee
- 14 Schliersee
- 15 Simsee
- 16 Chiemsee
- 17 Waginger See
- 18 Tachinger See

1969

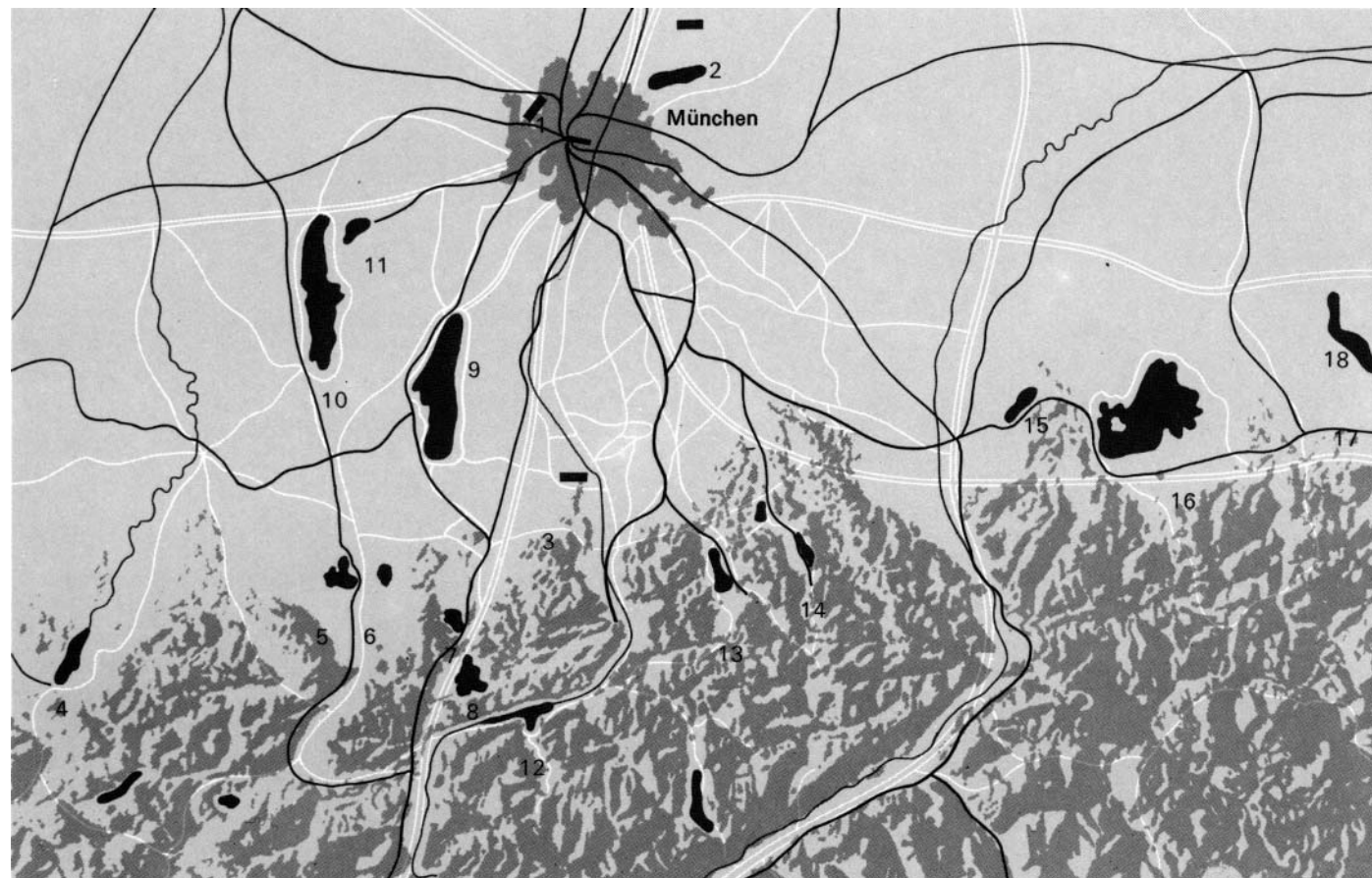
Preliminary decision on the competition sites:

- 1 Oberschleißheim
- 2 Zengermoos
- 3 Königsdorf

April 1, 1969

Final decision on the site of the Olympic rowing competition:

- 1 Oberschleißheim



the necessary expense for acquiring the property and the construction costs.

From a sportsman's point of view all four locations mentioned were suited for the staging of the Olympic rowing and canoeing competitions. At its thirteenth session on January 16, 1969 the executive board of the OC, after an intensive discussion, finally spoke out in favor of the construction of an artificial regatta course in Königsdorf in the Wolfratshausen district.

In the time following it was discovered while working out the details in regard to costs that there were significant increases so that the executive board of the OC at its fourteenth session on March 11, 1969 demanded a comparable cost estimate of the various projects for the sites at Königsdorf and Feldmoching. Simultaneously it was examined whether a connection with the shooting range which was to be built would be more economical, seen as a whole.

In agreement with the OBG the OC worked on this proposal and was able to gain an essential saving in the space and functional plan by eliminating the training side-canal measuring 1,100 meters. The regatta basin was widened from 125 meters to 140 meters to compensate for this. Afterwards the comparable cost tabulation for the sites mentioned resulted also in a financially sustainable solution for the site in the northern city district at Feldmoching. Therefore the OC and the OBG decided on March 24, 1969 to build the regatta course at Feldmoching if the private owners of the 39-hectare site required would sell for no more than 10 million DM. If the owners were not prepared to do so, then the regatta course would be built in Königsdorf.

Since the private owners in Feldmoching remained within the limits defined in their price demands, on April 18, 1969, the supervisory board of the OBG and the executive board of the OC at its fifteenth session on April 29, 1969 finally agreed to the Feldmoching site for the construction of the regatta course. With this the competition site for the staging of the Olympic rowing and canoeing events was definite.

Shooting

The determination of a location for a shooting range demands an especially careful selection above all due to the noise caused and due to the dangerous nature of this event. Very soon it became evident that the extension of a range in a marksmen's club's possession within the city limits of Munich could not be put into reality for these reasons. Therefore the OC inspected a number of areas north of Munich, all of which belonged to the Free State of Bavaria. In addition the OC considered, as mentioned above, building the shooting range in physical proximity to the regatta course if at all possible. It turned out, however, that in view of the final site of the regatta course in Feldmoching a combined location for the competition sites of these two events was not possible.

After intensive discussions the sports commission of the OC during its third

session on February 8, 1969 recommended finding a location for the shooting range in the immediate vicinity of Munich.

Following this the OC examined every location coming into consideration and came to the conclusion that only two areas on both sides of Federal Route 13 north of Munich and south of the settlement of Hochbrück could be considered as a site for the shooting range. A grant of the properties by the appropriate ministries of the Free State of Bavaria or the Federal Republic of Germany could not be achieved before the autumn of 1969. During its fourth session on October 18, 1969 the sports commission of the OC requested the situation of the shooting range on a strip of land in the site of the exercise ground of the German Federal Army south of the settlement of Hochbrück and petitioned for an expedited clarification of the question regarding the property.

The OC succeeded in attaining the release of the property needed on short notice so that the executive board could pass its resolution on the location of the shooting range on the property south of the settlement of Hochbrück during its seventeenth session on November 21 and 22, 1969.

Riding

As a rule the organizer of the Olympic Games needed at least two different competition sites — one each for the dressage event, the three-day equestrian and the jumping event - for the completion of the various equestrian events. At the Olympic Games the team competition in jumping and the "prize of the nations" each take place on the last day of the Olympic Games in Olympic Stadium.

In the application of the City of Munich the grounds in Munich-Riem, to the east of the city and near the airport, were foreseen as the location for the various equestrian events. The investigation commissioned by the OC already in 1968 led to the conclusion that the dressage event should take place in the park of Nymphenburg Palace. This was the unanimous result of a local inspection with the representatives of the national riding association in the middle of May, 1968.

There was unity in the decision to hold the three individual competitions in the three-day event as well as the dressage and the cross country event in Riem.

The individual hedge jumping and the jumping event in the three-day event were to take place south of Oberwiesenfeld where there was an apparently suitable site for the construction of a temporary facility available.

All the horses were supposed to be sheltered in Riem in the stables available there and where additional stables had to be erected if necessary. The sports commission of the OC passed this unanimous recommendation during its third session on February 8, 1969.

Following this the OC worked out the space and functional program for the various equestrian competition sites. In

connection with the approval of the space and functional program the executive board at its seventeenth session on November 21 and 22, 1969 decided once again to reexamine the competition sites for the individual hedge jumping and the jumping included in the three-day event. Due to a series of cost increases in the beginning of 1970 the OC thoroughly investigated whether or not a reduction in costs could be attained by economizing in the space and functional program. In this context the OC considered whether or not a permanent installation in Riem would be more advantageous than a temporary contest site for the jumping event. The investigations and negotiations initiated by the OC lasted the greater part of 1970. After a thorough discussion during the seventh session of the sports commission on November 14, 1970, this group came to the conclusion taking sporting as well as financial aspects into consideration that it ought to create a permanent installation in Riem for the performance of all equestrian events with the exception of the dressage. This conception for the contest and training areas was also a better solution for the organizational operation of the equestrian events. This solution also appeared more suitable for the utilization of the facility after the Olympics.

The OC needed a site measuring some 57,000 square meters for a permanent installation. This property belonged to the Munich Equestrian Club and was already leased to the OC for the placement of training areas.

At its twenty-first session on January 8 and 9, 1971 the executive board of the OC opted for the situation of the riding stadium in Riem on the grounds of the Munich Equestrian Club with the condition that the Free State of Bavaria would lease the necessary grounds to the OC without charge and in addition be able to solve satisfactorily the question of proprietorship for the post-Olympic use.

After the Free State of Bavaria had agreed to purchase the property, the executive board of the OC during its twenty-second session on May 14, 1971 finally approved the riding stadium in Riem as the location for the jumping event in connection with the Olympic Games. In the meantime the OBG had already begun the planning and construction operations due to pressing deadlines.

The OC had its eyes set on a property east of Riem for the steeplechase within the three-day event after experiences at former events. Already during its third session on February 8, 1969 the sports commission of the OC recommended that the executive board accept this rough plan which would then be completed in the following time in its details in agreement with the national and international riding organizations. The executive board approved this suggestion at its fourteenth session on March 11, 1969.

Hockey

The OC had to prepare a total of five playing fields and a reserve field for the Olympic hockey tournament. A facility of this large size was not to be found in Munich in any one place. Therefore the OC with the consent of the City of Munich next investigated two closely situated municipal sports facilities in the south of the city about 13 kilometers away from the Olympic Village. There were two hockeyfields already on hand here and the others could be constructed.

Since the cost of a suitable hockey facility within the borders of these two municipal sports facilities was not insignificant, the OC also contemplated whether it would be able to find sufficient room in the northern section of Olympic Park for the construction of a temporary facility for completing the Olympic hockey tournament. Since about fourteen grass playing fields were foreseen for this section of Olympic Park, this idea appeared to be feasible. In addition this arrangement immediately next to the Olympic Village had significant advantages for the OC in regard to organization. After consultations with the National and International Hockey Federations and after detailed comparative calculations of the costs of both projects, the sports commission of the OC during its fourth session on October 18, 1969 recommended that the six hockey fields planned should be built in the northwest section of Olympic Park in the area of the Central University Sports Facility.

During its seventeenth session on November 21 and 22, 1969 the executive board of the OC did not accept this recommendation but rather postponed the decision concerning the competition sites for the Olympic hockey tournament. The board demanded still another detailed cost comparison between the temporary facility in the northwest section of Olympic Park and the possible permanent facility at both of the previously mentioned municipal sports fields.

The cost comparisons investigated by the OC showed that just a little more than three million DM would be needed to build the facility in Olympic Park while the cost for the construction of the municipal sports facilities was cited by the City of Munich at more than eight million DM. Thus the sports commission at its fifth session on January 10, 1970 repeated its recommendation to construct the Olympic hockey facility as a temporary facility in the northwest section of Olympic Park. At its eighteenth session of January 23, 1970 the executive board now unanimously agreed to the proposed location.

Archery

For the first time in fifty-two years did the IOC put archery back on the program of the Olympic Games. It was presumed in the application made by the City of Munich that the existing facilities in Munich for this event could be used during the Olympics. A municipal sports facility was foreseen for this. Nevertheless, very soon it was discovered that a much larger area was needed than was to be found in an ordinary sports facility. Thus after a tour of possible sites with the

president of the International Archery Federation the OC chose two apparently suitable areas in the English Garden.

The International Archery Federation rejected one of the proposals because a creek flows through it. Thus at its fourth session on October 18, 1969 the sports commission recommended the Werneck Meadow in the English Garden as the contest site where the facility would be only temporary. The executive board approved this suggestion during its seventeenth session on November 21 and 22, 1969.

When the OBG presented its first plan for a design together with a cost estimate for the archery range to the OC on July 16, 1970 it was discovered that this temporary facility would cost 3.1 million DM. Thus the OC appealed to the OBG to redesign the plan and strive for a total cost of 500,000 DM. After numerous revisions the OC finally had a design costing about 720,000 DM in April, 1971. During its twenty-second session on May 15, 1971 the executive board repeated its decision to stage the Olympic archery tournament at the temporary facility in the English Garden (Werneck Meadow).

Football

Usually the Olympic football tournaments are carried out both in the Olympic city and in other cities as well so as not to compete with the other Olympic events. The sports commission of the OC at its fourth session on October 18, 1969 recommended Olympic Stadium as the sports site for the football games in Munich. Nevertheless when drawing up the schedule the OC had to notice the division between the athletic events and the games of the Olympic football tournament.

The executive board of the OC approved this at its seventeenth session on November 21 and 22, 1969. In connection with the drawing up of the hourly schedule the OC tested the resistance of the grass in Olympic Stadium both in regard to the eleven matches planned and to the athletics events since the hammer throwing, discus and javelin events also affect the grass playing surface. There was also the possibility that long rainfalls could not be excluded. Despite these difficulties the OC remained determined to hold all of the Munich football games of the Olympic tournament in Olympic Stadium. The executive board ratified this when it approved the schedule by hours at its twenty-first session on January 8 and 9, 1971.

Athletics

Even in its application the City of Munich left no room for doubt that the heart of the Olympic Games — the athletic events — would be held in the newly built Olympic Stadium.

Already in 1966 the City of Munich undertook an architectural competition for the entire area of Oberwiesenfeld, now called Olympic Park. Olympic Stadium was one task in this competition among many others.

The OC still had to determine the route for the Marathon event as well as the routes for both walking events (20 and 50 kilometers) as an important duty within the compass of staging the Olympic athletic events.

The necessary investigations and plans were made in agreement with the Olympic Commission of the National Athletics Association. The results of these investigations were first presented to the sports commission of the OC at its fifth session on January 10, 1970. The commission unanimously agreed that both walking events should begin and end in Olympic Stadium. As at the 1960 Olympic Games in Rome there was a consideration of putting both the start and the finish lines of the Marathon event outside of Olympic Stadium. It was also clear to the sports commission of the OC in regard to the routes for all these individual events that these routes should be chosen within the Munich city limits as far as possible.

In 1970 the OC investigated a number of possible routes within Munich whereby traffic conditions would also be taken into consideration in addition to the OC's timetable. In March, 1971 two qualified representatives from the International Athletics Association viewed the routes for the Marathon and the two walking events and agreed to their path through the center of Munich.

The route of the Marathon event appeared in detail as follows:

It was a circular route of which 18 kilometers or 43% of the entire route passed through parks, e.g., Nymphenburg Palace Park, Hirsch Garten and the English Garden. About 11 kilometers (or 26.5%) of the route were streets with green areas. 7.5 kilometers (15%) of the route consisted of streets in the inner city, around 3.8 km (9%) were on streets in outlying sections and finally 1.7 km (4%) was within the Olympic grounds.

The OC set up the following routes for the walking events:

20 km walk:

A circular route in a residential area with little traffic about 2.5 km southwest of Olympic Stadium. This route had to be covered five times. It was three kilometers long.

50 km walk:

This was a circular route through Nymphenburg Palace Park. It also had to be covered five times. The path to and from Olympic Stadium was the same as that of the 20 km walk.

The sports commission of the OC approved these routes at its eighth session on July 26, 1971 and agreed to the measures demanded by the International Athletics Association in regard to the halting of traffic along the Marathon route because of exhaust fumes.

Cycling

The cycling event was divided into track and street events.

Track Events

The construction of a new cycling race track on the grounds of Olympic Park with a capacity for 10,000 spectators was provided in the application of the City of Munich. Thus this facility was also included in the announcement of the architectural competition for Olympic Park. In addition the OC investigated whether or not the existing Amorbahn cycling track could be appropriately remodeled and be used as the contest site for the track cycling events. These investigations soon proved that the construction of a new facility was unavoidable. This was certified by the executive board during its twelfth session on September 9, 1968 with an appropriate motion. The executive board had further decided to roof the cycling race track as much as possible so that the spectators and the track itself would not be molested by rain or snow. This was to insure an optimal use both during and after the Olympics in regard to changing weather conditions.

During its third session on February 8, 1969 the sports commission recommended that for reasons of economy and due to its already sufficient size the spectator capacity be reduced to 5,000 places. The executive board approved this recommendation on the occasion of its fourteenth session on March 11, 1969. The entire capacity was divided into 2,500 seats and standing room for 2,500.

Street Events

The organizer of the Olympic Games had as a rule, to offer two routes completely different in regard to difficulty for both streets events - the 100 km team event and the 180 km solo event. A circular course of either 25 or 50 km in length is desired for the team event. This course should be as level as possible. On the other hand the solo event course should be arranged also as a round route but should possess special degrees of difficulty in regard to the course route and noticeable variations in elevation.

On the basis of this reasoning the OC endeavoured to find routes which were as close to Munich and the Olympic Village as possible. It was obvious from the very beginning, however, that the start and finish lines could not possibly be located within the city limits or in Olympic Stadium.

In agreement with representatives of the International and National Cycling Associations the OC chose the following routes which the sports commission unanimously approved at its fourth session on October 18, 1969:

Solo cycling event (circular course of about 23 km to be covered eight times). The start and finish line was located at the entrance to Grunwald south of Munich. The course proceeded from here about one kilometer to the center of town on a declining pavement. From the center of town the route led down to the Isar River (6 to 14% decline per kilometer). The road then climbed 1.5 km in sharp bends (between 8 and 12%). Near a railroad crossing (not that the tracks had to be crossed) the route reached a well-paved highway where an incline of 8 to 12% over a distance of about 3.5 km had to be overcome. Once again, the route crossed the Isar. Then it entered another climb with sharp bends for about four more kilometers with an incline between 8 and 12%.

Next a six-km stretch with a slight decline had to be covered and then the course proceeded mostly on level ground. The stretch was also level as far as the finish line in Grünwald, exactly as the finish straightaway which extended two kilometers.

The road was between eight and eleven meters wide, but was less than eight meters in a few places. The finish straightaway itself was 8.5 meters wide. The road was paved with asphalt. 60% of the entire route led exclusively through heavy forests.

Team routes

The starting and finish line was located near the Munich-Lindau autobahn starting south of Munich near the Fürstenried section. The route was set up on one side of the autobahn. After 25 kilometers the teams crossed to the other side of the autobahn over a specially constructed turn and then proceeded in the opposite direction back to the starting and finishing line. The course had to be covered twice.

Modern Pentathlon

With the exception of the cross country race the individual events of the modern pentathlon took place in the competition sites for riding, fencing, shooting and swimming, respectively. The OC only had to choose a special route for the final 4,000 meter cross country race. At first it thought that it would choose this cross country route in a wooded area in the community of Grünwald, south of Munich. Then the OC tried the possibility of incorporating the so-called "rubble heap" near Olympic Stadium as the southern limit into the stretch needed for the modern pentathlon so that the starting and

finishing line could be located in Olympic Stadium. The original idea of locating the starting and finishing line in the temporary riding stadium south of Olympic Stadium was dropped when the executive board of the OC at its twenty-first session on January 8 and 9, 1971 changed the location for the riding stadium to Riem. By a proper arrangement of the streets and a few building measures a stretch could be found to which both the National and the International Pentathlon Associations agreed so that the sports commission could approve this particularly popular stretch during its eighth session on June 26, 1971.

Yachting

The determination of the location for the Olympic yachting events and the selection of the regatta lanes required will be treated in depth in chapter 10.

7.7

Contest Sites Outside Munich

Basically the IOC statutes prescribe that all events should take place in or at least near the Olympic city chosen by the IOC. Only in regard to yachting had the OC acknowledged a customary ruling for some time which permits the events in this sport to be held on the open sea which could be quite distant from the Olympic city. This was also true for the first and second final rounds in the football tournament due to its immense popularity. As mentioned above the IOC had just admitted indoor sport handball into the Olympic program before awarding the Games of the XXth Olympiad. The necessity of staging the preliminary rounds outside of the Olympic city had to be considered also for this tournament with sixteen teams. Finally, the IOC at its session in Amsterdam in 1970 finally admitted four individual disciplines in the canoe slalom into the program of the Olympic Games. The IOC had made it known that in fixing the contest sites permission could be presumed from the IOC for the slalom course within a radius of no more than 50 kilometers from the Olympic city.

7.7.1

Handball

Already during its third session on February 8, 1969 the sports commission of the OC discussed the determination of the contest sites required within the compass of indoor sports events. The OC could not base itself on experiences gained at previous Olympiads because handball was appearing on the program of the Olympic Games for the very first time. As mentioned above under "Indoor Sports Events", the OC considered holding the preliminary rounds of the Olympic handball tournament in the sports stadium - the later boxing hall - in Olympic Park. The sports commission passed the corresponding motion to this effect at its third session.

Nevertheless it was quickly discovered during discussion with the International and National Handball Associations in 1969 that competition sites outside of the Olympic city had to be found at least for the preliminary rounds of games in three groups. Thus the OC inspected apparently suitable halls in a number of cities which were closest to the Olympic city Munich.

The most important thing was that the floor surfaces and lighting in all the halls considered offered as identical competition conditions as possible. In addition the OC had to choose facilities with a sufficient spectator capacity corresponding to the special popularity enjoyed by this sport.

In addition to Augsburg and Nuremberg the National Handball Association proposed the halls in Goppingen and Boblingen which could be considered as suitable both in regard to their spectator capacities and location and enthusiasm for handball. During its fourth session on October 18, 1969 the sports commission agreed to these basic considerations and recommendations of the handball association.

In the following time, however, difficulties arose during the negotiations between the OC and the cities in question in regard to renting the facilities. Nuremberg had to be eliminated as a location by the OC in the end because the new hall being planned could not be finished in time for the Games.

Since the schedule for the Olympic handball tournament was reworked after the experiences gained during the world championships in February, 1970 and each team had to be given a day off between the playing days, the sports commission of the OC during its ninth session on November 27, 1971 first approved the sports halls in Augsburg, Böblingen, Goppingen and Ulm as contest sites for the Olympic handball tournament. At this time the OC also guaranteed that the lighting installations as well as the floor conditions in every sports hall mentioned met the standard set by the Olympic Hall in Munich.

During its nineteenth session on April 17, 1970 the executive board of the OC in general approved the recommendations of the sports commission. The sports hall in Ulm was approved to replace the sports hall in Nuremberg during the twenty-first session on January 8 and 9, 1971.

7.7.2

Football

As is customary at Olympic Games the OC planned from the very beginning to hold the games of the Olympic football tournament in the first and second final rounds among others also outside of Munich. In cooperation with the National Football Association the sports commission of the OC during its fifth session on January 10, 1970 approved the stadiums in Nuremberg, Augsburg, Ingolstadt and Passau after a thorough examination of their troublefree construction as well as their playing fields, locker rooms and grandstands. In addition the application by the city of Regensburg on behalf of its stadium was accepted with the condition that there also the owner would create the corresponding prerequisites for a proper staging of the games in the Olympic football tournament.

Afterwards the OC together with representatives of the International and National Football Organizations viewed all five stadiums mentioned. The OC informed the city authorities or the owners of the installations of any conditions and improvements that were necessary, and closed the proper contracts. Finally, during its ninth session on November 27, 1971 the sports commission approved the five outlying locations for the Olympic football tournament in Passau, Regensburg, Ingolstadt, Augsburg and Nuremberg.

7.7.3

Canoe Slalom

The International Canoeing Association petitioned the IOC on the occasion of its sixty-seventh session in Mexico City to admit the canoe slalom and wild water races into the Olympic program. The IOC postponed its decision on this petition until the May, 1969 session in Warsaw.

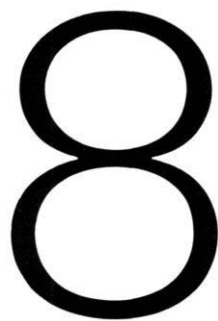
Thus at the beginning of 1969 the OC together with the international and national organizations investigated whether the canoe slalom and wild water races could be held during the Games of the XXth Olympiad. It was determined that only the canoe slalom event could be incorporated into the program, but not the wild water race events. The prerequisites for this sport, namely rivers with fast, wild and constant water currents were lacking in the vicinity of the Olympic city.

Therefore, during the fourteenth session on March 11, 1969 the executive board decided that only the canoe slalom would be included in the Olympic program, if at all. Either the Isar River in Munich or a channel course next to the Lech River in Augsburg could be considered as competition sites. The IOC approved this recommendation during its sixty-eighth session in the beginning of May, 1969 in Warsaw.

During its sixteenth session on June 24, 1969 the executive board of the OC demanded the drawing up of a concrete juxtaposition of the contest sites coming into question in Munich and Augsburg.

During its fifth session on January 10, 1970 the sports commission of the OC discussed the contest sites being considered in Munich and Augsburg and came to the conclusion that a suitable competition site could not be found in Munich according to the evaluation of the available technical expert opinion on the Isar River. The feasibility of the so-called "ice channel" next to the Lech River in Augsburg ought to be subjected to a thorough examination by responsible representatives of the International and National Canoeing Organizations.

On January 20, 1970 the course commission of the International Canoeing Organization viewed the installation in Augsburg, approved its basic suitability and demanded certain necessary remodeling. On the basis of the conclusions of this site inspection the executive board of the OC during its eighteenth session in January 23, 1970 agreed to hold the Olympic canoe slalom event in Augsburg at the ice channel next to the Lech River. Prior to this the sports commission of the OC had circulated memoranda expressing a corresponding recommendation to the executive board.



8.1 General Notes

In addition to the previously described general planning, the OC was also responsible to prepare the general organization and the carrying out of the sports competitions in the twenty-one Olympic disciplines. The following pages will provide as complete a summary as possible of the general preparations. The necessary coordination with a large number of organizations and institutional duties that are common to all branches of sports will be handled broadly in the first section. A second section covers the various preparations within the individual disciplines.

To handle the organization and the preparatory work on the sports level a permanent staff of 100 persons was required within the OC at the beginning of the Olympic Games. For shorter periods, lasting from a few days to several months, the OC needed about 2,500 co-workers to carry out the sports competitions.

8.2 The General Preparations

In its six-year preparation period, every OC has to cooperate closely on the sports level with the general secretariat of the IOC, all the international sports associations whose disciplines are on the Olympic program, and all the NOCs. The sooner the OC begins with this cooperation, the more time remains for a resolution of the difficult problems - which are different for each organizer of the Games — that is balanced, well founded, and has been considered by all the partners.

8.2.1 The International Olympic Committee

According to the statutes and rules of the IOC, a large number of duties of the OC related to sports must be discussed and decided upon with the boards of the IOC. The following questions are involved in particular:

- the date and length of the Olympic Games (Article 51, IOC Statutes),
- the sports program of the Olympic Games (Articles 30 and 31, IOC Statutes),
- qualifications for the participants at the Olympic Games (Articles 26 and 27, IOC Statutes),
- doping and its control at the Olympic Games (Article 26, IOC Statutes),
- recognition and admission of the National Olympic Committees (Article 24, IOC Statutes).

Besides that, the IOC had to make all final decisions necessary in the event of a difference of opinion among the International Sports Associations, or between the NOCs and the OC. This follows from various regulations of the IOC Statutes, e.g. articles 38, 40 and 53.

The organizers of the Olympic Games are required to report on the status of their preparations at the annual meetings of the IOC. The OC gave its first major report on the occasion of the Games of the XIXth Olympiad in Mexico City in 1968. The timing was especially appropriate since the Games of the XIXth Olympiad were about to begin, the organizational preparations of the Mexican OC were completed, and the OC for the Games of the XXth Olympiad had to have completed the first two-year phase of the preparations, since the Games had been awarded two years earlier.

After that, the OC was required to report to the IOC annually on the progress of the preparatory work and the execution of various IOC directives. This took place at the meetings of the IOC in 1969 in Warsaw, in 1970 in Amsterdam, and in 1971 in Luxembourg. At the XIth Winter Olympic Games in Sapporo, in February, 1972, the OC presented a final, summary report.

The form in which the reports were presented was left up to the OC. The OC normally sent all the IOC members written bulletins in the required languages, supplemented as far as necessary by films and map tables, etc. A delegation of the OC, composed each time of six members, answered questions by the executive committee of the IOC, as well as by all the members.

The usual contact for the OC was the general secretariat of the IOC in Lausanne. Both directors of the general secretariat aided the OC from the beginning in word and deed. Thus, there were one or two extended meetings annually with the technical director, at which the content of the technical bulletins, the registration, the doping and sex control, etc. were discussed from the point of view of the final jurisdiction of the IOC.

This will be illustrated by individual examples in the treatment of the OC's preliminary work.

8.2.2 The International and National Sports Associations

According to Article 38 of the IOC Statutes, the international sports associations, as commissioned by the IOC, are responsible for the orderly preparation and carrying out of the Olympic Games in the sports disciplines appearing on the program. For this reason, the OC sought to maintain close connections with the competent representatives of the international sports associations from the very beginning.

In the preparatory stage of the work, each international sports association whose discipline was on the program of the Olympic Games nominated two responsible representatives, usually the president and his secretary general. They came to Munich at intervals in the years 1967 to 1971 to check on the progress of the preparatory measures, which were mostly matters of construction at first, and to make the necessary technical decisions for the preparation and carrying out of the competitions.

Immediately before the beginning of the Olympic Games, the international sports associations nominated their two technical delegates. These normally came from the presidium or the executive board of each association. In canoeing, riding and swimming, the OC permitted each of the associations involved to nominate a total of three technical delegates because of the three distinct individual disciplines involved in their sports, or because of the spatially separated competition sites. In particular, the OC discussed the following matters with the international sports associations:

- the program and schedule of the Games;
- the location of the competition and training sites;
- the space and functional programs for the competition and training sites;
- the selection of the equipment for competition and training;
- the content of the technical bulletins;
- the accommodations, transportation, uniforms, and IDs for the representatives of the international sports associations;
- the selection of the jury members and referees;
- the determination of the qualifying norms in a series of sports;
- the drafting of the competition and reporting forms;
- the determination of the details of the doping control;
- cooperation in the formation of the daily schedules;
- the preparation of the conventions of the international associations;
- the general care and cultural program for the international associations;
- the early inspection and approval of the competition and training sites after they were finished and completely equipped.

Cooperation was heightened not only by the visits to Munich of the president and secretary general of each international sports association, but also at continental or world championship competitions in the various sports. The OC was of the opinion that effective preparation was dependent upon its principal co-workers responsible for sports acquiring the requisite knowledge of the precise specifics of each Olympic sport by studying large international sports events, such as previous Olympic Games, world cup competitions, continental games and continental championships. This was indispensable for fruitful cooperation with the experts of the international sports associations.

Since the organization of International Sports Associations met annually for a period of several days, and almost all the presidents and secretaries general of the international sports associations participated in these meetings, there were always welcome opportunities for the OC to discuss general matters with the representatives of these organizations. From 1969 on, the OC presented a report at the meetings of the international sports associations in the individual Olympic sports. This report was at first oral, and then from 1970 on, written.

This harmonious cooperation was responsible for the fact that the international sports associations agreed to recognize a grace period of two and a half years before the Olympic Games in Munich for the delayed application of changes in their competition programs and their regulations and ordinances, as far as these might affect the work of the OC.

The German national sports associations proved to be extremely valuable and useful partners of the OC in making contact with the international associations as well as during the entire preparation time up to the Olympic Games. The German associations shared their experience in organizing large international championship competitions with the OC. Still more, they placed particularly experienced and capable expert at the disposal of the OC as full-time co-workers for several years. On the basis of such co-operation among the various international and national associations and the OC, all the problems that occurred (in all the Olympic sports) were solved conscientiously in the preparation phase with outstanding success.

8.2.3 The National Olympic Committees
In the first three or four years of preparation for the Olympic Games, it was hardly necessary for the OC to get into contact with the approximately 125 NOCs. The OC was only obliged to inform the NOCs continually, in an appropriate manner, of the status of the preparations and of the particular characteristics of the approaching Olympic Games. The more intensive this information was, in the form of bulletins and other written communications, the more understanding became the mutual cooperation. As with the international sports associations, the OC used every opportunity to present appropriate written and oral reports at meetings of the NOCs.

In order to insure especially close co-operation from the very beginning, the OC urged the NOCs to appoint their attaches, in accordance with Article 46 of the IOC Statutes, and to send them to Munich as soon as possible, in as far as they did not already reside in Bavaria, so as to guarantee a continuous flow of information between the OC and NOC. At the proper time before the Games, in accordance with the IOC Statutes, the OC invited, in the prescribed form, all the NOCs recognized by the IOC to the Games of the XXth Olympiad. The president, the vice president and the secretary general of the OC delivered these invitations personally to almost all the NOCs. This occurred either during visits by the representatives of the NOCs in Munich, or at continental championships - as at the Asian Games in December, 1970, in Bangkok, and at the Pan-American Games in mid-1971 in Cali.

8.2.4 The Technical Bulletins
According to the IOC Statutes, the organizer of the Olympic Games is required to publish so-called competition-explaining brochures (technical bulletins), normally at the latest about a year before the beginning of the Olympic Games. They are published in the IOC languages, English and French, as well as in the language of the host country.

After studying the technical bulletins of the Olympic Games in Mexico City and Tokyo, the OC first worked out a basic scheme, similar in steps for all sports to achieve the maximum possible unity among the twenty-one brochures. Of course, the peculiarities of particular sports had to be worked into the appropriate technical bulletin separately, such as the drawings for the required exercises for men and women in gymnastics.

In order to facilitate examination of the content of all the technical bulletins by the IOC and the various international sports associations, the OC first put together the German text of these twenty-one brochures from 1970 on. For this reason, the previously mentioned deadline of two and a half years before the beginning of the Games, after which changes in the regulations and ordinances of the international sports associations were no longer possible, was an essential prerequisite for a meaningful beginning of the work on the content of the technical bulletins.

Upon completion of the German text, the OC began without delay to translate it into English and French. The drafts were then sent to each of the respective international sports associations with a request for critical examination, correction and approval. With few exceptions, the process of ratification by the international sports associations was completed so promptly that the IOC was able to examine the first printed designs of the technical bulletins in two sports, and, in general, accept them at its meeting in the autumn of 1971 in Luxembourg. The minor changes demanded by the IOC were incorporated by the OC that same autumn. Printing of the technical bulletins thus began so promptly that the first half of the technical bulletins could be sent to all the NOCs, the members of the IOC and the respective sports associations before the end of 1971. The remaining technical bulletins were in the hands of the same recipients by April, 1972. Only the brochures on gymnastics, with their especially difficult drawings for the required exercises for men and women, could not be completed and sent out until one month later.

The content of technical bulletins was laid out such that the names and abbreviations of all the NOCs were followed directly by the personnel chart of the IOC including the board of directors and all members. Every brochure also included the personnel chart of the OC — the board of directors and the individual department directors. In addition, they included the organization direction of the respective sports association together with the name and address of the president, the secretary general and the technical delegates, as well as the name and address of the president and secretary general of the respective national association. Finally, there followed the address, the telephone and telex numbers as well as the telegram address of the OC and the names of those in charge of sports in general and for the respective discipline. In the individual sections of the brochures, the OC gave information about the sports discipline under consideration, excerpted the most important rules from the general regulations for competition, and gave an exact account of the individual competitions and norms for qualification as well as the number of participants permitted in both the individual and team competitions. In accordance with the dates laid down in the IOC Statutes, every technical bulletin indicated precisely the time period for entries, the prerequisites for the doping and sex controls and — as far as required — individual contest regulations. The precise schedule to the hour was contained in the text of the brochures as well as the directors of the competitions and the legal remedies against decisions of the same. The conclusion of the book consisted of the awards prescribed by the IOC Statutes, more precise details on conventions planned by the international sports associations, and everything worth knowing about the contest and training sites, as well as the date of the ratification by the international association. In an appendix, the OC had added general information about the Olympic city, Munich, and its climate, e.g. temperature, humidity, sunshine and precipitation statistics and wind conditions.

The work of coming up with a proposed draft was rather simple for the OC wherever the pertinent rules and statutes of the sport were available. The rules and statutes of all the national sports associations were naturally of aid, since they were normally developed in accordance with the principles of the international regulations.

The translation of the German text into the two IOC languages, English and French, proved difficult because only seldom were translators available who, besides having excellent knowledge of the languages, were also familiar with the jargon of the respective Olympic sports. The OC had the best experience with women translators whose mother tongue was English or French, and who had acquired the requisite knowledge of the technical terms by years of translating the correspondence with the international sports associations. Nevertheless, the experts of the international sports associations as a rule had to reword precisely the special, technical sports expressions.

8.2.5 The Conventions
Nearly all the international sports associations whose discipline was on the program of the Games, used the festival of the Olympic Games to hold their conventions in Munich. The OC started early, about mid-1970, to collect the necessary information from the individual international sports associations by questionnaire.

On the basis of the notifications from the associations, the OC strove to find an adequate convention center, determined the technical installations needed for holding the conventions, and provided the necessary prerequisites for the accommodation, transportation and care of those convention participants who neither belonged to an official delegation of a team, nor had been nominated as referees or jury members for the Olympic Games by the international sports associations.

As regards the convention center, the OC negotiated with a series of hotel concerns in Munich, who had adequate convention rooms in their well appointed hotels. Nevertheless, the OC considered, first from considerations of cost, a series of rooms at the Munich fair grounds, until the decision was made for the Hilton Hotel. This decision recommended itself because all the representatives of the international sports associations, i.e. the presidents, secretaries general and technical delegates, as well as other executive board members as desired, could be accommodated in this one hotel.

The OC had to install in the various convention halls all the technical installations requisite for the smooth running of the conventions. Because a number of conventions were to be held simultaneously, the OC needed four separate meeting halls, each with provision for simultaneous translation into a total of six languages. Then came additional technical apparatus, such as duplicators and typewriters. For translations on the total of 22 convention days the OC employed 112 highly qualified simultaneous translators who translated into English, French, Russian, Japanese and German. The work of the translators was generally praised by the sports associations.

The OC had written to all the NOCs in plenty of time and offered to find accommodations in Munich for convention participants. This involved those people for whom the OC had not yet had to find accommodation as it had for those in Munich in an official capacity in the Olympic Village, or in the hotel for the international referees and jury members, or in the Hilton Hotel.

A total of 32 conventions and 32 meetings were held in the Hilton Hotel. Participants at the conventions numbered 4,925; at the same number of meetings 1,059 persons were present. A total of about 6,000 delegates met in the Hilton convention center during the 22 meeting days. One must keep in mind, however, that a substantial number of delegates took part in various conventions and meetings.

Transportation for the convention participants was difficult to arrange because they were staying in different hotels, pensions and even private quarters. Because of the central location of all the quarters, the OC, therefore, offered the delegates free use of the public transportation system and provided the necessary charts and schedules for their information. In addition, the OC set up a bus transport system from the Olympic Village and from the referees' center in Hotel Schwababylon to the convention center in the Hilton Hotel.

Finally, the OC made it possible for the convention participants to visit the events in their sports discipline by offering tickets for sale to those delegates who could not lay claim to IDs of categories A through D according to the IOC Statutes. The convention participants made avid use of this opportunity.

To attend to the delegates and to the organization and functioning of the conventions, the OC employed four persons full time and four for a short term. The miscellaneous foreign language duties were taken care of in an exemplary manner by two chief hostesses and twelve hostesses serving in shifts.

8.2.6 Registration

The registration coordination was an essential component of the orderly preparation and holding of the Olympic Games. Of particular significance to the OC for the organization of the athletic competitions and for assigning quarters in the Olympic Village were the registrations to be received from the NOCs.

The IOC Statutes spell out in detail the exact deadlines for handing in the various registrations. First of all, the NOCs had to give the OC the probable number of participants in all the sports in which they wanted to compete at the Olympic Games. The minimum period of eight weeks before the beginning of the Olympic Games that was prescribed by the IOC Statutes gave the OC leave to set the deadline of midnight, June 30, 1972.

Proceeding from the number of places registered, the NOCs had to report the names of participants ten days before the first day of competition in each of their respective sports. These deadlines ranged from August 15 to August 25, 1972. The precise dates were given exactly in the technical bulletins for the various sports.

The OC was very interested in getting, as soon as possible, at least an approximate estimate of the number of participants to be expected at the Olympic Games. These declared estimates permitted the OC to fix roughly the duration of the individual competitions as it worked out the schedule.

They were also important, as a confirmation of the OC's original estimate, for the determination of the capacity of the Olympic Village.

Therefore, the OC sent out to all the NOCs already in 1970 a standard form with the request that they register, provisionally and without obligation, the number of participants in each individual sport. All the team sports were omitted from this registration, since the number of the participating teams and the maximum number of athletes permitted were already exactly determined in these events. There were few responses from the NOCs in 1970. Only about 50 of the approximately 130 NOCs fulfilled the request of the OC. In the case of many NOCs, even an approximation of the number of participants to be expected was impossible at such an early date, partly due to uncertain financing.

The return of the second questionnaire, in 1972, was far better. The OC received about 100 responses to this second request, so that worthwhile conclusions could now be drawn for the scheduling and the quarters in the Olympic Village.

About 50 NOCs registered the number of participants as from one to 50. Twenty NOCs each replied with participants numbering between 51 and 100, or over 200. Fourteen NOCs registered team memberships between 101 and 200 athletes. The resulting rough total calculation indicated that the OC was correct with its original estimate of a maximum of about 9,000 participants and around 3,000 officials.

In the second half of 1971, the OC designed the forms required for the registrations by numbers and by names. From considerations of time, the OC strove to make use of modern technical knowledge as far as reasonably possible. In designing the forms, it had to see to it that the forms contained the information required for storage in the electronic data processing system. Thus it was necessary to put up with certain extra structures of the forms that, unfortunately, made them more difficult for the NOCs to fill out.

For the numerical registrations there was normally only one form for each sport since the NOCs had to write in only the number of athletes to be expected in each individual discipline of the 21 Olympic sports. For light athletics and swimming however, two forms each were required, because of the large number of individual disciplines. The OC also printed the maximum number of participants in each sport and each individual event on the forms to give the NOCs additional information. Since in several sports, e.g. light athletics, swimming, shooting, cycling and canoeing, the individual athlete could start in several different events, the OC asked for the exact number of athletes in question for the event on its numerical competition forms, without taking into account the double starters. Otherwise, there was the danger that the numerical registrations could lead to false conclusions.

At the beginning of April, 1972, the OC sent all the NOCs the forms for the

numerical registrations. Every NOC then had at least three months available to fill out and send in the forms. The OC had to take care that there was the possibility of proving the prompt mailing and receipt of the forms in the event that one of the NOCs missed a deadline later on. The OC took precautions in three ways:

All mailing were sent registered.

Included in such mailing was a form acknowledging receipt that each NOC was to fill out and send back.

All mailing were sent "return receipt requested", i.e. the postal authorities of each country had to give written certification of the delivery to the respective NOC and send the receipt back to the OC in Munich.

Thus the OC could give absolute proof of the prompt mailing and of the receipt of the forms by the NOCs. When the acknowledgement of the NOCs or the return receipt of the official postal authorities had not reached the OC within a month, the OC registered a complaint or mailed the registration forms again with the same formalities, in these few cases.

The OC had informed all NOCs extensively, in letters and with the aid of examples, about the method of filling out the forms and about the deadlines. Since the numerical registrations reflected only a certain expanded framework of the actually expected numbers of participants, the OC had asked the NOCs to send them in as promptly as possible — around the first half of June, 1972. In this case, after the numerical registrations were received, the OC could mail the already prepared forms for the names to all the NOCs immediately after the deadline for the numerical registrations. Unfortunately, only part of the NOCs fulfilled this request, so that after June 15, 1972, the registrations still outstanding had to be requested from the respective NOCs by telephone and telex. The OC repeated its reminders after June 25, 1972 to those NOCs who had turned in no registration even at this time. These reminders, brought it about that at midnight, June 30, 1972, the deadline, registrations had been received from 123 NOCs for 10,088 athletes - 1,603 women and 8,485 men - and 3,821 officials.

The last registrations reached the OC just immediately before the deadline, some only by telegram or through the representatives of the embassies or consulates in Munich. This process was permitted by the IOC Statutes. The NOCs involved were still required, however, to confirm their telegraphic registrations in writing.

Immediately upon receipt, the OC had checked the registrations received for accuracy, and had requested classification, before the deadline, by telegraph or telex, from those NOCs where deficiencies or columns not filled in on the forms indicated that additional information was necessary. The indication of the number of officials permitted by the IOC Statutes was especially a subject for clarifications.

This number depended on the total number of athletes registered, a fact that was often ignored.

An exact synopsis of the numerical registrations is given in the following list:

**Numerical
Registrations**

Country		Men	Women	Athletes Total	Officials	Delegation Total
AFG	Afghanistan	15	0	15	2	17
AHO	Netherlands Antilles	4	0	4	2	6
ALB	Albania	5	0	5	7	12
ALG	Algeria	3	0	3	5	8
ARS	Saudi Arabia	12	0	12	9	21
ARG	Argentina	106	5	111	57	168
AUS	Australia	235	71	306	62	368
AUT	Austria	185	35	220	82	302
BAH	Bahamas	25	2	27	17	44
BAR	Barbados	22	7	29	20	49
BEL	Belgium	127	23	150	58	208
BER	Bermuda	23	5	28	21	49
BIR	Burma	27	0	27	9	36
BOL	Bolivia	13	0	13	14	27
BRA	Brazil	86	3	89	46	135
BUL	Bulgaria	166	28	194	65	259
CAN	Canada	181	60	241	87	328
CEY	Ceylon	4	0	4	3	7
CGO	Congo	7	0	7	1	8
CIV	Ivory Coast	24	1	25	11	36
CHA	Chad	2	0	2	4	6
CHI	Chile	20	3	23	9	32
CMR	Cameroon	24	4	28	17	45
COL	Columbia	63	4	67	23	90
COR	Korea	34	12	46	22	68
CRC	Costa Rica	7	1	8	5	13
CUB	Cuba	191	52	243	71	314
DAH	Dahomey	7	0	7	7	14
DEN	Denmark	143	20	163	63	226
DOM	Dominican Republic	20	0	20	10	30
ECU	Ecuador	12	1	13	8	21
EGY	United Arab Republic of Egypt	38	1	39	18	57
ESP	Spain	185	9	194	69	263
ETH	Ethiopia	36	0	36	19	55
FIJ	Fiji Islands	2	0	2	2	4
FIN	Finland	176	31	207	68	275
FRA	France	255	42	297	90	387
GAB	Gabon	2	0	2	4	6
GBR	England	252	76	328	103	431
GDR	German Democratic Republic	292	76	368	104	472
GER	Federal Republic of Germany	411	124	535	134	669
GHA	Ghana	39	3	42	21	63
GRE	Greece	99	6	105	41	146
GUA	Guatemala	8	2	10	4	14
GUY	Guyana	19	2	21	10	31
HAI	Haiti	6	2	8	8	16
HBR	British Honduras	2	1	3	1	4
HKG	Hong Kong	10	0	10	13	23
HOL	Netherlands	155	46	201	72	273
HUN	Hungary	227	67	294	96	390
INA	Indonesia	7	3	10	11	21
IND	India	61	0	61	29	90
IRL	Ireland	72	11	83	47	130
IRN	Iran	47	0	47	68	115
ISL	Iceland	28	4	32	11	43
ISR	Israel	29	7	36	14	50
ISV	Virgin Islands	20	4	24	16	40
ITA	Italy	275	51	326	99	425
JAM	Jamaica	39	21	60	30	90
JPN	Japan	165	45	210	76	286
KEN	Kenya	70	4	74	27	101
KHM	Cambodia	9	1	10	10	20
KUW	Kuwait	6	0	6	7	13
LBA	Libya	7	0	7	9	16
LBR	Liberia	9	0	9	7	16
LES	Lesotho	3	0	3	4	7
LIB	Lebanon	28	0	28	18	46
LIE	Liechtenstein	8	0	8	7	15
LUX	Luxembourg	18	2	20	16	36
MAD	Madagascar	14	0	14	10	24
MAL	Malaysia	50	3	53	25	78
MAR	Morocco	56	4	60	29	89
MAW	Malawi	13	2	15	12	27
MEX	Mexico	192	26	218	72	290
MGL	Mongolia	48	3	51	25	76

Numerical Registrations

Country		Men	Women	Athletes Total	Officials	Delegation Total
MLI	Mali	22	0	22	13	35
MLT	Malta	9	0	9	6	15
MON	Monaco	5	0	5	9	14
NCA	Nicaragua	7	1	8	9	17
NEP	Nepal	4	0	4	2	6
NCR	Nigeria	33	14	47	22	69
NIG	Niger	4	0	4	7	11
NOR	Norway	181	20	201	67	268
NZL	New Zealand	89	7	96	45	141
PAK	Pakistan	37	0	37	10	47
PAN	Panama	7	0	7	7	14
PER	Peru	23	6	29	16	45
PHI	Philippines	62	0	62	25	87
POL	Poland	326	50	376	106	482
POR	Portugal	41	1	42	28	70
PRK	D.P.R. Korea	113	28	141	51	192
PUR	Puerto Rico	90	12	102	30	132
RHO	Rhodesia	38	6	44	23	67
ROC	Republic of China	27	7	34	20	54
ROM	Romania	184	48	232	77	309
SAL	El Salvador	11	0	11	4	15
SEN	Senegal	42	0	42	19	61
SIN	Singapore	5	2	7	9	16
SLE	Sierra Leone	6	0	6	7	13
SMR	San Marino	8	0	8	10	18
SOM	Somalia	6	0	6	7	13
SUD	Sudan	33	0	33	17	50
SUI	Switzerland	160	29	189	75	264
SUR	Surinam	4	0	4	4	8
SWE	Sweden	192	41	233	78	311
SWZ	Swaziland	4	0	4	2	6
SYR	Syria	7	1	8	9	17
TAN	Tanzania	17	0	17	6	23
TCH	Czechoslovakia	187	43	230	79	309
THA	Thailand	34	1	35	23	58
TOG	Togo	8	0	8	12	20
TRI	Trinidad and Tobago	20	1	21	16	37
TUN	Tunisia	40	0	40	18	58
TUR	Turkey	81	3	84	44	128
UGA	Uganda	37	3	40	20	60
URS	USSR	382	119	501	127	628
URU	Uruguay	28	5	33	25	58
USA	USA	369	100	469	156	625
VEN	Venezuela	38	4	42	22	64
VNM	Vietnam	8	0	8	8	16
VOL	Upper Volta	2	0	2	6	8
YUG	Yugoslavia	161	31	192	61	253
ZAM	Zambia	12	4	16	11	27
		8485	1603	10088	3821	13909

The total sum of 13,909 athletes and officials surpassed the expected total of about 12,000 athletes and officials by more than 10%. However, the OC was aware that the numerical registrations were always inflated, and that there would normally be between 15 and 30% fewer to register when the names came in. That is because, at the time of the numerical registration about eight weeks before the beginning of the Olympic Games, the qualification competitions or the national championships in several sports were often not yet finished. The NOCs carefully registered a maximal total number of athletes and then corrected the sum upon registering the names.

The OC was able to examine the registration forms that were turned in so quickly that the forms for the registration of names, for those sports for which the NOCs had made numerical registrations, could be sent out on July 3, 1972. Thus the NOCs had six weeks to complete the difficult and time-consuming job of filling out the registration forms for the names in cooperation with the appropriate national sports associations. For this registration of names there was generally one form for every athlete, regardless of in which sport he was to start in in Munich. Besides that, the NOCs had to list the name or names of the athletes, including replacements, for each individual event in all the sports. Once turned in to the OC, these registrations were final for the Games of the XXth Olympiad. Changes, or replacement of an

injured person by an unregistered athlete, were impossible in principle; but it finally depended on whether or not the rules of the International Sports Association affected permitted replacements to be named.

The registrations of names were no longer normally sent to the OC by mail. They were most frequently turned in by the attaches, the chefs de mission or other officials of the various teams. That had the big advantage that the OC could immediately check over the forms with these representatives and clarify any difficulties right away.

The OC enforced strictly the registration deadlines foreseen by the IOC Statutes. They had been set in consultation with the respective national sports associations. For this reason, the OC did not permit late registrations. Only in those few cases where it could be proven that, despite prompt mailing, the registration had arrived late for reasons for which the NOC involved was not responsible, did the OC accept the registration as having been on time.

The exact summary of the registered participants was as follows:

Sport	Women	Men	Total
Basketball	—	192	192
Archery	40	56	96
Boxing	—	377	377
Fencing	66	244	310
Football	—	304	304
Weight lifting	—	208	208
Handball	—	256	256
Hockey	—	285	285
Judo	—	177	177
Canoeing	87	358	445
Light athletics	410	1074	1484
Modern pentathlon	—	78	78
Cycling	—	360	360
Riding	39	180	219
Wrestling	—	447	447
Rowing	—	532	532
Shooting	3	412	415
Swimming	296	523	819
Yachting	—	323	323
Gymnastics	136	129	265
Volleyball	94	144	238
	1171	6659	7830

In addition to these, there were difficulties connected with the admission of Rhodesia to the Olympic Games. After numerous African NOCs expressed misgivings concerning participation by Rhodesia and the final decision of the IOC was not made until August 22, 1972, the OC had to admit on short notice, several more African NOCs which had at first held back their registrations pending the decision of the IOC.

Because of the staggered registration of the contestants by name, in each case ten days before the first competition, the OC was always able to check out the registrations immediately together with the authorized representatives of the international sports associations, clarify any confusion right away with the team in the Olympic Village, and guarantee the preparation of the starting lists for the competitions by the electronic data processing system.

The final number of participants registered came to 7,830 -1,171 women and 6,659 men. The estimate of about 9,000 athletes that the OC used as the basis for planning the competitions and the Olympic Village was not reached. The planned capacity of the Olympic Village was completely adequate for the participants and officials. The schedule of the program of competitions did not need to be extended. The punctual carrying out of the Games of the XXth Olympiad was guaranteed without haste or pressure.

The strict execution of all the registration work, which had been planned in consultation with all the NOCs and guaranteed by an adequate staff, allowed the OC to make optimum preparations on all levels for the assignment of quarters in the Olympic Village and for the smooth running of the competitions. During the period from August 1 to August 31, 1972, twenty people were employed for the extensive duties in the area of registrations. The harmonious cooperation with all the participating teams in this area which is so important for the organization of Olympic Games can here be recorded with gratitude.

8.2.7 Sex and Doping Control
The IOC demanded for the first time at the Xth Winter Olympic Games in Grenoble and at the Games of the XIXth Olympiad in Mexico in 1968 that the organizers carry out the sex control and a considerable number of doping controls. The IOC had established a medical commission for this purpose. The organizers in Grenoble and Mexico carried out both the sex control and the required doping controls under their direction.

For the best possible preparation of these examinations at the Games of the XXth Olympiad 1972 in Munich, the OC sent a member in 1968 to the medical commission of the IOC. Beyond that, the OC studied the processes of the doping and sex controls at the Olympic Games in Mexico.

The OC began very early with the medical preparation for the doping and sex controls. In consultation with the international sports associations in the framework of common discussions and meetings, it also determined in particular which athletes in the various decisive stages of each sport should be checked. In regard to the sex control, agreement was reached very quickly that it should be carried out for all female participants in the Olympic Village before the beginning of the Games.

8.2.7.1 Sex Control
The OC strove from the beginning to execute the sex control in a manner that made the examination as simple as possible for the female athletes. Following extensive medical considerations, the OC proposed to the medical commission of the IOC to carry out the sex control by the inspection of one hair of each of the women athletes. According to modern medical science, the sex of a person can be diagnosed without difficulty from the hair root just as certainly as by the usual methods.

The OC informed all teams with women participants in writing upon their arrival in

Munich that it wanted to carry out the sex control in the Olympic Village promptly before the beginning of the Games. Since the teams arrived only gradually in the first three weeks after the opening of the Olympic Village, the examinations could be held leisurely without haste. Not until the final week before the beginning of the Games, when most of the teams arrived in the Olympic Village, did the number of examinations increase considerably. By making appropriate appointments with the individual teams, however, the OC secured a smooth carrying out of the examinations without any notable time lost.

In all, 960 sex determinations were carried out. The sex control was dropped only in those cases when the women had already been examined at the Games of the XIXth Olympiad or at the preceding continental championships in light athletics and were in possession of the proper certification.

8.2.7.2 Doping Control

Medical Preparation
The committee of experts of the medical commission of the IOC decided upon the requirements of the doping analysis at a meeting in Rome on November 1, 1969. The doping analysis was divided into two parts - the screening and a subsequent confirming analysis. Confirmation of a positive indication within the screening process can best be achieved by an independent method, e.g. by mass spectroscopy, or by other spectroscopic methods when the substance sought is present in large enough doses. An additional confirming analysis can take place by multiple repeated chromatography under varied conditions, to which the development of derivatives also belongs.

Besides this determination of the analytical methods, the medical commission had also decided at a meeting in June, 1970 that about 200 samples a day should be analyzed at the Olympic Games in Munich. A larger number of analyses per day would have made things too involved in the laboratory and would have

led to the resulting consequences. The medical commission determined that the results were to be made known within 24 hours after the receipt of the urine sample by the laboratory.

The Scientific Principles

The medical commission of the IOC together with the OC of the XIth Winter Olympic Games in Sapporo and the OC of the Games of the XXth Olympiad worked out the scientific principles. These principles were contained in the doping brochure that was published before the beginning of the XIth Winter Olympic Games in February, 1972 in Sapporo. The medical commission of the IOC was responsible for the publication. The content consisted of a discussion of the doping problem by a member of the medical commission of the IOC, Professor Ludwig Prokop, and an article on methods of doping analysis by Professor Arnold Beckett, also a member of the IOC's medical commission. The brochure also contained a list of the drugs forbidden and explanations of the control process planned for the 1972 Olympic Games. These explications were divided into the selection of the athletes, the taking of the samples and their analysis, the evaluation of the results of the analysis, as well as the sanctions to be applied by the IOC in the event of their necessity.

In agreement with the medical commission of the IOC, the OC conducted the following tests:

1. the gas chromatographic screening for relatively volatile amines and amides (alkaline ether extract),
2. the gas chromatographic screening for relatively involatile phenolic amines (ether extract with pH 9.2 after hydrochlorate hydrolysis),
3. the thin layer chromatographic screening for strychnine and morphine derivatives (alkaline ether extract).

In the preparatory period of about a year, the OC employed mass spectroscopy as a confirming analysis, and modified the existing process to the combination with a gas chromatograph. In testing the active substances that came into question for use as drugs it was shown that all compounds, with few exceptions, could be detected by this combination. Therefore, the compounds in question were subjected, under projected experimental conditions — some of them after passing through the body — to gas chromatographic screening and the subsequent gas chromatographic, mass spectroscopic confirming analysis.

The Equipment

Available to carry out the duties mentioned were eight gas chromatographs with automatic injection, integrator and coupling to the computer system. These devices were equipped with a nitrogen detector whose mechanical parts were modified according to special specifications. The OC had five additional devices available, most of them equipped with the unmodified nitrogen detector, to carry out confirming analyses, as well as for the screening process in blood alcohol controls. The gas supply for these devices

was centralized, so that a rather simple supervision of the gas chromatographic equipment was possible.

For the mass spectroscopic analysis there was a combination gas chromatograph-mass spectrometer that was equipped with a special data comprehension system. This arrangement made it possible to obtain significant spectra within a few minutes after injection of the substance in question.

The Personnel

The required work was accomplished by a laboratory staff of twenty. For the maintenance of the equipment the OC employed one client service engineer each for the period of the setting up of the equipment, the preparation, and during the Games.

The personnel consisted of:

- 6 chemists
- 6 biologists
- 2 medical doctors
- 3 chemical-technical assistants
- 2 technicians and
- 1 secretary.

The Analysis of the Samples

By appropriate organization in the laboratory, the OC secured that the movement and storage of the urine samples could be controlled at all times. Essential for this was that the samples, after their receipt, were assigned a special laboratory code number determined by the date of the competition and the order of their receipt. Upon arrival of the urine samples the OC checked or noted:

- the integrity of the seal,
- the correspondence of the color with the sediment,
- the time of the arrival and
- particular occurrences, such as faulty labeling of the bottles, etc.

The laboratory analyzed the A-sample immediately. The OC stored the B-sample 48 hours in a refrigerator.

To diminish work time, the urine samples were divided into sets of twelve samples each for parallel checking by one member of the staff in accordance with the planned analysis process.

If the screening analysis indicated grounds for suspicion of use of illicit drugs, this sample was immediately removed from the normal process of analysis, the remaining urine of the A-sample was preserved and subjected to intensive investigation. Only in the presence of all chromatographic and spectroscopic data did the laboratory director decide whether or not a test should be reported to the medical commission of the IOC as positive.

Special Analysis Procedures

The test for sedatives, that was added to the program at a meeting of the medical commission on August 23, 1972, because of the demand made by the International Association for the Modern Pentathlon on rather short notice, was not, therefore, included in the above mentioned scheme of analysis. This variation in the process of

analysis was based on the chemical nature of the compounds, which required a separate handling. Besides, a thin layer chromatographic screening analysis was to be preferred to the gas chromatographic indication because of the extremely polar structure of these compounds. The testing methods followed the process known from forensic analysis and satisfied the demands raised by the IOC medical commission regarding the reliability of the indication and the clearness of identification.

The Results of the Analyses

The OC conveyed the analytical results to the chairman of the IOC medical commission or his representative.

The results of the analysis led to the disqualification of the athlete involved in seven cases.

The fourteen positive cases of the use of sedatives determined in the shooting competitions in the modern pentathlon were not further pursued by the IOC medical commission because of a demand made by the International Association for the Modern Pentathlon on the basis of contradictory interpretations of the working of its regulations.

The following table represents a summary of all the analyses done in the laboratory:

Table of Analyses

Date		Lab Nos. from to		Urin- analyses	Blood Tests
August	27th	1-001	1-108	108	59 (tested for sedatives)
	28th	2-001	2-175	175	
	29th	3-001	3-206	206*	
	30th	4-001	1-161	161	
	31st	5-001	5-177	177	
September	1st	6-001	6-180	180	4
	2nd	7-001	7-184	184	
	3rd	8-001	8-169	169	
	4th	9-001	9-145	145	
	5th	10-001	10-052	52	
	6th	11-001	11-040	40	
	7th	12-001	12-113	113	
	8th	13-001	13-135	135	
	9th	14-001	14-142	142	
	10th	15-001	15-091	91	
				2078	65

* 59 tested for sedatives

In conclusion, let it be mentioned that the setting up of a doping information center in the middle of the Olympic Village upon recommendation by the IOC medical commission proved to be worthwhile, even though the existence of this advisory center did not become well known, unfortunately, until rather late. Furnished with extensive technical literature, this consultation center was capable of giving doctors, athletes and attending personnel authoritative information on the composition of all pharmaceutical specialties.

8.3
The International Referees and Jury Members

Already in the spring of 1971, the OC achieved agreement among the international sports associations on the selection of the international referees and jury members. This selection proved to be quite exact; it varied only incidentally in the time following. A total of 1,051 referees and 224 jury members were employed during the Olympic Games in Munich. The percentage of German referees (30%) was rather high because predominantly German referees were employed for light athletics, canoe slalom and swimming. The following table represents an exact summary of the international referees and jury members in the individual sports:

International Referees					
			Germans		
	men	women	men	women	total
Light athletics	161	3	146	3	164
Rowing	30	—	1	—	30
Basketball	38	—	2	—	38
Boxing	42	—	4	—	42
Canoe slalom	92	2	42	2	94
Canoe racing	34	1	11	—	35
Bicycle racing	—	—	—	—	—
Fencing	53	2	3	—	55
Football	30	—	7	—	30
Gymnastics	57	37	16	10	94
Weight Lifting	31	—	2	—	31
Handball	29	—	9	—	29
Hockey	54	—	8	—	54
Judo	21	—	1	—	21
Wrestling	61	—	4	—	61
Swimming	180	9	50	3	189
Pentathlon	—	—	—	—	—
Riding	17	—	3	—	17
Shooting	24	—	6	—	24
Archery	9	—	—	—	9
Volleyball	34	—	8	—	34
	997	54	323	18	1051

Jury Members					
Light athletics	15	—	—	—	15
Rowing	19	1	2	—	20
Basketball	5	—	1	—	5
Boxing	25	—	1	—	25
Canoe slalom	8	—	1	—	8
Canoe racing	—	—	—	—	—
Bicycle racing	8	—	—	—	8
Fencing	12	—	2	—	12
Football	10	—	—	—	10
Gymnastics	6	1	—	—	7
Weight Lifting	8	—	—	—	8
Handball	24	—	1	—	24
Hockey	21	—	6	—	21
Judo	12	—	—	—	12
Wrestling	12	—	—	—	12
Swimming	19	—	1	—	19
Pentathlon	18	—	1	—	18
Riding	4	—	1	—	4
Shooting	7	—	—	—	7
Archery	3	—	—	—	3
Volleyball	6	—	2	—	6
	242	2	19	0	244

Part of the international referees were nominated by the international association, or predominantly by the particular national association on the basis of an allotment established by the international association. The international association determined the jury members independently, so that most of the jury members became known only after the arrival of the representatives of the international sports associations in Munich.

In accordance with the desires of the OC, the international referees generally arrived several days before the beginning of the Olympic Games to be specially prepared for their highly responsible duties in courses for which the international sports association involved took responsibility. Interpretation of rules and cooperation

among the foreign referees were the most important goals of these courses. This was to assure the objective and unobjectionable functioning of all the referees. Essentially, this goal of the OC and the international sports associations was successfully attained, although it was impossible to avoid that, to a minor extent, some decisions were made concerning which one could maintain opposing opinions.

Accommodations
The referees and jury members stayed in the apartment house "Schwabylon" in Schwabing, right near the Holiday Inn. Normally, two-bed rooms were available for the referees and jury members, but due to limited accommodations the OC put the German international referees up in triple

rooms. The apartments were modern and functionally furnished. Basic furnishings consisted of a bed, a night stand, a group of chairs, a floor lamp and a house telephone.

In accordance with the registrations of the international sports associations, the OC had undertaken to assign quarters according to sports, linguistic and national criteria. After the arrival of the referees, therefore, only in exceptional cases could their individual wishes be taken into account.

The OC had set up an official information stand in the Hotel "Schwabylon", that was open daily from 7:00 A.M. until midnight and was staffed with seven linguistically fluent co-workers and four hostesses. Upon arrival of the referees there followed the unofficial accreditation. Every referee and jury member received the necessary data, namely, an information folder containing the following:

- the authorization certificate for the ID and uniform,
- tickets for the opening and closing ceremonies,
- a ticket that entitled the holder to free transportation on all public transport within the Munich Transit Authority System,
- meal tickets that were good for all the official restaurants of the OC,
- an informative brochure about the Schwabylon,
- and city maps.

For practical reasons, one could have only breakfast in the Hotel "Schwabylon". For his breakfast ticket every referee could have a large breakfast with rolls, bread, sausage, cheese, egg, coffee, tea or cocoa. The large breakfast room of the hotel was open from 7:00 until 12:00; after the beginning of the Games, breakfast was served from 5:30 on.

Until August 20, 1972, lunch and dinner were served in the immediately adjoining Holiday Inn. At this time the official restaurants of the OC were not yet open. After August 20, 1972, the international referees and jury members had their lunch and dinner in the casino of the Bavarian Motor Works. The advantage of this arrangement was that the casino was located in the immediate vicinity of Olympic Park so that the referees and jury members employed there could have their meals between 11:30 and 2:30 and between 5:30 and 8:30 without losing much time.

The sports sites outside of Munich as well as the fairgrounds had their own restaurants in which the referees were served.

Clothes

The OC outfitted the international referees, as is customary for the Olympic Games, as follows:

- Men
- 1 blazer, dark green
 - 2 pairs of pants, gray
 - 2 short sleeves shirts, 2 long sleeves shirts, dark green
 - 1 tie, dark green/silver
 - 3 pairs of socks, dark green
 - 1 cap, dark green
 - 1 raincoat, crystal clear

- Women
- 1 blazer, dark green
 - 2 skirts, gray
 - 3 blouses, dark green
 - 1 cap, dark green
 - 3 pairs of hose
 - 1 raincoat, crystal clear

The jury recieved the same uniforms, except that the color of the blazer and other accessories was red, instead of

green, and the shirts or blouses were white.

Beyond these uniforms some referees received additional clothing that was required for the exercise of their activity.

After their arrival in Munich, the referees and jury members received their clothing in exchange for an authorization certificate in a clothing depot set up by the OC. The OC organized appropriate bus trips from the Hotel "Schwabylon" to the clothing depot and back.

Transportation

The OC was chiefly responsible for the orderly holding of all Olympic competitions. For this reason it also had to guarantee and regulate the transportation of the referees to the Olympic sports sites. In consultation with the central traffic control that had been set up within the sports department of the OC, a definite daily schedule for transportation was prepared and synchronized with the sports program. In all there were 10 large buses, 60 VW buses and 5 cars available for these runs. In case of special necessities or trips that became necessary on short notice, there was a sufficient deployable reserve available at the central traffic control or in the chauffeurs' pool of the Hotel "Schwabylon". This reserve was used again and again.

With the cooperation of the German Federal Railroad the OC had trains, on which the teams also traveled simultaneously, running on a fixed schedule to the out-of-town Olympic competition sites in football, handball and canoe slalom.

Accounting

Every referee and every jury member in the Hotel "Schwabylon" had to pay the sum of 30 DM per day for his stay in Munich. This fee was assimilated to the cost of room and board in the Olympic Village. To the extent that the name and length of stay of a referee was known to the OC before the beginning of the Games, he received an appropriate bill from the OC in June or July, 1972. In most cases, however, this was not possible because the OC very often could not determine whether the international sports association, the NOC involved, the national association or the referee himself was to pay for his stay. Then the OC presented the bill after the arrival of the referee. About 85% of the room and board fees had been paid before the departure of the international referees and jury members. The OC billed the remaining fees later.

8.4 Competition Personnel

8.4.1 Competition Aides

For the holding of the competitions in all the Olympic sports the OC needed, besides the international referees and jury members, a considerable number of competition-related personnel, called competition aides, who were assigned practical duties having directly to do with the competition. Some of these aides were active as starters, announcers, compilers of results and lists, aides in the organization office, clerks, operators of the scoreboards, etc.

To secure undisturbed running of the competitions, experienced and trained personnel had to be obtained in the selection of the competition aides. At the suggestion of the national sports associations, the OC signed up mostly the members of associations or clubs who commanded well grounded knowledge and long years of experience in their sports. They had acquired this knowledge in the same or similar areas in regional competitions as well as in larger events on the national and international level.

The OC together with the national sports associations gave consideration very early to the number of competition aides needed. The first planning of their numbers occurred in March, 1971. The final number, corresponding to the arrangements at the individual competition and training sites, was determined in the spring of 1972. The actual appointments, with consideration of the test events, were finished just shortly before the beginning of the Olympic Games in August, 1972. The total number of competition aides required was 2,328. The following summary indicates the division into the various sports:

Sport	Total
Shooting	340
Light athletics	177
Gymnastics	172
Fencing	166
Riding	165
Handball	153
Swimming	138
Archery	132
Football	130
Volleyball	90
Modern Pentathlon	82
Hockey	71
Boxing	67
Basketball	65
Cycling	59
Wrestling	56
Weight lifting	51
Canoe slalom	51
Canoe racing	47
Rowing	47
Badminton	37
Judo	32
	2328

Beyond that, a series of additional competition aides were active whose duties were not directly connected with the competitions. The following areas of activity were involved:

Information stand, Schwabylon (Referees'center)	7
Information stand, Olympic Village	43
Doping officials	23
Information stand, Hilton	9
Daily schedules and registrations	10
	92

Thus, the total number of competition-related personnel was: **2420**

The competition aides normally arrived a week before the beginning of the competitions in their respective sports. In the final days before the beginning of the competitions the OC communicated to these people the information required concerning the competition and training sites, made them familiar with the technical installations in the sports sites, and prepared them with instruction specifically oriented to their actual duties. In addition, the OC outfitted the competition aides and assigned them accommodations.

The competition aides left for their homes one day after the competitions in their sports were finished. However, the OC allowed those competition aides in whose sports the competitions were finished in the first eight to ten days of the Olympic Games to use their assigned accommodations until the end of the Games.

Accommodations

The dwellings rented by the OC for the accommodation of the competition aides were selected primarily with a view to their distance from the various sports sites. For example, the OC housed most of the competition aides employed in Olympic Park in dwellings directly adjoining the park. The quarters usually consisted of three or four-room apartments. Two or three competition aides shared a room. Competition aides living in Munich were not assigned accommodations, but stayed at home.

Food

Meal tickets were distributed to the competition aides with authorization to use one of the OC restaurants as near as possible to the competition sites. On the day of their arrival in Munich, all competition aides received all the meal tickets for the duration of their employment together with the information brochures.

If his job hindered the competition aide from going to one of the restaurants, he received a boxed lunch at a central distribution point in place of the hot meal. At the out-of-town locales for football, handball and canoe slalom, as well as at numerous training sites in and around Munich, the competition aides had to provide for themselves. In these cases, the OC allowed them the cash equivalent of the meal tickets.

Clothes

Every competition aide was outfitted at the beginning of his service. Their uniforms consisted of the following:

Men

- 1 safari jacket, dark green
- 1 pair of pants, gray
- 2 polo shirts, white
- 3 pairs of socks, white
- 1 raincoat, dark green

Women

- 1 safari jacket, dark green
- 1 safari skirt, dark green
- 2 T-shirts, white
- 1 pair of sandals, white
- 3 pairs of hose
- 1 raincoat, dark green

For competition aides who primarily had to do physical labor, the following clothing was prescribed:

- 1 overall, dark green
- 2 T-shirts, white
- 3 pairs of socks, white
- 1 pair canvas shoes, dark green
- 1 kepi, dark green
- 1 raincoat, dark green

In addition, there were special outfits for competition aides in some sports due to the peculiarities of these sports.

Upon presentation of the proper authorization, the competition aides received their outfits in the clothing depots provided for this purpose. Every competition aide was allowed to keep the outfit issued him after the Olympic Games were over. Every competition aide had an ID with the reference "W" that entitled him to entry to the sports sites where he was employed. The competition aides who were active at the fair grounds, in one of the four sports there, had access to all four sports sites.

The areas to which the competition aides were to have access were determined before the beginning of the Games according to the duties of the competition aides. Normally included were the organization, competition and participants' areas. The OC issued every competition aide an ID indicating the sports sites and the areas. Additional details are found in Chapter 21.

Transportation

Each competition aide, at the beginning of his employment in Munich, received a ticket for free rides on all public transportation within the Munich Transit Authority system. To the extent that the sports sites could not be reached on foot from their dwellings, all competition aides had to use public transportation.

There was a bus service only in those cases when the schedule made use of public transportation impossible.

Accounting

Most of the competition aides, who were employed a maximum of three or four weeks, received in addition to free room and board only the nominal allowance of 7 DM per day. Added to that was a laundry allowance of 30 DM and reimbursement of transportation costs for the competition aides from out of town. About 10% of the competition aides, who were employed for longer than six weeks,

received a weekly indemnification between 100 DM and 450 DM, depending on the type of work. In addition they received the percentage of vacation allowance due to them, payment for overtime and the laundry allowance. Travel costs, if necessary, were also reimbursed.

8.4.2

Announcers

Included among the competition aides were the announcers working at the competition sites. They were specially prepared for their very important duties. In the spring of 1971, the OC, in cooperation with the national sports associations, began seeking qualified people for these jobs. The applicants had to have a very good command of English and/or French, have had experience in announcing at sports events, if possible, and be familiar with the rules of the sport for which they were to be employed.

In cooperation with well known radio and television announcers, the OC held several tests to hire the best qualified announcers. The announcers chosen were employed in the trial events. In the week before the beginning of the Games all the announcers also had to take a phonetics course. Months before the Games, the OC, in cooperation with the various national and international sports associations, had already worked out the texts to be announced – in accordance with protocol, in English, French and German – and made them available to the announcers.

The texts for the greetings and for the victors' ceremony were identical in all the sports; otherwise, they varied, for the most part, only as regards the technical peculiarities of the individual sports. The OC put definite value on a similar structure for all announcements. Announcements irrelevant to the competitions were forbidden; the same was true of emotional or nationally colored remarks.

Unfortunately, the OC could not succeed in all cases in fulfilling its original demand to employ only bilingual announcers, so that some teams of announcers had to be employed in various sports. Then, one announcer usually did the English and German and a second one made the French announcements. This division also led to satisfactory results.

8.5

The Training Sites

8.5.1

General Remarks

With the opening of the Olympic Village on August 1, 1972, a large number of training sites were available to the athletes from the whole world. The OC created for every sport the number of training sites considered necessary according to the projections of the international and national sports associations. Thus was guaranteed that all nations and athletes participating in the twenty Olympic sports could train adequately. The athletes had the opportunity to absolve their final training for the competitions of the Olympic Games in a total of 78 fully equipped training sites. In order to provide the athletes with optimally functional training sites the OC had done years of preparatory work.

First, appropriate sports facilities such as gymnasiums, swimming pools and sports fields had to be located. Then there were decisions to make on the necessary construction and remodeling, leases to arrange and the installation of the sports equipment in the training sites to undertake.

Munich had publicized the Olympic Games of the short paths. That meant the short distance between the Olympic Village and the competition sites; but the OC tried to do justice to this motto as regards training sites as well. It succeeded in finding 80% of all training sites within a maximum distance of only five kilometers from the Olympic Village. Even the most distant training sites could be reached by a bus trip of 45 to 50 minutes. Most frequently used, without consideration of the official training schedules, were the numerous sports facilities of the Central University Sports Facility immediately adjoining the Olympic Village. The farthest way was that of the canoeists to the canoe slalom facility in Augsburg, 60 kilometers away.

The training sites were divided into three groups:

1. Training sites proper
The actual training sites proper served exclusively for the training of the athletes in the pre-Olympic and Olympic periods. Here were the following sports: light athletics, boxing, handball, hockey, football, archery, wrestling, fencing, weight lifting and judo.
2. Training sites = competition sites
In this case the competition sites served simultaneously as training sites. This was true of rowing, canoeing (canoe racing, canoe slalom), shooting and cycling (track competitions).
3. Mixed training sites of 1 and 2
Athletes in gymnastics, basketball, volleyball and swimming had the opportunity to train both at the training sites reserved for them and also, before the beginning of the Olympic competitions, at the competition sites for their sports.

The participants in the modern pentathlon trained at the training sites of the individual disciplines involved.

Not all training sites could be newly built in the Olympic construction program as was the Central University Sports Facility. Therefore, it was necessary to lease a large number of training sites. The following came into question:

- sports facilities of the City of Munich
- sports facilities of the communities near Munich
- sports facilities of clubs and
- sports facilities of the military.

Construction or alterations were required in almost all training sites before the OC opened them for use. The determination of the scope of construction and alterations needed for Olympic training was made together with the representatives of the national and international sports associations. The OC reached agreement with the proprietors of the training sites that the required alterations would be made by the owners of the training sites under their own direction and the costs later billed to the OC.

For a large number of the training sites the OC had to pay the owners a contractually determined rent. In settling upon the amount of rent the OC took into consideration the extent of the construction and remodeling since these often brought about a substantial increase in the value of the sports facilities.

Information on the individual training sites is given in the treatment of the preparations for the individual Olympic sports.

8.5.2

The Use of the Training Sites

In consultation with the international and national sports associations, the OC prepared training schedules before the beginning of the official training on August 1, 1972, in which the special wishes of the individual nations were respected as far as possible. These training schedules guaranteed that all nations had sufficient time for the training of their athletes. In the first two weeks of August, (i.e. until the middle of August, 1972), the training sites were not used very heavily because - as already explained elsewhere - a number of the nations participating in the Olympic Games arrived in Munich only a week before the beginning of the Games, contrary to the original expectations.

It could not be determined in every case to what extent the teams used the training times allotted to them by the schedules. It was certainly not the responsibility of the OC to force the participants into a corset of training schedules. Freedom and the personal decisions of the athlete or the trainer were the principles for the handling and use of the opportunities for training, provided by the OC. It can be remarked that all the training sites provided by the OC were continuously in heavy use in the time after August 20, 1972, and that they were judged to be of optimum quality by the participants and their trainers.

**8.5.3
Transportation to the Training Sites**
The OC transported the athletes to the training sites primarily by bus. The OC set up bus lines to all training sites. They were mostly direct bus lines that only went to one or two training sites. In a few exceptions the buses traveled so-called circular routes which went to a large number of training sites in succession. Here it was a matter of training sites in the immediate vicinity of the Olympic Village. Right in front of the Olympic Village was a large bus station from which all buses departed. The individual buses were marked with symbols of the various sports so that every athlete could see which bus went to his training site. The transportation of the athletes to the training sites functioned without any disruptions.

**8.5.4
The Transport of Equipment and the Wear and Tear on Training Sites**
Equipment
The transport of sports equipment to and from the training sites was mostly accomplished in the last week of July, 1972, as follows:
— by members of the army with military vehicles
— by a freight firm
— by members of the OC with VW vans
— by direct transport of the sports equipment by the supplier.

To save money, the OC arranged most of the hauling with the army vehicles. For some large equipment, e.g. the hydraulic basketball stands, the help of special freight handling vehicles (special crane truck) was required.

The suppliers delivered the boxing rings and most of the gymnastics equipment directly to the training sites and set them up there.

The wear and tear on the equipment was dependent upon the usage of each training site and the degree of use of the sports equipment provided at the training sites. It can generally be noted that the wear and tear on sports equipment was very heavy for the ball games, particularly as regards balls. The same was true of a series of track and field equipment such as javelins, discuses, hammers, cross bars, etc. All the large equipment suffered almost no wear and tear. Examples here are the boxing rings and the basketball goal supports.

**8.5.5
Organization of the Personnel**
For each of the 78 training sites, one or two so-called training site superintendents were appointed. The number of the personnel depended on the size of the training facility involved. The training facility superintendents had the following responsibilities:
— supervision during training
— preparation and issue of equipment
— providing the participants with drinks which were available without cost
— training facility superintendents also established a liaison between the OC and the owner and caretaker of the training facility, and were also liaison men for the athletes training.

At every training facility there was also a first aid service available that was responsible for treating any injuries that occurred. Most of the first aid personnel were supplied by the army.

For the maintenance of security at the training sites the OC had contacted the competent police authorities very early, provided them with a list of the training facilities, and requested them to watch the training sites especially well after August 1, 1972. In some cases the OC gave the police the training schedules. Cooperation with the police was excellent. There was not a single disruption of the training routine by outside forces.

**8.6
The Trial Events**
The executive board of the OC had emphasized from the beginning that no so-called pre-Olympic Games in 1970 or 1971 — as had been held in Mexico — would be held before the beginning of the Games of the XXth Olympiad. The sports commission of the OC at its eighth meeting, on July 26, 1971, therefore considered the question of whether it might be wise, on the basis of encouragement from the national sports associations, at least to have trial events held in the various sports. This way, not only would domestic and foreign athletes have the opportunity to get used to the atmosphere and the competition facilities in Munich, but the OC could also draw from the running of the trial events conclusions valuable for building up its own organization for holding the Olympic competitions.

The executive board of the OC, in its meetings of January 8-9, 1971, and May 24, 1971, gave general approval to this proposal of the sports commission.

In consultation with the sports associations, the OC prepared the following trial events to be held in 1971 at a cost of about a half million DM:

Cycling	May 23, 1971 (100 km team event, Munich—Lindau Autobahn) August 8, 1971 (Road racing on the Grünwald circular course) September 12, 1971 (Road racing on the Grünwald circular course)
Fencing	August 7, 1971 (Fencing tournament; fair grounds, Bavaria Hall)
Canoeing	August 21-22, 1971 (Canoe slalom, Augsburg) September 4—5, 1971 (Racing - regatta course, Feldmoching/Oberschleißheim)
Light athletics	September 3-5, 1972 (International Hanns Braun Sports Festival) September 11-12, 1971 (Men's decathlon, women's pentathlon, Marathon, 50 km walk in Munich)
Boxing	September 13-17, 1971 (International boxing tournament in Munich)

Riding	September 22-25, 1971 (Military test in Munich)
Yachting	August 28-September 4, 1971 (International Kiel Regatta of the Olympic classes)

Besides that, a series of other events in basketball, judo, hockey and volleyball provided the framework for the schooling of the referees who would later be employed as competition-related personnel in Munich.

The trial events in 1971 gave rise in different areas to critical remarks regarding the state of preparation on the organizational level. It was, however, to be noted that most of the trial events of 1971 were held either in non-Olympic competition facilities or in competition facilities that were still in a certain unfinished stage of construction.

In particular, some of the helpful technical installations, such as the print-out of results, the communications technology, the data processing, the spectator control and spectator information were replaced, to a great extent, by temporary contrivances for these trial events. Besides, considerable organizational problems arose because foreign teams very often registered for the trial events on very short notice.

It was to be welcomed that a series of trial events brought certain deficiencies in systems intended for the Olympic Games to the attention of the OC, and that the schooling of the competition-related personnel made considerable progress.

On the basis of this information, the executive board of the OC decided at its 23rd meeting, on October 11, 1971, to hold trial events in 1972 as well. It was decided that these trial events be held only at the Olympic competition facilities. The executive board thus wanted to achieve optimum preparation of the personnel to be employed at the Olympic Games and to make a final, critical inventory. It was to be determined to what extent the theoretical planning by the OC for the running of the Games would be confirmed by the trial events, or whether false conclusions would come to light.

At the same meeting the executive board of the OC approved, within the framework of the total financing, a sum of about 400,000 DM for these trial events. To the extent that additional trial events were planned by the national sports associations, they had to be held without financial participation by the OC.

At the tenth meeting of the sports commission, on May 13, 1972, the OC presented the latest program of the trial events for 1972 that were definitely scheduled at that time. According to the program, the following events were planned before the beginning of the Olympic Games:

Water polo	European Qualifying Tourney May13-20,1972 Dante Swimming Pool (only referee training)
Archery	International Tourney May22-23,1972 Hirschanger
Football	Federal Republic of Germany vs. USSR May 26, 1972 Olympic Stadium
Shooting	Federal Republic of Germany vs. Finland July 14-16, 1972 Shooting range, Hochbrück
Volleyball	International Tourney July 14-16, 1972 Volleyball hall, Olympic Park
Wrestling	International Tourney July 15-16, 1972 Wrestling-judo hall, fairgrounds
Light athletics	German Championships 1972 July 19-23, 1972 Olympic Stadium
Gymnastics	German Gymnastics Meet 1972 July 22-23, 1972 Sports Hall, Olympic Park
Cycling	German Championships 1972 July 21-23, 1972 Bicycle stadium, Olympic Park
Rowing	International Championships July 22-23, 1972 Regatta course, Oberschleißheim
Fencing	German Championships 1972 (Individuals) July 21-23, 1972 Exhibition hall 20
Swimming	German Championships 1972 in Swimming and Diving July 19-23, 1972 Swimming hall, Olympic Park

Especially worthy of note was the concentration of trial events in the period July 14-23, 1972. Here the OC had a real test since events were being held simultaneously in nine Olympic sports, most of them German national champion-

ships. The OC organized the accommodation of the several thousand participants and officials in the Olympic Village, as well as their meals, in order to collect final information here too, as regards the functioning of the living, sleeping and eating with such a group, and still be able to make improvements before the Olympic Games, if necessary.

The OC ran the trial events in the Olympic competition facilities under the conditions that the OC expected for the Olympic Games themselves as regards personnel, technology and organization. The concentration in time of the events on two weekends in July, 1972, permitted a comprehensive simulation and coordination of the various functions. The OC obtained final, valuable insights in particular with regard to the flow of data, the press, information and printing of results, the capacities of street traffic and movement of the public, regarding the planned deployment of the security police and control personnel, as well as the totality of athletic organization.

With all this comprehensive planning, the expenditures, naturally, vastly exceeded the budget of 400,000 DM. Even with close calculation the costs rose to about 900,000 DM, while an exact estimate of the expected income was very difficult for the OC to make. In the end, it turned out that the income from spectators had vastly exceeded the estimate of the OC, especially at the German light athletics championships, so that the budget of around 400,000 DM appropriated by the executive board of the OC finally proved adequate.

In summary one can say that the trial events of 1971 and 1972 gave the OC valuable insights for the optimum preparation the competitions at the Olympic Games. When the Olympic Games began, all the organizational personnel were familiar with the situations within the competition facilities. The modern technical installations, which were not familiar to the German competition-related personnel from the organization of earlier events, were already known quantities at the time of the Games, so that the organizational personnel at the competition facilities from August 27, 1972 on did not need a warm-up period to grow into their Olympic organizational duties. Participants and officials of all sports expressed their praise and recognition for the athletically superb, but also flexible organization of the OC. Both in keeping to the schedule and also in innumerable small details and discrepancies to be taken care of, the organizers were successful in coping with all difficulties, confident and sure of being able to solve all problems arising, not only theoretically, but also practically. It is indisputable that these outstanding results were essentially prepared by the trial events of the years 1971 and 1972.

8.7 The Preparations in the Olympic Sports

8.7.1 General Remarks

The general exposition reports on the preparations for the sports competitions from the overall view of the OC. The following will give those complementary reports on the individual sports which still seem necessary in order to illuminate the details of the preparations from this side as well.

In general the following division will prevail:
— competition sites (to the extent not already treated in detail in Chapter 7)
— training sites.

8.7.2 The Sports at Oberwiesefeld

Boxing

Available for the Olympic boxing tourney was the completely remodeled ice stadium at Oberwiesefeld. The spectator capacity of this hall was 7,300 places, with the best visual contact with the boxing ring from all places. All requisite organizational and auxiliary rooms were housed in the hall and in a newly built press sub-center. The remodeling of the ice stadium began on January 10, 1972; all work progressed as planned. The completion of the hall by the date planned was guaranteed.

For training in boxing there were fourteen gyms with all the necessary equipment available within the radius of a ten-minute bus trip from the Olympic Village.

On August 25, 1972, all participants in the Olympic boxing tourney were subjected to an intensive medical examination. All contestants weighed in on the same day.

The examination and weigh-in took place in the Olympic Village from 8:00 to 10:00 A.M. on the ninth floor of the administration building. After that, the drawing for all participants in all weight classes was held in the ring of the boxing hall.

The results of the drawing were visible on a magnetic board that was also in the ring.

Football

With the national contest between the Federal Republic of Germany and the USSR on May 26, 1972, the OC tried out Olympic Stadium for the first time. The game was a complete success.

In consultation with the amateur commission of the International Football Association, the OC chose the following cities as out-of-town playing sites for the Olympic football tourney:
Augsburg
Ingolstadt
Nuremberg
Passau
Regensburg

Transportation to these cities was via special trains with dining and sleeping cars as well as massage and conference compartments.

For preparatory training the OC had reserved nine fields in Munich, of which one was reserved for the training of the referees. All the fields for the training of the teams were completely closed off and fixed up well before the beginning of the Games.

The drawing of the groups for the Olympic football tourney followed the close of the qualifying games on June 11, 1972, in the House of Sport in Munich.

Handball

Construction of the sports hall in Olympic Park was completed early enough so that it could be officially turned over on June 29, 1972, along with all the sports facilities of Olympic Park.

In the halls of the out-of-town sites of play — Augsburg, Böblingen, Göppingen, Ulm — the work was finished by July 1, 1972, after a series of alterations in connection with the definitive space and function program. After increases in the lighting system there was equal illumination in all halls: 1875 lux (new value) measured vertically with a color temperature of 6000 Kelvin. The teams traveled to the out-of-town playing sites on special trains and returned to Munich on the same day. In the dining cars of the special trains all the teams and guests of honor were served meals and refreshments similar to those offered in the Olympic Village.

In accord with a proposal of the OC made together with the International Handball Association, the six halls available for preparatory training were made available to the participating nations in a rhythm that was adjusted to the latter progress of the tourney, and hence guaranteed optimum training conditions.

Hockey

For the 68 games of the Olympic hockey tourney, the OC had six new fields laid out between the Press Center and the Olympic Village. A total of 19,500 spectator places were available, of which 10,000 were at the finals field and 9,500 on the other five fields. The stands were dismantled after the Olympic Games and consisted, therefore, of a simply assembled steel pipe framework with wooden decking.

For the training of the 16 participating teams, the OC offered eight training fields that were from 100 meters to six kilometers from the Olympic Village.

Athletics

Olympic Stadium was turned over to the OC by the Olympic Construction Company on July 1, 1972.

The tent-like roof construction was completed on time. In the interior, after completion of the work on the sub-structure, the firm contracted had applied the synthetic artificial surface so quickly that the entire facility of Olympic Stadium could be subjected to an intensive test from July 19 to July 23, 1972.

A warm-up hall very near to Olympic Stadium and connected to the stadium by a tunnel, offered ideal training conditions when the weather was bad. Because of the particularly favorable weather it was almost always empty. Right by the warm-up hall was the warm-up field. Here too, the OC had the same artificial surface installed as in Olympic Stadium.

The locations of the six training sites for light athletics had received the approval of the International Association. The tracks had a man-made surface like that of the stadium. The training sites about the city were selected so that they could be reached by a short ride and provided the best conditions for individual training.

The course for the Marathon race was tested already on September 12, 1971, during an international trial event. At this time the course had not yet been completed, especially in the extensive park areas. By the beginning of the Olympic Games the OC covered these sections of the course with an enduring surface that could also take automobile traffic.

Swimming

After completion of the rough construction and interior work, all construction work on the swimming hall was finished on time. All the pools of the swimming hall were tested before the beginning of the Games.

The modernly designed restaurant in the swimming hall proved to be an architecturally interesting structure.

The OC took over the office areas of the swimming hall already on May 15, 1972.

The two display boards were fully functional, the equipment acquired was adequate. The implements were stored in large warehouses from where they were brought to the swimming hall at the proper time and installed or stored there.

The lights of about 1874 lux (new value) for illumination of the hall to color television standards were tested.

The fully remodeled Dante Swimming Pool was finished in all phases of construction so early that the first test could take place in the week from May 14 to May 20, 1972. The European qualification tourney proved without a doubt that this sports facility was fully functional.

The assignment of the individual rooms to certain functions required for the holding of the competitions, such as organizational, changing, doctor's and health rooms, proved to be advantageous.

The display board at the Dante Pool also fulfilled the expectations; the automatic timing system functioned well. The spectator, even as a layman, was able to follow the progress of the game very well at any given moment.

All the training sites were around Oberwiesenfeld. Besides the Olympic swimming hall and Dante Pool, where a diving pool with a newly constructed diving tower had been added, seven other swimming pools served as training sites

for swimming, diving and water polo. All the pools were modernized as far as necessary to secure optimum training conditions.

Cycling

Except for small improvements to be made in the individual interior rooms, the bicycle stadium was finished on time so that the trial events could be held just as planned. Minor structural alterations still had to be made on the ramp for the pacing motors, but these measures were planned for the future.

As a training site for the track cyclists, the Olympic bicycle racing track was available to all nations after August 1, 1972. The OC worked out a training schedule in accordance with the registrations received. The OC also offered the teams use of the Amor track on Baumgartnerstrasse. It was an open-air track 333 1/3 meters long and seven kilometers from the Olympic Village. Little use was made of this opportunity.

There was no special training site planned for the road racers. The circular course in Grünwald could not be blocked off for training purposes. The OC put up about 100 signs, however, to inform other users of the route that this was a course available for Olympic bicycle events. They were requested to be especially careful. On one occasion, the closing of the Munich-Lindau autobahn allowed all the teams to train for one day on the competition course for the 100 kilometer team event.

Volleyball

The volleyball hall was already finished in May, 1972. After the trial tourney it proved necessary to replace the slip-free floor surface and to change the arrangement of the individual floodlights to avoid blinding glare. Eight training halls in all were available to the teams. After a certain amount of overhauling, they were all identically equipped.

Gymnastics

The multi-purpose hall in Olympic Park, with a capacity of 11,000 spectators, in which the gymnastics and handball events were held, was also finished by the end of June, 1972. Installed last of all was the removable gym floor upon which, finally, the gymnastics stage was set up.

The OC chose the most modern gymnasiums in the city of Munich within a radius of 15 to 30 minutes driving time to serve as training facilities. To the extent necessary, they were structurally improved. All training gyms were furnished with the same modern equipment found in the competition facilities.

8.7.3

The Sports at the Fairgrounds

The fairgrounds, situated above the Theresienwiese on the outskirts of the city, are only 2,000 meters from the main train station and can be easily reached from there in 15 minutes on foot.

Public transportation (streetcar and bus lines) provided access to the fairgrounds from various parts of the city. By bus, or after a short walk, visitors could reach the rapid transit (S-Bahn) station Hackerbrücke. There were sufficient parking places in the vicinity for the spectators' cars.

The OC transferred participants and functionaries with shuttle buses every 10 to 15 minutes from the Olympic Village (4 km away by air) via the Middle Ring expressway to the fairgrounds.

Journalists, too, could reach the fairgrounds comfortably from the Press Center via special connections.

The entire fairgrounds area was strictly subdivided into areas for
— participants and functionaries
— press and general organization
— spectators.

Two entrance areas were provided for spectators. They reached the wrestling-judo hall, the weight lifting hall and fencing hall 1 from the west side; fencing hall 2 was reached from the east. The 20,000 sq.m. park-like open area was reserved as a recreational area for the participants and officials of all teams.

Because of the schedule of several of the sports competitions being held at the fairgrounds, one had to give particular attention to providing meals for the
— participants and escorts
— referees and competition personnel
— guests of honor
— press and
— short-term personnel

Separate dining areas were set up for each of the above named groups. The meals for the participants and their escorts at the fairgrounds were no different from those served in the Olympic Village.

In every competition and training hall there were refreshment stands installed where tea, fruit juices and other refreshing drinks were served.

For holding the events in
— wrestling
— judo
— weight lifting
— fencing

the OC provided four halls for the competitions, three halls for training and three additional halls for organizational functions.

Housed in these three halls for the organization were:

Hall 5 (2,687 sq.m.)
Doping control, technical area, chauffeur service, press center

Hall 16 (4,728 sq.m.)
Security guards, fire department, health service, special post office

Hall 17 (730 sq.m.)
Printing

The wrestling-judo hall was newly built, and was turned over to the OC on July 1, 1972. In executing the spatial and functional programs agreed upon with the international sports associations, the OC provided the halls for weight lifting and fencing with the installations necessary to carry out the competitions.

Due to the numerous exhibitions, the remodeling work in the exhibition halls could not start until April 24, 1972. The rapid progress of construction in the exhibition halls permitted their completion and handing over even before the date originally announced. Because of the temporary character of the installations, the OC ceded to the wishes of the International Associations for Weight Lifting, Judo, and Wrestling in July, 1972, and furnished the organizational rooms better, especially in the international area.

Fencing

The rapid construction and completion of the competition facilities in halls 12 and 20 and the training facility in hall 20 was suddenly very questionable for hall 12 after fire broke out in June, 1972. But the efforts of all forces still succeeded in completing the competition facility for the finals in fencing promptly by the middle of July, 1972.

The equipment required to carry out the Olympic fencing tourney was installed by the OC after July 15, 1972. This consisted in particular of:

- 48 reporting devices with electronic contact indicators,
- 2 fencing lanes of 20 m each for the semi-finals and finals in hall 12,
- 16 fencing lanes of 18 m each for the qualifications in hall 20,
- 40 fencing lanes of 18 m each for training purposes in hall 20.

The fencing lanes were built new according to plans approved by the International Fencing Association.

The metal strips required as a surface for the fencing lanes were of special manufacture. Their material, a phosphor bronze web in an especially durable and handy finish, did justice to the requirements of fencing particularly well.

Timing with newly built table-top devices with digital indicators proved to be especially good. For the semi-final and final events the OC used large indicators that made clear observance of the time particularly easy for the spectators.

In the finals hall, there were two large electronic scoreboards installed that always showed the up-to-the-minute status of the semi-final or final matches.

Weight Lifting

The installation of the temporary, sound absorbing partition between the competition area and preparation rooms of hall 7 at the Munich fairgrounds turned out to be a complete success.

The remodeling of the training facilities also began on the same day. Here too, the construction was exactly on schedule.

Judo

There were plenty of organizational rooms available for the International Judo Association in the new hall. Since the Olympic tourney in wrestling was also held in this hall, the OC made sure in the planning of the hall that both the International Judo Association and the International Wrestling Association had fully separated organizational areas. The OC temporarily installed 40 dressing rooms for the athletes and an appropriate number of showers and lounges. In addition, there were two large warm-up areas of 144 sq.m. each. The referees', doctors', and VIP areas were also generously designed.

The hall was completed as scheduled on July 1, 1972.

Hall 18 of the fairgrounds was open for training from August 1, 1972. Mats were laid down on two areas, each 24 m x 50 m. The entire surface was divided into individual areas by curtains to permit individual training for all teams.

Wrestling

After the remodeling, hall 19 of the fairgrounds was turned over to the OC for completion on July 7, 1972. Then they began the distribution of the 14 training mats and their adjoining auxiliary areas. The training began as planned on August 1, 1972.

8.7.4

Sports in Munich outside of Oberwiesenfeld

Basketball

Construction of the Olympic basketball hall in the area of the district sports facility on Siegenburgerstrasse, seven kilometers from Olympic Park, began in July, 1970. Because of good weather conditions, the work had progressed far enough by the end of March, 1972, so that the hall could then already be termed ready for use.

The equipment for the Olympic basketball tourney was chosen in agreement with the International and National Basketball Associations and secured an orderly procedure of the tourney.

Four training sites were chosen in the immediate vicinity of the Olympic Village, all of which met all modern, international demands.

Archery

The Olympic competitions in archery were held at the Werneck Wiese in the English Garden. The OC planned a modern and thoroughly organized competition facility, although it was a temporary one. After the earth moving was completed, the OC began construction in spring, 1972. Particular difficulties were involved in

preparing a level, extended lawn for the competition. The OC undertook additional improvements in June and July of 1972. For the Games, the contest area was irrefragable for all participants.

Riding

The OC finished planning for the cross country event in the Riem-Poing area well in advance. The necessary construction measures, particularly the construction of the obstacles, was initiated in early summer and finished on time.

At the dressage facility in Nymphenburg Park the OC made temporary provisions for the contest and stall areas. Despite the late start of construction, in spring, 1972, all work was finished on time.

In direct association with the riding stadium in Riem, stall and training areas were erected that were available for all disciplines as of August 1, 1972. The following facilities were involved in particular:

- eight jumping areas (60 m x 110 m, or 80 m x 120 m)
- seven dressage rectangles (20 m x 60 m)
- one riding hall (30 m x 75 m)
- one riding hall (20 m x 40 m)
- one longer circle and
- one gallop track.

The accommodation of the horses in about 390 stalls was secured. Adjoining these were the hay-lofts, harness rooms and equipment rooms. In five newly constructed stables of the "Olympia" type there were dwellings built directly above the stalls for a total of 200 grooms, so that the horses could be constantly controlled without having to be disturbed. The stall and training area also included an infirmary stall in which sick or injured horses could be treated. All the installations of the university clinic were available in the event of serious sickness or injury.

The OC also had to take care that a plentiful supply of oats, hay, enriched feed, carrots and turnips was on hand for all teams for the feeding of the stabled horses.

Modern Pentathlon

In agreement with the International Association, the cross-country race was held on the grounds of Olympic Park. The starting and finish area for this race was Olympic Stadium. Thereby, this event on the final day of the pentathlon received special publicity.

The following facilities were provided for training in the modern pentathlon:

- riding facility, Riem
- exhibition hall 20
- shooting range, Hochbruck
- Michaeli Pool and swimming hall
- various facilities as in the track and field events.

Shooting

The Olympic competition in shooting was held at the very modern, newly built shooting range at Hochbruck in the north of Munich. The distance from the Olympic Village to the site of competition was about seven kilometers.

Construction work could be finished on time so that the entire facility was ready on June 15, 1972.

Official training at the new range began on August 15, 1972. For the several nations who wanted to practise in Munich before this date, there were numerous shooting ranges available in the vicinity of Munich. The OC secured transportation to these places.

8.7.5

Competitions outside of Munich

Canoe Slalom

Construction work on the canoe slalom facility at Augsburg was finished May 15, 1972. Then the OC started furnishing the individual rooms. It took control of the facility on July 1, 1972; at the same time, the OC moved into the organizational rooms.

The slalom course at Augsburg also served as a training facility; but at the beginning of training the course did not yet have gates set. Official training with gates set began on August 27, 1972.

In addition, the teams had the opportunity to use natural streams in the area for training, if desired. The OC secured transportation of the boats and participants.

In order to let the nations participating in the Olympic canoe slalom competition become acquainted with the Olympic canoe slalom facility as early as possible, the OC held international training weeks on the canoe slalom course in the months of May, June and July.

Canoe Racing

Construction work on the regatta course at Oberschleißheim was so far along in May, 1972, that the regatta basin with all its technical installations was finished, and the interior construction of the buildings approached completion in the same month. In several areas at that time, one could already begin furnishing the individual rooms. The technical installations for the course were finished and they were subjected to extensive testing in June and July of 1972.

The OC opened the competition facility for training on August 1, 1972. The course installations were prepared for rowing, since the Olympic rowing competitions began on August 27, 1972. Of the six rowing lanes, two were reserved for the canoeists. To separate these two areas, the OC installed a wave dampening device.

Rowing

The regatta course was tested by rowers in the trial event on July 22-23, 1972.

The training session began officially on August 1, 1972. The daily training period was from 8:00 A.M. to 6:00 P.M.

8.8

Summary

In the preceding expositions we attempted to describe the general and the specific preparations for the sports competitions in their essential characteristics.

One gets the impression of intensive and well planned preliminary work by the OC, which was confirmed by the irrefragable functioning of the Olympic competitions in all sports. As already indicated in the discussion of the schedule, the flexibility of the organizational personnel and the practised coordination of all the responsible people in the OC, from its head to the last competition aide, was manifest most clearly by the fact that the suspension of the athletic contests by one day, because of the lamentable events on September 5, 1972, could not impair the efficiency of the finely honed machinery of the entire organization. The OC succeeded in creating all the necessary theoretical prerequisites for holding the Olympic Games without depriving those in charge at the individual competition and training facilities of the independence that allowed them to solve all problems arising flexibly in a manner adjusted to the situation and leading to general satisfaction.

9

9.1
In General

In one word it can be said that the Olympic Village with its atmosphere of communal living and relaxation of the participants was the most important place of encounter and socializing by athletes, trainers and officials from all over the world next to the competition sites during the Olympic Games. The experience of brotherhood in the Olympic Village thus played a great role in the success and value of this worldwide event.

It was already evident at the planning of the Olympic Village whether the organizer of the Games had solved this problem of accommodating, amusing and feeding the athletes in a uniform manner. Whether he understood the deeper significance of the Olympic Village and attempted by its completion to create a model, unique place for the friendly common life of such widely varying personalities as the top sportsmen of the whole world are. This complex question prepared the theoretical prerequisites for the size of the village and the individual furnishings needed according to the responsibility of the OC in Munich. From the very beginning the OBG (Olympic Construction Company) was commissioned with the planning and execution of this project. Volume 2 of this set will give further details about the technical planning and construction of the Olympic Village.

Altogether 2,515 people in the OC were necessary for preparing the plans of the Olympic Village and its later operation.

- In addition to the permanent staff of forty-two employees, the following groups of people were involved in the operation of the Olympic Village:
- 923 assistants
 - 465 drivers
 - 244 messengers
 - 284 hostesses
 - 127 controllers
 - 70 caretakers
 - 32 secretaries and foreign language correspondents
 - 130 various employees (house and storeroom administrators, foremen, accountants, specialists, helpers, cooks, buffet waitresses, etc.).

Technically the number of employees mentioned above could be divided also as follows:

Short-term personnel with "long" contracts	35
Short-term personnel with "middle" contracts	2,446
Other short-term personnel	34

From the organizational as well as the technical points of view there was hardly anyone who would be in the position to complete the planning of an Olympic village in the best possible way without the experiences gathered at the arranging of Olympic villages at previous Olympic Games.

For this reason the OC already devoted itself from the very time of application for the Games to acquiring precise information about the planning and running of the Olympic villages at previous Olympic Games.

The next section will describe the essential facts in a historical survey and the section following will present the conclusions and their implementation in the planning of the Olympic Village in Munich.

9.2
Historical Survey

9.2.1
The Games in Ancient Times

The participants in the Olympian Games of antiquity were gathered in the "sacred precincts" of Elis about fifty-seven kilometers away from Olympia. The athletes lived there and prepared themselves in the various sport disciplines. In addition they also found a cultural diversion there. They attempted to achieve a balance of their bodily and intellectual powers. Every participant had to arrive in the training camp in Elis at least thirty days before the contests. This was the last possible date as the camp had been opened already ten months before the start of the games. At this point in time the organizer assigned the referees who had their quarters in Elis and trained jointly with the athletes. Well in time before the Olympian Games the athletes and referees moved to Olympia and pitched their tents or built their modest mud huts — the Olympian village of antiquity.

9.2.2
Games of the Modern Era

At the first Olympics of the modern era in Athens in 1896, and at the two following Olympics linked with the world exhibitions in Paris in 1900 and in St. Louis in 1904 there was still no Olympic village for the participants.

For the first time at the Olympic intermediary games in Athens in 1906 did the participants of these Olympics receive accommodations in a community camp. In the following time the Olympic contestants again lived in hotels during the games. Some teams chose a special type of accommodations for their own athletes, so, for example, in 1912 and 1928 the United States sheltered its team on a ship.

9.2.3
Games of the Xth Olympiad in Los Angeles 1932

On the occasion of the Games of the VIIIth Olympiad in Paris the organizer sheltered the Olympic contestants in wooden barracks. It remained to the organizers of the Games of the Xth Olympiad in Los Angeles to execute a plan in such a comprehensive way that the Olympic participants would have common accommodations still corresponding to special considerations. They thus latched on to one of the ideas of the Olympian Games of antiquity whereby the athletes would be gathered together in the "sacred precincts" of Elis many weeks before the start of the games for joint, strict preparatory work.

The Olympic Village of Los Angeles, which was built on a hill, was a grand success. The cost for the stay in the lightly-built wooden houses was with two dollars per person per day completely minimal in comparison to hotel prices. The 1,400 participants were housed in 500 bungalows each with two two-bed

rooms with a sink, shower and toilet. The village was located about ten minutes from the competition sites. The athletes were fed in thirty-one dining halls with due consideration paid to the tastes of practically every nation. In addition there were an administration building, a hospital and an open-air theater with room for 2,000. The more than 100 female participants stayed in a hotel which was also near the contest sites.

9.2.4
Games of the XIth Olympiad in Berlin, 1936

There was no necessity to build an Olympic Village for the Games of the XIth Olympiad in 1936. Berlin had enough hotels to accommodate the sportsmen from every nation even in large numbers in the best possible way. The organizers did find a suitable possibility for the accommodation of athletes in a military camp for the benefit of those nations for whose athletes lodgings in a hotel would be too expensive. The IOC acknowledged the fact pointing out, however, that suitable and sufficient hotel quarters were expressly preferred in Berlin. But as it proved that many nations were very interested in accommodations in an Olympic Village, the OC at that time decided to build its own Olympic Village in a well located part of the Döberitzer Parade Ground.

The planning for this Olympic Village foresaw 14 houses for 3,500 participants. Due to the unexpectedly high number of almost 4,500 athletes eventually additional available buildings had to be included into the area of the Olympic Village. The large structures for the administration and provisions, the reception building at the village entrance, the main building with the dining rooms for the nations as an attractive terrace structure on the north-western elevation and the lecture building formed the natural conclusion and visual point of the entire arrangement. The houses contained eight to twelve two-bed living and bedrooms for the athletes. At the entrance of each there was a room for each of the two house stewards, a telephone booth, a wash and shower room, toilets and a lounge. The design of this lounge as a community room was carefully planned in regard to its furnishing and color. This Olympic Village also received an indoor swimming pool, a Finnish steambath, two gymnasiums and a sports field. Another large structure of this Olympic Village was the community center. Among other things it had training areas for Olympic athletes, administration offices and a lecture hall for the evening entertainment program. The Olympic Village was located fourteen kilometers away from Olympic Stadium. The sportswomen were lodged in "Friesen House", a students' dormitory on the Reichs Sports Field. The women had quarters which were much closer to the competition sites and this offered them the opportunity to use the adjacent sports and practice fields for training. Altogether 360 women were accommodated in double bedrooms.

9.2.5 Games of the XIVth Olympiad in London, 1948

After an interruption of twelve years the IOC on relatively short notice granted the Games of the XIVth Olympiad to London in 1948. It was no longer possible for the organizers to build a special Olympic Village for the athletes so the OC housed the 4,500 participants in former army camps and in twenty schools.

9.2.6 Games of the XV Olympiad in Helsinki, 1952

The OC expected such a large number of participants and functionaries for the Games of the XVth Olympiad in the capital of Finland, Helsinki, that it decided to build its own Olympic Village for the Olympics.

The organizers in Finland thus built an Olympic Village with a capacity for 4,800 people and to supplement this, built several smaller villages such as Otaniemi, for example, with a capacity of about 600. The main village consisted of thirteen multi-storied apartment houses, a movie house and thirteen saunas. The OC served meals to the athletes in a tent restaurant which had room for 1,600 people. In addition, there were also a few smaller Olympic Villages for the horsemen, for the participants in the modern pentathlon and for the main body of the Finnish team.

9.2.7 Games of the XVI Olympiad in Melbourne, 1956

The OC planned an Olympic Village also for the Olympic Games in Melbourne in 1956. The settlement of the Olympic village was supposed to be sold or rented to needy families after the games like the village in Helsinki. All told 4,400 people lived in 840 apartments in 365 houses in the Olympic Village "Heidelberg". For the first time the women's Olympic village was included in the entire complex, but naturally separate from the men's quarters. The village consisted essentially of two-storied apartment houses and bungalows. The individual houses contained apartments for as many as three people with living-room, kitchen, bath, sink and toilet. A combination lecture and dance hall, a movie house and two lounges with 2,600 sq.m. of space were available in the Olympic Village. There was also a medical center near the administration buildings in the Olympic Village. Twenty dining rooms and an international restaurant with two dining rooms were provided for meal service.

9.2.8 Games of the XVIIth Olympiad in Rome, 1960

In Rome the organizers of the Games of the XVIIth Olympiad constructed an Olympic Village for men and women to accommodate the athletes and functionaries. The area of the "Campo Parioli", about five kilometers away from the Olympic Stadium, was chosen for this village. The OC expected almost 6,000 participants and functionaries who were to be accommodated in a series of multi-storied apartment houses with some 1,350 apartments and more than 4,700 rooms. In addition the village received community facilities such as reception buildings, movie house, lecture hall, bank and post office. There were ten restaurants to serve meals to the inhabitants of the village. Today the Olympic Village is a residential area.

9.2.9 Games of the XVIIIth Olympiad in Tokyo, 1964

The Olympic Village for the Games of the XVIIIth Olympiad in Tokyo was formed in the centrally located Yoyogi section on a former military parade ground on which living quarters for military purposes were already standing. In addition the OC built four smaller villages in the vicinity of the competition sites for the Olympic events in cycling, yachting, riding and canoeing.

Some 660,000 sq.m. of land were needed for the main village. It bordered on a row of Olympic Stadiums and sports sites. The men's quarters consisted of 249 wooden houses and ten four-story concrete houses with a total of 2,850 rooms in which some 6,000 participants and functionaries could be lodged. Four four-story concrete buildings with 275 rooms for about 1,000 female athletes were provided for the women's Olympic Village.

The main Olympic Village "Yoyogi" was divided into seven administrative areas. Orientation was facilitated by painting the houses in different colors. The following secondary buildings were provided in the men's and women's Olympic Villages:

- 3 dining halls (one of which was in the women's Olympic Village)
- 1 administration building (registration office, visitors hall, information stand, bank, post office)
- 1 office, visitors hall, information stand, bank, post office)
- 1 shopping center
- 1 motion picture theater for 700 people
- 2 clubs (one in the women's Olympic Village)
- 4 bathhouses (one in the women's Olympic Village)
- 2 steam baths (one in the women's Olympic Village)
- 1 medical care station and various training facilities.

9.2.10 Games of the XIXth Olympiad in Mexico City, 1968

The Olympic Village for the Games of the XIXth Olympiad in Mexico City was located in the south of the city in an area particularly well served by transportation services. The Olympic stadium was 3.5 kilometers away while Aztec Stadium was four kilometers and the regatta course in Xochimilco was eight kilometers away. The remaining Olympic competition areas could be reached in no longer than thirty minutes traveling time.

All told twenty-four multi-storied buildings were provided for contestants and officials. Two thirds of the buildings had six stories, the rest had ten. Each floor had four apartments, the total number was around 700. Each apartment had three bedrooms, two bathrooms and another room which was meant as a living room, but nevertheless was usually used as another bedroom. It was later discovered that despite the pre-Olympic games in Mexico, many more athletes and officials came than expected. Instead of the approximately 6,500 athletes and functionaries expected, actually almost 8,200 competitors and officials took part in the Olympic Games in Mexico City.

The dining halls with a total area of 9,000 sq.m. and an international club measuring 3,000 sq.m. were located in the vicinity of the dwellings of the village. A shopping center, training halls and installations, a medical center, a bus station with a customs office, and the administration building were located on the site of the village.

9.3 Planning the Olympic Village in Munich

Already for the preparation of the application for the Olympics the city of Munich chose Oberwiesenthal, a three-million square meter area in the northern part of the city only four kilometers in a straight line from the center of town, as the site for the essential sports installations and as the site for the Olympic Village.

The city of Munich and later the OBG (Olympic Construction Company) worked out an architectural competition for the entire area of Oberwiesenthal after getting the Games of the XXth Olympiad from the IOC in April, 1966 in Rome. The jury finally decided in October, 1967 the architectural competition for the entire property and suggested a separate architectural competition for the Olympic Village in this area.

9.3.1 The Site of the Olympic Village

The statutes of the IOC prescribed since 1949 that the OC is to provide an Olympic Village for men and one for women for the Olympic Games. Both accommodation areas ought to be built as near as possible to the main stadium, the training areas and the other competition sites.

The site with the grounds of the present Olympic Park presented itself for the Olympic Village at the Games of the XXth Olympiad in Munich. The OC could fulfill the ideas of the IOC literally since the Olympic Village is in the immediate vicinity of Olympic Stadium, a number of training facilities, the volleyball hall, the hockey fields, the sports hall, the swimming hall, the remodeled boxing hall and the cycling stadium.

The organizer also at previous Olympic Games had to contemplate even at the earliest planning stage how he could make the required structures meaningfully and financially functional even after the Olympic Games with the large number of athletes expected. The Munich OC also orientated itself according to the demand for dwellings and apartments both for families and single persons in the middle and lower income categories. At the time of the first planning sessions in 1967 there was no doubt that due to the shortage of dwellings prevalent at that time all the apartments, after the necessary remodeling and renovation work, would be immediately sold or rented to interested parties after the Olympics. Unfortunately this idea proved to be not completely correct. On account of the higher construction costs after the Olympic Games the demand for dwelling sank considerably so that even today parts of the Olympic Village are for sale or to rent.

9.3.2 Theoretical Prerequisites for the Design of an Olympic Village
As said previously, the OC did not have first class experts for the design and construction of an Olympic Village with regard to the best possible equipment required for the athletes.

For this reason the OC engaged a group of experts at the beginning of 1968 who had the task of developing the comprehensive space and functional program for the Olympic Village in Munich, based on their expert knowledge. The group of experts consisted of four employees from the sport commission who had already several times been official participants in the Olympic Games and thus were able to give the OC valuable advice on the basis of both their positive and negative experiences.

This group of experts, supported by the full-time employees of the OC, met sixteen times during 1968 and 1969, and in agreement with the architects hired by the OBG worked out all the necessary prerequisites for the design of the Olympic Village.

The difficulty resulted for the OC that the Olympic Village would not be built as an end in itself, but rather would be placed at the disposal of the residents of Munich after the Olympic Games. From this double function of this small town there necessarily resulted varying goals which could be solved only by compromises by both sides. The architects had the opportunity to guarantee within a reasonable budget that despite certain temporary building measures to ensure the proper treatment and needs of the residents of Olympic Village there would be no disadvantages for the later inhabitants of the village.

Three areas had to be specially treated for the well-being of the athletes in Olympic Village:

1. the accommodations
2. the provisioning
3. the recreation, relaxation and social encounter among the participants.

And further, each team management had to be enabled to do justice to their organizational and administrative duties.

9.3.3 Accommodations

The accommodation of the athletes and functionaries in the Olympic Village presumed the basic consideration of whether everyone ought to be lodged in correspondingly large dormitories or whether a large number of smaller rooms with a correspondingly small number of people would be best. According to experience acquired at previous Olympic Games it was more advantageous for the participants' tense nerves if they were lodged in a large number of smaller rooms. Thus the OC basically strove for the accommodation of both men and women in rooms with no more than three persons each, and with the ultimate goal that the majority of rooms would be designed for one or two people.

In regard to the size of the rooms the OC came to the following figures from the experience of the dwelling contractors in Germany: a room with an area of about ten square meters is large enough for the lodging of an athlete. Fifteen square meters is sufficient for the accommodation of two people. An area of twenty square meters appears to be practical for the lodging of three people.

In addition during the planning of the Olympic Village due consideration had to be given so that there would also be lounges, at least of medium size, for the athletes and officials in which they could relax and amuse themselves in small groups with reading, music or television.

It was also necessary to provide enough sufficiently large cabinets and other storage facilities for the clothing and other belongings of the residents of the village when furnishing the individual rooms. There must also be tables and chairs, coat hangers, wastepaper baskets, vases, electrical outlets, etc. in sufficient number in every dwelling. This was naturally true for both the men's and the women's villages.

The OC also had to remember that the ladies in the women's village might like to have the things they needed to cook and iron.

The OC also had to provide the athletes enough sufficiently large ventilated drying rooms apart from the living areas in which they could hang up their sports clothes to air and dry.

A balanced ratio between the number of occupants in the various apartments and the number of sanitary fixtures provided is of great importance for a pleasant sojourn in the Olympic Village. This was even more important because the short distance from the sports sites to the Olympic Village meant that the athletes would usually return to the village after training and competing without showering. With the exception of the bachelor apartments the OC demanded during the designing of the buildings that the bathrooms and toilets be separate in the apartments. The OC endeavored further to install a shower in addition to the bathtub in every bathroom. There ought to be a sink in every bathroom and toilet also.

In consideration of the varying size of the teams and because each team had to have organizational and medical areas reserved to itself, the OC thought it best that every team ought to take advantage of a proper and reasonable division of the sanitary facilities available so that no more than four to six people had to use the same bathtub or shower. This division was true for all residents in the Olympic Village. There were no special requirements in regard to sanitary fixtures demanded for the women in the Olympic Village.

9.3.4 Provision

The OC had to reckon with about a hundred teams from all over the world at the Games of the XXth Olympiad according to experiences at previous Olympic

Games. The OC was presented naturally with a whole galaxy of problems when it considered the wide range of eating habits of such a vast number of athletes from every continent in its plans for a satisfactory food service for every-one. Naturally it thought that it could provide the technical facilities and leave it to the teams who could bring as many as two cooks along, to prepare food for themselves to their own taste. But the organizational problems involved with such a large number of nations and the corresponding supply and storage of the largely imported groceries required are practically unsurmountable.

Thus the OC investigated to what extent it would be able to find a pleasing cuisine by providing a few distinctive types of dishes for each nation. The food was to be prepared by the OC's own personnel and to be presented to all the inhabitants of the village for choice. According to the experiences of previous Olympic Games there were six different taste categories on which the OC had to base its planning.

In addition the OC had to consider how large the dining halls for the residents of the Olympic Village ought to be so that on one hand it could guarantee smooth service and on the other it could enable the athletes to eat in a quiet and pleasant atmosphere.

The restaurants in the Olympic Village were divided into the areas needed to pick up the food since the self-service method was usually preferred, and areas with sufficient tables and chairs. A ratio of the total number of the Olympic Village residents to the number of seats at 3:1 proved sufficient. The organizer of the Olympic Games had to note how much time would be needed by village residents to eat their meals. A principal factor was that as the number of athletes who had finished their contests increased, so much longer did the athletes' and officials' mealtimes last. For this reason the organization had to guarantee that the food would be served to the athletes without wasting time since especially the picking up of hot meals could lead to bottlenecks which could be avoided only by employing sufficiently large staffs.

In regard to serving meals to every participant in the Olympic Games the OC also had to remember that the schedule of the Olympic Games played a major role in determining the athletes' meal times. Thus the OC had to be sure that the meals for Olympic Village residents were guaranteed from early morning until midnight, though at times only in a limited way.

It also had to remember to provide box lunches for athletes who had long traveling times to their competition sites, which prevented them from eating in the Olympic Village.

The OC set up soft drink machines for village residents in every house in the Olympic Village and other suitable locations such as the recreation, amusement and administration center. It also had to be sure that these machines were constantly serviced, filled and always in operating order.

9.3.5 Recreation and Relaxation in the Olympic Village
Each athlete found himself unusually tense especially before the beginning of the Olympic Games and before his turn to compete. For this reason the organizer of the Olympics had the responsibility to offer every inhabitant of the Olympic Village as far as possible the necessary means for relaxation and recreation with the widest possible range of events or facilities. A suitable amusement center meeting modern requirements must be so arranged that it is self-contained and does not disturb the surrounding living quarters. The organizer considered theaters, reading and TV rooms, dance halls, facilities for table tennis, duck pins and bowling, and penny arcades. It also seemed advisable to install television sets in the living rooms or lounges of the teams' living quarters, which could also provide entertainment.

There were also shows and films in various languages and the folklore entertainment was varied and of high quality.

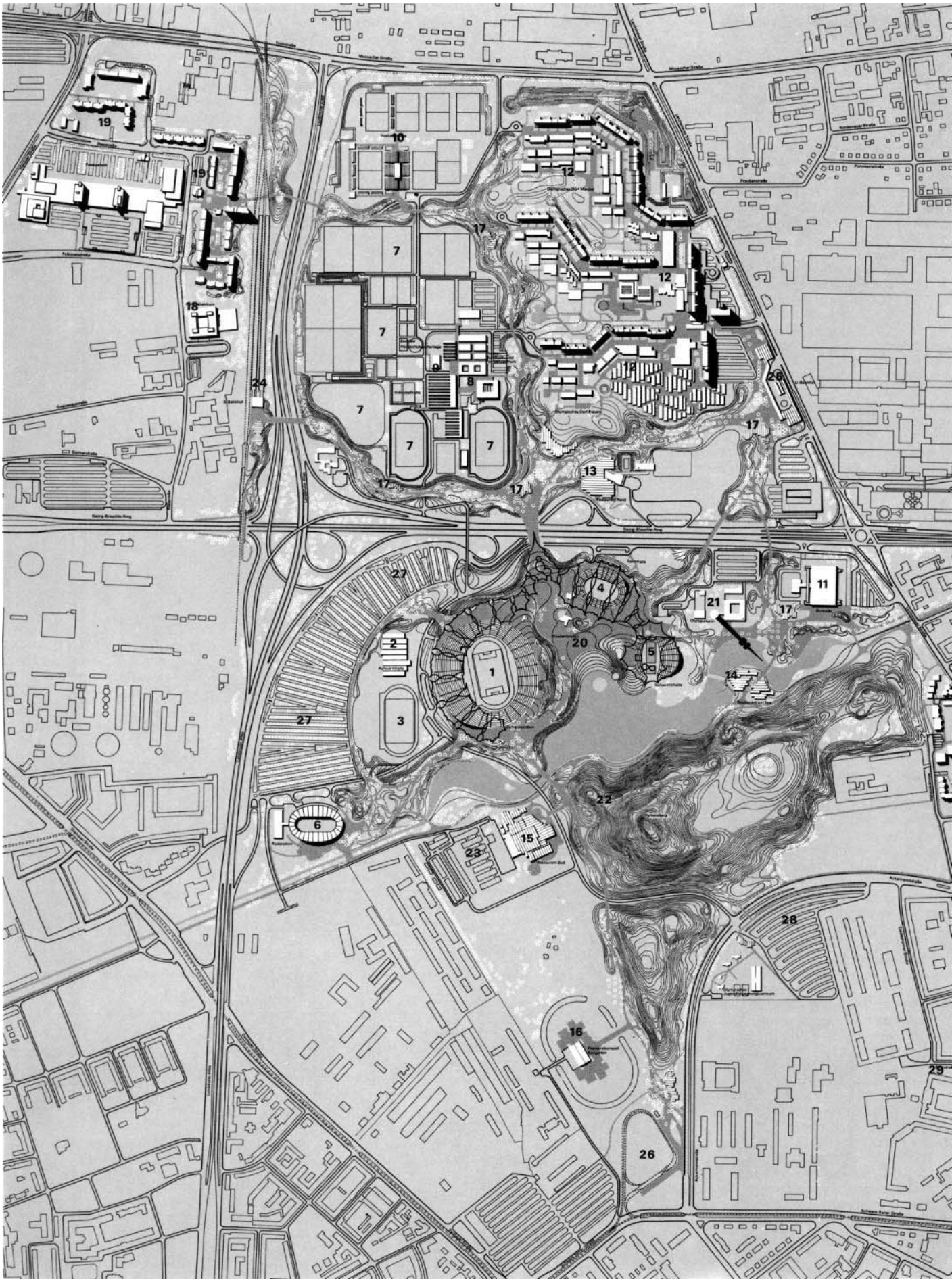
Even the landscaping and gardening design of the open areas in the Olympic Village belonged to the realm of recreation. One could relax on a miniature golf course, in a small swimming pool, in a partially roofed table tennis hall or on a large dance floor.

The offering of good quality merchandise in the shopping center or mall in the Olympic Village also belonged in this area. In addition to shops for everyday needs such as barber, hair dresser, laundry, tailor, shoemaker, etc. there were also stores for gifts, souvenirs, postage stamps, newspapers, books, cameras, etc. These were helpful and the athletes liked to shop in them.

Since an Olympic Village is not open to visitors as a rule, the organizer provided a few restaurants on the periphery of Olympic Village where village residents could meet with relatives, friends and acquaintances.

Location Plan of Olympic Park

- 1 Olympic Stadium
- 2 Warm-up hall
- 3 Warm-up area
- 4 Sports hall
- 5 Swimming hall
- 6 Cycling stadium
- 7 Central University Sports Facility
- 8 German Olympic Center (DOZ)
- 9 Volleyball hall
- 10 Hockey installation
- 11 Boxing hall
- 12 Olympic Village
- 13 Restaurant North
- 14 Restaurant on the lake
- 15 Restaurant South
- 16 Rural dining center
- 17 Kiosks
- 18 Press center
- 19 Press complex
- 20 Center (Coubertin Square with the Theatron on the lake)
- 21 Television tower
- 22 Olympic hill (former rubble deposit)
- 23 Olympic Construction Company (OBG)
- 24 Rapid transit station
- 25 Olympic Stadium
- 26 Subway station
- 27 Olympic Center
- 28 Streetcar U-turn
- 29 Ackermann Strasse
- 30 Non-public parking lot
- 31 Parking lot for visitors' buses
- 32 Organizing Committee (OC)



9.3.6 The Technical and Administrative Organization
The management of each team in the Olympic Village had to surmount numerous organizational tasks which could only then be solved if the OC provided suitable areas for this purpose. These are the offices for the chef de mission, for the office work of each team and for other official team aides. The number of rooms needed varied according to the size of the particular team. There had to be room for desks and file cabinets in addition to the telephone connections required.

Independent of the general medical facilities provided by the OC there are as a rule also a number of doctors assigned to each team according to the number of members. The physicians required their own treatment rooms in order to provide each team member with proper medical attention. The more generously the OC handled the distribution of rooms the less would the teams demand medical attention from the OC.

In any case the number of rooms required for the organizational and medical matters of every team is not insignificant. Thus the OC had to include these additional areas for about one hundred teams from the very beginning of planning for the Olympic Village.

On the basis of experiences made at previous Olympic Games there were no meditation rooms set up specifically for the use of every creed in Olympic Village. Rather, a hall or a larger room is sufficient and can be used in rotation by various religious communities. Naturally the athletes could also attend churches of their denomination in the city of the Olympic Games.

A medical center also had to be provided in the Olympic Village which was constantly on the alert to attend to serious cases beyond the range of the medical care provided by the individual team doctors, and could immediately take over the treatment of any resident of Olympic Village. The most advanced medical equipment is of utmost importance for the optimal furnishing of this center. In addition doctors in every specialized area must be available.

The construction of numerous saunas within the Olympic Village is necessary within the scope of the medical preparation of the athletes for their competitions. These must be sufficiently large and have modern technical equipment. The separation of the sexes is to be provided.

The OC used an information center to aid the completion of its own numerous organizational tasks within the Olympic Village. In addition to the accreditation of the arriving teams, the center also provided the necessary background information for the sojourn in Olympic Village. It proved practical to provide each type of sport appearing on the Olympic program with its own counter with linguists who were able to give each team the necessary explanations for contests and training.

9.4 The Capacity of the Olympic Village
A prerequisite for the completion of the planning of the Olympic Village was the determination in 1969 of how many athletes and officials would have to be accommodated at the Olympic Games in Munich. The OC next determined the development of the number of participants at previous Olympic Games and the number of participating countries as can be reviewed in the following chart.

The OC expected the greatest number of participants ever at the Games of the XXth Olympiad with its twenty-one types of sports and possible demonstration event.

The comparable figures of previous Olympics reveal the following results:

Number of Participants and Events at the Olympic Games
(Demonstration events included)

Olympiad		Number of Events	Number of Contests	Participating Athletes (including women)	Participating Countries
I Athens	1896	10	42	285	13
II Paris	1900	14	60	1,066 (6 women)	20
III St. Louis	1904	13	67	496 —	10
IV London	1908	21	104	2,059 (36 women)	22
V Stockholm	1912	15	106	2,541 (57 women)	28
VI Berlin	1916	cancelled			
VII Antwerp	1920	20	154	2,606 (63 women)	29
VIII Paris	1924	20	137	3,092 (136 women)	44
IX Amsterdam	1928	17	120	3,015 (290 women)	46
X Los Angeles	1932	17	124	1,408 (127 women)	37
XI Berlin	1936	22	142	4,069 (328 women)	49
XII Tokyo	1940		cancelled		
	Helsinki				
XIII London	1944	cancelled			
XIV London	1948	19	138	4,689 (385 women)	59
XV Helsinki	1952	19	149	4,925 (518 women)	69
XVI Melbourne	1956	17	145	3,184 (371 women)	67
	in Stockholm	1	3	159 (13 women)	29
XVII Rome	1960	18	150	5,337 (537 women)	84
XVIII Tokyo	1964	20	162	5,558 (732 women)	94
XIX Mexico City	1968	18	182	6,123 (844 women)	112

From this the OC developed the following estimate for the capacity of the Olympic Village (distinguished according to type of sport):

Participants	Estimated	Actual Number	Participants	Estimated	Actual Number
Basketball	290	192	Athletics	1,500	1,484
Archery	220	96	Modern pentathlon	80	78
Boxing	480	377	Cycling	650	360
Fencing	370	310	Equestrian events	250	249
Football	350	304	Wrestling	380	447
Weight lifting	220	208	Rowing	720	532
Handball	240	256	Shooting	550	415
Hockey	350	285	Swimming	710	819
Judo	300	177	Yachting	280	323
Canoeing	700	445	Gymnastics	420	265
			Volleyball	220	238

The largest occupancy of the Olympic Village was reached on August 30, 1972 with 10,562 inhabitants which was more than 11% under the maximum occupancy according to the estimate made in 1969, three and a half years before the Olympic Games.

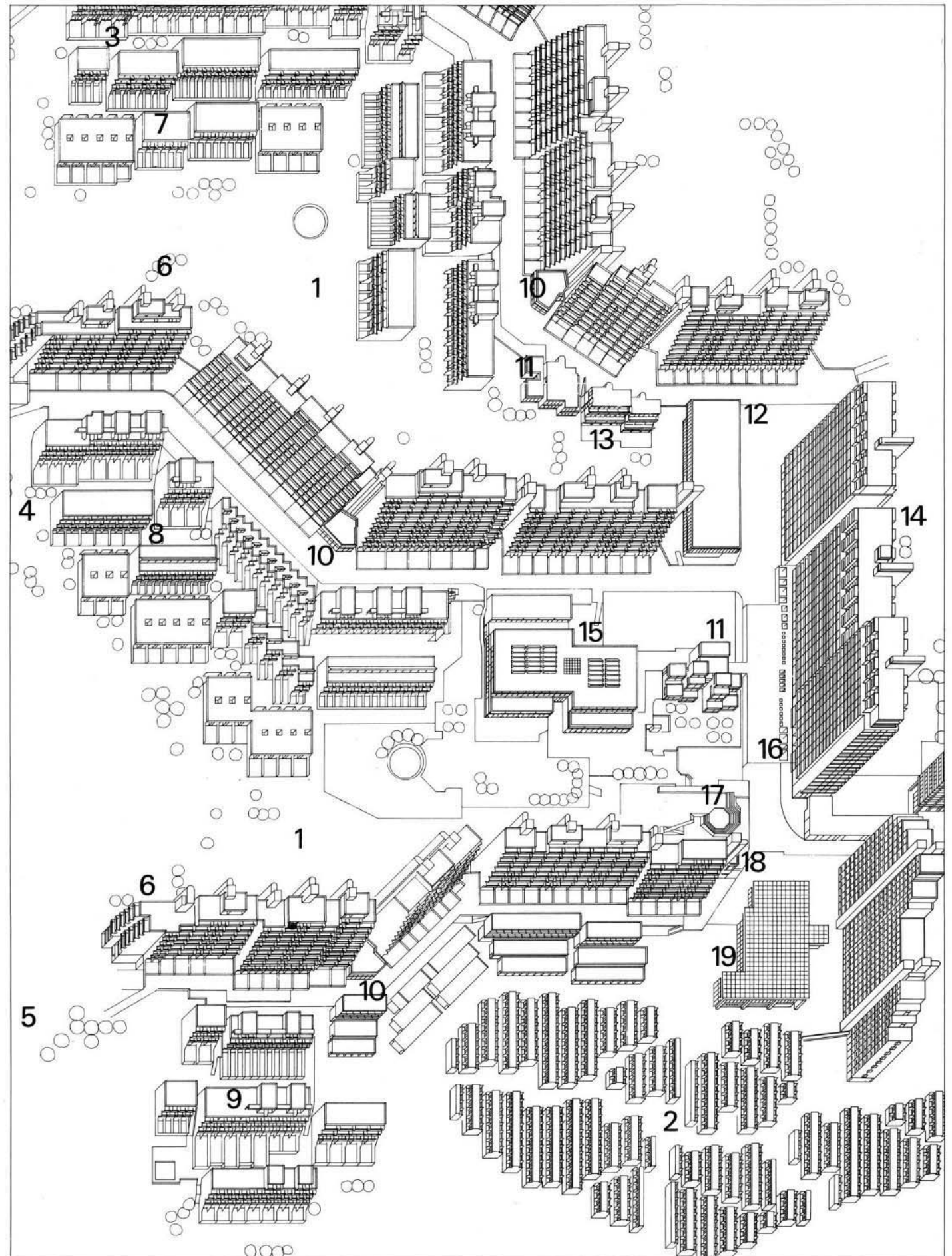
The entire number of participants expected was thus calculated at around 9,000 to which the officials and team aides were to be added according to article 37 of the IOC Statutes. Past experience placed the ratio of athletes to officials at 3:1 so that the total number of people expected to live in the Olympic Village had to be set at about 12,000 athletes and officials in the overall planning.

For this reason it was obvious to the organizer that he would have to include certain reserves so that he would not be faced with an unsurmountable problem due to a miscalculation in the large number of participants expected. This case did not occur.

9,270 7,830

Chart

- 1 Olympic Village, men
- 2 Olympic Village, women
- 3 wing AH
- 4 wing BH
- 5 wing CH
- 6 Terraced apartment houses
- 7 Residential area AH
- 8 Residential area BH
- 9 Residential area CH
- 10 Swimming pool
- 11 Kindergarten
- 12 Church
- 13 Vicarages
- 14 Penthouses, Hotels
- 15 School
- 16 Shops
- 17 Amphitheater
- 18 Café
- 19 Cafeteria, Restaurant



9.5 The Space and Functional Program
The OC with the consent of the OBG decided to abandon the architectural competition after the completion of the theoretical prerequisites and estimation of the number of residents of the Olympic Village. Both organizations mentioned made this decision also because the planning of the Olympic Village in Munich had to be based on two different types of apartments:

A student village consisting of 1,800 units, actually rooms with sufficient comfort and thus very suitable for Olympic purposes and a second subdivision - a tract of family housing with about 3,000 units in 250 different variations. The divisions and sizes of the rooms in this family housing project permitted occupation by no more than two athletes.

The space and functional program developed by the architects and discussed with the OC's team of specialists provided the following scheme:

The center of the Olympic Village was divided into the following areas:
Stores and private services 1,600 sq.m.
Medical center 2,625 sq.m.
Dining center 7,250 sq.m.
Amusement center 3,200 sq.m.
Security service and public services 4,300 sq.m.
Information center 3,640 sq.m.
Transportation planning (for buses) 2,000 sq.m.
In addition there were many lawns and training facilities.

Construction of the Olympic Village was started on September 9, 1969. The contractors thus constructed the students and family apartments at their own expense and under their own supervision and finally after completion handed the entire installation over to the OC from June 1 until the end of October, 1972.

Unfortunately the buildings in the Olympic Village could be first transferred to the OC only after a delay of about a

month. For this reason the OC succeeded only with great pains in completing the furnishing of the Olympic Village on time.

Please refer to volume 2 for more detailed information and explanations regarding the construction of the Olympic Village.

9.6 Furnishing the Olympic Village
The furnishing of the Olympic Village was of utmost importance to the OC. The first thing that had to be settled was from where could the furniture needed for the 1 2,000 inhabitants of the Olympic Village be acquired. It was in the interest of the OC that these items such as beds, cabinets, tables, chairs, etc. did not need to be purchased, but rather were borrowed if possible and returned after the Olympics to avoid a tremendous expense.

After long negotiations with the German Federal Army an agreement was made in which the furniture orders which the army had planned for the years 1970 through 1975 would be moved up so that the amount of furniture needed for the Olympic Village would be available before April or May, 1972. In agreement with the army the OC drew up the designs for furniture so that they would be suitable both for use in Olympic Village as well as later for use by the army.

The furnishing was done by a work team of the OBG on behalf of the OC. Details of the furnishing were taken care of by army personnel.

Due to delays in completing construction of the Olympic Village the furnishing of the rooms had to begin at a time when all the buildings were not as yet finished and ready to be transferred to the OC for occupancy. This naturally only hindered the furnishing operations. Another disruption occurred also in the second half of July, 1972 when a series of trial sports events on the Olympic sports sites took place and the participants of these events stayed and ate in the Olympic Village.

There was also a number of teams which had made their special furniture needs known to the OC only relatively late, especially those for their team staff and administration. This caused many groups to be continually busy with additional refurbishing tasks.

The small items which belong in every apartment such as drapes, lamps, waste baskets, towels, vases, glasses, coat hangers, etc. were also included in the plan for furnishing. These things were mostly donated to the OC by the corresponding manufacturers.

Immediately after the close of the Olympics the same groups who had furnished the village together with army personnel began to remove the furniture from the Olympic Village. During weeks of work the OC returned all the furniture belonging to the army. The condition of these items met expectations after their use for as long as six weeks and the percentage of damaged furniture remained within reasonable limits.

The inventory of small items after the departure of the teams was not complete any longer since many items had been taken as souvenirs, but this had been expected.

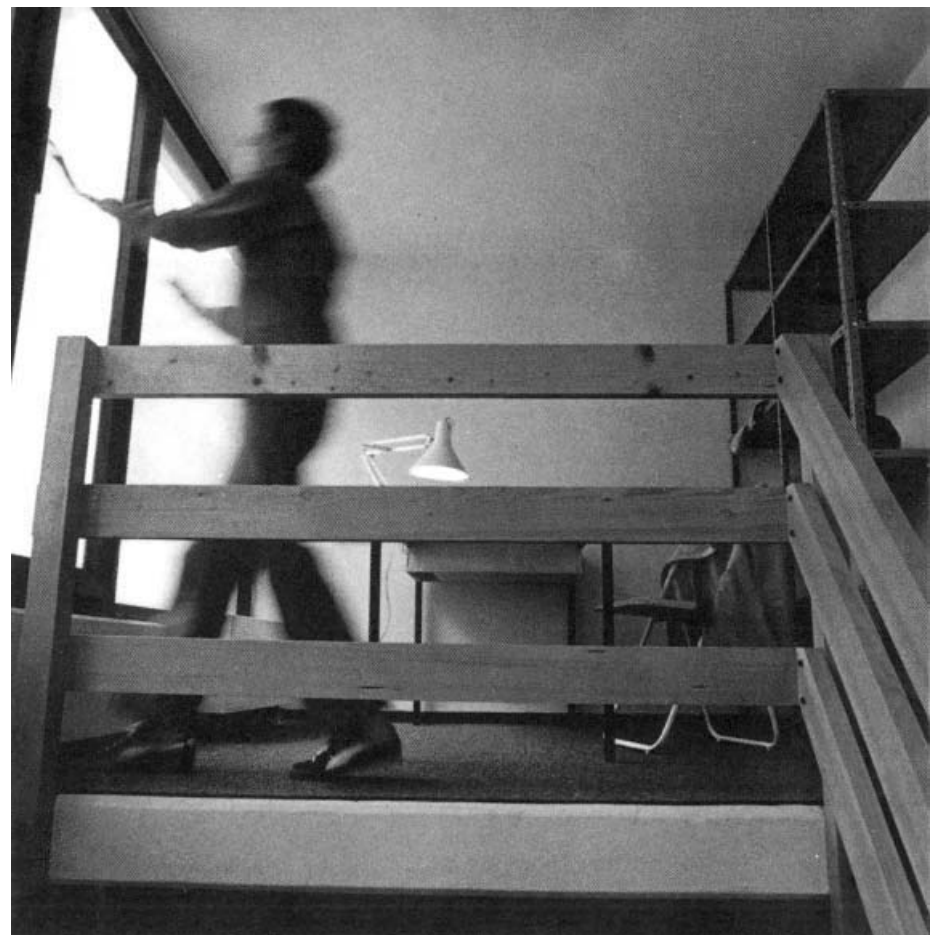
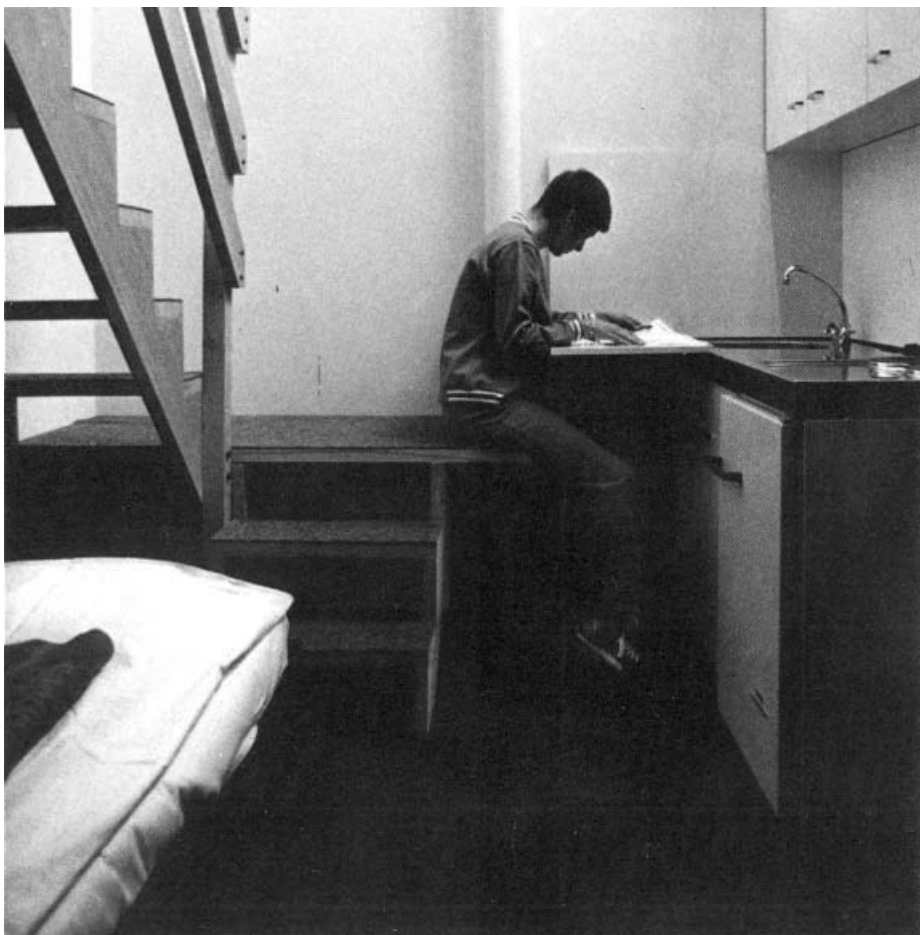
1. Men's Olympic Village

Type of apartment	Apartment size	Number of units	Occupants per unit	Number of Athletes
Apartments	26.5 to 55.6 sq.m.	1,061	2	2,122
1 ½-room apartment	48.1 to 55.6 sq.m.	303	2	606
2-room apartment	48.6 to 66.4 sq.m.	150	4	600
2½-room apartment	62.7 to 68.2 sq.m.	96	4	384
2½-room apartment	62.7 to 68.2 sq.m.	14	5	70
3-room apartment center	114.5 sq.m. (roof)	11	4	44
3-room apartment center	91.0 sq.m.	36	5	180
3-room apartment	74.65 to 83.4 sq.m.	157	5	785
3-room apartment	74.65 to 83.4 sq.m.	157	6	942
2½-room apartment	80.23 to 108.5 sq.m.	85	5	425
2½-room apartment	80.23 to 108.5 sq.m.	473	6	2,838
2½-room apartment	87.7 to 107.9 sq.m.	92	5	460
2½-room apartment	87.7 to 107.9 sq.m.	220	6	1,320
2½-room apartment	140 sq.m.	17	7	119
3½-room apartment	108.85 sq.m.	24	6	144
2½-room apartment	134.00 sq.m.	38	7	266
4-room apartment	110.00 sq.m.	17	6	102
4-room apartment	140.00 sq.m.	20	7	140
4½-room apartment	140.00 sq.m.	24	7	168
2,995				11,715

2. Women's Olympic Village

Type of apartment	Apartment size	Number of units	Occupants per unit	Number of Athletes
Apartments	16.5 sq.m.	800	1	800
Apartments	19.5 sq.m.	800	1	800
Apartments	12.0 sq.m.	18	1	18
Apartments	30.0 sq.m.	100	1	100
3-room apartment	74.0 sq.m.	3	6	18
3-room apartment	85.0 sq.m.	6	6	36
1,727				1,772

Living "on two levels" has been made possible by the structure of the bungalow apartments in the Women's Olympic Village. A stairway leads up to the gallery and the balcony from the ground floor.



Helene- Mayer- Ring

AHO	Netherlands Antilles
ALB	Albania
CGO	Congo
CIV	Ivory Coast
DOM	Dominican Republic
ECU	Ecuador
FIJ	Fiji Islands
GHA	Ghana
GUA	Guatemala
HBR	British Honduras
ISV	Virgin Islands
JAM	Jamaica
LES	Lesotho
MAD	Madagascar
MAL	Malaysia
MLT	Malta
PAK	Pakistan
PAN	Panama
PAR	Paraguay
PER	Peru
PHI	Philippines
POR	Portugal
SLE	Sierra Leone
SUR	Surinam

Straßberger Strasse

ALG	Algeria
AUS	Australia
AUT	Austria
BAR	Barbados
BER	Bermuda
BRA	Brazil
BUL	Bulgaria
CHA	Chad
CMR	Cameroon
CRC	Costa Rica
CUB	Cuba
DEN	Denmark
EGY	United Arab Republic of Egypt
ETH	Ethiopia
FIN	Finland
GBR	England
GER	Federal Republic of Germany
GRE	Greece
GUY	Guiana
HOL	Netherlands
INA	Indonesia
IRL	Ireland
ISL	Iceland
JPN	Japan
KEN	Kenya
KUW	Kuwait
MAW	Malawi
MEX	Mexico
NCA	Nicaragua
NEP	Nepal
NGR	Nigeria
NOR	Norway
POL	Poland
PRK	Korea
ROC	Republic of China
SAL	El Salvador
SIN	Singapore
SOM	Somalia
SYR	Syria
TAN	Tanzania
TCH	Czechoslovakia
UGA	Uganda
VEN	Venezuela

Nadistraße

AFG	Afghanistan
BEL	Belgium
CHI	Chile
COL	Columbia
ESP	Spain
FRA	France
HAI	Haiti
IND	India
IRN	Iran
LIB	Lebanon
LIE	Liechtenstein
MAR	Morocco
MGL	Mongolia
NIG	Niger
SEN	Senegal
SMR	San Marino
SUI	Switzerland
SWE	Sweden
THA	Thailand
TUR	Turkey
URS	USSR
USA	USA
VOL	Upper Volta
YUG	Yugoslavia

Connollystraße

ARG	Argentina
ARS	Saudi Arabia
BAH	Bahamas
BIR	Burma
BOL	Bolivia
CAN	Canada
CEY	Ceylon
DAH	Dahomey
GAB	Gabon
GDR	German Democratic Republic
HKG	Hong Kong
HUN	Hungary
ISR	Israel
ITA	Italy
KHM	Cambodia
KOR	Korea
LBA	Libya
LBR	Liberia
LUX	Luxembourg
MLI	Mali
MON	Monaco
NZL	New Zealand
PUR	Puerto Rico
ROM	Romania
SUD	Sudan
SWZ	Swaziland
TOG	Togo
TRI	Trinidad and Tobago
TUN	Tunisia
URU	Uruguay
VNM	Vietnam
ZAM	Zambia

Chart



Helene-Mayer-Ring



Straßberger Strasse

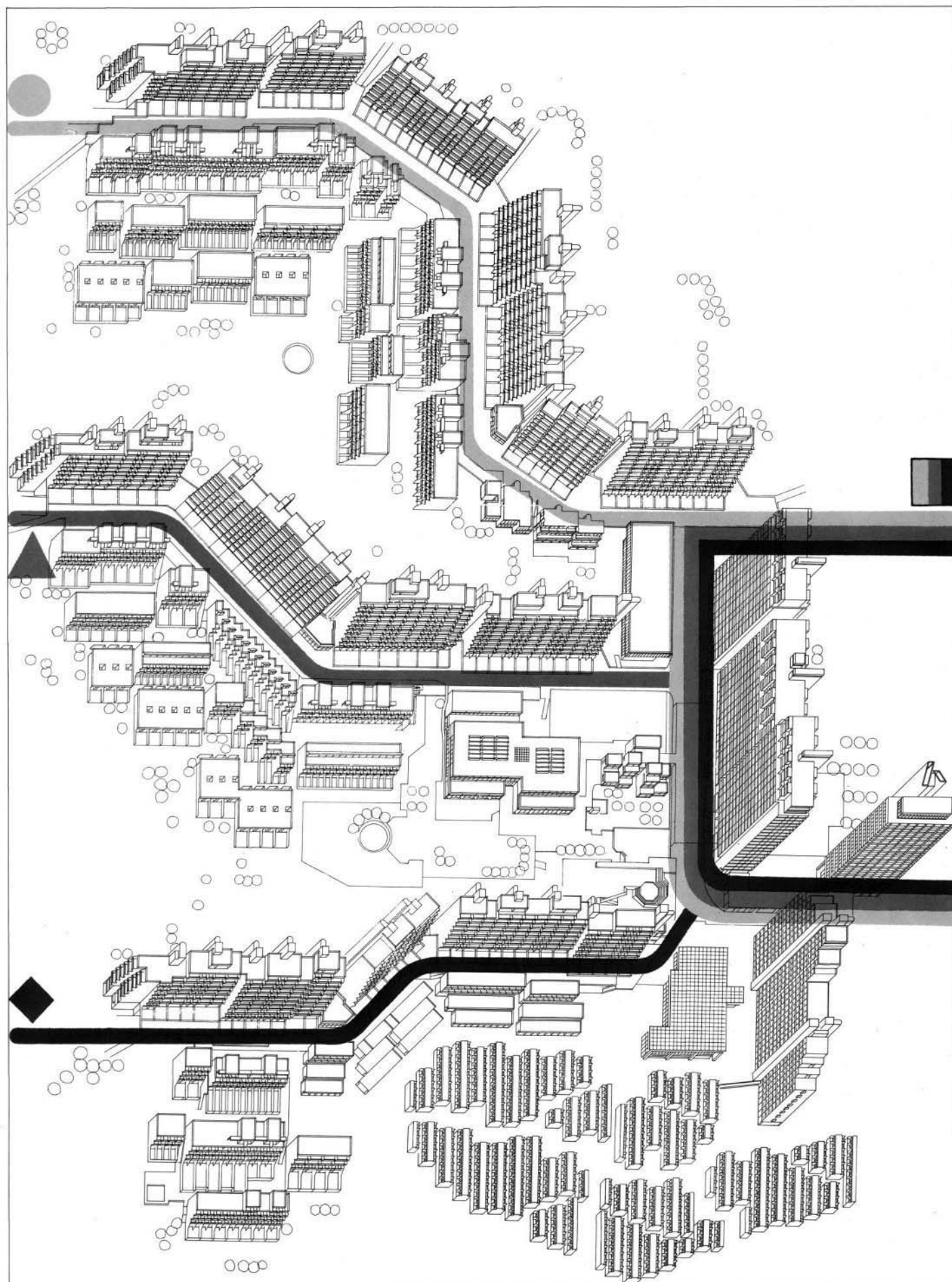


Nadistrasse



Connollystrasse

There is a simple system behind the signs in the Men's Olympic Village. Each of the three wings, A, B and C, which start from the Village Center, has its own color and symbol. Wing A has a white circle on an orange background, wing B a white triangle on a green background and wing C a white rhombus on a blue background. The Center is indicated by a vertical board divided into an orange, a green and a blue field.



9.7

Meals

Meals were served to the expected 12,000 Olympic Village residents in the cafeteria of the students living area which, by temporary construction measures, had been expanded to the size required.

The OC fixed the following schedule for serving meals:

Breakfast	5:30 A.M. to 12 noon
Lunch	11:30 A.M. to 6 P.M.
Supper	5:30 P.M. to 1 A.M.

The various dining halls had room for 2,500 seats so that with an average of thirty minutes eating time the expected number of 12,000 people could be fed within three hours.

The satisfactory feeding of the inhabitants of the Olympic Village was only possible because the latest methods of efficient business operations were used with complete success on the basis of self-service and comprehensive preparation of the meals.

The previously mentioned team of specialists of the OC also concerned itself with the choice of the best possible meals for the inhabitants of the Olympic Village. Mostly on the basis of suggestions of the cook who had served the German Olympic team for many years, Josef Bindert, it was decided out of reasons of taste not to strive for a differentiation of meals for residents coming from every continent. Moreover, the OC on the advice of the team of experts decided to pursue a unified basic menu which would include several variable dishes. The nutrition of the contemporary high achievement athlete is almost the same all over the world according to the modern scientific findings. It must be especially high in protein and vitamins as well as light and easy to digest. In regard to the menu the OC worked out a ten-day plan which was divided into breakfast, lunch and supper.

Breakfast

1st— 10th days available daily

Cereals

Oatmeal flakes
Cream of barley soup
Cornflakes and milk
Bircher muesli

Eggs

Soft-boiled eggs
Fried eggs
Scrambled eggs
Omelet

Meats

German ham—fried
Bacon
Sirloin steak
Hamburger
Veal cutlet
Grilled sausages
Cold cuts

Fish

Fried filet

Potatoes

French fried potatoes
Potatoes parisienne
Potato sticks

Fruit

Fruitsalad
Grapefruit
Fresh melon
Pear compote
Fresh fruit

Cakes and pastries

Assorted cakes
Pound cake
Doughnuts
Butter (25 g pkg.)
Assorted jams
Honey

Breads

Toast
Rolls
Wholemeal bread
Pumpernickel
Rye bread
Zwieback

Beverages

Fresh brewed coffee
Nescafe
HAG coffee (caffeinefree)
Tea
Green tea
Peppermint tea
Fennel tea
Camomile tea
Cocoa
Milk
Orange juice
Grapefruit juice
Tomato juice
Coca cola
Fanta
Sprite
Ovaltine
Milo drink
Warm milk

Cheese

Assorted cheeses
Assorted yoghurts
Pancakes
Maple syrup

Condiments

Coffee cream
Tomato ketchup
Mayonnaise
Pepper
Salt
Mustard
Sugar
Lemons

Miscellaneous

Salad oil
Cooking fat

Lunch

1st (11th, 21st, 31st, 41st) day

Soups

Cream of tomato soup
Bouillon with sliced pancakes

Hors d'oeuvres

Herring in mustard sauce
Salami with tomatoes
Carmen salad

Main courses

Lamb chops
Chicken leg
Rump steak

Vegetables

Rice
Noodles
French fried potatoes
Green beans
Fresh spinach
Asparagus

Desserts

Pear compote
Stewed prunes
Pineapple compote
Fruit salad
Assorted cakes
Assorted yoghurts
Assorted cheeses
Ice cream
Chocolate pudding
Vanilla pudding

Dinner

1st (11th, 21st, 31st, 41st) day

Soup

Cream of chicken soup

Main courses

Fish sticks in tomato sauce
Round steak
Beefsteak in cream sauce

Vegetables

Spaghetti
Parsley potatoes
Potato croquettes
Broccoli
Green beans
Cauliflower
Rice

Desserts

Choco-vanilla creme
Stewed apples
Fruit salad
Assorted cakes
Assorted yoghurts
Ice cream
Chocolate pudding
Vanilla pudding

Cold Dishes Plate no. 2

Smoked ham
Liverwurst
Pâté
Roast veal
Assorted cheeses
Herring salad
Radishes
Green salad

Plate no. 3

Boiled ham
Pressack
Salami
Broiled chicken leg
Dutch cheese
Tuna fish salad
Gherkins
Greensalad

Plate no. 9

Pickled herring
Grilled herring
Sardines in oil
Jellied herring
Tomatoes
Greensalad

Every team praised the variety of food and satisfying meals served in the Olympic Village and how quickly they were served without long waiting times.

There were different dining halls despite the unified menu to keep the waiting times as short as possible. This division proved practical. All told there were eight kitchen units including the international kitchen. Each kitchen served two dining halls.

9.8
The Actual Occupation of the Olympic Village

The Olympic Village was open from August 1, until September 18, 1972. Due to the central location of Munich only a few teams lived there from the time the village opened. Especially the European teams which made up the majority of athletes and officials as a rule arrived in Munich after August 15, 1972 and moved into their quarters in the Olympic Village.

This meant that during the first twelve days after the opening of the Olympic Village the number of residents remained under 1,000 and even at the beginning of the Olympics hardly 9,000 athletes and officials were living in the Olympic Village. A number of teams let their delegations travel to Munich in two or three groups. For this reason it was only towards the end of the first week of the Olympics that the number of inhabitants in the Olympic Village reached its high point of 10,562. After September 1, 1972 the number already began to shrink. On the final day of the Olympic Games only 5,253 athletes were still living in Munich; one day later there were only 1,581.

The following chart gives an exact survey of the occupation of the Olympic Village on each individual day and the total number of men and women:

Date	Number of persons:		
	Men	Women	Total
2. 8. 1972	187	15	202
3. 8. 1972	219	20	239
4. 8. 1972	278	31	309
5. 8. 1972	314	27	341
6. 8. 1972	528	49	577
7. 8. 1972	612	55	667
8. 8. 1972	572	61	633
9. 8. 1972	580	63	643
10. 8. 1972	639	65	704
11. 8. 1972	705	67	772
12. 8. 1972	885	82	967
13. 8. 1972	937	89	1,026
14. 8. 1972	1,433	139	1,572
15. 8. 1972	1,650	168	1,818
16. 8. 1972	2,119	198	2,317
17. 8. 1972	2,387	231	2,618
18. 8. 1972	2,904	288	3,192
19. 8. 1972	3,126	315	3,441
20. 8. 1972	4,331	421	4,752
21. 8. 1972	5,071	495	5,566
22. 8. 1972	5,714	563	6,277
23. 8. 1972	6,454	632	7,086
24. 8. 1972	7,058	682	7,740
25. 8. 1972	8,308	798	9,106
26. 8. 1972	7,980	730	8,701
27. 8. 1972	8,396	812	9,208
28. 8. 1972	8,517	833	9,350
29. 8. 1972	9,075	1,020	10,095
30. 8. 1972	9,104	1,458	10,562
31. 8. 1972	8,945	1,102	10,047
1. 9. 1972	8,788	850	9,638
2. 9. 1972	8,620	844	9,464
3. 9. 1972	8,872	812	9,684
4. 9. 1972	8,646	798	9,444
5. 9. 1972	8,332	785	9,117
6. 9. 1972	7,854	763	8,617
7. 9. 1972	7,464	732	8,196
8. 9. 1972	6,554	684	7,238
9. 9. 1972	6,554	635	7,189
10. 9. 1972	6,275	614	6,889
11. 9. 1972	4,830	423	5,253
12. 9. 1972	1,483	98	1,581
13. 9. 1972	407	32	439
14. 9. 1972	190	20	210
15. 9. 1972	137	9	146
16. 9. 1972	89	7	96
17. 9. 1972	76	—	76
18. 9. 1972	39	—	39

The OC had chosen a magnificent plaza with a care-free and colorful atmosphere near the forum between tract C and the amusement center as an area for the flags of every nation that lived in the Olympic Village. This facility satisfied the demands placed on it at the flag and welcoming ceremony. A second set of every flag was available in case of need.

9.9
Team Information

At the end of June, 1972 every NOC recognized by the IOC received comprehensive information on the preparations made by the organization in the Olympic Village.

Upon the team's arrival the OC gave its chef de mission the latest facts on a hectographed sheet. Each team member also received a so-called information pouch which consisted of a brochure about the Olympic Village with the "where, why, what", charts and maps about the events and the location of the sports and training areas, etc.

The administration of the Olympic Village printed information sheets as the need arose for the further information of each team. These were placed in their lockers which were also used to distribute current notices such as competition results, hints, starting lists, etc. A hall with counters was built in the center of the village on the shopping street, which contained an information stand for each type of sports as an additional service. Twelve television sets with the closed circuit program from the contest sites as well as a data teleprinter with a viewer were also provided for direct reports and for the information of the village residents. There were information counters next to the office of a travel bureau which distributed materials on the general cultural program in Munich, about transportation matters and forecasts of the German Weather Service.

These installations were worthwhile and were very appealing. The crowd in front of the television sets was somewhat more problematic because of the desire by everyone to see the live broadcasts from the competition sites.

The administration of the Olympic Village published an internal village newspaper "Village News". After some problems in the beginning the newspaper soon became the village residents' favorite reading matter. This paper was financed exclusively by advertising, had eight pages of text and illustrations, and appeared daily except Sundays in seventeen editions. Its content was made up of news, reports, interviews and everyday problems of life in the Olympic Village. A small editorial staff formed from the administration of the Olympic Village was responsible for the contents of the newspaper. There was a special listing for the program of the motion picture theater.

9.10
Accreditation

The identification system resulting from years of planning divided the Olympic Village into three areas:

1. The so-called "semi public" area of Olympic Village included the administration building, the semi public park areas, the interview area on the pedestrian level as well as Hotel Olympic-Park with its accommodations and restaurant. The security service controlled the village entrance both on the pedestrian and motor traffic levels.
2. The men's Olympic Village all of whose buildings were open to persons carrying the proper ID card. The women's Olympic Village was the exception in that it could be entered only with the special ODF identification card.
3. The area of the entire Olympic Village which could be entered only with the ODF identification card. The men's village was separated from the women's village by a fence. It could be entered through one of three controlled gates.

There was also the possibility to be permitted to enter the various areas of Olympic Village with a so-called "day pass" besides the ordinary accreditation system. The visitors service took charge of issuing such passes at the village entrance. The Olympic Village administration issued all told 43,800 visitors permits during the period from August 1 to September 18, 1972. There was an average of 1,550 visitors each day during the time of the Olympics from August 26 to September 11, 1972 (excluding September 5 and 6).

During the time the Olympic Village was open from August 1 until September 18, 1972, the identification office in the Olympic Village issued 10,517 ID cards for persons in categories C and F (chef de mission, team official and athlete) and precisely 7,414 ID cards for athletes and 3,103 ID cards for team officials including the chef de mission. Of these, 9,199 ID cards were for residents in the men's Olympic Village and 1,318 were for residents of the women's village.

From July 15, 1972 (the day the identification office started work) until September 18, 1972 5,450 additional people whose area of activity was exclusively the Olympic Village, received work ID cards for the village and with the following entry permits:

- 4,688 for the ODM (men's village)
- 420 for the OD (semi public area)
- 342 for the ODF (women's village)

The identification office registered the permanent staff of various departments as well as the OC's short-term personnel, the employees of outside firms and the army personnel from the various operational areas of the Olympic Village.

The OC guaranteed access to the Olympic Village — if necessary, also for one or more competition sites — to team officials and aides who according to the stipulations of the IOC could not get Olympic Village "F" accreditation, but nevertheless performed essential functions within their teams.

9.11 Furnishing and Services

The Olympic Village contained 250 different types of apartments and was thus suitable for post-Olympic use. The women's Olympic Village consisted of 1,601 individual apartments which were furnished basically by a student organization. Altogether 1,406 of these were occupied by teams, 78 were team lounges, 110 were service areas for the stewardesses, and seven were used as beauty centers. A second bed was placed in 517 rooms provided for the teams. This increased capacity proved necessary because the registrations received by June 30, 1972 indicated a figure of 1,750 women participants.

The OC uniformly furnished the apartments in the men's Olympic Village with furniture from the army. These dwellings differed from each other in their architectural conception and floorplans as there were planned to be one- to five-room apartments as well as penthouses after the Olympics. The OC furnished a third of these rooms with three beds each. As many as 38% could be offered as single or as double rooms. Some 1,000 extra long beds were available in addition to the table and chair sets in the lounges as special furnishings.

There were also service areas in every living area which were used for linen and beverageservices.

All told some 350 tons of bed linen and hand towels were needed during the time the village was in operation from August 1 to September 18, 1972. These were washed by an outside laundry.

A janitorial service changed the bed linen twice each week. This same firm also cleaned the buildings of the village. It employed 600 employees whereby the hiring of multi-lingual students from foreign countries proved to have positive results.

The teams had 662 black and white television sets at their disposal of which the greater number were installed in the teams' rooms. Every team's room or office was provided with telephone connections of which each team could use at least one instrument for local or long distance calls. If needed the OC installed additional telephone connections. Local calls could be made without charge, but the long distance connections could be installed only upon application to the post office by each team and then a bill was issued for the calls which were made.

The OC installed special facilities such as additional medical, massage and team officials' rooms on short notice. The OC also offered twenty-four duplicating machines as additional technical equipment for the teams. The service areas forwarded every report of technical difficulties, complaints or damage to the central technical service which was responsible for the completion of repair work. Three custodians and an engineer were responsible for this work in the women's village. This service succeeded in correcting every situation fast and on short notice.

All the balconies in the terraced areas of the men's village could be planted with flowers for decoration. Only the women's village had a total decoration scheme. Pictures and sports posters on the walls enlivened the atmosphere in the rooms. In the men's village similar decorations were placed only in the larger entrance areas and team rooms. Most of the photos, pictures, posters and gifts from the campaign "Patron Cities" in which a number of German cities participated, turned into souvenirs when the athletes left.

9.12 The Shopping Street

The OC furnished stores and services in the center of the Olympic Village according to the suggestions of its team of experts and after a competition. A few business locations measuring some 180 sq.m. were used by firms selling sports equipment, clothing, and supplies; cosmetics, souvenirs and photography supplies. A "shop-in-shop" had counters for optical goods and services, watches and jewelry, electrical appliances, photo equipment and service, tobacco products, newspapers and magazines, books and flowers. Other services proved to be a great convenience for the residents of the Olympic Village such as

- a customs office;
- a branch office of the "Olympic Service of Munich Banks" supplemented from time to time by a mobile counter in the entrance area of the village;
- the services of a shipping firm;
- a pharmacy which could dispense medicines without charge to all accredited residents of the Olympic Village with prescriptions from accredited doctors thanks to numerous donations;
- an often visited lost and found office;
- a shoe repair shop which served 1,390 customers;
- a tailor shop which did sewing and pressing;
- a beauty salon in which the victors ceremony hostesses were also served;
- the cafe on the forum with a wide variety of free milk products for sportsmen, functionaries and visitors and a stand with Dextro-Energen (a brand of dextrose sugar cubes) and Nestle-Milo-Kraft beverages.

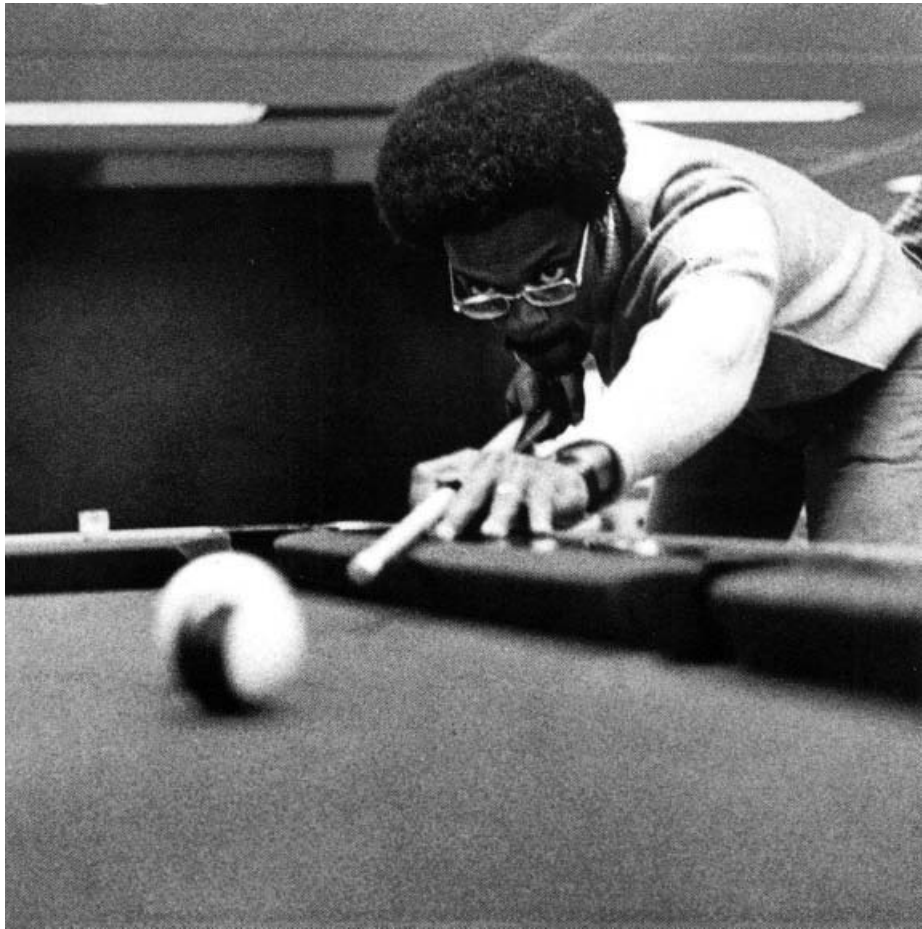
The post office was the largest service operation with 75 clerks on two shifts each day in the amusement center. It guaranteed complete postal services as well as the sale of Olympic commemorative stamps.

All the stores and services were open from 9 A.M. to 10 P.M.

In conclusion it only remains to be said that it was here that the care-free atmosphere of the Olympic Village was expressed to a great extent.



View of the terraced housing area of the men's Olympic Village. After the Games these apartment were sold as condominiums.



The bungalows of the women's Olympic Village, used as student quarters after the Olympic Games.

Manifold opportunities for entertainment and relaxation were offered to the athletes in the entertainment center of the Olympic Village.

9.13

Entertainment

The amusement center was located in the heart of the Olympic Village between housing tracts B and C on the western approach to the shopping street.

On the ground floor of the amusement center were

- a large lounge with clusters of seats;
- a television room with color TV sets;
- a table tennis room with two ping pong tables;
- a room for twenty-four amusement machines;
- a billiard room;
- a theater with 350 seats (the program was arranged by both German and foreign broadcasting companies);
- a cinema with 200 seats (the films came from twenty-one countries);
- a reading room and
- a game room.

The first upper story housed

- the Bavaria Club as a discotheque;
- a phonograph record counter and
- a tape recording studio for classical music.

Well known singers, artists and orchestras working in radio and television provided entertainment every evening after 8 P.M. starting August 18, 1972.

The greatest attraction was the program in the cinema of the Olympic Village. There were continuous showings of films from 10 A.M. until 10:30 P.M. at the time when the village was at its peak occupancy. Films from twenty-one countries were shown daily in the Cinema Olympia. Some famous film stars were on hand and could be found among the regular customers at the Bavaria Club where music was provided by well known disc jockeys. International bands played for the tea dance at 5 P.M. and every evening until 11 P.M. Table tennis, billiards, mini golf, pin ball machines and television also provided entertainment.

A special attraction was the racing car simulator. Two famous English race courses could be tried simultaneously on a screen with an original Lotus racing car. Even the noise was genuine.

According to experiences gained in Munich the installation of a library with reading rooms and rooms for checkers and chess was not necessary because they were hardly used.

However, there was great interest shown by visitors and customers in the Disco Center with its individual listening booths and record sales counters. A firm provided four booths for recording tapes to mail as letters. Some 27,000 cassettes were mailed to send greetings home.

The following are a few examples of the events that took place in the theater in the Olympic Village:

- Elena Cardas Chanson Show "Brussels International"
- a multilingual show in twelve languages presented by Belgian Radio and Television (BHF)
- "Alpine Neighbors" presented by Bavarian Broadcasting

- "Hungary Greets the Olympics" presented by Hungarian Radio
- "Olympic Music Express" Moscow — Baden-Baden — Munich and back co-production of the Südwestfunk Baden-Baden
- "Munich Rendezvous" co-production of Europawelle Saar and Polish Radio
- "The Music of Brass Bands in the Olympic Village" an international musical revue presented by Bavarian Broadcasting
- "Music is Trump" co-production of Radio Television Zagreb and West German Broadcasting
- "Singing Swinging Switzerland" co-production of Radio DRS Switzerland and South German Broadcasting
- "Aqui Espagna" co-production of Radio Nacional de Espana and South German Broadcasting
- "Golden City Music Parade" presented by Pragokoncert, Prague.

9.14

Transportation

The OC developed the following conception for transportation facilities at the Olympic Village:

- An internal shuttle bus service within the Olympic Village from apartment tract A and B to tract C with a connection within Olympic Park to the lines "Olympic Village — Olympic Stadium — Cycling Stadium" and "Olympic Village - Swimming Hall - Boxinghall". The buses ran daily between 5 A.M. and midnight every five to ten minutes.
- An external shuttle bus service according to demand between the bus stops at Helene-Mayer-Ring (for all contest and training sites) and the large parking lot between the women's high rise and the subway station (exclusively for the training areas). The large parking lots were provided as the terminals for all buses.

The sport symbol and a decimal classification number served as a marking for training site lines. Competition sites were marked by name in addition to the symbols and numbers.

This conception was tested successfully during the trial events and then during the Olympics. There were about 3,000 parking places available at the start of the Olympic Games in the Olympic Village. All told, 1,038 parking places were located in the parking garage of the Olympic Village and 390 on the bus parking lot in the semi-public area. Sixteen parking lot attendants from the Bavarian Red Cross patrolled the parking areas during the Olympic Games. Their work was very trying due to the numerous improperly parked cars which at times even disrupted the flow of traffic in Olympic Park. Numerous cars had to be towed away each day.

Various parking permits were issued for the parking of motor vehicles in the parking garage and in the open areas in the Olympic Village. The large parking area was for the exclusive use of buses.

The administration of the Olympic Village organized the arrival and departure of the teams in cooperation with the central office for transportation. The teams could travel in groups to their accommodations upon prompt registration by the "reception service".

All told 500 drivers served the individual teams with automobiles with the approval of the transportation department as well as the deployment administration for motor vehicles in the Olympic Village.

The functioning of the prompt transporting of athletes and aides to the sports sites which was decisive for the smooth operation of the sports events was partially disrupted by the unreasonable requests and demands of the teams as well as by the carelessness of visitors and cab drivers. The motor vehicle deployment office in Olympic Village nevertheless was able to avoid the traffic chaos feared and was able to do its job well.

9.15

Security Precautions and the Security Service

The design and the security of the Olympic Village as well as the approach to these aspects were fitted to the overall conception chosen for the Olympic Games. Everything was avoided which would allow the Olympic Village to resemble an armed fortress. Thus its outer barrier was a two meter high wire netting fence without barbed wire. There were in all ten outer gates and twelve inner gates manned by guards. Of these the main gates 6 and 7 (south and north gates on Lerchenauer Strasse) as well as gate 28 a and 30 a were always open. The remaining gates were closed between midnight and 6 A.M.

The Olympic Village consisted of three sections which were not "open" to each other: the men's village, the women's village (there was the possibility of women entering the men's village) and the semi-public zone. Admission to all areas was permitted only with a permanent counterfeit-proof pass issued by the OC with the marking for IOC members or with one of the day passes issued and upon request renewed by the administration of the Olympic Village or a chef de mission. Permanent passes for the entire compound or a controlled section of the Olympic Village were received by

- the athletes and their coaches
- the administration personnel
- the service personnel (including stewards and drivers supplied by the army)
- the operators and staff of the amusement center and the shopping street as well as their delivery personnel
- the security service and
- post office employees.

In so far as the passes did not have photographs attached, they were valid only together with identification cards with photos.

The security service was responsible for the preservation of order and security in the Olympic Village as well as in every area of the domiciliary right of the OC, according to the conception for security passed by the executive board of the OC during its nineteenth session on July 1, 1970. This security service had no police privileges, but was limited to prerogatives stemming from a householder's rights. Only the night shift was armed.

The duties of the security service in the Olympic Village consisted primarily in

- controlling entry on both levels, i.e., the pedestrian and the motor traffic levels
- patrol duty
- hindering and preventing disruptions of order
- the initial action involving punishable offenses.

A post of the regular police in the Olympic Village was responsible for further action in such cases.

The security service had duty in shifts of about sixty people of whom five women were assigned to the women's village. In case of necessity reinforcements could be called from the general reserve of the security service.

Please refer to chapters 2 and 23 for further details.

9.16

Church Services

An ecumenical center for the religious needs of sportsmen from all over the world was located in the heart of the Olympic Village. There were also meditation areas provided for the Jewish and Islamic religious communities in addition to the church areas for the Christian denominations.

Reading and music rooms, television and game rooms as well as a cafeteria created an atmosphere for conversations.

An office with a card file provided opportunities for contacts with families in Munich.

Besides religious services there was also a wide range of possibilities for relaxation within the rooms of the church center which the residents of the Olympic Village put to good use. The ecumenical center fulfilled its purpose of being a harbor of meditation.

9.17

The Women's Olympic Village

This section will report on a number of peculiarities of the women's Olympic Village which varied from the men's village.

All told 218 telephone connections were installed in the women's Olympic Village and of these twenty-nine could be used for long distance calls. Actually only six of these long distance connections were in operation probably because the deposit of one or two thousand marks demanded for them was too high for the teams. Almost every team management rejected the telephone connections in the athletes' rooms.

The teams made little use of the massage facilities. The OC provided eighty massage tables for the women's Olympic Village, but only twenty-nine were actually used by the teams. The real reason was the construction of the beds in the women's village which consisted of two bed frames, a wooden joiner and no stuffing so that they were perfectly suited for massaging.

Despite the opportunity of allowing personal laundry to be washed once a week, the ladies in the women's village used the washing machines in the high rise very often. Sixteen washing machines and sixteen dryers, as well as a number of ironing boards were installed in two rooms measuring some 70 sq.m. There was a constant activity there from 7 A.M. until 10 P.M. The custodial service worked very well so that there was only one major break-down. The motor of one washing machine jammed and agitated the clothes so long that there was almost nothing left. The custodial firm paid for the damage.

The one mimeograph machine placed in the women's Olympic Village was more than sufficient because of its large capacity. The teams could scarcely take advantage of this.

In addition to the six employees who had contracts for longer service, some 350 people from the short-term personnel worked from July 17 until September 30, 1972 who were engaged as follows:

28 living area managers,

244 stewardesses,

78 messengers.

Their hours of employment were staggered.

The women who managed the living areas worked in three shifts and had one day off after every four days of work. The stewardesses and messengers worked in two shifts and had two days off after every four work days.

The living area managers were qualified individuals such as teachers, graduate physical education instructors, foreign language secretaries, former active sports-teachers, university staff members or students. They did remarkably good work. A quarter of the 244 stewardesses were foreigners. The stewardesses came from the most varied walks of life.

Young men also worked in the women's Olympic Village who did reception service and more difficult tasks such as carrying

luggage. There were no complaints from the side of the teams about these young men in the women's Olympic Village.

The cooperation between the administration of the women's Olympic Village and the living area managers and the stewardesses can be rated exceptionally good.

The women's Olympic Village had three entrances, two of which were open and guarded round the clock. The third gate which led to the sports sites was open only between 7 A.M. and 10 P.M.

Twenty-eight police women of whom four were area directors, performed their duty in the women's Olympic Village. They worked in three shifts. Their beats included the entire village. Their main task was patrolling the main outer fence. They were accompanied by colleagues during night patrol duty. They were equipped with walkie-talkies as were the entrance control personnel.

There was a special service for the ladies in the women's village in the cosmetics and beauty center. There they could be served without charge from 9 A.M. to 7 P.M. in six fully equipped booths (three in the high rise and three in the level area).

Altogether eighteen beauticians worked in various shifts in the women's Olympic Village. On the average they completed fifty-four treatments per day. The cosmetics firm which operated this center presented each resident of the women's village a gift package of beauty aids.

The sauna in the women's Olympic Village was open after August 15, 1972 from 9 A.M. to 1 P.M. and 3 P.M. to 8 P.M. The personnel came from the medical center and worked in two shifts.

The sauna was well frequented above all while the Olympic Village was at top occupancy. The Asiatic teams took the most advantage of the sauna. Shortly before the end of the Olympics interest in the sauna dwindled so much that in the final days it was almost deserted.

The inhabitants of the women's Olympic Village received small gifts from various firms. Altogether the following items were distributed:

1,485 pairs of sun glasses

2,500 bags of Mimosept

2,000 sewing kits

1,700 cosmetic kits

1,950 bars of soap

1,940 tooth brushes

1,940 tubes of tooth paste

600 cleaning cloths

3,713 kilograms of soap powder.

The OC provided a whole series of useful goods:

20 irons (on loan)

4 ironing boards

20 sleeve ironing boards

120 hair dryers (on loan)

1,400 collapsible laundry drying racks

1,600 kettles

2,000 gift key ring charms

25 umbrellas

450 garden chairs and

48 folding lounges.

9.18

The Olympic Village and the Press

The administration of the Olympic Village arranged special regulations for the period after the opening of the Olympic Village for the benefit of the press. It provided 250 newsmen every day with passes so that they could enter the men's Olympic Village. In addition there was the possibility to arrange interviews between the athletes or officials and the journalists within the confines of the interview area which was heavily used even before the start of the Olympics.

At the time of the opening of the competitions more and more newsmen requested permission to enter the men's village so that the administration of the Olympic Village decided to permit entry to accredited journalists on the basis of their ID cards. Nevertheless, this privilege was limited to between 9 A.M. and 8:30 P.M. Special permission was granted in individual cases for attendance of events in the amusement center.

All in all the cooperation with the press worked out pleasantly. In exceptional cases the administration of the Olympic Village revoked the reporter's accreditation card and forwarded it to the OC's press department.

Radio and television transmissions were prearranged in a way which avoided any inconvenience for the inhabitants of the Olympic Village. The arrival of the cameras and transmission vans was organized by mutual consent in a satisfactory manner.

Never were more than four camera teams permitted in the village per day.

An information office was developed for the press since the administration moved into the Olympic Village in the spring of 1972. This office proved to be absolutely necessary during the Olympics. There was also ample opportunity to get information by telephoning.

The administration of the Olympic Village cooperated even further in the planning and completion of the daily table discussions which were broadcast by Bavarian Broadcasting. This encounter between officials, athletes and prominent people took place each day from 6 to 6:30 P.M. Its contents consisted of round table conversation and popular music.

In general the OC succeeded in fulfilling the demands and requests from the press, radio and television with due consideration for the interests of every resident of the Olympic Village.





9.19

Summary

The OC had carefully prepared itself for its task of constructing a sufficiently large Olympic Village meeting modern demands and provided with every essential element, taking advantage of the experiences gained at previous Olympic Games.

The design and construction of the Olympic Village conveyed a certain atmosphere to its inhabitants, tuned especially to the highly trained sportsmen. Here the athletes and officials could feel right at home during their stay. It must not be forgotten that a town (the term Olympic "Village" is hardly appropriate) with more than 10,000 people cannot avoid certain uniform lines in its individuality and in the wide range of differences among athletes from 120 countries. As mentioned previously it was also Munich's location in the heart of Europe which allowed a number of teams to view and use the Olympic Village more as a temporary rest stop rather than as a sojourn usually foreseen to last for three to four weeks. Without doubt this contributed to the fact that the special community of all the athletes of the world on the occasion of the Olympic Games could not develop to the same degree as was the case at the 1968 Olympic Games in Mexico City or as it may be in 1976 at the Games of the XXIst Olympiad in Montreal.

Despite this the organizer of the Games of the XXth Olympiad had created a more than satisfactory situation in the realm of the possible for the sojourn of the athletes in the Olympic Village. This was unanimously confirmed by the athletes and officials who lived in the Olympic Village. The design of the Olympic Village as previously explained in other sections above, assured to a considerable extent that an atmosphere of relaxed and carefree celebration could develop during the Games in Munich. After the terrible events on September 5, 1972 it was once again the atmosphere of the Olympic Village which contributed a great deal to calming down and preserving peace among the athletes.

10

10.1 The Award

According to the IOC statutes the contests in all sport disciplines must be held either in, or as close as possible to the city which the IOC has chosen. Among others, an exception is made for the Olympic yachting events, which customarily must be staged on the open sea, all the more so, when extremely bad contest conditions would be certain on inland waters.

On account of this principle, immediately after it became known that the city of Munich had the intention of hosting the Games of the XXth Olympiad, the cities of Kiel and Lübeck competed for the honor, within the scope of the XXth Olympiad, to carry out the Olympic yachting regattas.

The magistrate of the city of Kiel sent a teletype message on December 9, 1965 to the National Olympic Committee for Germany in Frankfurt with the following content: "In the event that the Olympic Games of the year 1972 are awarded to a German city, the city of Kiel places itself in competition to host the Olympic yachting contests."

The Hanseatic city of Lubeck entered the competition in a similar fashion.

In its application the city of Munich proposed to the IOC the south German inland waters of the Chiemsee and the Lake of Constance as well as Kiel, as the site for the Olympic yachting events. Nevertheless, the positive decision for this application by the IOC on April 26, 1966, contained as yet no decision concerning the site of the Olympic yachting contests.

According to the statutes of the IOC, the OC in consultation with the international specialist organizations determines the contest sites as well as all other details connected with the conduct of a particular type of sport at Olympic Games.

Therefore, both competing cities submitted to the OC, which was established in July, 1966, exhaustive applications with specific statements of their conception, financing and other details. At the same time the National Yachting Association conducted current measurements in the months of July and August, 1966 at the planned regatta courses off the City of Kiel and off the Hanseatic city of Lübeck/Travemünde. The International Yachting Association considered the applications of both cities at its yearly meeting in November, 1966 and without a precise recommendation informed the OC of the prerequisites which this association of experts considered as necessary for the execution of an Olympic yachting regatta: —the regatta conditions must be faultless and —the athletes should be quartered as close as possible to their boats.

By means of the second condition the responsible professional association realized the slogan which had been created in Munich: "Games of the short paths". In order to allow for optimal preparation within the OC for a decision to be made at its membership meeting in March, 1967, the OC sent a five-man commission to Kiel and Lubeck/Travemünde, which on March 4 and 5, 1967

respectively conducted a thorough on-site-inspection. By a vote of 3 — 2 the members of the commission, which was made up of executive board members Baier and Beitz, the president of the German Yachting Association, Fischer, the representative of the Federal Ministry of the Interior, Dr. von Hovora, and secretary general, Kunze, recommended to the membership meeting that the Olympic yachting regattas be held in Kiel.

On March 18, 1967 the general assembly of the OC, after a thorough hearing of the delegations from both cities, decided by a clear majority for the recommendation of the commission, that is, to carry out the Olympic yachting events in Kiel.

10.2 The Organization in Kiel

Immediately after this decision the OC began to create the necessary organizational requisites for a successful preparation of the Olympic yachting contests in Kiel. On April 9, 1967 a meeting already took place in Hamburg under the chairmanship of the president of the OC at which the members of the executive board of the OC, representatives of the Federal Republic of Germany, the State of Schleswig-Holstein, the city of Kiel and the German Yachting Association took part. At this meeting the participants debated the necessary organizational measures and came to the following fundamental conclusions:

- a yachting center would be built in Kiel/ Schilksee that, as was the case with the sport facilities in Munich, must be usable after the period of the Olympic Games as a future sports center;
- the city of Kiel will conduct a building competition for the Olympic Center in Kiel-Schilksee as soon as possible;
- the OC will form a committee for the Olympic yachting events to coordinate all contingencies arising in Kiel, and will in addition create a corresponding full-time organization of the OC in Kiel in order to handle the necessary work and activities in Kiel on schedule.

On May 18/25, 1967 the city council of the city of Kiel decided to form an advisory city committee for the Olympic yachting events and to create an office within the city administration for the same purpose. During the years of 1967 and 1968 the city of Kiel carried out a space and function program for the planned construction competition and publicized the latter on schedule. The financial difficulties of the planned construction for the Olympics led to the conclusion of a consortium contract between the Federal Republic of Germany, the State of Schleswig-Holstein, the city of Kiel and the OC.

In carrying out the space and function program for the construction contest the city of Kiel was able to take advantage of the decades long experience of the "Kiel Week". However in this regard it had to be kept in mind that the number of participants and boats in conjunction with the annual "Kiel Week" bore little relationship to the number of participants and boats at Olympic Yachting contests. The size of the Olympic regattas was only about one quarter of the size of the "Kiel Week". Nevertheless the city of Kiel had

to take into account, in a suitable fashion, its duty to see that the facilities which were constructed with a significantly large financial outlay, would also be usable at a later time. In this perspective the city of Kiel developed a sensible and financial outlay, would also be usable at proposal that offered optimal opportunities for the participants in the Olympic yachting competitions, and created basically usable and modern facilities for the future of yachting in Kiel.

10.3 The Committee for the Olympic Yachting Events

The executive board of the OC, at its seventh session on May 25, 1967, decided on the membership of the committee for the Olympic yachting events mentioned above. The chairmanship would be assumed by executive board member, Berthold Beitz. The initial meeting of the committee took place in Kiel on June 17, 1967. The committee was eventually composed of twenty-four members: four members each from the areas of the Federal Republic of Germany, the State of Schleswig-Holstein and the city of Kiel, three members from the ranks of the OC and nine members from the sphere of the National Yachting Association and the state yachting association of Schleswig-Holstein.

The scope of responsibility of the committee extended necessarily to include not only the planned preparation and conduct of the Olympic yachting events. In addition the committee had the task of attending to all questions which arose in Kiel in connection with the preparation of the Olympic Games and, in accordance with its rules of procedure, to submit to the executive board of the OC the necessary recommendations for final decision. The committee was responsible for all planning questions, cultural preparations, the problem of youth accommodations in Kiel, the solution of traffic problems and for the supplementary program in Kiel. The committee for the Olympic yachting contests met for a total of fourteen times, for the last time on June 30, 1972

Map of the Firth of Kiel with the regatta courses
A for classes Dragon and Soling
B for Flying Dutchman, Star and Tempest
C Finn dinghy



10.4

The Branch Office of the OC in Kiel

On January 1, 1968 the OC opened a branch office in Kiel. At first this office had a staff of only two. The liaison man of this branch office should have had the task of providing the appropriate liaison between the OC in Munich, the committee for the Olympic yachting contests and the city of Kiel, as well as of providing optimum goal-conscious coordination. The OC in March, 1968 already delegated to the Press Officer of the city of Kiel the responsibility for the public relations work of the OC at the level of the branch office.

It became quickly apparent that the coordinating duties of the branch office demanded a higher personnel allotment because of the large number of problems which arose in many areas. Therefore, as of July 1, 1969 the branch office was made a separate department of the OC and up until the time of the Olympic Games was continually provided with more staff members. The number of full-time personnel grew from five in 1969 to eighteen in 1970 and to thirty-one and then to forty-two in the following two years. The department was divided into twelve offices which were comparable with the twelve divisions in Munich. Thanks to this arrangement the OC was now capable of independently dealing with all forthcoming problems and tasks in close coordination with the city of Kiel, the international and national yachting associations, and all other participating organizations and institutions and to bring about goal-oriented and optimum solutions.

Along with the full-time employees the OC in Kiel employed 3,000 persons as so-called short-term personnel. More than half of this total were from the armed forces. By concentrated work the OC in Kiel was able to conclude the preparatory tasks on schedule and move smoothly into the completion phase. In an arrangement which was similar to that in Munich, there existed a central control which remained in direct telephone connection with its counterpart in Munich during the entire period of the Olympic Games.

During the regatta days in Kiel the chairman of the committee for the Olympic yachting contests assumed the chairmanship of a seven-member advisory council in Kiel, which the yachting committee had appointed at its 14th and final meeting as the advisory forum for the immediate period of the Olympic Games. The advisory council was composed of representatives of the State of Schleswig-Holstein, the city of Kiel, the armed forces, the National Yachting Association and the State Athletic Association. The advisory council met shortly before the beginning of the Olympic yachting contests as well as in connection with the interruption of the Games on September 6, 1972.

10.5

The Ceremonies in Kiel

10.5.1

Arrival of the Olympic Fire

On the evening before the commencement of the Olympic yachting contests, Sunday, August 27, 1972 the Olympic fire arrived in the city of Kiel. Between thirty and forty thousand citizens of Kiel had come to the "Kieler Rathausplatz" to welcome the Olympic fire. After short speeches by representatives of the State of Schleswig-Holstein, of the city of Kiel and of the OC, the fire remained at the Rathausplatz during the night. The next morning the fire was ceremonially carried to the inauguration of the Olympic yachting events at the Olympic Center at Kiel-Schilksee.

10.5.2

Opening Ceremony

According to the statutes of the IOC an opening ceremony is foreseen as the inauguration of the Olympic Games only at the Olympic stadium of the current site of the Games. Since, however, according to the rules of the Olympic yachting contests they must be held in the open sea, the Olympic city is usually not identical with the city in which these contests are held.

Therefore the IOC allowed, more or less according to customary practice, the arrangement of an opening and a closing ceremony, which was especially designated for Olympic yachting contests, at the site of these contests.

The planning of the OC for Kiel did not aim simply at arranging a reduced copy of the opening ceremony in Munich.

The opening ceremony took place in a festive setting and bright sunshine at 11:00 A.M. on Monday, August 28, 1972 before ten thousand spectators. Around the ceremonial square at the Olympic Center Schilksee the OC had had a semi-circular terraced grandstand erected, which extended in this form an additional 200 meters along the connecting promenade. Besides the grandstands for guests of honor approximately 2,500 seats were provided.

The spectators were offered a joyfully colored scene on the inlet in front of the Olympic Center Schilksee: hundreds of young sailors from all parts of the State of Schleswig-Holstein had come in their small boats whose brightly colored sails formed an impressive background.

After the playing of the opening fanfare, the teams from forty-two nations marched with musical accompaniment to the festively decorated ceremonial square and stood in a semi-circle facing the spectators. Flagbearers from Schleswig-Holstein greeted the nations. Opening speeches by the president of the OC, Willi Daume, and the president of the IOC, Avery Brundage, followed. To the tune of a ceremonial hymn eight young sailors from the German Yachting Association carried in the Olympic flag which was then raised by marines. A torchbearer carried in the Olympic fire through a lane of gold and orange costumed sailors who had made their entrance in the intervening time. After the lighting of the

Olympic flame, ship sirens, fog horns and bells were sounded. Fountains from a fire-boat on the inlet and colorful flares which were carried to the ground by six parachutists formed the background.

A Bavarian group in folk costumes conveyed a special greeting from the Olympic city of Munich.

At 11:50 A.M. the opening ceremony was ended and participants and visitors lingered on the field in front of the harbor. Six bands which were set up in various places entertained the approximately twenty thousand participants and visitors for another hour with rousing melodies and conducted a fabulous music festival as a prelude to the Olympic yachting contests in Kiel.

10.5.3

The Closing Ceremony

At first the OC had planned the closing ceremony of the Olympic yachting competition in conjunction with the evening ceremony to honor the winners of the six Olympic yachting classes. A tremendous concluding display of fireworks over the Kiel fjord had been included in the program as an essential part of the closing ceremony.

The tragic events in Munich also necessitated changes in the program in Kiel. The OC decided, as in Munich, to conduct the closing ceremony in a simple style.

On Friday, September 8, 1972 at 9:00 P.M., the athletes once more moved to the ceremonial square. About nine thousand spectators arrived to witness the extinguishing of the Olympic flame and the lowering of the Olympic flag. The president of the IOC, Avery Brundage, and Berthold Beitz, member of the IOC and the executive board of the OC, gave short closing speeches. In conclusion a Dutch and German navigators choir sang the sailors' song: "Sailing, Sailing".

10.5.4

The President's Reception

The president of the OC invited the participants and officials of the Olympic yachting contests to a reception held on Saturday, September 2, 1972. It was held at the open-air museum before the gates of the city of Kiel. A total of approximately two thousand persons, who were impressed by the character of this rural popular festival in the historical farm houses, participated.

10.6

Regatta Organization

The execution of the Olympic yachting contests in Kiel for the various classes of boats demanded a wide-ranging organization of personnel and facilities on both land and water. The OC employed a total of approximately 1,500 employees for carrying out the contests. For duty on the water these employees had 235 functionary boats at their disposal. As in Munich, the success of the Olympic regattas depended to a large extent upon well prepared and longstanding co-operation with the International and National Yachting Associations, a large number of state and city officials and

many other authorities, associations, unions and firms.

In multiple conferences with the International Yachting Association the OC clarified important questions concerning the layout of the regatta courses, specifics about boat construction in the Finn class, measurement methods and the factual contents of the technical bulletin for yachting.

The OC took part at the meetings of the International Yachting Association during 1970 and 1971 and reported about the current progress of the plans for the execution of the Olympic events in Kiel. The representatives of the International Yachting Association for their part, came to Kiel on numerous occasions to inform themselves directly of the status of the preparations. Hereafter are to be considered the tasks of the OC in Kiel in the following areas:

General organization
Program of contests and scheduling
Layout of the regatta courses
Organization on the water and in the harbor
Reporting system and results service
Measurement
Contest information for the participants and test events.

10.6.1

General Organization

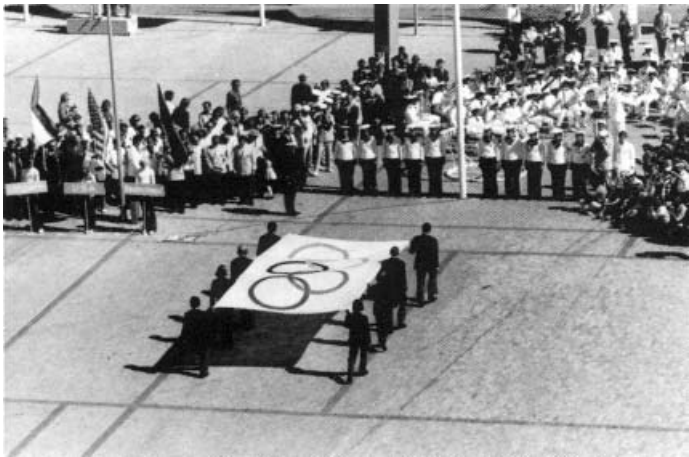
A total of 1,568 persons were necessary for the organization of the OC in Kiel. In all 721 of these people, among them 253 members of the armed forces, were only active for a short time for the OC. The OC employed 434 people as crew members for the already mentioned 235 functionary boats. A further 413 persons from the harbor patrol with their boats assumed the necessary cordoning activities.

On land the OC in Kiel-Schilksee had the following duties: directing the regatta and classification office; providing mooring and gangway services; providing materials as well as corresponding work areas for outfitting.

As in Munich, so in Kiel, a number of translators sufficient for the necessary task were available.

According to IOC statutes the International Yachting Association bore the responsibility for execution of the Olympic yachting regattas according to the rules. It determined, therefore, the formation of a jury, appointed the referees and decided with the OC the deployment of the functionary boats and the task of the land administration.

Opening ceremony for the Olympic
yachting events in Kiel



10.6.2 Program of Contests and Scheduling

At the Olympic Games in Mexico City there still were five individual classifications under the term of yachting. At the IOC Congress in Mexico City in October, 1968 it was decided to eliminate the 5.5 meter boats from the Olympic program. In their place the IOC approved the Soling boat as the new fifth class and let it be further known that the admittance of a sixth boat classification could be reckoned with.

The final decision was made on the occasion of the 68th meeting of the IOC in Warsaw at the beginning of July, 1969. A standard boat manned by two contestants was fixed as the sixth class of boat but the exact specifications were left to the decision of the International Yachting Association. Finally, the International Yachting Association decided on the Tempest class as the sixth boat classification.

The program of contests for the Games of the XXth Olympiad in the six boat classifications was thereby fixed as follows:

Soling	each with a crew
Dragon	of 3 contestants

Tempest	each with a crew
Star	of 2 contestants

Flying Dutchman	with a crew of one
Finn	contestant

The task of the OC was now to fix the necessary seven contest days as well as the probably needed reserve days for the eventuality of unsatisfactory weather conditions on the normal contest days. The program of the Munich Games automatically had to be taken into account so that the members of the IOC would be able to take part at least in the last two contest days as well as in the closing ceremony.

After long consideration the OC set the beginning of the Olympic yachting contests for Tuesday, August 29, 1972. After four days of competition a holiday was to follow on Saturday, September 2, 1972 on which the yachting school ship meeting as well as the "Parade of the Great Sailing Yachts" was planned. Because of the final race of the rowing competition on September 2, 1972, it was difficult to attract the planned number of guests of honor from Munich to a visit in Kiel for the supplementary program. On the basis of this consideration the OC extended the rest period to Sunday, September 3, and held the planned supplementary program on this day.

The remaining three contest days then followed from September 4 to 6, 1972. For the event that for weather-related or other causes the seven regattas should not have been completed by September 6, two extra regatta days were planned for September 7 and 8.

The actual course of events at the Olympic yachting regatta indicated the correctness of the planning. The schedule could only be adhered to by use of both reserve days. Up until and including September 4, 1972, the first five regattas could be held according to plan. On September 5, the Dragon and Soling class regatta had to be suspended because of insufficient wind conditions. The competitions on September 6, were cancelled because of the interruption of the Games which the IOC had decided upon in relation to the events of September 5.

Since heavy fog and poor wind conditions prevailed in the Firth of Kiel on September 7, this day was also unusable as a competition day. Not until September 8, did normal conditions once again prevail. The participants in the boat classes Finn, Flying Dutchman, Tempest, and Star held their seventh and last regattas. For the participants in the Dragon and Soling classes this was only their sixth regatta. Since the regulations of the International Yachting Association allow an overall evaluation also on the basis of only six completed competition runs, only six regattas took place in both of these boat classes.

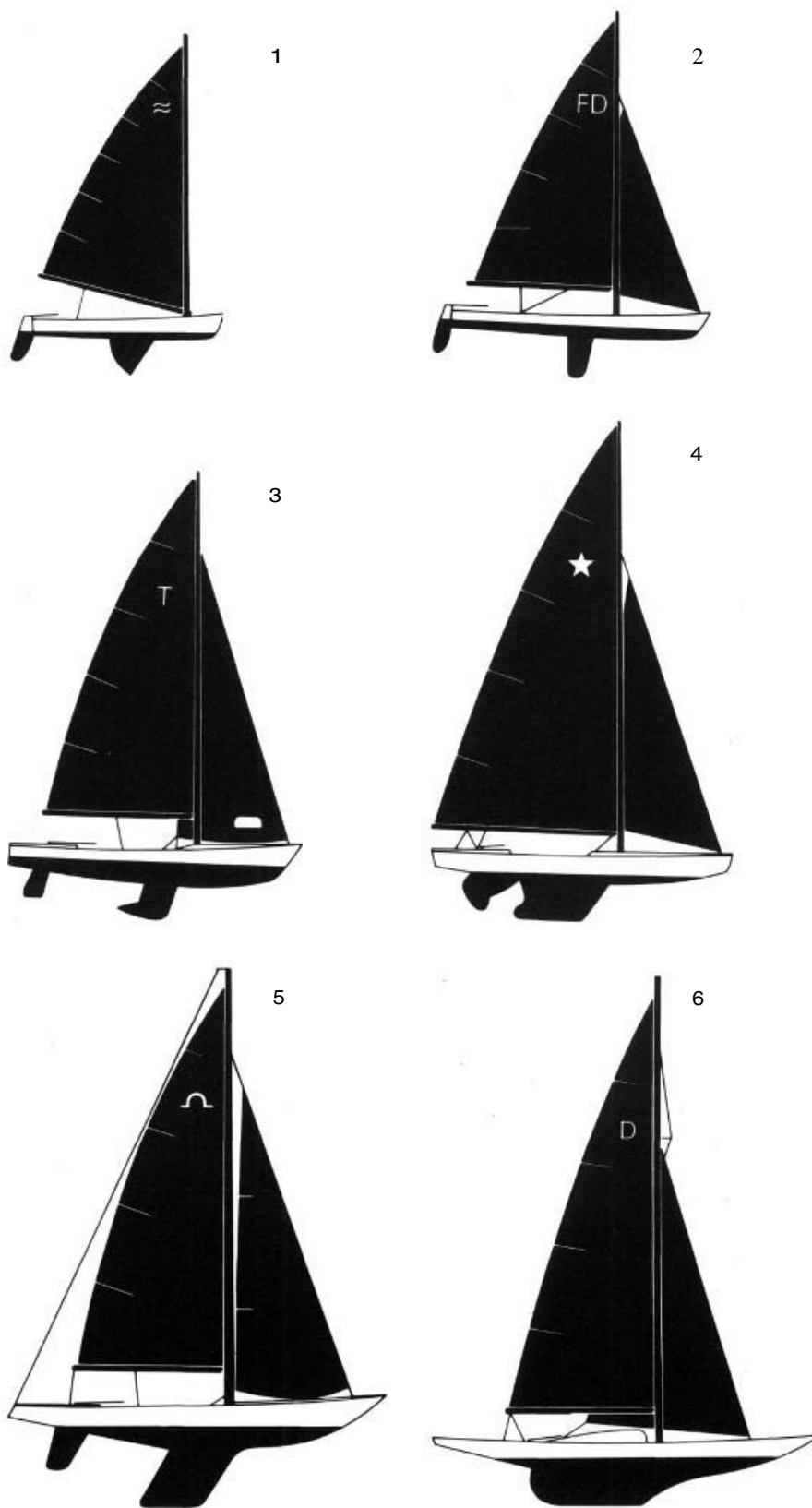
As already mentioned, the concluding ceremony along with the honoring of the winners had to be postponed for the same reasons until September 8, 1972.

In the area of program planning the OC also had to decide whether in one of the six boat classes it would make available to the competitors in this class, on a loan basis, fully equipped boats both for purposes of training and for competition. At earlier Olympic Games this had been customarily done by the host.

The OC in Munich decided to lend boats of the Finn class to the competitors. The OC had therefore to guarantee that these boats not only satisfied all demands concerning their quality, but also that as far as possible all boats be equal so as to allow each competitor an equal chance. The OC, after consultation with the International Yachting Association, decided that the hull of the Finn dinghies would be manufactured of plastic; for the first time, the OC allowed the mast and boom of the boats to be fabricated from aluminum.

The OC invited tenders by internationally recognized boat manufacturers and sail makers for the construction of sixty Finn dinghies, the same number of sails, and 120 masts. Each competitor received two masts in order to be able to use a stiffer or a more flexible mast according to wind speed and body weight. After completion of the boats, they were inspected by the OC in conjunction with representatives of the International Yachting Association. They were then distributed to the 35 competitors in this boat class by drawing lots on August 14, 1972.

The representatives of the International Yachting Association, as well as the competitors in this boat class endorsed the superior quality and the equal capabilities of all of the boats.



- 1 Finn Dinghy
- 2 Flying Dutchman
- 3 Tempest
- 4 Star
- 5 Soling
- 6 Dragon

10.6.3 Regatta Courses

The city of Kiel, in its application for the Olympic yachting contests, had foreseen three regatta courses for the Olympic classes.

The Finns were to sail directly in front of the Olympic Center.

Two courses were to be laid out in the Kiel inlet for the remaining classes. The selection of the regatta areas was guided by the course system desired by the International Yachting Association, the so-called Olympic system. The course system is divided as follows: a short segment — a long segment — a long segment — a short segment — a segment before the wind and a short segment to the finish line.

After exhaustive consideration the International Yachting Association gave preference to a system in which fewer, but therefore longer, segments would be sailed. This new division of the segments required that the regatta course be located further from the coast. In addition, the International Yachting Association demanded that the regatta course be at least 1.75 nautical miles from the coast. This led to a displacement of the courses further out onto the Baltic Sea.

Because of the increased length of the regatta course for the Finn class, it could no longer be laid out directly in front of the Olympic Center. Therefore, a large number of spectators on land were no longer be able to follow the regattas in this class. The three regatta courses which were eventually laid out with the agreement of the International Yachting Association are recognizable from the following summary:

A
(Alpha)-Midpoint: 54°29'50" N, 10°22'00" E: for the Soling and Dragon Classes;

B
(Bravo), west of the main ship channels; Midpoint: 54°30'30" N, 10°13'45" E: for the Flying Dutchman, Tempest and Star classes;

C
(Charley), east of the main ship channels, Midpoint: 54°27'30" N, 10°17'45" E: for the Finn class.

The average approach course of the boats to the regatta course A for the Soling and Dragon classes required sixty minutes, for the regatta course B utilized by the Flying-Dutchman, Tempest and Star classes, fifty minutes, for the regatta course C utilized by the Finn class, thirty-five minutes.

A further difficulty was to choose regatta areas which would not be disturbed by commercial shipping traffic, and vice-versa. The location of the regatta areas at the entrance to the Firth of Kiel cut across the entrance to the Kiel harbor and to the Kiel Canal (Baltic-North Sea canal), one of the most heavily traveled shipping lines in the world. It was thereby quickly evident that a suspension of commercial shipping during the period of the Olympic

yachting contests was ruled out on both practical and legal grounds.

The solution was eventually found in the procedure of creating restricted zones for the individual regatta courses. Thereby the three regatta zones occupied significantly more space than the courses themselves. The reason for this was that the courses had to be laid out afresh every day under consideration of the prevailing wind and current conditions. Therefore, until the beginning of a competition run it was not certain in what part of the area the contestants would sail. The expansion of each of the regatta zones was determined by the maximum space requirements for a competition run under the most satisfactory conditions imaginable.

The cordoning of the regatta areas lasted from August 25, until September 8, 1972, from 9:00 A.M. until the end of the contest runs, at the latest until 7:30 P.M. During these times the regatta zones were closed to travel by unauthorized craft.

Aside from the boats of the competitors in the various boat classes only the cordoning craft or boats with special permission of the OC were allowed to move within the restricted regatta zones. The OC granted such special permission only to the necessary functionary and press boats as well as to a total of fifteen large spectator craft. All boats within the regatta zones were required to adhere strictly to the commands of the competition control so that any disruption of the regatta would be ruled out.

The restricted zones were marked by the setting of 120 buoys over a stretch of approximately forty nautical miles. The OC informed the shipping traffic of the cordoning of the regatta zone by supplementary signals and special bulletins.

The harbor police with 58 boats, 19 rubber dinghies and 413 officers assumed control of the restricted zones. Their operation conformed at those times to the exact requests of the regatta leadership. System and execution of the cordoning measures by the OC proved their value. During the Olympic yachting competitions the progress of the regattas was never disturbed by external interruptions. The patrol boats turned back all illegitimately entering boats at the borders of the restricted zones. The patrol service had to intervene in about 533 cases, including precautionary warnings given to every ship before it reached the restricted area.

10.6.4 Organization on the Water and in the Harbor

The entire organization of the regatta was made up of a total of 225 water craft which were deployed as functionary boats. The reserve boats were also contained in this total. Each of the three regatta courses was meant to constitute an essentially autonomous organizational unit. The coordination of all the courses was exercised by the overall director of the yachting organization from on board one of the control ships. About seventy functionary boats were deployed at each regatta course. Their duties and sailing areas were varied. For every course the

following units were available:

- 1 start and finish boat
- 3 boats for deploying turn markers
- 5 yachts to indicate the turn markers
- 1 jury boat
- 3 patrol boats
- 12 salvage and tow boats
- 23 cordon boats
- 5 spectator steamers
- 8 VIP, measurement and control boats
- 8 boats for press and TV.

Military and civil service authorities, firms and private individuals, provided the functionary boats. The boats provided by firms and private owners were berthed at the Olympic harbor in Kiel-Schilksee. The large number of other boats were distributed in various harbors in the area of the Kiel fjord.

The coordination of the operations at the individual courses lay with the contest controllers on board the start and finish boats. The starting boat, which at the end of the regatta was also the finish-boat, had to meet certain specifications. It must not be too large so as not to block too much wind with its profile. It had to be fast and easily manoeuvrable so that it could effect the necessary movements without delay and difficulty. Moreover, the ship had to be able to position itself approximately perpendicular to the start and finish lines. Therefore it was equipped with a bow and a stern anchor. Its construction permitted a good view of the start and finish lines. Each ship carried a radar installation in order to be able to determine the positions of the course markers. In addition, the crew at that time also had to handle radio telephone and signal apparatus traffic.

The OC finally chose as start and finish ships a buoy placement ship of the water and ship traffic authority in Kiel, as well as two mine sweepers of the Federal Marines, which for a year had been tested and checked for this task.

For the running of the regattas the OC offered the participants the opportunity either of having their boats towed to the regatta course or of sailing there themselves. In the morning of a regatta day the tow boats were situated in front of the Olympic Center in three designated waiting areas which corresponded to the regatta areas A, B, and C. Each tow boat could tow up to ten competition boats. Because of the light winds and the considerable distance to the regatta courses the tow service was a valuable help to the yachtsmen.

In each regatta zone three functionary boats per course took care of the placement of the necessary course markers. Behind the markers anchored yachts, which in this fashion were visible from a great distance and thereby were a special help to all participants in the recognition of the course markers. These yachts were equipped with perforated spinnaker type sails which were set with different color according to the regatta zone and meaning of the course marker.

Patrol boats were responsible for keeping the courses clear. Their duty was, with great tact and understanding of racing technique, to allow the authorized

functionary, spectator and press boats as close as possible to the regatta course so that the proceedings of the regatta could be followed by these boats, while at the same keeping them far enough away from the course so that the competitors would not be hindered during any phase of the regatta.

The rescue and security functions for the competing boats were assumed by so called rescue centers. Because of the potential wind conditions on the Kiel fjord it had to be taken into account that regattas would take place in bad weather, strong wind and rough sea. Therefore, a naval craft, outfitted as a rescue center, was stationed on each course.

A sea rescue boat, pinnaces and salvage boats were included as auxiliary vessels. The rescue center, which was stationed on the lee side of the regatta course, was able to take dinghies on board and rescue and care for exhausted and injured sailors. Helicopters also were kept ready for rescue of injured yachtsmen. Because of the weather conditions on the regatta days and the great skill of the contestants, the rescue centers only had to intervene in a few instances. The director of the yachting organization was responsible for the total of all regattas in the three regatta areas.

He remained in radio contact from his ship with the competition controllers in all regatta zones, the functionary boats, the cordon units, as well as with the pilots of the commercial shipping at the Kiel lighthouse, and with the officials responsible for the weather service. In addition, he was in contact with the members of the jury of the International Yachting Association on their respective jury boats.

The extensive system of radio-telephone communications not only tremendously lightened the entire organization endeavor, but also guaranteed an orderly proceeding of the regattas.

The radio communications with the rescue centers and with the press and spectator boats proved themselves especially well. By these measures especially the press and the spectators were able to be informed continuously of exceptional occurrences.

The two large basins of the harbor and its extensive entrance area offered good conditions for a clearly arranged organization on land. All competition boats had sufficient and well equipped mooring facilities. The dinghies were accommodated in the northern part of the area before the harbor, moored according to classes. Storage for masts and lockable sail closets were located in the boat house in which the measuring also took place. Thirty trailers were provided for transport of the dinghies.

The berths in the south basin of the Olympic harbor were reserved for the keel boats. A gangway was at the disposal of each boat class. Mobile and stationary cranes were provided by the OC for the launching and landing of the boats. The team boats were kept in the north basin of the Olympic harbor. In the immediate

vicinity, the OC had erected a filling station which dispensed fuel and oil.

The berths on land and on gangways were equipped with connections for electrical power and fresh water for washing the boats. At the land facilities each boat was provided with a lockable boat locker in which the participants could store equipment and tools. The accompanying vehicles and trailers could be kept at a more distant special parking area. For washing and drying sails after the regattas there were sail washtubs and high racks for drying sails.

A total of ninety-four employees were active in the area of harbor technical organization. They maintained the equipment of the functionary boats and helped with the repair of the competitors' boats and sails. Useful assistance in the mooring services was provided by forty-five youths between fourteen and sixteen years of age.

The OC had erected a well equipped boat repair shop for the sailors at the Olympic Center. From experience and long observation of the weather, severe damage to boats on stormy days could not be ruled out. In a boat house, wood, metal and plastic repair work could be carried out. Moreover, a sailshop and equipment for painting and rope-making were also provided. In these matters the OC relied especially on experienced firms which provided labor and spare parts at normal list prices and who were ready in emergencies also to work at night.

Despite the unusually good weather conditions, a large number of sailors made use of the repair service in a variety of ways.

10.6.5 Reporting System and Results Service

The decisive prerequisite for a smooth organization and the quick relay of results are above-average communications. For the transmission of data from sea to land and for the coordination of the races the OC set up a total of ten radio nets utilizing 156 pieces of equipment. The division of the networks and apparatus were as follows:

Main race control - 10 pieces of equipment (contact for the competition director, competition controllers at the 3 courses and the central station on land)

Results panel on each course - 7 pieces of apparatus (transmission of partial and end results from the course to the results service on land)

Information net - 32 pieces of equipment (information for the press craft and spectator steamers)

Service net water — 32 pieces of equipment (photography service, press, repairs, etc.)

General coordination — 13 pieces of equipment

The results service at the Olympic yachting contests had the duty to register from boats the individual phases of the contests at the various courses and to report the results to the central station on land. The OC strove thereby not only to obtain the results quickly and accurately at the Kiel Olympic Center but also to communicate them directly to the general results service of the Olympic Games. This could be accomplished by means of the connection of the results service of the Olympic yachting events with the data processing system.

Despite numerous technical problems and the significant distance of the communication with Munich there were no interruptions. The various procedures by which the OC certified the results are described below.

At the turn markers the OC had the turning maneuvers of all boats carefully photographed. The high speed cameras used for this purpose contained an auxiliary apparatus which superimposed the time of day, race number, course designation, and buoy number on every photo. Three cameras were in use at each of the three courses. Three hours after the color film was exposed the developed prints were available to the international jury for certification or for mediation of protests.

Time measurement was only important in so far as the order of finish could thus be determined if the need arose. The pictures from video recorders, which were carried by each start-finish ship, proved to be especially valuable for determining the order of finish. In many cases the order of finish could be determined by the replay of these recordings.

Computation of the results was assumed by the central computer in Munich, which was connected by cable to the Yachting Center at Kiel. The following technical apparatus were available:

- 1 input teleprinter (dialogue place);
- 3 output teleprinters for continuous summaries, actual-time results and agency reports;
- 3 off-line teleprinters (for preparation of punched tapes);
- 1 line printer.

In addition the OC established three data read-out stations with inquiry capabilities: in the press center, on the visitors' promenade and in the information center in downtown Kiel.

The utilization of data processing in conjunction with the preparation and proceedings of the Olympic yachting contests clearly proved its worth not only because it reduced the number of personnel which were needed but also because it markedly reduced the calculation time from two hours to ten minutes. The results of the regattas were available at the press center in Munich and its press subcenters at the same moment they were available at the press center in Kiel.

In case of disruption of the operation of the electronic data processing system the OC, as in all other types of sport, had the results by means of traditional methods

manually computed by two statisticians for each boat class.

At the Olympic Center the OC distributed lists of results to the participants as well as to the press. Partial results were published during the race, then preliminary daily results without regard to protests, final daily results with protests taken into account and summary results of the previously sailed races both with and without the exclusion of the poorest regattas to that point.

The utilization of electronic data processing made it possible for the OC to make public the complete results immediately after the end of the last race of the Olympic yachting contests.

The publication of start and results lists was accomplished with:
5 small offset machines,
2 plate copiers,
3 compiling machines,
7 stapling machines and
5 collating machines.
A total of 25,000 sheets of paper were printed.

The OC also directly transmitted the results in all six boat classes over a closed-circuit TV network for the benefit of the press and the public. A camera conveyed the contents of the current results lists to monitors. In addition to the TV monitors in the press center, the center of the Olympic Village and the spectator promenade, special information about the current results in the six Olympic boat classes was also received by the monitors in the rooms of the journalists.

The yachtsmen were also able to obtain information about the results of the regattas immediately upon their return from the race. In the middle point of the area before the harbor the OC had 3x3.5 meter score boards erected. The OC had put special emphasis on easy servicing of these boards, thus the numbers and letters were such that they clung magnetically to the boards.

10.6.7 Measurements

According to the decisions of the International Yachting Association, every boat which participates in the contests must be measured beforehand. The International Measuring Committee, which was formed by the International Yachting Association, carried out this duty according to a strict schedule, between August 14 and 22, 1972.

The necessary material and personnel outlay was considerable. The north boat house of the Olympic Center served as the measurement hall. Measuring stands, templates and scales were needed for the measurement of all parts of the boats, such as hull masts, spars, and sails. The International and National Yachting Organizations had developed the necessary technical equipment together. As a result, completely new techniques came to be utilized, for example, electronic measurement of the hull thickness of plastic boats.

A total of sixty persons under the leadership of an expert measurer were occupied

with this difficult work. When insufficiencies were noted, the yachtsmen utilized the work shops in order to bring the boats up to specifications. Up until August 24, 1972 all supplemental measuring was carried out.

The sail measuring table for fore, main and spinnaker sails, as well as the spar and hull measuring platforms, which the OC had developed in conjunction with the National Yachting Association and various manufacturers, proved themselves satisfactory.

By means of spot-checks the measuring committee assured that in the regattas only duly measured items of equipment were actually used and that the boats met the regulations in other respects. So-called control teams, appointed by the International Measurement Committee, conducted the inspections at the conclusion of each regatta. Stationed on salvage boats, they made their way to contestants who had already been released after the finish and made an inspection to determine whether the items of equipment bore the measurement seal and in addition whether the correct number of necessary items meeting the regulations were on board. The contestants found the measuring and later control strict but fair. The International Measurements Committee certified the exemplary work of the measurers and the exceptional quality of the measuring equipment.

10.6.8 Contest Information for the Participants

In the Olympic sport of yachting accurate knowledge of the sailing area, therefore the contest site, is especially important for contestants in the various boat classes. The OC, therefore, made an effort, beginning in 1969, to supply all NOCs with the following necessary information about the sailing area:

- meteorological and topographical data in the form of an official sea chart,
- average wind conditions,
- average wave conditions,
- average surface current conditions, based on many current measurements, conducted over the course of several months, indicated on special charts,
- water quality, temperature and salt content.

During the Olympic Games the OC maintained a special hydrographic-meteorological advisory service. The necessary measurements for this service were carried out by the OC for nearly the entire surface area for all of the regatta courses between 5 and 7 A.M. each day. The interpretation was completed within an hour, so that each day at 8:00 A.M. this current data on the basis of measurements from the same day could be distributed.

Smooth metal objects which were carried by the current in the water between 0 and 1 meter under the surface, were set out by the functionary boat of the OC. A radar reflector which projected up over the surface of the water made it possible to track and record on the radar screen of a measurement boat the direction and velocity of these bodies as they were



1



2



3

4

5



1
After thorough-on-the spot investigations a five-member commission decided on March, 5, 1967 that Kiel should be the location of the Olympic yachting events: (from left) Messrs. Baier, Beitz, Kunze, von Hovorra and Fischer

2
The chairman of the yachting commission, Berthold Beitz during a commission meeting next to the president of the OC, Willi Daume

3
Tour of the Olympic Yachting Center by Federal President Dr. Gustav Heinemann on the occasion of Kiel Week 1972

4, 5
The yachting commission at work.

moved along by the current. At the Olympic harbor the data was interpreted by the technical staff, charted on stencils and the results duplicated.

The German Weather Service at the Olympic Center, which had erected a special weather service station, carried out the weather forecasting duties. Weather service technicians monitored the technical apparatus, received the weather observations from the German Weather Service and drew up special weather maps for the contestants. Sufficiently in advance of the start each athlete received a weather map with a forecast of the weather and winds in the regatta area. As a supplement, the weather service made available a weather map of Europe as well as a forecast in the afternoon concerning the next day's weather.

Many stations in the area of the Firth of Kiel observed wind velocity and direction. The measurements were compiled and made available every hour as well.

The aforementioned contest information guaranteed every competitor optimal support from the OC in the difficult sphere of knowledge about the sailing environment.

10.6.9 Test Events

Every host of a large sporting event has the obligation to carry out a general test of its organization and its contest sites. This applies particularly to the area of Olympic yachting because there the overlapping of the organizational spheres on the regatta courses and on land, as well as the entire technically difficult organization, are of great importance. A theoretical preparation does not suffice in this case. Only experience provides to those persons who are entrusted with the organization, the necessary experience and the confidence needed to handle uncommon and unplanned eventualities.

For this reason the OC conducted a Kiel regatta in September, 1971 only for the six Olympic boat classes. All of the national specialized associations for yachting from Europe and overseas were invited in order that the opportunity was open to 1972 Olympic participants to become acquainted with the environment, the vicinity and the sailing areas in Kiel. Because of the participation of foreign competitors, the test event had the importance of an Olympic contest for the organization and offered the opportunity to gain especially instructive experiences. The representatives of the International Yachting Association took part in the test event and observed the functioning of the organization and the contests.

The test event gave the OC decisive information for the improvement of the planned organization with regard to the foreseen employment of personnel. All necessary tasks, such as laying out of the courses, conducting the starts, determining the regatta results, provided valuable pointers for the Olympic Games.

In connection with the training regatta on August 21, 23 and 25, 1972, the OC, along with the whole staff and the numerous personnel, had the last

opportunity to gain the final elements of understanding. The evaluation of the work of these three days led to the result that the individual regattas could be conducted in organizationally flawless fashion during the Games.

10.7

The Olympic Village in Kiel

The slogan "Games of the shortest paths" pertained also to all planning in Kiel. For this reason the construction designs for the Olympic Center called for the quartering of the yachtsmen in direct proximity to the harbor area. In this way all the following functions of an Olympic Village could be brought about at the Olympic Center:

residence,
dining,
recuperation,
relaxation and
personal contact.

Two apartment houses, thirty-two bungalows and twenty-four apartments belonged to the living area of the Olympic Village. In the northern part of the complex was located the recreation center with the restaurant and the swimming hall. Between the living area, the field in front of the harbor and the recreation center, the OC constructed a boat house, temporarily used also as a reception hall with all necessary services.

10.7.1

The Reception Organization

The large reception hall with its staff was open from 7:00 A.M. to 12:00 midnight from August 1-9, 1972, and twenty-four hours per day from August 10 till September 11, 1972. The center was a more than 900 square meter counter area. At the reception counter ID cards were validated, credentials issued, and meal tickets and informative publications distributed. An information counter with five work stations dispensed information and invitations through hostesses, employees of the village management and church organizations, offered entrance tickets for the yachting contests and the cultural program and booked transportation services. Every accredited participant received a transportation pass with which he could use all public transport in Kiel without charge. A sufficient number of bicycles were available to the teams for traveling some distance from the Olympic Village, to the boat berths, or for the transport of boat accessories or regatta clothing. Each nation had a post office box and a counter reserved for it. A special post office, public telephones, a bank counter, newspaper, candy and tobacco stands, free drink services and an exhibit of international yachting literature as well as color television and monitors, completed the offerings of the reception hall.

10.7.2

The Living Area

The quarters were furnished according to the same outfitting principles which had been worked out for Munich. Each of the larger teams were quartered on a floor of the two apartment houses. The smaller teams received self-contained dwellings, either bungalows or apartments. Half of the yachtsmen lived in single rooms, the

remaining half in double rooms. On all balconies and terraces racks for drying yachting clothes were provided.

For team meetings and for general use, the OC furnished eight club rooms which the teams used enthusiastically. Each team had a black and white television set.

10.7.3

Food Service

The residents of the Olympic Village in Kiel received the same food as at the Olympic Village in Munich. The menu was supplemented with several fish dishes.

The modernly equipped kitchen was located in the recreation area of the Olympic Village. It could feed a total of 1,000 persons per meal period. The dining room had a capacity of 300 seating places which proved sufficient for the serving of the participants in two groups.

Two movable, eight-meter long cafeteria counters provided quick self-service so that during the entire Olympic Games there was never a long waiting time. The cafeteria was open on the competition days from 6:00 A.M. until 10:00 P.M.

The kitchen of the Olympic Village also served the restaurant for the guests of honor and the jury members with the same menu as the cafeteria. A staff of ninety kitchen personnel ran the kitchen at the Olympic Village. A total of approximately 15,000 portions were served for the athletes and officials at the Olympic Village. In addition guest portions of 824 breakfasts, 146 noon meals and 2,520 evening meals were served, and 245 persons of the OC were provisioned at all three meal times.

For regatta provisions a large assortment of hygienically packed sandwiches, packed chunks of meat and small steaks, poultry parts, cheese and cold cuts were available. By means of a lunch box which was specially developed for the yachting contests so that it could be opened with a single hand grip, the provisions could be kept on board water tight and at the right temperature.

In the area of the berths for keel boats and dinghies free refreshments and snacks were available to all participants and journalists. The refreshment stands, equipped with a roof and movable walls so as to be protected from the influence of the weather, developed into an important meeting place for athletes, officials and journalists.

10.7.4

The Medical Facilities

The OC equipped an infirmary center at the Olympic Village with four beds and sufficient medical treatment rooms. For serious cases the OC had in advance reserved beds in various clinics in Kiel. Nevertheless, except for several ambulatory treatments, they did not have to be utilized.

A dentist in Kiel-Schilksee, as well as a dental clinic in Kiel, could be consulted by the residents of the Olympic Village, as well as by guests of honor and journalists at any time that the need arose.

The services of the infirmary center were also available to all guests of honor, journalists, and personnel of the OC. A first aid station was also provided in the area of the swimming hall.

In the basement of the swimming hall the sailors were able to use saunas, massage rooms and medicinal baths.

Medical craft of the OC, which were concentrated in rescue centers, were stationed on the regatta courses.

A total of nine doctors and twenty-one nursing personnel were employed. In Kiel and Schilksee approximately 2,000 treatments by doctors were provided for participants, guests of honor, journalists, spectators and employees of the OC. Approximately 1,700 occurred at the infirmary center and the first aid station, the remainder at the youth accommodations (250) and the rescue ships (50).

10.7.5

Church Services

A bungalow at the Olympic Village was at the disposal of all denominations for church services. A total of ten ministers from seven nations served the residents of the Olympic Village. A Catholic service took place each day in the morning, and each afternoon and evening an ecumenical service. At the other times the bungalow was available as a place of religious encounters.

10.7.6

The Recreation Facilities

A two and one half hectare sport and play field within the Olympic Village enabled all teams according to desire to play handball, badminton, soccer or boccia. In the recreation center there was a fully equipped exercise room, supplemented by bicycle ergometers and rowing machines. The athletes especially preferred to congregate in the seven large, eighty cubic meter rooms in the recreation center of the Olympic Village. Ping-pong tables stood in two of the rooms, one room was outfitted as a bar and a forth was arranged as a television room. Two additional rooms were outfitted as a recreation room and as a billiards hall. In a movie room with ninety seats the residents of the Olympic Village were able to watch movies in German, English and French.

Beginning on August 10, 1972 dance programs were held regularly in the cafeteria of the Olympic Village after the evening meal. A thoroughly modern record library provided at all times for appropriate music pleasing to all tastes.

10.7.7

The Communications Equipment

A telephone installation at the Olympic center with 600 extension phones and 40 supplementary trunk lines proved to be sufficient.

Between August 2 and September 9, 1972 the exchange handled about 50,000 calls. Approximately 86,000 out-going calls were dialed directly. The number of internal calls during the same time was about 310,000.

An intercom installation with forty-seven instruments over which the management

personnel maintained contact proved to be of outstanding value. Practically all areas of the Olympic Center could be reached by a loud-speaker system. A control board made it possible to make announcements in almost all of the different areas without their being carried to other areas where they were not relevant.

A wireless personal paging system with ninety receivers and thirty transmitters completed the practically optimal communication system among the employees of the OC.

10.7.8

The Technical Organization

During the time of the utilization of the Olympic Center, including the Olympic Village, the OC had to guarantee its usability and uninterrupted operation constantly. For this task the OC had the service of fifty chosen technical experts. They were special experts in the fields of electrical engineering, heating and ventilation and general maintenance of various types. In addition, there were electricians, locksmiths, carpenters, painters, glaziers, masons, plumbers and stokers.

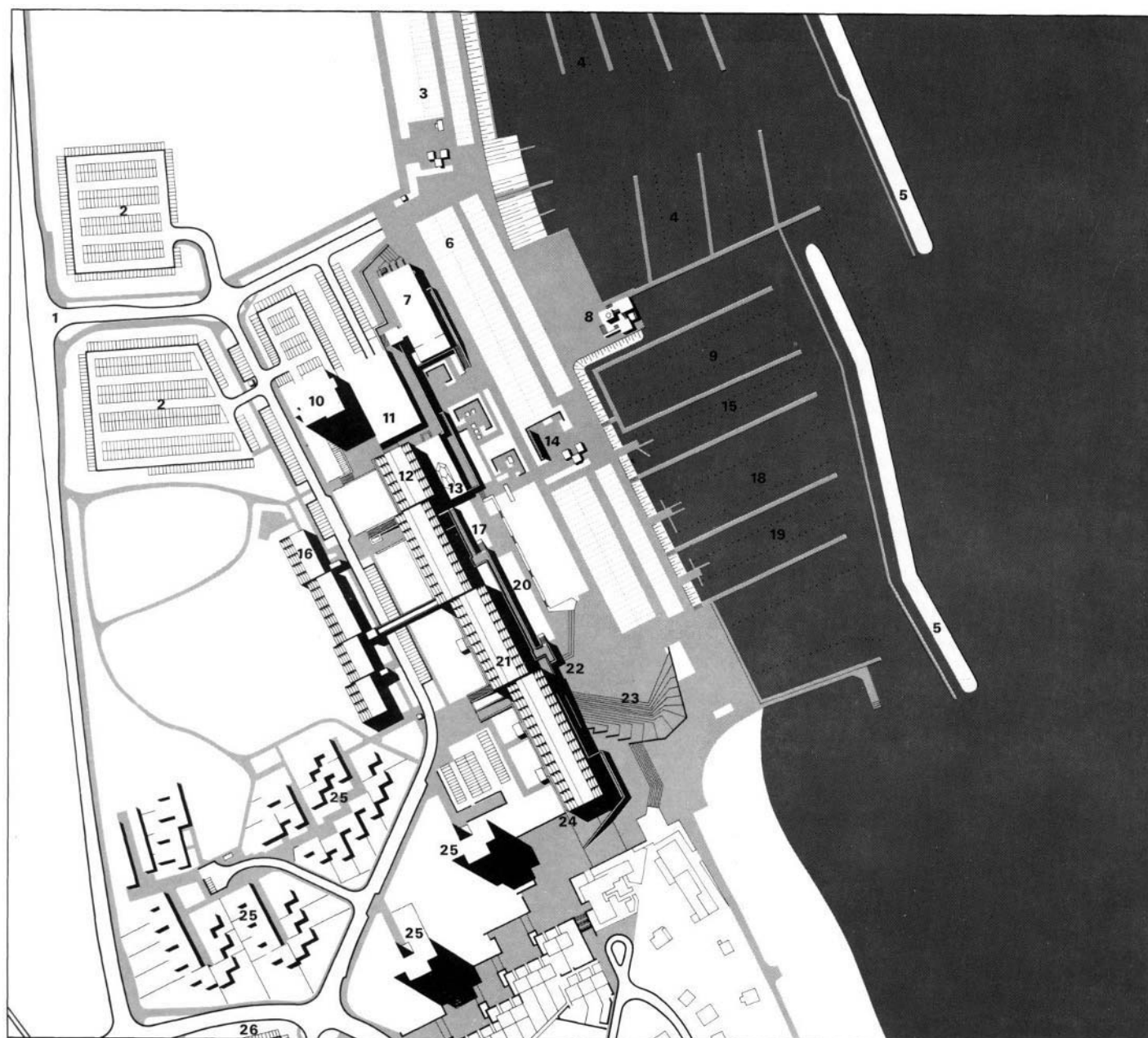
In the areas of the Olympic Center, the youth accommodations and the temporary dining facilities for the OC personnel this maintenance corps made a total of about a thousand repairs and installations.

The emergency electrical generating system for all areas of the German Olympic Center (DOZ) as well as the intercom, personal paging and loud speaker systems proved especially valuable. This was indicated most clearly when power failures, caused by a fault at the generating station, occurred on two days for a total duration of seventeen

minutes. By means of the emergency generating system, work in all important areas could be continued without interruption.

Key

- 1 Approach to the Olympic Center
- 2 Private parking lot
- 3 Finn Dinghy
- 4 Berths
- 5 Breakwater
- 6 Flying Dutchman
- 7 Recreation center and restaurants
- 8 Harbor master and Olympic fire
- 9 Tempest
- 10 Guest apartments
- 11 Boat house, measurements, workshops
- 12 Apartments
- 13 Swimming pool
- 14 Scoreboard
- 15 Star
- 16 Apartments for newsmen
- 17 Press center
- 18 Soling
- 19 Dragon
- 20 Management, jury
- 21 Radio and TV center (DOZ)
- 22 Reception and central services of the Olympic Village
- 23 Ceremonial area
- 24 Entry to promenade, information, bank, travel bureau, special post office
- 25 Olympic Village
- 26 Public parking lot



10.8
Personnel Requirement

Aside from the executive employees of the OC approximately 3,000 persons who were only necessary for a short time during the actual course of the Olympic yachting contests, were employed in Kiel. The armed forces provided about half of this number. The other half of this number had to be recruited. Approximately 2,000 applicants made known their interest in employment in Kiel through written enquiries and submitted resumes. From these applications the OC chose approximately 1,500 seemingly qualified persons and thereby filled the total quota. For additional short-time tasks in various employment categories the OC had adequate reserve personnel at its disposal.

At the Olympic Center the OC employed an additional 430 employees from the firms involved in the construction of the center. For the cordoning of the regatta zones a total of 410 further employees were necessary.

The following table presents an exact summary of the division of the short-term personnel:

Area	Total number	Part of total who were from the armed forces
General organization	219	104
Yachting organization	680	221
Olympic Village	518	156
Traffic information	278	248
Technical	291	258
Security service	91	
Protocol	157	63
Youth accommodations	71	35
Press	62	14
Hostess organization	163	1
Personnel on board the armed forces ships	458	458
	2,988	1,558

The accommodation of approximately 3,000 employees of the short-term personnel proved to be difficult because there were no communal accommodations available in Kiel. The future apartments for the press at the Olympic Center were available until the beginning of August, 1972. For the time up until the middle of September, 1972 the OC, by a special program, was able to arrange that the citizens of Kiel provided approximately 600 private beds for these employees. In the hotel apartments of the Olympic Center 300 honored executive employees were housed. One hundred and ten persons arranged for their own accommodations.

All employees received a transportation pass which allowed them free use of all bus and ship lines in Kiel.

In the days after the opening of the Olympic Village the few yachtsmen who had already arrived at this time, and all the employees of the OC took their meals together in the restaurant of the Olympic Center. With the arrival of a majority of the

contestants the OC required this restaurant for the participants and the team officials. The OC set up a temporary mess site for its employees in a boat house in Strande, a beach resort approximately a mile away. The armed forces, who were responsible for the kitchen, served about 1,400 portions at each meal time.

At the Olympic Center only a few small recreation rooms were available to short-term employees of the OC. Therefore, for the time of the Games, the OC rented a ship which was anchored in the Olympic harbor. This ship became a meeting place and free-time center for the entire staff. The evening social events held there were especially popular. According to the example of the Munich free-time passes every employee in Kiel also received such a pass. This pass allowed access to museums and cultural events, participation in regatta accompanying trips, a general boat trip and the "Great Sailing Yacht Parade".

10.9
The Contest Schedule

The schedule of a typical regatta day in Kiel during the Olympic yachting contests will be described below. A clear picture of the scope of the organizational tasks in the athletic area is thus provided. Because this is a summary, the schedule will be divided into periods of time, as follows:

5-7 A.M.
Current measurements were carried out in the three regatta zones. After evaluation, the results were charted on current maps.

8 A.M.
The regatta office and the offices of the six boat classes were opened. At the weather office maps based on the early reports of the various stations were charted. They were made available for reviewing by the team chiefs, who were also able to take copies of the maps with them. Weather maps and current measurements were also posted on the bulletin boards.

8:30 A.M.
The contest controllers of the three regatta zones met with the leader of the yachting organization in order to decide whether the weather permitted a normal schedule to be followed or whether before the departure of the boats a postponement of the start should be announced.

9:00 A.M.
The starting ships and the three rescue centers with their supporting craft proceeded from their berths in the interior of the Firth of Kiel and rendezvoused in the area of the Olympic harbor. The operations controller for the functionary boats gave the signal to proceed. Around the regatta zones a sufficient number of boats made sure that no unauthorized craft entered any of the regatta zones.

The team boats of the various teams were cleared and left the harbor. They towed the boats of their teams to the courses. The official tow boats stood by in predetermined rendezvous areas in front of the Olympic harbor in order to tow participating boats to the regatta zones. The starting boats with the contest controllers and the coordinating ship of the

director of the yachting organization proceeded out of the harbor.

10:00 A.M.
The three starting ships and the coordination ship exchanged results of current wind measurements. According to the wind direction the starting position and the courses up to course marker 1 were determined. All functionary boats were so informed by radio and the buoy boats and marker yachts took up their corresponding positions.

At this time the official spectator steamers left the Kiel harbor.

11:00 A.M.
The boats of the participants, the jury, the press and the spectators arrived at the regatta zones. The team boats took on surplus sails and items of equipment from the participants' boats and gave them final information. The starting lines were laid out. The patrol boats assured that the regatta course was kept clear.

11:30 A.M.
The regattas began on all three courses. The patrol boats moved the press and spectator boats, as well as the team boats to the required distance from the starting line. At the A and B courses a second start followed the first and on course B also a third start. If too many boats had crossed the starting line before the starting shot, then the start was indicated by signals as having been invalid and was repeated after fifteen minutes.

The spectator and press craft in the area which has been allowed to them, followed the boats as they crossed course marker 1.

At the passing of the first course marker the order of crossing of the first ten boats was reported by radio to the communications center in Schilksee. The progress of the regattas was constantly reported. This information was received by radio simultaneously by the press, the press boats and the spectator ships. At the finish the spectator and press craft were in the vicinity of the finish line. The races, depending on the wind conditions, lasted between two and one-half and five hours.

3:30 P.M.
With normal progress the boats had reached the finish by this time. The order of finish was radioed from the start ships to Schilksee. There, the individual results were transmitted to the electronic data processing system for evaluation. On the start ships the scenes of the crossings of the finish line had been recorded on video tape. The tapes were available to the jury in the events that a judges' decision had to be made.

The boats were then towed back to the harbor by the official tow boats or by their own teams boats. Upon completion of the concluding chores at the regatta courses, all functionary boats returned to their harbors.

4:30 P.M.
After the arrival of the boats the dinghies were brought to their dry berths. The sails were washed in the fresh water tubs and the spinnaker sails were hung out to dry on large racks. The contest controllers met

for their daily press conference in the press center. Those crews who were selected by drawing lots for doping control were taken to the infirmary center.

6:00 P.M.
At the expiration of the prescribed protest period the two juries began their work. The preliminary results were made public on the large score boards in the harbor center and distributed to the press in the press center and to the teams at the Olympic Village.

9:00 P.M.
Depending on the number of protests which had been registered and the length of the individual evaluations of these, all decisions were not completed until very late on certain days. When all such decisions had been made the results service released the final data. The final results were then printed and distributed.

The fact that only the relatively low number of eighteen protests, in comparison with earlier yachting contests, had to be handled, was considered by the international jury as a clear proof for good all-round organization.

The Olympic winners in the Soling class,
Harry Melges, Jr., William Bentsen and
William Allen, USA, with their boat
US 600.



10.10 The Guests in Kiel

The number of spectators and visitors at the Olympic events in Kiel and at the Olympic Center in Kiel-Schilksee exceeded the expectations by a large margin. Conservative estimates put the total number at about a million spectators and visitors in Kiel. The following individual statistics make this clear:

Arrival of the Olympic Fire	40,000
Opening ceremony at the Olympic Center	20,000
Regatta accompanying cruises	23,800
Visitors at the Olympic Center from August 15, to September 10, 1972	450,000
Exhibition "Man and Sea"	118,000
"Great Sailing Ship Parade" on September 3	350,000
Closing ceremony at the Olympic Center	9,000

10.10.1 The Regatta Accompanying Cruises

The regatta accompanying cruises gave the spectators the chance to take part in the yachting contests. Fourteen official spectator ships with a total of 3,700 seats cruised according to a determined plan either to a specific regatta course or to all regatta courses in succession. Commentators on the ships communicated the reports which they received to the spectators over a loudspeaker system. The spectators also had the opportunity simultaneously to follow the events in Munich by television.

10.10.2 Accommodations

A total of 7,000 beds were available in Kiel to interested visitors because of many advertising campaigns. These beds were divided into three groups according to the time for which they could be reserved. A total of half of the available quarters could be rented, although there were hardly any reservations before the beginning of the Olympic yachting contests. Therefore, most of the private quarters could not be filled. On the other hand, hotel rooms and boarding houses were almost completely booked.

A significant number of guests arrived in about 300 boats. The OC reserved berths for these boats at the Kiel boat harbors.

10.10.3 Information

In downtown Kiel and at the Olympic Center information centers had been set up. A total of 38,000 visitors was recorded. The care of the journalists and guests of honor who arrived by plane in Hamburg and Kiel was assumed by the airport information counters. The auto travelers were able to obtain information at four information areas at the entrances to the city.

The air ship, which had been loaned to the OC for information services, proved to be a special attraction. After dark, by means of computer controlled moving-light information display, it displayed Olympic results from Munich and Kiel in the sky above the promenade along the bank of the fjord.

The visitors to the Olympic Center were able to observe its life and operation in almost all areas. The reason for this was the construction of a spectator promenade which projected from the third floor of the long main building and which extended clear across the Olympic Center. The OC made efforts from the very beginning to outfit this promenade attractively mainly at those times when there was nothing of particular interest to be seen in the harbor area. The main attraction on the promenade, which also had a restaurant and ten shops, were the large sports information and television projections. On a large screen the many visitors were able to see coverage of the Munich contests until late in the evening.

10.10.4 Provisions

There was a restaurant with 200 places at the Olympic Center for serving guests. Because of the unexpectedly large number of visitors, the installation of an additional kiosk park proved a success. The restaurant as well as the kiosk park were fully occupied during the entire period of the Olympic yachting contests. Worthwhile contact and meeting between the guests of the Olympic yachting regattas, as well as between participants, officials and journalists took place, especially in the restaurant.

10.10.5 The Supplementary Program

The most exceptional event in the supplementary program of the Olympic yachting contest was the "Rendezvous of the Great Sailing Ships" on Sunday, September 3, 1972. In conjunction with the OC, the cities of Lübeck and Kiel had invited all the still operating training sailing ships of the world to a rendezvous in Lübeck and Kiel. The "Operation-Sail-Committee" together with the OC were responsible for the planning and carrying out of this event.

On September 3, 1972 the seventy training vessels, from seventeen nations, which up until this time had been gathering in Lübeck, proceeded to Kiel. In beautiful weather and light wind the "Windjammer Parade" in the Baltic Sea before the Firth of Kiel presented an unforgettable picture. The seventy ships, which had assembled into a parade early that morning in the vicinity of the Danish island of Langeland, were greeted on the sea by about 3,000 water craft and were accompanied until the end of the parade late in the afternoon in the Kiel fjord. The OC had for that day chartered an accompanying ship on which the participants and officials of the Olympic yachting contests could experience the "Windjammer Parade" together. On board another accompanying ship the federal president followed the parade. 300,000 to 500,000 spectators had gathered along the banks of the Firth of Kiel.

10.11 The Demonstration Contest in Waterskiing

According to the recommendation of the sport committee, the executive board of the OC at its 21st meeting on January 8/9, 1971, decided among other things to conduct water skiing as a demonstration sport in Kiel. The preparations were

completed by the OC in conjunction with the authorized national and international water skiing organizations.

Contests in the disciplines of figure skiing, slalom skiing and ski-jumping were planned for August 31, and September 1 and 2, 1972 on the Kiel fjord. The OC chose the area in front of the Hindenburg bank in Kiel, where several thousand spectators were able to follow the contests, as the site of the competition.

A total of seventeen men and eight women from twenty nations took part in the competitions. Each nation, with the exception of the host country, was allowed to enter a maximum of two male and one female skier(s).

The following individual competitors went to the starting line:

ARG		1 male skier
AUS	1 female skier	2 male skiers
AUT		1 male skier
BEL		1 male skier
CAN	1 female skier	2 male skiers
COL		1 male skier
ESP		1 male skier
FIN	1 female skier	1 male skier
FRA	1 female skier	2 male skiers
GBR	1 female skier	2 male skiers
GER	1 female skier	3 male skiers
HOL	1 female skier	
IRL		1 male skier
ITA		2 male skiers
LUX	1 female skier	
MEX		1 male skier
SUI		1 male skier
SUE		1 male skier
TCH		1 male skier
USA	1 female skier	2 male skiers

A student residence on the Hindenburg bank was used by the OC for the organization staff and the press. The participants as well as twenty-five official representatives of water skiing associations, from among whom the ten jury members were selected, lived at the Olympic Village in Kiel-Schilksee or at the Olympic Center.

Fifty-two assistants were needed for conducting the competition which was sponsored by the National Water-Skiing Association. In the area of technical materials, two towboats, a marked water-ski course, a ski jump, measuring tables, a loudspeaker system, twelve walkie-talkies, three rescue boats and one jury boat were available.

On the aforementioned dates the competition took place according to a schedule of two competition periods on each day: mornings between 9 and 12:00 A.M. and afternoons between 4 and 6:00 P.M. On the first two days training possibilities were planned in addition to the competition periods. The last three competition periods were the finals in the aforementioned individual events.

Unfavorable weather conditions, in the form of high swells, forced the OC to conduct the finals in the slalom on September 2, 1972, on Passader Sea where calmer water conditions prevailed.

The same was true for the figure skiing. In the morning of September 3, 1972 the

last event, the finals in the ski jump, took place once more on the Kiel fjord.

Since two of the individual contests had to be moved to a different body of water the desired publicity effect of the sport of water skiing as a demonstration contest was only attained in small measure. Instead of the expected 4,000 spectators only about 500 watched the individual contests.

10.12 Summary

The program of the Olympic yachting contests in Kiel was in numerous areas a copy of the Olympic Games in Munich. The sought-after integration of the Olympic yachting contests into the entire conception of the Olympic Games succeeded almost completely, so that the visitors received the impression of overall unity between the events in Munich and Kiel. The unified image of the Olympic Games played a significant part in this. The attendance at the opening and closing ceremonies was an impressive experience for the competitors in the Olympic yachting contests. The hours in Munich communicated to all a feeling of participation in the great, unique celebration of the Olympic Games.

The practically perfect communication between Munich and Kiel in all areas, especially in coverage of events, information, and press, strengthened the common bond between the athletes and officials in Munich and Kiel.

The progress of the Olympic yachting contests in the six boat classes took place as expected, according to the theoretical and practical preparatory arrangements of the OC. The good weather conditions, with the light winds which they brought, had an effect on the regattas themselves, though not on the organization.

The relatively small total number of persons involved created an intimate and familiar atmosphere, which was aided essentially by the successful architectural conception of all facilities. The concentration of all involved persons upon a single center, the accessibility of the individual specialized areas, the communal utilization of the recreation center, and the social events, were the prerequisites for this especially appropriate milieu.

The international yachting publications evaluated the Olympic yachting contests as a notable success. The International Yachting Association affirmed this at its yearly meeting in November, 1972.

The last great yachts during the "Windjammer Parade" in which seventy school ships from seventy nations took part.



11



Starting equipment
for the running
events in athletics
in Olympic Stadium

The OC designated as "Competition technology" all the areas of technology which directly aided the carrying out of the sports competitions:

timing
measurement of distance
additional measuring installations
electronic data processing
printing of the results
and information technologies.
They will be treated in this chapter. All other technical areas are described in Chapter 12:
maintenance and technical operation of all sports facilities and installations
reporting technology
information system GOLYM
coordination of construction matters and lighting.

Besides the financial considerations, the OC had to take into account two requirements above all: on the one hand, they wanted to avoid "overttechnologizing" the Games, but on the other hand, they wanted to fulfill the great expectations that had been spawned — especially in other countries — in technology as a means of organization and information.

11.1 Timing

11.1.1 Awarding of Contracts

The OC wanted to treat all athletes extremely fairly, make decisions that were not open to doubt and determine the most precise results. That demanded a timing system built according to the latest technology in all areas. Therefore, only firms that guaranteed optimal technical equipment, and that had had the best experience in timing sports competitions, came into consideration for this job.

The OC sent a catalog of requirements to six leading European time measuring firms. It inquired about the precision, reliability, experience and the speed of establishing the results. One consortium of firms and two individual firms were interested in taking over all time measurement at the Olympic Games in Munich:

- the firms Junghans/Dr. Brandt (Federal Republic of Germany),
- the firm Longines (Switzerland),
- the firm Omega (Switzerland).

In the summer of 1969, the OC commissioned the Institute for Clock Technology and Precision Tools of the University of Stuttgart to check out the ability of the interested firms to carry out these duties, as well as the technical capabilities of the firms. The resulting verdict pronounced all three competitors capable of doing all time measurements at the Olympic Games alone and exclusively.

The OC then sent letters to the various national sports associations affected by decisions on timing. They were to indicate by September 15, 1969, what kind of experience they had had with time measurement, and which measuring system they held to be the best and most reliable. The German Track and Field Association, the German Canoe Association and the Federation of German Cyclists recommended certain firms. The other sports associations did not come out clearly for or against one firm. The firm of Omega withdrew its application on October 8, 1969. Longines and Junghans stuck by their offer to do the timing for the 1972 Olympic Games. They made it quite explicit, however, that their offers were good only presupposing that they would have an exclusive contract. They guaranteed that all the measuring devices installed would function faultlessly, measure precisely, and be constructed according to the best technological standards of time measurement in the year 1972.

In the period after this, the executive board and the sports commission of the OC were occupied with the problem of the time measurement:

- The sports commission recommended inviting both applicants to take over the timing jointly. Both firms rejected that proposal at first, however.
- The executive board estimated that the difference in the capability of the two companies was minimal, although in the automatic timing of swimming events, the firm of Longines had attained a state of development that made additional manual timekeeping superfluous.

From the end of 1969, the general secretariat negotiated with the firm of Junghans to arrange for it to take over all timing for the 1972 Olympic Games. Because of the many permanent installations, and because of the deadlines, the timing for the swimming events was to be advertised by the OBG (Olympic Construction Company, Ltd.).

The international sports associations raised objections against this method of awarding contracts in February, 1970. Two months later, the OC negotiated again with both applicants. This time they agreed to cooperate in timing the Olympic Games. On January 8, 1971 the executive board assigned them their areas of work:

Junghans

Archery
Football
Hockey
Canoeing
Athletics
Modern pentathlon
with riding, shooting
and running
Riding
Rowing
Shooting
Yachting
Volleyball

Longines

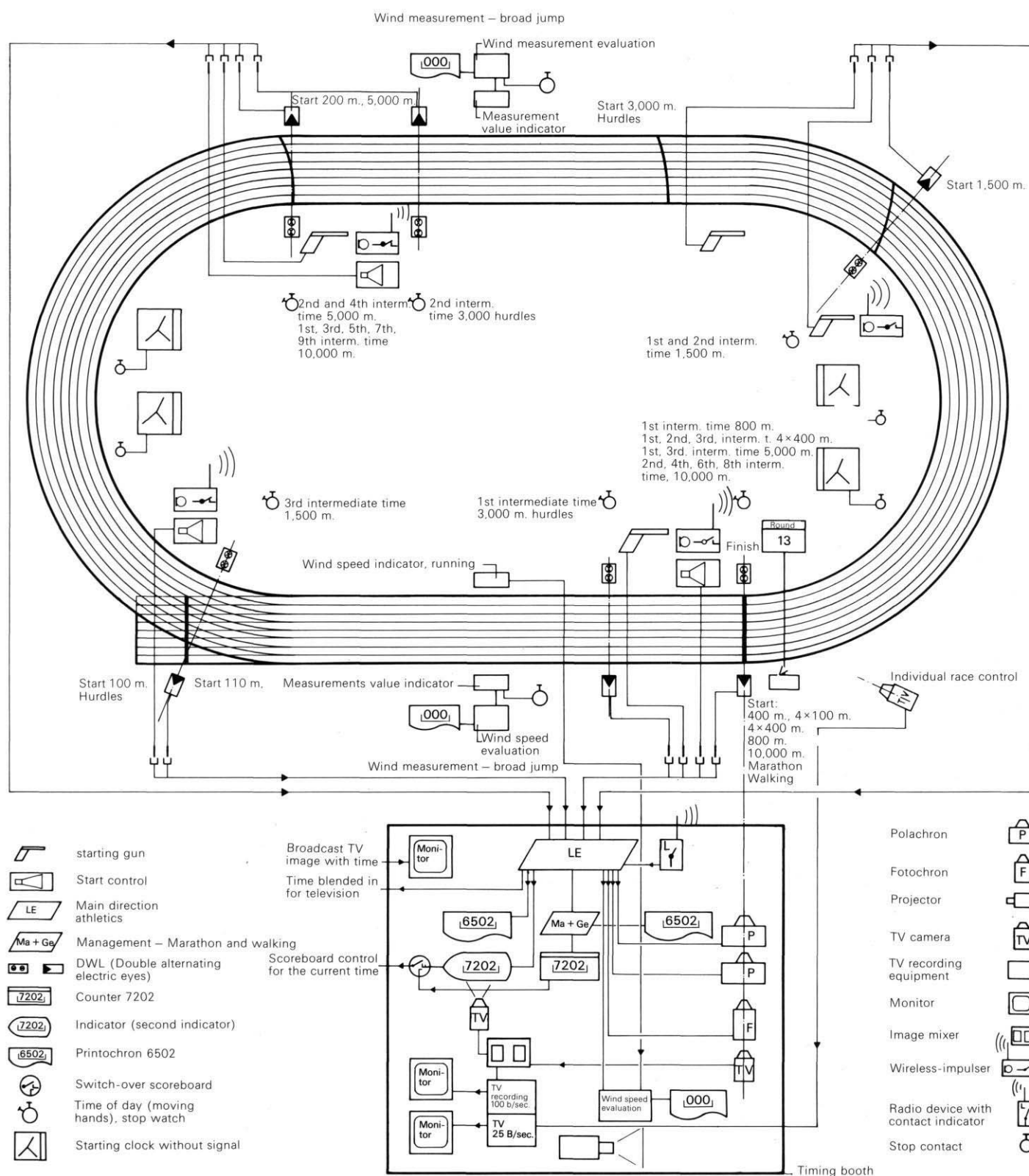
Basketball
Boxing
Fencing
Weight Lifting
Handball
Judo
Modern pentathlon
with swimming and
fencing
Cycling
Wrestling
Swimming
Gymnastics

Both firms obliged themselves to use only proven technology.

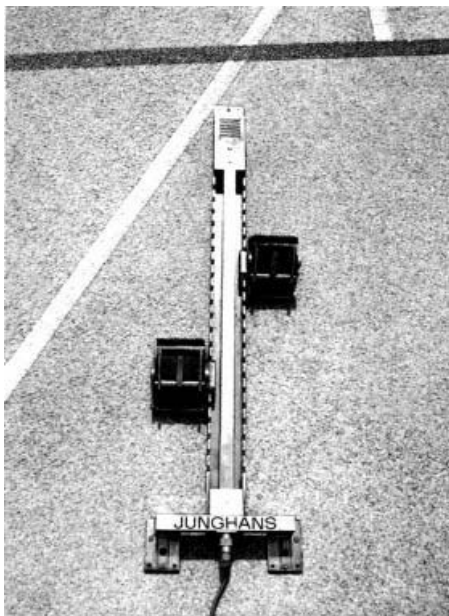
—Thus they guaranteed to use the international technical standards of the year 1972. They also agreed to forego any advertising on the premises of the sports facilities. Only the name of the manufacturer and the trademark were allowed to appear in the normal size, on the individual pieces of equipment.

—The firms were allowed to advertise their cooperation at the 1972 Olympic Games outside of the sports facilities. They were allowed to use the Olympic emblem for this purpose without license fees.

—The firm of Junghans billed the OC a lump sum of 290,000 DM for its services; Longines required a lump sum of 280,000 DM.



Schematic drawing of the timing equipment for athletics in Olympic Stadium



Starting block with built-in loudspeaker and micro-switch for taking the impulse

11.1.2 Athletics

Starting Signal

An electric starting pistol started all running events: the gas pressure from the exploding blank cartridge activated an electrical contact which started all timing systems via two separate lines of transmission. An indicator lamp built into the handle of the revolver showed whether or not the entire system was ready to function. An amplifier system, using the starting microphone and speakers that were built into the starting machines, transmitted the starting signal to each contestant simultaneously; in this way, the varying travel times for the sound were eliminated.

Start Control System

For all short courses and relay races the OC used a special start control system. This system used contacts installed in the starting blocks to register electronically the point of time when each individual runner started. All signals were compared in time with that of the starting shot.

If someone left the block before the shot, the "start assistant" reported it. At the same time, it recorded whether or not an early start was caused, and in which lane. A tone, triggered by the start control system, indicated that a false start had been registered. The runners were then recalled by a second shot.

In addition, the OC had all the reaction times of the participants printed out right away. Thus they were able to prove at any time the correctness of the decision they made.

The start control system had the following components:

- the starting blocks with the electronic impulse givers;
- the "start assistant", which registered the impulses, compared them with the shot, and made the decision with regard to the early start, i.e., regarding the recall; and
- the timing printer, which printed out the reaction times. With these technical aids, the OC succeeded in having to restart only two events out of the 160 starts during the Olympic Games.

Timing Systems

For the timing of running competitions the OC did without any manual clocking at all. In place of stop watches they used three different systems functioning in parallel, and additional devices running in stand-by operation. This increased the security and dependability.

The most important equipment ran on batteries. While in service, they were constantly being charged by the line current. That meant that the installations continued to function even during an electrical power failure.

Primary System

The most reliable and most precise timing system was the electronic-optical finish line recording by specially modified Polaroid snapshot cameras or finish line moviecameras.

For short stretches with a relatively close finish, the OC used two Polaroid snapshot cameras.

These cameras continuously depicted the events at the finish line, and simultaneously blended in a scale for the time elapsed since the impulse from the starting gun. The lens of the camera recorded only the events in the plane of the finish line. It remained open during the entire process that was to be registered.

The film at the image plane of the camera moved past the lens at the same speed, in relation to the laws of optical images, as the objects it pictured. It ran so to speak across the finish line with the runners.

Thus the temporal events at the finish line were translated into a spatial order on the finish line film.

The finish line on the picture was every vertical line on the time axis. For the interpretation, one laid a straight-edge from the chest of the runner to the time scale and read off his time.

The read-out was precise to $\frac{3}{1000}$ of a second. For the 100-m dash, that was the equivalent of 3 cm. The developing of the picture took about twenty seconds.

The OC could photograph for a period of 0.6 to 4.0 seconds with this finish line camera. For finishes that lasted longer, they used a finish line movie camera containing negative material of the format 24 mm x 36 mm, with a length of about 40 m. The exposed sections could be removed from the camera just one minute later and be interpreted with a normal screen projector or ground glass viewer.

The OC housed the finish line camera and movie camera in the timekeeper's booth above the grandstand seats, and mounted them at an angle of 22° to the finish line.

Secondary System

In the event of close decisions, the runners could overlap on the photo finish pictures. That impeded or completely hindered a clear decision. For this reason, the OC set up a secondary system consisting of two more polaroid cameras in the infield of the stadium. In case of doubt their pictures were also inspected.

Tertiary System

The third overlapping system was a timing system controlled by beams of light. The beams of light were on the edge of the track at the 100 m, 200 m, and 300 m marks, and at the finish line. They could register all of the runners in as far as they were not exactly parallel to each other.

A stop impulse was generated only when both of the beams that were arranged on top of each other in each electric eye were interrupted. That meant that only the whole body of the runner, and not, for instance, an outstretched hand, could generate the signal and thus fix the time.

The electric eyes were connected to an electronic central unit. It controlled the digital clock on the Scoreboard, the time indicator blended into the television picture, and a printer in the timekeeper's booth.

The electric eye system captured the finish primarily in the competitions in which the runners came in one at a time: the long distance races and the walking races.

In each event, however, the electric eye system was supposed to inform all the spectators in the stadium immediately of the leader's time at the various intervals and of the winner's time. It accomplished this by stopping a digital time display that was running concurrently on the Scoreboard.

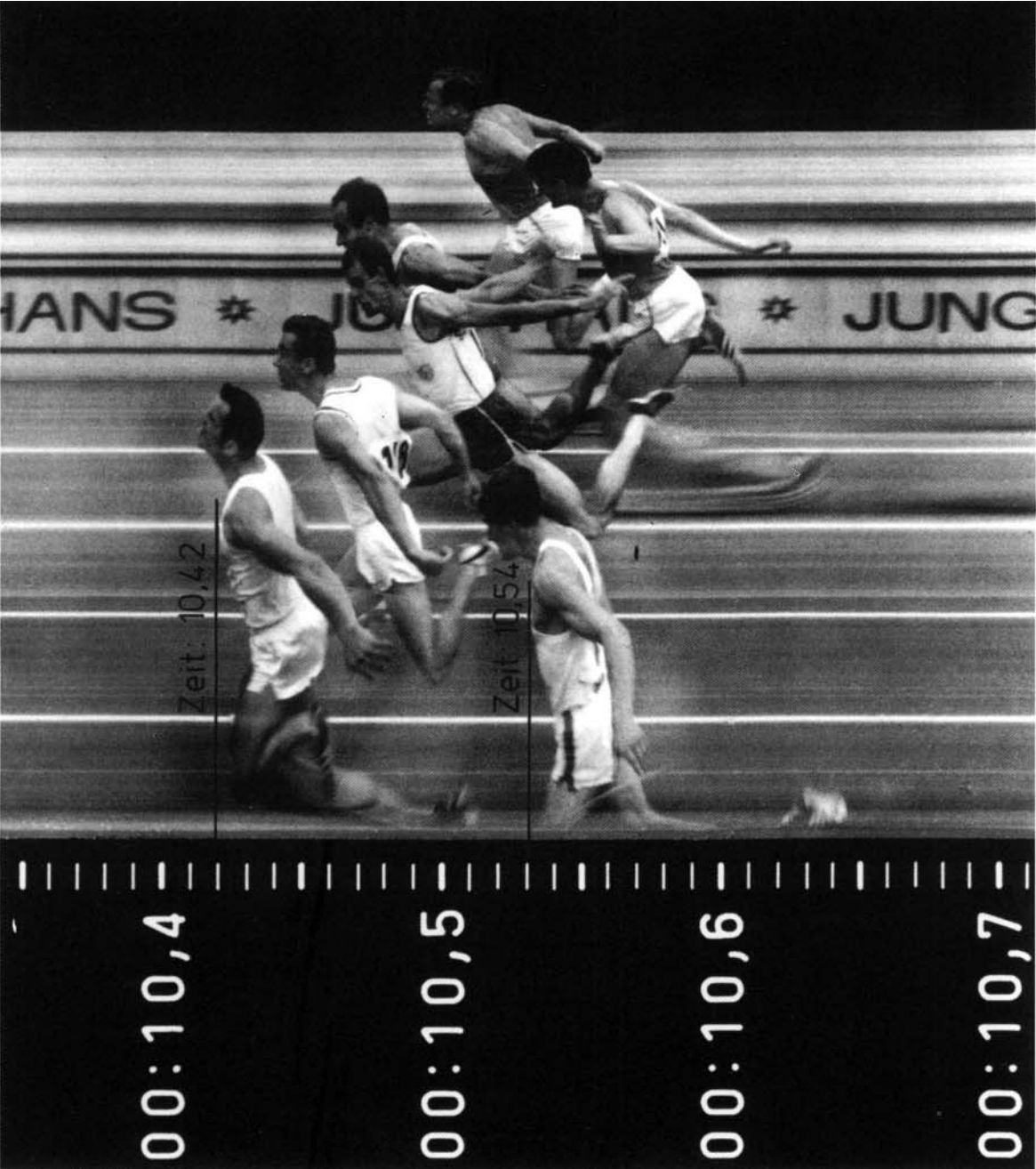
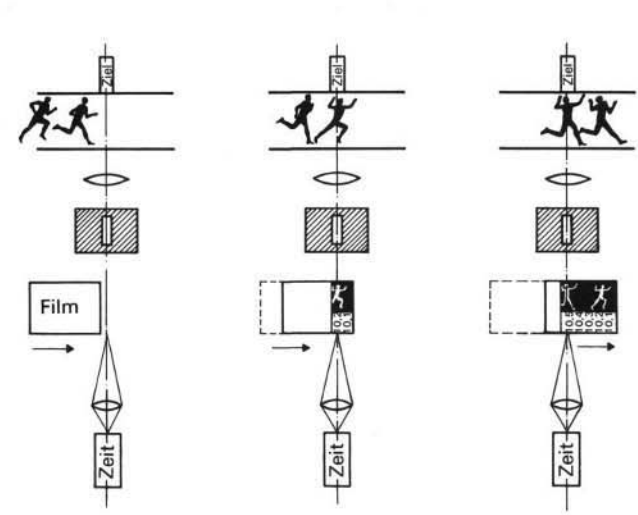


Photo finish of a 100 m race



Functional diagram of the photo-finish

11.1.3 Swimming

The timing for the swimming competitions consisted of two measuring systems: a primary system for normal usage; and a secondary system that was used in case of a defect in the primary system.

Primary System

The primary system measured the time with the aid of contact mats. These were first used in Tokyo in 1964. Since then, they have proved their advantages again and again: their high precision, since human error could not influence them; and their capability for direct connection to data processing systems and scoreboards (on-line).

The chronometry was done by a fully electronic apparatus with a quartz oscillator. Its frequency exhibited an accuracy of 10^{-8} ; it thus permitted determination of the time up to $1/1000$ of a second.

The measuring installations were activated by the starting shot. By touching the mat, the swimmer closed a contact that communicated his time — and in the case of the final time, also his placing — to the following:

- to the lane printer (it printed out the time, lane number, placing and distance completed);
- on-line to the central data processing system in Olympic Stadium; which stored and distributed the data;
- to the clock that was blended into the public televisions;
- on-line to the scoreboard, which indicated the time at the moment of contact;
- to the data viewing station of the competition judges. The head referee checked the final times and passed them along to the data processing by pushing a button.

The contact mats were in accordance with the regulations of the International Association for Swimming, 10 mm thick, 2.40 m wide and 1.10 m high. They reached 30 cm above the water, and went down to 80 cm below the surface.

With an accuracy of $1/1000$ of a second in the timing, differences of only 2 mm in the distance became noticeable. Therefore, the OC already had to be careful during the construction of the swimming pool, so that the lanes would be precisely 50 m long despite the two, 1 cm thick contact mats.

The mats consisted of a plastic material. Water could neither weaken them nor corrode them.

The built-in, sensitive contact system functioned electronically, and no longer pneumatically, as had still been the case in Tokyo. A pressure of approximately 40 g closed the contact. Movements of the water, waves and eddies were thus unable to activate it.

In the swimming competitions the time delay needed for the sound of the starting command to reach the contestants had to be eliminated, as was the case with the track and field. Otherwise, the swimmers in the lanes farthest from the starter would have been at a disadvantage, and the timing would not have been precise and objective. Therefore, the OC installed loudspeakers in the individual starting blocks to transmit the starting shot.

The starting blocks had a system to check false starts. It indicated an early start by means of a lamp on the starting block, even in the relay events.

The blocks on the turn-around side had luminous digit units that indicated the number of laps completed in the long distance contests. The illuminated

numbers at the blocks were connected to a lap counter, in the direction booth, that was automatically controlled by each contact.

Secondary System

It was quite possible that a contact mat would fail. Therefore, the OC had to provide a back-up system that measured the times just as precisely as the primary system. A television camera system was developed to record the finishes in each lane: a television camera that filmed the area up to two meters in front of the mat was hung directly above the contact wall of each lane. A video recorder captured the decisive phases of the contest along with the blended-in time: the interim contact, the lap change or final contact. The pictures stored on the magnetic tape could, after a short rewind time be run forwards and backwards at a constant speed and even be reproduced as a still shot.

The television camera, the recording equipment, the control and playback monitors had a higher frequency of images than the cameras obtainable in the industry: they took not 50, but 100 pictures per second. The time was blended into the lower part of the picture in large numbers.

At first it appeared necessary to provide simultaneous underwater pictures too, because of the spray when the swimmers made contact. But tests proved that the camera above the lane registered the contact well and clear, thus making the underwater camera superfluous.

The apparatus for timing and recording the finishes of the swimming events consisted of the following:

- 4 video recording devices
- 8 television cameras
- 4 control monitors
- 4 play-back monitors

- 1 time impulse generator (quartz clock)
- 1 signal generator
- 1 mixing panel.

The entire system was synchronized by a central control. The beginning of each, one-hundredth of a second long image taken by the television camera was precisely coordinated with the beginning of the hundredth of a second registered by the counter. When the contest tape was replayed in slow motion or as still shots, the time was blended in, precise to the hundredth of a second, in such a way that each unit of time had its own television picture. Every picture shown on the monitor had its own proper time.

The times recorded by the secondary system could be compared directly with those of the contact mat system.

During the Olympic Games, the secondary system was only used about five times in qualifying heats, when the swimmers touched the mats too lightly. In addition, the timing system proved without a doubt, that one participant in the swimming events of the modern pentathlon had not touched the mat in his turn-around.

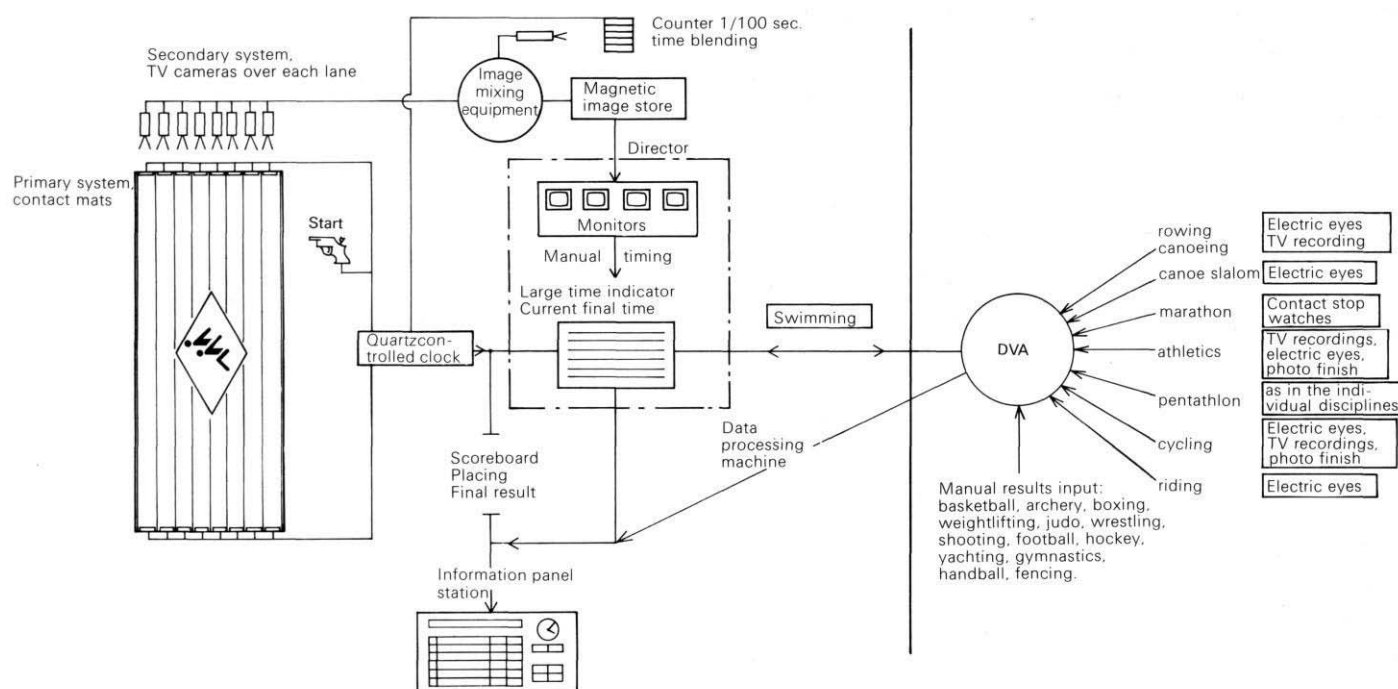
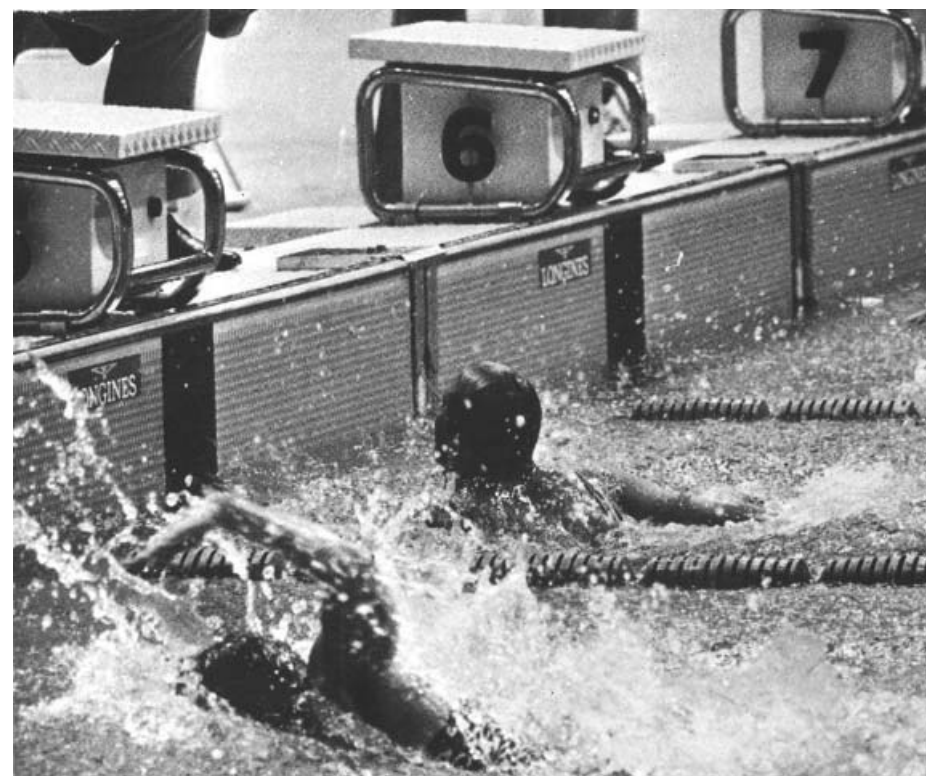



Diagram of the on-line connection timing equipment-scoreboard-central computer in the swimming hall.



400 M LAGEN HERREN			WR	4:30,
ENDLAUF			OR	4:35,
1.	LARSSON, GUNNAR	SWE	4:31.981	
2.	MCKEE, TIM	USA	4:31.983	
3.	HARGITAY, ANDRA	HUN	4:32.70	
4.	FURNISS, STEVEN	USA	4:35.44	
5.	HALL, GARY	USA	4:37.38	
6.	GINGSJOE, BENGT	SWE	4:37.96	
7.	WINDEATT, GRAHA	AUS	4:40.39	
8.	SPERLING, WOLFR	GDR	4:40.66	
WR-ZWISCHZ. 0:59.4 2:07.2 3:29.5 4:30				



When the swimmer touches the mat on the side of the pool his time appears directly on the connected scoreboard.

11.1.4 Cycling

In the cycling stadium, there were only short races, with high speeds. These made great demands on the precision and dependability of the timing instruments.

Other than the sprint and tandem competitions, the events were started with the pistol. The firing of the shot activated the timing system via a gas pressure contact installed in the starting gun.

Primary System

Pneumatic "threshold" contacts on the track gave the impulses. The intermediate and final times were measured to a precision of $1/1000$ of a second. The output from the central apparatus controlled the time running concurrently on the scoreboard and the blending-in of the time for the public television. They could be switched over to show either the final times of both participants, or the winning time and the time margin between the winner and second place.

In the sprint and tandem competitions, two or three contestants raced against each other. Their final 200 m was stopped with threshold contacts.

Secondary System

The riders crossed the finish line at a speed of about 70 km/h, and were often only the width of a tire apart. In such cases, the finish line photo was needed to decide upon the winner. The cameras were similar to those used for the running contests in track and field.

Tertiary System

The OC used a specially developed television recording system as a tertiary system. It filmed the finish with 100 pictures per second, with the time blended in. When the tape was played back as still pictures, the time for the picture could be read off in hundredths of a second.

In sequential races, the two participants start in the middle of the two opposite straightaways. The threshold contacts controlled the light system and the Scoreboard. The time difference appeared immediately, displayed digitally for the racer on the light next to the track, and on the Scoreboard for the spectators. In addition, the OC made use of a 100 Hertz video taping system here, too. Images from the two television cameras were displayed on a monitor with the time blended in.

The participants in the individual touring event were sent off on the 22.8 km long circular course by a starting shot. After each of the eight laps, the time up to this point and the lap time of the leader were printed out. The finish of all participants was recorded by a finish line movie camera. After just one minute, the judges were able to interpret the film for an exact placing. An additional video recording system filmed all blocking and stored this for checking over later.

For the 100 km team event, the teams did not start together, but every two minutes. The interim times (every ten km) and the final time were therefore measured and printed out as the time of day.

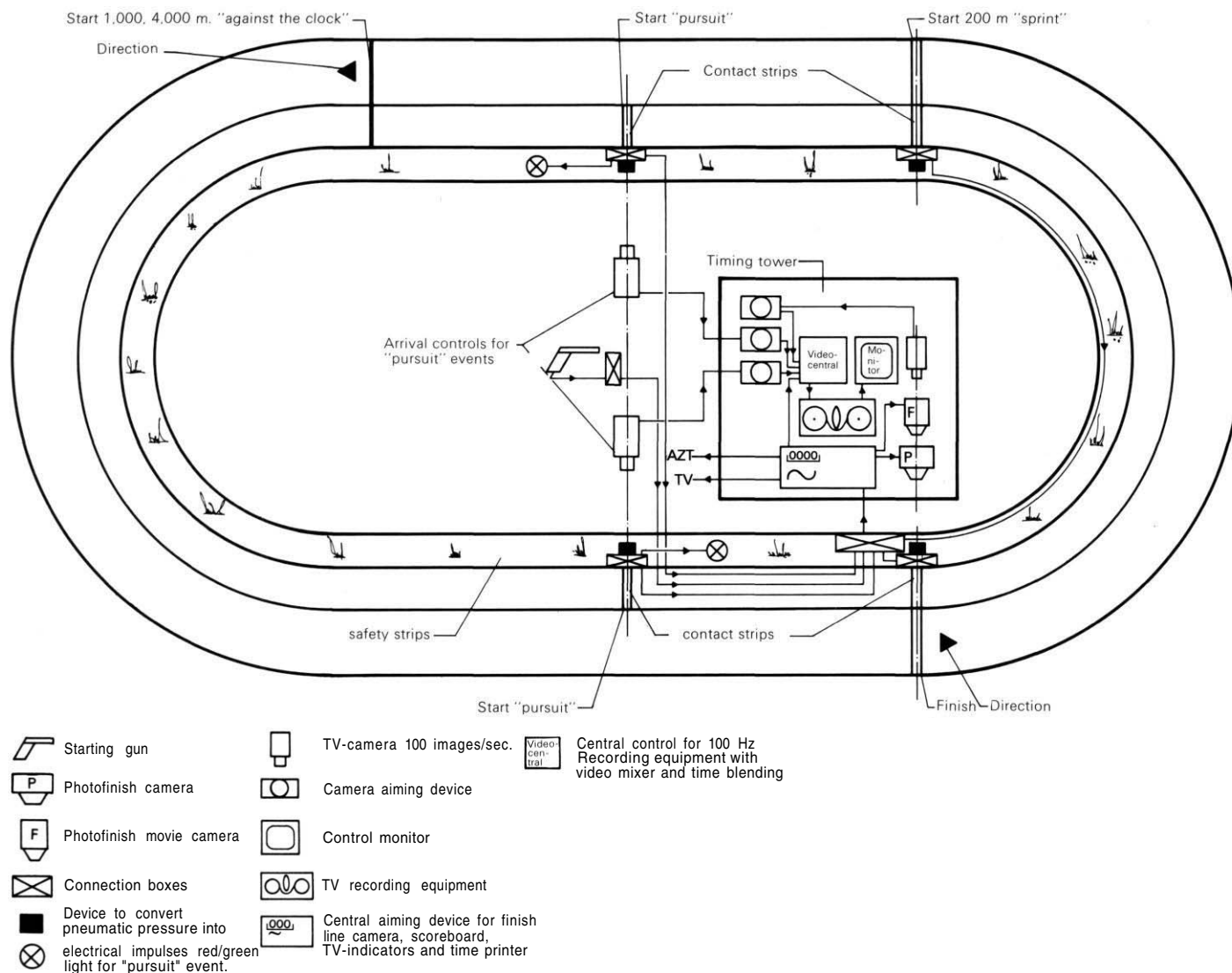


Diagram of the timing equipment in the cycling stadium.

11.1.5 Rowing and Canoe Racing

Two synchronized quartz crystal controlled clocks indicated the final time for the starter and the contestants.

The rowing events were started with a starting light system. The starter closed the starting contact and thereby gave every participant both an acoustical and optical signal for the beginning of the race. In the event of a false start, the starter could call back the field of participants with the starting system and point out the boat involved.

The starting contact automatically activated the timing equipment in the finish line tower via a cable. The apparatus included: a time printer, Printo-Chron 6410, an electronic multiple counter, Multi-Counter 7109 with a printer connected, two finish line cameras, Pola-Chron, one finish line camera, Foto-Chron.

For maximum security in measuring, there was also a "second path": the lowering of the starting flag closed a second independent starting contact manually. It activated a time printer in the finish line tower via a separate cable. At intervals of 250 m, 500 m, 750 m, 1,000 m (rowing), and 1,250 m and 1,500 m (rowing and canoeing), six stopping contacts took the interim times in each lane. The timekeepers confirmed the passage of the boats through the measuring spots where the contacts were located.

In the finish line towers, the intervening times were printed out by the timing printers in the order of placement, and separated according to lanes; the momentary standing of the electronic multiple counter was recorded and printed out along with placing and lane numbers by a printer for measurements. The

Scoreboard was controlled by the multiple counter in on-line operation, and the time was applied to the particular boat.

At every measuring station was an additional contact, serving as "second way", which printed out the intervening times at the finish line. The order of placement determined by the timekeepers along the course was communicated to the goal via microphone-headphones and applied to the times that were printed out.

The OC measured the times at the finish in the same manner as the intervening times: a bell sounded at the finish of each boat. For close finishes, the finish line photography determined the order and the times; all the times of a race were taken from the goal photo.

There were two types of cameras for the finish line photography:

- The Pola-Chron-Camera recorded a short time period of the finish and permitted evaluation of the pictures after only twenty seconds. It filmed the closefinishes.
- The Foto-Chron-Camera took in finishes that lasted longer. The 35-mm film could be analyzed after a development time of about a minute. Rapid developing equipment provided 24 cm x 30 cm enlargements in just a few minutes.

The Multi-Counter was equipped to control an indicator to blend the time into the television picture. The digital time display began with the start and halted a few seconds when the leading boat reached the measuring marks.

A video recording system served as an additional check on the finish: it recorded the finish on magnetic tape that could be played back one picture at a time, if necessary.

The same timing system was used for canoe races with nine lanes, 500 m or 1,000 m long.

11.1.6 Canoe Slalom

The timing apparatus of the canoe slalom course had to measure the running time of the canoes. Penalty points were determined by the gate judges.

Primary System

The boats started two minutes apart. A signal-starting clock indicated this time optically and acoustically. This time interval was only for approximate orientation. The actual starting time, as well as the intervening and final times were determined by beams of light: when a boat passed the starting beam, an impulse was sent to the central timing apparatus where it activated one of the eight electronic clocks. The clocks were assigned, one after another, to each of the boats starting.

Since there was no clear line of sight between the measuring posts and the central station, a sentry reported the starting number to the central station via a voice connection shortly before the boat reached the measuring post. When a boat crossed the beam of light at the goal, it activated a printer which printed out the starting number and the time measured. This timing system functioned to a precision of $1/1000$ of a second.

Secondary System

As a secondary system a ten-column printer was used: a standard time clock that measured the intervening and final times of each boat with stop contacts. This system printed out the time of day. The running times were determined by subtraction with the aid of a calculating machine. After the starting numbers were reported via a voice connection, they

were written in by hand for each of the times that had been printed out.

11.1.7 Other Sports

For all other sports, the OC made use of traditional timing systems: beams of light, normal clocks or clock-controlled signal lamp systems. Here too, all systems were doubly or triply secured. With these systems, too, there was never a time measurement failing; and not a single result determined by these systems gave rise to a protest. Timing technology provided about fifty thousand time measurements during the Games without a breakdown.

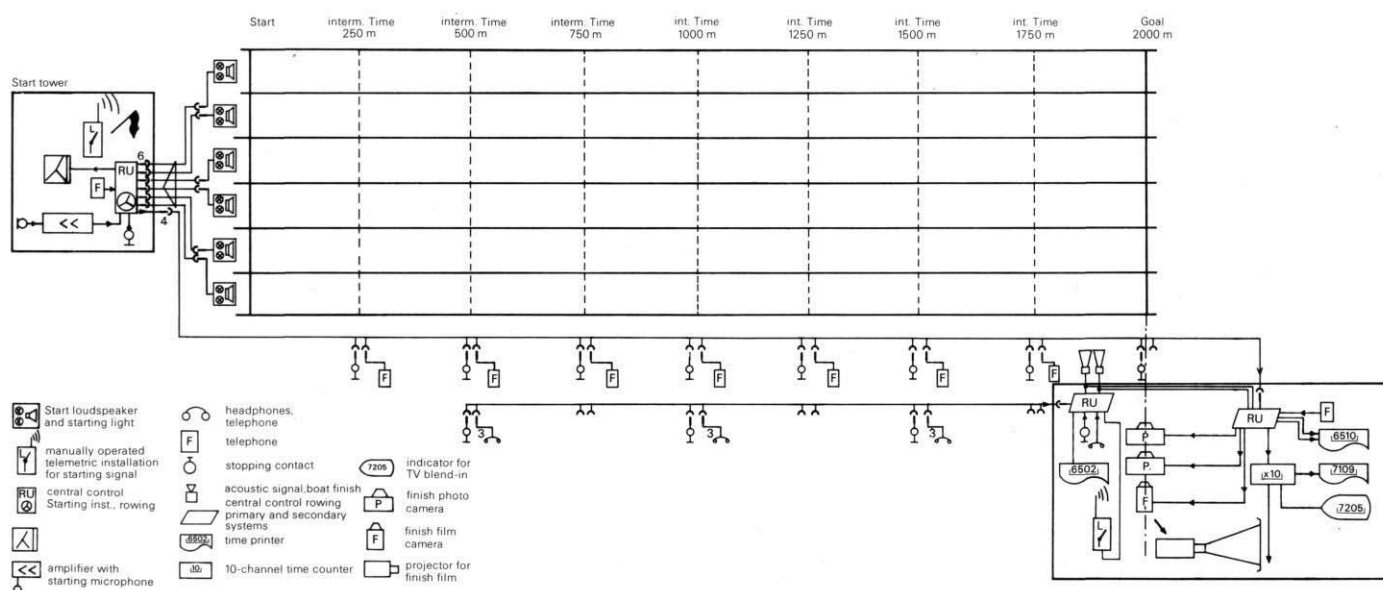


Diagram of the timing equipment for rowing

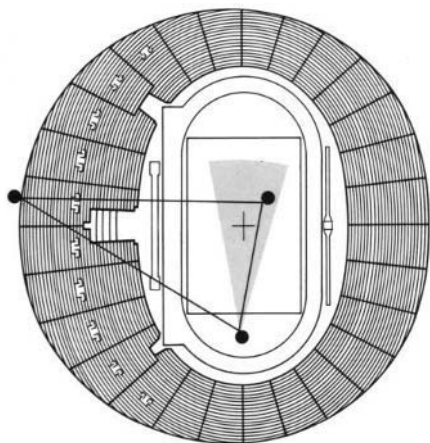
11.2 Distance Measurements

11.2.1 Throwing

In the summer of 1971, the OC decided to make use of an electronic-optical distance measuring apparatus for the javelin, hammer and discus throwing events. It had been successfully tested at the Europacup in track and field a year earlier. The international sports associations had officially approved it. Thereafter, it had proven itself at major European track and field events. It measured quickly and with precision, and could be connected to a data processing system. The problems that arise when using a tape — the twisting of the tape, its uncertain position and the expansion caused by temperature changes — were avoided here.

The measuring device was an electronic tachymeter that could measure distances and angles simultaneously. It was situated in the control booth on the upper edge of the stadium. Before the beginning of the contest a theodolitic telescope of the apparatus got a fix on a triple prism set up in the center of the throwing ring, and calculated its distance from the measuring device: a ray of infrared light, modulated sinusoidally in its intensity, was sent out through the lens of the telescope, reflected back by the triple prism, and again picked up by the telescope lens. The instrument determined the distance from the phase difference between the transmitted and reflected rays, and simultaneously registered the vertical angle and the horizontal angle from bearing zero.

During the competitions, a referee marked the touch-down point of the javelin, hammer or discus with a triple prism, which he stuck into the grass. The bearings of the prism were taken with the telescope, and its distance and angle were measured. The throwing center, the location of the instrument, and the landing point formed the three corner points of a triangle, of which two sides and the interior angle were known. The third side could be computed by a simple geometrical relation. If one subtracted the radius of the throwing circle from this side, then the result was the length of the throw. A small calculator connected to the apparatus did this computation in two seconds.



For security, the OC had the entire measuring process carried out by two separate instruments. If the results of their measurements varied by more than 2 cm, an error light came on. The measuring process was then repeated. The resulting values had a precision of 4 to 8 mm.

The numbers of the participant and of the attempt were previously fed in by a referee at the judges' control panel of the contest site, and were displayed on the small scoreboard provided.

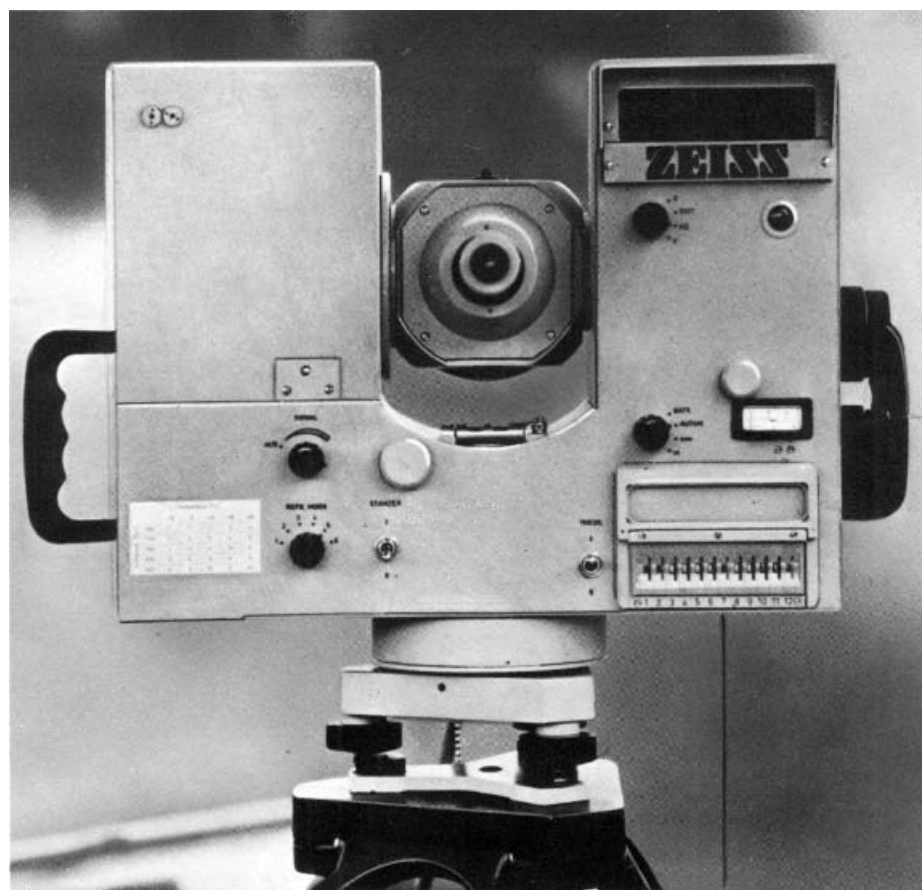
11.2.2 Jumping

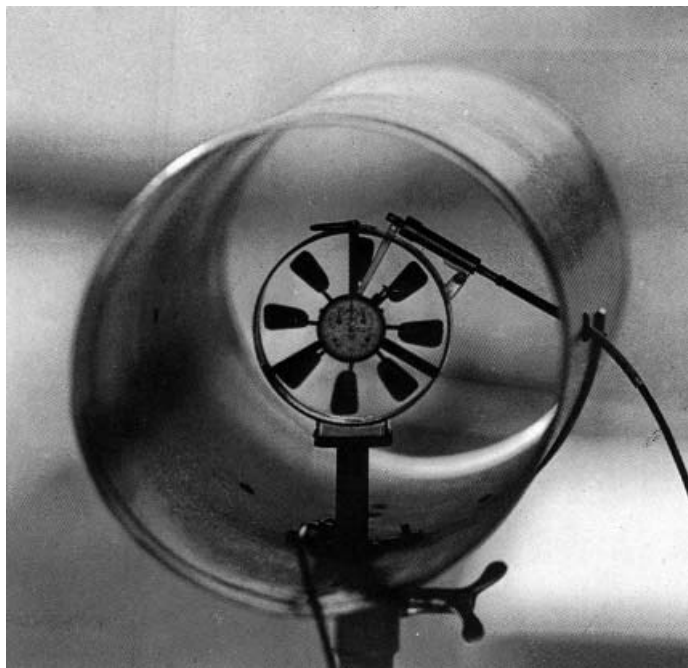
Already at the 1968 Olympic Games, the distances jumped were measured by a telescope that could be pushed along a measuring rod. It took the bearings of the marked landing point, and the horizontal displacement of the telescope measured the distance jumped. This measuring device had two possible sources of error: It was uncertain whether or not the telescope was always precisely at a right angle to the guiding rail. The rail had to be perfectly parallel to the direction of the jump and it could not change its position during the competition. The OC wanted to exclude any uncertainty, so they used equipment newly developed by Zeiss. Its basic component was also a telescope that slid along a guiding rail. Above the rail, a projector beamed a ray of light that struck the side of the movable telescope. The light passed through a pentagonal prism and struck the eye of the referee at precisely a right angle through the eyepiece of the measuring scope. He saw the image of a ring-shaped mark that came from a slide in the projector. Since the pentagonal prism was partially transparent, he also saw the marked landing spot and could move the circular marking right onto the landing spot with the aid of triple magnification. After this adjustment, the measuring scope stood perpendicular to the ray of light, which had previously been focused parallel to the direction of the jump.

Shifting the measuring scope moved a strip in which square holes were stamped one centimeter apart. A photo-transistor registered these holes as it passed along the strip and transmitted the impulses to a counter that was in turn connected to a device to record the values. Only after a button was pushed, did the value determined by the scope (with the number rounded off to the nearest centimeter) appear on the scoreboards and on a monitor on the equipment. The system measured with an accuracy of ± 1 mm.

So that the spectators could estimate the distance jumped before the adjustment process was completed, there was a large scale with the distances in meters beneath the guiding rail. The sliding carriage of the telescope had a pointer that indicated the approximate distance on the scale in such a manner that nearly all the spectators in the stadium could see it well.

Measuring distances with a trigonometrical formula:
throwing point - prism reflector -
electronic distance measuring device
which can be aimed precisely at the prism
with a telescope.





An anemometer (device for measuring the wind)

11.3 Additional Measuring Installations

11.3.1 Wind Speed Measurement

In running events up to 200 m, in the broad jump and in the hop-skip-and-jump, records are only valid when the tail wind is less than 2 m/sec. Before, the wind speed had always been measured by mechanical vane anemometers and undulating suspended wind flags. The devices are simple in their construction and use, but they react very slowly. That is a major disadvantage: The wind speed of the atmosphere is irregular and changes rapidly. An anemometer affected by its own momentum cannot register these variations; it only indicates a considerably rounded-off average.

The OC wanted to avoid this disadvantage, so they developed new measuring equipment. It works on the principle of differential pressure measurement. The device measures the difference of the pressure in front of and behind a membrane that is suspended resiliently and kept straight by a spring system in a cylindrical pipe. Four resistance strips applied to the front and back sides of the spring suspension system, and connected together to form a Wheatstone bridge, measured the movement of the membrane electrically. The electrical signal from this was proportional to the pressure difference, which was in turn proportional to the square of the wind velocity. A cable transmitted the signal voltage through an amplifier to the timing booth. There it was transformed into a proportional pulse frequency in a digital display. The electronic counter in this device totaled up the number of impulses within a constant measuring period, and then indicated the integral median time value for this measuring period.

The integration process was started by the momentary closing of a contact on the starting pistol and ended after a previously determined time. This time period was 5, 10, 13 or 15 seconds, depending on the

event. The maximum wind velocities measured during the Olympic Games were: 3.2 m/sec tail wind and 3.8 m/sec. head wind.

The velocities measured were also automatically set down in the print-out of the results. They could be inspected at any time.

11.3.2 Weather Measurement

The State Office for Environmental Protection used a weather station to determine the following data before the beginning of a racing day at the Regatta Course:

Character of the weather
rain
rain showers
drizzle
rain mixed with snow
fog (visibility, 1000 m)
fog (visibility, 500 m)
fog (visibility, 200 m)
ground fog
overcast
partially cloudy
hazy
clear

Wind velocity in m/sec.
Direction of the wind in degrees. 0° was the start-finish line of the course.
Air temperature
Water velocity in m/sec.
Water temperature
Humidity
Atmospheric pressure in mm. Hg.

Wind velocity, wind direction and water velocity were also measured during each race. All data were entered on one form and passed on to the competition office.

11.4 Electronic Data Processing

Considered from the technical point of view, the Olympic Games are, above all, an event at which various information has to be gathered, confirmed, put in order and distributed. This information consists of all the data that could be of interest for sports or to the press, the public or the administration: contest results, records, contest rules, the times and places of the Olympic cultural programs etc. All this information has to be communicated to the right circles of interest quickly, correctly and concisely, but also comprehensively.

Data processing systems had already been employed to a considerable extent to solve this problem of information at previous Olympic Games: for the first time in 1960 in Squaw Valley, then in 1964 in Innsbruck and Tokyo, in 1968 in Grenoble and in 1972 in Sapporo. In Mexico in 1968 the organizers had largely forgone using computers and solved the information problem with a very large staff of personnel. This solution was relatively cheap, but also time consuming.

The OC wanted to make the data processing one of the technical fortes. By quickly processing and distributing the results of the events they wanted to realize the motto "Olympic Games of short paths" in the area of technology, too.

11.4.1 Awarding of the Data Processing Contract

Already at the end of 1968, the firm of Siemens had worked out a study on the application of modern technology at the 1972 Olympic Games. In the middle of the following year, the OC negotiated with experts from the firm, analyzed the foreseeable extent of the data processing, elaborated this and set it down as the text of a contract. According to the basic conception, the computer was to process all incoming results itself while using archival data. It was supposed to provide tables of placement on its own, determine starting lists, put together starting sequences and pairings and edit the results.

That required, however, a process of information gathering and programming work that proved to be more problematic and more extensive than had been estimated at first. A newly revised calculation from Siemens far exceeded the previously estimated costs. The OC received a competitive offer from another firm; but it was even higher in price. Therefore, the commission was awarded to Siemens. The lump sum compensation for all its work in the data processing was 22.5 million DM. In addition, the firm had to make considerable expenditures of its own.





Computer center
in
Olympic Stadium

Cross grid dividers in the
control center

11.4.2 The Computer Centers

The central data processing for the 1972 Olympic Games was concentrated in two computer centers. One was installed on the ground floor of Olympic Stadium near the Marathon gateway, the other was on Siemens' own premises on Baierbrunner Strasse.

The Computer Center in Olympic Stadium

The computer center in Olympic Stadium carried out the data processing for the competition system. Its "brain" consisted of three large computers (4004/45) that were tied in with the input and output terminals of all the Olympic sports sites and information centers by a data transmission network. The three computers had a basic storage capacity of 262,000 bits that could be processed simultaneously.

External storage facilities were installed to record all the data important for the processing: rules of competition, information about the participants, records, etc. This equipment consisted of: fifteen disc memory banks, four drum memory banks, and twelve magnetic tape units with a storage capacity of several hundred million bits. The three computers functioned in a kind of team work.

One of the three regulated and controlled the dialog communication with the almost 300 directly connected input and output devices that stood at all Olympic sites. It replaced an army of messengers, personnel pools and vehicles.

The second computer processed the results. Given the starting numbers and the results, it sought out the name and nationality of the athletes, registered Olympic and world records, determined the placement of the contestants, supplemented the end results with the intervening results previously turned in, made note of the athletes who had qualified for the next round, calculated tables for the team competitions, and produced graphic displays of the pairings in boxing, judo, wrestling and fencing.

The third computer was a reserve system. In the event of a malfunction, it could take over the function of the first or second installation.

The equipment of the computer center was completed by three rapid printers and punch card input and output devices, six Dust 4666 automatic data transmission controls and 24x8 line connection terminals of the DAE 200 A junction unit for data transmission.

At the competition sites in Munich, Kiel, Augsburg and seven other cities, about 300 type T 100 teletype machines were used as data input and distribution stations. They printed 13.6 symbols per second. The OC put 48 of these teletype machines into service as dialog teletypes for decentralized data gathering and transmission. They could receive information from the computer center as well as communicate data to it.

The other teletypes served as print-out devices in the approximately thirty printing

plants in the offices of the sports organizations, at the control panels for the Scoreboard, in the press centers and in the offices of the wire services.

A network of open teletype lines with a length of about 9,000 km connected the equipment on the data end to the computer center. All lines terminated in Olympic Stadium at a shunting distributor.

This was connected to a cross rail distributor which was employed for data transmission in this manner for the first time and had 15,000 crossing points. It formed the connections from the computer to the input and output terminals.

The Computer Center in South Munich

The South Munich Computer Center on Baierbrunnerstrasse was the brain for the GOLYM sports information system. It contained two computers 4004/45 and 4004/46, each with a core storage capacity of 262,000 characteristics. The data store containing some 150,000 bits of information was on a large disc store.

11.4.3 Preparation Work and Problem Analysis

Data processing experts acquainted with sports began with the analysis of the specific sports types and the installation of the computer center in Olympic Stadium already in the spring of 1970. For about a year and a half they prepared the sports rules of the 195 Olympic sports disciplines for data processing. The OC together with the national and international sports federations and Siemens Corporation examined which contest rules of each discipline were to be considered for programming and how the staging of the particular types of sports was foreseen. Employees of the Siemens Corporation worked out duty pamphlets from this material as a basis for programming each type of sport. It comprised 3,000 pages and represented a unique compendium of Olympic sports rules up to this time. All of the rule booklets were ready before December, 1970. They were sent to the sports federations to be checked.

The team of technicians also took advantage of the experiences of earlier sports events for this preparation work for which the computer was employed as an aid to organization; for example, at the World Ski Championship 1970 in Gröden. Here Siemens carried out the evaluation of the results.

11.4.4 Compiling the Registration Data

Long before the beginning of the Games the registration data had to be fed into the computer which was programmed with the contest rules. This included personal and team-related data on athletes, teams, judges and referees; data on the horses, boats, etc. This preliminary information must be available to the system. Each registration — after eventual corrections — was stored in the registration data store of the computer which automatically arranged the data according to type of sport, nations, names and disciplines. After the registration deadline system numbers were assigned; that is, each contest unit, each athlete, group or team received a number which clearly identified it within the type of sport. The following lists were prepared and printed by the computer for the sports organizations:

The registration lists for each type of sport included information on every participant and team in alphabetical order.

A second description listed every starting participant of a nation in each sport alphabetically and printed every nation in alphabetical order. These registration lists helped the various organizations find a particular athlete very quickly.

The name lists contained all participants who started in a discipline. The individual sport organizations proceeded from this list when they drew lots for the start or divided the competition.

During this phase of data processing the press received (about a week before the first day of competition of the particular sport) information lists of the registered

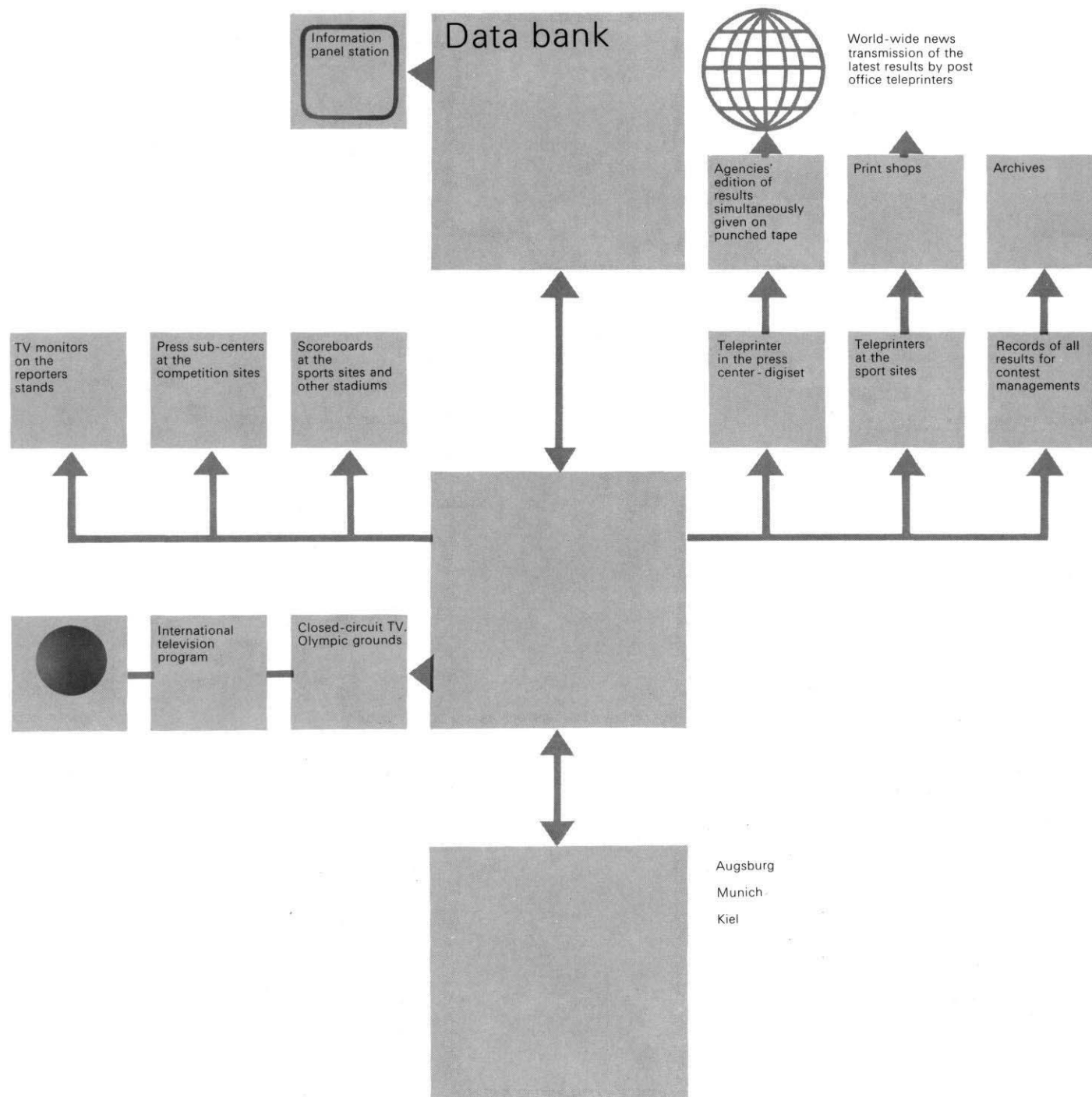


Diagram of the preparation and distribution of contest data

athletes which were then published by a digiset photo type setting machine.

In addition registration data for the GOLYM information system were prepared and stored there.

11.4.5 Preparation of the Results
The competition judges started the data processing operation even before the beginning of the contests. They supplied the starting orders, drew lots for paring, assigned tracks and arranged rounds. Data processing supplied them with the registration and name lists.

Data processing personnel transmitted all this information by teletype to the computer. The computer stored the detailed information and was able to deliver the starting lists or the round groupings of the specific discipline.

Each day the sports programs were set up according to the time table. Now the contest results could be fed into the computer. The data terminals were installed directly on the contest sites: at the time and distance measuring posts, the contest judges and in the evaluation areas. Here the input cards were filled out, recorded and fed into the computer through the data terminal units. Even before the next athlete began his attempt, the computer already had certified the result of the first athlete.

With the help of a built-in control system the computer protested immediately when false or improbable information was fed into it. An incorrect timing such as 8.9 seconds for the men's hundred meter dash would have caused the computer to protest immediately. A partial result which was not included in the final order of the program of an event and was fed into the computer would have resulted in a negative certification. Thus the computer refused results fed into it when it had not been informed about the starting order previously.

At the swimming events, the results were compiled completely automatically due to the extraordinarily modern equipment. On the basis of the criterion of qualification the computer assembled the preliminaries, assigned the lanes and issued the starting list immediately when the output of the registrations was available. The scoreboard displayed lane number, name, nationality, and world and Olympic records shortly before the start. The pressure of the contestants on the starting mats triggered the timing devices. The times were linked directly and simultaneously with their completion to the small computer of the scoreboard and the computer in Olympic Stadium. The current and end times thus appeared immediately on the scoreboard. Immediately after the last swimmer triggered the finish line device, the result lists could be published and the correct placings would be displayed on the scoreboard.

Formulaire d'inscription
Concurrents individuels
Entry Form Individual
Competitors
Meldformular Einzelmeldung

Date limite d'inscription
Closing date for entries
Meldetermin

Août
August
August

Haltrophilie
Weightlifting
Gewichtheben

1000606

Jeu de la
XXe Olympiade
Games of the
XXth Olympiad
Spiele der
XX. Olympiade

München 1972

Sport
Sportart

Nom, Prénom
Name, First Name

Date de Naissance
Date of Birth

Taille/cm
Height in cm

Poids/kg
Weight in kg

Groupe Sanguin
Blood Group

Attilite
Athlete

Arbitre
Referee

Entraîneur
Coach

KA
74.75
1.0

Cocher la catégorie de poids correspondante
Please tick appropriate weight class
Zutreffende Gewichtsklasse ankreuzen

Poids	Reserve
Poids Mouches - 52 kg incl. Flyweight Fliegengewicht	G H D B
Poids Coqs - 56 kg incl. Bantamweight Bantamgewicht	G H D 1
Poids Plumes - 60 kg incl. Featherweight Federgewicht	G H D 2
Poids Légers - 67.5 kg incl. Lightweight Leichtgewicht	G H D 3
Poids Moyens - 75 kg incl. Middleweight Mittelgewicht	G H D 4
Poids Mi-Lourd - 82.5 kg incl. Light-Heavyweight Leichtschwergewicht	G H D 5
Poids Lourd - 90 kg incl. Middle-Heavyweight Mittelschwergewicht	G H D 6
Poids Lourds - 100 kg incl. Heavyweight Schwergewicht	G H D 7
Poids Super Lourds - 110 kg incl. Super-Heavyweight Superschwergewicht	G H D 8

Performance de
Qualification
Qualifying
Performance
Qualif. Leistung

Date de
Qualification
When Qualified
Qualif.-Datum

Lieu de Qualification
Where Qualified
Qualifikationsort

KA
74.75
1.0

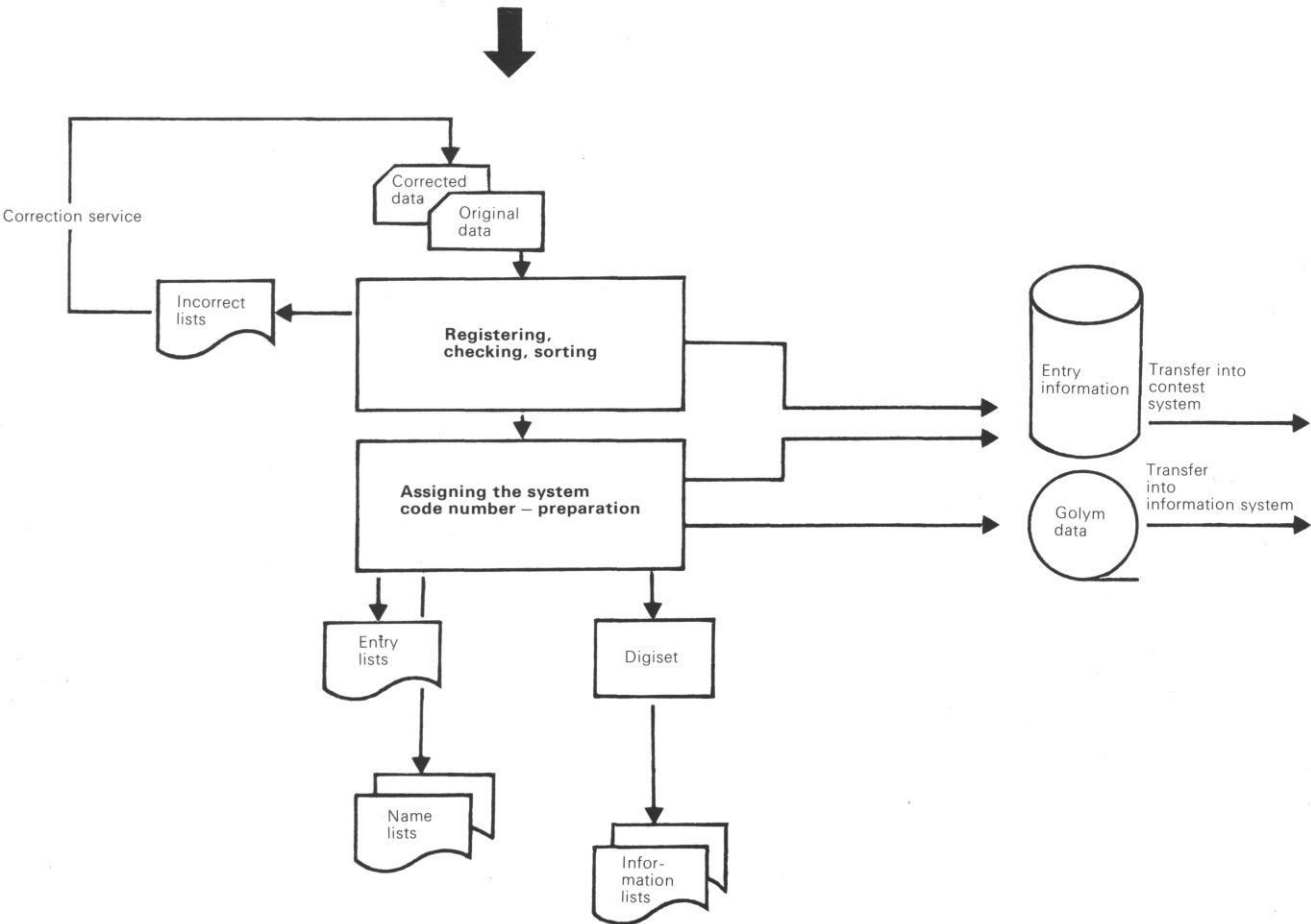
Meilleure Performance
Best Personal Record
Persönliche Bestleistung

KA
74.75
1.0

Signature et Cachet du C.N.O.
NOC Signature and Stamp
Unterschrift und Stempel NOK

Signature et Cachet de la Féd. Nat.
Nat. Fed.'s Signature and Stamp
Unterschrift und Stempel Nat. Fachv.

A form to record personal data, which would then be processed according to the diagram depicted below



11.4.6 Results Output for the Contest Administration

A data end device was located at every sports site and right in the very rooms of the contest administration or directly in the competition area. It printed the contest result immediately in the form of a contest protocol.

According to the rules the context administration had to check and release the published results. They certified not only the final results, but also individual achievements already during the contests. Afterwards the data were released for further processing and result displays on the scoreboard.

If the contest jury noticed an incorrect result, it was able to modify it with the input of the correct result through the two-way communication device of the contest administration. These corrections resulted in the publishing of "revisions" with which the press was notified automatically.

11.4.7 Results Service for the Press, Radio and TV

Data processing offered information to the press which was abundant and differentiated according to need. This was also necessary because the journalists themselves were composed of different interest groups (sports columnists and all-aroundjournalists).

List of Participants

As primary information each correspondent or reporter should receive the list of participants with the personal data of all registered contestants and officials on the day of the opening ceremony. Due to the decision of the IOC concerning the admission of the Rhodesian athletes, a few African NOCs were unable to meet the registration deadlines as planned. The OC thus had to allow late entries and to postpone the delivery date for the list of participants.

Nevertheless, correspondents did not have to forego immediate information regarding the registered contestants. The official registration results were compiled according to sports types and distributed one day after the registration deadline in booklet form. These lists of participants according to kinds of sports supplied the basic information for the pre-Olympic commentaries.

Moderner Fünfkampf
Modern Pentathlon
Pentathlon Moderne

München 1972

Entscheidungsebene

Interne Startreihenfolge

① Nation

② No. Reiten Fechten Schießen Schwimmen Laufen

Name Nation

Name Nation

Name Nation

Ersatzmann

Datum Unterschrift

MF-V1

Starting list to be submitted to the contest system

Current Results

The information including results and starting lists prepared by data processing was released about two minutes after the end of an event or a segment of a match by a results teletype machine in the sports areas. These current print-outs appeared on about forty-five telex machines which had been installed in the press complex and the sports sites. The print-out sheets carried a maximum of fifty-seven lines with 104 characters per line.

The current results of more sports types were printed out in the press complex rather than in the press subcenters where only the current results of the events taking place there were printed.

These current results were compiled generously. They included information on results (placings and times), additional data (weather conditions, hints to records, the existing records, number of goals at the Olympic ball games, complete game statistics) and abundant additional suggestions intended to lighten the work of the correspondents.

Current Summaries

The OC wanted to put result information hourly in the journalists' pigeon holes in the press complex. In this way correspondents who had to report on a number of types of sports could be kept informed. The individual summaries for the various types of sports and of all final results were published after the finish of special occurrences: after the last race of the preliminary series in track and field or after the final event in every sport. The production of these summaries, which included every recorded result of the day in each sport, was supposed to take twenty minutes. This span of time could not be met in every case.

Agency Announcements

The news agencies wanted to have the results in the shortest terms possible delivered to their offices as soon as possible. The OC linked the agency teletype machines directly to the computer so that the agencies were provided with information as quickly as the sports sites themselves.

The short reports with a maximum of sixty-nine characters per line were joined in such a way that they could be forwarded to the agencies' subscribers over the public network immediately, with the help of simultaneously produced punched paper strips. This made an extremely rapid information of the agencies possible concerning all semi-final and final results.

The news agency announcements also were published and posted in the press subcenters by telex for the current information of the reporters in various stadiums.

Games of the XX Olympiad München 1972

Igry XX Olimpiady

Spiele der XX. Olympiade

Listenanstoss - Standard - Besetzt

Sportart / Disziplin

Listenart

Entscheidungsebene

Zusatzinformation

① Bogen Fechten Gewichtheben Judo Radsport Ringen

Medienanstoss

② A Gezeit D Direkt Ausgabe S O Sport Organisation L Z Laufende Zus-Fassung M R München Report A A Aktuelle Ausgabe G Y Galy M T V Internes Fernsehen A M Agentur Meldung A T Anzeigen Tafel

Sportstättenänderung

Datum Unterschrift

List for calling up certain lists from the contest or information systems

Express Announcements in the Press Center

The current summaries were a little irrelevant and the agency announcements were too short. Thus both of these were insufficient for the exclusive source of information in the press center. Therefore the OC distributed express announcements to the journalists in their pigeon holes.

These express announcements must be printed relatively quickly. Their content was issued by a telex machine linked to the computer in the print shop in the press complex, and by an agency telex and ten other teletype machines used for current results. A small editorial staff assembled the results reports on DIN A4 copy sheets for express announcements, distributed them to the news agencies and delivered them to the remaining correspondents in their pigeon holes.

Daily Summaries

All daily results of a sport were sorted according to discipline, arranged and published. Their contents corresponded to that of the summaries and were completed with the starting lists for the next day's events.

These daily summaries appeared only in the press centers in Munich and Kiel. Their contents were replayed periodically by the computer center on magnetic tape in the press center, and in seconds were published in bold print by a digiset photo type setting installation. Originally the OC wanted to distribute the daily summaries of twenty-one sports to the personal lockers of all 4,000 journalists. Thus it installed a large print shop with a large compiling capacity in the press center.

It proved impractical to staple the starting lists for the next day to the daily summaries. In a few sports the summaries would have been able to be produced only when the starting list information was already available and in other sports the starting lists had been prepared for the next day even before the ending of the events so that their distribution would have been delayed unnecessarily. Thus the daily summaries and the starting lists for the following day were produced and distributed individually after the second day of competitions.

Scoreboard Displays

There were large scoreboards in

- Olympic Stadium,
- the riding stadium in Riem,
- the swimming hall,
- the sports hall,
- at the regatta course in Oberschleißheim
- and at the canoe slalom course in Augsburg.

For the operation of these scoreboards punched paper strips were produced by a data terminal machine directly linked to the computer which enabled the scoreboards to display the results extraordinarily fast.

Closed Circuit Television Network

Editorially the computer transmitted two programs on the closed circuit television network, which showed the results in a very compact form.

The results of sports which the DOZ transmitted live appeared as a still picture for at least sixty seconds on channel 1. The world direction of DOZ notified viewers ten seconds before the image was changed with a definite visual sign. The pictures of results from sports originating in Olympic Stadium were transmitted from there to the process computer Siemens 301 which controlled the scoreboard.

Channel 2 displayed the results of all other sports sites.

Thus the journalists were able to keep themselves informed with the monitors in their press seats at the sports sites about the most important results in every sport.

The "Munich Report"

The general summary "Munich Report" was compiled in book form from all results of the Olympic Games. The OC wanted to distribute this work even at the closing ceremony.

Apart from this publication deadline the following demands had to be fulfilled:

- the report was intended to include all relevant results without the intermediary results,
- be as short as possible and
- be attractively printed.

The computer stored the results lists on magnetic tape which was replayed regularly by a data link in the editorial offices of the central technical operations administration. There the galleys were set by a photo typesetting machine and then mounted by the editorial staff on prefabricated type area. The first layout was formed for deadline reasons even before the Olympic Games with simulated results. It was also necessary to produce two volumes due to the expected large quantity of information. The book itself had a format measuring 21 cm. by 25.5 cm. The second, final layout could be produced after the test events and the availability of the report data.

Volume I of the "Munich Report" appeared on September 11, 1972, the day of the closing ceremony, at about 2 p.m. At the closing ceremony 1,500 copies of Volume II were available; the rest were available the next day around noon.

The Kiel Summary

The system for publishing results was also used for the Olympic yachting events in Kiel. Since the yachting events in Kiel were finished sooner than the events in Munich, an individual Kiel summary with all results of the competitions could be printed.

The "Munich Report" also included all data from the sailing events.

Providing Data for GOLYM

The GOLYM information system was programmed with the current results during the evening of each contest day and these could be produced on request the very next day.

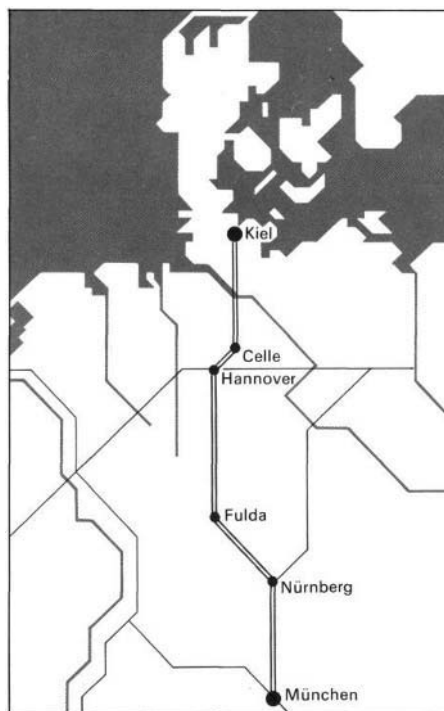


Diagram of the electronic data processing connection between Munich and Kiel

Control photos were made of all boats passing the check points of the three courses during the Olympic yachting events



11.5
Printing of the Results Service

11.5.1
Organization

A print shop in every sports site reproduced the results lists which were delivered by the output teletype machines. A mobile print shop was available for the archery events.

The materials were printed with the offset process. The data terminal devices delivered the copy from which the printing plates (sheets of metal or plastic) were produced and printed on small offset presses.

Basically the OC distributed the current results unstapled even when the results had to be printed on two sheets. Due to the completeness of the results the press need not wait longer than necessary for the official release of the first places.

The current results of a sport were consecutively numbered. Thus the journalists were able to check the completeness of their results sheets.

11.5.2
Paper

The paper for the results sheets was color coded. This facilitated the distinguishing of various types of information. The individual colors were chosen for ease of distinguishing and for readability. The OC used green paper for general press information, white for pertinent data, summaries and the daily summaries of the starting lists, yellow for results and red for final results.

It was difficult to estimate the number of copies that had to be printed. Even the number of journalists varied from day to day at the various sports sites. Thus it was possible only with standard, commercially available paper to meet sudden needs. The paper could not be too thin because it also had to withstand damp weather and it could not be too thick otherwise it would be too heavy. Therefore the OC chose smooth narrow strip paper measuring 21 cm. by 29.7 cm.

11.5.3
Digiset Photo Setting Process

The lists of participants and the "Munich Report" were not short-lived information sheets. The quality of their type had to be better than that of the ordinary results information sheets. Therefore the OC installed two digiset photo typesetting machines which produced the individual galley proofs directly from the magnetic tapes of the computer within two to five seconds. Not only did this process solve the problems of quality and speed satisfactorily, but it also included the typeface in the visual impression.

The digiset photo typesetting process composes computer texts either unchanged or altered according to preprogrammed rules on film or photographic paper in the desired typeface. It can also reproduce or add special characters, like the symbols for the various types of sports. Every alteration or addition to the text, typefaces, special characters or symbols have to be programmed.

The results lists which were prepared by the computer were stored on magnetic tape, read into the digiset machine, completed, partially rearranged and normally produced on photographic paper.

11.6
Distribution of the Results Service

The journalists received the results sheets at their press seats on the sports sites as well as in the pigeon holes and their lockers at the press center. The OC employed 580 messengers at the Olympic Games and installed about 620 pigeon holes.

The most important results sheets were distributed according to the following key:

Result Sheet	at the sports sites		Press Center	Closing Ceremony
	Press Seats	Results Pigeon holes	Honored Guests	
Current Results	●	●	●	
Press Data	●	●	●	
Summaries		●	●	
Daily summaries		●	●	
Lists of participants			●	
"Munich Report"			●	●

11.7
Emergency Organization

The OC prepared an emergency organization in case that any area of data processing should not operate according to planned organizational performance. It worked out tables for decisions for each sports site, which would show a thought-out makeshift method corresponding to technical feasibility in case of a disturbance.

These tables included all foreseeable disturbances and emergency situations and the decisions that should be made when they occurred.

The OC installed a central directory for the supervision of the centralized publication media: "Data Processing Center". It belonged to the technical operations management. Its technical equipment consisted of:

- bulletin boards;
- data terminal devices, which were linked to the circulation network of the current summaries and the agency announcements;
- television sets, which enabled visual contact with the individual sports sites;
- voice communication methods to the print shops and the computer center;
- an alarm installation, which could set off a continuous acoustic signal simultaneously in every print shop by the computer telephone network.

This enabled the stopping of further distribution in the print shops if incorrect or false results appeared. This interruption could be ended with another report from the information center.

The data processing center was intended to direct the emergency organizational measures in the technical operations administration when serious disturbances and emergency cases involving the entire data processing system occurred.

If one of the three computers in the computer center should fail, it would have been possible to cut in the third reserve computer within a matter of minutes to take over the functions of the defective computer.

If two computers failed, then emergency input cards with the most important results would be produced at the individual sports sites. These would be sorted according to the type of sport by the computer that was still functioning and then would have been transmitted over every data output station.

If all three computers failed; that is, if the entire computer center was defective, then the emergency lists would be filled out likewise at the sports sites and transmitted by telex to the computer center administration. The information received there would then be distributed by the telex circulation network. In this case the OC would have manually written the lists of participants and the "Munich Report" with eight-channel punched paper strips and fed the results into the digiset photo setting installation through another reading facility.

The various systems of the emergency organization were not employed. The data processing system functioned perfectly.

11.8 Scoreboard Technique

11.8.1 Planning and Bidding

Electronic and mechanical scoreboards were needed to inform spectators at the sports sites of the contest results immediately after their confirmation. The OC had to have them installed according to the requirements of the place of employment. For this purpose it worked out a concept which would determine the type of Scoreboard system, its capacity and the size of the characters displayed.

The OC planned to build electronic systems for the major sports sites (Olympic Stadium, the swimming hall, the sports hall and the volleyball hall), which could be controlled by the data processing system without the intervention of service personnel. At the end of 1969, the OBG arranged the first competition for bids and in July, 1970, made it public.

Twelve companies entered. A few could neither technically fulfill nor promptly meet the conditions of the contract. Five firms remained and offered their bids which varied significantly. The OBG formed a testing commission consisting of representatives from the OC, the OBG, Siemens Corporation and Olympic Park, Ltd.

The commission worked out a detailed catalog of questions with which they precisely examined the technical concepts of the individual firms. It also conferred with them.

Two companies withdrew their bids during the course of negotiations. In the beginning of August, 1971, the OBG awarded contracts to the Electron Conrac Company for the construction of the scoreboards for Olympic Stadium, the AIM Company for the building of the scoreboards in the sports hall, and the Omega Company for the production of the scoreboards in the swimming hall.

The OBG opened a new competition for the furnishing of the remaining sports sites with small scoreboards in May, 1971, and awarded the contracts three months later.

11.8.2 Scoreboard Technology

The OBG employed sixty-eight scoreboards of various types on the sports sites in Munich: twenty-six electronic illuminated scoreboards and forty-two mechanical scoreboards.

Mechanical Scoreboards

These belonged to the traditional inventory of sports sites. In Munich they were used at those types of sports with a slower turnover of information. Their construction worked on the same principle as the magnetic bulletin boards common in offices. The information was displayed with magnetically adhesive characters.

Electronic Illuminated Scoreboards

The electronical illuminated scoreboards were partially controlled by teleprinters and partially by computer. There were two different techniques:
Light chamber technique

In principle there was a definite place with fixed measurements for each character. These "light chambers" could be a standing rectangle consisting of $7 \times 5 = 35$ lightbulbs, for example. A number of these light chambers arranged after one another formed a line of text. Additional lines were added to meet the requirements of the sports site or sport and constituted the area of the scoreboard.

Matrix technique

This type exceeds the display possibilities of the light chamber technique. It was employed in Europe for the first time in 1972. It has been in use for a number of years in the USA already.

A matrix type Scoreboard has a grid of points of light produced by electric lightbulbs which are distributed equally over the entire area of the scoreboard. Numbers, letters, symbols and assorted characters can be arranged freely by the electronic control of this grid, because there are no permanent character positions or chambers used. The display of characters is dependent upon programming of the computer which controls the scoreboard. The size of the characters can be varied, written positively or negatively, underlined, grouped into a table and framed or accented by flashing by the appropriate programming.

This freely programmable scoreboard area enables the depiction of drawings; e.g., the Olympic rings, the map of the Marathon course, etc. Extensive texts which exceed the display area of the board can appear as moving writing.

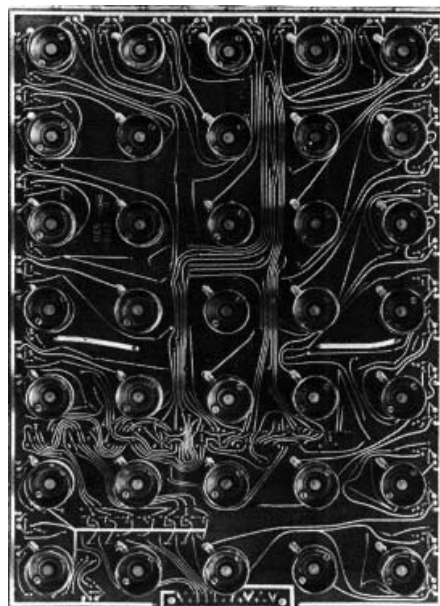
The matrix display technique was employed for the scoreboards in Olympic Stadium, the sports hall, and the regatta and the canoe slalom courses.

11.8.3 The Scoreboards in the Sports Areas

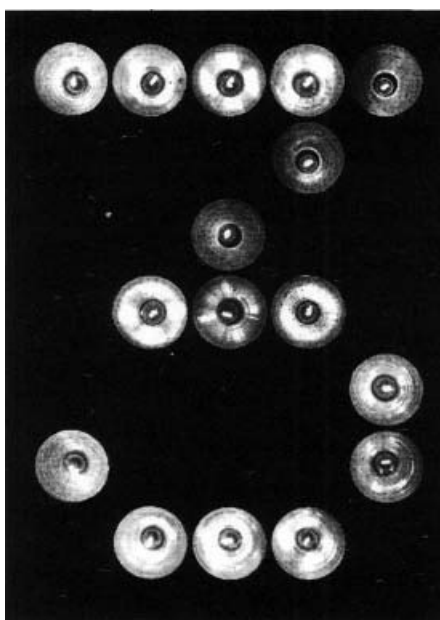
Olympic Stadium

Both matrix scoreboards in Olympic Stadium had the same technical equipment. They consisted of the main boards, ancillary boards and an ordinary clock. The matrix area had one grid area consisting of $100 \times 240 = 24,000$ 25 watt lightbulbs. The smallest character area was formed by 5×7 lightbulbs. They could be varied up to four times this size. The lightbulbs were arranged in groups of forty called "light modules". A switching device controlled each individual lightbulb. The operational voltage of the lamps varied between 115 and 200 volts. This was controlled by a motor operated transformer aggregate. The brightness of the lamps could be adjusted to the lighting conditions in the stadium with this equipment.

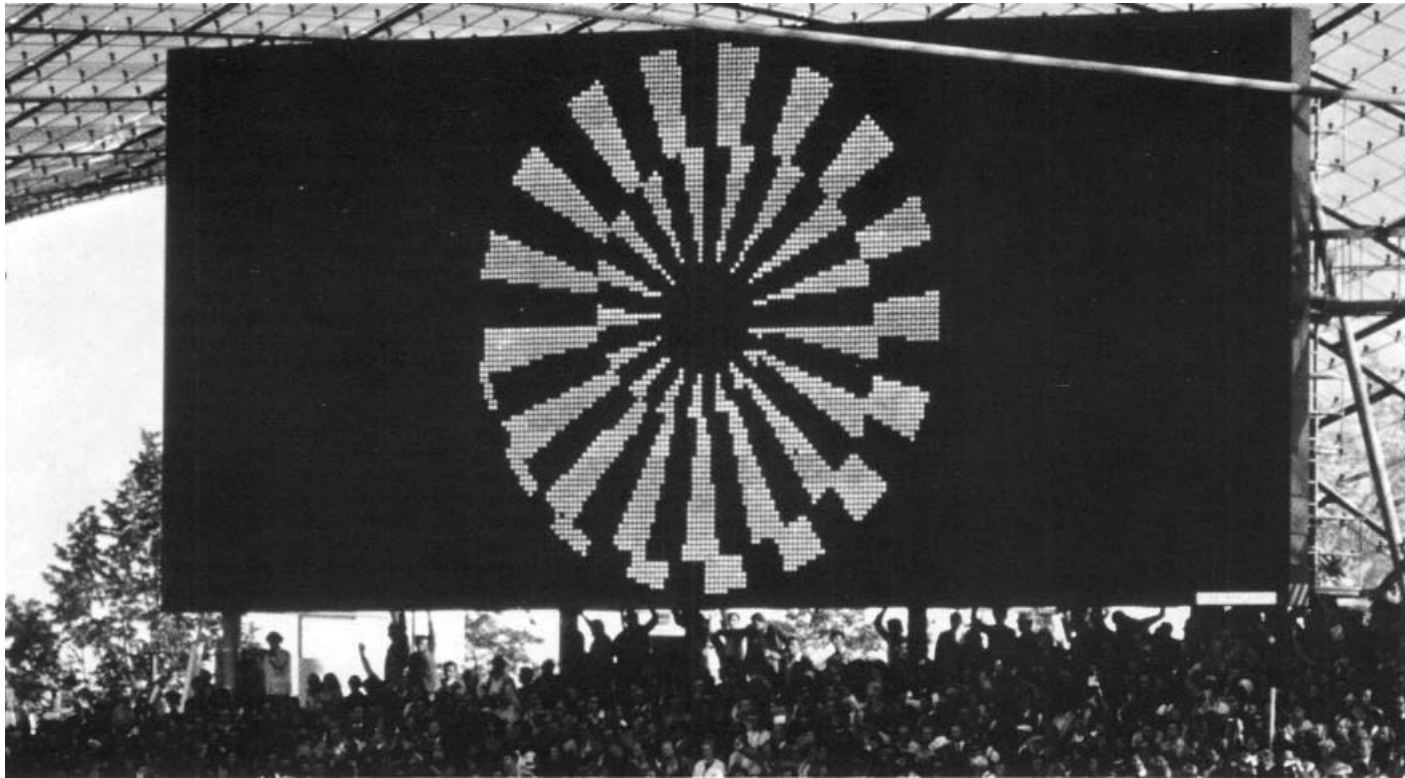
The ancillary boards (7.00 m x 2.80 m) had thirty-three character spaces of 5×7 bulbs and were constructed in the light chamber technique. Their topmost line displayed the time of day or the short time digitally. The data on the two lower lines supplemented the main scoreboard's display; for example, with the world or Olympic record in an event.



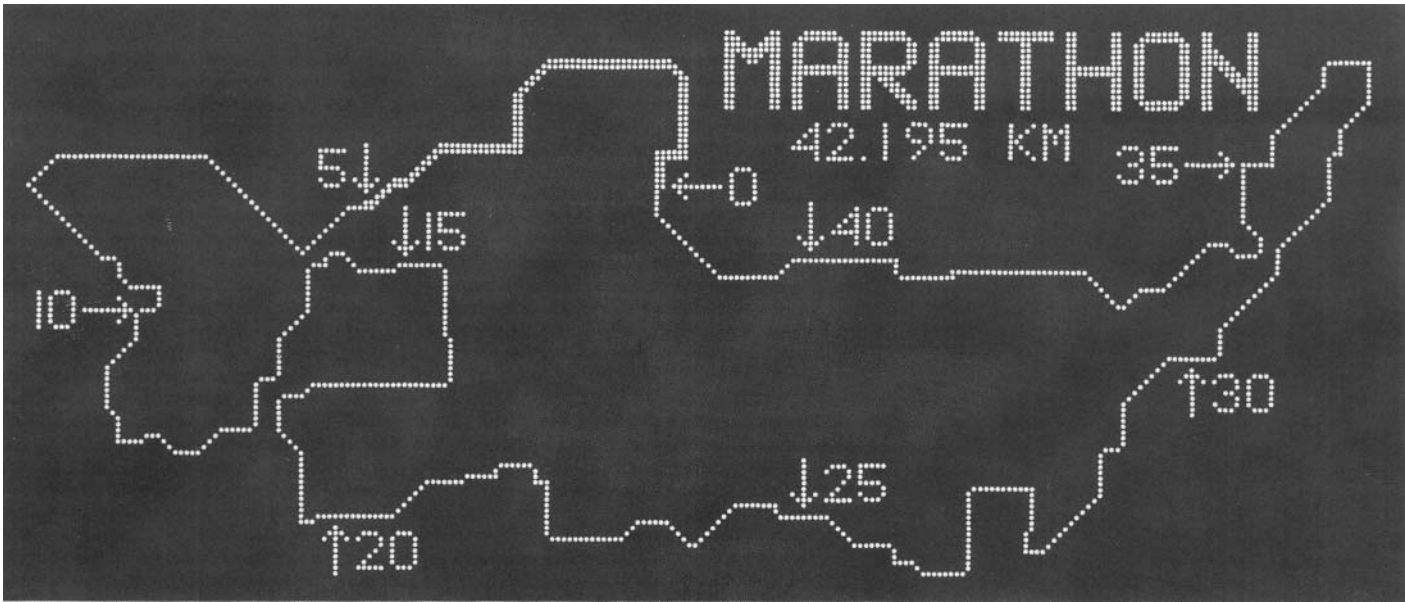
Wiring in a light chamber



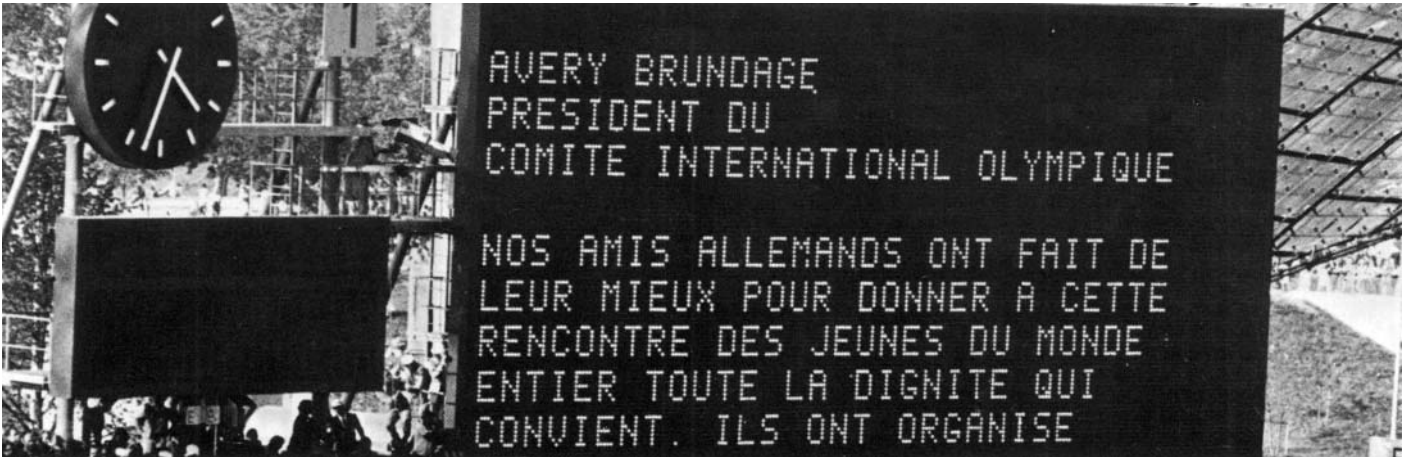
A light chamber showing the character "3"



Matrix scoreboard in Olympic Stadium



The progress of the Marathon every five kilometers was shown in Olympic Stadium. The scoreboard shows a diagram of the course with check points.



A speech on the moving writing indicator.

An ordinary clock with a diameter of 3.50 m was located over the ancillary board. Its numbers and letters were neon lighted and had the same color intensity as the lightbulbs of the main and ancillary scoreboards.

The images forming the scores which were programmed for the scoreboard were in the form of a punched tape which was produced in the scoreboard control booth, and was fed via the punched strip reading device into the scoreboard computer and displayed on the screen of one or both of the data viewing stations. Thus corrections and alterations were possible. By operating the "send" keys, the information would be transmitted onto one of the two scoreboards. There were two independent work areas in the control room. Therefore each scoreboard could be programmed by itself.

A Siemens Corporation "Satellite Computer 301" took care of the direct control of the scoreboard from the playing field. It assembled the results data which were stored in it through a keyboard in the stadium into display images and fed them directly on-line into the indicator control system.

Sport Hall

The matrix indicator system in the sports hall consisted of four similar partial boards. They were hung in the middle of the hall under the roof and arranged in a rectangle. Thus each spectator could see the scoreboard area well.

Each board had lamp cylinders with a 3 cm diameter which formed the matrix field with 287 lights horizontally and 80 lights vertically. The lamp sockets were connected to printed circuits. The electronic control elements were contained on cards which were linked directly to the reverse side of the cards of the lamps. Each of these control cards was arranged for a lamp unit (7 x 5 bulbs). In addition each card had its own voltage stabilizer.

On the lower edge of each scoreboard was an illuminated, adjustable band indicator with the sports symbols. Two process computers (type Mac 16) controlled the indicator boards. One was in the central control room, the other was installed in the control center. Each computer controlled two boards and could have controlled all four scoreboards. This assured complete accuracy in the displays.

The indicator equipment could be operated also from the control booth or from the central control room. A data viewing device and a punched tape reader stood by each computer as complete input devices.

The preparation of the image for the indicator for the display of individual results was accomplished by feeding in a punched strip with the format of the starting list. This punched strip either was produced by the central computer or produced manually on a teleprinter.

The Siemens Corporation "Computer 4004" supplied the results on punched tape. It kept the results in the correct format. The images were produced on the

data viewing station by feeding in the punched strips, and were transmitted from here onto the scoreboards after checking the contents. The indicator displays were extinguished likewise from the data viewing station.

The OC employed small indicators at the gymnastics apparatus. They consisted of light installations with three Scoreboard areas on which the starting number and values were illuminated in 30 cm high numbers, a control booth and four referees' devices.

Swimming Hall

The swimming hall had two identical computer-controlled scoreboards utilizing the light chamber technique. Each board consisted of five areas:

- the two-lined upper area to the left displayed the context and the decision level as a title field. It had twenty-five characters in each line;
- the area to the right also had two lines, but only with twelve characters. It displayed records;
- the main indicator field with eight lines of thirty-two characters each served as the main results scoreboard;
- the area under the ordinary clock was controlled by the timing device and displayed the contest time directly in minutes and seconds;
- the underlying field showed the penalty times for water polo.

The scoreboard had its own process computer, a data viewing station, a punched tape reader and input keyboards, all these devices, except for the keyboards, were in the control booth.

Before the beginning of a contest the starting lists which were supplied by the central computer 4004 as punched strips were fed into the data viewing station, checked and transmitted onto the scoreboard. Thus the areas remained clear where the result values would be displayed directly. During the competition the intermediate times appeared here. These were transmitted directly from the timing equipment through the table process computer onto the scoreboard without the intervention of the operator. The computer also took care of the correct order of the times on the indicator and the introduction of the placing on the field. Immediately at the end of the contest the results stood on the scoreboards, correctly evaluated and placed by the computer. If this system failed, then punched tapes would have controlled the indicators. This occurred twice during the 185 swimming events.

The evaluation indicators at figure and high dive events:
Each judge had an input keyboard which transmitted his evaluation to the referee. A linked-in computer calculated the total evaluation from the individual values, which it then displayed at the referee's seat. After being checked and possibly corrected, it was transmitted at the touch of a button onto the scoreboard.

Regatta and Canoe Slalom Course

For the rowing, the canoe race and the canoe slalom events the OC employed one mobile matrix type scoreboard which was transported back and forth between both

contest sites. Thus it avoided an uneconomical long-term investment for both sports sites and still assured the best possible indicators. The time schedules for both sport disciplines were synchronized accordingly.

Three mobile trailers carried the scoreboard installation. Two were coupled together to form a complete matrix indicator. The third served as the control room. It held the computer and its input apparatus as well as the case for the central control unit. The data viewing station and the punched type reader could be removed from the control trailer and set up elsewhere.

The scoreboard consisted of two parts:

- the main matrix indicator unit with 70 x 248 lamps which were arranged into light modules of 5 x 8 bulbs.
- The ancillary indicator unit had 8 x 80 lightbulbs; that is, one line with sixteen character spaces of which eight were reserved for the digital clock indicator.

The spectators at the rowing and canoe events were able to see only the last 200 meters before the finish line. The OC, however, did not want to limit itself to announcing the intermediate times during the course of the races. Individual TV sets or an eidophore installation would have let the spectators participate in the events of the competitions. However, this type of large television projection with sufficient contrast in broad daylight would have been a tremendous expense. Individual TV sets could inform only a few spectators due to the small distance from which they can be viewed.

The OC, therefore, made the happenings of the rowing and canoe races visible with a large mobile scoreboard. The participating boats were displayed symbolically in their positions to each other on the right half of the scoreboard. The order of the boats was thus easy to see. On the left half of the board the lane numbers, the intermediate time belonging to it and the name of the country were displayed. An additional computer program delivered a graphic representation with the intermediate times fed in by the timing devices; that is, the leading boat touched the extreme right-hand edge of the indicator area with its bow and the other boats followed in distances showing the difference in time from the leading boat.

The image that was to be displayed on the indicator was recorded through a teleprinter, printed out by a strip punching machine and displayed on a data viewing station by a punched tape reader. There it could be checked or corrected before it appeared on the indicator.

The scoreboard areas for the results remained empty. When the results were in, they were written on the scoreboard with the help of a data viewing station. If the finish made the evaluation of the photograph of the finish unnecessary, then the final times would be indicated on the scoreboard after a quick examination of the contents of the screen.

At very close finishes the judges evaluated the picture of the finish in the finish line

tower and communicated the result to the scoreboard control room. The results then were fed manually into the information panel station, checked and transmitted onto the indicator.

Other Sports Sites

The OC used scoreboards in the light chamber technique also in the remaining sports sites. They did not have any technical peculiarities, but their construction was merely tailored to fit the requirements of the event.

11.8.4

Operation

A more or less large expenditure of personnel was required for the operation of the scoreboards. They were distinguished according to their technical equipment.

- At least two technicians were employed for each scoreboard in the electronic indicator systems.
- Mechanical installations were operated manually. Each system required at least six people.

The manufacturers provided the service personnel and system advisors. A total of some 150 employees operated and serviced the indicator systems.

100 M MAENNER					VORLAUF 01	
ERGEBNIS						
1.	867	BORZOW	VAL	URS	9.9	EWR
2.	1023	SMITH	RON	USA	9.9	EWR
3.	847	MILLER	LEE	JAM	10.0	
4.	343	MORENO	MAR	ITA	10.0	
5.	776	ESTEVEZ	MA	VEN	10.0	
6.	483	ABDULAI	IK	NGR	10.1	
7.	872	GONZALES	J	MEX	10.2	
8.	997	LEWIS	GREG	AUS	10.2	

Olympic Stadium

1500 M FREISTIL HERREN				2. VORLAUF		OR 16:38.9	WR 15:57.1
1	SMITH HAROLD	GBR	8:35.04.4.				
2	BARRINGTON JER	AUS	8:33.85.3.				
3	GALLI ROMANO	ITA					
4	RAMIREZ JUAN	MEX	8:38.12.5.				
5	LINDSAM JOHN	USA	8:30.43.1.				
6	SCHOENGAERTNER	AUT	8:32.13.2.				
7	HOMQIST ERIC	SWE					
8	MORAND JEAN	FRA					

Swimming hall

JPN	2.	URS	1.	HUN	5.	YUG	4.	ITA	6.	POL	3.
47.10								41.50		46.80	
47.00		47.20								45.90	
47.70		47.30		42.30							
		47.70		42.10		46.80					
				41.80		47.10		40.90			
						46.90		42.10		47.10	
TOTAL	141.80	142.20	126.20	140.80	124.50	139.80					

Sports hall

OR 15		BEST: 109 P 1	
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136	PRESSLMAYR	AUT	ZIEL	: 181.2+ 80
108	GAWRONSKI	POL	TOR	15: 112.7+ 30
121	SPASOVSKI	YUG	TOR	15: 88.4+ 120
1.	118	HUBER	AUT	225.7+ 20 = 235
2.	98	MATAKOVIC	YUG	235.9+ 10 = 235
3.	127	GAZUMOV	URS	210.4+ 50 = 260

12

The technology involved in staging the sport contests is explained in the preceding chapter. This chapter will cover the following:

- Technical operation and maintenance planning,
- News technology,
- The information system,
- The coordination of building operations and
- The lighting of the contest and training areas.

12.1 The Maintenance and Technical Operation of the Sport Areas

12.1.1 Maintenance and Operation Duties

Extent of the Maintenance and Operational Duties

The OC had technical maintenance and operational duties in the competition facilities, in the press centers and in the business areas. Special measures were necessary for the technical staging of the yachting events, in the Olympic Village and in the press complex.

The OC carried out the technical operation of the trial events in July, 1972 as close as possible to Olympic conditions. The sport areas were operated with reduced staffs until the Olympic Games, when personnel numbers were brought to planned levels. In regard to maintenance services the OC distinguished four stages:

Stage 1
Technicians required to maintain equipment directly affecting sports events; e.g. the electrical supply. They worked directly in the sports areas.

Stage 2
Technical equipment influencing the sports events, e.g. the regulation of air conditioning and ventilation systems. They were primarily organized in the technical operations management.

Stage 3
A stand-by service of the city of Munich and its vicinity was responsible for those technical installations repairs of which could be delayed by four to five hours without difficulty.

Stage 4
The OC did not have any maintenance agreements regarding equipment whose failure would not affect operations, e.g. the pace setting equipment in the swimming area.

Technicians worked on twenty-five sport sites and operational areas. When mechanical failures occurred they checked to see whether these were covered by a guarantee. Spare parts which were not provided by the guarantee were purchased. The OC did not keep its own supply of spare parts because the maintenance firms were responsible for this.

Transportation

About 120 motor vehicles of all types and about twenty motorcycles were at the disposal of the technical stand-by team. The plan for distributing the vehicles was designed to get the technical maintenance personnel to the sport areas as quickly as possible. A sport area received as many as three automobiles of various sizes according to its size and importance. The central technical operations management

distributed the trucks, the remaining automobiles and motorcycles. Bundeswehr drivers filled the driving requirements given them in a central driving pool.

The vehicles necessary for various operations were available everywhere at all times. With the exception of the trucks, as many as 80% of them could be contacted by radio. The required parking spots were reserved. The OC arranged and distributed the stickers for driving through restricted areas.

In general traffic flowed almost without disruption. There were enough parking spaces. This contributed immensely to the frictionless functioning of the maintenance and operational systems.

12.1.2 The Operational Organization

Sport and Operational Areas

The technical management in each sport and operational area was set up according to the same principle. Specialists assisted the technical director in the following areas:

- Information regarding technology affecting the contests,
- News technology in regards to telephone and telegraph technology, public address systems, television and radio equipment,
- High voltage technology for the electric supply, building electrical systems, special lighting, the emergency power generators, and
- Building technology regarding sanitation, regulation technology, ventilation, heating, cooling and water processing.

The OC first hired the technical directors for every sports and operational area in the spring of 1972 and the specialists in early summer. The time given them to acquaint themselves with their work was sufficient.

The technical managements were responsible for all technical matters including the coordination of firms working in the same areas, for contact with the OBG, the German Bundespost, and DOZ. The OC trained them for all conceivable defects, failures and mistakes in the sport and operational areas. A special checking system covered every conceivable mishap.

The Central Technical Operations Management

The specialized operations directors were subject to their respective group in the central technical operations management. There were eight specialized groups:

- Data processing,
- News technology,
- Army communications,
- Army engineers,
- Electrical works,
- High voltage technology,
- Utilities, and
- Construction technology.

Four coordinators directed the specialized groups in shifts.

The central technical operations management worked in the offices of the OBG at the edge of Olympic Park; i.e. right near

their place of operation. They took care of all matters which because of the type of technology involved required a solution by the central office (data processing and communications), involved a number of sports areas equally (electrical energy) or which could not be solved by means at the disposal of the individual sport area. This form of organization lasted from July 14, until September 12, 1972.

The OC placed special emphasis on frictionless functioning and continual preparedness for action. The central operations management worked two shifts during the trial events in July, 1972, one shift and night stand-by during the Olympic training period and around the clock after August 25, 1972. It was connected with the sport and operation areas by various means of communication: telephone, radio, closed circuit television, teletype and a paging system. It could control all activities with these systems at any time. Nevertheless most technical problems were solved in the sport areas.

The technical teams of companies which had accepted important technical duties for the Olympic Games, e.g. timing, data processing, radio and maintenance, were accommodated in offices adjoining or near the central operations management. Thus contact could be made between the technical management of the OC and a company's specialist team at any time. The number of persons required was kept to the absolute minimum by continuous surveillance of management and progress during the Games. All in all about 1,000 man-shifts were saved. This reserve covered all the extra demands which occurred, especially due to the extension of the Olympic Games.

The OC therefore set up clear boundaries of competence and responsibility in the technical sphere. It enabled continuous control and permanent reference to the central operations management. It also guaranteed a sufficient amount of training time for all those involved. This assured the almost frictionless completion of the Games. The entire technical operation on the sport sites and other facilities proceeded without disruption.



The large telephone exchange in Olympic Stadium (20 operators for ca. 2,000 extensions, 390 trunk lines, 186 cross connections to the sub-exchanges)

12.2 News Technology

The OC used the following news technology systems:

- Telephone connections both with and without long distance dialing,
- Two-way communications.
- Telephone systems limited to the location,
- Teletype machines,
- Signaling systems,
- Radio network,
- Closed circuit television,
- Public television,
- Videotape and transmission facilities,
- Paging systems,
- Car-telephones,
- Simultaneous translation facilities and
- Public address systems.

12.2.1 Telephone systems

At an early planning phase the OC already had to work out a practical and economical concept for a telephone network. It was only in 1967 that the sport areas were determined within Munich. In the same year the German Bundespost began to extend the local telephone network in Munich in view of the Olympics and the following years. The OC had the same problem with planning its own "Olympic telephone system"; i.e. it had to meet the requirements of the Olympic Games although this high usage level would never again be equaled. The most economical solution was the construction of a telephone exchange in Olympic Park which would be connected by transverse lines to the exchanges in the outlying sport areas. The OC rented this equipment. It wanted to keep to a minimum the sections of the system which could not be used after the Olympics. Thus the OC let the German Bundespost install the telephone system in the press complex because telephone connections would also be required in the journalists' rooms for post-Olympic use.

The OC chose a compound solution for the Olympic Village. By means of a new local telephone exchange the German Bundespost could install a long distance call barrier for 775 telephone connections in the Olympic Village. These connections allowed self-dialed local calls and were routed around the main telephone exchange in Olympic Stadium. They were made available to the national teams in addition to the extensions and connections (with direct long distance dialing). The chefs de mission and a few others were allowed to place long distance calls. Each nation received at least a sub-exchange of the main telephone exchange "Olympic Park".

Naturally the OC wanted to offer all those taking part the advantage of direct long distance dialing, but it also had to control the tolls exactly. The German Bundespost provided all important functional areas with additional connections. All extensions in the Olympic system however, were limited to local calls. The two illustrations show the organization of the Olympic telephone system:

- Picture 1 depicts the arrangement of the telephone system in the Olympic sport areas in Munich.
- Table 1 shows the extent of the telephone service.

The Olympic telephone system was sufficient in every case and was sensibly put together. The telephone traffic could continue frictionlessly even during the crisis situation on September 5 and 6, 1972. All instruments and systems functioned perfectly. The arrangement of the system caused no difficulties even where it was spliced together.

For economic reasons the OC rejected a precise calculation of individual telephone bills. One figure may be quoted, however: 5,581,817 toll units were charged to the

telephones installed by the OC for the Olympic Games.

12.2.2 Intercom and Two-Way Installations

Beside the telephone system the OC needed two-way communication systems in every sport area. They served in the regatta installation, for example, as summoning devices to the harbor and the boathouses, as team equipment for the course measurer and the starter, or for communication among the finish-line, the administration, the contest management and the starting towers.

12.2.3 Closed Telephone Systems

Locally restricted telephone systems were set up exclusively for the staging of contests. A very complex network was required for the three-day riding event, especially for the cross country. There were connections from every required gate and hurdle to both calculating centers in Riem and Poing. They were used to report the hurdle mistakes, timing errors or the omission of required gates. The course maintenance personnel, veterinarians, physicians and security guards also used local telephone systems.

The OC used the same or similar network to a larger extent for cycling, rowing, canoe slalom athletic (Marathon and walking) and modern pentathlon events. All these systems were backed up by radio just to be sure.

12.2.4 Teletype Facilities

The OC installed telex connections in:

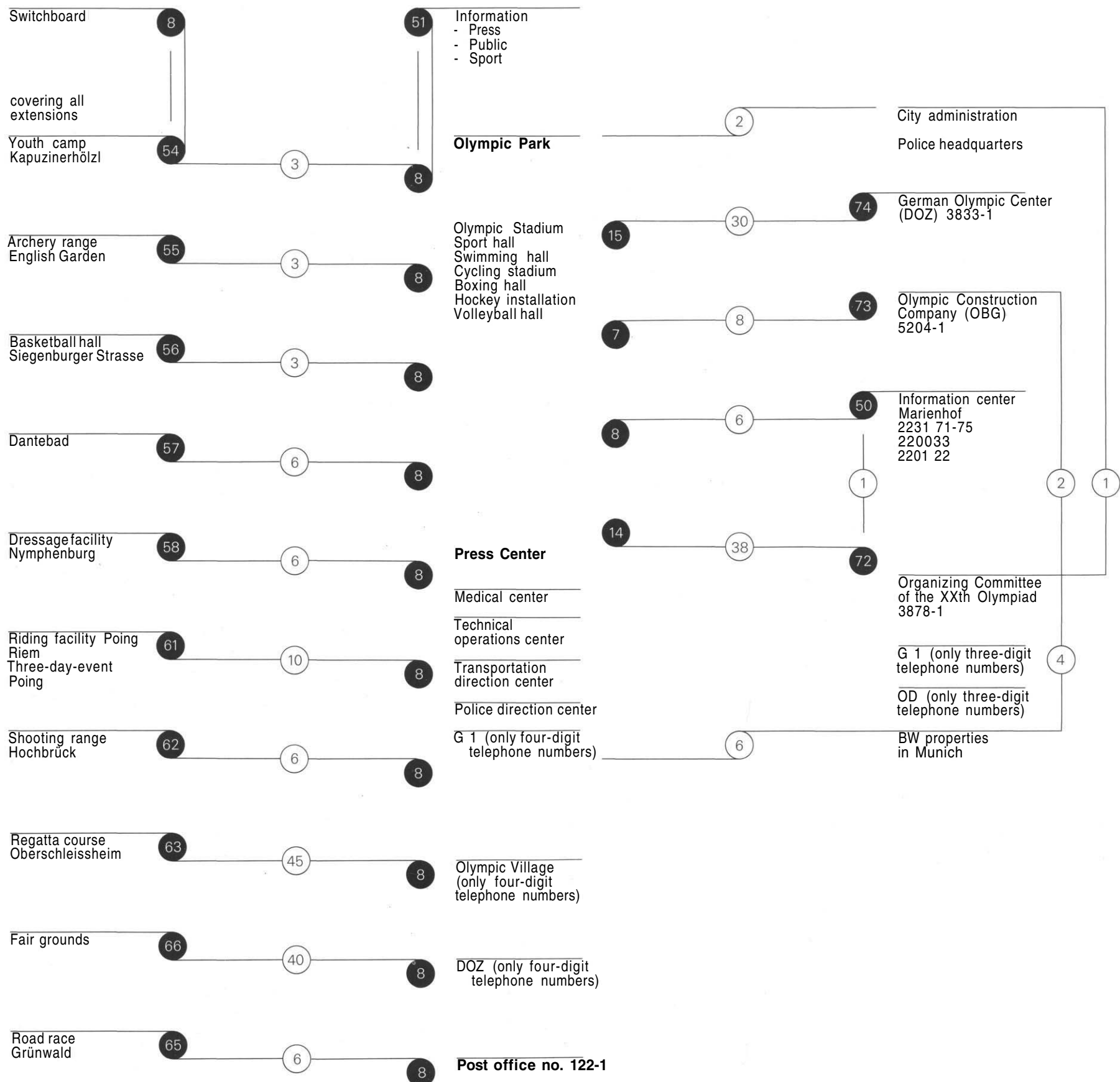
- The OC central office and the central technical operations management. Both were connected to the public network.
- Between the Olympic central management and the sport sites with the help of a special internal teletypes system.

The German Bundespost guaranteed the reliable functioning of the special system and the telex connections. The troublefree functioning of all equipment was guaranteed by a maintenance contract.

12.2.5 Signal Devices

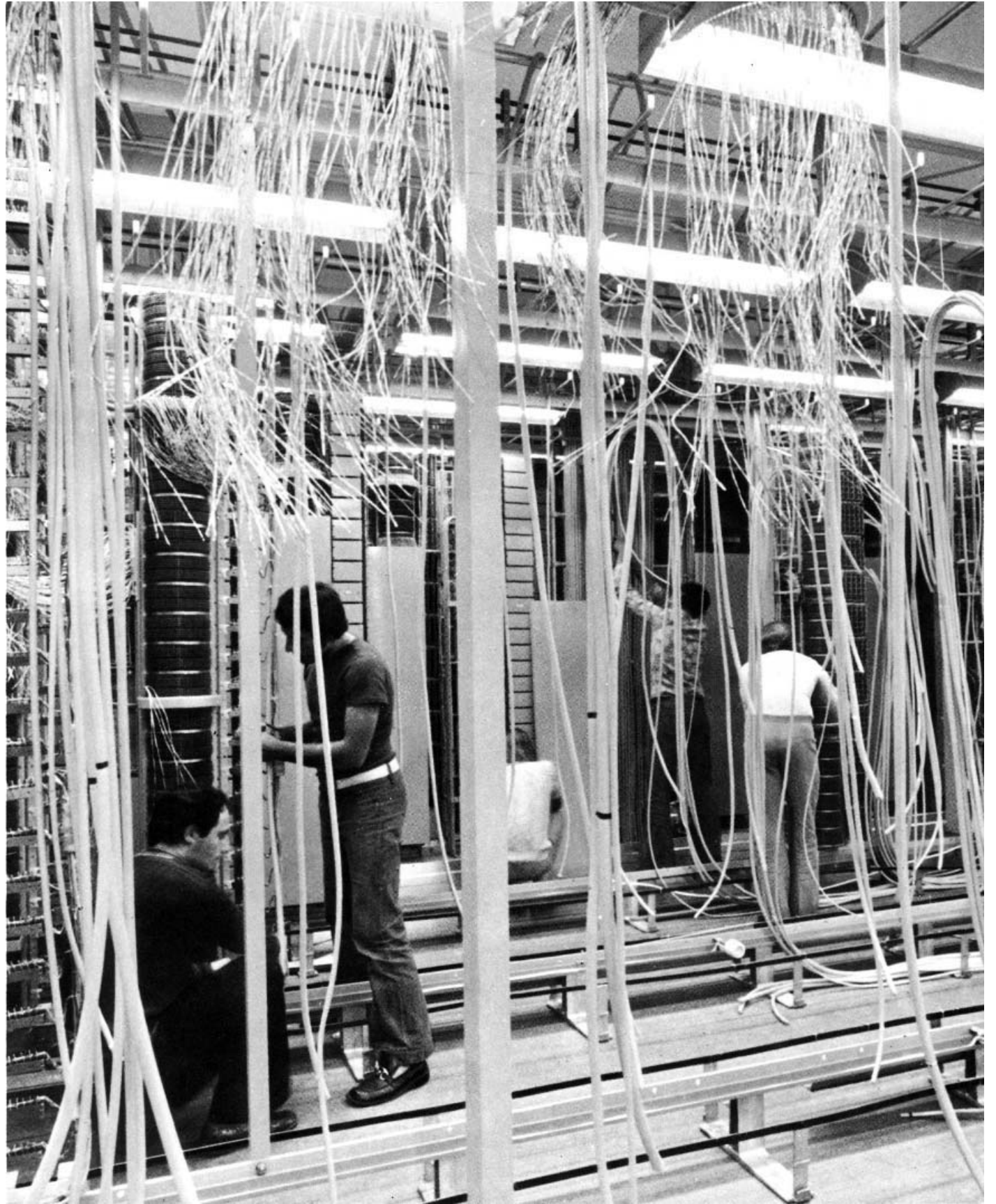
For increased safety for the sport areas and to assist the organization the OC installed clock, fire alarm, watchman control, room security and bell systems. There were also devices installed on doors to speak with callers and others.

There were connections from every gate along the canoe slalom course to the central calculating office. The starting number and number of faults of the passing contestant were sent in with a keyboard and transmitted to a light panel in the calculating office. Thus the results of a contestant could already be established during the contest.



Large telephone exchange
in Olympic Stadium
during final installation work

Left: Diagram of the telephone
system during the Olympic Games



Telephone Service at the Olympic Sport Sites		AI	Location	Organization Area and Sports Area					Press Area					Visitors Area		
				T	E	C	O	Tx	T	E	C	O	Tx	Wire Photo	C	O
T	Trunk lines for outside calls (German Bundespost)	68	Organizing Committee	4	660	1	—	7	—	—	—	—	—	—	—	—
		390	Olympic Stadium	14	275	—	—	1	152	7	10	39	24	2	75	10
E	Extensions for local calls only (telephone exchange of the OC)	—	Sport hall	11	212	—	—	1	31	2	5	18	12	—	17	8
		—	Swimming hall	11	146	—	—	1	74	3	4	20	10	—	13	5
C	Coin-operated telephones (German Bundespost)	—	Boxing hall	2	72	—	—	1	53	3	3	12	12	—	9	3
		—	Cycling Stadium	4	80	—	—	1	34	3	2	8	9	—	6	2
O	Operator serviced telephone connections (German Bundespost)	—	Volleyball hall	8	44	—	—	1	15	1	2	5	6	—	4	4
		—	Hockey installation	3	13	—	—	1	7	3	10	—	—	—	5	2
Tx	Telex (Bundespost)	10	Fair grounds	6	215	—	—	1	74	11	18	25	16	—	7	7
P	Post-office lines (Bundespost)	4	Dressage facility Nymphenburg	3	85	—	—	1	12	1	2	8	6	—	7	2
		10	Riding facility, Riem	13	210	—	—	1	14	2	14	15	12	—	21	5
		—	Three-day-event, Poing	2	28	—	—	—	—	—	6	—	3	—	5	3
		2	Archery range, English Garden	4	50	—	—	1	3	—	6	—	—	—	3	1
		4	Basketball hall, Siegenburger Str.	4	70	—	—	1	23	3	4	10	10	—	5	5
		4	Dantebad	5	50	—	—	1	6	1	2	3	4	—	2	2
		4	Shooting range, Hochbrück	4	80	—	—	1	5	1	4	8	6	—	5	1
		—	100 km team race	—	—	—	—	—	—	—	—	—	—	—	—	—
		—	BAB Schäftlarn	4	28	—	—	—	10	—	4	4	5	—	5	1
		—	Individual road race	—	—	—	—	—	—	—	—	—	—	—	—	—
		—	Start/finish line, Grünwald	3	25	—	—	—	6	2	4	5	5	—	5	1
		10	Regatta course, Oberschleissheim	10	110	—	—	1	25	2	4	20	12	—	17	8
		11	Canoe slalom course, Augsburg	8	100	—	—	—	11	—	6	8	6	—	33	3
		—	Main press center	14	165	—	—	—	—	—	20	70	56	21	—	—
		—	Press Complex	6	56	—	—	—	—	—	—	—	—	—	—	—
		95	German Olympic Center (DOZ)	186	737	7	4	—	221	—	—	—	—	—	—	—
		—	Olympic Village:	—	—	—	—	—	—	—	—	—	—	—	—	—
		10	Organization area	175	255	34	14	1	—	—	4	—	2	20	—	—
		—	Women	160	60	2	—	—	—	—	—	—	—	—	—	—
		—	Men	599	275	18	—	—	—	—	—	—	—	—	—	—
		2	Youth camp, Kapuzinerhölzl	4	46	12	3	—	—	—	—	—	—	—	—	—
		—	Technical operations management	37	192	1	—	1	—	—	—	—	—	—	—	—
		7	"Olympic" information booths	11	—	—	—	—	—	—	—	—	—	—	16	5
		—	Olympic Park	15	290	—	—	—	—	—	—	—	—	—	137	—
		—	Augsburg sports hall	5	—	4	4	5	—	—	—	—	—	—	3	1
		—	Augsburg stadium	6	—	—	—	—	9	—	4	4	5	—	7	2
		—	Ingolstadt stadium	5	—	—	—	—	4	—	4	4	5	—	4	1
		—	Nuremberg stadium	5	—	—	—	—	5	—	4	4	5	—	7	2
		—	Regensburg stadium	4	—	—	—	—	3	—	4	4	5	—	4	1
		—	Passau stadium	6	—	—	—	—	11	—	4	4	5	—	4	1
		—	Böblingen sports hall	6	—	—	—	—	7	—	4	4	5	—	3	1
		—	Göppingen sports hall	4	—	—	—	—	4	—	4	4	5	—	3	1
		—	Ulm sports hall	5	—	—	—	—	1	—	4	4	5	—	3	1
				1376	4629	79	25	29	820	45	166	310	256	43	435	89

12.2.6 Radio Communications Network
The OC set up a radio system for various tasks before and during the Olympic Games. It was able to achieve better communications both inside and outside of the sport areas, most of all for variable locations. Two main points were distinguished for economical and organizational reasons:
Equipment which would be used for extended periods by the athletic and technical organization, for the direction of driving pools and for emergency communications between the sport areas and the OC. For this purpose the OC rented the following equipment:
258 0.3 or 0.5-watt walkie-talkies
96 6-watt portable radio transmitters
563 6-watt transmitters for motor vehicles
14-watt stationary radio transmitters and additional 10% of each as reserve equipment.
Equipment to back up important communication systems for data transmission at sport contests. This equipment was quickly shifted from one contest area to the next one. Its installation varied according to where it was being used. The Bundeswehr provided the following equipment:
470 handheld radio transmitters
290 portable radio transmitters
50 mobile radio facilities

The radio network was set up as follows:

area	Number of radio sets			
	permanent	vehicular	portable	handheld
Central Direction Transport		221	10	
Olympic Central Management	1		25	10
ditto		15		
Security Police	1	12		
ditto	2	1	8	
ditto		2	6	
ditto		1	9	
ditto				40
ditto				40
Central management Technology	2	90		
ditto			25	30
Central management Sport	1	50		
ditto	1	50		
Central management Press	1	40		
ditto		40		
Victor ceremonies	1	41	2	30
Swimming hall				
Dante swimming area			2	30
Fair grounds				
Stadium				
Nymphenburg Palace				
Riem-Poing			3	40
Stadium				
Fairgrounds			2	10
Sport hall			1	10
Sport hall			1	10
Fair grounds				8
	14	563	96	258

The networks were set up as follows:

area	number of networks	number of sets
Opening ceremony	1	26
Closing ceremony	1	26
Arrival of Olympic Flame	1	8
Playing Condition Reports		
Transport	1	7
Three-day riding event	8	150
Marathon	4	55
50 km walk	3	25
20 km walk	2	12
Modern pentathlon Running	2	9
Cycle course Autobahn	4	25
Cycle course Grünwald	4	29
Each sport area	1—2	438
		810

The OC needed sixty-nine radio frequencies. The German Bundespost, the German Bundeswehr and the Border Patrol provided them.

The equipment named immediately above were operated on army frequencies without exception. The selection of these frequencies was not difficult.

The selection of twenty-one frequencies mentioned in section 1 above was more problematic. The OC had to receive special permission from the German Bundespost for their installation and operation. Numerous sending and receiving facilities were installed on the Olympic Tower, including important radio, television, public mobile broadcasting (car telephone) and radio facilities for internal activities of the German Bundespost. Due to the agglomeration of sending and receiving facilities the OC had to find suitable frequencies with the help of a computer. This took two years. Minor disturbances in the radio network occurred only from time to time in May, 1972. They were caused by high power East-European broadcasting on the 4-meter band under certain weather conditions. During the Olympic Games themselves the radio network functioned perfectly. The difficulties expected as a result of the use of relatively low quality handheld walkie-talkies by each team did not occur.

The OC fixed the most important details of the radio network in close cooperation with every party involved. It performed many functional and range experiments. The OC chose three buildings for stationary radio equipment:

a) The OC building on Saarstrasse

The roof is situated 535 meters above sea level. The antennas for every frequency and the stationary radio equipment of the Olympic central management, sport management, the security police, the victor ceremony group, and the radio services stood on it. The accompanying equipment serving the antennas was located in the building below.

b) The administration building G 1 on Helene-Mayer-Ring in the Olympic Village

The roof was 612 meters above sea level, and held antennas for the stationary equipment for the transport department, technical department and the main security guards department. The OC installed the service equipment for the transport department in G 1. The remote service equipment for technology and security guards located in the OBG were connected to the antenna facility by lines rented from the Bundespost.

c) House 2 Block 3 in the Press Complex

The roof was 577 meters above sea level. The antennas for the stationary transmitters of the press department were located on it.

The height at which the sending and receiving antennas were installed enabled broadcasting within a radius of fifty kilometers. Apart from minor disturbances at the beginning, the radio network functioned perfectly.

12.2.7

Informational Television

The OC desired to keep the press, television commentators, athletes in the Olympic Village and visitors at various locations as well informed as possible about Olympic happenings. For this reason, it operated a closed circuit TV network together with DOZ in Olympic Park during the Games. This internal informational television included ten color live broadcasts from various sport areas and studios the broadcasting of two OC result services which came directly from the data processing facility.

Channel 1: World program
Channel 2: OC Data processing 1
Channel 3: Olympic Stadium — Field
Channel 4: Olympic Stadium — Track
Channel 5: OC Data processing 2
Channel 6: Swimming Area
Channel 7: Sport Hall
Channel 8: Boxing Hall
Channel 9: Cycling
Channel 10: BBC Complex
Channel 11: ABC Studio Complex
Channel 12: ARD/ZDF Studio

The OC provided 1,500 seats for journalists and television commentators in the sport areas and the press center with information. Information walls, each with 12 color TV sets, were located near the streetcar loop, the U-Bahn station and the S-Bahn station for public information. In the Olympic Village athletes were able to follow the events directly from the sport areas on color and black and white TV sets which were connected to the informational television network.

12.2.8

Public Television

The OC installed 8,500 ordinary color and black and white TV sets. They were connected to the common antenna system and could receive both German television networks and Austrian television:

- 1,500 Black and white receivers connected to the informational television system served the press work areas.
- 366 Color receivers connected to the information television system served the press subcenters, and informed the public and the Olympic Village. The additional sets were connected to public television broadcast.
- 380 Black and white receivers were placed in the offices of the international and national sport associations and for the personnel at the sport areas.
- 650 Black and white sets were installed in the community rooms in the Olympic Village, especially in the amusement center.
- 86 Black and white sets were placed in the community rooms in the youth camp.
- 454 Black and white receivers served the press work areas on the sport sites which did not have information television.
- 4,476 Black and white sets were installed in the apartments in the press complex in Munich and Kiel, in the press center and press sub-centers on the sport areas which did not have informational television.
- 7 Black and white receivers were in the traffic center.

255 Black and white sets were installed in the information areas in the city and in the accommodations of the short-term personnel.

76 Black and white receivers informed the security guards, the fire department, etc. in their lounges.

100 Black and white sets were placed in the hotel rooms of IOC members and in the VIP areas of the sport sites.

150 Black and white sets served the Olympic Center in Kiel.

12.2.9

Video Tape and Instant-Replay Equipment

Several sports leave the referee leeway in making his final decisions. Here it is very easy to make mistakes that will lead to protests from the athletes involved. Therefore the OC made video tapes on the spot so a disputed event could be immediately played back.

A few examples:

The DOZ cameras had the best location at the high dive events. Thus the OC did not have to use its own cameras for the control recording, but recorded the picture on the information television system with the help of a television set.

A camera was permanently focused on the weight lifting stage. It recorded every attempt made by an athlete.

A studio camera recorded the various gymnastic events.

The boxing matches were recorded by two studio cameras which were arranged at 90° angles in relation to the ring. This parallel recording allowed the most suitable selection of pictures.

The OC recorded 350 hours of sports in seven disciplines during the Olympic Games.

Simple closed circuit television systems, the so-called "industrial television" were also used during the Olympic Games.

Closed circuit television and video recordings assisted the timing of events. Television cameras at gates and doors assisted security guard surveillance of widely scattered areas.

The pictures transmitted from three traffic control cameras belonging to the Munich Police Department were also made available to the OC traffic control center.

The OC quickly forwarded starting list changes to the respective areas with video transmission. A camera installed in the athletes' readying room transmitted the picture of the final starting list by cable directly to the monitors in the contest administration and in the director's center for the scoreboards. If an athlete withdrew at the last minute from a contest then this information would be known instantly in the widely separated control rooms.

12.2.10

Paging Systems

The OC realized soon enough the importance of a personal paging system for the staging of the Olympic Games. It

needed a large number of units with limited range — at least one per sports site.

A large installation for Munich and the surrounding area soon proved to be more effective and economical. The OC examined the appropriate market for the feasibility of such a project. It also had to solve the problems regarding the system and frequencies.

The German Bundespost usually approved frequencies of 13... 27... and 40... MHz. The OC could not use them because of the range necessary — a 25 km radius around the Olympic Tower — because they would have interfered with every installation already functioning in this area. The frequencies lower than 27 MHz proved to be unusable at a trial because of difficult broadcast conditions and the necessary troublefree reception requirements. The frequencies up to 40 MHz would have caused television interference. Custom-made installations were too expensive. Thus the OC had to find a frequency which still remained within the tunable reception range of a standard radio receiver. With the help of the German Bundespost the OC finally found that 41.1 MHz was the most suitable frequency for its purposes. It did not cause any interference with the community radio and television antenna installation either.

The following locations were decided upon after tenders were invited and contracts awarded:

- 1 stationary transmitter in the Olympic Village G 1
Transmitting power 25 watts
Omnidirectional antenna without gain, 90 meters above the ground.
- 1 stationary transmitter in Fair Grounds Hall 20
Transmitting power 25 watts
Omnidirectional antenna without gain, 22 meters above the ground.
- 1 stationary transmitter on the roof of the grandstands at the regatta course
Transmitting power 25 watts
Omnidirectional antenna without gain, 8 meters above the ground.
- 2 servicing installations in Olympic Village G 1
1 Coder
600 receivers

The names of persons working with the OC provided with paging devices were recorded in a directory. If one of these persons was needed, then the one looking for him had to call a certain extension at the paging center and give the service personnel the name of the person needed and the message to be forwarded. When the person being paged heard his receiver "whistle" he called the paging control center, stated his receiver number and received the message.

Some 15,000 paging operations were completed during the 24-hour per day activities between July 15, and September 15, 1972. There had never been such a large range or number of receivers in the Federal Republic of Germany before.



Public address equipment in Olympic Stadium control room

There was also a paging system with voice transmission at the canoe slalom course in Augsburg in addition to the system in Munich. There was also a two-way voice transmission system in Kiel.

12.2.11 Car telephone

The OC provided thirteen of its automobiles with car phones. It could thus assure the connection to the public telephone system in special cases.

12.2.12 Public Address Systems

Basics

Today there are public address systems in every sports arena. They are designed according to the architectural features of the site because the architecture itself determines acoustics. The OC tried to keep the buildings and electroacoustics in tune.

The OC laid out the loudspeakers and the control facilities for voice and music reproduction. Announcements were possible in all the sport organization areas, the changing rooms, etc. Every system received automatic switches so that when interruptions occurred stand-by amplifiers cut in.

The OC installed both centralized and decentralized sound systems to suit the architecture and acoustic peculiarities of each site.

The Electro-Acoustical Planning of the Opening Ceremony

The reproduction of music for the opening ceremony presented the OC with specific electro-acoustic problems. There was no final conception of the opening ceremony ready before October, 1971, but the acoustical equipment was already installed in Olympic Stadium. The installations planned up to this time were already finished, but they were not particularly suitable for reproducing music. The central public address system was ideal for vocal announcements since every word could be clearly heard at any point in the stadium, but it had no bass response which is necessary for high fidelity music. In addition the OC wanted to broadcast the music live with bands, orchestras, trumpet ensembles, etc. in and around the stadium. Unfortunately the live broadcasts did not sound well in various parts of the stadium. The ordinary stadium public address system could not amplify them properly because the distances between the location planned for the musicians and the loudspeakers involved a time-lag and caused acoustical echos of about half a second. This distorted the music and impeded the staging of the "Salute to Youth", the "March of the Nations", etc.

A decentralized sound system was installed which could serve the entire arena without noticeable time lags and could harmonize sound and motion. Sixteen rows of loudspeakers (23 cm wide by 90 cm long) were mounted on pipe poles set around the periphery of the center field. The pipes were about 1.2 meters high, bent about 15° from vertical and faced outwards.

They only served the center field and the closer areas of the grandstands. Additional equipment had to be installed: eighteen more 50-watt column speakers mounted on 3.8 meter poles which by their angling provided decentralized sound for about the dividing point between the first and third thirds of the height of the grandstand. The poles were located around the center field between the previously installed row speakers. They unfortunately obscured the view of the center field so they had to be dismantled immediately after the opening ceremony and replaced for the closing ceremony.

The final tests took place at the beginning of July, 1972. The announcements were broadcast over the central loudspeaker cluster suspended in the middle of the stadium's tent roof. Thirty-four omnidirectional speaker columns broadcast music to the grandstands and center field. A point-shaped sound system was provided for the Bundeswehr brass band which was supposed to play the national anthems. Their loudspeakers were placed next to the band-stand. Finally, there were two amplifying systems for the fanfare trumpeters. The system had a total capacity of 4,000 watts.

The OC did not achieve an optimal synchronization between the original and loudspeaker sound with this system. Only pre-recorded tapes played through directional loudspeaker clusters could produce the desired effect. Tapes of music for the march into the stadium were recorded. The usual play-back method would have required a precise schedule. This was not possible for more than 8,000 participating athletes and officials. Disorders could too easily be caused by unforeseeable delays or changes; for example one nation marched in too early, another one too late. If the tape were simply played back these variations could not be corrected. The OC had to coordinate the direction, the music and the announcer in a certain area of the stadium. The point chosen was behind the Marathon gate where the audience reaction in the stadium matched the presentation on television.

The OC could not influence the tempo of the athletes' parade. It had to start each number without interrupting the continuous march rhythm and without causing a change of pace. It divided all the music into approximately four-minute takes on two tapes as follows:

Tape 1 = take 1	Tape 2 = take 2
Tape 1 = take 3	Tape 2 = take 4
Tape 1 = take 5	Tape 2 = take 6
etc.	

After each take, four drummers took up the march rhythm live in the studio and continued it until the nation marched in to which the next take belonged. If a country appeared at the Marathon gate before the music being played was finished, the drummers likewise took over and the music faded out during their first few measures. The following tape was started in tempo with the continuous rhythm. After experiments the OC determined the exact running time from starting the machine until the music began.

It started the machine at beat "4" after counting in half march tempo of the last two measures. At beat "1" of the next measure the music started, the drummers stopped playing, the director cut in the picture of the following country's sign bearer, and immediately the stadium announcer introduced them. This all happened simultaneously. The video director, the band leader, the co-director, the four drummers and the sound truck were all connected by a circuit line with the sound director to hear the count-in. Reserve tape recorders were synchronized and started in the sound truck. In case a machine in the truck did not start, the reserve machines were to take over. Watchers stationed at the Marathon gate always had a precise view of the teams marching in.

Each tape had two tracks:

- One track held the complete music mix for the international sound,
- the second had an additional march rhythm which would be transmitted to the nondirectional public address system in the stadium through the sound truck. Thus the OC avoided a monotonous base rhythm that would bore radio and television audiences and at the same time it had an accented march rhythm for the nations in the stadium.

The OC rented sound trucks from DOZ which also provided radio and television broadcasts with original sound. The international sound was transmitted over telephone lines to the DOZ main switching center, from there through the world director to Olympic Stadium sub-center where it was mixed with the commentaries of all countries participating in the transmission.



Public address system — loudspeaker cluster in Olympic Stadium

12.3 The GOLYM Information System

12.3.1 The System

The OC wanted to inform the journalists more than merely about the current results during the Olympic Games. The OC set up the electronic information system GOLYM for this comprehensive information. It was based on a method of electronic storage and recall of information, "large register orientated — organized list recall method" (GOLEM).

The Olympic system GOLYM was a variation on GOLEM and was characterized by its specifically Olympic content. A further distinction was the number of information recall stations.

The core of the system was formed by two data-processing machines. Both computers were connected to seventy information recall stations with a total of 6,000 km of lines. Two large discs served as data registers and two magnetic card registers served as reserves. Series modems were used to connect the seventy terminals for use. These series modems made a transmission speed of 1,200 bit/sec possible between the computer center and the information stations.

The information recall stations were located in the press center, in the press sub-centers in every sport area — even in Kiel — and at public transit transfer points in the Munich area: at the main railroad terminal, the information center on Marienplatz, under Karlsplatz, in the German Museum, at the airport and in the television center.

These terminals consisted of a data read-out station for the recall of computer information and a keyboard which was operated by specially trained hostesses. Fifty data read-out stations were coupled to data copiers with which the texts appearing on the screens could be printed.

Since the beginning of 1970 technicians and programmers collected the data which they fed into the Olympic data bank and categorized into subjects or pools.

12.3.2 Categories

Historical Dates

The names and results of the first six place winners of the Olympic Games in modern times from 1896 until 1968 were in this pool. Medal statistics and national ratings provided a general historical view of Olympic history. Information concerning discontinued Olympic sports was also stored; for example about side stroke swimming, tug-of-war, live pigeon shooting, header long jump, standing high jump and motor boat racing.

Personal Data on Athletes

In this category fell:

- Data on an athlete's name, birth date, height, weight, marriage status, hobbies and occupation.
- Data concerning his career as an athlete with every personal record and place in international championships.



Golym system
Data viewing station
(Image on screen is from the athletes' personal data pool)



This data was mostly completely recorded before the Olympic Games since the participants' deadline ran out ten days before the beginning of the contests in each respective sport. Afterwards data storage was no longer possible. Thus this pool also contained data on athletes who could not compete in Munich although they were registered.

Sport Rules

The rules of all sports played in Munich formed another pool. They had to be viewed objectively and freed from uncertainties if, for example, the international version did not correspond to the German. Conditions of qualification and facts concerning the method of staging the individual disciplines were included together with regulations determining amateur status and rules for the doping control.

Records and Placing Lists

This category provided essential information about the development of world records (since 1945), Olympic records and continental records. The world place lists of individual sports as well as the results and information about the "Kiel Week" since 1968 were also stored here.

List of Registered Journalists

The name, press complex address, data concerning knowledge of languages and specialties of every accredited journalist, photographer and reporter in Munich were stored in this pool.

List of Participants

Vital information concerning every officially registered contestant could be obtained from this pool. It included the sport, name, country, discipline, sex, weight, height, qualifications and personal data of each athlete. The pool was ready for recall use before the beginning of the Games.

Current Results

All current daily sports results were fed into the information system during the night following each contest day.

Lexicon

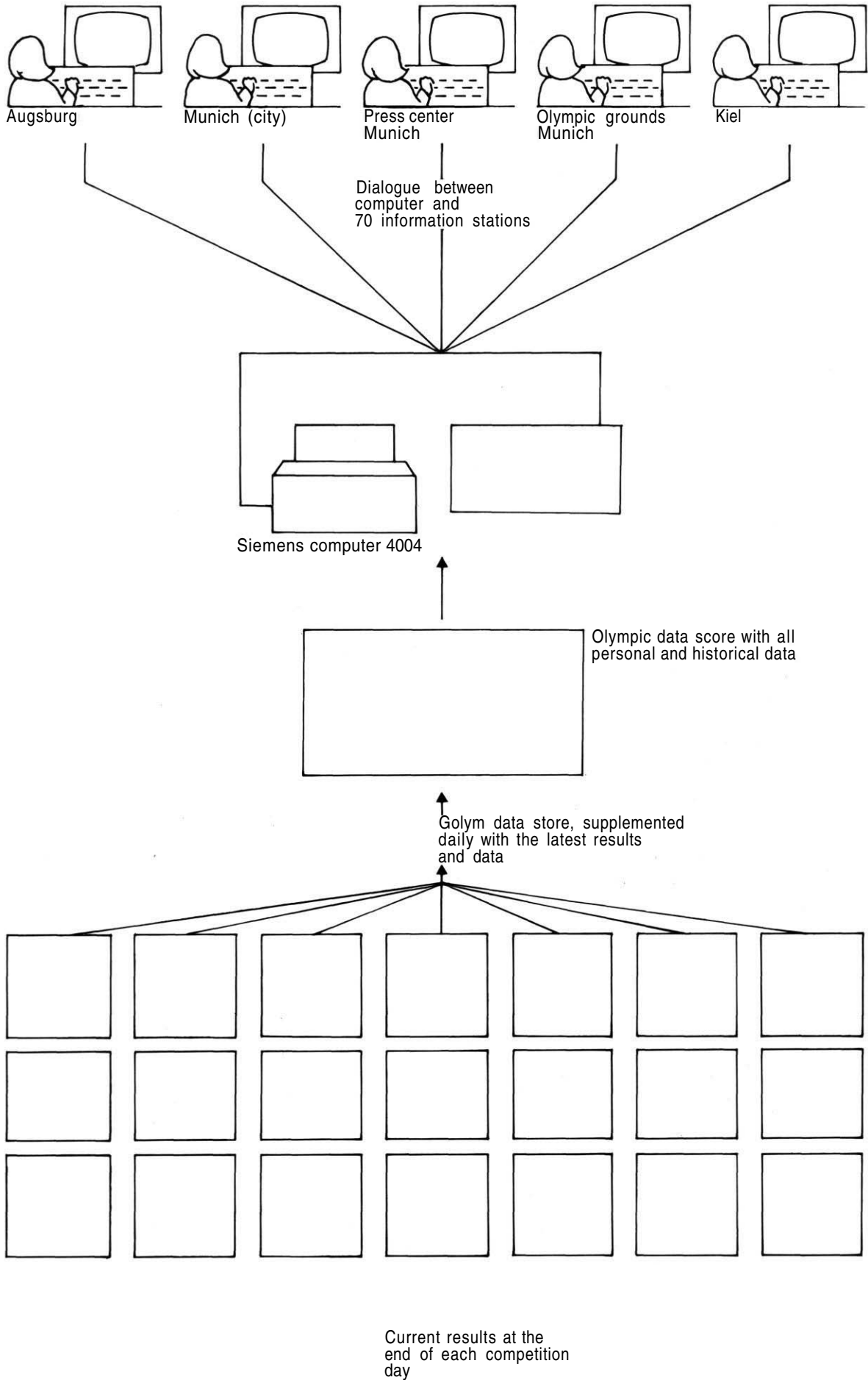
All data was usually stored in both English and German. An additional specialized dictionary with more than 20,000 important sport expressions in German, English, French and Spanish helped to overcome language problems.

Calender of Events

Information regarding cultural events which served to complete the Olympic program were stored in this pool.

Tickets

This category contained information on available tickets.



12.3.3
Analysis of Usage

The University of Munich conducted an analysis of the reactions of journalists to the information provided by GOLYM. The results of the investigations are as follows:

The potential number of those interested in the GOLYM system was large. More than 4,000 journalists were accredited in Munich. In addition the information system was also made available to the public. The journalistic information system GOLYM can be viewed as one of the first examples of a public information service system because of the wide variety of its data and the large number of interested persons.

When a new instrument for information is conceived, simplicity, ease of use and quality of data — just to name a few of the most important criteria — decide the new medium's chances to compete with traditional information aids. These aids are — though perhaps of lesser quality — suited to the individual behavior of the users. The knowledge of existing information systems forms an essential basis for new conceptions. The following picture of traditional information procurement resulted from the investigations:

Source of Information	named by journalists
Archives	51.6%
Literature, journals, catalogs	42.9%
Agencies	24.4%
Interviews, discussions, press conferences	16.7%
One's own knowledge and experience	12.5%
One's own research	11.8%

The questioning of journalists according to the use of the individual pools resulted in the following interesting picture:

Type of Data	used by journalists
Personal data of athletes	87.1 %
Historical sport data	41.1%
Sport results of the preceding day	23.0%
Sport rules	14.6%
Data concerning cultural program	3.8%

12.4
Coordination of Construction Matters

12.4.1
Coordination between the OC and OBG

The OBG completed all building measures for the OC on the basis of the consortial contract. The OC was the contractor in several cases and the OBG the designer and sub-contractor. The OBG hired numerous engineering firms with more than 400 engineers. The OC functioned predominantly with non-technical personnel. It needed a team of architects for its own building projects. They were supposed to perform the following:

- cooperate on the establishment of the space and function program,
- balance the requirements with existing factors,
- analyze requirements and programs from the viewpoint of technology and transmit the results to the OBG,

- determine a dependable system for dialogue between all those taking part in the planning,
- continually examine the stage of planning in regard to the further development of sport techniques and the prescribed cost limits,
- assure the results of negotiations and release the plans to the OBG,
- take over the buildings before the beginning of the Olympic Games and return them afterwards, and
- carefully audit the costs and accounts between the OBG and the OC.

A successful and central mastering of these projects was indispensable for the preparation of the Olympic Games. By means of its own centralized structure the OC could supply sufficient technical understanding for the OBG's problems and guard its own interests when differences arose.

The coordination of planning of all sport areas was conducted on the same principle. The unifying principle was determined by the parties before the planning phase. The duties of the DOZ and the German Bundespost were also integrated into this working procedure. The OC was able to influence the planning of the sport areas until the last moment in this way. When construction began, the building plans reflected the absolutely latest developments in sport technology. The temporary sport areas partially demanded multiple planning stages in order to find the best possible compromise between sport requirements and the technical and financial feasibility.

Every sport area was finished on time and given over to the OC in June and July of 1972. The OC especially tested its ability to function. Minor difficulties could be eliminated in the end phase of preparation. The Olympic contests took place in perfectly built sport areas.

Damage done to construction was usually caused by circumstances and was quickly repaired. The OC returned the permanent buildings to the OBG before the end of October, 1972. There was no formal turnover of temporary sport areas. They were completely dismantled before the end of 1972. Only the grandstands and the facade remained standing in the swimming hall.

12.4.2
Individual Building Projects

The City Information Center

An information center was built on Marienhof in the middle of the city. It was supposed to conduct centralized ticket sales and inform visitors in the Munich down-town district. The following were accommodated in the approximately 2,000 sq.m. building: twenty-five windows for ticket sales and distribution of information materials, the computer center and offices of the Official Bavarian Travel Bureau (ABR) for the booking of tickets, extensive technical information equipment.

The space and function program was ready in the spring of 1970. The contract was awarded in April, 1970. The building was disposed of on a rental basis and complete

reaccepted by the contracted firm because no interested party wanted to take over this mobile and removable building when its period of use was over. The building was completed before the end of 1970. It was given over to the OC on time. The Official Bavarian Travel Bureau conducted business during the following years.

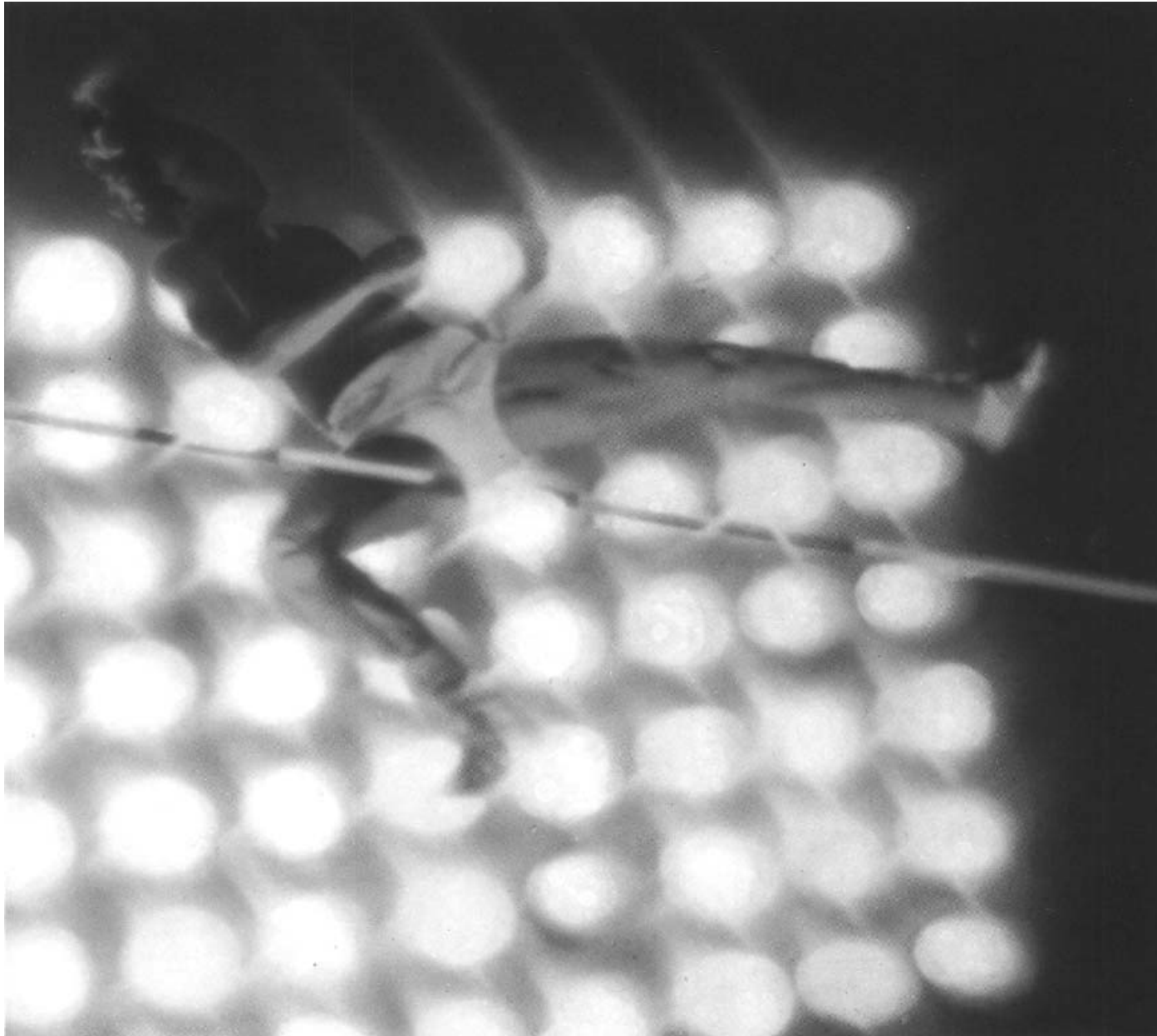
The Youth Camp

The participants of the Olympic youth camp lived in stable light frame houses. Originally the OC wanted to acquire these houses by donations. This plan did not become reality. In the middle of 1971 three American firms proposed types of houses which were constructed of a special paperboard and a fiber glass reinforced polyester coating, light and easy to erect. The OC planned the basic types with an affiliated German firm. The requirements for construction and furnishing were also settled. The contract was awarded in August, 1971 after a tour of the producer's plant in the USA and hard bargaining. The Munich Technical University tested a sample house for fire safety, etc. Only then did the building code authorities grant a limited building permit. The modern materials caused construction difficulties at first. Nevertheless the OC was able to finish the prefabrication and assembly of the houses on time except for delays caused by unfavorable weather. The youth camp was given over in June and July of 1972.

The Central Technical Operations Management

The central technical operations management needed a temporary office complex of about 3,000 sq.m. of useful space in the immediate vicinity of the main sport areas. A few existing office buildings on the OBG property were remodeled, received additional equipments, were furnished and divided according to technical requirements. The OC also had to accommodate the managements of the maintenance firms contracted. They were to be as concentrated in one place as possible and connected to the central management. This required additional office and storage space. The OC provided room in army field houses or appendages on the offices. A digiset facility and a complete information system demanded extensive sanitary and electrical installations. The central managements all moved in during May and June of 1972. The essential posts were occupied during the test events. The OC vacated the premises after the Olympic Games and returned them to the OBG in

October, 1972.



12.5 Flood Lighting

The television industry, especially since the introduction of color TV, the sport associations and spectators have set various standards for the illumination of sport areas. The OC tried to arrive at a workable solution for all those involved by compromises. The OBG called a "technical lighting advisory board" together. Its first duty was to determine the lighting requirements of the stadium. The necessity of guide-lines for flood-lighting at every sport area was soon recognized.

12.5.1 Guide lines for Lighting Intensity

The advisory board worked out the first guidelines in the spring of 1971. It essentially based its calculations on television requirements. The DOZ used either motion picture cameras or electronic color TV cameras for color television recording.

Filming

Color motion picture quality is dependent upon film speed, exposure time and shutter setting.

- Film speed is determined according to its grain or resolving power and color temperature.
- Exposure time is determined by the actual speed of the film through the camera. Normally twenty-five frames are taken per second and the exposure time would be 1/50 of a second, 1/100 second for slow motion photography.
- The full shutter opening of the camera objective in the range from 1:1.4 to 1:2 is usually not enough for an adequate focus depth. Thus about one shutter setting is left as a reserve.

Color Television

Color TV cameras require a high lighting intensity to control the full operation range for a good interference clearance (about 40 dec. in the lighting intensity signal). This can be compared to a film speed of about 125 ASA or 22° DIN. As opposed to film the exposure time remains constant due to the fixed scanning frequency. Slow motion effects require no additional light.

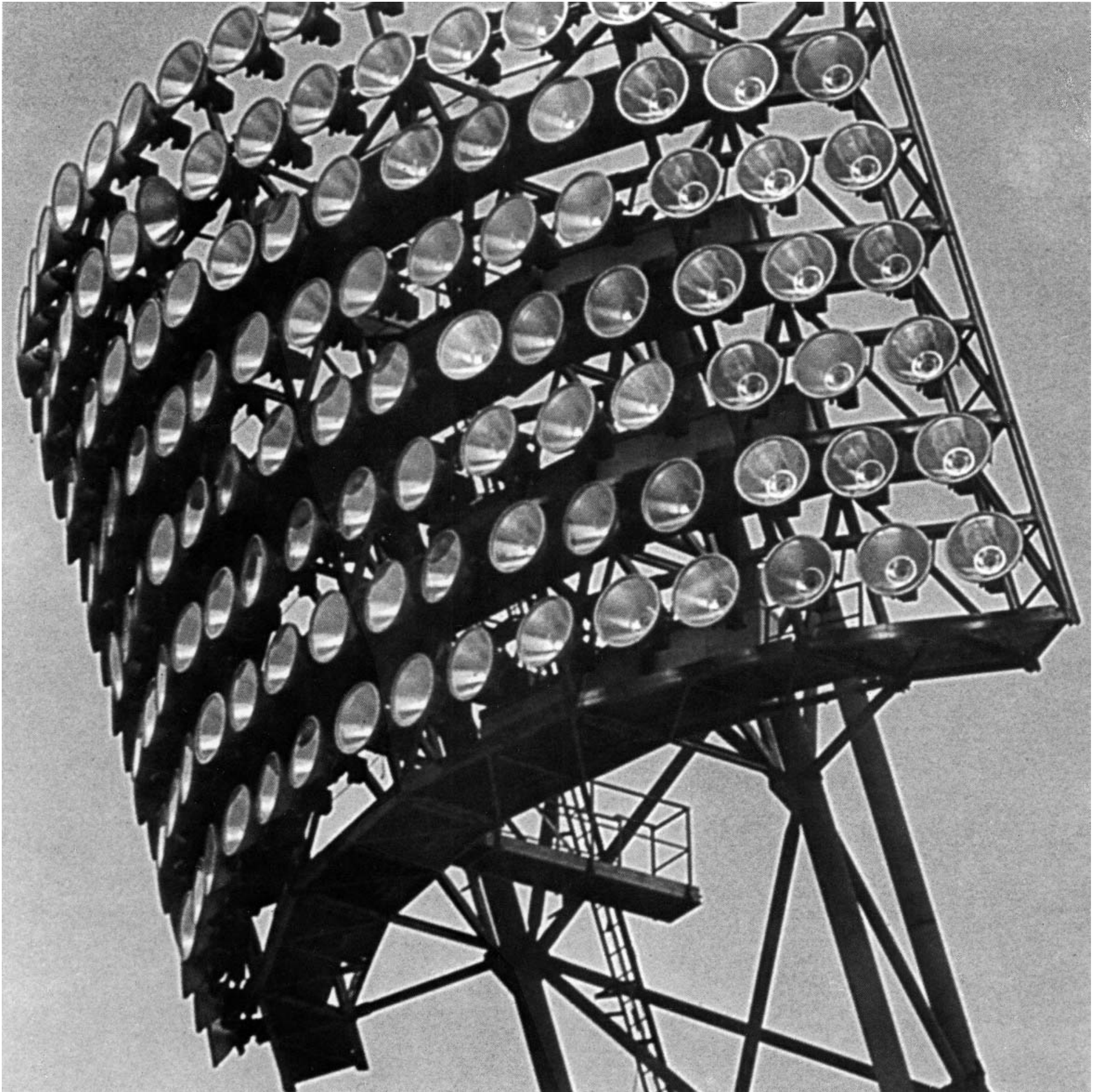
Focus Depth

The lighting intensity of the sport areas is also regulated according to focus depth. Fast sports require greater focus depth areas and thus larger shutter settings and higher illumination levels. The same is true for extreme close-up shots because the telephoto lens has only a relatively small shutter aperture.

Average Illumination Level

The required lighting intensity levels could be derived from these conditions for color filming and color television shooting. E means = 1,875 lux ought to be the average illumination level of the sports areas at a vertical plane in all four directions, measured at 1 meter height.

The OC also paid special attention to the uniformity of illumination. Color television requires a more constant level than black and white. This applies to both horizontal and vertical lighting intensity. Fast action sports also require even lighting in addition to higher intensities. The disturbing fluctuating picture brightness





Flood lamp in Olympic Stadium

caused by turning the camera can thus be avoided. The OC put up with a slight variation of lighting intensity and set the following norms for all four directions of the playing areas:

Vertical illumination

$$g_{1v} = E_{v \min} : E_{v \text{ means}} \geq 1:2.5$$

$$g_{2v} = E_{v \min} : E_{v \max} \geq 1:2.5$$

Horizontal illumination

$$g_{2h} = E_{h \min} : E_{h \max} \geq 1:2$$

g = uniformity

E = Lighting intensity in lux

The maximal illumination intensity relation permissible within the shooting area was not less than the ratio 1 : 40. An illumination rivaling daylight with an average color temperature ranging from 5,000°K to 7,000°K was needed at sport areas which required suitable lighting for color television where natural light or ordinary flood lighting would not suffice. Roofed sport areas, which received sufficient light during the day for television through windows or transparent roof constructions, equally needed sources of light similar to daylight.

All this was true for sport structures in Olympic Park. The OC decided on a uniform color temperature $T_n = 6,000^\circ\text{K}$, the general color rendition index came $R_a = 80$, the lighting intensity 1,875 lux (new value).

12.5.2

Installation of the Floodlights

The floodlights were installed in a manner most appropriate for each sport.

Television required a continually decreasing lighting intensity within the spectators' stands. It measured 900 lux at a height of 8 meters. This allowed the audience to take photos.

The OC equipped every floodlight installation with switching devices which could be immediately turned back on. It thus prevented sudden power failures from interrupting competitions.

It was very easy for the OC to avoid any blinding of the audience at any contest. Mechanical devices such as shutters, grills, louvers which limited the spotlights' angle of spread and did not hinder illumination of the sport areas were sufficient.

The requirements of a sport were governed by the characteristics of each type of sport. The most problematic sport areas were those which would foreseeably disturb the players either by particularities of the sport itself or by the use of equipment which had not been treated against glare.

The OC was often able to avoid blinding glare by relatively sharp lighting angles. It installed an appropriately larger number of spotlight units for the required vertical illumination intensity.

The OC needed many flood lights which shone nearly vertically and slanting to the side for the figure and high diving events. It achieved the necessary vertical illumination up to ten meters over the entire

surface of the swimming pool with them. It simultaneously eliminated any reflection from the water. The OC did not aim any spotlights on the divers because they would have disturbed the athletes' concentration.

A good contrast with the background was required on the volleyball courts. The players could not be blinded by the lights lest they no longer be able to see and return the speeding white ball. The arrangement of the spotlights had to take account of the architecture and colors of the sport area and equipment. The OC could not install any floodlights at the ends of the fields because they would have blinded the players. The OC therefore limited them to the sides. The spotlights installed on the sides nevertheless annoyed the net players. Tests during trial events made this quite clear. The OC readjusted them, provided them with shutters and painted the dark background white. Now the entire side of spotlights looked like a continuous strip of light. The grey paint at the court's ends provided sufficient depth of focus.

On basketball courts the areas under both baskets are technically difficult to light properly. The OC equipped the spotlights in this area with shutters. The choice of color for the floor was also determined by its degree of reflection.

The illumination of both fencing halls presented similar problems as the basketball courts. The solution was also similar. The masks and weapons produced no disturbing reflection.

The technical lighting problems in the weight lifting hall were caused by architectural conditions. The OC did not want to direct any spotlights into the eyes of the weight lifters. It installed them to the sides above one another and equipped them with shutters.

No disruptions occurred while the floodlight installations were in operation.

The athletes were generally not accustomed to compete under such high intensities of lights, but no complaints were recorded. Television crews were able to produce optimal transmissions.



Special post office in the Olympic Village

12.6 Services Performed by the German Bundespost

12.6.1 Postal Service

The Olympic Games demanded many postal services, both around the city and at the very centers of sport activities.

City Postal Service

The German Bundespost improved conditions in the city's central post-offices so that it could efficiently handle the increased volume expected during the Olympic Games. It created the spatial requirements for an orderly operation, built new post-offices, renovated existing facilities and improved the management with its "Olympic Building Program" that included building plans to the sum of 65 million DM. It adapted its operations to meet demands by increasing its central delivery personnel, by extending business hours and employing more clerks at its most important post-offices in the mid-town area and at the airport. The windows were marked in three languages and additional mail boxes were placed around the city, especially near the larger parking lots.

Olympic-Related Facilities

The OC fulfilled the wishes of sportsmen, journalists and spectators by special services. The German Bundespost advised it at an early date.

The OC — as organizer of the Games — needed seventy special post offices (without Kiel) and provided the greater portion of suitable areas for their accommodation. The German Bundespost paid for the furnishings needed for postal service. It also provided mobile post-offices when it was not possible to locate them in permanent structures if the need presented itself.

The OC provided twenty-nine of the seventy special post-offices for the exclusive use by the press. These were all located in permanent buildings. The Bundespost offered especially extensive services in the press center: seven letter and postal bank windows, a parcel post window, seven telephone windows (with 70 telephone booths), nine telex windows (with 47 teletype machines), two telephoto windows and three delivery windows. They all worked around the clock. The journalists made intensive use of the teletype services offered.

The German Bundespost installed 103 counters with 262 telephone booths and 179 teletype machines in the press sub-centers. The journalists did not make as much use of these facilities as expected because they could quickly reach the press center by the excellent transportation connections and there they found comprehensive information offered and ideal working conditions. A small special post office was located in the German Olympic Center (DOZ) for technicians and radio and television reporters. It had three windows and was heavily used.

The Bundespost set up a special post office for the residents of the Olympic Village in a central location. It had six letter and postal bank windows, three

delivery windows, one parcel post counter, delivery windows, one parcel post counter, two telegram windows, three telephone windows and a telex window. Especially during the afternoon and evening hours there was extensive use of the telephone facilities.

The German Bundespost sets up special post offices at all important events in the Federal Republic of Germany, especially when it issues commemorative stamps for an event. It also operated thirty-five special post offices for the public during the Olympic Games at all sport areas and at a few connected events. They were partially in permanent structures and of various sizes. There were mobile post-offices at eighteen sport areas. The special post-office in Olympic Stadium had sixteen windows, the smallest had one or two windows. The windows which sold commemorative stamps and used a special postmark were the most heavily frequented ones.

The German Bundespost placed additional postal conveniences at all important points in Olympic Park and in the Olympic Village: e.g. mailboxes, telephone booths, postage stamp vending machines and coin changers.

The OC had to make one special regulation for mail delivery to Olympic Village residents, journalists and technicians. Mail could only be delivered through locked post-office boxes.

A post-office box arrangement was set up in the Olympic Village special post-office where each nation had its own box.

The OC set up post-office boxes in the press center and in the DOZ. Accredited journalists, press agencies, radio and television technicians and employees could pick up their mail from them; i.e. ordinary mail, telegrams and special delivery mail. Notices were placed in the boxes for registered or certified letters. This mail was given out at the delivery windows when the card was presented. Only about half of the letters received came with correct addresses, but they were delivered without difficulty.

The Olympic Games essentially increased the operating expenses of the Munich postal delivery. The airmail correspondence was 60% and foreign mail 150% higher than normal.

12.6.2 Communications Services

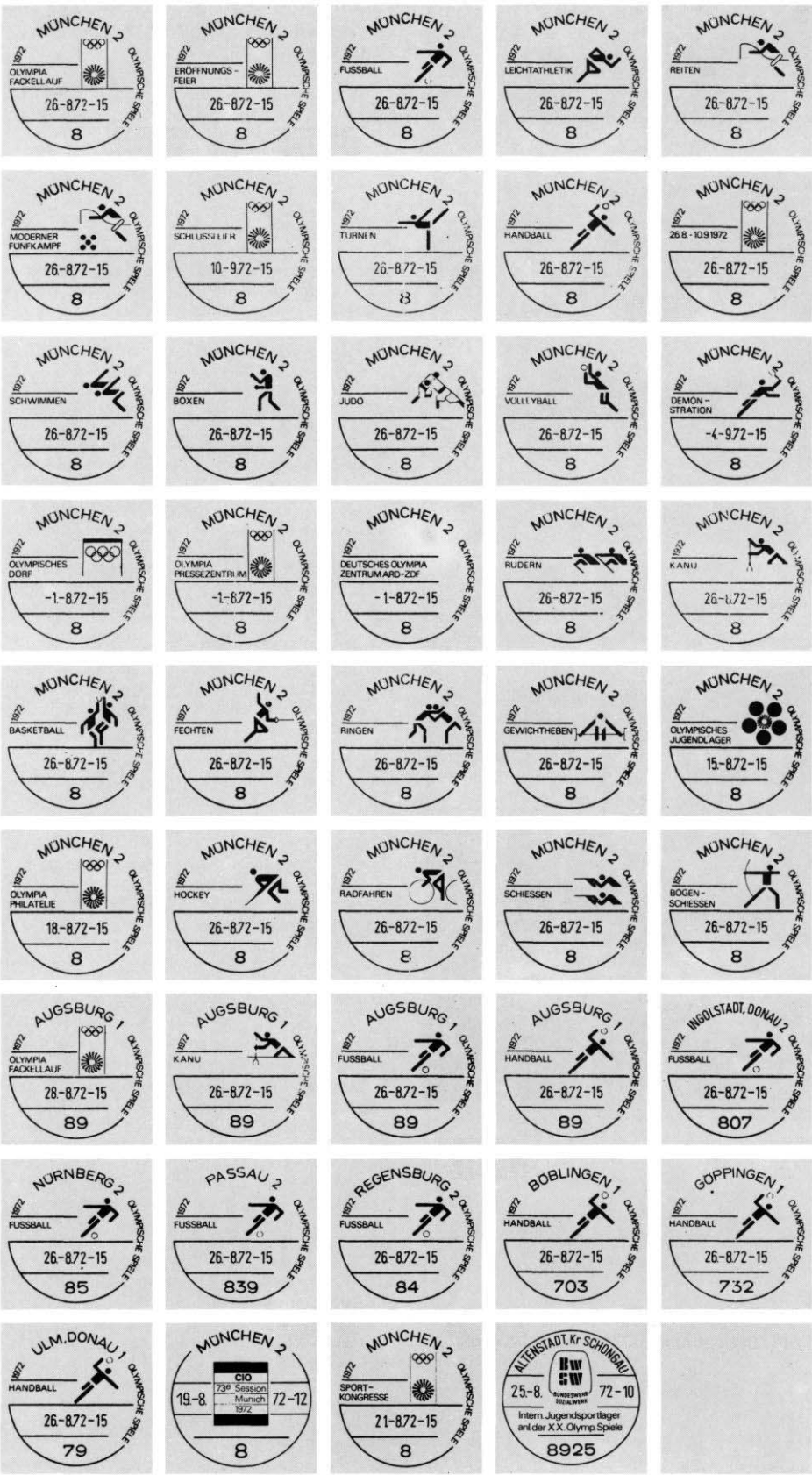
The arrangement of communication connections for the Olympic Games presented the highest quantitative demands on the electrical news media.

In 1966 the German Bundespost began the preparations of the communications measures for the Olympic Games. It had two partial duties:

The immediate measures and the improvement of the communications infrastructure necessitated by the Olympics.

The planning of the communications services was adapted to the users and their needs.

Special postmarks issued by the German Bundespost on the occasion of the 1972 Olympic Games



Spectators

Spectators were always able to use the thirty-five special post-offices with telephone, telegraph and postal services on the Olympic grounds.

Altogether 137 pay phones were installed in Olympic Park. They could be used for direct distance dialing within Germany and fifteen European countries. Their number met demands.

Athletes

The special post office in the Olympic Village served the athletes' communication needs. All told 12,319 telephone calls were placed, 1,607 telegrams sent and 130 telex messages were transmitted between August 1, and September 18, 1972. In all, 23,486 telegrams were received and distributed to the teams by the post-office boxes. The German Bundespost installed seventeen pay phones in the Olympic Village special post office and an additional thirty-seven pay phones throughout the Olympic Village for long distance calls within Europe.

The telegram traffic met expectations. The number of telephone calls increased noticeably in relation to former Olympic Games. This tendency will continue in the future. The public telex service in the Olympic Village enabled the teams' offices to transmit written reports immediately.

The participating nations had the use of 245 individual telephone connections. There were an additional 779 telephones with direct distance dialing. The OC paid for them.

The Press

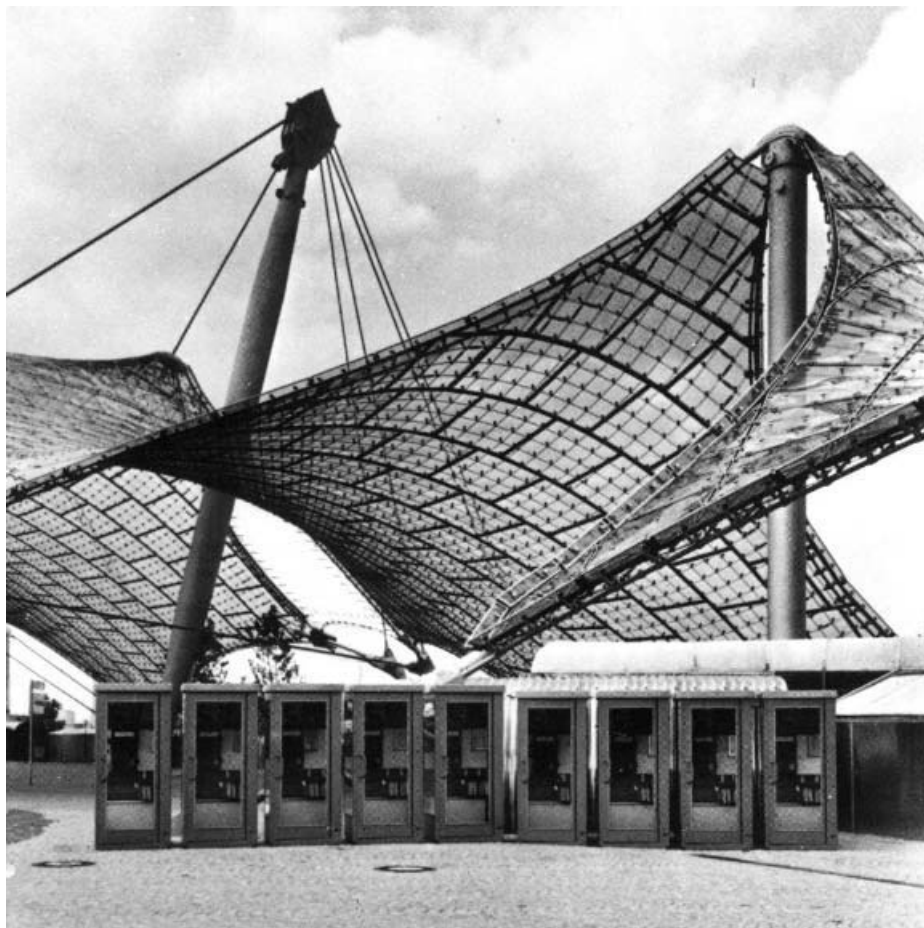
There were communication devices for the general use of the press in thirty-two buildings. Radio and television reporters could also use them. As a rule each communications service consisted of a telephone exchange, a telex exchange, pay phones and telegram service.

The press took care of most of their communications requirements in the press center. Olympic Stadium took second place. The figures for other sport areas dropped very deeply thereafter.

	telephone	telex	telegram
Press center	58 %	71 %	72 %
Olympic Stadium	11 %	12 %	9.2 %

The public wirephoto service in the press center accepted facsimile messages. The Bundespost also installed six wirephoto connection lines for privately owned portable wirephoto devices. They were hardly ever used and the wirephoto connection lines in the press sub-centers at outlying sports sites were not used at all. The thirty-seven teletype machines that produced perforated paperstrips were worthwhile. They were located in the press writing rooms and were used for 590 hours.

The general communications facilities were used to about 80% of their capacity during a few peak periods. The degree of use of telephones in the press sub-centers remained noticeably below this point. The same was true for the telex systems. Their capacity number was reached a



Telephone booths at the north entrance to the stadium and in the special post office in the Olympic Village

number of times in the press center, but they were seldom to moderately used in the press sub-centers.

The journalists could choose their own means of news communication. The telephone traffic did not increase extraordinary while the telex traffic increased surprisingly.

The journalists also needed numerous individual communications devices. They had to propose them themselves and the devices were then exclusively at their disposal. Binding requests by users were expected one year before the Olympic Games at the earliest. Thus the German Bundespost worked large reserves into the planning which proved to be sufficient.

The individual communications devices for the press were as following:

Telephone connections	1,341
Telex connections	66
Datex connections	1
Wirephoto connection lines	27
Extension lines	55

Rented lines with both ends within Munich:

Telephone lines	31
Teletype lines	75
Wirephoto lines	

Rented lines within the Federal Republic of Germany:

Telephone lines	1
Teletype lines	10
Wirephoto lines	4

Rented lines that cross the border:

Telephone lines	5
Teletype lines	48
Wirephoto lines	16
Multi-use lines	15
Teletype machines	238
Manual perforators	48

Radio and Television

Radio and television commentators could also use the general press communications facilities in the press center.

A special post office was also set up in the radio and television center. It was open daily from August 1, to September 15, 1972 from 7 A.M. to midnight. Altogether 2,574 telephone calls were placed, 277 telegrams were sent and 715 telegrams were delivered during this period.

The German Bundespost provided the following individual communications facilities for communications within the DOZ and 86 other radio and television organizations:

Telephone connections	502
Telex connections	26
Datex connection	
Wirephoto connection line	1
Extension lines	130
Transverse lines	2
Rented telephone lines within Munich	15

Rented lines within the Federal Republic of Germany:

Telephone lines	3
Teletype lines	1

Rented lines that cross the border:

Telephone line	1
Teletype lines	6
Multi-use lines	3
Teletype machines	46
Manual perforators	1

Radio and Television Transmission Lines

The radio and television transmission lines system was the crucial factor in providing radio and television communications. The German Bundespost set up a feeder line system to transmit sound and television signals from the sport areas to DOZ. The sound line feeder system connected thirty-six recording sites with the DOZ. Some 3,157 lines were needed. Television feeder lines connected twenty-five sites with the DOZ.

The Bundespost used all known transmission techniques to manage this task:

- Low frequency and carrier frequency cables, stationary and mobile directional radio transmitters for sound lines.
- Video cable and 21 MHz cable stretches, stationary directional radio and mobile directional radio reporter devices in the new 13 GHz technology for television carrier lines.
- The German Bundespost concentrated 39 transmission trucks from all over the Federal German Republic for the temporary directional radio stretches.

The German Olympic Center put the programs together. From there they were taken by the distributing system of the German Bundespost to the broadcasting stations.

The 360 telephone channels, 44 high-quality sound channels and 96 reserve channels in this system ran to the German Bundespost's main sound switching center in Frankfurt am Main. This was the center point from which all the lines in Germany and to foreign countries radiated. All told 220 transmission lines to forty foreign countries were switched here for continuous transmission or for certain times. The lines for last minute transmissions also led here.

The Olympic Tower was the switchpoint for 14 television distributing lines. It was connected with DOZ by local television cables.

Out of fourteen television lines, three went to Frankfurt am Main and four to the German Bundespost world radio center in Raisting near Munich. In Raisting there were television channels provided for Asia (1), North America (1), and Middle and South America (2) by news satellites. All television broadcasts of the Olympic Games were produced in the color television norm PAL 625/50. The television signals could be changed to the color TV system SECAM at Frankfurt am Main or to norm NTSC 525/60 at Raisting according to the wishes of the receiving countries.



Radio relay device on
Olympic Tower

The OC's Inner Organizational Communications

The OC took care of its inner organization communications principally by private multipurpose facilities. Due to the unusually high concentration of Olympic-related organizations in Olympic Park it was technically and economically practical to set up a large multipurpose communications installation in Olympic Stadium. The OC utilized small private multipurpose installations with transverse lines in the outlying competition areas. The OC took care of distance contests (e.g. three-day riding event - endurance test or single road cycling) with private communications installations which either allowed only internal traffic or were connected to a private multipurpose installation by a branch line. The German Bundespost operated this telephone network and provided

- 529 trunk lines to private branch exchanges
- 196 transverse lines
- 1,698 multi-use lines
- 16 branch lines.

There were an additional 1,358 telephones for the OC installed in Munich's local telephone system. The management center could transmit written directions to fifteen sport areas with four special teletype conference devices at any time.

Computers processed the Olympic data. The German Bundespost installed the data transmission lines. Ninety-three four-strand teletype lines transmitted results to the contest computer center. Ninety-five two-strand teletype lines led from them to the receivers of the result services. Seventy-two four-strand lines for modern operation connected the information system computer center to the read-out station.

The German Bundespost installed a total of 260 data transmitting lines for the Olympic data network. There were an additional fifty-eight telephone connections which connected the data stations with one another.

Additional Olympic-Related Requirements

In addition to those already mentioned thirty-four public institutions and sixty-three other enterprises had Olympic-related requirements. The Bundespost installed the following for them in Munich:

- 307 telephone connections
- 72 trunk lines on branch exchanges
- 29 Telex connections
- 13 transverse lines
- 31 local telephone call lines
- 14 long distance telephone call lines
- 10 local teletype lines
- 8 long distance teletype lines.

The German Bundespost set up two special offices for the communications facilities of the Olympic Games which proved worthwhile.

- A special office was located at the edge of Olympic Park. It accepted all requests for Olympic-related communications facilities and spared people from having to search for the branch of the German Bundespost Organization responsible for a certain area or service. This "Olympic Notification Center" handled 16,000 installation contracts in two years.

- Complaints or special requests were also handled in the Olympic Communications Office during the Olympic Games. This higher authority was able to clarify fifty-three disputes regarding communication services.

This report on the immediate communications measure for the Olympic Games could only sketch a few of the tasks facing the German Bundespost. It had to accomplish extraordinary feats in every sector of communications techniques right down to problems of infrastructure. The following should also be mentioned:

- the building of thirty new telephone exchanges in Munich,
 - the telephone number information services,
 - the telephone and teletype repair services,
 - the telephone announcement service with special Olympic notices in three languages,
 - the licensing of 2,600 radio transmitters and the selection of their frequencies.
- The cooperation of the OC with the German Bundespost was successful in every area. The wide-ranging and often very difficult tasks posed were completed precisely and conscientiously without any complaints.

Olympic television broadcasts were transmitted all over the world via the ground radio relay installation in Raisting in 1972. TV signals need four-tenths of a second to travel to the 36,000 kilometers distant news satellites and back.



13

Publicity at the Olympic Games means reporting and public relations. The publicity commission which was established in February, 1969, wanted to concern itself with both duties. Panels were intended to clarify specific detailed questions: press, radio, television, film, public relations and tourist trade. Public relations were supposed to be included with reporting also in the main area of the general secretariat. This combination in the early stages led to misunderstandings in the limiting of competencies, however. Therefore, the OC revised the organizational structure of publicity work and divided their competencies clearly in the middle of 1967. From then on there were two different commissions: the Commission for Publicity which only concerned itself with public relations and tourist trade, the Press Commission, which clarified all questions regarding information and reporting.

Two clearly divided departments were set up in the general secretariat; in addition to the press chief hired by the executive board in the beginning of 1967, the director of a separate department "Public Relations" started work on January 1, 1968. Both worked very closely together on almost every major campaign.

13.1 Public Relations

The OC could employ its public relations methods only in 1969 after the end of the Olympic Games in Mexico City. The IOC decreed in its statutes that the publicity for the next Games ought not to begin before the close of the preceding Games. The OC of the XIXth Olympiad in Mexico City followed this directive exactly and thus seriously hindered the work of the OC of the XXth Olympiad during its stay in Mexico City in 1968. The individual publicity measures had to be prepared carefully, their comprehensiveness and world-wide significance had to be tuned to each other at an early time and had to be employed in a unified frame of reference. It was only in this way that they could be employed in an exact and target-directed manner and thus protect the OC from false investments.

13.1.1 The Development of the Overall Conception

The department "Public Relations" in the general secretariat began its work on January 1, 1968. The most urgent task was to develop a general, fundamental and world-wide conception for public relations which employed verbal as well as audio-visual means of communication. Its goal was the greatest possible effect with as few expenses as possible. A fund of 9.2 million DM was placed at its disposal by a decision of the executive board of the OC on September 9, 1968. The attraction of visitors was the goal and the main aim of Olympic public relations. This was not self-evident. Munich has enjoyed the reputation of being a tourist trade center for some time and even the Olympic Games themselves have exerted a stronger and stronger drawing power in the past two years. Was an additional aimed public relation drive still necessary at all? The OC thought so. The events of the Olympic Games were never yet sold out and even

in Munich in 1972 this was hardly expected. It was less the case of trying to sell every admission ticket and thus have as much profit as possible, rather the goal was to enable as many people from as many countries as possible to take part in this sporting and artistic event. In this context it was attempted to win over as guests people who were not particularly interested in sports.

Other public relation goals were also based on the attractiveness of the Olympic Games beyond their essentially athletic purpose, but nevertheless they were incorporated into the entirety: i.e. the public relations for an image of Germany in foreign countries — the German hosts and the German landscapes.

The OC already in the pre-Olympic period had the uncommon opportunity to refer to the host country unobtrusively and thus help to eliminate or to correct bad memories, reservations, mistrust and scepticism in regard to Germans. It was understandable that such a negative image in reference to the political past of Germany in the first half of this century still existed in the public opinion of many countries. The OC had to undertake to radiate trust, sympathy and goodwill.

It also desired good public relations for the tourist trade opportunities of the Federal Republic of Germany — especially Bavaria and Munich.

Winning friends for the Federal Republic of Germany also meant to present general tourist aspects in the publicity - the beautiful landscapes in the Federal Republic of Germany and the Free State of Bavaria and the cosy, lovable atmosphere of Munich as a center of sport and the arts appeared especially desirable as a destination by such tourist trade publicity. Even the visitor who is merely passing through the Federal Republic of Germany en route to some other destination ought to be stimulated to stay longer in this way.

The aims of the public relations were already set, but not yet the methods. The OC could scarcely base itself on past experiences. Only scanty reports were available on the public relations methods at previous Olympic Games. In addition, they were hardly comparable and could not be utilized without additional consideration. Thus the OC had to develop its own conception. A most comprehensive study was necessary for this, which would research the attitude of foreign countries towards the Germany of our times.

Statistical information on this problem was available in the archives of various institutions. Thus, for example, there was information on Bavarian tourism from previous years, but it had hardly anything at all to say about the attitude of tourists passing through from northern and western countries. It was even more difficult to collect data concerning the attitude of possible visitors to the 1972 Games.

Despite these gaps in information, the available statistical material was still sufficient to draw the first concrete conclusions in regard to the potential international visitors and to the utilization of specific publicity measures. The general

secretariat formulated the situation analyses and the conclusions based upon them into an overall conception as a basis for further action in the area of public relations and public measures, which was then approved by the executive board of the OC on March 11, 1969.

13.1.2 Publicity Measures in 1968

Publicity work in 1968 concentrated on the general preparations of all public relations measures for the coming years. Specific publicity measures were developed for the coming years:

- The advertising film of the City of Munich was outdated in its content on many points. The OC wanted to replace it with a new information film. The unedited version was ready in September, 1968.
- The idea of publishing art posters which was already discussed by the end of September, 1967 was put into reality by the establishment of a company in June, 1968. They were not intended to be sold merely as art objects, but rather as advertising posters that would appeal to certain target groups.
- The art technique of the official sports posters was also discussed.
- A competition for the standard poster was also planned into this drive.
- A special Olympic edition of the periodical *Münchner Leben* and 7,000 pictorial brochures were issued as the first publications.

The film, the publications and the first wooden model of Olympic Park were coordinated as an informative exhibit. The OC presented itself for the first time to the public with this exhibit during the 1968 Olympic Games in Mexico City.

13.1.3 The Cooperation of the OC with other Organizations and Institutions

The general secretariat could expend around 150,000 DM for the publicity measures in 1968 whereas there was no possibility to raise funds for the expected costs of 9.2 million DM for public relations in the overall budget of the OC. The OC tried to take advantage of all economical or costless possibilities for efficient publicity. It offered cooperation with every type of organization and institution. Jointly financed drives could elevate the publicity level of the OC indirectly. The most important partners of the OC were:

Federal Government

The Press and Information Bureau of the Federal Government and its mailing office. Inter Naciones distributed the publicity materials of the OC to every German representative all over the world. In addition the Press and Information Bureau organized its own campaigns. Three communiques of the Foreign Office to the diplomatic missions in foreign countries referred to the importance of the Olympic Games for the Federal Republic of Germany.

The Airlines

The OC regularly supplied fifty-five airlines with public relations materials, informative films and models. It was understandable that it strived for an especially close cooperation with the German airline Lufthansa.

The German Center for Tourist Trade

It distributed the publications of the OC through its sixteen foreign representatives.

The Tourist Trade Bureau of the City of Munich.

The German Federal Railways.

The German and Bavarian Travel Bureau.

In addition to these six main partners for public relations of the general secretariat the following must be mentioned:

- Joint campaigns with numerous firms, banks, department stores and individual businesses.
- Joint campaigns with two steamship lines for the sailing publicity.
- The advertising campaigns for the Olympic Games which were undertaken by commerce under its own direction.

13.1.4

The Start of Olympic Publicity

The OC entered the public relations scene for the first time during the 1968 Olympic Games in Mexico City with an exhibit consciously kept small. The publicity was supposed to be started officially with a large event in the spring of 1969. The OC invited all the German medal winners in Mexico City and all German Olympic winners from 1908 to 1964 living in the Federal Republic of Germany to Munich. The OC paid their travel expenses. The Munich hoteliers provided free accommodations. The event was called "Munich prepares itself".

One hundred and seven medal winners accepted the invitation. The City of Munich received them on March 8, 1969 in the Altes Rathaus hall and the OC informed them of the preparations for the 1972 Olympic Games. The following social evening event at the fair grounds was broadcast by the Second German Television (ZDF). It held an extended "Aktuelles Sportstudio" with many guests and an international entertainment program in the Bavaria Hall. The Munich population could participate directly in this evening event. Sixteen million viewers followed it on television. A widespread echo in the pictorial and daily newspapers was the result of a press conference held by the OC.

13.1.5

Empirical Reinforcement of the Visitors' Public Relations

Extensive gaps in information still kept turning up in preparing the visitors' publicity — the main point of the public relations work. The situation analysis in 1968 had limited itself to the evaluation of available materials. There was no empirically sound information available concerning visitors to Munich, their motivation, their reasons for travel and their concrete expectations.

The motivations for attending the Olympic Games had changed in the past few years. Previous Olympic Games and the ordinary trends in tourist traffic could hardly supply data for the Olympic public relations work in the coming years. Original surveys were indispensable here. They were intended to clarify the motivations of foreign visitors to the Olympic Games in Munich empirically. They were also intended to certify conceptions already approved and to refine their argumentation. Together with the City of Munich and proceeding from the overall conception the OC worked out the following list of questions:

- To what extent will general motivations for a visit to Munich be tied up with attendance at the Olympic Games?
- Which groups in the population could be stimulated by which means to attend the Olympic Games?
- The potential visitors will be composed of which groups?
- How much interest is there in sports?
- Which kinds of sports are favored in the country of origin?
- Attitude toward the Olympic Games and their ideal?
- Does a stereotype of "Olympiad in Munich 1972" already exist?
- Concept concerning the situation in Munich during the Olympic Games (transportation, accommodations, driving facilities, prices, etc.).
- Degree of readiness to attend the Olympic Games.

An institute for marketing and social research in Munich was commissioned by the OC to poll 1,100 hotels guest and transient tourists from seven major countries from August 1 until September 15, 1969. The institute evaluated these samples, processed them analytically and presented them at the end of 1969 in a volume of tables with about 20,000 facts and text analyses. Important viewpoints resulted from this survey for the public relations work of the OC. Thus, for example, it was made apparent that the planning time for overseas trips had sunk from the previous two to two and a half years to the present one year. In addition the processing gave attention to the increasing criticism of the transportation situation and services in the city of Munich. The danger existed that these factors might impair the positive image expected of Munich and the 1972 Olympic Games.

Pre-Olympic reception on board the German passenger ship "Bremen" in New York: Willi Daume, Heide Rosendahl, Jesse Owens

13.1.6

The Development of Publicity Methods

In 1969 the available publicity methods were further developed. The following were added:

A deployment plan regulated the world-wide distribution of the informational film. The preliminary brochure was distributed to foreign tourists in Munich and Bavaria. The standard and the first sport posters were ready at the end of 1969. The Olympic Park models and the basic elements of the traveling exhibit were mass-produced.

In 1970 the OC built its public relations on these foundations. The publicity started with an Olympic reception aboard the passenger ship "Bremen" in New York harbor on May 22, 1970.

Simultaneously the OC developed a concept for especially efficient public relation activities in Africa. A poster designing competition was the main feature. The president of the OC announced it on November 27, 1970 in Dakar.

These and other publicity campaigns placed the greatest emphasis on a general image of public relations. Political and cultural aspects were stressed. Special attention was given to measures which were expected to result in intensive press and television reportages.



The publicity in regard to visitors receded in its importance on the other hand. This was supposed to begin only when the admission tickets and accommodations were available. And even then it would not be purely commercial advertising but rather pursue the targets of public relations work mentioned above. All over the world the OC noticed an increasing interest in the 1972 Olympic Games, which made a still more intensive information necessary. In addition the OC now was already able to prove its actual competence since the planning stage was completed and the implementation in regard to construction and organization had begun. 1972 marked the high point of publicity measures. The editions of brochures and posters increased and exhibitions and other special campaigns took place ever more frequently. The OC produced another new informative film. It supported the national agencies in selling admission tickets. The OC extended its cooperation with numerous institutions and organizations. It held press conferences on every continent, etc.

13.1.7 Publicity within the Federal Republic of Germany

A hospitable and helpful population ought to welcome the Olympic guests in the summer of 1972 according to the concept of the OC. Thus the OC directed its public relations and publicity activities in this direction. This was to be seen, for example, in the television spots for the "Spiral of Fortune" and in the — locally restricted — publicity support in the bed registration campaigns.

As the Olympic Games approached, the publicity within Germany became all the more important. After the middle of 1971 the OC formulated a special public relations program for the Federal Republic of Germany. It was intended to secure a positive attitude in the population toward the Olympic Games and if possible to strengthen it. This appeared absolutely necessary because of the substantial cost increase for the buildings as, opposed to the original announcements, the limited advance sale of admission tickets and the new lottery system chosen for the "Spiral of Fortune" had instigated a quite critical attitude among the resident population in regard to the Olympic Games. Nevertheless, an investigation of the Federal Press Bureau in the summer of 1971 determined an overwhelmingly positive basic attitude to the Olympic Games. 65% of those asked held it to be a "good thing" that the Olympic Games were to take place in the Federal Republic of Germany. However, this positive attitude declined with the increasing age of those surveyed.

The goal of the domestic publicity and the public relations program was to interest every citizen of the Federal Republic of Germany in the Olympic Games as a public concern of everyone. Each ought to view the Olympic Games as "his own" and to identify himself with them. He ought to feel himself to be the host. Various institutions apart from the OC worked with the public relations program presented in October, 1971. The individual drives with their costs and dates were fixed in the program:

Special measures in the greater Munich area. Target groups for special PR campaigns were young people between twelve and twenty years of age. The OC was in contact with the authorities and youth organizations: the Ministry for Education and Culture of the Free State of Bavaria, the Municipal School Board of the City of Munich, the Youth Cultural Work, the Bavarian Youth Ring, etc. Due to the great number of important institutions and varying fields of jurisdiction a joint campaign in the manner planned could not be put into reality unfortunately. The unexpected weak response of the school administrations to the information offered by the OC in the test area of Munich put the success of its efforts into question from the very beginning. A larger event planned in the Congress Hall of the German Museum in Munich had to be canceled mainly because an insufficient number of school administrations wanted to release their school classes from instruction at the same time.

The OC limited itself in this situation to presenting individual lectures, to stimulat-

ing study groups on the theme "Olympic Games" in the upper classes of high schools, to answering individual questions by pupils and to the distribution of Olympic posters to 1,000 schools, among them all senior and junior high schools in Bavaria and all elementary schools in Upper Bavaria and Augsburg and vicinity. In addition, films were shown in the schools.

Intensification of cooperation with the mass media: television, radio and newspapers with large circulations.

Invitation of the Federal Press Conference in Bonn (about 250 journalists in politics and commerce) to Munich on October 23 and 24, 1971.

Increasing cooperation with the press in advertising the "1972 Spiral of Fortune".

Production of the television film series "Munich's Olympic Notes" by Bavarian Broadcasting in cooperation with the DOZ, Telepool and the OC. This series was broadcast by the German television companies.

Lecture service
The OC primarily briefed the gymnastics and sport organizations and the Federal Army from November, 1971 to April, 1972 by means of a special lecture service set up for this purpose.

Film projection service in the schools
After the autumn of 1971 the German Olympic Society demonstrated the film "Olympic Challenge", produced by the same society, within the range of a school film projection service in every school of the Federal Republic of Germany. The pre-Olympic information film of the OC entitled, "A City Invites" was also shown. At the end of June, 1972 this campaign was finished. It reached about one million pupils.

13.2 The Pre-Olympic Information Films of the OC

The City of Munich supported its presentation before the IOC in Rome in 1966 with a very impressive film.

This film was distributed world-wide in 90 English, 87 German and 60 prints in other languages even after the successful application. The official representatives and cultural institutes of the Federal Republic of Germany abroad received it through Inter Naciones. The German Lufthansa employed it in its publicity in the USA. It was broadcast on television. The film received the following awards:
— The bronze medal at the International Film and TV Festival of New York, 1966,
— The rating "worthwhile" by the Film Review Station in Wiesbaden.
These awards attest to the cinematographic quality of this film.

13.2.1 The First Information Film of the OC

The OC planned to utilize additional informational films and planned to present the first of these films at the Games of the XIXth Olympiad in Mexico City in 1968. The application film of the City of Munich was no longer usable for this purpose. The preparation work which had taken place during the past two years and especially the structural changes already carried out at Oberwiesenfeld demanded a new formulation of the film.

A new, more relevant film had to be produced. It ought to project comprehensive information. It was to be characterized by an attractive documentary style: no special scenery, no performers.

Together with the Insel Film Co. Ltd. in Munich the general secretariat worked out a rough script with the title "A City Prepares Itself" before April, 1968. It included the work done and the planning with regard to construction, transportation planning and the cultural program. In addition there was a preview of how the 1972 Olympic Games were to be represented. Further, life in the two Olympic cities of Munich and Kiel and the landscape and cultural beauties which lie on the way between the two cities were shown.

In September, 1968 the rough edition of the film was ready. The English language edition of the film was also finished punctually before the Games in Mexico City. Later the closing ceremony of these Games with a reference to Munich, 1972 was spliced into the film as a lead-in. The final length of the film was 180 meters, its running time was sixteen minutes.

Distribution

Publicity supported by a film is very effective but unfortunately very expensive. The City of Munich paid more than 100,000 DM for the production of its public relations film. The OC paid 120,000 DM for the first informational film. In addition there were the production costs for prints. The OC could arrange for extensive publicity only with a sufficient number of narrow 16 mm prints and several standard 35 mm prints, trying to achieve the best possible effect with as low costs as possible. The OC purchased the 16 mm prints from the producer at a reduced unit price and

developed a long range plan for utilizing the films so that the prints would be used economically and effectively in close cooperation with German and international film distributors.

In July, 1969 the OC signed a contract with the Union of State Film Services in order to be able to employ the film as widely as possible in the Federal Republic of Germany. The State Film Services received forty prints on extended loan for unlimited and non-commercial short-term loan to all interested persons and organizations. The OC paid on operational and service charge of DM 6.— for each showing. The non-commercial German Film Center included the informational film in its program which was available to all its clients in the Federal Republic of Germany. The Tourist Trade Bureau of the City of Munich employed it within its visitors service.

In November, 1968 Inter Naciones said that it was ready to distribute 170 prints of the OC's informational film to all German representatives in foreign countries (embassies, diplomatic missions, general consultates and consulates). Inter Naciones itself produced the prints needed and dubbed the film in various foreign languages. The OC included the world-wide distribution system of the film companies and paid \$ 3.50 (U.S.) for every showing as an operation fee.

In addition, the airlines which serve the Federal Republic of Germany were included in the film publicity. They received free prints of the film on extended loan so they could be projected, for example, on board Boeing 747s. The film was also shown in the cinema aboard passenger ships which the OC included in its ship public relations. The German Center for Tourist Trade in Frankfurt also arranged for widespread distribution.

The OC also employed the film internally for the information of its visitors, at exhibitions, at receptions, during the "Drum Beat" drive, and in its lecture service.

Businesses and organizations in commerce could purchase commercial prints of the film from the producer. A commercial utilization of the film by distribution to movie houses as a short subject before the regular feature film was rejected for financial reasons.

Acceptance into the Television Program

The OC chose two methods of operation for world-wide television transmission of the informational film:
Commercial Use
On contract with the OC the European television program distributor Telepool loaned the informational film to as many television networks as possible in Europe, the U.S.A., Canada, Australia, New Zealand, Japan and Mexico and thus earned as many licensing fees as possible. Some 20% of the respective gross income was retained by Telepool, the rest went to the OC. In this way some of the costs for the prints were covered. Telepool offered the exclusive broadcast right for the film to preferred television companies which had television broadcasting contracts with the OC. In individual cases the OC was able to distribute the film directly.

Non-Commercial Use

The world-wide distribution of the film was much more important to the OC than the licensing fees. For this reason television stations in Africa, Asia (excluding the USSR and Japan), Latin America (excluding Mexico) and the Caribbean could broadcast the film free. No income could be expected here from experience. In August, 1969 the German Television Transcription Co. Ltd. Transtel took over this non-commercial distribution.

The informational film "A City Prepares Itself" received the following awards:

- The gold medal at the International Film and TV Festival of New York (in the category of industry and educational films with 780 entries).
- A special prize of the NOC of the USA on October 17, 1969.
- It was chosen for the film parade of the "Photokina 1970" as one of the best films in the world of its type.
- At the International Film Festival in Kranj in 1970 the film was shown as the opening presentation and was broadcast on Yugoslavian and partially on Bulgarian, Rumanian, Hungarian, Austrian and Italian television.

13.2.2

The Second Informational Film of the OC

In 1971 the organizational preparations of the OC had progressed so far that the first film lost its relevance and had to be replaced by a second film. It was called "A City Extends an Invitation" in imitation of the title of the first film. It departed essentially from the previous film in that it went beyond being a pure documentary and did not portray merely impressions. Additional elements in formulation gave it more variety:

- Picture compositions with animation and the Olympic symbolic figures,
- Scenes with minor actors and extras with a series of pictures,
- as the most important element of formulation a leading figure "The Pretty Municher".

This film continued the essential contents of its predecessor. The "Pretty Municher" led the viewer through Olympic Park and the other sports sites (also in Augsburg and Kiel) and informed him of the cultural program. The City of Munich and the "Olympic Route" from the Baltic Sea to the Upper Bavarian Mountains were also portrayed.

The premiere of this new film took place in Munich on May 22, 1971 on the occasion of the AIPS Congress. Its entire cost ran to 177,800 DM. It also received numerous awards:

- The gold medal at the International Film and TV Festival of New York in 1971.
- The first prize as the "Best Tourist Public Relations Film" at the XXIth International Week of Tourist and Folklore Films in Brussels.
- The "Title of a Participant" at the 11th Advertisers' Film Week in Barcelona, 1971.
- The "Certificate of Excellence Award" at the Sunset Magazine "Travel Film Festival" in Anaheim, California from January 1 to 16, 1972, the longest film festival of this type in the USA.

This second and final informational film of the OC was distributed through the methods and firms described above. The OC extended its commercial use. A print was produced on super 8 mm film and its length was cut to eight minutes. One of the largest mail order houses in the Federal Republic of Germany distributed the film under the title: "Munich 1972, Meeting Place of the World".

13.2.3

Additional Films

"Children's Olympiad"

The Jörn Brockner Film Production produced a color animated cartoon from the results of a children's painting contest of the *Süddeutsche Zeitung*. This cartoon was distributed and sold widely as a short subject in movie houses non-commercially by the State Film Services. The OC also purchased 16 mm prints and employed them together with its own informational films.

The Television Film Series "Munich Olympic Notes"

In co-production with the OC, the German Olympic Society, Telepool and Transtel, Bavarian Broadcasting produced a color television film series each consisting of ten-minute periods on special themes of the preparations for the Olympics.

- A Munich Weekend
- Munich - City for the Young and for Sports
- Host
- The World in Munich
- Carefree Games
- Organization, Technology, Press

This series offered the OC the chance of an advantageous reportage on television. It contributed 6,000 DM to the production costs of each film and cooperated on the conception and took part in the cutting and editing.

The series was limited to six episodes because of considerations of time and money. Bavarian Broadcasting and other members of the ARD broadcast them after May 6, 1971 in their regional programs. Transtel recorded the series after October, 1971 in its transcription service and produced editions in English, French, Spanish and Portuguese. Telepool distributed the series in the remaining countries for a licensing fee. The OC continued its film publicity until the end of 1972.



Bavarian folk dance during a reception in connection with the presentation of the OC at the Plaza Hotel in Mexico City in 1968



Model of the Olympic installations at Oberwiesenfeld

13.3 Exhibitions

Already at its application in Rome in 1966 the State Capital City of Munich used an exhibition to advertise the merits of its proposal. The OC accepted this idea and from the very beginning concerned itself in its publicity work with developing a permanent and variable itinerant exhibit which would advertise for the Olympic Games world-wide.

13.3.1 The Presentation of the OC in Mexico City, 1968

The OC introduced itself even at its very first public debut with an exhibit. It set up a small art exhibit in the Plaza Hotel in Mexico City. It displayed German paintings, graphics and sculptures with sport themes from German museums or private collectors - among them copies of four Moorish dancers from the Altes Rathaus hall. Other exhibit elements were more orientated to the future. These were developed further in the following time and appeared repeatedly:

Large photographs with scenes from Munich, Kiel and the Federal Republic of Germany.

A model of the structures at Oberwiesenfeld.

13.3.2

The Model of Oberwiesenfeld

A model of the entire Oberwiesenfeld later became the focal point of the traveling exhibit. Its production was difficult. Precise architectural plans were needed, but there were none available at that time - in March, 1968. A final decision had not yet been reached on the tent roof construction in Olympic Park, either. In addition, final decisions were lacking on the Center of the Olympic Village, the Press Center and the formulation of the entire grounds. This uncertainty lasted until the summer of 1971. As a result parts of the model had to be changed on short notice during its production since the blueprints had been altered in the meantime. Completed models had to be redone repeatedly.

The costs of the models caused still greater concern. The OC paid 12,000 DM for the first model which it exhibited in Mexico City in 1968. This same model had become outdated in the meantime. Five new models had to be built next and so the cost was reduced. The building elements of the model were made of plexiglass, the tent roof of polyester and the greenery of wood. These models were exhibited in the OC's building and in the Olympic Tower. Another model could be viewed from September 1, 1969 until September 30, 1972 in the rooms of the Munich Fair Society where visitors were informed in depth with the help of additional plans and brochures. The mass production of the model proved to be increasingly necessary and not only in regard of production costs since a number of these models were needed for the exhibits planned. The mass production of such objects had never been carried out before. The OC developed mass production methods through tedious detail work during the early summer of 1969. The Tourist Trade Bureau of the City of Munich helped the OC in this

work. Six firms offered development work without charge. Raw materials and so-called deep-drawing machine hours were donated during the later production.

The model was finally deep-drawn in December, 1969 after many months of developing the technique. The technical prerequisites for the duplication of the model in large quantities were available. The models could be produced for 900 DM each. The net weight of one model was 88 kilograms and it measured 1.75 by 2.05 meters.

13.3.3

The Supporting System

Parallel to the model, the OC developed a variable, easily transportable standard Olympic traveling exhibit. The models of Oberwiesenfeld and Kiel were the center-points, pictorial and text posters gave information regarding the sports and cultural program of the Olympic Games and their significance to the Federal Republic of Germany. Photos gave an idea of the current stage of preparatory work.

The posters were mounted on light-weight building panels which consisted of three interchangeable sections: of a DIN-A 1 panel, each above and below, as well as of a DIN-A 0 middle section. The posters were glued securely to both sides of the middle section. This method was not ideal since the posters, once they were glued on, could not be exchanged any longer and later additions were impossible. Thus in April 1971 the OC developed a new fastening technique. The posters were fastened to light 1 to 2 mm thick polystrol middle support panels which were sticky on both sides. At the exhibition site they were glued to the middle section and removed after the exhibit. The panels stood on two slip-proof legs and were connected at the edges with hinges. They were shipped in blue water-tight shipping cases made of laminated 16 mm thick Douglas fir plywood.

The panels were supposed to stand at right angles to each other at the exhibit. This increased stability, provided space and offered a viewing path without pressure. Posters and plates belonging to the same theme were placed together into groups which sub-divided the exhibit. Models and the supporting system were the essential elements of the traveling exhibits.

The exhibition took place for the first time in Bonn on April 14, 1970. The members of the German Bundestag and the Federal Government as well as the press could inform themselves on the preparations and significance of the Olympic Games in Munich in the lobby of the German Bundestag. Following this, the exhibit was presented to the general population in the rooms of the municipal bank in Bonn.

The OC had sixty building elements at its disposal. In the middle of 1971 these increased to 140, in addition to the first 200 models of Oberwiesenfeld. Models of other sports sites were constructed individually:

ten models of the Press Complex and the Press Center (1:1000/120 cm x 120 cm) eight models of the interior area of the

Olympic Village (61 : 30/100 cm x 80 cm) six models of the regatta course (1 : 1,000/115 cm x 70 cm) eight models of the shooting range (1 : 500/155 cm x 112 cm) eight models of the basketball hall (1 : 200/80 cm x 80 cm) three models of the cycling race track (1 : 200/125 cm x 92 cm).

13.3.4

Multivision Screen

The OC used two multivision screens in its traveling exhibits after the spring of 1971. All told 432 color slides depicted the preparations for the Olympic Games, the image and Munich. The slides were projected back onto the visible screen (60 cm x 90 cm) by nine mosaic projectors with two deflection mirrors each. The images were bright enough to be seen by daylight. The nine mosaic projectors were electronically controlled with a program strip. They were synchronized with a tape recording installation and a built-in high power loudspeaker for voice and music. Combined, the nine screens of the projectors produced an audiovisual screen two meters high, 3.5 meters wide and one meter deep. The show lasted five minutes. An additional projector was provided in case of a breakdown.

13.3.5

Special Campaigns

The OC inserted special publicity campaigns on certain occasions. Thus, for example, it held daily autograph sessions with prominent people during the international broadcasting exhibit in August, 1971. In addition it installed a genuine reporter's table from Olympic Stadium. Here the visitors could comment on sports scenes which were projected in front of them in three short segments totaling five minutes.

Further, the OC provided smaller exhibit units, for example, a model or several posters, brochures or the informational film to department stores, banks, etc.. for small presentations.

The traveling exhibit or parts of it were integrated into the fairs and exhibits of other organizers. There was an agreement made with the exhibition and fairs committee of the German Commerce Society and the International Fair and Exhibition Service whereby the OC could exhibit at all fairs and exhibitions at which the Federal Republic of Germany was officially represented.

13.4

Poster Advertising

An important idea in the overall conception of the 1972 Olympic Games was the connection between sports and art. The City of Munich had already promised a synthesis between sport and art at the time of its application. The OC continued this train of thought with the establishment of the Olympic Editions among other things. The art posters published in this series demonstrated the numerous possibilities of the translation of sport themes into art. The posters appealed primarily to people with artistic interests and publicized the cultural image of the Olympic Games, the host city and country. The universities, schools, Goethe Institutes and other cultural institutions, museums and galleries, embassies and tourist trade centers were considered as places to display the posters. Since large portions of the population were not reached by this method of publicity, the OC decided to produce only advertising posters in the summer of 1968. These posters were intended to stimulate attendance at the Games with another technique of formulation and a clear, immediate thematic reference to the Olympic Games.

13.4.1

The Development of a Conception for Posters

The question of formulating the posters was discussed: graphics or photos? A poster conception was developed. It proposed the following types of posters:

A standard poster:

It ought to possess a high signal value and with the depiction of a prominent feature of the 1972 Olympic Games it ought to achieve an especially positive influence on the memory of the viewer. The tent-shaped silhouette of the Olympic roof architecture with the Olympic tower offered itself as a theme. It distinguished the sports sites in Munich from all previous Olympic contest facilities and corresponded in its improvisation hinting playfulness to the overall image desired for the Games.

Three series with themes

- from the area of sports ("Sports Posters")
- from Munich and
- from the Federal Republic of Germany.

In June, 1969 the executive board decided to select the design of the standard poster in a limited competition by invitation. The general secretariat ought to design the other posters itself.

13.4.2

The Standard Poster

The standard poster had to fit into the overall image desired for the Games and utilize its essential elements:
The primary color and the three supporting colors
The emblem
The universal type of lettering.

On July 10, 1969 the OC invited eleven international graphic artists to participate in the poster competition. Three weeks later it explained to them in a joint informative discussion its specific ideas and criteria for evaluation. It asked the graphic artists invited to submit anonymously each not more than two reproduceable designs in DIN A 1 high format. The drafts

ought to contain a landmark (primarily the tent roof silhouette, but other Munich symbols were also acceptable) in addition to the emblem and the short signal-like text "München 1972". The technique was left up to the participants. Each graphic artist received a participant's honorarium of 2,000 DM. The completion honorarium amounted to 8,000 DM, in addition. With this payment the OC purchased the complete right to its use.

On November 3, 1969 the jury consisting of three judges from the OC chose three designs from the proposals submitted. But the executive board did not agree to their utilization because the tent roof silhouette was not presented effectively enough in its estimate. The executive board requested the design commissioner Otl Aicher to develop his design which featured the tent roof and which had stimulated the contest, into a poster.

13.4.3

Beginning of Advertising through Posters

The printing of the first publicity poster which was first planned for the middle and then the end of 1969, was thus postponed. The OC decided in November, 1969 not to select individual art posters especially suited for public relations purposes and to utilize them from case to case, but rather to purchase the entire series and to send them as a "package". It ordered 5,000 series of the first lot and distributed them in January, 1970. On April 9, 1970 it presented the first five advertising posters to the public, i.e., the standard poster with the tent roof silhouette and four sports posters with the themes of a female gymnast, a hurdle jumper, a rider, and a yachtsman. Their first edition ran to 190,000 copies of which 160,000 were DIN A1 and 30,000 in DIN A 0.

The series "Munich" and the "Federal Republic of Germany" were still lacking. In January, 1971, the OC chose three photographic themes: a brass band, the Cuvillies Theater and the statue of Bavaria. They were intended to depict Munich as the "city of joie de vivre". Nevertheless this plan was not carried out on a large scale. The original series of sports posters with three themes was extended by ten. The art posters increased to five series with seven posters each. Only the traveling exhibit of the OC included the photographic posters with themes from Munich, Kiel and the Federal Republic of Germany.

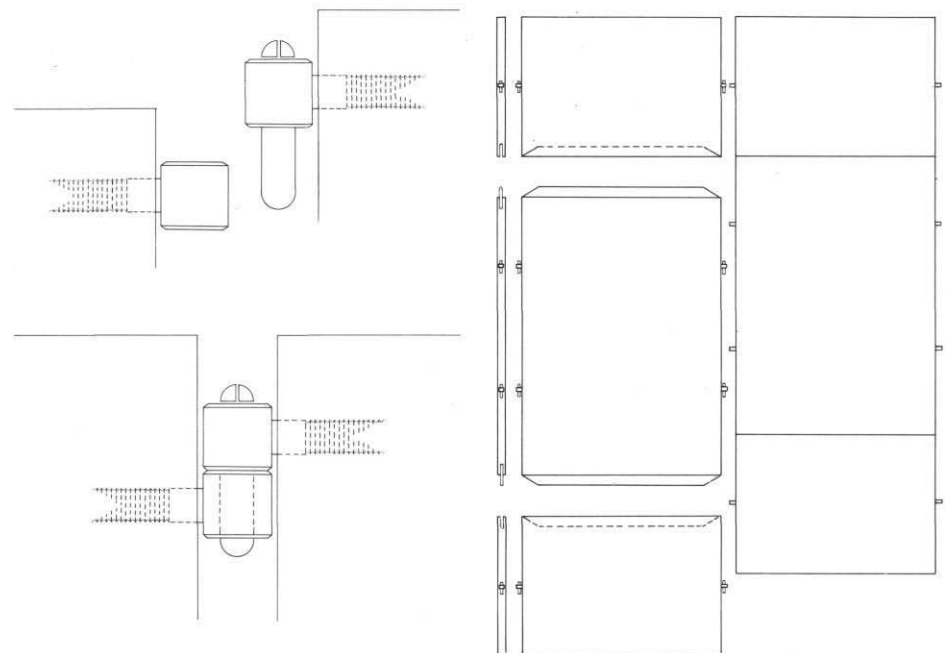
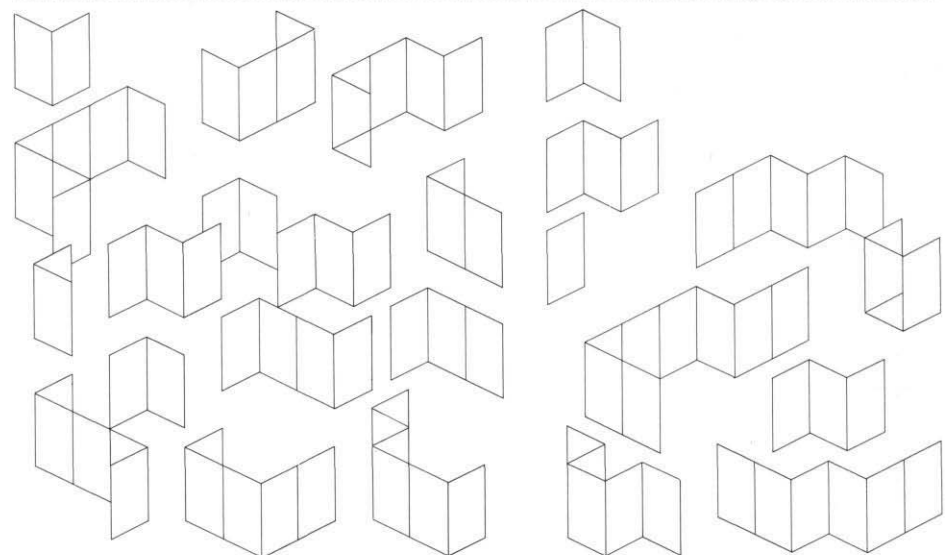
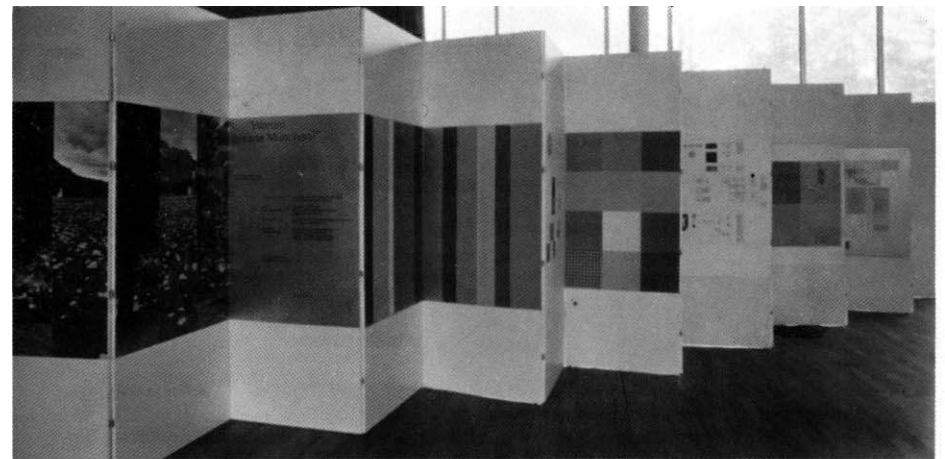


Chart showing the arrangement of poster panels at exhibitions

13.5 Brochure

The OC together with the German parent organizations for tourist trade produced a pictorial brochure in 1968. It presented the Federal Republic of Germany between Munich and Kiel as a travel and hospitable country in three parallel texts (French, English and Spanish) and generous illustrations (fifty-four color photos on thirty pages of text). In all some 5,000 copies were distributed at the presentation in Mexico City in 1968. An additional 65,000 copies were distributed in 1969 by Inter Naciones, the tourist trade organizations and the airlines throughout the entire world.

13.5.1 Prospectus

Similarly in 1969 the OC published the first prospectus which gave information concerning the Olympic Games and was intended to stimulate the desire to visit them. It was later discovered that publishing this prospectus three years before the start of the Games was too early. The interviews of foreign tourists in Munich had demonstrated that overseas tourists plan their vacations only about one year ahead. Thus the prospectus tended to stimulate an earlier planning of such a visit. It had to depict the 1972 Olympic Games as a high point which demanded a long-term preparation. Thus the original working title read "How one plans a high point in his life three years in advance". Typography and pictorial materials complemented this statement. Both were intended as a signal to cause immediate attention. The brochure contained sixteen pages. Target groups were primarily foreign tourists in Munich, Upper Bavaria and in the bordering vacation areas in Austria. 200,000 copies were delivered in August, 1969; 100,000 of these were distributed by the Tourist Trade Bureau of the City of Munich to hotels and travel bureaus. They were published in four languages: English (90,000), German (50,000), French (40,000) and Italian (20,000).

Towards the end of November, 1970 the OC delivered still another 125,000 copies of the prospectus: 50,000 in English, 50,000 in German and 25,000 in French. Compared to the first edition there were only minor alterations:

- the photo of the model of Oberwiesenfeld was newly lithographed and
- the text of both translations was slightly changed.

Within the compass of ship advertising the OC produced new translations of the prospectus in the middle of 1971: 5,000 copies in Greek, 5,000 copies in Turkish and 5,000 in Brazilian Portuguese.

13.5.2 The Main Prospectus

In the summer of 1971 the main prospectus was also ready. It had the same layout and format as the first prospectus but was larger (twenty-four pages) and more informative. It reported on the sports and cultural programs (map, timetable and list of events), the sports sites (map) and tourist offerings (Munich, Bavaria and the rest of the country).

In April, 1971 the OC invited sixteen printing companies which could meet the OC's standards of quality and quantity to

submit cost calculations. On June 20, 1971 it awarded the basic contract for 1,370,000 copies which were divided among the following thirteen languages:

German	330,000
English	250,000
French	150,000
Spanish	100,000
Brazilian Portuguese	100,000
Russian	50,000
Italian	50,000
Dutch	50,000
Japanese	80,000
Polish	50,000
Czech	40,000
Croatian	40,000
Swedish	80,000

Each copy cost 0.2425 DM. The first prospectuses were delivered in August, 1971. Bulgarian (50,000) and Hungarian (50,000) editions were added later. Towards the end of 1971 the OC ordered a reprint in which the text, format, length and execution were unaltered but the reproductions were reworked. There were 450,000 copies in all - 200,000 in German, 200,000 in English and 50,000 in Russian. The OC ordered another 50,000 copies in Russian with a corrected text for the exhibit in Moscow.

Institutions and organizations working with the OC distributed the main prospectus: The German Center for Tourist Trade, the Tourist Trade Bureau of the City of Munich, the German Federal Railways and other European railroad companies, the Federal Press Office (through Inter Naciones), the German Lufthansa and others. In addition the OC offered the main prospectus to about 400 commercial enterprises for the net price of 0.30 DM per copy. These were mainly airlines, advertising agencies, industrial firms, insurance companies and banks. A connection between the prospectus and the respective firm could be made with loose or stapled inserts or with covers so that the prospectus could be used by the firms for their own advertising.

13.5.3 "Tower" Brochure

The model of Oberwiesenfeld was always the centerpiece at the many presentations of the OC:

- At the permanent display in the observatory level of the Olympic Tower,
- In the traveling exhibits planned,
- In its shortly imminent publicity on ships.

A brochure had to be developed to depict the situation of the individual sports sites on the Olympic grounds and to give information about their capacity, post-Olympic use, etc. in a short text. Thus the viewer of the model could easily get a good idea of the entire project.

As opposed to the first and main prospectus, this one had a functional task. But there was also a new element added: The (Olympic) "Tower" brochure was supposed to be distributed until the Olympic Games so that the texts including the captions could be presented simultaneously in five different languages. Until August, 1970, 100,000 copies in the five main languages French, English, German, Spanish and Russian were produced twice primarily for sale on the Olympic Tower, hence its nickname "Tower" brochure.

The OC ordered another 500,000 folded brochures to be printed in the same languages in August, 1970 with new reproductions of both four-color pictures of the model and an additional architectural comment.

As the traveling exhibit was deployed more intensively and widely abroad in 1971, the OC needed additional translations. Thus in March and April, 1971 it produced on short notice the momentarily needed 15,000 folding brochures in Brazilian-Portuguese, Italian, Swedish, Finnish, German and another 15,000 in Greek, Turkish, Arabic, Dutch, German primarily for publicity on ships.

Finally in May, 1971 a series of five brochures with varying language combinations were produced. The OC utilized them in all of its campaigns, primarily in its exhibits abroad:

English-French-Spanish-Portuguese-German	(01)	500,000
English-French-Dutch-Japanese-German	(02)	100,000
Greek-Turkish-Arabic-Bulgarian-German	(03)	50,000
Polish-Czech-Serbo-Croatian-Finnish-German	(04)	100,000
Swedish-Danish-Norwegian-Finnish-German	(05)	100,000

Each language series was marked with a code number (01-05) which appeared on each brochure as well as on the front labels of the posters. This eased distribution and prevented errors. Due to the great demand the OC reprinted still one million more copies of brochure 04 as well as 100,000 copies of brochure 02 in which the Dutch translation was replaced by Italian.

Total balance: all told 2,680,000 "Tower" brochures were printed in twenty languages from February 1970 until December, 1971. In the meantime a commercially distributed general panoramic view plan of Olympic Park was published by an agent with an exclusive license.

13.5.4 Osaka Brochure

A world exposition began in Osaka, Japan on March 15, 1970 - two years before the Olympic Games in Munich — in a country where only six years before the Games of the XVIIIth Olympiad in Tokyo had taken place. In 1972 the XIth Olympic Winter Games in Sapporo were to be held here also. The OC used this unique opportunity for public relations and distributed a brochure which reported on

- the tent roof — a two-page photo as a title, a close-up of a segment of the tent roof and two architectural cross sections of its construction
- Olympic Park — a two-page panorama view of the model, a map of Olympic Park and two small pictures of construction work, and
- the host city of Munich — seven mosaic photos.

The Japanese text of this brochure was produced in Japan. The entire edition was also printed in Japan: 450,000 copies in Japanese and 50,000 in English. Japan Airlines took over the task of distributing the brochures left over from the World Exhibition in Osaka as of September, 1970, all over Japan.

13.5.5 Tourist Brochures

The OC produced and distributed these brochures which were intended primarily to advertise for tourist trade in the Federal Republic of Germany.

The Federal Press Bureau in 1970 ordered a reprint of 250,000 copies of the picture brochure "The Federal Republic of Germany — A Travel Country between Munich and Kiel" which the OC produced in 1968. The reprint, like the first edition, was in three languages (Spanish-Italian-German) and a few corrections were made in the photos. The OC distributed 10,000 copies.

The German Center for Tourist Trade worked out a round trip through the Federal Republic of Germany between the North Sea and the Alps. It called it the "Olympic Tour". A tourist could begin and end it where he wanted. The travel route was marked with a broad red line on a large picture map. Sixty-three connected tours led into especially charming and interesting nearby areas which were fully described in a supplement.

This brochure fit in well with the other publicity publications of the OC. All national ticket selling agencies received a few copies of it and it was also displayed in the traveling exhibits. Altogether the OC distributed 52,000 copies. There was mention of the route of the "Olympic Tour" included in the main prospectus.

The OC reported on its preparatory work in other existing tourist publications:

In 1971 sixteen pages and in 1972 ten pages were made available in the summer editions of the periodical "Destination Munich and Upper Bavaria". The guide book "Olympic Holidays in Germany" provided fifty text pages to the OC. The Tourist Trade Union of Munich and Upper Bavaria and the Tourist Trade Bureau of the City of Munich distributed these brochures. The OC purchased 5,000 copies in addition to four full-page black and white pictures and one page for the schedule of the Olympic sports events program. These brochures were distributed by tourist organizations and travel bureaus in all English-speaking countries.

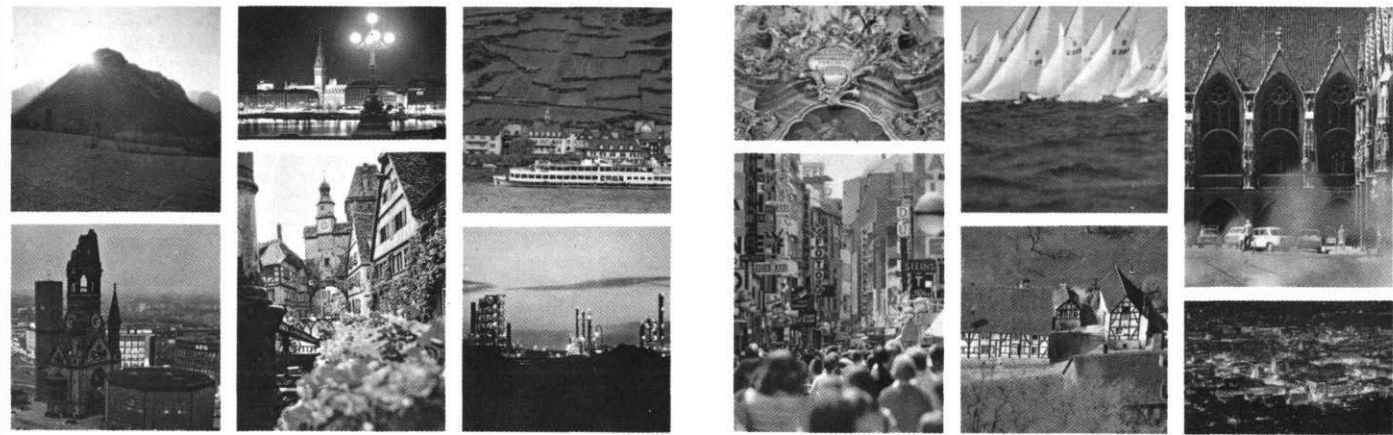
The Munich edition of the monthly booklet "Merian" contained long-term rather than passing information. This booklet appeared in December, 1971 with a sixteen-page, three-language Olympic special section. Since almost all of the remaining articles on its 242 pages dealt with the 1972 Olympic Games, the OC purchased and distributed 8,750 copies of it. The pre-Olympic reportage was completed by a current version after the Olympic Games.

Herzlich willkommen
in einem Land
der Gastfreundschaft

Falls Ihr Deutschlandbild älter ist als der Durchschnitt der Athleten dieser XX. Olympiade: Kommen Sie und erleben Sie selbst ein neues Land. Die Bundesrepublik Deutschland ist nicht nur ein romantisches, vielgestaltiges Reiseland im Herzen Europas, sie ist auch ein moderner Staat mit 60 Millionen Einwohnern. Sie finden sicher Freunde in einer neuen, jungen Generation. Sie ist lustiger, herzlicher, weltoffener, vernünftiger als Sie vielleicht denken.

Freuen Sie sich auch auf die kleinen Genüsse am Rande des großen Erlebnisses: das Entdecken einer deutschen Spezialität auf der Speisekarte für Feinschmecker, oder berühmte deutsche Weine auf einer langen Karte für Kenner. Freuen Sie sich auf historische und moderne Städte, zauberhafte Schlösser und Burgen, urwüchsige Trachtenfeste, neuartige Betriebsbesichtigungen. Und suchen Sie sich eine interessante Hin- und Rückroute in Deutschland aus. Orte, von denen andere Ihnen bereits vorgeschwärmt haben. Wir in Deutschland freuen uns auf Ihren Besuch.

- 1 Die Alpen
- 2 Berlin
- 3 Hamburg
- 4 Rothenburg o.d.T.
- 5 Am Rhein
- 6 Ludwigshafen
- 7 In der Wies-Kirche
- 8 Köln
- 9 Kieler Woche
- 10 Im Sauerland
- 11 Braunschweig
- 12 Stuttgart
- 13 Heidelberg
- 14 Herrenchiemsee
- 15 Gasthof in Oberbayern
- 16 Bei Bad Wiessee
- 17 Autobahn
- 18 Sylt

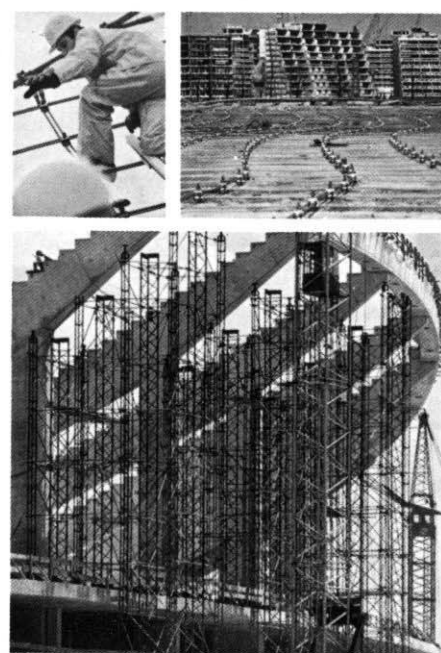
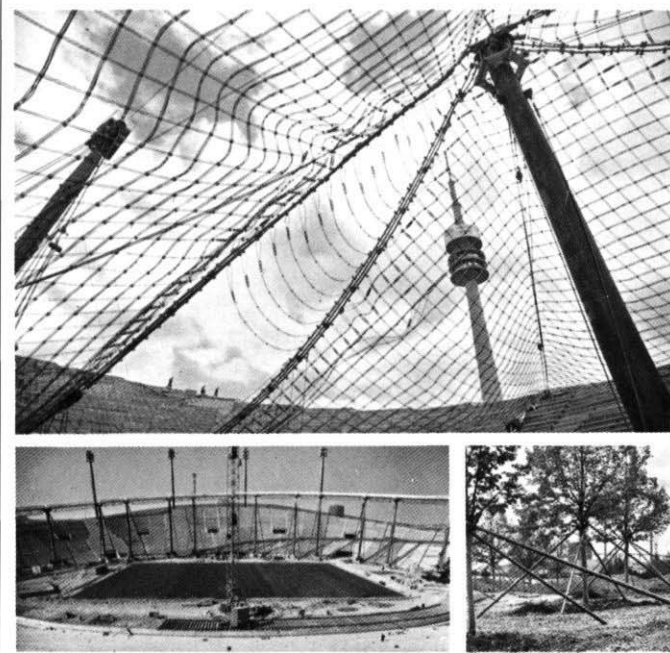


Inside of the preliminary brochure,
published by the OC in 1969

Inside of the main prospectus published
in 1971

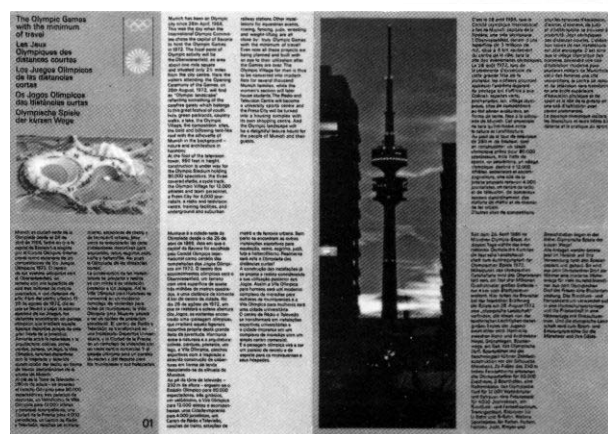
Európából született

legnagyobb építkezés



15 000 munkás
18 országból
fogott egy darab Munchent
(3 km²)
ástak,
építettek,
ültettek és
egy új
városrész született
Munchen

750 tával,
43 km úttal,
32 hiddal,
egy tóval,
egy saját gyorsvasúttal,
egy új földalatti állomással
és egy 2 250 m
magas TV toronnyal



The "Tower" prospectus

13.6 Distribution of the Posters and Brochures

The posters, brochures and special booklets were widely distributed, but always in target-directed manner.

The following groups received all sports posters, brochures and publications:

Groups	Number of addresses
IOC members, IOC Lausanne	84
NOCs of every country (permanent assembly)	129
Presidents of the NOCs	125
Secretaries General of the NOCs	119
Museums and galleries	4,118
Airlines	143
Skat Clubs	316
Olympic victors, silver and bronze medal winners	115
Distribution group A	850
Distribution group B	350
Distribution group C	80

Radio and television stations in the Federal Republic of Germany	25
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Radio and television stations abroad	364
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Foreign embassies and trade missions in the Federal Republic of Germany	101
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Foreign consulates general and consulates in the Federal Republic of Germany	118
Goethe Institutes in the Federal Republic of Germany	21
Schools abroad	166
Olympic attaches	25

Parent organizations of the travel bureaus with all unions	420
Advertising organizations	343
German-American Societies	26
German Olympic Society	205
German Public Relations Society	312

Sporting goods stores in the Federal Republic of Germany	875
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Official selling stations for admission tickets	97
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Honorary members of the Munich City Council	60
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OC: Members, Advisory Board, Executive Board	319
---	-----

Sports clubs in the Federal Republic of Germany	2,000
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Railway stations in the Federal Republic of Germany and in Europe	400
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Due to reasons regarding personnel and space the general secretariat did not send out the materials itself but engaged a private firm to pick up, store, pack and mail all posters and publications.

13.7 Public Relation Gifts

The OC presented public relation gifts to official visitors (delegations, journalists, etc.) at receptions and journeys both at home and abroad, and at the games of German teams abroad. Only in rare cases did the OC order such gifts to be produced in accordance with its own artistic designs. Mostly it resorted to commercially available Olympic souvenirs from existing selections which it purchased with as large a discount as possible.

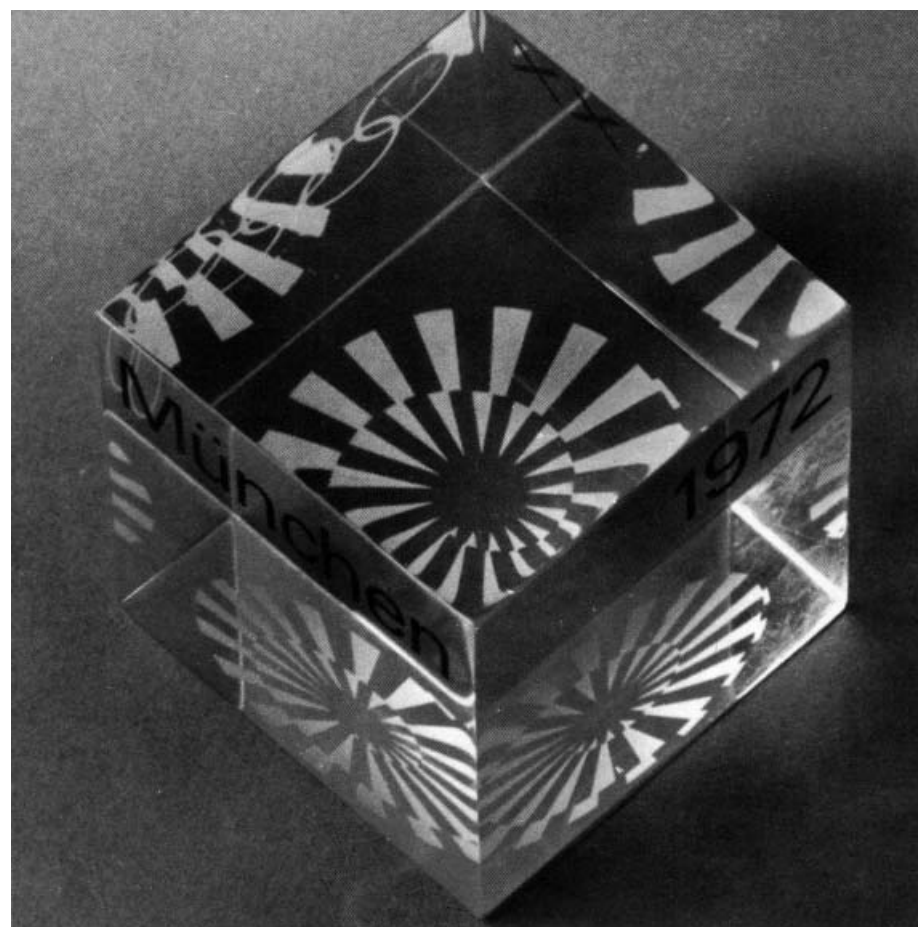
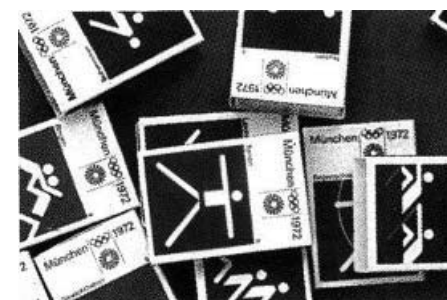
The OC placed strict criteria on the presentation of such gifts. Before the end of 1970 the individual departments of the general secretariat had to submit their foreseeable requirements in writing. The department "Public Relations" gave them a quota which might not be surpassed. Only the department directors — or in their absence their deputies — were allowed to make use of this quota. The circle of recipients was limited. A voucher with a name was required for all public relations gifts valued at more than 5 DM.

The public relation gifts of the OC without exception bore the impression of the emblem, which was precisely regulated in regard to placement color, size and placement. The entire selection of the OC contained the following items:

- Pins
They showed the emblem and the word "München" (Munich) or "Kiel" or "1972". They were made of plastic enamel with a corrugated or polished pin.
- Matchsticks
The matchstick sets contained plastic boxes. Their upper surface was printed with a sports pictogram and the emblem. A package consisted of either ten or six boxes. In addition there were match folders
- Automobile tags
as either metal tags or stickers.
- Neckties
light green/light blue stripes with impressed spiral, made of pure silk
- Phonograph records
- Cigarette lighters
Two different models
- Ballpoint pens
Four-way and ordinary ballpoint pens
- Plexiglasscubes
with sides measuring 74 mm or 37 mm. The sanded and polished upper surfaces were printed on five sides.
- Leather convention folders and brief cases
- Munich bouquets
small straw flower bouquets either multi-colored or blue and white
- Giftboxes
consisting of a large or small plexiglass cube, a Munich bouquet, a set of matches (six boxes) and a cigarette lighter
- Men's woollen scarfs
- Women's head scarfs of pure silk
- Stationery sets
(one block of letter paper (forty sheets) with twenty envelopes)
- Cuff links
made of silver (925/1000) in a square shape and 2 mm thick
- Olympic Waldis
made of cloth (37 cm or 57 cm) or as a key chain ornament
- Books
Paint Box Olympiad

Mexico '68 Munich

- Olympic Games of the modern Era
- So-called count down calendar
It consisted of twenty-one monthly calendars for the time from January 1, 1971 until September 30, 1972 or, in the second edition, from October 1, 1971 until December 31, 1972. It was illustrated with ten color photos (five sports photos and five pictures of construction work at Oberwiesenthal).



13.8

The "Pretty Municher"

As a leading lady for its last informational film the OC needed an "Olympic hostess" who would appear in various roles. The OC did not look for an actress, but rather for a young, unknown Municher between the ages of eighteen and twenty-five who was charming, lovely, articulate and flexible. She ought to be a striking personality in the full flower of youth: a symbol of modern young Munich. The OC wanted to find this leading figure for its film with the help of a general public competition. The five Munich daily papers appealed to all young women in Munich to take part. They were supposed to give their birth dates, education, occupation and the length of their residency in Munich. A portrait and full-length photograph were to be enclosed. The winner would receive a prize of 5,000 DM.

All told 235 entries were received. A seven-member jury composed of representatives from the OC, film and sports met on August 19, 1970. The press, radio and television were also invited. After three votes twelve candidates and five replacement candidates remained.

A screen test was made by each contestant for the final vote. For two to three minutes she performed a scene from the informational film planned, each contestant the same one.

The trial films were presented on August 28, 1970. The jury conducted a personal interview with each contestant. Uschi Badenberg was selected as the winner and portrayed the "pretty Municher" in the informational film with great charm. Later on she participated in receptions, at openings of exhibits both at home and abroad and at the topping-off ceremonies of the Olympic buildings.

13.9

Olympia Display

The general secretariat was able to assist stores by dressing their display windows with advertising goods during the first years. With the passing of time it had to concentrate itself increasingly on the actual publicity for the Olympic Games, neglecting Olympic-related commercial advertising which the German industry placed more in the spotlight of its publicity work as the Olympic Games approached. The OC instructed the firm "Investment Advertising" to produce display materials according to designs supplied by the general secretariat and to distribute them as official Olympic advertising materials for decoration purposes.

This firm developed a dispensible display system taking into consideration the available pictorial and poster materials and the criteria of the general secretariat. The standard set consisted of three times three photo and text panels and three panels for the actual message of the private firms' advertising. The panels measured 58 cm x 58 cm and were connected to each other by fastening elements of clear plastic. The picture and text panels were obtainable in six thematic areas (sets):

- Set 1 Olympic Park
- Set 2 Sport photos
- Set 3 Sports posters
- Set 4 Tent roof silhouette
- Set 5 Olympic construction site
- Set 6 Munich

The sale of the Olympia displays was not permitted to interfere with contracts for the commercial utilization of the emblem. The signing of emblem licensing contracts had precedence over the sale of the display service which was sold only to certain retail establishments and a number of producer firms.

The acquisition and sale of the deco-system was primarily handled by the souvenir manufacturer authorized by the OC. In addition, the manufacturer offered plastic models of Oberwiesenfeld which could be used to decorate walls or tables and measured 25 cm x 36 cm, in a scale of 1 : 5,000.



Miss Uschi Badenberg who played the "pretty Municher" in the information film produced by the OC

13.10 Publicity Abroad

13.10.1 Publicity at Sea

The OC wanted to introduce its advertising campaign abroad spectacularly with a reception on board a large passenger ship in New York harbor. On April 25, 1969 the German Atlantic Shipping Lines offered the OC the use of both their cruising ships the TS Hamburg (25,000 GRT) and TS Hanseatic (25,000 GRT) for Olympic publicity purposes. The OC also got in contact with other German ship lines at the recommendation of the German Ship Owners' Association. In August, 1969 the North German Lloyd Bremen made both of its most modern passenger ships TS Bremen (32,360 GRT) and MS Europa (21,514 GRT) available for Olympic publicity. The OC explained the details of the joint Olympic publicity work before the end of September, 1969 and together with the ship owners chose particularly interesting harbors.

An Olympic reception was supposed to be given in each harbor on board one of the four ships. The members of the IOC and the NOC of the respective country, the national sports celebrities, the employees of the consular representation of the Federal Republic of Germany, the local representatives of the press, radio and television were supposed to be invited.

The official invitation to the Games of the XXth Olympiad in Munich 1972 was supposed to be extended within the framework of this reception. During a press conference the OC reported on the state of the preparations whereby the echo of this conference in the mass media was of especial interest.

Of the publicity materials of the OC, the informational film, the model of Olympic Park, and multi-lingual prospectuses and brochures were utilized. The information materials remained aboard the four ships also during routine cruises and voyages.

An Olympic officer was named aboard each ship. He acquainted himself about the preparations for the Olympic Games in Munich and in Kiel. He was continuously kept informed of current developments. He was at the disposal of the passengers for information.

The first campaign "Advertising at Sea" took place on May 22, 1970 on board the "Bremen" in New York after the approval of the schedule. The OC held additional receptions and press conferences in:

Lisbon
June 16, 1970 on the MS Europa
Copenhagen
September 2, 1970 on board the TS Hanseatic
Leningrad
September 8, 1970 aboard the TS Hanseatic
Helsinki
September 9, 1970 aboard the TS Hanseatic
Stockholm
September 10, 1970 on board the TS Hanseatic
Oslo



President Daume with Minister of Sports Lamine Diack and Jean Claude Ganga, secretary general of the Supreme African Sports Council on board the "Hamburg" in the harbor of Dakar (Senegal)

September 11, 1970 aboard the TS Hanseatic
Dakar
November 24, 1970 aboard the TS Hamburg
Rio de Janeiro
May 24, 1971 on board the TS Hamburg
Piraeus/Athens
October 30, 1971 on board the TS Hamburg.

13.10.2 Newspaper Advertising

The target-directed publication of advertisements in foreign newspapers appeared practical to the OC because sufficient paid poster advertising in foreign countries was possible only to a limited degree and a few countries could hardly at all be reached by normal publicity means (brochures, films, traveling exhibits, reports in the mass media, etc.).

Thus the general secretariat set up a plan for newspaper advertising at the beginning of 1970. It fixed the extent, format and scheduling of the advertisements. It also included a media plan which chose the more interesting publications of a country and listed regional or national data regarding circulation, the make up of readership and current advertising fees. Thirty-six newspapers and periodicals with a total circulation of 20 million copies were ascertained in fourteen countries of major interest. The OC wanted to publish an advertisement no more than twice.

Photos (black and white or color) and texts were supposed to relate either to Munich or to Olympic sports. However, the main goals of the Olympic Games were also to be announced and the cultural program accented. The advertising of the OC was intended to continue an advertising series started by the German Center for Tourist Trade in the spring of 1972 and completely focused upon the 1972 Olympic Games. An essential advertising message was the "Olympic Tour" mentioned above, that is, a twenty-one day round trip between Munich and Kiel by bus or as a travel route suggested to individual travelers.

The advertising plans were thoroughly discussed in the commission for publicity work of the OC. It was finally decided to cancel the execution of the advertising plan for financial reasons and due to the fact that the admission ticket sales were much better than anticipated in countries in which the advertising program was especially considered.

13.10.3 Public Relations in Africa

In the beginning of 1970, in cooperation with the German Africa Society, the OC developed a special program in order to stimulate interest in Africa and to appeal to the various population centers there, each of which had a mentality of its own. The OC and the Society came to general, and in some cases even concrete conclusions, proceeding from the image of Germany and the mentality of the various regions of Africa. Several publicity and public relations measures were discussed: film advertising, publicity at sea and a few aimed campaigns were debated.

From this the idea was developed since about the summer of 1970 that a poster should be created by means of a public competition among all artists born or residing in Africa or amateurs interested in art. The poster was to be able to be used to advertise throughout the entire African continent and to appeal to its people with their own forms of expression.

At the end of July, 1970 the OC decided to arrange such a competition in coopera-

tion with the documentation center for contemporary African art of the German Africa Society. During a ship reception in Dakar/Senegal on November 27, 1970 the president of the OC invited all Africans to participate in the competition. At the beginning of December, 1970 the 27,700 tri-lingual (French, English, German), twelve-page competition brochures with the conditions of participation were ready.

The choice of the poster's theme and its design was left to the contestant. They were only bound to the following:

Format

DIN A 1 high format, on heavy paper, water fast and in reproducible form

Text

The emblem and the slogan "Olympic Games Munich 1972, August 26 until September 10" in the language of the participant

Printing technique

The design must be suited for faithful reproduction with no more than four colors offset printing.

An explanation of the use of the emblem and an entry blank were enclosed with the competition brochures. This form inquired about biographical data and the previous works of the participant (titles, sizes, material, year, owner), exhibits (where, when and in which gallery) and about publications about and by him. During December, 1970 most of the circulars were mailed out to the various contact and distribution points in Africa and Europe.

The OC sent out numerous circulars with an information sheet to specific organizations: to the most important press organizations with a pre-formulated press release, to radio and television stations, to African culture and education ministries, to African art schools, galleries, museums and other cultural institutions, to all Goethe Institutes and to the German diplomatic missions and culture centers in Europe. These were asked to pass the circulars on to the artists. The German Africa Society invited some 1,300 well-known African artists to participate.

The initial response was small. Thus the OC sent invitations by means of other distributors. It requested all German representatives in Africa to address artists living in their territories directly and to enlist the local information media.

The deadline for entries was April 1, 1971. The result surpassed all expectations. All told 237 artists from thirty countries sent 337 entries to the OC. Each artist could send two designs directly to the OC or to the closest consulate of the Federal Republic of Germany. The entries were catalogued, photographed for photographic documentation (two Ektachromes per entry) and due to their great number, displayed in the Munich Municipal Museum for study by the jury. The jury, which consisted of eleven judges, met on November 11, 1971.

Of these eleven judges, six belonged to the OC, one represented the German Africa Society, three came from Tanzania, Morocco and Senegal, and the president of the Supreme Sports Council in Africa was the eleventh judge. The designs were anonymous, but were marked with a five-digit code number. The personal forms

had to be sealed in envelopes and submitted together with the designs.

The jury eliminated 271 entries in the first round of voting. They either did not fulfill the conditions of the contest, even though the jury overlooked minor formal mistakes, or they did not receive a vote from any member of the jury. The criteria of evaluation were that the design enhanced the public image of the Olympic Games in an African manner, that it prepared for the Olympic Games and finally that it appealed to African people. In the second vote sixty-two designs received fewer than five votes and were thus eliminated. Similarly twenty-five were eliminated in the third round with five or less votes each. Then the winner and the runners-up were determined by a secret ballot. For some unknown reason there was no personal form attached to the first prize winning design. The artist's name was only determined after several inquiries through the Foreign Office, the Federal Press Office, the German short wave station and direct press contacts in Africa. The winners were:

1st prize	
Ancent Soi, Kenya	6,000 DM
2nd prize	
Kamardine Krim, Algeria	3,000 DM
3rd prize	
Carlos Augusto Chaves de Almeida, Mozambique	1,000 DM
4th prize	
Gaston Nguets, Cameroon	1,000 DM
5th prize	
Mohamed Samoud, Tunisia	1,000 DM
6th prize	
Shaigi Rahim, Sudan	1,000 DM
7th prize	
Fafiha Bishker, Algeria	1,000 DM

All 237 participants received splendid certificates in which the OC thanked them for their contribution to the preparations for the Olympic Games in Munich. These were presented by the responsible embassies of the Federal Republic of Germany within small celebrations at the end of 1971.

The first prize-winning design (young runners) represented the countries of Black Africa and the second design (stylized dove of peace) the Arabic countries of North Africa. Both could be used as official publicity posters of the OC to cover the entire African continent. The OC produced 50,000 copies of each design at the beginning of March, 1972. Each poster measured 59.4 cm x 84.1 cm, the paper weighed 120 g per sq.m. and was printed in four colors by offset printing.

With this the actual aim of the poster competition for the OC was fulfilled. The significance of this unique campaign was that for the first time in the history of African graphics, artists from thirty African countries worked at one theme. Both with respect to quality and quantity the result documents the high level of contemporary African applied graphics in a manner unique up to this time. It was only the logical consequence that every entry received was collected into a traveling exhibit and demonstrated to the German and African public. A poster to announce this exhibit was developed which depicted the outline of the African continent in the six official norm colors and received a caption in six languages. Some 3,000

copies were produced in format DIN A1, and 4,000 in DIN A 0. The actual data of the exhibit (time, place, opening hours) were to be printed in later in dark green.

For the first presentation of the designs in Bonn the OC published 6,000 catalogs. These included an introduction by the president of the OC, and an article about graphic arts Africa — both in parallel French, English and German texts. Each catalog contained sixteen pages measuring 25 cm x 24 cm and the designs of the first seven winning entries were reproduced in four color printing as full pages. A full list of all participants including late entries completed the catalog.

A main catalog was also planned in addition to this pre-catalog. It was intended as a scholarly documentation to accompany the traveling exhibit in Africa and to depict all 365 designs. This main catalog could not be published because of lack of time. Instead the pre-catalog was supplemented with an introduction by the president of the Supreme African Sports Council and offered in five languages: German, Hausa, English, Swahili, French and Arabic. The OC printed 20,000 copies. They were supposed to be distributed to select persons during the exhibitions.

All designs were to be displayed in the original and then returned to the artists. The OC had to protect them as best as possible against changing climate conditions and damage caused by constant handling, hanging, packing, transport, etc. It considered various types of packaging: glass, plastic sheeting, or fastening them to wooden or aluminium carriers. The OC decided for plastic cases. The designs were securely "welded" between two sheets of a 0.8 mm thick special plastic sheeting. This process was new, but well-known in the graphics area. It protected the colors and their capability to be reproduced. It especially protected the originals from being torn, scratched and bent and simultaneously protected them from dampness and other climatic influences. It also guaranteed their preservation, enabled them to be transported and handled easily. They could thus be exhibited without special technical equipment.

The OC showed all the entries in two cities in the Federal Republic of Germany during September, 1971. On September 2, 1971 the Federal Minister of the Interior opened the first exhibit in an impressive manner in the exhibit rooms of the Rolandseck Railway Station in Bonn. Members of the IOC were present as well as the first prize winner Ancent Soi. The second exhibit was held from September 21 to 28, 1971 in Wiesbaden by the German-Latin American club "Sembradores de Amistad".

After this the OC presented the exhibit in five North African cities:

Algiers	November 6 to 20, 1971
Rabat	December 10 to 13, 1971
Casablanca	December 15 to 23, 1971

(successively in three different areas in the city)

Tunis	January 6 to 20, 1972
Sfax	January 15 to 31, 1972

These exhibits were publicized well in advance by Inter Naciones and various periodicals throughout all of Africa. Press conferences were held for the local press on short notice. The exhibits were usually solemnly opened in the presence of high ranking representatives of the respective country and its sport organizations. They did not show only the majority of the poster designs received, but also additional displays of the OC: art posters from the Olympic Edition, sports posters, models of Olympic Park and of the facilities in Kiel. In addition the OC provided abundant information materials and showed films (informative films, Olympiad of children, etc.).

The press response was unusually large. But the further exhibits originally planned primarily in the countries of Black Africa, Madagascar, in south and equatorial Africa as well as in West Africa could not be carried out.

A small exhibit of about sixty designs was displayed on July 1, 1972 at the cost of the German Consul General of the State of Ruanda in the capital city of Kigali on the occasion of the national holiday.

After the Olympic Games the OC mailed all the designs to the foreign representatives of the Federal Republic of Germany in the respective country and had them returned to the artists.

The OC also ordered radio spots to be produced which were intended to provide the people of Africa with current information supplementing the poster competition. According to the density of the population and the transmitting facilities the OC selected six African radio stations: Radio Tanga, Senegal, Nigeria, Ethiopia, Uganda and Madagascar. These stations broadcast information spots in English, French and Swahili 582 times. The people of Black Africa to whom the poster exhibit did not come were reached in this manner.

13.10.4
Publicity in Latin America

While the poster competition for African artists was in progress, the OC in cooperation with well-known specialists developed a basic concept for public relations in Latin America. Posters and films were produced in Spanish and Brazilian Portuguese. Ship receptions were held in Sao Paulo and Santiago de Chile.

13.11
Measures Promoting Sales

There was a number of products whose sale was supposed to bring the OC substantial income. Therefore, it supported these products with supporting measures which were not directed to its material use but rather to its public relations effect. Thus the distribution of art and sports posters increased their sale and the giving of publicity gifts had a positive influence on the sale of souvenirs. Nevertheless, this dealt more or less with the financial side effects of publicity measures which were primarily directed toward promoting the objects for sale.

13.11.1
Automobile Posters

The general secretariat supported the sales start of the first auto posters in addition to the commercial advertising of the business organization. It published a press notice and presented the product in "Aktuelles Sportstudio" of the Second German Television (ZDF) on August 8, 1970. It made all the needed means of publicity available to the four main selling stations. The OC formulated the posters both as to text and graphics, had them printed and delivered: 1,200 DIN A 2 posters, 1,800 DIN A3 window posters, and 3,000 DIN A3 stands or sales displays—all of which were in six colors.

Also during the first sales phase the general secretariat approached auto manufacturers and oil companies in order to improve its not especially extensive income by broadening the area of operation.

The OC supported the second distribution campaign mostly with a publicity measure. In the middle of December, 1971 the "pretty Municher" posted 3,000 bumper stickers to the taxi cabs in Munich. She presented the cabbies with the Olympic "Waldi" as a key chain charm.

13.11.2
Olympic Phonograph Records

The general secretariat also took part in the promotion of the Olympic record "Stunde der Stars 2" (Hour of Stars 2). At the first and final broadcasts of the lottery of the OC, in "Aktuelles Sportstudio" and in the entertainment show "Was bin ich?" (German version of "What's My Life?") this product was exposed to a wide audience by means of television. In all some 500,000 copies were sold; the OC received 1 million DM.

13.11.3 Admission Ticket Sales

The main goal of the publicity conception was the stimulation of visitors' interest. It was intended to persuade them to purchase admission tickets. Almost all of the admission tickets to the 1972 Olympic Games should have been sold.

The general secretariat provided the national sales agencies in each country with advertising and information matter during the first as well as in part during the second admission ticket sales phase. This material consisted in special literature concerning admission tickets, the general brochures, the posters with the schedule and the sports symbols, and the count down calendars.

In the Federal Republic of Germany the OC referred to certain events with aimed publicity measures. These events could expect only a relatively small number of spectators based on previous experiences gained at Olympic Games. Among these were the Olympic football tournament games which presented a serious sales risk factor due to the large capacities of the stadiums — more than 900,000 admission tickets outside of Munich. This also affected the standing room tickets for the afternoon athletic events and the preliminary and intermediate contests in the canoeing and rowing events. This directed publicity work became even more necessary since a large percentage of the population in the Federal Republic of Germany falsely believed that there were no more admission tickets. The advance sales stagnated, mostly in Bavaria. Here those interested in acquiring tickets had to be informed of the number of admission tickets available and of the sales offices in the various places where the events were being held.

13.11.4 The Lotteries

Here there were two areas of competency: The OC was designated responsible for the production of television spots. The lotto and toto companies advertised in their publications and sales offices. Nevertheless, the television advertising was decisive for the success of the lotteries: Daily hint spots at the most effective time of day. A generous, evening-long entertainment program at the beginning and close of every lottery during prime time.

Television spots

Short reminders of the current lottery were broadcast on the three German television programs (ARD, ZDF and the regional studio programs) each day jointly and simultaneously at 8:15 P. M. immediately after the news. The OC wrote and produced these spots. The lotto and toto companies paid for them out of their portion of the income of the lottery.

These spots were not comparable to the ordinary commercials. They were not broadcast during the general commercial program customary on German television and they performed a community service. Their task was threefold: They were intended to increase the sale of chances.

They were supposed to make the emblem widely known among the population of the Federal Republic of Germany and thus indirectly increase the licensing income of the OC from the granting of the emblem license.

They were intended to publicize a positive message about the Olympic Games: the Olympic Village, the art program, the "short paths", the population's role of hosts, etc.

In 1970 the OC had 120 seconds at its disposal to attain these three goals. In 1971 the television companies wanted to give the OC only sixty seconds daily. Finally, the air time limit for 1971 was fixed at eighty-seven seconds due to the urgent protests of the OC in view of the financial success of the "Spiral of Fortune".

Each spot consisted of an identical graphic and animated part and a play scene with actors which was different for each spot. In particular:

Lead-in
Identical introduction with the emblem and the Olympic rings. The purpose of the lottery, i.e., financing the OC, remained in the background.

Substantial section
Varying action

Lead-out
Presentation of the prizes with various pictorial themes without advertising the products themselves

Identical closing
Referring to the selling price of a chance and listing the sales centers

The lead-ins and lead-outs of the spots remained almost always the same. There were three different types of the substantial section.

Pre-spots

They were supposed to appeal to the television viewer to watch the opening broadcast of the "Spiral of Fortune" on the coming Saturday.

Current information spots

The OC wanted to make the drawing system and the chances of winning of the "Spiral of Fortune" clear and understandable through the special information spots. This was necessary because the playing and winning system at the first drawing in 1970 was met with misunderstanding, distrust and criticism by the public. Bad memories had to be forgotten. The current information spots gave the exact odds in winning during the current sales period and announced the extension or end of the sales period. The texts were read by a prominent figure well known to and popular among television audiences in the Federal Republic of Germany, in order to create the needed confidence among the population and to arouse the desire in the individual to purchase a chance. Four such person-related spots were broadcast in 1971, six in 1972.

Promotion Spots

These were supposed to refer to the chances of winning the "Spiral of Fortune" in a humorous manner. In 1970 and 1971 the OC produced these commercials with select personalities of national (1970) and international (1971) fame. They came either from the area of sports, arts or show business. They were credible and allowed the viewer to identify with him. In 1970 they appeared in the acting section of the spots as sportsmen. In 1971 the OC chose the double role playing of a prominent person as a continuous pattern of presentation in a constant basic setting and at times in a new individual setting.

In 1972 the running time of the "Spiral of Fortune" lasted more than eight weeks. Thus the OC did not want to maintain the same theme and pattern of presentation within the spots, but rather increase its leeway. In November 1971 the OC invited five German advertising film companies to think about ideas, conception of content and production possibilities for forty commercials, and to make offers. Four firms presented their proposals in the beginning of December, 1971. A thirteen-member jury of the OC made its choice and commissioned two firms to produce one series of spots each:

- Spots with prominent persons as in the two previous years. Only now they acted in their own manner and thus made a statement about the "Spiral of Fortune".
- Twenty-four spots were linked by the same casts and the identical basic situation to a complete crime series. Four small time, good-natured crooks (portrayed by four well-known television actors) wanted to rake in the million mark prize of the "Spiral of Fortune" by getting around the usual conditions for participating. However, their attempts were always frustrated by police officers (the four most successful television police investigators in the Federal Republic of Germany). The only way to the million led through the lotto-toto sales centers.

Radio spots

Every German radio station broadcast two radio spots each on workdays during the running time of the "Spiral of Fortune". These spots were produced by the Bavarian Radio Advertising under a contract with the Bavarian Broadcasting. Their contents and a popular, first class cast of speakers were important. They could be repeated as often as four times in short intervals. Their duration of thirty seconds was sufficient.

While the television spots had a fixed, uniform broadcast time, the radio spots were broadcast at different times by the various stations, due to different programming.

Initial and Final Broadcasts

An evening-long entertainment and information program at the start of the running time of each lottery was intended to appeal to as many television viewers as possible and cause as much stimulation as possible toward purchasing chances. The OC actively helped with selecting the performers and planning the program. The OC did the same with respect to the entertaining final program at the end of the running time of the lottery and at the main drawing in 1972.

Public Relations Support of the 1972 "Spiral of Fortune"

At last the sales results of the first play-off in 1970 made the main tasks of publicity work in the following two years apparent. The new playing and winning system of the "Spiral of Fortune" which was unfamiliar in the Federal Republic of Germany had released a campaign in the press. First of all the public had to be thoroughly and factually informed about the specifics of the system.

The purpose of the lottery — to finance the Olympic Games — receded increasingly into the background in advertising whereas the chances to win were increasingly accented. Informative spots were added. Prominent personalities strived to win confidence. Nevertheless, adjusting television advertising to the experience of the first play-off was not enough. The press had to be included intensively into publicity work and be better informed about the chances to win than in 1970. Thus the OC and the lotto and toto companies invited the press in Munich and vicinity, the radio and television magazines, agencies and correspondents of the national press to a press conference on March 24, 1971 in Munich, even before the initial broadcast. The press response, especially the preliminary advertising in the television magazines, led to the first success. The viewers' participation at the opening broadcast rated 76%. But its public index dropped to -1. Thus the sales volume of chances in the first week remained at 51 %, and in the second week at 26% below that of the previous year. The OC hardly succeeded in changing the image of the "Spiral of Fortune" positively during the following weeks. Once again the criticism was directed against the last digit method, the so-called "waste paper basket chances" and against advertising with the entire winnings plan. Polemical articles appeared in the press. They could not be halted at first. Another obstacle was the shortening of the spots on short notice and their too frequent repetition.

Until two weeks before the end of the running time the volume still remained about 20% behind that of the previous year. The OC and the lotto and toto companies exhausted all their possibilities in the remaining two weeks by additional advertising and sales measures. The aimed and intensive public relations work of an *ad hoc* work group especially created for this purpose finally achieved positive reportages by the press towards the end of the running time. The reduction of the overall volume was kept within manageable limits.

The main goal of the public relations work regarding the 1972 "Spiral of Fortune" was to surpass the volume of the previous year if possible. The OC assumed a leading and central role in placing positive reports in the press and publishing comprehensive reports on the "Spiral of Fortune". To begin with, the OC informed every radio and television magazine which are going to print four to five weeks before the current week of programming. All the essential information about the 1972 "Spiral of Fortune" was generally released and simultaneously distributed two weeks before the start of the game on March 1, 1972. In the state capitals and in West Berlin the OC and the lotto and toto companies reported on the 1972 "Spiral of Fortune" before representatives of all essential communications media and regional newspapers. Factual information was distributed: 1,300 press folders with ready-to-print basic information and charts concerning the system, plan of games and drawings, text and picture material about television advertising. These press conferences were enlivened by the presence of prominent people from sports, film, radio, television and theater. Each journalist attending received a free chance. Preliminary spots in the last week before the initial broadcast increased the preliminary advertising as the start of the running time drew nearer. The OC distributed weekly information on the winning numbers, the number of chances sold and the number of winners and gave reminders of the weekly drawing and the lucky winners.

Two chiefs from the news service answered all questions and had numerous playing plans and schedules ready. The weekly drawings offered additional excellent possibilities for promotion. These were broadcast live every Saturday by ARD, and repeated on the same evening by ZDF and the following Sunday by ARD. In addition the OC supported the "Spiral of Fortune" with three different posters, stickers, stands and numerous small television reports. In addition there were references on Bavarian regional television as well as a press conference about half way through the running time in which the OC could introduce the winner of a large prize.

13.12

Non Olympic-Related Publicity

Indeed the OC provided private commercial enterprises with posters in so far as they were willing to work the publicity for the 1972 Olympic Games into their own advertising activities. But the OC always had to remember to preserve the original uncommercial idea of the Olympics. It provided the advertising firms with the main prospectus for the same price which it paid itself. They could create a relationship to their own firms by adding inserts or a cover. The OC printed advertisements in the Official Guide Book and in the general program of the art events. During the Olympic Games every kind of non-Olympic publicity was forbidden in the sports sites themselves and in their immediate surroundings. Commercial installations as well as bill boards were not allowed in the stadiums and other sport sites. The display of garments or sport items such as shoes, skis, bags, hats, etc., which were provided with noticeable advertising or emblems in Olympic sports sites (training facilities, the Olympic Village or contest sites) by either athletes, aides or trainers or any official belonging to an Olympic team as a rule led to the immediate disqualification or to the revocation of the delegate's identification card. Only at the football games in the Olympic Stadium which took place before the Olympic Games and did not have any relation to them did the OC rent the strip directly behind the reporters' dugouts for short-term commercial advertising.

14

Neither press campaigns nor advertising drives are necessary to stimulate interest in the Olympic Games because the "producer" is world renowned, the name of the "company" is familiar, the "trade mark" is known everywhere, and the market is ready. Information work for the Olympic Games requires neither tricks nor twists but calls nonetheless for considerable effort with respect to both journalistic and organizational work. As a consequence, the numbers of sport journalists and organization experts approximately balanced each other in the Olympic press office.

This was the journalistic task: More than 12,000 journalists who visited Munich, Kiel and Augsburg during the four years preceding the Olympic Games, were served, informed, supplied with printed material, introduced to interview partners and guided around the Olympic construction sites. The press service, "Olympic Press" was mailed to the editorial offices of newspapers, radio and television in 126 countries every month. Press conferences were held in numerous cities on all five continents.

This was the organizational task: The accreditation, housing and feeding of 4,000 journalists in Munich and Kiel. Working facilities had to be provided at all contest sites for writers, photographers, radio and television reporters. A press center and a radio and television center were established in Olympic Park complete with all the technical equipment needed for the smooth and rapid transmission of news to all parts of the world.

The activities of the press office complemented the work of the public relations office of the OC. The sport posters and art posters distributed by the public relations office decorated also the office walls of newspapers, radio and TV stations. Though produced by the public relations office, the films, "A City Applies for the Olympic Games", "A City Prepares" and "A City Invites" were presented also at press conferences. Olympic exhibitions, organized in some fifty metropolitan cities by the public relations office, were always connected with press receptions. Brochures and Olympic souvenirs, purchased by the public relations office, were distributed also to journalists.

The press office of the general secretariat started operations well in time, that is, in early 1967. The OC and OBG (Olympic Construction Company) coordinated the organization of their prospective press activities and subjected it to joint management. From that time on, the Olympic press office of the general secretariat centrally directed all information activities concerning the Olympic Games. It acted as a speaker for the OC, the OBG and all other Olympic agencies. Additional press offices were set up only in subordinate areas (OBG Kiel) but remained under the supervision of the Munich center. This resulted in equal treatment of all journalists and avoided costly double or threefold expenditures. Beyond this, the work of the press offices of government authorities and sports associations was also kept in tune with the activities of the Olympic press office.

14.1 Current Information Personal Services

The foundation of the OC practically marked the beginning of interest on the part of German and foreign journalists who wanted to inform themselves on the spot about the preparatory work for the Olympics.

The press office gave them all necessary information, if possible, in the journalists' mother languages and without the aid of interpreters. Interview partners from the various departments of the general secretariat were invited to answer special questions (in particular, to discuss details of the construction of the Olympic sport sites, of technology, sports, and the arts program). Explanations of the small-scale models located in the OC office, an information film and a subsequent 45-minute ride through the Olympic area served to familiarize the journalists with the Olympic structures. Finally the journalists received printed information materials, photos, etc. The OC asked them for information copies of reports written after their visit to Munich.

Information Given by Telephone and Mail

More and more frequently the press office had to give individual information both orally (by telephone) and in writing. Beginning in November, 1969 this task was assumed by a special press spokesman who — imitating the example of the Federal Press Office — could be reached by telephone at any time and who was able to answer any questions. He had to keep informed on all important facts connected with the Olympic Games in general and the general secretariat in particular, and he had to be familiar with the terminology currently used by the latter. This chief sub-editor therefore attended all important meetings of the executive board, the committees, work groups and department heads. He kept in close contact with the various departments of the general secretariat and other Olympic agencies and was present at Olympic programs.

In addition he published a weekly "Olympic Calendar of Events" which contained all data of importance for the public during the coming week, and which was distributed to the representatives of newspapers, radio and television companies. This calendar of events also contained an invitation to press conferences arranged by the OC in connection with topical developments. Normally, these conferences were held in the offices of the OC. They were arranged also outside Munich or even abroad, for example, if the OC officially invited a foreign country to the Olympic Games or if the OC opened one of its traveling exhibitions. Oral information given at press conferences was supplemented by printed materials. The OC published press releases on other important occasions for which no press conferences could be organized.

Calendar of Events, Press Releases, Press Conferences

The weekly calendar of events, the press releases and invitations to press conferences were generally sent to all addresses

on the so-called "big Munich distribution list" which comprised all journalists and press photographers resident in Munich. Urgent press reports were transmitted by teletype to recipients on the "small Munich distribution list", that is, to the agencies with offices in Munich. For special projects, the distribution list was expanded. In preparing for the "Spiral of Fortune 1972" lottery, for example, the entire regional press of the Federal Republic of Germany were included.

In the course of the preparations the volume of information increased. In April and November, 1970 the general secretariat therefore appointed two more chief sub-editors, and the number finally grew to six in 1971. In order to have the desired information available in writing, they set up a reference documentation file which was brought up to date at the end of every month.

Starting in April, 1972 each chief sub-editor did research only in certain partial areas of organizational work. Every morning they informed each other orally or in writing of the results of their investigations. Shortly before and during the Olympic Games this division of work was applied also to the giving of information.

When the press center was opened on August 1, 1972, the OC appointed six more chief sub-editors: five foreign sports journalists to serve certain groups of languages and countries (Italian, French, Spanish, Arabic, African) and one newsman for contact with German sports organizations.

Altogether twelve chief sub-editors worked in the press center until the end of the Olympic Games. They were assisted by information hostesses stationed at the information counters on the ground floor: at first, by two, and after the completion of the accreditation process, by six. In addition, the accredited newsmen were informed by three-language press releases (French, English, German) which were posted on three large bulletin boards in the lobby of the Olympic press center and were sent to the news agencies. In special cases reports were distributed to the journalists also via the post office boxes. Press conferences were held daily at 1 P.M. in the communications room of the press center. After the beginning of the track and field contests, conferences were held only occasionally.

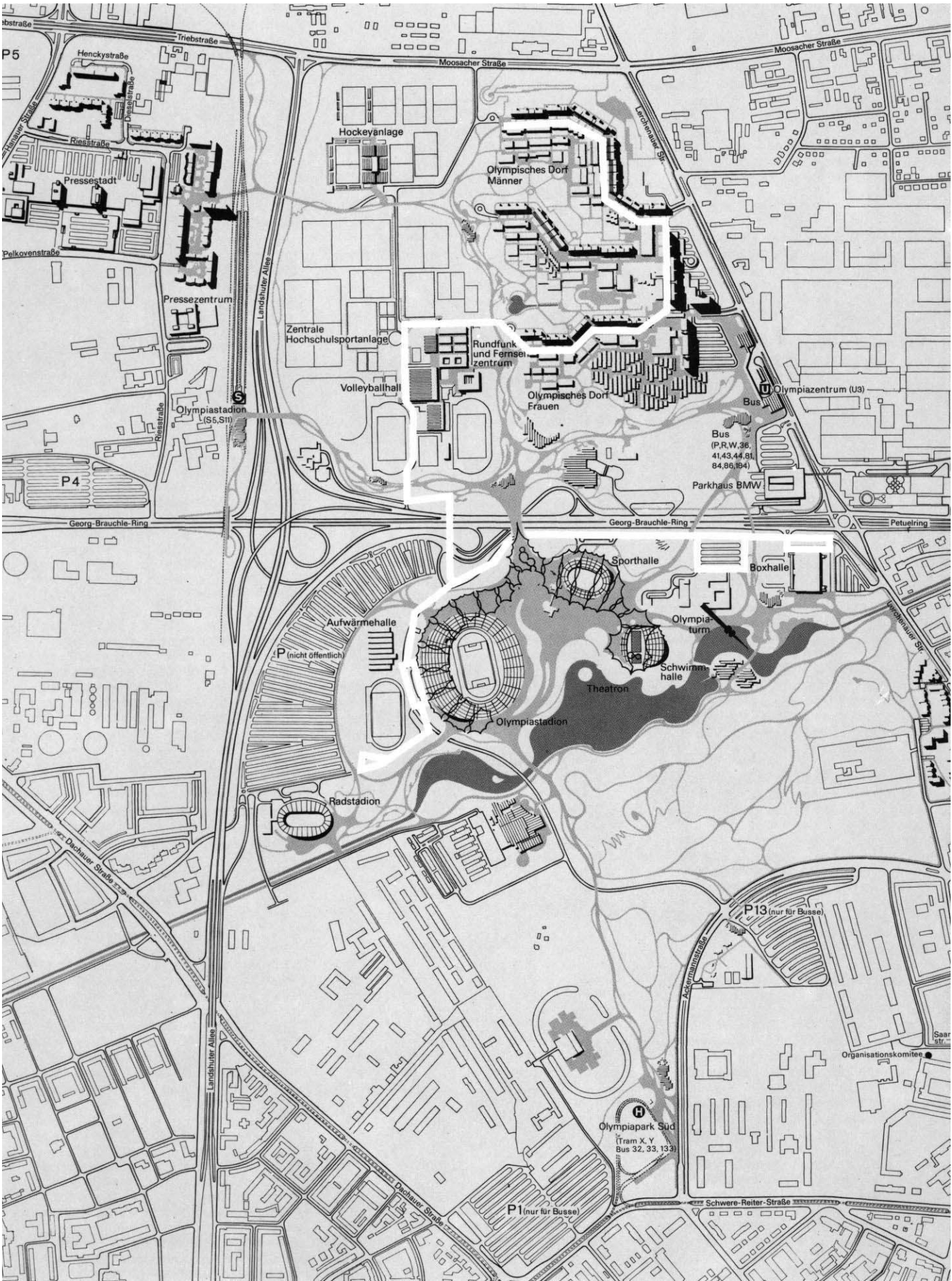
Seminar for African Sports Journalists

Between April 23 and 29, 1971 the OC held a seminar for African sports journalists in Munich. The costs of the seminar were assumed by the Press and Information Office of the Federal Government. The "Association des Journalistes Sportives Africaines" selected the participants.

Eighteen journalists representing fourteen African countries were briefed on:

- the Olympic city and its sports installations available for the 1972 Games
- the Federal Republic of Germany as the host country
- Olympic sport disciplines not yet too popular on the African continent

Map of Olympic Park
The light line designates the route covered by the internal press bus service.



— sport journalism in the press, radio and television of Europe.

Two one-hour lectures, each followed by a two-hour discussion period, were held every day. The participants visited the Olympic sports sites and attended topical sport events. The journalists also went to Berlin, Kiel and Bonn. As of May 3, 1971 they participated in the congress of the International Sport Press Association (AIPS). A 173-page documentation summarized all lectures in English, French and German.

14.2
Current Information for the Public in the Federal Republic of Germany
During the last year before the Olympic Games the OC began to prepare the population of the Federal Republic of Germany for their role as host nation.

Project "Drum Beat"

Lectures on the Olympic Games were to be held simultaneously in all cities of the Federal Republic with more than 100,000 inhabitants as well as at the sites of handball and soccer games outside Munich, on the Zugspitze and the island of Heligoland. The speakers were members of the OC, the board of directors, the advisory bodies and the general secretariat.

The press office prepared a basic lecture. The film of the OC, "A City Invites to the Olympic Games", was presented and a model of Olympic Park was shown, information leaflets and pins were handed out.

For every lecture program the OC made available ten admission tickets which were distributed among the audiences by drawing lots. These were tickets for morning programs of track and field contests and for preliminary rounds in soccer. The president of the OC recorded a welcoming statement on tape. Together with the Olympic fanfare, this statement served to introduce each program.

The OC needed assistants in the individual cities to help with the organizational preparation for this generously planned project, particularly in the offices of the community administration, local information media and sports organizations. In early August, 1971 members of the general secretariat visited the lord mayors of the cities. They outlined the idea of the project and asked for cooperation. Above all, the OC needed appropriate lecture halls, if possible, free of charge.

Under the title, "Project Drum Beat" the program started in sixty-two cities of the Federal Republic of Germany simultaneously on September 30, 1971 at 8 P.M. Attendance (about 20,000) left something to be desired. Press reaction by the regional and supra-regional newspapers, radio and television stations, however, exceeded expectations. Already in August and September, 1971 the local newspapers and regional radio and television stations were supplied with advance material. It contained information about the respective speaker (text and photo) and about the special ties between the city in question and the Olympic Games (construction firms, donors, committee members who were residents of the city, etc.).

14.3 **Internal Topical Information Service of the General Secretariat**

The decision-making members of the OC and the OBG had primarily to be supplied with up-to-date and fast information. For this reason the general secretariat scrutinized the press. In early 1969 this was done on occasion only, but starting later that year, the papers were analyzed systematically on every workday. Munich's five daily newspapers were reviewed, as well as the papers of Augsburg and Kiel, agency reports, weekly publications and magazines (above all, sport magazines). All articles dealing directly with the preparations for the 1972 Olympic Games were summarized on no more than twelve pages, offset and distributed around 9 A.M.: first of all, within the general secretariat and the OBG, but also outside among the pertinent offices of the three territorial corporations (the federal government, the state and city administrations), the IOC, the sports associations and other Olympic agencies.

The circulation of this daily internal information leaflet with the title, "Olympia Intern" rose from an initial fifty copies to three hundred in the early summer of 1972 and finally to five hundred shortly before and during the Olympic Games. The number of pages remained limited to twelve because the house printing shop was unable to handle more, and the leaflet was to retain the character of a quickie. As the volume of information grew prior to the Olympic Games, the general secretariat had therefore to be increasingly more selective in deciding which press reports were to be reprinted. On occasion the general secretariat prepared factually orientated separate documentations addressed at special target groups. In mid-November 1972, the general secretariat discontinued its press scrutiny service.

14.4 **Pre-Olympic Information Publications**

Olympic Press Service

As of June, 1969, the press office published an official press service. The pages were DIN (German standard paper size) A 4, colored intensive green so that they stood out even on the paper-flooded desks of newspaper editors, and were type-written with sufficiently wide margins, double-spaced (37 lines per page). The official name was "Olympia Press". The topics of this monthly press service of not more than twelve pages per issue were:

- information released by the OC and OBG
- features and reports about the progress of preparations, sometimes in anecdote form, but always full of factual information
- portraits of the most important personalities involved in the 1972 Olympic Games.

Altogether thirty-two editions of Olympia Press were published, and in addition, several extra issues on the occasion of special events such as the groundbreaking ceremony for the Olympic sports sites. The circulation of the press service was more than 15,000 copies. They were mailed to 126 countries. Recipients were journalists and correspondents of news agencies, daily newspapers, sports magazines, illustrated papers, radio, television and weekly newsreels, photographers, embassies, consulates, scholars and sport leaders.

If placed on top of each other, all copies of the Olympia Press Service would amount to a paperstack overtopping the 292-meter Munich Olympic tower by about half its height. Far more paper, however, was used by the newspapers and periodicals in Eastern and Western Europe, on the entire American continent, in Asia, Africa and Australia, to print information on the Munich Olympic Games. Voucher copies arrived at the OC in parcels, most of them collected by the diplomatic missions of the Federal Republic of Germany who had also helped in obtaining the addresses.

"Olympia Press" was published in German (final circulation about 7,000 copies), English (5,000), French (1,500), Spanish (1,000), Italian (400), Russian (400), Portuguese (400), Japanese (400) and as of January, 1972 also Arabic (300). It was, among others, also printed in the Danish, Norwegian, Swedish, Finnish, Polish, Czech, Slovak, Rumanian, Hungarian, Bulgarian, Serbo-Croatian, Greek, Turkish, Persian, Urdu, Hindi, Birmesian, Thai, Vietnamese, Korean, and Philippine languages. The journalists of these countries translated "Olympia Press" into their languages for reproduction in their newspapers.

Together with "Olympia Press", the editorial offices of newspapers and periodicals regularly also received photos: some 150,000 glossy prints (format 18 cm x 24 cm) of roughly three dozen motifs. In early summer, 1972 two sets were mailed consisting exclusively of the latest photos of the finished contest sites. Most of these pictures were reprinted in quantities of hundreds of millions.

Olympic Information

For the information of the IOC, the NOCs and the international sports associations the OC created a loose-leaf file which was brought up to date at intervals. This was a blue ring book in which all future additions — with consecutive numbering — could be filed according to the following subjects:

- open air contests
- indoor contests
- Olympic Village
- guests of honor and visitors
- culture
- press
- youth camp
- general organization.

The first part of this loose-leaf file, entitled "Olympic Information" and published in three languages (German, English and French), was presented by the OC to the IOC and the NOCs when they met in Dubrovnik in October, 1969. Supplements were mailed to the recipients in 1970, 1971 and 1972.

Official Reports on the XXth Olympiad (Bulletin)

Beginning in late 1968, the OC published an informative periodical of representational format and high graphic standard: the "Official Report on the XXth Olympiad", briefly called the Bulletin. It was likewise mailed primarily to IOC members, NOCs and international sports associations, but also to distributors such as newspapers, radio, television, embassies, consulates, and airlines. The Bulletin was published in three language versions: French/English/German, French/English/Spanish, and French/English/Russian. The circulation ranged from 10,000 to 25,000 copies depending on the main topic of the issue (the Press Bulletin, e.g., was sent to all addresses on the mailing list of "Olympia Press").

Altogether seven Bulletins were published by the OC at irregular intervals, but almost always on some special occasion:

Bulletin: 1
Published in October, 1968. this issue reported on thirty-six pages on preparations made so far in the fields of architecture, organization, tourism and design, starting in Rome in 1966. At the 1968 Olympic Games 10,000 copies of this edition were distributed to sports leaders and representatives of the international press. An unedited reprint (circulation 5,000) was produced in 1970.

Bulletin: 2
was printed with a view to the IOC meeting in Warsaw in May, 1969. This time, the emphasis was on the cultural program. A chronicle recorded all important dates concerning the development of the program. In addition to thirty-four pages of text (twenty-four offset, ten letterpress printing) there were six transparent pages.

View from the
press center of
the Olympic
grounds.



Bulletin: 3
was published in May, 1970. "2,638
Information Items" was the title. All
interesting names, dates and facts
connected with the preparations for the
Games of the XXth Olympiad were listed
on forty-two pages.

Bulletin: 4
published in March, 1971 reported on the
Olympic Village where some 10,000
athletes lived during the Games. A feature
on the history of the Olympic Village,
prepared by the OC in 1969, provided the
basic material. Additional topics were:
progress in the construction of the contest
sites, the Olympic structures in Kiel,
Olympic training facilities, admission
tickets, accommodations for spectators,
time schedule of the sport contests.

Bulletin: 5
appeared in May, 1971 on the occasion of
the congress of the International Sport
Press Association (AIPS) in Munich. It
informed newspaper, radio and television
journalists on the procedure of accredita-
tion for the Games of the XXth Olympiad
and on housing and working facilities in
Munich and Kiel. Maps of all contest sites
showed the location of the press seats.
A twelve-page section made up in
tabloid style and containing topical
reports and notes gave the Bulletin the
appearance of a newspaper.

Bulletin: 6
was issued in time for the IOC meeting in
Luxembourg in September, 1971. The
central topic was: In what ways will
modern technology serve the sportsmen,
journalists and spectators at the Olympic
Games in Munich, Kiel and Augsburg?
The bulletin explained how distances and
times were to be measured, how the
results were to be established and
announced, how reports of the Olympic
Games were to be transmitted to all the
world, and what optimum conditions
technology provides for the athletes from
synthetic racing tracks to the flood light
installations.

Bulletin: 7
was published on the occasion of the Kiel
Regatta Week in June, 1972. Reports on
the preparations for the Olympic yachting
contests covered forty-two pages. The
State of Schleswig-Holstein and the state
capital of Kiel were introduced to the
readers.

Press Guide Book

In order to enable the journalists to inform themselves in detail about their working facilities even prior to their departure for the Olympic Games, the OC prepared a manual which was mailed to all accredited newspaper, press and television journalists in July, 1972. This special press guidebook had the same format as the official Olympic Guidebook (12.5 cm x 23.5 cm) and was entitled, "Who? When? Where? What? How?". On 162 pages the press office had collected any information of interest to the journalists while working and living in the Federal Republic of Germany. The edition was 10,000 copies (6,000 in German, 2,000 in English, 2,000 in French).

On the first page at the inside each journalist found a sticker with his name and his address (the number of his post office box) during the Olympic Games. Primarily the following topics were treated in articles and pictures:

arrival and information
accreditation and identification cards
our money and your money
your home for sixteen days
good appetite!
the press complex
development aid for photographers
the radio and TV center
buses and cars for journalists
special trains to the canoe slalom,
soccer and handball events outside Munich
your seats at the contest sites and the establishment of press sub-centers
announcement of results
where can you get additional information
post
telephone
telex
telegraph
radio
language of signs
abbreviated national symbols
abbreviations used in announcing results
time schedule of the Games of the XXth Olympiad
the IOC meeting
congress of international sports
associations
the Olympic Organizing Committee
important telephone numbers
the press committee
Olympic cultural program
a few facts about Munich, a few facts about Kiel
how to travel to Kiel and work, live and eat there.

14.5

Accreditation

On the basis of a computer forecast, the OC estimated the number of journalists to be expected in 1972 at 4,000. Housing, working and eating facilities were provided for that number and accreditations had therefore to stay strictly within this limitation.

This figure of 4,000, however, was nothing but a starting point deliberately fixed in 1968 and it had to be defined more precisely during the following years. First of all, it was broken down according to the different categories of journalists, and these in turn were split up into contingents granted to individual countries. Because the applications for accreditation received from all parts of the world exceeded available facilities by almost one hundred percent, the OC was forced to take restrictive measures. The OC could obtain a first, rough idea of these individual numbers only by direct inquiries, that means, the initial estimates had to be checked.

Questionnaire

On May 15, 1970 the OC therefore, in harmony with the standard practice of the IOC, started a project under which questionnaires were mailed to 127 NOCs with the request that they inform also the national sport press associations about this project and pass on the questionnaires not to individual journalists but rather to their respective employers (newspaper publishers, firms, radio and TV companies). The questionnaire consisted of three parts:

1. A cover letter informing the addressee about the meaning and purpose of the questionnaire and about plans for housing and eating facilities, including prices.

2. A questionnaire for newspapers, periodicals, news agencies radio and TV companies and newsreel producers asking for the presumable number of journalists per employer to be accredited in 1972, their technical assistants and preferred sport disciplines.

3. A questionnaire for photographers intended to establish the number of applicants and to obtain information needed for determining the technical capacity of the central laboratory of the press center.

Only some 10% of the total 127 NOCs kept the deadline for answers, set initially at July 17, 1970 and later extended to August 1, 1970. By March of the following year this number increased to 35 NOCs who submitted a total of 764 usable questionnaires. The evaluation of these not only confirmed the number of 4,000 journalists, formerly estimated on the basis of computer projections, but also enabled to OC to break down the total number definitively by categories:

1,900 writers

1,200 radio and TV journalists (here it was particularly difficult to differentiate between journalists and personnel engaged in production).

500

Journalists working for news agencies

350

Photographers

50

Journalists working for newsreels (30) and television agencies (20).

Added to these were technical assistants who were not housed in the press complex, that is, 1,700 persons for DOZ productions, and 800 employees of news agencies and the OC press office.

The slots for journalists of the various categories had to be assigned by the OC to the individual nations. By handing out a limited number of questionnaires the OC had already induced the NOCs to make a rough preliminary selection of media and companies supplied with questionnaires. Apart from a few exceptions, the first rough breakdown of contingents by the OC proved to be correct, in other words, only very few NOCs asked for additional questionnaires. For the accreditation process proper, however, the numbers allotted to each NOC had to be defined exactly. No pragmatical values were available to the general secretariat for this purpose, however. The last two Olympic Games had not taken place on European soil, and the Olympic Winter Games could not be used for comparison. In agreement with IOC rules and the IOC agencies (press committee and press office) the OC calculated the quotas of the individual nations, using the following criteria:

1. Size of the participating team

2. Size of the country (population figure)

3. Importance of press, radio and television in that country

4. Number of journalists accredited in Mexico City

5. Distance from Munich

6. Performance in sport (placement among the first six nations in 1964 and 1968).

The contingents calculated on the basis of these criteria were then balanced by the general secretariat with the nations' quota expectations, as far as they were obvious from the first questionnaire survey. A special work group, composed of representatives of AIPS, VDS, DOZ, publishers and the press committee, acted as a direct advisory body of the general secretariat and fixed the final accreditation quotas for the individual nations in June and July, 1971. The same work group later drafted the final questionnaire in cooperation with the general secretariat. The first questionnaire was intended to obtain basic information, in particular, the presumable number of journalists, but without making binding commitments. The task now at hand was to establish precisely the names of the journalists to be accredited. The OC informed the various NOCs by mail of the number of questionnaires fixed for each nation by the work group, and of the applications received thus far.

Since the numbers of applications generally exceeded the national quotas, the OC—as stipulated by AIPS regulations—entrusted the various NOCs with the task, in cooperation with the national sport press association, to distribute their quota of forms to the accredited journalists

of their country and to mail the correct numbers of forms to the eligible companies. In this manner the NOCs and national sports associations ultimately decided which of their country's journalists were to be accredited in Munich within the quota allotted by the general secretariat. The general secretariat reserved to itself merely a small tolerance group in order to make slight changes of the fixed quotas in case of justified complaints.

Only in the Federal Republic of Germany did the OC, in agreement with the NOC for Germany, mail the forms directly to the various news media whose quotas were previously determined by the work group. In this context Munich's five daily newspapers received disproportionately preferential treatment: they were permitted to accredit approximately three times as many newsmen as other newspapers of comparable size in the Federal Republic of Germany.

On September 15, 1971 the OC—and four weeks later, DOZ—mailed the questionnaires to the NOCs and announced the beginning of the final accreditation process worldwide via all international news agencies, the IOC, NOCs, AIPS and the national sports organizations, so that errors made by the postal services could be remedied fast. The OC made it quite clear that this process was to be final. In agreement with AIPS, September 30, 1972 was set as the absolutely final day for returning the forms. The OC was unable to guarantee the proper handling of applications for accreditation received after that date, and last-minute accreditations were excluded from the outset as a matter of principle.

Electronic Data Processing System (EDP)

In Munich for the first time, an electronic data processing system was used to accredit newsmen at Olympic Games.

Despite original doubts whether such a complex task, influenced by so many unforeseeable factors, can be handled by rigidly programmed processes, the OC decided to risk this experiment, motivated last, but not least of all by the extreme shortness of the period in which the accreditation of the journalists had to be completed.

An order to devise a program system and to complete the entire accreditation complex technically with all concerned, was placed with the data processing company, System Service, Ltd., of Munich.

All technical problems of the press office of the OC—from outlining the system and programming via data storing and processing by machine to the technical handling of monetary affairs with the participating banks—could be solved in one place and consequently with a minimum of organizational overlapping. This relieved the press office of the general secretariat of all routine work and enabled it to concentrate its activities on the solution of press problems which could not—and for public relations reasons, should not—be handled by machines.

The decision to leave the technicalities to an independent EDP service company, was fully justified by practical experience: the entire accreditation procedure was completed smoothly and on time.

Enhanced by the clear predisposed flow of data via the electronically prepared data carriers, good cooperation developed between all parties concerned: the OC, System Service, Ltd., the Federal German Mail Service, the Deutsche Bank, Dresdner Bank and Commerzbank and the Allianz Insurance Company. A prompt and efficient service was offered to the accredited journalists.

In order to collect essential data, information contained in the questionnaires was automatically recorded and reported in a protocol on data transfer and alterations. This protocol was processed by the OC and corrected by a correction service. After checking the electronically stored data on the journalists the "press accreditation" work group finally decided which persons were admitted.

Certificates confirming admission and inviting the journalists to provide deposits, were printed by EDP. Deposits paid were recorded on magnetic tape by the receiving banks and were booked on the electronically stored accounts of the accredited journalists.

At a date fixed by the OC these accounts were automatically checked and missing payments were claimed by machine-produced reminders which warned that further delays in payment might result in cancellations of admission. At the same time all accredited journalists whose accounts were balanced were assigned to available quarters in the press complex if they had requested this at the time of their application.

The program system was devised in such a way that the allocation of quarters by computer permitted also subsequent mechanical billing for housing costs. The EDP installation prepared a bill with exact data on the reservation of quarters, the journalist's length of stay and the price category of his room. This bill was kept at the accreditation counter in the press center. Upon his arrival at the press center each journalist could use this bill to pay any amount still due for this quarters or — if he had not requested official quarters — he could claim repayment of his deposit at a branch office established in the press center by the banks involved. This bill was prepared on a neutral form, and the data specific to the bank concerned were entered by computer. The bill also served as a certificate of eligibility for the issuance of the necessary accreditation documents, identification cards etc.

The settlement of accounts upon arrival was recorded on magnetic tape by the banks. These tapes were used as feeder elements for mechanical accounting. In addition the program system gave each accredited journalist the number of a post office box at the post offices set up by the post office at DOZ and the press center. The journalists were informed of these numbers at their home addresses prior to their departure for Munich.

To facilitate supervision of the accreditation procedure and to assist personnel charged with this task by the OC, informative lists were compiled and kept up to date by the program systems:

- a total list of all journalists, by accreditation numbers, containing the most essential personal data and the state of any open accounts at a given time,
- a reference list stating the names of all journalists in alphabetic order,
- a supplementary accreditation list for the sport disciplines of boxing, gymnastics, basketball and swimming,
- billeting lists per house and story for the stewards,
- a birthday list containing the names of journalists who celebrated their birthdays during their sojourn in Munich,
- a list of arrivals and departures indicating the names of arriving, present and departing journalists every day as a guideline for the employment of hostesses at the accreditation counters, and,
- a list of post office boxes to facilitate the distribution of mail by the post office during the Games.

Besides, the data on the accreditation of the journalists were broken down in a way which facilitated their integration into the GOLYM information system installed by Siemens Corporation without further processing.

Implementation

The figure of 4,000 journalists accredited in Munich and 250 in Kiel which was the basis of all plans was exceeded by a mere fifty-four. This was due to the cleverly devised accreditation procedure and the firmness of principle with which it was implemented. The number of 455 technical assistants of agencies and newspapers was also roughly in line with the estimates. The DOZ and the electronic media serviced by it, however, needed approximately three times as many employees for technology and production as was estimated, i.e., 4,587. Besides, the boundaries between journalists and production personnel were fluid.

The demand for a deposit of 500 DM, due on receipt of the accreditation letter, saved the organizers from many indefinite and precautionary applications. As the deadline for payment approached, publishers and radio-TV companies seriously considered the question of which of their preliminary applications should actually be upheld. The deposits were taken into account when the journalists were billed for room and two meals per day upon their arrival in Munich and Kiel. This simplified operations at the accreditation window.

The twenty-two accreditation windows were laid out generously and were not arranged by names in alphabetic order because this might have caused difficulties for Japanese, Arabs, Russians and Israelis. Instead, the windows were organized by accreditation numbers. The DOZ handled the accreditation of the radio-TV journalists and production personnel under a similar system.

The twenty-two accreditation windows in the Munich press center were open round the clock. There were neither crowds nor

delays at any time. On the first day of accreditation, for example, on August 1, 1972 132 journalists were served: eighty at the press center, and fifty-two at the DOZ. The largest numbers of accreditations were counted on the opening day of the Games when 452 journalists (383 press writers and 60 DOZ journalists) were registered, whereas not one journalist arrived on August 9, 1972.

The "Kölnische Rundschau" described the accreditation process as follows:

"Even foreign colleagues note with amazement: the 'typical German bureaucracy' has been dispersed into a symphony of 'Olympic blue'. This color, which tends slightly to turquoise, is worn by the hostesses who send every newcomer courteously on his brief route through various offices: he hands in his passport, has a pass photo made, pays for his room, receives his meal tickets, and in the meantime his identification card is prepared. Hardly twenty minutes have passed. If the assumption is correct that we Germans lack the talent to improvise and therefore must organize everything, then at least the first steps in Munich have been organized for all journalists and television technicians in such an unobtrusive, friendly and well thought-out manner that we are entitled to feel a little bit of pride."

Not quite unexpectedly, journalists or persons pretending to be journalists popped up every day trying to force their last-minute accreditation even though they had never shown any interest in accreditation during the several months of the application period. These applicants were referred to the secretary general of the International Sport Press Association (AIPS) who had an office in the press center, or to the NOC delegates of the respective countries and the speakers of the appropriate national sport press organizations. Telegraphic inquiries in the applicant's home country, to his NOC and his employer, helped to clarify the situation in most cases. In roughly one half of all such cases accreditation could finally be granted. The amount of work and nervous strain was disproportionately great. The last accreditation was approved a few hours prior to the closing ceremony.

Work Places

The number of work places provided for the press at the various contest sites was adequate. Occasional shortages existed only in the cycling stadium and in the basketball and volleyball halls. In general, the directors of the press subcenters could overcome the problems by skillful improvisation. Shortages were partly due to the fact that these Games were "the Olympics of short paths". The short distances between most training and contest sites no doubt enabled the journalists to attend a greater number of sport competitions than was possible at previous Olympic Games.

Shortages had been anticipated at the afternoon events in swimming, the evening gymnastics events, the semifinal and final fights in boxing and basketball, and on the last day in track and field events. Additional one-day tickets were therefore issued for these events besides

the press cards. Seen in retrospect it can be said, however, that the number of working places in the individual sports sites would have sufficed if the accreditation cards had been accepted as the only authorization for use. The distribution of additional tickets for individual sport disciplines or events created the impression of a shortage and induced some journalists to hoard tickets in an uncooperative manner. On the other hand, some of the one-day tickets were not used.

Permanent press places were assigned to journalists who had asked for a working place with telephone at a sports site, who were recognized by the AIPS as experts in the sports discipline concerned, or who worked for news agencies. At all contest sites there were press places with and press places without tables. Those without tables were mainly intended for journalists who had to report on various sport branches and who therefore could pay only brief visits to each sport site. At the track and field events and soccer games in Olympic Stadium 925 press places with tables and 882 press places without tables were available. To enable all accredited journalists, if possible, to attend the opening and closing ceremonies, additional 1,664 seats were reserved for the press in Olympic Stadium. Radio and television commentators had their own reserved seats at all contest sites. In particular, the following places were available for press, radio and television reporters at the individual competition sites:

Sports sites in Olympic Park											1	2	3	4	5
1	Olympic Stadium	925	882	65	70	20	Handball Matches Outside Munich								
		For the opening and closing ceremonies, additional 1,664 press seats without tables.						Hohenstaufen hall Goeppingen	60	40				5	5
2	Sportshall	200	100	50	50	4		Sports Hall Augsburg	35	40	5			10	
3	Swimming hall	248	202	40	40	—		Sports Hall Böblingen	30	50				5	5
4	Cycling stadium	96	192	20	20			Danube Hall Ulm	40	40				5	5
5	Boxing hall	152	106	40	40										
		For boxing, additional 195 ringside seats.					Sites of Soccer Games Outside Munich								
6	Hockey installation Field 1	52	168	5	10			Nuremberg Stadium	80	36	5			5	5
7	Hockey installation Field 2	10	32	—	—			Regensburg Stadium	40	40				5	5
8	Volleyball hall	36	64	5	10	9		Rosenau Stadium Augsburg	60	60				5	5
Sports Sites in the Fair Grounds								Three-River-Stadium Passau	40	40				5	5
9	Hall for wrestling and judo	100	120	10	10	—		Ingolstadt Stadium	40	40				5	5
10	Weight lifters' hall	79	82	15	15	—									
11	Fencing hall 1	59	60	5	10	9									
12	Fencing hall 2	20	56	—	6	4									
Other Sports Sites															
13	Shooting installation Hochbrück		100	—	—	15									
14	Archers' stand English Garden	25	30	—	—	10									
15	Riding stadium' Riem	248	217	25	25	—									
16	Dressage installation Nymphenburg	52	99	15	15	—									
17	Site of the three-day-event Riem/Poing	26	25	—	—	—									
18	Regatta course Oberschleißheim	188	221	30	30	10									
19	Basketball hall Siegenburger Strasse	100	180	10	15	9									
20	Water polo Dante Swimming Pool	24	28	—	—	15									
21	Individual road race Munich-Grünwald	90	200	20	20	—									
22	Team race Auto-bahn Munich-Lindau		222	—	—	—									
23	Canoe slalom course Augsburg	48	84	15	15										

- 1 Press places with tables
- 2 Press places without tables
- 3 TV commentators' places
- 4 Radio commentators' places
- 5 Observers' seats without telephones

In Olympic Stadium, in the sports hall, the swimming hall, the boxing hall and the cycling stadium every TV commentator's place and every other press working place were equipped with a table and TV set. The journalists could select among up to twelve programs. One channel carried the TV world program broadcast at that very time. Current results of all contests were broadcast on two channels. The remaining nine channels produced the shots made by DOZ cameras at the various contest sites at that very moment. These transmissions were made possible through an internal cable TV network in Olympic Park. The programs were especially useful for those journalists who had to report not only on one sports discipline but who had also to comment on the achievements of their teams. For example, while a reporter attended the track and field contests in Olympic Stadium he could simultaneously watch the TV screen at his press place and observe a track race at the cycling stadium in which maybe also an athlete from his country participated.

Cooperation with the approximately 350 accredited photographers was not quite free from problems. A large number of them could be persuaded only with some difficulty to accept the pool regulations and to understand that not all photographers could work indoors. Preparedness to abide by these rules was not seldom diminished by amateur photographers who pressed to the favorably located places. For organizational and technical reasons a few photographers had to take pictures for all, as always at Olympic Games and other great sports events: The International Pool (IOPP), formed by the European Press Photo Agencies Union (EPU), United Press International (UPI) and Associated Press (AP), and the National Pool (NOP), a joint venture of Dieter-Frinke-Bild, Pressefoto Werek and Sven Simon Foto Agentur GmbH Pressefoto KG.

Places for photographing were available to all other accredited photoreporters within the area of the press grandstand. However, photographers who carry equipment of almost 40 kg weight, can hardly be expected to use normal press seats. In negotiations with the directors of the sports sites at least some freedom of movement could in most cases be obtained for photographers outside the center part of the halls.

In Olympic Stadium, the reporters' dugout proved to be very useful for the photographers since it circumscribes the track right in front of the spectators' area. Because of the many gates, however, it was quite difficult to limit access to authorized persons only.

Many angry and partly unjustified comments by newspapers, radio and television were caused by the restrictions originally imposed on the access of journalists to the Olympic Village. Under this pressure the team leaders gave up their earlier reserve and agreed to more generous practices. The entry permits for journalists of which 200 per day were available at first, were done away with and press cards were declared to suffice for admission to the Olympic Village.

14.6 The Press Complex

The approximately 4,000 journalists accredited at the Games of the XXth Olympiad lived in a "city" of their own. This so-called press complex with altogether forty-five houses was located at the north-west corner of Olympic Park. The distance to Olympic Stadium was roughly 1,200 meters in a straight line. Exactly 4,048 journalists lived in the press complex during the period from August 1 through September 15, 1972. A total of 89,921 overnight stays were counted.

As early as on April 17, 1968 the firm of Gewerbebautrager GmbH (industrial construction company) in Hamburg had submitted to the OC an offer to build some 1,000 housing units with approximately 4,000 separate rooms directly next to Olympic Park and to let these to the OC as accommodations for the about 4,000 accredited journalists during the period of the Games. At its tenth meeting on May 6, 1968 the executive board instructed the OC to pursue this project with urgency. This decision was preceded by extended deliberations about the problem of housing the journalists during the Olympic Games. Plans ranged from erecting new apartment blocks to building a large hotel in the vicinity of Olympic Park.

By late 1968 it became clear that the housing construction company "Neue Heimat" rather than Gewerbebauträger GmbH was going to build the press complex. Only two units were to be built by the latter. Later, however, the "Neue Heimat" company withdrew from the agreement and acted merely as supervisor for this large-scale housing project. The final decision about the builders was made in 1969: these were the property management of Münchner Rück GmbH, the Bavarian Chamber of Insurance, the Münchner Grund-Südgrund company and the firm Kuss. Contract negotiations with these firms were at first very complicated because none of the builders was prepared to provide the necessary guaranty for the completion of the buildings by July 1, 1972. Only when the "Neue Heimat" as construction supervisor pledged itself to safeguard the prompt completion of the project, the contracts were concluded. They were kept: The 1,647 apartments totaling roughly 70,000 sq.m. of living space were finished on time.

On March 1, 1972 the first of the 45 houses were handed over to the OC, and the last ones in mid-June. In March, 1972 the work group "Equipment" started to furnish the houses in cooperation with the Olympic transport company. The total 4,238 rooms of the press complex were furnished with beds, cabinets, shelves, desks and chairs. The newly designed furniture was made available by the German Federal Army and was used in various barracks after the Games. In detail, the following pieces of furniture were needed to furnish the press complex: 4,500 beds, 7,400 closets, 4,300 chests-of-drawers, 9,600 shelves, 5,700 desks and tables, 6,900 chairs, 8,000 lamps, 4,000 carpets, 50,000 clothes hangers.

Already at the test events in July, 1972, twelve buildings with a total of 918

rooms could be placed at the disposal of the journalists.

To facilitate orientation for the journalists the houses of the press complex were consecutively numbered from 1 to 45. The house number was the first number on the billeting slip. 16-10-01-03, for example, meant House 16, 10th story, apartment 1, room 3. Each journalist accommodated in the press complex had a single room of his own which was part of a two-, three- or four-room-apartment. This fact explained the different sizes and prices of the individual rooms. The journalists paid flat rates of 30 DM, 40 DM or 50 DM per day. In addition, there were suites which cost 75 DM. Included in these rates were breakfast and one principal meal at the press restaurant.

Each room was equipped with a black-and-white television set. Upon request the journalists were also given typewriters with the desired sets of keys. At their own expense the journalists could furthermore have telephones or teletypers installed in their rooms.

It was a matter of course for the OC in assigning billets in the press complex to take care that colleagues working for the same newspaper, news agency, radio or television station were, if possible, accommodated together in one apartment. The OC felt that this would not only facilitate the work of the journalists but also facilitate agreement on the time and duration of the use of the common bathroom in each apartment.

The kitchens in the apartments were not yet properly equipped. Nevertheless, the journalists did not have to do without hot coffee and tea or cold refreshing drinks. The floor steward served these free of charge. He brought fresh towels every day and fresh bed linen every other day. Altogether 1,217 stewards, working in three shifts round the clock, served the journalists. Without exception, they were Federal Army personnel. The journalists were favorably impressed by this attentive service.

Each house had a doorman of its own. Since the press complex, in contrast to the Olympic Village, was located in a public area accessible to anyone, his task was to keep undesired visitors out. As in a hotel, the journalists deposited their room keys with the doorman. There were several practical reasons for this: the journalists did not have to carry their keys with them and thus could not lose them. The doorman could tell at a glance whether a journalist was at home if someone asked for him.

About one hundred cleaning women were busy keeping the journalists' rooms tidy. Craftsmen of the most varied lines were available for minor technical repairs. A special store room was installed for the press complex. Laundry, drinks and expendable supplies were stored here and handed out to the stewards as needed. To simplify administration, the press complex was divided into three housing areas. Each was supervised by a housing area administrator.

When the Olympic Games were over and the journalists had departed, there was not much time left until December 1, 1972 to prepare the apartments for the actual lodgers of the press complex. Furniture was removed from the entire press complex already in September, 1972. After that, provisionally installed walls and doors were taken out, damages caused by furniture transports were repaired and extensive painting was done.

Food Service

Among the installations most appreciated by the journalists accredited in Munich, was the press restaurant which was run by the firm of Hermann Haberl KG of Munich. It was built directly into the east side of the press center and could seat one thousand guests. If the weather was fair, additional four hundred persons could sit on the open terrace. All told, some 340 personnel were engaged in the press restaurant to take care of the physical well-being of the journalists. The capacity of the restaurant was adequate even though up to 6,000 meals were served at lunch and dinner during the peak periods. A total of 120,000 portions, 800 hectoliters of beer and 20,000 liters of wine were served.

Upon their accreditation the journalists received two meal tickets per day: one for breakfast, the other for a principal meal. The OC left it to the journalists to decide when they wanted to eat their principal meals — at noon or in the evening — in order to allow for the different time schedules and working and eating habits of the individual newsmen. For this reason, only breakfast and one principal meal were included in the rentals. Otherwise those who could take only one principal meal would have been overcharged. Anyone who wanted to eat a second principal meal could buy additional meal tickets in the press center. The price of one meal was 10 DM.

The opening hours of the press restaurant were fully adjusted to the journalists' needs. Breakfast was served between 6 and 10:30 A.M., lunch between 11 A.M. and 3 P.M., and dinner from 6:30 P.M. to 1 A.M.

The concept of the press restaurant was that of a first-class hotel kitchen in a large restaurant with limited self-service. Food was distributed to the journalists at eight counters. Everybody could compose his own menu from different soups, hors d'œuvres, salads, garnishings, main dishes and desserts. Special consideration was given to newsmen who wanted to watch their weight: if they selected, in all six categories, a dish marked with an asterisk on the menu card, they did not exceed 500 calories per meal. The menu changed every day. On August 26, 1972, for example, the day of the opening ceremony, the journalists could at lunch at the press center select from among the following dishes:

Soups
Bird's nest soup
Cream of mushroom
Batinie with kvas

Hors d'œuvres
Iced melon
Smoked Westphalian ham
Selected vegetarian food
Smoked fillets of trout
North Sea shrimp salad
Gourmandises
Appetizer salads

Salads
Hearts of lettuce with mustard dressing
Dijon
Celery salad with vinaigrette
Cucumber salad with yoghurt dressing
Spring salad with radicchio and chicory

Garnishings
Stewed celery
Potato chips
Potatoes seasoned with herbs
Chanterelles (tiny mushrooms)
Corn
Pommesrissolées
Rice with boletus

Main Dishes
Pepper steak sauce poivrade
Leg of lamb à la Bretonne
Salmon tenderloin steak with Lyonese pike dumplings

Desserts
Fruit basket
Iced fruit salad
Cheese
Yoghurt
Assorted pastries
Selected ice cream
Stewed fruit
Mango fruits with chocolate mint sauce
Strawberries "Cardinal"

The journalists' meal tickets were also valid at the restaurant in the press complex, the "Eurogrill". This restaurant could seat 350 and was open from 7 A.M. to 3 A.M. Five snack bars in the press center were open round the clock. They served hot sausages, sandwiches, cold and warm drinks against cash payment. Newsmen who visited contest sites outside Munich were given lunch packets for meal tickets on request. Orders for lunch packets had to be placed the night before.

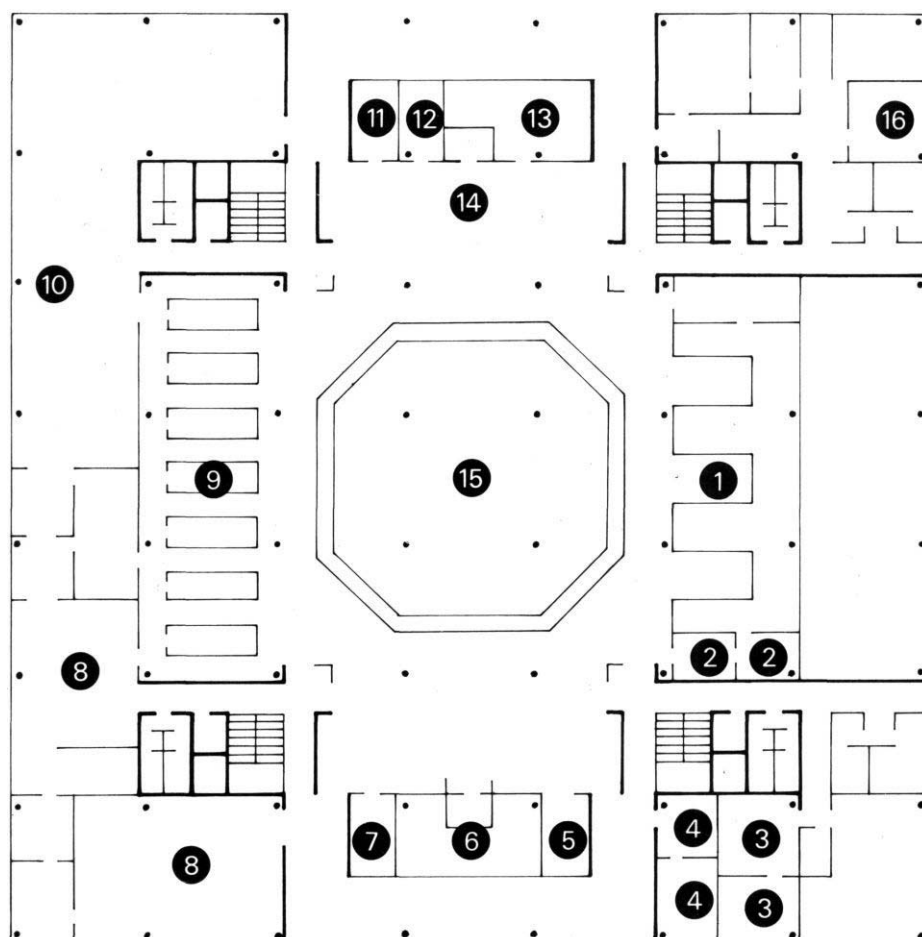
Transportation

Sixty large buses, eighty small buses and eighty-six automobiles were available for the transportation of the journalists. Each vehicle had its own driver, and most were in direct radio telephone contact with the dispatcher at the press center.

A special circular transportation service was arranged for the press in Olympic Park. The route was as follows: Press center, press complex, radio and TV center, volleyball hall, Olympic Stadium, sports hall, swimming hall, boxing hall, cycle stadium, press center. The schedule was adjusted to the course of the contests: The buses left every three to fifteen minutes, until two hours after the end of the last program. These buses were marked with green ribbons and the pictogram, "press".

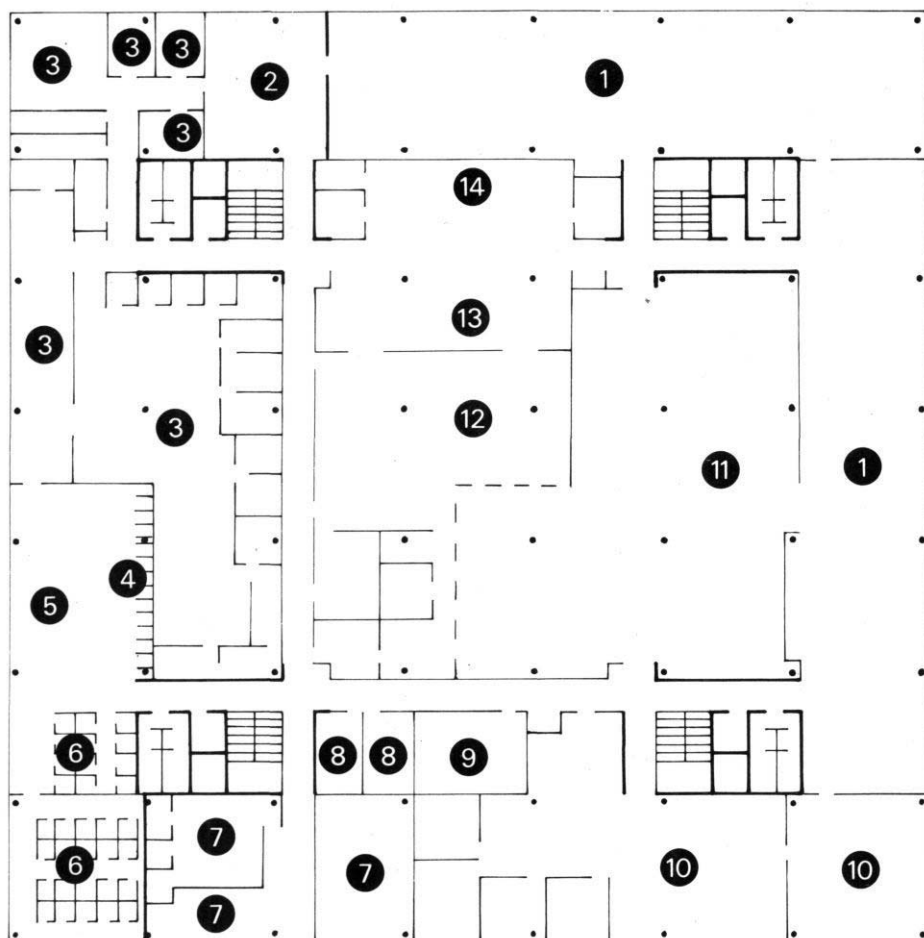
For programs outside Olympic Park a bus shuttle service was organized for the journalists, starting about two hours before and ending two hours after the close of the contests. These buses were also characterized by the press color: green. As further identification, large pictograms of the sport disciplines in question and the names of the competition sites to which the buses went, were affixed to the vehicles. In addition, special buses were used on various occasions, for example, when start numbers were drawn at contest sites outside Olympic Park. Extra trains left the railroad station at Munich-Milbertshofen, located only a few minutes by bus from the press center, to take spectators to the canoe slalom contests at Augsburg, to the soccer matches at Augsburg, Nuremberg, Regensburg and Passau, and to the handball matches at Augsburg, Ulm, Böblingen and Göppingen. A special coach for journalists was attached to each of these trains.

In all other cases the dispatcher at the press center helped. Several particularly egoistic journalists, however, managed time and again to use the press automobiles for private rides. Only retroactively introduced, bureaucratic and clumsy regulations could have eliminated this practice. Occasional transportation problems were due to the fact that the press buses were manned with a driver only and not with a conductor, too. As a result, the buses were sometimes used by persons who were not journalists.



Ground floor

- 1 Accrediting, meal tickets, Information, driving service
- 2 Photo for the press ID-card
- 3 Doctor on stand-by
- 4 Driving service
- 5 Freight and travel bureau
- 6 Bank windows
- 7 Newsstand
- 8 Post office for letters and packages
- 9 Post office boxes
- 10 Print shop
- 11 Office of the Associated German Sports Press (VDS)
- 12 Office of the International Sports Press Association (AIPS)
- 13 Superintendent's office and Documentation
- 14 Bar
- 15 Communication center
- 16 Olympic press office



1st floor

- 1 Press work rooms and offices
- 2 Central laboratory
- 3 Company service for film developers
- 4 Small dark rooms for do-it-yourself film developers
- 5 Areas for developing negatives
- 6 Copier and enlarger booths
- 7 Office of the National Photo-Pool
- 8 Cameraservice
- 9 Phototelegraphic center of the part office
- 10 sid Sport Information Service of the Federal Republic of Germany
- 11 Telephone room
- 12 Teletype room
- 13 Telex window
- 14 Bar

14.7 Press Center

The headquarters of the press writers and photographers was the press center which had to fulfill numerous functions: meeting place for journalists, news exchange, club, communication center, working place, agency office, photo laboratory, telephone, telex and phototelegram transmission center. The post-Olympic utilisation of the building as a school made it possible that the approximately 18,000 sq.m. of space, located on four floors, could be "made to order" for the needs of the journalists. The press center bordered immediately on the press complex and was situated mere 1,000 m from Olympic Stadium.

The location of the press center was finally decided upon as late as December, 1970. The OC felt that the motto, "Olympics of short distances", should be applied not only to athletes and spectators, but to journalists as well. The main sports sites, working places and housing areas were to be as close to each other as possible.

Initial plans envisaged the installation of the press center in Olympic Stadium directly beneath the press grandstand. This intention was abandoned when the first figures were established with regard to the necessary size of the press center. Space in the order of approximately 20,000 sq.m. was not nearly available in Olympic Stadium. Subsequent considerations aimed at setting up the press center in a provisional building within the area of the future "Central University Sports Installation".

A new solution seemed to offer itself in the spring of 1968. The firm Gewerbebauträger GmbH, Hamburg, planned to build a shopping center with two department stores in the press complex and offered one of these to the OC for use as a press center during the Games. When the blueprints for the department store were submitted, the installation of the press center was planned in cooperation with Gewerbebauträger GmbH. It became obvious that the cost of converting the store into a press center, together with rentals, would amount to some twenty million DM; this exorbitant price forced the OC to give up the project. Instead, it examined the feasibility of erecting the press center as a prefabricated building in the free area between the rapid transit railroad and the Mittlerer Ring road.

In 1970, the "Odyssee" ended with an optimum solution. The State Capital of Munich offered a choice between three lots in the vicinity of the press complex and suggested that the press center be set up there for later usage as a vocational high school. The expenses were estimated at some thirty million DM by the OBG. On December 7, 1970 the executive board of the OC agreed to this financially acceptable solution. A site on Ries Strasse — immediately south of the first houses of the press complex — was ultimately selected as the location.

Although the time was extremely short, the OBG managed to complete the press center on time and to hand it over to the

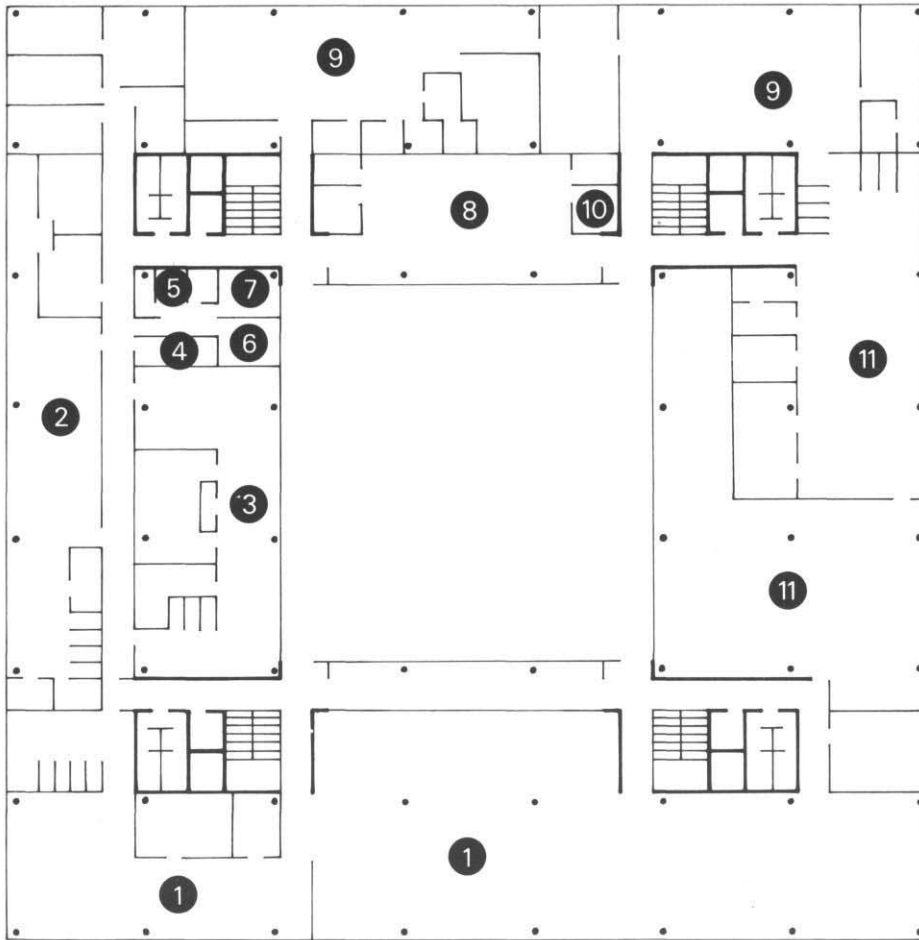
OC on July 1, 1972. Even during the test competitions part of the press center could be used by the journalists. Beginning on August 1, 1972 the press center was open twenty-four hours a day. Access was granted only to the newspaper, radio and television journalists accredited during the Olympic Games.

The ground floor resembled the lobby of a large hotel. In the center, there was a lounge with 120 seats. All television transmissions could be watched here. When the Soviet team played ice hockey against the North American professional players in Canada, the American Broadcasting Company (ABC) even installed a special cable into the press center, mainly to enable journalists from the countries involved to watch the matches at 2 A.M.

Press conferences were held almost daily in the lobby: primarily for African sports leaders prior to the beginning of the Games on the Rhodesian problem; later, with Mark Spitz, the multiple Olympic winner; and with the president of the OC in the evening after the closing ceremony. An estimated two thousand journalists stayed up until after 4 A.M. during the night following the attack on the Israeli team in order to wait for the latest information from Federal Minister of the Interior Hans-Dietrich Genscher, Minister of the Interior of the Free State of Bavaria, Dr. Bruno Merk, and Dr. Manfred Schreiber, police president of the State Capital of Munich. Among the numerous prominent persons who visited the press center during the Olympic Games were Federal President Dr. Gustav Heinemann and Federal Chancellor Willy Brandt.

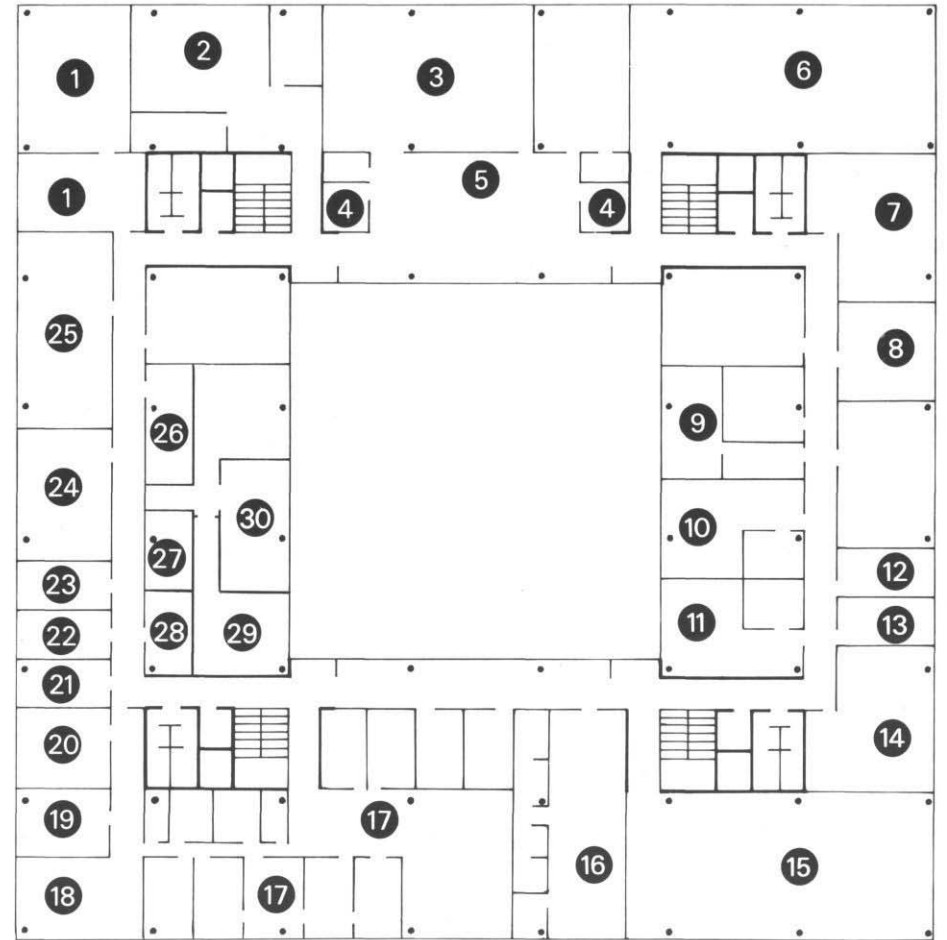
Grouped around the lobby on the ground floor were thirty accreditation windows, a counter for issuing meal tickets, an information counter, the dispatcher's office, two rooms where doctors and nurses, working in three shifts round the clock, treated up to two hundred persons per day, a freight and travel office, bank windows, a newsstand, a post office for letters and parcels, the journalists' lockers for incoming mail, published results, press releases, invitations etc., a printing shop with forty printing presses and sixteen machines for collecting the printed pages; the offices of the International Sport Press Association and the German Sport Press Association, as well as rooms for the employees of the Olympic press office. Information of major importance was posted on three bulletin boards (one each for German, French, and English) for the journalists' benefit.

Two work rooms with a total of 350 working places and 961 sq.m. of floor space, equipped with typewriters which had sixty-three different types of key-boards, produced by the firm "Olympia", were on the second floor. Television sets and shelves for filing the contest results were part of the equipment of the work rooms. Next door was a 1,116 sq.m. central laboratory, installed by the firms of Agfa Gevaert and Kodak. Accredited photographers could have their films developed here free of charge. A total of 240,000 films were processed. The photographers themselves could also develop and make prints or blow-ups of their



2nd floor

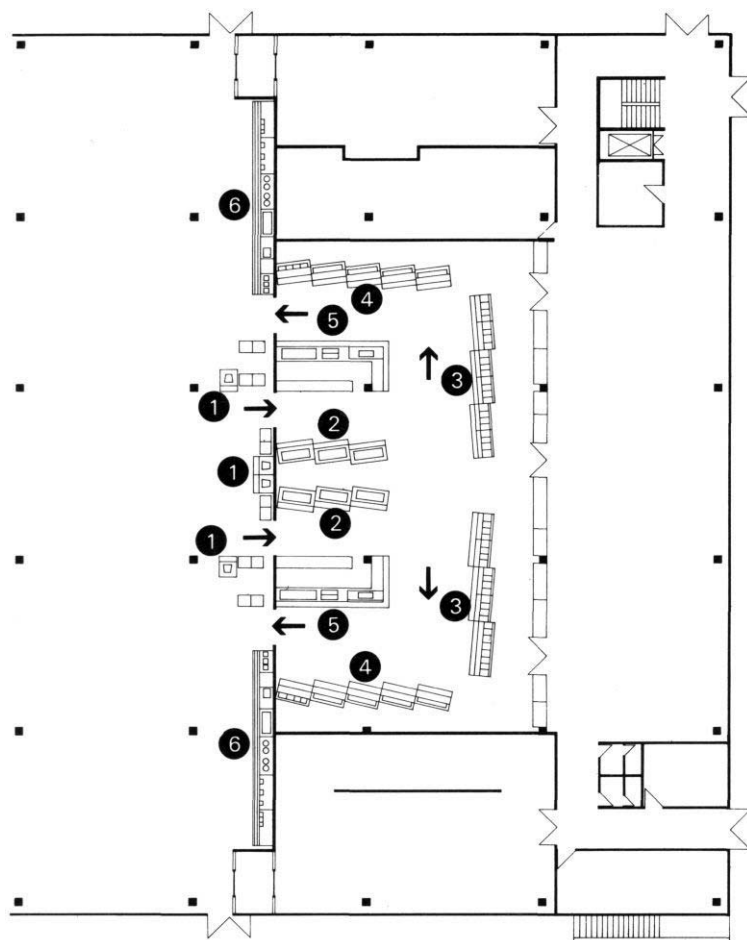
- 1
dpa
Deutsche Presseagentur
- 2
EPU
European Press Photo
Agencies Union
- 3
International Photo Pool
- 4
PAP
Polska Agencja Prasowa
- 5
Politikens Pressfoto
Denmark
- 6
Sport-Illustrierte
Federal Republic of Germany
- 7
Ekstra Bladet
Denmark
- 8
Bar
- 9
UPI
United Press International
- 10
Interview room
- 11
AP
Associated Press



3rd floor

- 1
ANSA
Agenzia Nazionale Stampa
Associata
- 2
ANP
Algemeen Nederlands Pressbureau
- Conference room for 150 people
- 4
Interview rooms
- 5
Bar
- 6
AFP
Agence France Press
- 7
Jiji
Japan
- 8
APA
Austria Presse Agentur
- 9
Springer Verlag
F. R. of Germany
- 10
Dagens Nyheter
Sweden
- 11
Expressen
Sweden
- 12
Süddeutscher Verlag
- 13
Münchener Zeitungsverlag
- 14
Tidningarnas Telegrambyrå
Scandinavia

- 15
Reuters
Great Britain
- 16
Kyodo
Japan
- 17
ADN
Allgemeiner Deutscher Nachrichtendienst
- 18
CTK
Ceskoslovenska
Tiskova Kanelar
- 19
Organization of the press sub-centers
- 20
Organization press center
- 21
L'Equipe
France
- 22
Sports Illustrated
USA
- 23
Sport Zürich
Switzerland
- 24
Tanjug
Yugoslavia
- 25
Tass
USSR
- 26
Press commission
- 27
MTI
Hungary
- 28
EFE
Spain



29
Press and Information Office of the
federal government
30
City of Munich
Free State of Bavaria

Restaurant

- 1 Meal ticket taker
- Trays
- Cutlery
- 2 Hors-d'œuvres
- Salads
- 3 Soups
- Main dishes
- Side dishes
- 4 Desserts
- Cold buffets in the evening
- 5 Beverages
- Ice cream
- 6 Free beverages (coffee, tea,
carbonated beverages, milk)
- 7 Kitchen

black and white films. For this purpose, fourteen booths for loading cameras, thirty-five places for developing film negatives, and thirty-five booths with enlarging equipment were available. Even during the contests the photographers could send their exposed films to the central laboratory in the press center; special messengers for film transport were stationed at all sport sites. The firms of Leitz/Rollei and Nikon provided a free repair service for cameras of their respective makes.

The center of the second floor of the press center was the telephone room of the post office with seventy telephone booths, twenty roofed telephones and twenty pay telephones. 26,723 telephone calls were made from here during the forty-six days of operation. At a telex window the journalists could hand in their teletype manuscripts or punched tapes. 9,837 teletype messages, totaling 6,377,718 words, were transmitted via forty-nine telex machines. By far the largest number of words were transmitted on September 5, 1972: 638 teletype messages with a total of 365,318 words. On the same day, the phototelegram office on the second floor of the press center also registered the largest traffic volume: at 177 the number of transmitted phototelegrams was exactly twice as large as on other days with peak usage. For reasons of expedience, the phototelegram office was placed directly next to the photo laboratory. It consisted of two acceptance windows, six photo transmitters of the Federal German Postal Department and six connection points for private photo transmitters. All told, 1,407 phototelegrams were transmitted from August 1 to September 12, 1972.

The third and fourth floors of the press center were mainly occupied by the news agencies. The rooms were sub-divided and equipped in accordance with the users' wishes. Each agency had one or two cars with drivers in the motor pool at its disposal. The following agencies had their offices in the press center:

Deutsche Presseagentur (dpa)
Sport Informations Dienst (sid)
European Press Photo Agencies Union (EPU)
Internationaler Fotopool
Polska Agencja Prasowa (PAP)
Politikens Pressfoto Denmark
Sport-Illustrierte
Federal Republic of Germany
Ekstra Bladet Denmark
United Press International (UPS)
Associated Press (AP)
Agenzia Nazionale Stampa Associate (ANSA)
Algemeen Nederlands Pressbureau (ANP)
Agence France Press (AFP)
Austria Presse Agentur (APA)
Springer Verlag
Federal Republic of Germany
Dagens Nyheter Sweden
Expressen Sweden
Süddeutscher Verlag
Münchner Zeitungsverlag
Tidningarnas Telegrambyrå Scandinavia
Reuters Great Britain
Kyodo Japan
Allgemeiner Deutscher Nachrichtendienst (ADN)
Ceskoslovenska Tiskova Kanelar (CTK)
L'Equipe France

Sports Illustrated USA
Sport Zurich
Tanjug Yugoslavia
Tass USSR
MTI Hungaria
EFESpain

Rooms were also available for the press committee of the OC, and for the press and information offices of the Federal Government, the Free State of Bavaria and the State Capital of Munich.

Press sub-centers complete with writing rooms, interview rooms, information areas, post windows and snack bars were installed at all competition sites, with the exception of the hockey installation where the press sub-center in the volleyball hall had to be used, and the fair grounds where a common press sub-center for the wrestling and judo hall, the weight lifters' hall and the two fencing halls was set up in hall 5. As a rule, the press sub-centers were open from one hour prior to the beginning until two hours after the end of the competitions at the respective contest site. The press sub-centers were supervised by journalists or by members of sport clubs who had some journalistic experience.

At each of the handball contest sites outside Munich (Göppingen, Böblingen, Augsburg and Ulm) and at the sites of the soccer matches (Nuremberg, Regensburg, Augsburg, Passau and Ingolstadt) a 150 sq.m. press sub-center was available consisting of a writing room, four telephone booths, four pay telephones, five teletype machines and one darkroom.

The journalists requested the installation of a total of 640 individual telephone extensions on the grandstands of the various contest sites: most of them in Olympic Stadium (159), the swimming hall (77), the boxing hall (56), the riding stadium (37) and the sports hall (33).

Press Conference for Medal Winners

Imitating the practice at previous Olympic Games, the Munich OC also tried to introduce medal winners to the journalists, following each Olympic victor's ceremony. For this purpose, an interview room was provided at each press sub-center where interpreters and hostesses were available in addition to the supervisor of the sub-center. The medal winners, however, were not always at the journalists' disposal. They either refused to meet the journalists or gave preference to the radio and television companies of their own nations, or they were considerably delayed by doping control, in some cases by several hours.

Although these circumstances were explained to the press, the understandable annoyance of the journalists was directed less against the athletes and sports associations, but rather against the press organization. As the Games proceeded, however, the press conferences became increasingly pleasant. The briefest press conference in honor of a winner lasted twenty minutes, the longest — following the pole vault competition — took two hours.

Size and Equipment of the Press Sub-Centers

Sport Sites in Olympic Park	sq.m.	1	2	3	4	5	6
1 Olympic Stadium	1 200	100	120	39	20	20	17
2 Sports hall	650	40	50	18	5	10	17
3 Swimming hall	500	45	50	20	4	8	9
4 Cycling stadium	450	25	45	8	2	7	5
5 Boxing hall	400	25	63	12	3	10	14
6 Volleyball hall	330	20	55	5	2	5	15
Other Sport Sites							
7 Fair Grounds Hall 5	1 200	80	160	25	18	12	16
8 Shooting installation Hochbrück	240	10	(2 rooms) 15	8	4	5	7
9 Archers' stand	50	7	33	—	—	6	4
10 Riding Stadium Riem	400	25	40	15	8	10	6
11 Dressage Arena Nymphenburg	250	15	30	8	2	5	3
12 Riem-Poing (three-day event)	110	7	—	—	6	3	1
13 Regatta course	700	20	40	20	4	10	9
14 Basketball hall	420	25	40	10	4	8	12
15 Dante Swimming Pool	150	25	—	3	2	3	8
16 Autobahn Munich—Lindau (team racing)	180	20	20	4	4	5	1
17 Munich—Grünwald (individual road race)	210	25	32	5	4	5	1
18 Canoe slalom Course	270	35	40	8	6	5	4

- 1 Working places in the writing room
2 Seats in the interview room
3 Telephone booths
4 Pay telephones
5 Teletype machines
6 Days in operation

14.8 The Press Center at Kiel-Schilksee
During the Olympic sailing competitions in Kiel, 256 press writers and photographers and radio and TV reporters were accredited. They were assisted by eighty technicians (production personnel) of DOZ.

A 3,000 sq.m. press center, provisionally installed in a boat hall and underground garage, was available to the journalists and technicians. Thirteen agencies and newspapers were assigned offices of their own. Photo laboratories were attached to eleven of these. Beyond this, eight photo laboratories were provided for press photographers. Supplementary to these, a central laboratory was available to all photographers. During the days of the regatta, they developed 3,000 films.

As regards telecommunications, thirty-two telephone booths, twelve teletype machines, five phototelegram transmitters and three telephone connections were provided. The press working room with fifty desks was sufficiently large because the journalists' apartments were also equipped with desks. All told, 462 typewriters with seventeen different types of keyboards were ready for use in the press areas.

The production and administration offices of DOZ as parts of the press center were located in the immediate neighborhood of the general press services.

The accredited journalists and production personnel were housed in apartment buildings directly above the press center. A suite was available for each journalist. Meals were served at the promenade restaurant above the press center. Visitors from Munich could use the air-line shuttle service.

Topical results of the regatta were announced by loudspeaker, via monitors — the results were transmitted also to the apartments — and by lists. The twenty-nine press boats received this information by special radio telephone contact. Results from the Munich sport sites were published in the form of written summaries and immediately by a teletype projector. In addition, sailing experts were available to give advice and comment on regatta results. The result service was supplemented by a data read-out station. Besides the general information service, a special interview arrangement service was available. Press conferences were held daily.

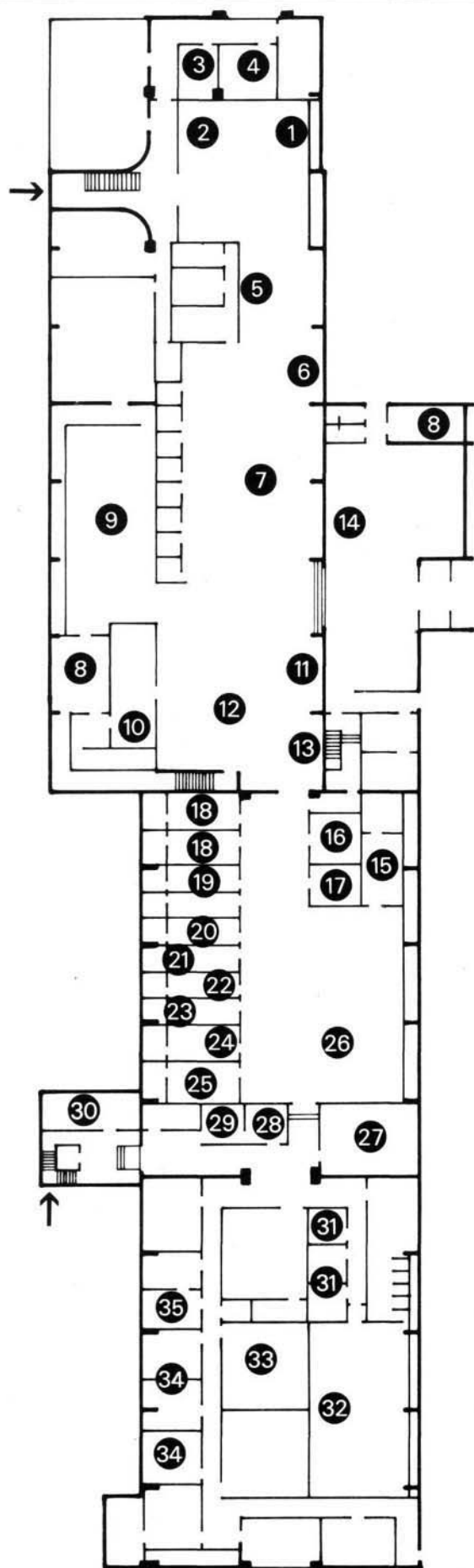
During the demonstration contest "Water Skiing" a press sub-center with twenty-five working places, five telephones and two teletype connections was installed immediately next to the contest course. An extra 150 boat seats were offered to the journalists for the meeting of the large sailing-ships.

Until the beginning of August, 1972 the Kiel press office served and assisted more than 1,500 journalists. All told, 3,500 press folders and approximately 6,000 photos were distributed to target groups. In addition, the office assisted in the preparation of numerous publications on the Olympic yachting contests.

During the planning phase, the press office was aided by the "Advisory Group, Press Center Kiel-Schilksee", a committee composed of journalists specialized in yachting, and experts with sport press experience.

Ten full-time employees were on the payroll during the Games; in addition, ninety-seven short-term employees worked directly in the press center at Kiel-Schilksee. Besides, 165 employees (sailors, radio operators etc.) worked indirectly for the press.

The echo of the Olympic yachting competitions in Kiel was worldwide. In September, 1972, for example, some 5,000 reports, features and commentaries on the Kiel events were published by domestic and foreign newspapers.



Press Center Kiel

- 1 Reception
- 2 Photographs for ID cards
- 3 Leitz Service
- 4 Lufthansa Press Service
- 5 Central laboratory
- 6 Post office boxes
- 7 Telecommunications
- 8 Interview room
- 9 Conference room
- 10 Telex center
- 11 Pay telephones
- 12 Information panel station
- 13 Resultshelf
- 14 Bar
- 15 The Yacht
- 16 Sport information service
- 17 New Zealand Press Association, Australian Associated Press
- 18 Deutsche Presseagentur
- 19 Politikens
- 20 International pool
- 21 National pool
- 22 Agence France Press
- 23 United Press International
- 24 Kieler Nachrichten
- 25 Associated Press
- 26 Press work places Radio and television
- 27 Management room and booking room
- 28 Teleprinter
- 29 Telephone exchange
- 30 Shipping, driving service, information
- 31 Cutting room
- 32 Off-tube room
- 33 Studios
- 34 Radio control room
- 35 DOZ counter

15

A few days after the allocation of the XXth Olympiad, the German Broadcasting Organisation ARD (Consortium of German Broadcasting Agencies) and ZDF (Second German Television) appointed a commission of experts. This commission consisted of three working groups, technical, programming and production, and legal and financial. The groups worked out the organizational and technical solutions for the world-wide transmission of the Games, and made a tentative cost estimate. On the basis of this preliminary work the ARD and ZDF founded on May 21, 1968, the ad hoc corporation DOZ according to civil law, with Robert Lembke as manager.

Experienced experts from ARD and ZDF became heads of the six departments into which DOZ was divided — management, programming, production, technical, administration and finance, general services. The assignment of the DOZ as expressed by its partners was: The creation of production arrangements for radio and television companies from the whole world, and supplying a color signal with IT (international tone) that covered all essential events.

For radio broadcasting this meant building arrangements which offered each foreign agency working conditions adapted to its national peculiarities, customs and editorial requirements.

From a purely sports journalistic point of view it was necessary to work out one world-wide television program that provided coverage of the decisive phases of all twenty-one officially sanctioned sports. Inasmuch as scheduling and demand allowed, broadcasting was exclusively in color and live. The legitimate wishes of the larger, especially German, broadcast organizations for individual commentators, were handled on the grounds of their feasibility. Besides the direct transmissions from 9 A.M. to 11 P.M., daily film summaries were also planned.

The planning was a compromise between past experience and supposition. Neither the schedule of the Games nor the exact number and desires of the foreign companies were certain.

On one hand the architects wanted exact details for their plans. The DOZ technicians knew that designs not in these plans could not be carried out once the structures were built.

On the other hand industry preferred delivery times of up to twenty-four months and pointed to the opportune disposition of the required manpower. Some of the greater problems in this planning stage were:

The arrangement of commentators' positions, camera stations and the interview studios in the stadiums, the question of adequate lighting for television, the problem of the timely disentanglement of the programming of the Games with the goal, to be sure that the decisive moments of important competitions did not occur simultaneously, and finally, positioning, size and equipping of the necessary DOZ building.

These problems could only be solved by the close cooperation of all participants, the OC, the OBG, the German Bundespost, the large international broadcasting organizations and experts of the German broadcasting agencies.

The plans for building measures, for the extent and mode of operation of the technical arrangements and the program schedules were continuously rewritten. This was done to accommodate the changing specifications of the extent and start of the Games as well as the number and wishes of the foreign licensees. The first opportunity to try out the completed installations came only immediately before the beginning of the Games. This showed no need to change any of the organizational or technical arrangements.

15.1 The Technical Concept

15.1.1 The Contest Sites

Television

Twenty-five of the thirty-five contest areas were equipped for the production of picture and sound with TV transmission trucks with one or more electronic cameras, mobile video-tape and slow-motion machines along with sound equipment. Ten of the competitions, because of their nature, were covered by film. The electronic coverage of street cycling and the Marathon race, required especially extensive technical installations.

The five television agencies: BBC (Great Britain); NOS (the Netherlands); ORF (Austria); RAI (Italy); and SRG (Switzerland) provided seven of the total of twenty-seven transmission trucks which were equipped with two, three, or four cameras. Altogether in the stadiums there were eighty-nine electronic cameras, 20% of which were fitted with telephoto lenses with variable focal distance (16:1).

The competition sites were outfitted with 345 TV commentator booths each with a commentator unit and a TV monitor for the transmissions to be commented on. The commentator units were adapted to the four-strand technique. Thus two speakers could alternately commentate, while on one hand remaining in contact with the technical sub-center and on the other with their editors in the TV-center in Munich or the editors at home.

The commentator booths in Olympic Stadium, the sport hall, swimming hall, boxing hall and the bicycle stadium were equipped with a second TV-monitor so that, if desired, a second picture of another competition or one of the information programs with competition results from the OC could be seen.

All commentator booth monitors, by a special cable network, were connected to twelve selectable programs of the closed-circuit DOZ/OC informational TV service.

In Olympic Stadium, the sport hall and the swimming hall there were interview studios, each with a color camera, a graphics camera and picture and sound direction devices.

The TV installations in Olympic Stadium recorded all field competitions, for example the broad jump, high jump and the throwing competitions, in which any single performance could be an Olympic victory. At the same time track competitions were recorded. The reproduction was in either normal tempo or slow-motion.

Special notice should be given to the two wired, portable electronic color cameras used in the infield of Olympic Stadium. One was connected to the track and the other to the field transmission truck. Also the portable, wireless infield cameras, lent by the ORTF, greatly improved reporting through their mobility. Through the interview studio with its own picture cable there was a direct connection with the main switching room in the TV center and further with the director in the ARD/ZDF studio.

At the rowing competition in Oberschleißheim the mobile double camera truck was especially successful. During each race the truck rolled alongside the boats on a specially built track as far as the beginning of the grandstand, sending a wireless transmission of the race. A camera on track mounted on the roof of the grandstand continued reporting and followed the action until the camera at the finish line took over.

The camera arrangement in the swimming station was technically especially costly. Coordinating the camera that ran along next to the swimmers with the swiveling camera over the pool and the underwater camera gave very special effects.

For the Marathon the OC permitted only two exhaustfree electric autos with a movie camera and a radio commentator, which were driven before the runners. There were also three transmission trucks with television cameras along the course.

Radio

For radio broadcasting at the competition sites there was a total of 461 fully equipped reporting booths with commentator units. In the main stadiums they were also equipped with TV monitors with selectable programming just as the TV booths were. Besides there were 147 places available, without special equipment, for reporters with portable tape-recorders. The radio commentator booths were also connected through the joint TV and radio sub-center in the stadium with its responsible technical engineer, the TV center in Munich or their home editors. The TV interview studios in Olympic Stadium the sport hall and swimming hall could also be used by the radio broadcasters.

15.1.2

The Center in Olympic Park

The technical center for television and radio was located in Olympic Park in the institute which was to become the Central University Sports Facility after the games. Here one found the DOZ offices, the editorial rooms of the German and foreign broadcasting agencies, plus a whole series of central conveniences such as banks, a post-office, travel agencies, newstands, restaurants, booking bureaus, and the accrediting desk for radio and television journalists. All programs transmitted from the competition sites were received in the center and edited.

15.1.2.1

Television (Electronic)

The most important arrangements of the television technical center consisted of the central control room, the broadcast director for world programming, the video-tape center (MAZ), the off-tube-center and eleven unilateral studios.

Central Control Room

The central control room switched the signals between the competition sites, the broadcast director for world programming, the video-tape center, the off-tube-center with sixty-one commentator booths, the eleven unilateral studios, the three dispatcher rooms and the postal communication room.

The control room consisted of fourteen picture and sound switching positions, one control desk, and one monitor wall with 48 screens. In this way the signals from different sources were sent on to their proper receivers in accordance with the type of assignment and desired mode of production. This pertains not only to the closed circuit but also to the national and international systems.

Broadcast Director of World Programming

The broadcast director had the responsibility to prepare a summary for world programming from the live transmissions, video-tape and film clips.

Besides the encompassing picture and sound direction arrangements and the large monitor wall, there were two MAZ machines, one slow-motion machine, one 16 mm color multiplexer, one graphic camera, one multi-purpose lettering device and different sound recording devices available.

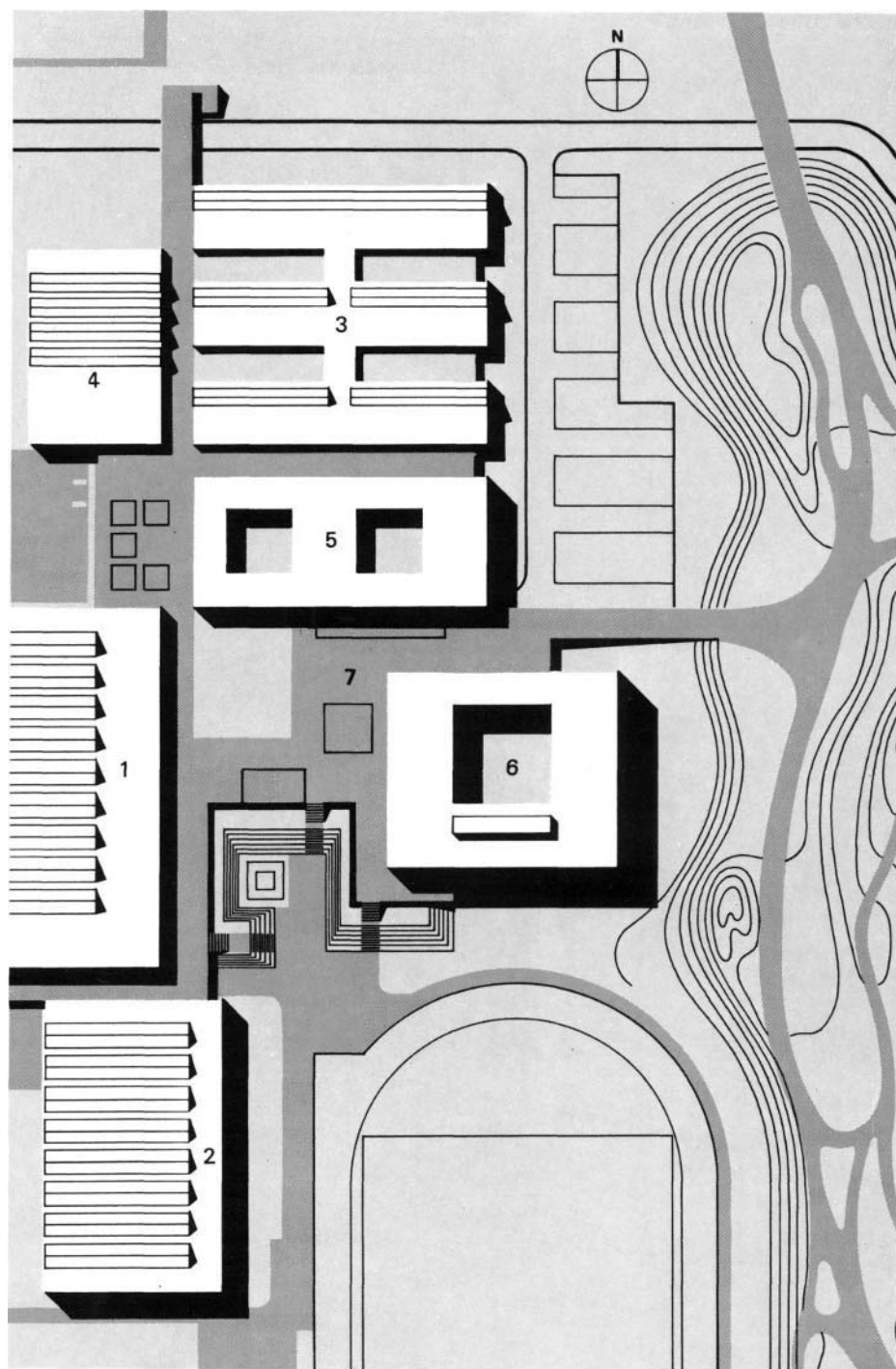
Video-Tape Center (MAZ)

The MAZ center recorded all signals which were to be held for a later time, whether for different programming times, editing or for unilateral programming by guest organizations. All reels were time-marked and could be quickly identified for revision by a scanning machine. In the MAZ center there were seventeen Type AVR 1 video-tape machines, one slow-motion machine, three multi-track machines each with sixteen channels for the simultaneous recording and picture synchronising (SP) of a maximum of forty-five commentators, and one 16 mm film multiplexer.

The MAZ editing complex contained three rooms with a total of eight magnetic recording machines and one film multiplexer.

Off-Tube Center

For organizations which did not have enough commentators or did not receive a commentator's booth in the stadium, there was an off-tube center with sixty-one booths for commenting on live transmissions and summaries. Each booth contained: one color television set, one TV for the closed circuit information program and one commentator unit with the same equipment as a commentator's booth.



- 1 Volleyball hall
- 2 Radio studios
- 3,5 TV studios and work areas
- 4 MAZ center, mail distribution rooms
- 6 Information and conference center
- 7 Forum

Radio and television
at work



Unilateral Studios

Eleven unilateral studios were used to produce special programs for the individual broadcasting agencies. They were equipped with:
two to three color cameras,
two to three MAZ machines,
one 16 mm color multiplexer,
one slide projector or black and white camera and
different picture and sound equipment including trickmixer and blue screen.

Of these studios six were set aside for exclusive use of each by only one broad-casting agency (ABC, Australien BC, BBC, CBS, NHK, ARD/ZDF). Also there were two studios booked for Eurovision, one studio for the closed-circuit program-ming intervision, and two studios for the other organizations.

Dispatcher Rooms

The three dispatcher rooms served to distribute and supervise the international programs being sent out by cable. The first room supplied the East-European coun-tries. The second served the network of the EBU countries. The other countries of the world were connected to the DOZ dispatcher room.

Postal Transmission Rooms

There were two separate postal trans-mission rooms for TV and radio in which the circa forty receiving and transmitting picture cables and 3,150 sound cables were installed.

**15.1.2.2
Television (Film)**

For making films, whether daily summaries or productions of the guest organizations, the following equipment was available:
thirty-six camera teams;
three film processing machines for 16 mm color-reversible film with a capacity of circa 2,000 meters per hours;
thirty-two film cutting rooms;
three playback rooms for re-recording pilot sound on 16 mm magnetic film, and on 16 mm magnetic marginal soundtrack;
and four film mix studios for recording comments, background noises and music onto film reports.

**15.1.2.3
Radio**

The most essential arrangements of the radio technical center were the radio studios and the main switching room.

Radio Studios

For radio there were sixty-four studio complexes each with a director's room and a recording room. These were avail-able to all guest agencies for individual program production and moderation. Each studio was equipped with a sound-mix and control equipment for six channels and one multiple channel with eight simultaneously switchable receptions from the stadiums; also with four magne-tic tape machines and one record player. For the special demands of the ARD, ex-tensive space and technical arrangements were made.

Main Switching Room

The main switching room was used for the distribution of all incoming and outgoing cables from the sixty-four studios, and the arriving and outgoing cables from the

twenty-seven competition sites. There were also 300 incoming cables for the external connections to the national and international transmission system.

**15.2
Programming and Production**

**15.2.1
Transmission Time**

The program of the Games ran for a total of 1,266.7 hours, including the parallel running events and inclusive of the elim-ination rounds and interim decisions. 224.5 hours, about 18% of the total, was broadcast world-wide. Live broadcasting filled about 75% of the transmission time, filmed reportages filled about 1 % and recordings on magnetic tape filled the remainder. The eighty-three magnetic tape recording units were in operation for 2,200 hours. The film editors produced a twenty-minute summary each day; seventy-five prints were sent each evening all over the world, mostly by Transtel. The film labo-ratories processed a grand total of 242,000 meters of color film.

**15.2.2
The Booking Office**

The booking office was open daily from 7 A.M. until 1 A.M. the next day. The counters for radio, television, film and general services were manned by a staff of nineteen. Twenty-five managers worked around the clock. The management was the duty of two supervisors whereas disposi-tions were handled by the central manage-ment.

**15.2.3
Schedules**

The schedules were photocopied each day after 4 P.M. and distributed throughout the operation. Bookings which were received by the booking office after 4 P.M. were called "express bookings". In this case the data went only to the central bureau which required further information on its part. The management planned eighty schedules each day. From these 1,000 photocopies had to be made and dis-tributed to the operating sites.

**15.2.4
The Drivers Pool**

On the day after the Games the stand-by drivers pool of the DOZ reported 8,350 calls totaling some 760,000 kilometers driven. The director assigned 366 drivers who were distributed among 208 vehicles in various shifts. There were fifty-three buses, thirty heavy motorcycles, five trucks, two fork lifts, and eighty autos of which some were permanently assigned to guest organizations while the others were normally on stand-by.

**15.2.5
Statistics**

The DOZ accredited a total of 1,198 journalists and 464 co-workers for their productions, representing 112 radio organizations from 73 countries and 70 television agencies from 63 countries. The permanent 175-member DOZ staff was supplemented after August 1, 1972 by extra and relief personnel. The total of 2,328 persons worked in programming, production and technical areas during the Games. There were also 425 short-term employees of the OC, 165 employees of firms which built or managed DOZ equip-ment, and 1,023 members of the military who generously helped out in the techni-cal and general service areas, for example as chauffeurs and stewards.

**15.3
The Costs**

Without anticipating the final accounting among the members of the DOZ, the OBG and the OC, it can be assumed that the planned financial demands should ap-proximate the actual need. The following results are rounded off to the nearest million:
gross operating expend-
diture 54 million DM
capital investment,
equipment and building
costs 61 million DM
expenditures for third
parties (investment, rent,
personnel) 10 million DM
Total 125 million DM

The financing of the total expenditure of the DOZ was accomplished entirely by the broadcasting agencies.

**15.4
Summary**

The task which the DOZ received in 1968 was accomplished in harmony with the plans developed in the years 1969 and 1970. There were no unusual incidents. The different production means, such as the studios, MAZ cutting rooms, commen-tator booths, film teams, processing installations, and film cutting rooms were used on an average at 90% of their capacity. The source of technical error in both areas of radio and television was under 1%.

16

In its letter of application, the State Capital City of Munich promised to combine art and sports at the 1972 Olympic Games. This promise was in line with a longstanding Olympic tradition. As early as between November 23 and 25, 1906 Pierre de Coubertin had called an advisory conference at the Comédie Française to initiate "the second phase in the renaissance of the Olympic Games". The theme of discussion was: "In what measure and form can art and science take part in the celebrations of modern Olympiads?" IOC members, scholars and artists discussed this question. They unanimously suggested to the IOC that five art competitions be included in the Olympic program: architecture, sculpture, painting, literature and music. Already at the 1908 Olympic Games art contests were "open to all those works of art that have been influenced directly by the underlying ideas of sport".

The preparatory period for the Games of the IVth Olympiad in London, 1908, proved to be too short, however. Though the art contests were listed in the official program of events they were not carried out. Only one exhibition took place but no medals were awarded. The Organizing Committee for the Games of the 1912 Stockholm Olympiad also hesitated to put the plan of art competitions into practice. Nobody wanted to see art misused by sports. Only when Pierre de Coubertin offered to organize the art contests himself, if necessary, did the Royal Academy, the Academy of Arts and the artists' association change their attitude.

The successful arrangement of art competitions in all five disciplines secured them their place in the programs of the Olympic Games from 1912 to 1948. While the number of contributions continually increased, their exact classification never succeeded. For this reason, special departments for medals, orchestra compositions, lyrics, drawings and watercolors were created as late as 1928.

In Vienna in 1950 the IOC canceled the art contests, replacing them by art exhibitions at which no medals were awarded: "Subject to approval by the IOC each respective organizing committee will prepare exhibitions and presentations of the fine arts of its country (architecture, literature, music, painting, sculpture, photography and sport philately), and will determine the times when these will take place. The program may also include theater, ballet and opera performances as well as symphony concerts. This part of the program must correspond to the high level of the sports events and must be carried out during the same period and in the vicinity of the competition site." In this manner the IOC evaded three difficult problems:

- The thematic tie-in with sports proved to be too restrictive.
- Hardly any renowned artists were willing to participate in the art competitions.
- Art dilettantism was able to take up too much room.

Renowned artists were represented in the juries, thus maintaining a high standard of criteria for judgment. Frequently neither gold nor silver medals could be awarded. Because of the multitude of cultures, languages and styles, the messages of

works of art could be judged only with great difficulty.

In addition, the amateur question posed ever new problems. The argument that artists are no amateurs in the same way as sportsmen, could never be completely refuted. Even though an expert's opinion, obtained for the purposes of the Vienna meeting, stated that the participation of artists in Olympic art competitions was in harmony with regulations on amateur status, the IOC decided to substitute exhibitions outside of the Olympic Games for competitions. This decision was confirmed in 1954.

16.1 The Concept

The IOC statutes listed the various fields of art in which programs could be arranged and emphasized the need for central location of the sites of cultural events. The Munich OC intended to take up both suggestions but it did not comply with the proposals concerning the period of the programs. With the exception of the exhibitions which were to last approximately three months, the cultural program was supposed to begin on August 1, 1972. The intensity of the program was to increase up to the Olympic Games and to reach a climax with events of outstanding art value (guest performances, premieres, etc.) during the Olympic Games. The cultural program was supposed to end simultaneously with the Olympic Games. A further important factor was that the OC was to organize the cultural program by itself and to finance it for the greater part from funds of its own. A separate schedule of events had to be developed and carried out.

16.1.1 Proposals Contained in Munich's Application

The OC found a first basis for planning in the letter of application of the State Capital City of Munich. The city had suggested twelve action complexes for the event that it should be entrusted with staging the 1972 Olympic Games:

Invitations by the IOC for competitions in the fields of painting, sculpture, architecture, music and literature, arranged jointly by the NOC for Germany and the Capital City of Munich. Within the framework of these competitions the following events were planned:

- an exhibition covering the visual arts (painting, sculpture, architecture) in Munich's House of Art;
- performance of prize-winning musical works and use of prize-winning music in the framework of the sports events of the 1972 Olympic Games,
- arrangement of an international poets' congress with recitals from prize-winning literary works, and publication of these works in the form of a separate book.

Invitation of scholars and poets from all parts of the world to a symposium on various fields of science, in accordance with the Olympic Charter.

Performance of a play celebrating the Olympics on several nights, presented by famous orchestras, singers, actors and dancers from all over the world. In order to obtain suitable compositions, negotiations were to be conducted with prominent European playwrights and composers. Involvement of the Olympic Academy in

the Munich program. The course participants were to be invited to leave Olympia for Munich where they would be housed in a separate tent camp and where the lecture program of the Academy would be continued by scholars and artists residing in Munich.

Festival weeks of the great theaters of Munich, with three main points of emphasis:

- the Munich opera festival at the National Theater and Cuvilliés Theater, the program tuned to the idea of the Olympic Games;
- performances of ancient Greek and Roman plays by Munich's major drama theaters;
- a one-week ballet festival at the Bavarian State Opera.

Musical evening programs with symphony concerts from all over the world. Folklore evenings with mixed dance and song programs, presented by Bavarian groups and performers from several neighboring countries.

Film days featuring the most important sports films of the past few decades at the film museum in the Munich Stadtmuseum, and in Munich's movie theaters. Guided tours of museums and collections in the evenings.

The Munich Days of Jazz were to be organized in 1972 during the period of the Olympic Games with outstanding international ensembles.

Exhibition of the best sports photos of the twentieth century in the photo museum of the Munich Stadtmuseum. Special cultural program for athletes and officials.

16.1.2 Basic Outline of the Concept of the OC

The OC used these twelve projects as main elements when working out the individual events of the Olympic cultural program. Some projects were either dropped or altered. Above all, the first project was to create the desired connection between sport and art through art exhibits rather than by means of art contests. New suggestions were made by persons outside of the OC and were reviewed and selected. This called for evaluation criteria, for basic ideas which permeated the cultural program and which repeated themselves constantly:

Munich was to present itself as city of the arts in all its cultural variety. This implied the

- inclusion of everything that currently belonged to the main and marginal fields of art, and the
- consideration of customary and traditional, contemporary and avant garde trends and forms of art.

Beyond this, the cultural program was expected to be in immediate connection with the Olympic idea, with the encounters of young people from all over the world and with their present socio-political problems.

In addition, the cultural program had to preserve the balance between the major cultured nations, span the past and present, as far as possible organize events into series in clear chronological succession, and attract the art loving public in all the world as well as the visitors of the Olympic Games proper.

Openmindedness, internationally and top quality were the principles. The art committee attempted to orientate the first important project toward these ideas in October, 1967.

16.1.3 Development of a Synopsis

Beginning in the spring of 1968 the administrative headquarters developed its first general finance plan which was to contain also a cost estimate for the Olympic art program. The art events had to be selected and their disposition had to be explained. For this reason, the OC together with the art committee and additional experts drafted various projects of the cultural program starting in October, 1967. Important preliminary decisions were made at the second meeting of the art committee in January, 1968. Already one month later the executive board approved the first projects. In the absence of a complete rundown the board did not make any financial commitments, however. Only in the fall of 1968 was the OC able to present the total plan. The functional area of "Culture" was included in the general finance plan with an amount of fifteen million DM.

The OC had watched the most important items of the cultural program at the Olympic Games in Mexico City. Experience made in this manner was collated and subjected to critical evaluation in Munich. A full half year passed until the executive board in June, 1969, approved in principle the individual parts of the cultural program that were incorporated into a total concept, and decided to plan and execute them.

With the exception of the project of the entertainment street the financial and material basis was thus created in late 1969 for the OC to take steps and conclude contracts in the coming years. The OC assumed no additional financial obligations. There were merely some shifts of individual budget items (book pavilion — Vita Bavaria; orchestra exchanges — large scale projections).

The total cost estimate, fixed finally at 14.3 million DM in October, 1971, also contained the costs of the opening and closing ceremonies (1.4 million DM) and the Scientific Congress. This amount restricted the OC's range of activity and induced it to make use of the individual efforts of existing organizations and institutions.

In October, 1970 the OC was for the first time able to prepare a synopsis of all official cultural events arranged or sponsored by the OC. This synopsis preliminarily stipulated which projects were to take place at what places on what days. In the ensuing period this program was consistently made more precise, dates were fixed more exactly and finally the program was presented to the press at a meeting of the art committee on April 20, 1972.

16.1.4 Publication of the Program

At the same time the OC published 500,000 brochures on the cultural program that contained the detailed time schedule of all official cultural events in Munich, Kiel and Augsburg. The brochures listed the opening times, types of events and places and also pointed to the presentations of Munich's private theaters, galleries and other organizations which the OC did not support directly. This program was sold by bookstores and newsstands at DM 5.— apiece and was available for inspection by interested persons at tourist and travel offices. Supplementary to this the organizers were asked to design their program leaflets in uniform manner and in accordance with the visual principles of the OC regarding format, color and typeface. At least the protective covers were expected to be characterized in like manner by the visual theme, "Rainbow", the emblem and the three-language title, "Olympic Summer".

16.2 Organizational Preparations Made by the OC

16.2.1 Admission Tickets

With the publication of the program "Olympic Summer" the advance sale of admission tickets for the Olympic cultural programs started. Initially the tickets for cultural events were to be sold centrally in the same way as the tickets for sports events. Interested persons were able to purchase both sports and cultural admission tickets at an advance sales office. They selected the price groups of the events of their liking from the various offers and wrote them on an order sheet. The theaters or concert agencies received a copy of the order from the central ticket office, selected the desired original admission tickets and sent them via the central ticket office to the local advance sales office. Because of the centralized accounting procedure the cultural admission tickets had to be coded so that the individual cultural events could be clearly distinguished from each other. The OC worked out a six-digit code in which the first two digits designated the site of the event, the following three the date and the last two the price category.

The price categories of the individual events were absolutely necessary for coding, for selecting the tickets of individual buyers and for registering advance payments. In order to obtain this information the OC mailed appropriate questionnaires to all theaters and concert agencies in late 1970. The questionnaires were supposed to tell the OC how many tickets the theaters and agencies intended to place at the disposal of the central ticket sales office. The OC assumed that the theaters and agencies would reserve approximately 30% of the tickets to meet their own requirements and release the remaining 70% for sale by the central ticket office. Any unsold tickets were to be returned to the theaters and agencies at a certain deadline in time for direct sale to the public.

From the very outset the OC did not expect the advance sales of sports and cultural tickets to start simultaneously because the latter were not yet available in spring, 1971. The general advance sale, therefore, was to begin at the start of the second advance sales period for sports tickets abroad, that is, approximately in October, 1971. Advance sales abroad were to be discontinued for both types of tickets towards the end of 1971 and in the Federal Republic of Germany at the end of March, 1972.

This centralized sales system involved the problem of setting up quotas. Primarily in Germany it was next to impossible to establish ticket quotas for the sixty-seven advance sales offices in a reasonable manner. It seemed much more advisable to sell the admission tickets centrally through the official Bavarian travel office (ABR) and the German travel office (DER). In this case, interested persons could submit their wishes in writing to the central management which would issue the original admission tickets on the basis of orders received and available tickets.

Deliberations about a sensible distribution mode for cultural tickets and, even more so, experiences made during the completed first phase of the advance sales of sports tickets, caused the OC in August, 1971 to give up the erstwhile complicated centralized sales system and to leave advance sales entirely to the individual theaters and concert agencies or to persons and institutions commissioned by these. From that time on every interested person was able to send his ticket orders directly to the theaters and agencies or to the offices which customarily sell tickets. Reservations for accommodations during the period August 1 through August 18, 1972 were handled by the central accommodations office and the tourist office of the Capital City of Munich. The system of coupling hotel reservations and ticket sales was not applied in selling cultural admission tickets abroad.

The OC deviated from this policy in one special case. It centralized the sale of cultural tickets for certain particularly popular events of the Olympic cultural program during the period August 19, 1972 — the beginning of the IOC congress — to September 10, 1972. The national advance sales offices received their ticket quotas, sold them under the voucher system during the second advance sales period for sports admission tickets abroad (December 1, 1971 - January 31, 1972) and settled accounts via the central ticket sales office. Here the problem consisted of determining the IOC member countries' shares of the total foreign ticket quota in a manner as fair and factual as possible. All told the OC was able to dispose of 25% of the tickets for music events and 10% of the tickets for German-language plays. These altogether 13,000 tickets were at first distributed to the individual countries in accordance with the quotas of sports tickets.

In order to utilize its ticket contingency to an optimum degree the OC disregarded all those countries that were with certainty not expected to send any ticket requests. The quotas which became thus available were distributed among the remaining nations. In so doing the OC was guided mainly by the experiences of the Goethe Institutes and by the results of the first phase of the advance sales of sports tickets.

For the purposes of this limited foreign sales campaign the OC produced a preliminary prospectus in six world languages. It contained information about the general framework of the cultural program and was distributed free of charge by the ticket offices of the OC, the air lines and other institutions of the tourist trade at home and abroad.

Cultural tickets not sold abroad were returned to the central ticket office. Here the OC could obtain them to cover its own requirements which were extensive because of numerous protocol and other obligations. For this reason the OC reserved 25% of the available admission tickets for events that were expected to be much in demand. More than half of these were needed by the protocol office. The remaining tickets were handed to various groups of recipients.

Up to June 15, 1972 the OC was authorized, without risk, to return any unused or unsold tickets to the respective theaters or concert agencies for general sale. The OC kept a rest quota as a reserve.

The OC would have preferred the appearance of the cultural tickets to be in harmony with that of the sports admission tickets. For administrative reasons, however, the ticket sets were allowed to retain their customary appearance. Neither subscription performances nor private performances took place during the Olympic summer.

16.2.2

Posters

Ticket sales were to be promoted by timely and target-directed advertising. This included, first of all, printed programs which announced the dates well in advance, in addition, posters which appealed to visitors coming to Munich and Upper Bavaria shortly before and during the Olympic Games. The posters were mounted on portable information walls that could be joined with each other. The OC produced four types:

- a poster covering the total period and indicating the time schedule of all events
- for every week of the "Olympic Summer" one common poster, each week in a different color, containing information on all performances in theaters financed by public authorities. In addition the OC planned to combine the announcements of all Munich theaters in one common weekly summary poster and to maintain this type of poster advertising even after the Olympic Games. This plan failed, however, because of financial problems.
- Thematic posters of an informative nature, highlighting certain program themes with the help of strong visual elements.
- Separate posters for special programs (guest performances, premieres, etc.) financed by the OC.
- Exhibition posters.

16.2.3

Accommodations

The OC intended to provide accommodations for all persons assisting in the execution of the cultural program. In late 1970 the OC had to set up quotas for the number and types of accommodation, because the advance sale of sports admission tickets — which was coupled abroad with hotel reservations — was to begin in the spring of 1971.

The theaters and concert agencies found it very difficult to report their exact needs at that time, however, since changes in dates and quantities could not be excluded. Far from all theaters and agencies were able to inform the OC of their accommodation requirements in reply to an inquiry in mid-November, 1970. Only in March, 1971 were the presumable requirements known with some degree of finality. Any additional further wishes for reservations had to be handled by the theaters and concert agencies themselves whom the OC assisted within the limits of its possibilities.

16.3

Musical Theater - Ballet - Drama

Beginning in 1967 the OC included the visual arts in its preparations. As a consequence, the municipal and state theaters of Munich and Kiel were unable to schedule their vacations for the period of the Olympic Games. As long as the Olympic Games lasted, they offered different festive programs every night.

Theater programs had to be set up. The programs for 1972 had to be completed by early 1971. In March, 1968 the art committee of the OC called a conference in which the managers of the four large state and city theaters in Munich and the Kiel theater director participated. From that time on the "conference of theater managers" met at regular intervals up to the Olympic Games. They worked out projects and dates which they later coordinated with the remaining theaters and the theater agencies in Munich.

In June, 1968 the theater managers submitted the first theater schedules for the summer of 1972.

16.3.1

Independent Productions by Munich's Theaters

The OC declared that it was unable to subsidize independent productions by individual theaters, no matter whether these were repertory plays or new productions the premieres of which took place during the period of the Olympic cultural program. The theater managers were requested to negotiate with the respective legal institutions supporting them, in order to obtain one-time increases of their annual subsidies in 1972 in view of the special occasion. The OC especially encouraged the theaters to commission authors and composers to write plays for the occasion of the Olympic Games. The OC hoped that world premieres of such works of art would lend particular lustre to the Olympic art program. As a matter of fact, the Olympic cultural events were introduced on August 1, 1972 with the world premiere of "Sim Tjong" by Isang Yun at the National Theater in Munich.

Further works of art, created at the request of the OC and first performed during the "Olympic Summer", were:

- "Maxims of Life, A Catechism with Music", an opera buffa by Gerhard Wimberger, text by Oliver Hassencamp.
- In addition, performed in Germany for the first time, "Gloriana" by Benjamin Britten.
- Compositions commissioned by the OC and performed at the exhibition, "World Cultures and Modern Art" supplemented the program.
- First night performances took place of "Der Zerrissene" by J. Nestroy on August 2, 1972; of "Professor Bernhardt" by A. Schnitzler on August 13, 1972; and of "Uncle Vanya" by A. Chekhov on August 28, 1972.

A group of experts, composed of the chief dramaturgists of Munich's four large theaters, was employed by the OC to review the submitted works of art (operas, musicals, dramas). The annually recurring summer festival weeks in Munich and its vicinity (e.g., the Munich Festival of the Bavarian State Opera or the Week of

Workshop Theaters featuring experimental plays) were incorporated into the events of the Olympic cultural program. On the other hand, the OC desisted from including in the cultural program theater festivals arranged by cities outside of Munich in order not to disturb traditions created in those places with great effort. Sufficient space for most performances was available in the existing theater buildings. In order to avoid space problems the OC started early negotiations for renting the building of the Krone circus, the congress hall of the Deutsches Museum and the Deutsches Theater.

The OC also entered negotiations with the Free State of Bavaria as the builder and legally responsible institution to discuss the reconstruction of the Prinzregenten-theater and the Neue Pinakothek in Munich for cultural purposes. The envisaged completion dates would not, however, have permitted the use of these buildings in 1972. Since the OC was unable to assume any additional financial obligations it recommended to the Free State of Bavaria to reexamine the priority given to these construction projects and to provide the financial means in time, if possible even in 1968. The OC suggested that the Prinzregententheater be renovated with the aim of using it for theater performances in summer, 1972, and that the construction of the first part of the Neue Pinakothek be expedited for use as the site of the planned exhibition, "World Cultures Influence Each Other Mutually".

On Oberwiesenfeld performances could be staged at the planned Theatron, an open-air theater right next to the forum, the spectators' stands of which descend in steps to the lake parallel to the terraced open landscape, and the layout of which approaches its antique model, the amphitheater. More than two thousand spectators could here look down to a stage floating on the lake and measuring 35 m in diameter (circular stage, 0 20 m, at the front side a podium that can be lowered, 15 m x 4.5 m).

This open-air theater, intended for mass attendance, was also suited for traditional-type performances (music presentations, folklore, ballet, movie performances) during the Olympic Games. The OC therefore planned to perform a Greek tragedy or comedy, either as a guest performance produced by a Greek theater or possibly as a joint production of Munich's theaters. Here in the center of the Olympic Games art and sport could be brought into particularly close connection. Originally the Theatron was an artistically molded green area, structurally blended into the total concept of Oberwiesenfeld. Its possible use depended on a minimum of additional structures (technical installations and service rooms) the need for which was established by an expert called by the OC in mid-1969. His report indicated costs so high that the OC decided to drop its plan of installing technical theater apparatus in the Theatron, especially in view of uncertain weather conditions and the slim chances of post-Olympic utilization.

Also for financial reasons the plans for renovating or rebuilding the Prinzregenten-theater and Neue Pinakothek could not be materialized.

16.3.2

Guest Performances by Foreign Theaters

The OC was particularly interested in arranging guest performances by renowned foreign casts in Munich's theaters in addition to independent productions of state and city theaters. In accordance with general practices the various sponsoring countries were expected to assume a share of the resulting expenses (orchestras of the world). Nonetheless the OC presumed that it would have to pay subsidies in isolated cases. It inserted an estimated amount of 1.3 million DM for guest performances in the general finance plan:

Opera and drama guest performances	DM 800,000
Ballet guest performances	DM 500,000

These figures took into account the income to be expected from such performances. The executive board allotted this total amount to the four Munich theaters in June, 1969: Bavarian State Opera, Bavarian State Drama, Bavarian State Theater on Gärtnerplatz, Munich Chamber Theater. At the same time, the board determined the foreign troupes for which the money was intended. If these amounts should not be fully consumed by the scheduled international guest performances, the theaters were authorized, subject to approval by the OC, to use the remainder of the subsidies for own productions provided that these were staged in the context of the Olympic cultural program.

When these guest performances were approved the second major project of the Olympic cultural program — next to the exhibition, "World Cultures and Modern Art" — was secured in June, 1969.



Subsidized by the OC, the following guest performances took place during the Olympic summer.

Cast	Play	Location	Number of Performances	Dates
Teatro della Scala, Milano:	Aida (Verdi)		3	September 4, 7, 9
	Messa da Requiem (Verdi)		2	September 6, 8
The Sadler's Wells Opera London:	Gloriana (Britten)		2	September 2, 3
The Negro Ensemble Company, New York:	The Dream of Monkey Mountain (Derek Walcott)		4	August 1, 2, 5, 6
	The Story of the Blind Pig (Hayes Dean)		2	August 3 and 4
New York City Ballet:	Works by Bach, Bizet, Tchaikovsky, Stravinsky		4	August 11-14
Berlin Ensemble (GDR):	Der unauhaltsame Aufstieg des Arno Ui (Brecht)		3	September 3, 8, 9
	Das Leben des Galilei		2	September 4, 5
Royal Shakespeare Company, London:	A Midsummer-Night's Dream(Shakespeare)		4	September 4—7

These guest performances were supplemented by others that were also included in the official cultural program but which the OC was unable to support financially:

(Even though this presentation was outside of the period of the Olympic cultural events it was included in the official program because of its outstanding value.)

Japanese State Kabuki Ensemble, Tokyo			3	June 23—24
Jerzy Grotovski, Wroclav	Theater Laboratory		14	August 22 — September 4
Moscow Puppet Theater Sergey Obraszov			9	August 26 — September 3
Gisela May, GDR	Texts by Brecht, Kästner, Tucholsky, et al.: Songs		2	August 25 and 26

16.4 Folklore
During the 1968 Olympic Games the Mexican organizers had attracted an interested public with international folklore presentations in theaters and open areas within the city. Folklore was intended to inform as well as to entertain. Folklore was a medium by which particularly those countries which did not stand in the foreground of sports events were able to make a contribution to the Olympic Games. International folklore ensembles were, therefore, one of the main points of emphasis of the Olympic cultural program when the State Capital City of Munich applied in Rome in 1966. These international programs were to be supplemented by Bavarian folklore. Beginning in 1967 the OC made plans for both fields, stimulated and assisted by expert specialists.

16.4.1 The International Folklore Festival
For financial reasons the OC desisted from preparing and carrying out such a festival under its own direction. Rather, the OC wanted to entrust this task to one or several renowned concert agencies. It merely intended to give financial support and for this purpose included in the general finance plan a free loan of DM 800,000. In contrast to the performances of operas, concerts and plays which starred famous soloists and casts, the folklore program and its largely unknown groups could not spontaneously exert an equally strong attraction. Besides, the various presentations and the participation of several nations in one folklore program called for highly diversified advertising. (Total quantity of admission tickets in Munich and Augsburg: 90,000). Working in close coordination with the pertinent concert agency the OC set a high value on its right to make selections for the international folklore festival and to take care that only first-class ensembles of international stature with an average of sixty artists were asked to participate.

After presenting a concrete concept in October, 1969 which revealed the exact amount of necessary subsidies, the agency of International Artists Production (Eva Maze), Berlin was instructed to arrange and assume full responsibility for the folklore festival in April, 1970. The building of the Krone circus offered itself as the site of these performances because its circular shape was especially well suited for presentations of folklore.

Folklore groups from twelve countries appeared on seven different programs during the period August 14 - September 10, 1972. Each group performed on four successive days. The ensembles did not receive salaries and were merely given free accommodations, food and some pocket money.

16.4.2 Bavarian Folklore
A group of experts from various regional Bavarian associations, together with the Institute of Folk Art of the University of Munich and the Bavarian State Association for Preserving Regional Traditions, began to develop a Bavarian folklore program on the initiative of the Bavarian State

Cast	Nation	Dates
Groupe de Folklore, Nice la Belle	France	August 14-17, 1972
Les Ballets Martiniquais	Martinique	August 14-17, 1972
Ballet Folklorico Verde-Gaio	Portugal	August 14-17, 1972
Folklore Italiano: Coro dei Gondolieri di Venezia Grupo Folklorisco die Sardegna Sbandieratori di Ascoli Piceno	Italy	August 14-17, 1972
Groupes Folkloriques du Royaume Maroc	Morocco	August 18-21, 1972
Ansambul Artistic Rassodia Romana	Romania	August 22-25, 1972
Ballett Folklorico Mexicano	Mexico	August 26-29, 1972
Korean Folk Arts Group	Korea	August 30-September 2, 1972
Ballett Folklorico Aucaman	Chile	August 30-September 2, 1972
Japanese Folkloric Art Dance	Japan	September 3-6, 1972
Mazowsze	Poland	September 7-10, 1972

Administration in October, 1968. The OC took up their proposals. The Bavarian programs were intended consciously to point out original folk art, satisfying high demands with respect to visual impact and the type and quality of presentation.

In the course of the ensuing deliberations about the realization of these goals the specialists concerned worked out two types of events:

"Vita Bavarica - A Bavarian Picture Book" This part of the project presented all Bavarian regional groups from Franconia, Swabia, Bavaria proper and the Alpine districts, featuring typical products of their native art. Customs connected with the seasons of the year and with important phases of human life were to be demonstrated in musical and scenic presentations with the following highlights: New Year, carnival, May and Easter, Whitsuntide, summer, autumn and winter, finale.

These performances differed from the cliché of the stereotyped image of Bavaria. Unlike the contributions at the international folklore festival, no professional show ensembles but original amateur groups and individuals from the various Bavarian regions, representing different age and trade groups, participated.

The Free State of Bavaria provided the hall and stage personnel. The OC did not have to pay subsidies for this project.

In 1969 the institute of folk art of the University of Munich prepared a detailed program and scenario. The individuals responsible for planning (total direction and art design, choreographer, stage designer, etc.) were appointed. Because of the desired high level of artistic and technical quality it became necessary to carry out this project of Bavarian folklore as a coproduction with Radio Bavaria: The planned program was to stand out from the customary "concertante" performances of folk music, and all chances of acoustic and visual design were to be exploited. Because of the numerous foreign spectators, verbal presentations were to be omitted as far as possible; dance, music and action were used as dramaturgic elements. Bavarian television produced films showing the performers in their native environments. Parts of these movies were blended in representational manner into the stage setting (light projections on several screens distributed around the interior).

As this new project, planned with the assistance of Radio Bavaria, did not cover its own expenses the OC assumed a share of DM 50,000 of the total costs. Altogether seven performances took place.

"Mozart's Relatives in Towns and Villages": This series of concerts used chamber music orientated toward folk music, and folk music resembling chamber music, mainly from Mozart's era, to exemplify the common sources of folk and chamber music.

The musical examples (by composers Franz Anton Hoffmeister, Franz Danzi, Florian Gassmann, Joseph von Eybler and Wolfgang Amadeus Mozart) were

performed by two instrumental groups (Toni Goth Sextett, the Munich Soloists) on three nights.

Originally an additional series, entitled "Alpine Folk Music in Operas", was intended to demonstrate the symbiosis of folk music and scenic presentation. Plans were made to perform the scenic-musical quodlibet by Michael Haydn "The Wedding on the Alpine Pasture" (1768) and "The Bass Violinist of Wörgl" by the same composer. Both performances were to be enlivened by folk music and folk dances. As none of the Munich theaters was able to carry out this idea in addition to its 1972 repertoire, the plan had to be abandoned.

16.5 Music

The art committee of the OC established a work panel for music which evaluated and clarified the numerous suggestions made in the field of music beginning in April, 1968. Besides, the OC started negotiations with some Munich concert agencies at an early date in order to be informed about their program concepts and to coordinate projects and dates with them.

16.5.1 Orchestras of the World

In harmony with the target concepts of the Olympic cultural program the OC decided to arrange a concert series starring several world-renowned international symphony orchestras as musical highlights of the Olympic Games. Three leading Munich orchestras — the symphony orchestra and chorus of Radio Bavaria, the Bavarian State Orchestra and the chorus of the Bavarian State Opera and the Munich Philharmonic Orchestra — and as an official contribution of the Federal Republic of Germany, the Berlin Philharmonic Orchestra, were to be represented in this series. As for foreign orchestras of international fame, the OC wanted to concentrate on a small group of orchestras. Their programs were to be in harmony with each other and, by way of self-presentation, each orchestra was to perform one work by a contemporary composer from its own country. Difficulties in financing and scheduling the performances delayed the conclusion of contracts.

Finally four orchestras participated:
Austria:
Vienna Symphony Orchestra
Vienna Philharmonic Orchestra
USSR:
Moscow Philharmonic Orchestra
GDR:
Leipzig Gewandhaus Orchestra.

The organization of these concerts in accordance with programs defined by the OC and the arrangement of subsequent performances in other cities of Germany etc. was entrusted to two concert agencies by the OC. The agencies were supposed to arrange the planned concerts on a commercial basis, that is, the project had to be financed by income from ticket sales (the concerts were parts of concert tours). Within the framework of cultural exchanges between the Olympic cities of Sapporo and Munich the OC in May 1971 arranged for concert exchanges. The Munich Philharmonic Orchestra gave guest performances during the 1972 Winter Olympic

Games in Sapporo and eleven more Japanese cities. In turn, Japan's leading symphony orchestra, the NHK Symphony Orchestra in Tokyo, played twelve times in the Federal Republic of Germany including Munich, Augsburg and Kiel, and eight times in other European countries during the Olympic Games. The OC, the Federal Government and the State Capital City of Munich shared the expenses of the Munich Philharmonic Orchestra.

16.5.2 Additional Concerts

At the evening programs in Munich these orchestras predominantly played works by classical composers. This was true also of the performances by other orchestras and ensembles included in the Olympic cultural program by the OC:
— six serenade concerts by the Munich Chamber Orchestra in the Fountain Court of the Residenz Palace (August 8-10 and 15-17, 1972)
— three performances by the Fédération Internationale des Jeunesses Musicales (by its World Orchestra, conducted by Witold Rowicki and its International Orchestra, directed by Franz Allers. They played two George Gershwin concerts).
— the Lassus music group presented multi-part chorus music by Orlando di Lasso
— of special importance in this context were the festive series of concerts taking part in Munich every year which the OC wanted to integrate into the period of the Olympic cultural program. Under the overall title, "Music in Bavaria's Castles and Churches" four of these traditional festival weeks took place during the Olympic summer:
— Music in Schleissheim Palace: leading Munich soloists and ensembles performed on three weekends immediately prior to and during the Olympic Games, presenting a total of nine concerts
— Festive Summer in the Wies Church (near Steingaden)
— Concerts in Schaeftlarn
— International Orchestra concerts in the Basilica of Ottobeuren.

16.5.3 Master Concerts - Music of our Time

To create a balance between classic, contemporary and avant garde music in the Olympic cultural program the Association of German Teachers of Music and Performing Artists and the German Composers' League suggested in early 1969 that the best known living composers of the Federal Republic of Germany and, above all, the winners of the music prize of the City of Munich who did not belong to the avant garde, be also considered in planning the music events in 1972. Following this advice the OC entered negotiations with several orchestras in order to arrange an additional series of concerts featuring works by contemporary German composers under the title, "Master Concerts — Music of our Time".

The orchestras were to act as their own sponsors and to set up programs in harmony with their own ideas, if possible starring international conductors and soloists. The work panel for music, together with the two competent specialist associations, selected the composers whose works were to be performed within the compass of this concert series.

Finally the following seven orchestras and groups played contemporary German music:

— The Munich Philharmonic Orchestra: Blacher, Hoeller, Buechtger, Hartmann
— The Philharmonic Choir, Berlin: Chemin-Petit, Genzmer, Bidlas
— The Choir of Radio Bavaria: Lachenmann, Reutter, Jacob, Hindemith, Hirsch
— The Munich Chamber Orchestra: Korn, Killmayer, Wittinger, Stadtlmair, David
— The prize winners of the International Music Competition of Bavarian Broadcasting: Lothar, Hummel, Fortner, Zender, Linke, Baur
— Studio for New Music: Helmschrott, Strantz, Kiese Wetter, Hamel, Hespos, Dühl
— Bamberg Symphony Orchestra: Beyer, Heider, Zimmermann, Henze.

16.5.4 Music—Film—Slides—Light

To supplement the classical and contemporary parts of the music program the OC also included a series of avant garde events. These were intended for expert audiences and followed new tendencies presenting, in particular, electronic music. Modernistic trends were expressed in the festival "Music-Film-Slides-Light". Josef Anton Ried, winner of the music prize of the City of Munich and one of the leading "architects of noise", included into the program all current trends: electronic, concrete, instrumental and vocal music, even pop and beat. He integrated films, graphic art, slides presentations and light environments into the musical expressions. At the same time the customary form of concerts was abandoned for these presentation: The public walked from "station to station" either indoors or outdoors as if they were in an art gallery. The beginning and end of the various actions were blended into each other, the transition was flowing.

16.5.5 The International Jazz Festival

Among the projects which were planned early but the implementation of which in terms of personnel and funds was secured only late, was the International Jazz Festival. Jazz specialist Joachim E. Berendt assumed the musical directorship and Rolf Schulte-Bahrenberg, organizer of the famous Berlin Jazz Days was in charge of organization. The OC, Second German Television Company and South West German Radio shared the expenses.

Setting up a detailed program was difficult because the membership of existing bands changes frequently, groups are dissolved and new ones are formed. In March, 1972, the exact program was finally completed. On four successive nights prior to the beginning of the Olympic Games four partial aspects, representative of today's jazz and rock, were presented:

August 17, 1972

"Rock Now" presented contributions to the topical theme, "Jazz Rock" (Chase; John McLaughlin's Mahavishnu Band; Njemen—Poland)

August 18, 1972

"Africa Now" was stimulated by the "African wave" which has been in existence in jazz and rock music for some time (Art Blakey and His Orgies in Rhythm; Ginger Baker and His African Air Force)

August 19, 1972

"Solo Now" documented a recent tendency in jazz: the trend toward the unaccompanied solo without the traditional rhythm group. (Chick Corea; Gary Burton/ Keith Jarrett; John McLaughlin; Albert Mangelsdorff; presenting solos without accompaniment)

August 20, 1972

Morning performance "Jazz in Movies": Louis Armstrong and Mahalia Jackson in Newport (by P. Lilienthal and J. Berendt) "Noon in Tunisia" Marion Brown (by Theodor Kotulla) "Jazz Now" juxtaposed the "Jam Session Idea" to the "Solo Idea" of the third concert (The Association PC-CTI presented: Esther Phillips, Freddy Hubbard, Stanley Turrentine, Hank Crawford, Crover Washington Jr., George Bencon, Johnny Hammond, Ron Carter, Hubert Laws, Joe Farrell, Airtio Morairo, Jack de Johnette).

16.5.6 Entertainment Program

While folklore and jazz programs were thus taken care of, varied entertainment programs with world-famous show stars, entertainers and musical shows were still missing. The OC, therefore, welcomed the plan submitted by a concert agency in mid-1968 to organize a comprehensive show of this type over a period of some three weeks (one week prior and two weeks during the Olympic Games). The negotiations which lasted two and a half years revealed a cost volume, however, which did not permit the execution of the plan.

16.6

Film

In honor of the Olympic Games the European premiere of the film, "The Godfather" took place at a gala performance in Munich. The film was also shown in the English, French, Spanish and Italian languages.

In addition, "International Weeks of Film Art" were held with a program oriented toward international audiences.

16.7

Visual Arts Exhibitions

The art commission worked out three general criteria for the themes and organization of exhibitions officially connected with the Olympic Games:

Renunciation of any direct connection between sport and the visual art. The possibilities of expression of modern art are so manifold that a clear tie-in of the motif works by outstanding painters and sculptors. In earlier exhibitions of this type, similar to the art contests held at Olympic Games up to 1948, there were wide discrepancies in the artistic levels of the various entries.

Renunciation of contents with national emphasis. No single country was allowed to take a favored position in the exhibition program; rather, the total concept was oriented toward internationalism.

Concentration on thematic units. The OC wanted to restrict itself to a few exhibitions as main points of program emphasis, and to place its displays under themes of general interest. Such thematic unity was intended to prevent mere summary line-ups of separate works of art. The themes were to be treated in greater depth by extensive exhibition catalogs.

16.7.1

World Cultures and Modern Art

The Idea

In October, 1967 the art commission agreed on the main points of emphasis of the Olympic cultural program. It recommended that the OC arrange a generously planned, interdisciplinary and representational art exhibition. This display was to encompass the intellectual history of different countries and, in the field of the visual arts, to put into reality the overall concept of the official cultural program: making visible the promotion of international understanding through the Olympic Games, and tracing peaceful encounters of the peoples of all the world in the realm of art.

This called for:

- a theme that was not narrowed to national or sports motifs and, instead, demonstrated world-wide links in art history;
- a presentation that was informative for visitors from all over the world and - its eminence as a contribution to art science notwithstanding — held a pedagogically accentuated mass appeal.

There had been similar large didactic exhibitions after the Second World War when the exhibitions arranged by the

Council of Europe had become supporting elements of the exhibition repertory of Western Europe. Even in 1967 Professor Dr. Siegfried Wichmann, chief curator of the New Pinacothèque and New State Gallery, suggested a display entitled, "World Cultures and Modern Art" to Halldor Soehner, director general of the Bavarian state collections. Mr. Soehner took up the suggestion and extended the theme to supra-regional scope: it was to include all areas of modern European art, as indicated by the tentative working title, "World cultures mutually influence each other".

In early 1968 the executive board commissioned Halldor Soehner to do the preparatory work with a small team of three assistants:

- draft a scholarly and financial total concept;
- estimate the floor space required;
- find rooms for the exhibition.

Preparations had hardly started when they were disrupted by the death of Mr. Soehner. As his successor the OC appointed Siegfried Wichmann, meanwhile professor at the State Academy of the Visual Arts in Karlsruhe. Beginning in the summer of 1968 he was responsible for working out the overall concept.

Even the new working title selected for the exhibition, "Asia, Africa, the Orient and America in European art of the 19th and 20th centuries" pointed to the first sub-division and changed disposition of the theme. The first attempts at preplanning had revealed that the original theme could not be realized due to reasons of time and space, and that it had to be restricted in terms of subject matter and historical relevance. The basic idea remained unaltered: showing in what manner the great extra-European civilizations of Asia, Africa, Oceania and Indian-America have stimulated and influenced the European continent. But the execution was now confined to:

- the visual arts: paintings, sculptures, graphic works and articles of everyday use made of clay, china, glass, metal wood and cloth;
- music, isolated themes of which are in informal correspondence with the visual arts;
- literary documents (travel accounts, letters, diaries).

Philosophy and the theater were to be mentioned only marginally and, for the greater part, to be completely omitted.

This was a more precise formulation of the theme. From a discussion of ethnological and general cultural and historical inter-relationships it was narrowed to art history.

The theme was limited also with regard to the period to be handled. It was to start with the beginning of a new era: Even in the 19th century European artists considered the strange non-European works of art to be bizarre exoticism or, still more frequently, barbarian non-art. Such works merely stimulated noncommittal playfulness or were regarded as marginal phenomena of "universal" European civilization. The imitation of Chinese styles at the end of the 18th century marked the close of that great epoch. At

this historical point of time the exhibition was to start.

During the second half of the 19th century, composers, painters, sculptors and architects discovered the merits of non-European works of art and realized that these were in harmony with their own concepts of art. At that time, and even more so in the 20th century, non-Western traditions gained an influence that aimed at the very center of progressive creative art and could be perceived in the decisive phases of its metamorphosis. This process of changes, permeation, reception and analogies displays an almost perplexing variety. It ranges from direct acceptance of certain shapes, forms or details (composition elements, structures, hues) to the individual creative assimilation of ideas, and in music, from the inclusion of separate elements via the disintegration of the traditional European music system to aspirations for a synthesis of all musical languages.

Summarizing and demonstrating these manifold contacts meant setting oneself an unprecedented aim. Although the various individual areas were not unknown and even though special themes were handled at earlier exhibitions, a comprehensive presentation of this type had never been attempted before.

With respect to exhibition techniques the wide theme could be realized only if — it was restricted to the decisive basic trends of art history, and omitted many details, — only the influence of non-European styles on European art was shown, without paying attention to interaction and mutuality.

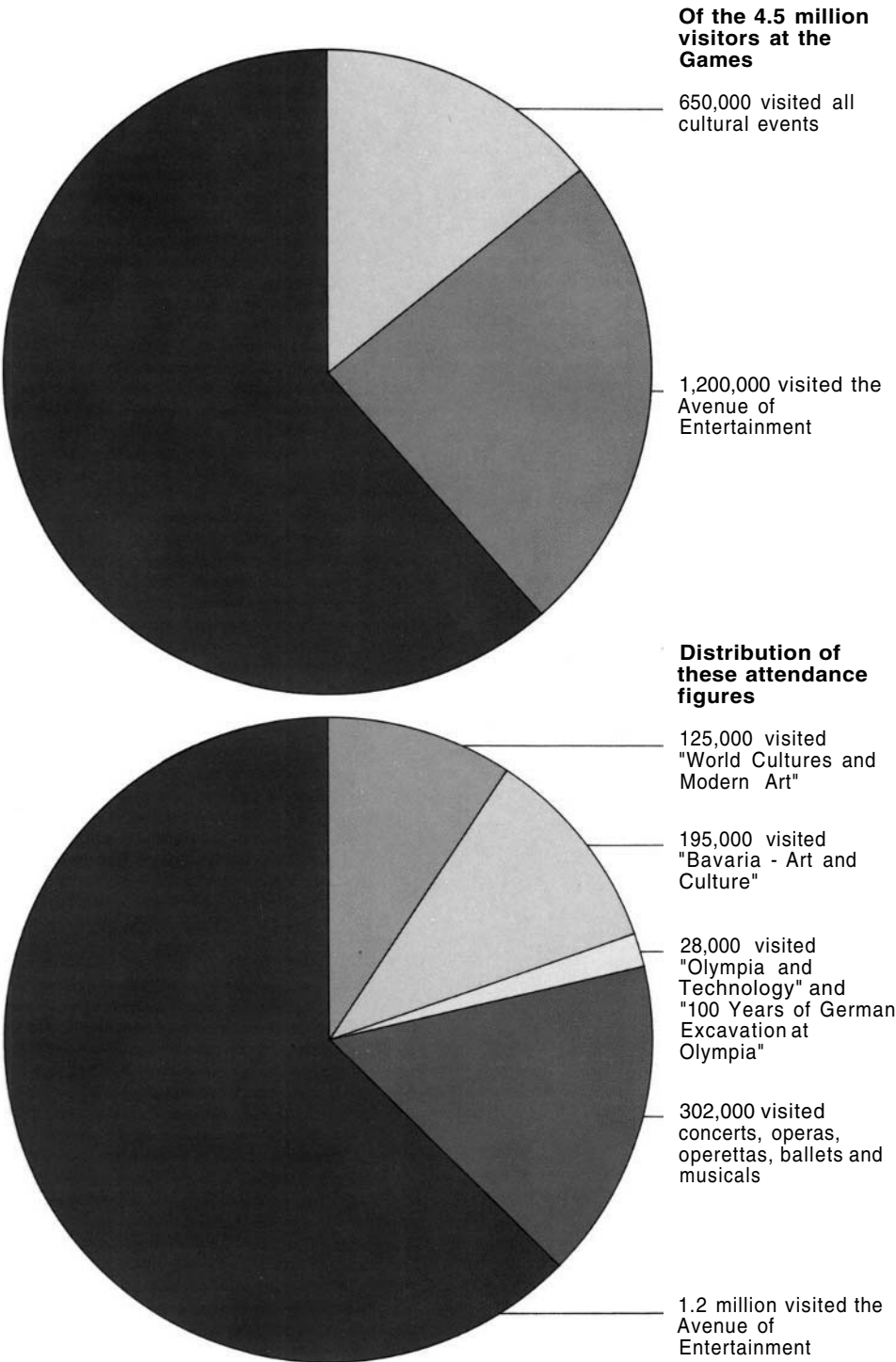
Realization

Nevertheless, the theme was still quite comprehensive. It had to be treated under economic aspects: From the very outset the scholarly target concepts had to be adjusted to what loans might be expected from all over the world. Two major tasks presented themselves:

- Reviewing the wealth of existing scientific materials and breaking down the display in the form of excerpts, photos, juxtapositions of all kinds, book collections, inquiries of specialized researchers.
- Demonstrating new conceptions with the help of objects and visually perceptible symbols.

Starting in summer, 1968 Mr. Wichmann and two assistants first analyzed the materials that related to the theme. The emphasis was on exhibits from the Orient, Asia and Black Africa. Oceania and Latin America were not much in evidence at that point of time. Small scale photos of samples were mounted on file cards, assembled according to topics and within these topics, by individual countries. A card file was created which contained the entire scientific material available under the general topic from about 1850 up to the present.

**Attendance Figures
Olympic Cultural Program and
Avenue of Entertainment**



Methods were also developed. They were expected to include past research and scholarly investigations performed at present, because historical aspects were of interest not by themselves but rather in view of their ties with the present: In what manner can events be explained through history? In what way do events become history? And: In what way is history being looked at? These questions provided the basis for the arrangement and organization of the factual materials virtually according to cause and effect. This method was guided by the importance of the events that had taken place within the frame of international encounters.

The manner in which a certain idea was permeated by content, appeared to be as important as the object itself that was selected with a view to its visual impact.

Showing the close links between the past and present, between museology and active personal participation, putting art history to a practical test in a novel sense: this was the purpose of the exhibition.

This task called for interdisciplinary cooperation by music ethnologists, music historians, art historians, art ethnologists, Africanists, sinologists etc. Information through films, and musical examples were to provide more direct contacts with art and civilization.

There was an additional essential point of the exhibition concept. The historical image of art history in the 19th and 20th centuries has been strongly affected by colonialism. The exhibition was supposed to free itself from such prejudice and to attempt to point out the far-reaching influences and elements of reference of the so-called "underdeveloped" nations vis-a-vis overly productive Europe. This required differentiated, specialized and standardized structural analyses.

Exact definitions of the individual subjects were necessary. The OC had to establish contact with specialized scholars in a variety of countries. They all were expected to contribute to the project down to the administrative work connected with every loan. This created problems. Cooperation with foreign experts was repeatedly interrupted by air line strikes, lost mail, absences. Frequently a telegram or telephone call was the only way out. In numerous cases the essays requested for the catalog did not arrive and substitute texts had to be written.

The acquisition of exhibits was difficult. The need for specific climatic conditions and restoration measures often posed unsurmountable problems. In many instances tentative promises were given, but the final decision of a museum management was delayed. As a consequence the respective object could not be included in the catalog up to the last moment and organizational difficulties arose in preparing the catalog. For this reason personal contacts were of decisive importance. The Munich specialists had to travel to the countries from which the most essential loans were expected. Some countries were of paramount importance, above all, France with her numerous museums and private collectors; next, Japan which provided many objects for comparison; then England

with major contributions, and the USA as well. The Soviet Union also made exhibits available; Mexico placed important loans at the organizers' disposition; the Museum of Applied Art in Vienna participated with some six hundred loans which filled decisive gaps in the exhibition. In addition, Sweden, the Netherlands and Italy have to be mentioned.

Space Available

In order to accommodate this generously planned exhibition the OC needed approximately 5,000 sq.m. of floor space of which the music departments claimed 1,000 sq.m. The New Pinacothèque was out of the question: the first phase of construction was not completed by 1972. The OC therefore decided to use the Haus der Kunst as the site of the exhibition. Through this very decision the exhibition acquired particular importance for cultural policies beyond its immanent political meaning: The subject of the display in itself pointed to the independence of the non-European nations in the field of art a long time prior to their political emancipation. Beyond that, the location of the exhibition in the Haus der Kunst manifested a change in attitude. Here in 1936 the national socialist display on "degenerated art" took place, intended to prove degeneration by juxtaposing so-called "primitive" and modern art, and to defame both. The renewed comparison of the two art developments at the same place, even though in a thoroughly different way, was apt to eliminate unhumane prejudice and to demonstrate a novel, openminded type of art appreciation.

In the summer of 1972 (June 10 through September 10, 1972), however, the east wing of the Haus der Kunst was occupied by the annual Great Art Exhibition. Only the middle hall, the terrace hall and the rear north terrace with a total of 3,000 sq.m. were available. Additional space had to be found. The OC decided to top the two independent parts of the building with temporary structures:

- a longitudinal tract, 150 m long, 16 m wide, 16 m high, immediately at the garden side of the Haus der Kunst;
- a front structure, 22 m long, 22 m wide, 14 m high.

Protection of the Exhibits

The museum building had to provide proper climatic conditions. Conserving the objects was one of the priority tasks:

- the show cases had to be air conditioned, above all, in order to protect African sculptures from strong heat.
- artificial lighting was supposed to protect the objects from extreme natural light.
- Also important was the question of uniform air conditioning in view of the different objects made of various materials and requiring different degrees of humidity.

Presentation

To render the comprehensive theme understandable and lucid the OC had to organize the multitude of impressions through clear signs. It was necessary to divide the exhibits into meaningful sub-areas in accordance with historical developments, certain groups of artists or typological series. Longitudinal sections of art history moved to the fore in addition to typological and cultural-geographic cross sections. This

grouping into relatively complete separate fields sub-divided the exhibition space into departments: Orientalism, influences of the Far East, stimuli by Africa, Oceania, Indian America. The sequence of the individual departments was arranged in chronological order the individual segments of which could not, however, be clearly separated from each other: the Oriental fad overlapped and in part ran parallel to the beginnings of Japonism; after 1900, "primitive" art at first replaced the predilection for East Asian art until Japanese architecture and Eastern calligraphy prevailed once again in the 20th century. The exhibition was intended to present all these influences from their first appearance up to the present.

Within the thematic order of the presentation the non-European contributions were confronted and compared with European works: in separate pairs, but also in whole groups or series of works. Yet they served not only as mere material for comparison. Full justice was done to their innate artistic value.

Particular advantages - though also problems - resulted from the attempt to indicate the common structures of the reception of extra-European influences by including music in the project. The OC made plans for three separate music rooms each of which was supposed to be immediately adjacent to one major department of the visual arts display. Sound-protected from the rest of the hall, the manifold non-European influences on European music could be demonstrated. In contrast to customary music displays, visual documentation materials (scores, autographs, instruments, models of stage settings, essays on music ethnology, blow-ups etc.) played a subordinate role only. More important was the sound of music. For each music room (Orient, Gamelan-Impressionism, Africa-Jazz-Indian America) a time schedule for a stereophonic music program was set up which included European and authentic non-European compositions. A didactic program, presented via ear phones, was supposed to deepen the impressions gained. It treated details of the non-European influences and brief excerpts from music pieces, and demonstrated the sound of foreign instruments on display as well as the way they are played, the changes made in them, and their acceptance into the European orchestra. Slide projections showing instruments, scores etc. were controlled by high frequency impulses parallel to the sound of music. In addition there were film presentations.

The succession of works of the visual and musical arts resulted in a constant change from auditive to visual impressions. The native environment of extra-European exhibits was merely indicated, their functional contexts and original references were reconstructed. Films and groups of color slides were the technical instruments of this optimal presentation: the film demonstration of the tea ceremony explained the function of the Japanese karatsu bowl: music films elucidated the manner in which the exhibited instruments are played.

Implementation

Under the title, "World Cultures and Modern Art — the Encounter of European Art and Music with Asia, Africa, Oceania, African and Indian America in the 19th and 20th Centuries", the exhibition took place from June 1 through September 30, 1972 under the sponsorship of the International Council of Museums. It was open from 9 A. M. to 6 P. M. and twice a week from 9 A. M. to 10 P. M. Ten full-time experts, assisted by 148 researchers of the most varied special areas and from many nations, performed the scientific work connected with the display. Many of them wrote scholarly papers for the 639-page exhibition catalog. A brief guidebook contained a summary review explaining the subject of the exhibition and the mediating role played by music.

The exhibits came from 151 museums and 145 private galleries or collections. They were placed in the center part of the Haus der Kunst and the new temporary building: since the rear wall of the Haus der Kunst was directly incorporated into the two-story longitudinal tract of the annex, both buildings formed a unit. The new structure was a steel skeleton painted white and covered with shining white asbestos cement panels or wire glass. This light structure stood out clearly against the monumental hulk of the Haus der Kunst.

The visitor entered the exhibition through a representational reception hall draped in red. Here the "portraits of the nations" were displayed: selected portrayals of non-Europeans of the 19th century, painted at a time when the peculiar traits of different human types were discovered for the first time. Pictures and objects prepared the visitor for what was to come. The adjoining room had a strong visual impact. Imitating the shape of shaft tombs it was devoted to Egyptian art, the first non-European area to be systematically studied and copied with respect to artful furniture, bronze and silver casts.

This department which resembled a burial chamber was followed by a generously laidout bazaar hall: here the highly complex period of Oriental influences was depicted. The OC realized this topic visually through formal parallels, effects and series of comparisons revealing loans of ideas. Besides, it considered Osmanli influences on the Islamic Orient. Highlights of this department were glass production, the sector of textiles and the metal section. The treatment of glass surfaces in accordance with Syrian and Persian methods gave a wealth of technical and artistic impulses to European and American glass manufactures around 1900. However, researchers have not yet established the importance for art history of the techniques of enamel ornamentation used by L. C. Tiffany, Lobmair/Vienna and Gallés/Nancy. The exhibition was expected to fill this gap and especially to demonstrate the adoption of forms as altered by European manufactures.

A main point of the exhibition were European ceramics on Islamic patterns. Priority was given to drafts and experimental pieces by Théodore Deck which clearly showed how the artist tried to find out the substance composition of Iznik pottery.

English ceramics produced by the circle around William de Morgan were also exhibited, with emphasis on luster glass. De Morgan had been influenced by the Morris-Rosetti group and by the production of decorative tiles and flagstone in the manufactures of Minton and Worcester. Their Damascene orientation, because of their preference for clear ornamental lines, had a soothing effect on the pluralism of styles in Europe. The glass artists and ceramicists of that time were excellent connoisseurs of extra-European art. Motivation research conducted in the wake of the exhibition "World Cultures and Modern Art" has revealed the decisive degree to which the artists' expertise and taste dominated and sophisticated their own products.

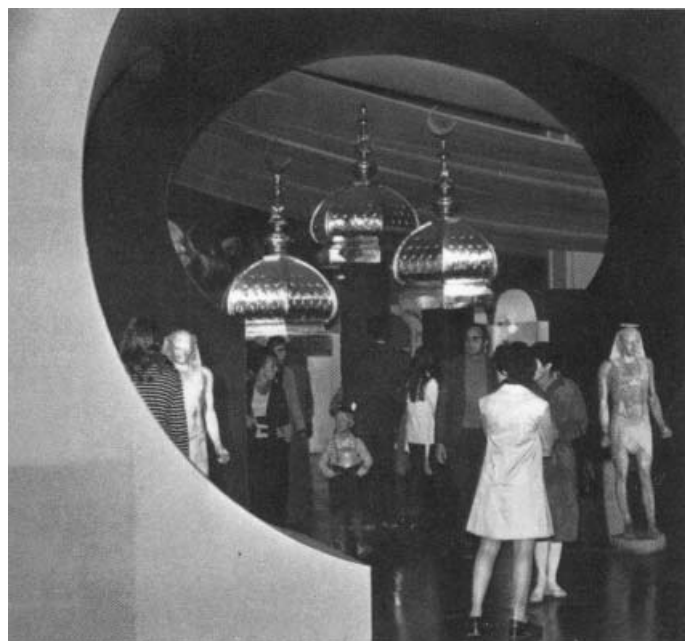
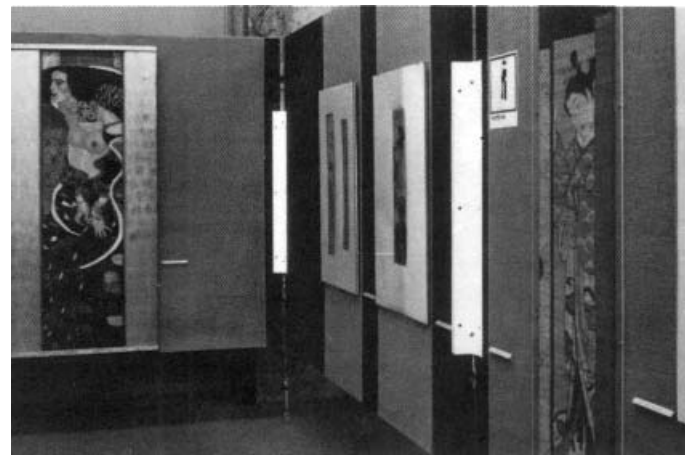
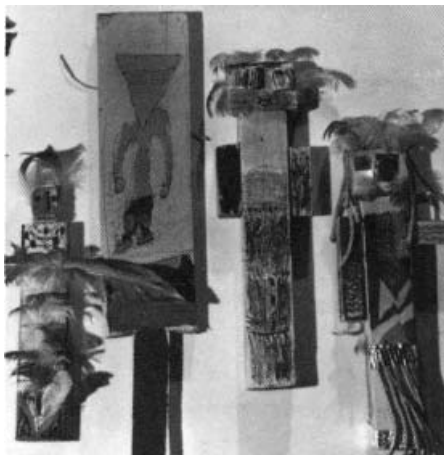
Oriental textile processing was also hinted at in the exhibition: Through the European collections of samples in the 18th century, the Near East and India affected production in Europe. The diaphanous weaving technique applied by European in cashmere processing, which stimulated art through the use of materials and ornaments, had important effects. In this field also, the exhibition contained numerous examples.

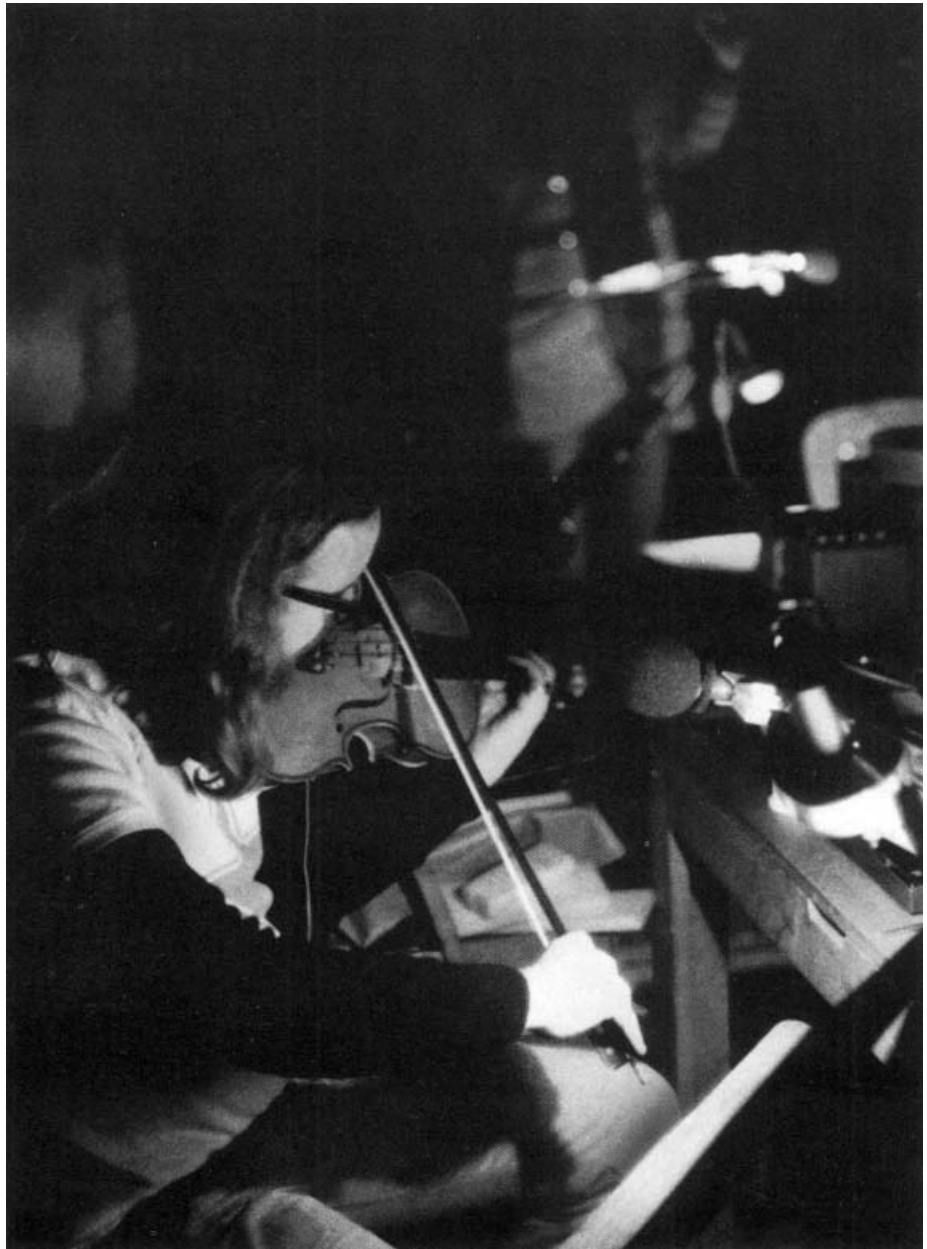
Osmanli metal treatment created similar problems of interpenetration which were not confined to merely formal parallels but also enriched European arts and crafts with regard to techniques.

The visual arts of the early 19th century were in contact with non-European civilizations on many levels. The main emphasis was on commercial art and on mastery of the diverse techniques imported from the Near East during the first quarter of the 19th century. Knowledge and mastery of the new materials resulted in an understanding of the unfamiliar spiritual traditions of the Islamic Orient. The visual presence of appropriate samples in the exhibition provided inspiration and suggestions for comparative and critical art research.

On his way from the bazaar hall through the adjacent display area of Oriental painting and literature the visitor heard samples of Oriental music and Orientalism in European music. Color slides illustrating the various acoustic presentations in the music room next door informed him about mutual contacts in the field of music.

The exhibition showed that Arabic script and the ornaments created under its influence, were an essential didactic starting point. Letters and their arrangement in Arabic art were the unifying idea spanning many countries and eras. In the encounters of 19th century European art and Islamic originals, written ornaments were primarily incorporated into the analogies. Still more important, however, was the fact that the Europeans even though they obtained a mere rudimentary value of the Islamic world, still clearly expressed the ideal concept of a worldly paradise in the idea and execution of their works.





Technically the exhibition expressed these sentimental values through the placement of the objects. As a result, contacts developed with Arab researchers who mainly commented on the didactic starting points of the display. This led to a deeper understanding of the Islamic-Arabic culture area and its high level of achievement.

The adjoining Japanese department created the impression of being cooler, more rigidly structured and less colorful. Two-dimensional painting and three-dimensional objects alternated along the directed tour through this area. Various themes, elements of composition and formats differentiated the concept of Japonism. Pictograms directed and guided the visitors. The music room devoted to "Asia and Music since Debussy" was adjacent. Japanese Ikebana artists and European professors of that art demonstrated their skill. A cross section of life in Asia was presented by films in a room next door.

With respect to the critical evaluation of the influences and the formal and technical parallels, the Japanese department differed from the Oriental one. Here the exhibition management demonstrated the various subthemes and the utilization of artistic means with even greater didactic exactness. Preparations in the field of Japonism had been more comprehensive, and the appreciation and study of East Asian works of art by European artists was shown with greater directness. The division of this department according to techniques and, beyond that, also according to theme content created an immediate understanding of the original situation. Through such differentiation the question of motivation was raised, which could be found in the iconographic realm as well as in the means of artistic expression. The break-down in accordance with artistic means elucidated the intentions of the creative artists: the diagonal principle, grid arrangement, kinetic actions of forms, complicated formats intended to heighten logical compositions, purposeful applications of amassment systems, structured planes in pictures or small calligraphic structures used as codes for objects, simplifying ink abbreviations including exercises in calligraphy, but also methods for expressing content through symbols were demonstrated. All of these expressed the intentions and goals of creative groups or individuals.

The sub-division of a theme in line with artistic and thematic characteristics and through methods of exhibition technology was accomplished here for the first time ever, and has found numerous followers with regard to scientific systematization. Particularly in this field the exhibition had immense importance because primarily Japanese researchers, but in no less measure French specialists, have taken up and further developed this method of didactic organization.

The vessels department was located on the upper story of the exhibition. The vessel is, in general, an object appreciated by specialists and trained art lovers. The organization of this department, however, made the manifold influences (dragon ornaments on Chinese-Japanese models, jewel glasses) obvious even for average

visitors. Here, too, the exhibition — through its conception — provided new stimuli in the field of glass research. It proved that East Asiatic vessels made of jade and semi-precious stones have given extraordinary impulses to the French glass manufactures in Nancy: After highly exact chemical analyses, the quality of the glass substance imitated that of semiprecious stones. The same was true of the various techniques of cutting and polishing. Decoration was not only formally but also iconographically influenced by Japan. Materials shown in the East Asia department became the source of manifold inspiration and purposeful intensive research.

East Asiatic ink painting has likewise influenced European art. These links were merely hinted at by the exhibition. Aside from the French impressionists in the Toulouse-Lautrec circle it was mainly Austrian and German painters who studied brush painting from East Asiatic originals. Ink painting and calligraphy merged in this process and were varied during this interpenetration in multiple manner.

The department for calligraphy and ink painting demonstrated this phenomenon for the first time fully. Japanese woodcuts indicated certain codes for objects and were closely linked with the appearance of script through the use of seals and captions. Designs by masterful woodcutters, in the first place by Hokusai, showed how a topic can be briefly outlined through the proper use of artistic means. The orientation of calligraphy toward Zen Buddhism, particularly in Japanese art, had a decisive influence on European and American art. The arrangement of the exhibits elucidated the process in which artistic means and messages were reduced to a minimum. During the 19th century European painting had advanced to the quality of photographic exactness, due to the abundance of content and sophisticated techniques. The task on hand was to reduce the vast quantity of artistic media. Mainly during the nineteen-twenties artists representing different directions of style looked for inspiration in the fields of Zen Buddhist painting and calligraphy. Such inspiration was always expressed in different ways: Baumeister, for example, used simplified basic forms, whereas coded spots and stroke units were characteristic of Bissiers. European art of the fifties essentially evaluated the artistic means of calligraphy: masters Hakuin and Sengai became models for the transposition of environment experienced by artists, from the idea to the hand that held the brush.

Time and again artists attempted to replace the white priming by black, and — in a negative process — to make the colors shine white. This method showed the rhythm and clear lines of brush abbreviations created exclusively out of absorbedness in contemplation, independent of the depicted object. The painters of Europe strove for a reduction of matter and for the aesthetic improvement of artistic means through reduction. The point-stroke became the subject of protracted exercise which aimed at a simplification attainable only through penetration into East Asiatic forms of religious life. Intuitive calligraphy always returned to the circle as the expression of supreme concentration.

The effects of these forms of art are felt to this day. The genetic evaluation of the art of primitive peoples dates from much earlier times. The beginning of this phase is marked by Gauguin who recognized the high quality of the art of "wild" peoples. With a keen eye for the recovery process of European painting he looked for new starting points for his work as a painter and sculptor. He examined Egyptian art and accepted its elements into his paintings. For three years he studied sculpture and was deeply impressed by the "tikis" of the Marquesas Islands and by pre-Columbian articles of everyday use. Even in the smallest and least important objects he discovered beauty and inspiration which the 19th century still overlooked at that time. Out of the knowledge he thus acquired of all areas of the life of primitive people on the Pacific islands he developed an art which lived in a constant exchange with the vocabulary of forms that he had studied in Europe.

Drawing on many culture areas and religions Gauguin created a generously conceived combination style that intentionally strove for certain vague goals and had a tendency toward mystic sensation. This became particularly evident in the exhibition. Gauguin in his lithographs amalgamated the experience of idolatry with the Christian doctrine of salvation. He created a pluralistic multitude of attitudes in which every emblem appeared to be autonomous. A complicated symbolism and interlacing syncretism evolved: Buddha, Our Lady and special Pacific island deities were merged to form an integrated whole. Again and again Gauguin depicted the Marquesas Islands' "tiki" in profile and with eyes facing the viewer: block-like creations that seemed to emanate from a plastic core and to press forcefully outward. In his sketchbook and, later, in his sculptures and paintings the painter depicted these symbolic creatures pushing into space. They determined his art and that of his followers. Never before had a similar documentation of Gauguin's works been attempted.

The "discovery" of Oceanic and African art caused a major disruption in European consciousness: a reversal rather than a widening of the aesthetic horizon. This not only revealed new forms but reactivated the magic metamorphic power of art: things assumed fetish character and became the objects of emotion; the traditional borders between art and non-art (or so-called primitive art) were destroyed, and yet the latter was completely integrated into Europe's own aestheticism.

The painters of the "Brücke" sought originality and deeper emotional truth. Picasso stressed the perfection of form and the rational character of African sculpture. The surrealists looked for symptoms of prerational iconography. In Persner the effects of African sculptures extended into the constructive counter area of imagination stimulated by technology. No generalizations were possible: tribal art emancipated in the "musée imaginaire" of standards and patterns in a manner no less complex — or even more complex — than the ancient sophisticated civilizations of Asia. In the upper story of the exhibition an attempt was made to present this knowledge by visual means. Sculptures and

masks from Black Africa, Oceania and Indian America were contrasted with European avant garde art of the early 20th century.

An expressive sector of the exhibition on the upper floor was the department, "Changes in the Representation of Human Beings". Here was an important point of departure for didactic organization and visual presence. Changed proportions and postures were in correspondence with alienated mask-like faces.

A separate sector demonstrated the introduction of masks into modern art, the emancipation of the mask-like, hieratic and idol-like portrait and its numerous variations and psychological nuances. Here the extra-European traditions provided strongest impulses because masks and transmutations of the human face constitute one of the great contributions of Africa, Oceania and Indian America to world art.

The department "Block and Pole" led to an understanding of reduced forms. The main accent was on sculpture which visibly retained the basic forms of material: blocks and poles. Interest in block forms for the first time moved pre-Columbian stone statuary to the fore, whereas African or Oceanic wood sculptures provided prototypes of pole statues.

The continuation of the exemplary comparisons in the sector, "Surrealism, Mythical and Magic Art" led to bizarre phantastic forms, to the phantastic signalism of Oceania. American Indian myth-inventing power supplemented the primacy of the African perfection of form in Cubism, the contribution of ancient America to elementary form. The magic sign moved to the foreground around 1940 as a formula of conjuration for the world.

The idol, totem and fetish, these elements of the transhuman were pushed to the periphery of the pictorial world in Europe throughout the centuries; in Christian iconography and antique mythology they were domesticized — now, in the 20th century, they awoke to new life: daemonic, threatening beings, concentrations of fear, side by side with grotesque scenery.

Other types of modern sculpture were actually grouped around ethnological prototypes. The totem pole of the American northwest coast became a basic form of modern expressiveness, from the archetypical amalgamation with megalithic monuments by Moore, via Cardenas' biomorphous transformation to Louise Nevelson's structures. Nail fetishes enhanced the stimulating effect of material sculpture. Beyond that, the word "fetish" similar to "totem" has become a collective term for sculptures that radiate magic power, even if direct influences be excluded.

A digression from the main exhibition depicted the aesthetic nationality and modernity of traditional Japanese architecture. On the island in the Eisbachsee behind the Haus der Kunst, a Japanese tea house was erected. It was built by master of tea ceremonies, X. V. Soshitsu Sen, and donated by Japan to the Free State of Bavaria.

Sound Center

Connected to the exhibition there was a sound center. Here it was attempted to demonstrate the universal trends in contemporary music — the tendency of freely blending sound characteristics of all music cultures. According to a weekly schedule, a program was presented during the day, consisting of traditional music from Asia, Africa, Oceania, and America in the scope of its influence on the Occident, and contemporary music by European and non-European composers which had been influenced by music from outside of Europe. An eight-channel sound system and multimedia presentations were employed. Each continent had its own "sound sphere" represented by musical instruments, dance costumes, etc. With the instructions provided, the visitor was given the opportunity to play the instruments himself. Films and slides depicted the use of the instruments in their original setting.

In the evenings there were musical encounters between European and non-European ensembles. These were intended to generate a lively exchange between music cultures outside of Europe and western contemporary music, and achieve a maximum of communication between the audience and performers. As an incentive for a confrontation by contemporary composers with the substance of music outside of Europe, the OC commissioned four compositions. These were to artistically portray the exhibition and were intended to have their premiere performances in the "musical encounters". They were the following:
Carlos Roqué Alsina: Ver-Bindung
Maricio Kagel: Exotica
Josef Anton Riedl: Parc Floral
Makoto Shinohara: Composition for European and non-European instruments.

Children's and Youth Center

The idea of the exhibition was of outstanding educational significance. An understanding of different cultures with their different standards, their similarities, their conformity, and interpenetration could contribute toward appreciation of other peoples and the elimination of prejudices. A further goal was to transmit this insight to children. Special problems were also connected with it. An appropriate appreciation of the exhibition, its differentiated and partially yet unfamiliar educational media required a high degree of intellectual accomplishment, especially when it was restricted to mere viewing, or visual consumption. The OC therefore appended a children's and youth center to the exhibition. Its program, worked out by experienced educators, had as its goal the acquisition of information through individual and creative activity which fostered understanding, insight and perception. The means for achieving this goal were simple sensory training, production and reflection in a succession of action games with didactically planned objects, instruments, situations and materials. Besides the activity of the individual, there was work in groups. Young fine arts educators thus conveyed to the children the contents of the exhibition and offered assistance with their various activities, which comprised the following:

—Art Education Program

Temporary undertakings and discussions, supplemented by a wide range of

informative and communicative play, such as an art studio, film and photo laboratory, and a theater for touch perception.

—Music Education Program

The musical content of the exhibition was transmitted through the technical media of film and sound, through live music and dance. The children played on old exotic instruments or built simple instruments. The OC further equipped a music studio where two well-known schools of music performed. From June 15 to July 15, 1972, there was the "Educational Service" of the Tropical Museum of Amsterdam with a theater and puppet show, the gamelan orchestras and dancers from South America, West Africa and India. From July 16 to September 30, 1972, the Orff Institute of Salzburg demonstrated Orff's instructional method.

—In July 1972 the music and art educators met every Tuesday and Thursday to present their pedagogical conceptions, experiences and results in the children's and youth center.

16.7.2

Bavaria, Art and Culture

Since the spring of 1968, museums and archives in Munich worked on the plans for an exhibition which was to present to the visitors of the Olympic Games the history of the Bavarian host country, its cultural achievements, and its life style in a self-explanatory fashion. The OC welcomed these projects, but was concerned that a scattering of exhibits with similar ideas would not be meaningful, and therefore took steps for their coordination. Out of this consolidation of the various programs an idea was formed toward the end of 1968 to portray the achievements of Bavaria for the world and the relationship of the world with Bavaria in one comprehensive exhibition. After the concept of Professor Oswald Hederer it was to be called "Bavaria in the World - the World in Bavaria". Valuable works of Bavarian artists were to be loaned to Munich for this purpose. The necessary space, approximately 3,000 sq.m., was available in the centrally located Stadtmuseum (City Museum).

At this time the OC had already decided to make the exhibition "World Cultures and Modern Art" the focal point of its Olympic cultural program. It could therefore not contribute financially to the planned Bavarian exhibition. The Free State of Bavaria, in conjunction with the City of Munich, thus assumed the promotion and financial responsibility.

Concept

First of all, a realizable concept had to be developed, and based on this, the space requirements and costs had to be estimated. The conference of directors of Munich's state-owned museums and art collections assumed responsibility for the exhibition project in February 1970. Dr. Michael Petzet, second director of the Central Institute for Art History and Dr. Martha Dreesbach, directrice of the Munich Stadtmuseum, worked out a scientific concept (synopsis of March 20, 1970) as well as a cost estimate, which were accepted by the directors. At the same time, the directors charged both individuals with the scientific, technical and organizational direction of the proposed project. A task group was formed with personnel from the State and city museums, the Central Institute for Art History, the Bavarian Superior State Archives, the Bavarian State Library and the City Library, and the State Office for Monument Preservation. For the first time all these institutions worked together. The sponsorship was assumed by the Free State of Bavaria and the City of Munich, secured by a contract on October 1, 1970. Added to the city museums and the Central Institute was the Bavarian Radio Network, according to the contract, on November 5, 1971. It also made its workshops available to aid in the construction of the exhibition. With the clarification of organizational and financial questions the prerequisites for the realization of the project were given.

Presentation

The exhibition was to appeal to a wide audience with heterogeneous interests, natives as well as visitors from all over the world. This seemed unattainable, neither with an informational display covering only certain portions, nor with a comprehensive self-explanatory display. A representative exhibition was striven for — which would document comprehensively the cultural achievements of the Bavarians from the time of the Romans to the present;
— follow the cultural development through the various eras, and
— thereby depict the cultural centers in Old Bavaria, Swabia, and Franconia comprising the present Bavaria.

One was aware that this framework could extend into a European framework, depending on the activity of Bavarian artists outside of Bavaria, and other artists in Bavaria. This reciprocal influence gave the exhibition an international flavor.

The title, "Bavaria, Art and Culture" was at the same time to indicate a departure from the traditional art history museum exhibits, and indicate a leaning toward an interpretation in the sense of cultural history. The chronologically built up exhibition from the time of the Romans to the 20th century attempted to illustrate the characteristics of each of the historical eras by examples of significant achievements by groups and individuals. At the same time, it was attempted to show the regional and social differences and contrasts

The exhibits therefore could not be separated according to concepts of style, or object groups, but together represented the actual varied aspects of an era, in order to show the cultural and historical relationships. With this combination of architecture, sculpture, painting, books, instruments, etc. presented in newly grouped ensembles it was possible to achieve effects which would have been difficult with the traditional museum display of individual masterpieces. This made it possible to establish the tension between the real object and its artistically portrayed counterpart, and with these pictures of ever new highlights of a cultural scene, the monotony so often inherent in special exhibitions was avoided.

The design of the exhibition area by the planning group consisting of Simon Butz, Franz Xaver Lutz and Rudolf Werner supported this effort. The different sized rooms of the Stadtmuseum were transformed into areas of varying sizes arranged so that each was a station on a circular path through the centuries of Bavarian culture and contained one display. Order in this great variety of display components was achieved by a specially designed structural element. The "M 5 Element" consisted of parts for a wall, floor and ceiling with many possibilities for variation, for example, as a showcase, platform, etc.

Exhibits

In an area of approximately 8,000 sq.m. 2,461 exhibits characteristic of Bavarian culture were accommodated. The emphasis was on fine arts, including music, literature, the theater, and less prominently on science and technology. Exhibits of folk art were especially emphasized.

This concept had as a consequence long drawn out negotiations with over 300 lenders. From September until December 1971, on the basis of suggestion lists of the scientific consultants the most important German and European museums, churches, monasteries, castles. Bavarian folk museums, and private collectors were solicited to make items available. In many cases extensive restoration of chosen pieces was found to be necessary. Thus, many exhibits, especially those from churches, were not only won for the exhibition, but preserved for the future. The restoration as well as the care of the exhibits during transport and in the exhibition rooms were directed by the State Office for Monument Preservation. Copies and photographic reproductions were not made except for casts of non-transportable architectural sculptures and tombstones, and facsimiles of several important manuscripts. Architecture which was represented only with models, designs, and fragments, was augmented with short films which could be run by the visitors by pressing a button. A total of 24 short films, made available by the Bavarian Radio Network from its archives, were incorporated into the circular walkway around the exhibits. They depicted the respective environment of the exhibits, the architecture, landscape, and customs. The short films were supplemented by a film and music program in the theater of the Stadtmuseum.

Composition

The space available for the exhibition on three floors around the inner courtyard of the Stadtmuseum amounted to a total of 8,000 sq.m. The circular walkway on the second floor had to be completed by a specially constructed connecting platform.

The circular path began with monuments from the time of the Romans in the outer court of the museum. An 18th century half-timbered barn from the area of Wasserburg served as an entrance. On the main floor were works of the early Middle Ages, and in addition, religious culture of the 12th and 13th centuries, worldly culture from the 12th to the 14th century, the rise of the Wittelsbacher family, religious culture of the Gothic and Late Gothic periods.

On the second floor, around the transition to modern times, the culture of cities, humanism and reformation, the 16th and early 17th century, the Thirty Years' War, the second half of the 17th century, Elector Max Emanuel, Elector Karl Albrecht, Max III, Joseph peasant and bourgeois culture of the 18th century in Old Bavaria and Swabia, religious culture of the late 17th and 18th centuries in Old Bavaria and Swabia, bourgeois and peasant culture of the 17th and 18th centuries in Franconia, the dioceses of Würzburg and Bamberg, the margravedoms of Ansbach and Bayreuth, classicism, and the Age of Enlightenment were represented.

On the third floor, Max I Joseph, Ludwig I, Maximilian II, Ludwig II, the Leibl Group, late 19th century, the regency period, "Jugendstil", literary Munich around 1900, the Blue Rider group, and the time until 1914, from World War I to 1945 were represented.

In conclusion, there were a few examples of contemporary art on the main floor.

Exhibition Catalog

From the first, the exhibition catalog was intended to extend beyond a mere table of contents and a critical review of the exhibits and become a handbook of Bavarian cultural history with essays of over 50 scientific contributors. Over 30,000 copies of the catalog were bought by more than 190,000 visitors. A condensed educational guide was compiled by the Museumspädagogisches Zentrum München (Center for Museum Pedagogy).

Guided Tours

The Stadtmuseum, the Museumspädagogisches Zentrum, and the Adult Education Center of Munich conducted daily tours.

16.7.3

100 Years of German Excavation in Olympia

At the beginning of 1966 the German Archaeological Institute completed a second long period of excavation (1936-1966) in the antique city of Olympia. This was a continuation of the so-called Old Excavation (1875—1881) and produced new and valuable finds. Among these, at the edge of the Olympic shrine, the workshop of Phidias. The antique stadium, dating from the 4th century B.C., covered by a 7 meter thick layer of earth, was uncovered in 1957. On the occasion of the conducting of the First Olympic Academy in 1961 it was turned over to the Greek Government in a ceremony which included a practical demonstration by an international sports students group in the presence of the IOC.

For the first time in the history of archaeology this excavation, both in goal pursued and in method, was conducted in a scholastic, scientific manner. Despite great technical difficulties, an antique site was again made accessible, which had also inspired Pierre de Coubertin to establish the Olympic Games once again. For this reason, Heinrich Bartels, an associate of the German Archaeological Institute in Olympia, promoted the documentation of this century of excavation in an exhibition during the Olympic Games 1972.

Concept

The president of the OC presented to the board of directors the "Plan for a Documentation Center for Sports in Ancient Greece, especially Olympic Sports". "Munich was to go beyond what had been attempted in this direction previously and seek to establish complete documentation in various branches, especially monuments pertaining to the antique sports. With this effort, a unique documentation center would be created whose lasting value to the world as a whole cannot be estimated too highly".

The Oberwiesenfeld was considered as a possible location. It was perhaps this site, unsuitable for construction of a museum, and other technical misgivings, which induced the art committee of the OC at its first meeting not to pursue this plan further.

It took another two years before the scientific committee of the OC began this project of representing the various excavation periods in Olympia. With more exact information about the number of exhibits, their selection and condition, about technicalities and design of the exhibition, as well as the costs, a concept was evolved by the above mentioned associate of the German Archaeological Institute in Olympia, Heinrich Bartels. This concept was accepted by the board of directors on June 27, 1969. It set the limit of contribution to cover the costs at DM 425,000. At the same time, Heinrich Bartels was charged with the preparation and execution of this concept, supported by a specially formed task group of the science committee.

Composition

With the acceptance of the proposed concept, the scope of the exhibition was thematically determined. It was not to be limited to antique sports apparatus, but was to present a comprehensive picture of antique Greek sports, particularly with finds from Olympia, and document the two important excavation periods, the Old and the New Excavations, of the German Archaeological Institute.

The accomplishment of these aims dictated a specially precise division of the components into three main groups, as follows:

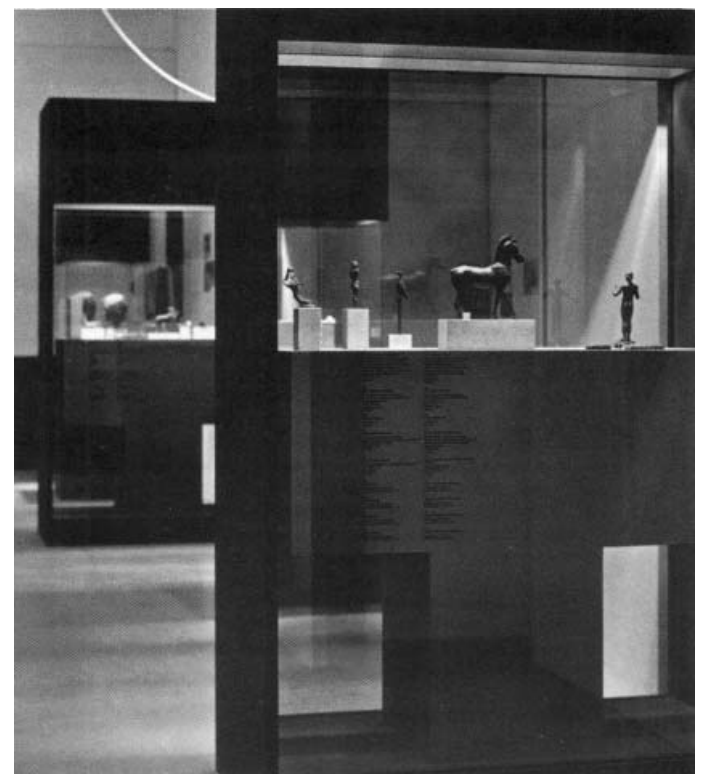
- Display of the Old Excavation (1875-1881);
- Display of the New Excavation (1936-1966);
- Documentation on antique sports equipment (discs, scrapers, jumping weights, oil flasks) their use represented pictorially (statues of athletes or pictures on vases);
- Documentation on inscriptions.

While there were as yet no details given about individual exhibits in each of the three main groups, the largest and most prominent object of the exhibition was determined from the beginning — the two imposing groups of figures of the west and east gable frieze of the Olympic Temple of Zeus. They were to be the focal point of the exhibition.

The New Concept

As early as in March, 1969 Heinrich Bartels had made first contacts with scientists and scientific institutions, particularly the German Archaeological Institute in Berlin, Athens, and Olympia to insure their support of the planned project. His death on November 1, 1969 interrupted further preparations. It took three months before the OC, on the recommendation of Professor Emil Kunze, the director of long standing of the excavations in Olympia, named as his replacement on February 1, 1970, Dr. Berthold Fellmann, scientific associate at the Archaeological Institute of the University of Munich. In May 1970, a considerably changed concept, developed by Fellmann, was accepted. According to this, in addition to the two sections of the exhibition about the Old and the New Excavations, there were to be the story of the re-discovery of the shrine (17th—19th century) and the French excavation of 1829, as well as the methods and results. Restoration of severely damaged bronze finds was to be shown with several chosen examples. The exhibits of both Olympic gable friezes of the Temple of Zeus could not be realized due to technical and space considerations. It was considered displaying one of the gable friezes, and that of the east gable was chosen because it portrayed the start of a chariot race. The imminence of a battle, however, was not easily discernible by the layman from the representation. Also, the arrangement of the figures was not definite and only a few were completely preserved. Therefore, it was decided to erect the west gable frieze whose action-filled composition was clearly comprehensible to the viewer without explanation, whose figures had definite positions and only had to be reconstructed. Since both lengthwise sides of the hall of the exhibition in the Deutsches Museum were interrupted by a staircase

The exhibition "100 Years of German Excavation at Olympia" was a highlight in the cultural program of the Olympic Games 1972.



entrance, it was necessary to raise the exhibit above the entrance. This later proved to be very advantageous, since in the antique temple of Olympia the gable frieze was 15 meters above the viewer in the tympanum. Actually, it seemed that the more than life sized figures (the middle one is 3.3 meters high) were intended to be viewed from below. By mounting the figures opposite the entrance to the hall in front of the disguised row of columns at a height of about 5 meters, they appeared in their original scale again. The visitor saw the figures from a lower diagonal perspective which was the same as that of the antique viewer. In addition, he was able to view the composition of the sculptures at eye level from a circular gallery.

The essential archaeological problem resulted from the OC's intention not to set up the figures singly, but to present them in their original architectural setting. In 1886 Wilhelm Dörpfeld had already attempted this, but in his reconstruction the measurements of the gable turned out too angular and too short, so that it was difficult to fit the figures into the areas of the tympanum. On November 1, 1971, the OC engaged Peter Grunauer, an engineer with the Institute für Baugeschichte (Institute for the History of Architecture) of the University of Munich, to make an exact reconstruction of the west gable of the Temple of Zeus and to fit in the figures in the proper composition.

The west gable as the most important exhibit was thus determined. The main task of preparation was now the selection of the bulk of the possible exhibits through a search of the literature and visits to Athens and Olympia. About 200 pieces were to be selected (mostly unpublished at the time and yet comprehensible to a wide audience), and the image of Olympia rounded off by approximately 200 photos and other documents, such as diaries of the excavation. However, since a Greek law of 1834 prohibited all export of original finds, the OC was restricted to making casts of the originals. The OC commissioned the sculptor, Bernhard Rein, to make the casts according to directions of the exhibition management. In March/April 1971 he poured the casts in tin at Olympia, where most of the finds still are today. This new method of casting antique bronze objects also in metal, instead of plaster of Paris or a synthetic as was usual, proved to be very practical, since the tin casts were less subject to damage during transport. Furthermore, they conveyed to the visitor the metallic character and the weight of the original. Also, German museums in West Berlin and Dresden, which already possessed casts of excavation finds from Olympia, were requested to make replicas of these. Subsequently, these casts were patinated in Munich and placed on pedestals. In applying the patina, it was attempted to reproduce as closely as possible the color of the original surface. In the same way, in affixing the pedestals according to the latest museum techniques, the aim was to suggest the original attachment (e.g. that of a larger votive offering). Moulded and finely polished plastic was most often utilized for this purpose. Besides casts, the OC was able to exhibit numerous originals. Worth mentioning are the so-called duplicates, which the German excavators, according

to the excavation contract of 1874, were able to export from Olympia to Germany. Several German museums loaned valuable Greek vases that illustrated the use of sports equipment in their scenes of competition.

These exhibits were augmented by the following:

- photos of excavated objects which were either not suitable for making casts from or casts of which were not desired, since they were well known;
- several old photos of excavations;
- reproductions or facsimiles of maps, plans, drawings, paintings, diaries of excavations, etc.

In addition, five automatic slide projectors (150/2 slides per minute) showed the landscape, topography and excavations of Olympia. The visitor was able to read the explanations accompanying the mostly unknown and unpublished finds in a catalog. Two films about Olympia, furnished by the Bavarian and Southwest Radio Networks, were shown in a movie theater. Each film was presented once a day at a set time.

A model of Olympia supplemented these exhibits. The excavations of Olympia had freed the foundations of most of the structures and monuments of their 4 meter high alluvial sand layer; the superstructures, however, were almost completely lost or the fragments widely scattered. Since 1931, therefore, there have been numerous attempts to reconstruct the original appearance of the Altis up to the roofs. Based on the results of the New Excavation, Eva Mallwitz had reconstructed models of all structures which had become significant in the history of Olympia.

Format of the Exhibition

With the architectural arrangements in the hands of the designer, Franz Wischnewski, the exhibition management wanted to transcend the usual museum methods which create an artificial barrier between the object and the viewer. Therefore, the dividing glass showcase sides were often eliminated in order to allow the objects to be touched for a more meaningful experience. Freestanding showcases were used whenever possible. Instead of the standard showcases, special ones were made.

The exhibited objects stood on T-supports, which were made of "Novopan" panels. For the showcases themselves 30 thermopanels were donated by a glass construction firm. Two of these panels, together with a box base and a box with lights on top, and two narrow side sections made up a showcase. This principle of construction required a minimal financial outlay for the showcases which measured 1.10 meters x 2.20 meters x 0.65 meters. Inside the showcases the exhibits were lit by two neon tubes with a diffused indirect light, and a spotlight.

The labelling of the exhibits was kept short. The screen-printed labels in German and English were affixed to the showcases and free-standing T-supports. In the architectural design of the exhibition rooms a special effort was made to emphasize the advantageous elements of the existing interior design and disguise those which detracted, such as staircases, rows of windows, etc. The natural daylight was blocked out, so that light could be concentrated on the exhibits. For this purpose two white pillars were positioned in the entrance hall which emphasized the vertical lines and counteracted the oppressive character of the west gable.

The available space allowed for clearly divided accommodations for the main division of the exhibition. Thereby the Old and the New Excavations were presented chronologically, and the special exhibit of sports equipment was arranged thematically.

Exhibition Catalog

Originally the OC had planned to produce an exhibition catalog and a documentation about Olympia. This plan, however, turned out to be too costly. The OC therefore decided to precede the catalog listings with eight condensed research reports on Olympic themes and problems and to eliminate the additional documentation. The Prestel Publishing Company of Munich produced 5,000 copies of the catalog. It contained 136 pages, 261 black and white, and 20 colored pictures, and measured 25.2 cm x 24 cm. It consisted of two main sections and a bibliography, as follows:

- Research reports
 - Five scientists dealt with topics on the history of the excavation and related problems;
- Catalog of the exhibits
 - Enumeration of all exhibits synchronized with the illustrations.
 - Short descriptions and references of the most significant recent literature;
- An appendix with bibliography:
 - Publications on excavations; literature on Olympia;
 - literature on sports of antiquity; list of illustrations.

Implementation

From July 1 until October 1, 1972, the exhibition was open from 9:00 A. M. until 6:00 P. M. and had approximately 28,000 visitors. Guided tours were conducted by appointment, when needed, and for groups of a certain size. Altogether about 100 school groups were conducted through the exhibition at the beginning of the summer vacation. Admission tickets were DM 2.00, for students and groups DM 1.00. The ticket was also valid for admission to the exhibition "Olympia and Technology".

After the end of the exhibition the Museum for Casts of Classical Sculpture in Munich took possession of the entire exhibit with all tin and plaster casts, the gable figures, and a portion of the photos.

The exhibition received an exceedingly positive reception by the public and the press, especially the didactics, the organization, the richly illustrated and clearly laid out catalog, and the limited but representative choice of exhibits.

16.7.4

Olympia and Technology

Besides the large art exhibition which was to be a focal point in the cultural program of the OC, the art committee, at its first meeting, also considered another exhibition which was to place more emphasis on the sports element. Since the Olympic Games of 1972 sought to achieve a level with respect to technology which had never been reached before, it seemed appropriate to show this relationship between sports and technology.

Concept

In a historically oriented exhibition sports equipment of all eras and peoples was to be displayed in the rooms of the Deutsches Museum. The Deutsches Museum was charged by the OC to prepare and execute this exhibition. Already in the early planning stages the Museum expanded the content of the exhibition into a representative educational display. It dealt with the Olympic Games and technology, and was divided into five sections, specifically training; competition achievements; techniques; competition sites, equipment, measurement; and publications.

This concept was accepted by the board of directors on March 11, 1969, and at the same time the board limited its contribution to the total costs to DM 750,000. More detailed planning of the project by the Deutsches Museum in April and May 1969 disclosed that the total financial outlay would run to almost 1.5 million DM, and that the OC's portion would amount to about 1.5 million DM. Mainly for this reason the Deutsches Museum declined to continue with the exhibition.

The board of directors of the OC, at its 16th meeting, recommended, however, that all possibilities be explored to at least present a portion of the exhibition, as allowed by the predetermined funds. The space was available in the Deutsches Museum in the upper west wing of the library. One of the rooms was to be utilized at the same time by the exhibition "100 Years of Excavation in Olympia". A separation of the two exhibitions by a change in the rooms involved too much expense. Besides, the room in which both exhibitions overlapped could be designed in such a way that a thematic transition was possible.

The work then consisted of realizing an exhibition about the interaction between sports and technology within the framework of the available funds. The project was only realizable if the planned historical part was largely eliminated and if the OC accrued no costs for the exhibits, such as transport, setting up, and insurance.

On April 17, 1970 the technical department of the OC presented the board of directors with a concept which took the above restrictions into consideration. According to this concept, the technical background of the Olympic Games 1972 was to be explained and illustrated. The visitor was to be shown which technical apparatus was used in an Olympic event. This basic idea determined the choice of exhibits. The devices and installations shown in the exhibition had to be identical, if possible, with the technology actually used during the 1972 Olympic Games.

Demonstration devices of original models were to serve as illustrations of the technical resources employed during the preparation and execution of the Olympic Games in 1972.

Exhibits

Only those firms which furnished equipment and had made technical installations for the 1972 Olympic Games were able to have suitable exhibits. There was no expense involved, since it gave the firms the opportunity to advertise their participation in the Olympic Games in space made available by the OC. The names of the firms were listed at the entrance. The firms were allowed to call attention to their part in the Olympic Games by their trade name on the equipment, through printed information on the walls of the stands and offering of brochures at the information booth. Individual advertising or sales talk inside the rooms of the exhibition was not permitted by the OC. The exhibition was not intended to turn into a trade fair by sports equipment manufacturers. A noticeable lowering of the estimated costs of DM 590,000 was accomplished. The limited space did not allow for a complete representation of the applications of technology in Munich, so that only exhibits which were directly related to Olympic sports and represented actual progress could be shown. In the field of structural engineering a section of the net-type of construction of the tent roof of Olympic Stadium was demonstrated.

An exception to these participation prerequisites was, however, the planned section on sports medicine. Here complete laboratories were assembled, rather than lining up individual pieces of equipment by various firms. The initiative for setting up these laboratory arrangements rested with the medical centers of the universities, and could not be carried out by firms which contributed to the Games with equipment and donations. Consideration was given to those firms which worked directly with the particular medical center, however. In this area of sports medicine a decision had to be made between those firms actually involved in the Olympic Games and those suggested by the medical centers. It was important to represent as complete a laboratory of the various specialties as possible and also to recognize the interest of those firms which were directly connected with the Olympic Games. In January 1971 the board of directors accepted the preliminary plans and cost estimates, and charged Martin F. Wolters with the preparations and management of the exhibition. He was to be assisted by the technical department of the OC.

Organization

First, the various subject areas of the exhibition had to be determined, and for these the firms with their exhibits chosen, i.e., request the manufacturers and service organizations to furnish exhibits free of charge. In August, 1971 the OC compiled a list of those firms which made a significant technical contribution to the Olympic Games. In the same month a tentative arrangement of the laboratory displays of the medical section was made. It was not possible to apportion an equal amount of space to all of the listed firms. The exhibition area was determined by the importance of the exhibit in the Olympic Games as well as the expected interest of the general public. The display, however, was not restricted just to objects, but supplemented with explanatory photos, drawings and texts. These were affixed on boards to the walls of the circular arc sections which were flexible and could be adapted to the required purpose. The boards, which measured 3.5 meters in height and 1 meter in width were available for illustrations and texts (three print sizes for headings (11 point), descriptions (6 point), and illustration descriptions (5 point)). The texts were mainly taken from the OC's Bulletin No. 6 and partially supplemented by the firms. They appeared in French, English and German, either side by side or one under the other. In September 1971, the OC extended invitations to most of the firms. Further invitations were extended in November, 1971 (tent roof) and in February, 1972 (torch, sports equipment), so that by April 1972 most of the exhibits had been determined. In May, 1972 the consent and exhibition plans of the sports medical centers were added. Starting on June 5, 1972, the firms began delivering their exhibits.

Sports-related Technology

The exhibition was divided into two sections. In the contract of November, 1970 the OC made available two separate exhibition areas. One was an exhibition hall of 1,000 sq. m. in the basement of the library building (Hall I). In the supplementary contract of November, 1971, this area was extended by 470 sq. m. with a second hall on the main floor of the new addition (Hall II). Both areas were connected in the open area of the inner courtyard with a light, transparent roof covered with aluminium-coated synthetic material and supported by steel piping. This was the same construction that was used for all temporary refreshment stands in the Olympic Park.

The exhibition in Hall I was devoted to the actual competition. After an introduction, it showed five subject areas which the visitor passed in a clockwise fashion. At the entrance there was a model of the Olympic competition sites. On the wall were the lists of exhibits and their manufacturers.

Computation of Results

This area contained exhibits which demonstrated the measurement of time (Longines and Junghans) and the measurement of distance (Zeiss). These exhibits were not available during the entire time of the exhibition, since they were developed especially for the Olympic Games and were needed there for the actual competition.

Processing and Display of Results

While the use of data processing (Siemens) for the competitions was verbally described on a wall board, the display of results, data processing, and printing technique was demonstrated with exhibits.

Audio-Vision Show

In front of a seating arrangement there was a curved wide projection screen measuring 6.00 meters x 2.60 meters which utilized back-projection equipment for screening films or slide shows with over 15 projectors. This enabled the exhibition firms to use these media for explanatory information. The OC also presented informational films.

Communication Technology and Information

The exhibits in this subject area consisted of data transmission, satellite transmission, press installations, German Olympic Center (DOZ) television, closed circuit television, data input equipment, and a data display station. The data display station had an on-line computer console through which information could be requested live of the information system "Golymp" by the Siemens Company. Three trained hostesses were on duty here around the clock. There was also an agency teletypewriter which was connected during the Olympic Games to the broadcast system of the competition computer system and continuously transmitted actual agency bulletins. Before and after the Olympic Games it transmitted simulated information on a perforated tape. The bulletins issued by the agency teletype were to be reproduced on a Rex rotary offset printer and distributed to the visitors several times a day. Further, there was a press work table with a TV monitor; a portable radio link system; a model of the ground signal station at Raisting. Added to this was information about the use of electronic data processing in the information system, about the internal informational television network, the news broadcasting and the DOZ (German Olympic Center).

Sports Equipment Technology

Taking up the original idea, this part of the exhibition, located in the center of Section I, juxtaposed old and new sports equipment, such as the following:

Pole vault:

bamboo pole, metal pole, synthetic pole

Fencing:

practice epee of 1880, foil, electronic foil with hit indicator

Track shoes

spikes, "brush shoe"

Shooting:

"Zimmerstutzen" (free rifle), super-match rifle/pistol

Javelin throw:

wooden javelin, steel javelin

Canoeslalom:

fold boat, polyester boat

In addition, there was a sample of the "Rekortan" surface that was used in Olympic Stadium. In the exhibition it was not laid on asphalt, but on a wooden base. Also exhibited were a hand torch and a fuel cell of the stadium torch.

Construction of the Sports Facilities

Selected from the entire field of structural engineering, the following were included in the exhibition:

The tent roof, specifically

— a square section of translucent roof, a model of the original with 9 cable net sections, or 4 x 4 connection points (size, 3 meters x 3 meters);

— the model for calculating the flux of force of the roof construction (statics testing model) as well as

— flood lights and lamps.

Laboratories for Sports Medicine

Five laboratories for conducting measurements in the field of sports medicine from five centers for sports medicine in the Federal Republic of Germany were exhibited.

Laboratory for intracardiac functions diagnosis

(Freiburg/Bad Krozingen area) Intracardiac catheter laboratory for conventional catheterization of the heart and pressure gauge cardiac catheter examinations for measuring the contractility of the right and left ventricular muscles. A demonstration of the significance of physical strain in establishing a functional diagnosis with the help of a circulation model and the original curves stored on magnetic tape. (manufactured by Hellige)

Laboratory for measuring pulmonary function by spirometric examinations with an open system, (manufactured by Jäger)

Angiological laboratory

(Cologne, Tübingen/Freiburg/Ulm area) Instruments for quantitative measurement of the circulation in the arms and legs during rest and after standardized application of strain.

Phlebemphraxis plethysmograph "Periquant" with a mercury filled primary element, half-automatic (Laboratory for Physical Medicine Gutman, Eurasburg).

Phlebemphraxis plethysmograph "Vasocript" with air-filled measuring cuff (B. Bouke, Tübingen). Xenon-clearance laboratory with tape store equipment (Siemens, Erlangen).

On-line data acquisition and processing of functional examinations (Aachen area)

In the on-line data acquisition the function parameters, obtained during a spirometric rest and recovery examination, are automatically digitized and transmitted via a data logger and multiplexer to a digital computer. After completion of the electronic data processing, a print-out of all data is obtained on a noise-damped teletype. The entire examination is conducted according to a program. The choice of a program is made from a control desk. Exhibited were a pulmonary function laboratory, a digital computer, a teletypewriter, a bicycle ergometer, and an electrocardiograph.

Laboratory for measuring the cardiopulmonary circulation system with controlled application of strain: Spiroergometry (West Berlin area)

For determination of these functional ranges, the following equipment was used: Siregnost FD 88, ECG with sextuple recorder (Cardirex 65) and a bicycle ergometer that is independent of rotational speed; all equipment from the Siemens Company, Erlangen. To accomplish the examination the test person had to put forth an increasing effort, controlled by ECG. During the test he wears a face mask which is connected by a tube with the Siregnost equipment. The Siregnost continuously records the heart rate, respiratory rate, respiratory minute volume, oxygen absorption, CO₂ output, oxygen pulse, respiratory quotient (RQ), blood pressure, and the particular strain level.

This examination gives information about the state of health and training condition and is used for high performance athletes, the general public engaging in sports, and patients with heart and circulatory disease.

Closed spiroergometer system (Cologne area)

This laboratory by the Dargatz Company (Magna-Test) serves to realize cardiopulmonary parameters. A so-called standard test, developed by Hollmann, is conducted where progressive strain is applied to the test person on a bicycle ergometer. Beginning with a performance

of 3 mkp/s, the strain is increased every

3 minutes by 4 mkp. The test person is to work up to his maximum performance. In the last minute of every level, the following measurements are taken: pulse rate, systolic and diastolic blood pressure, respiratory minute volume, oxygen absorption per minute, CO₂ output per minute, and respiratory quotient (RQ). With these values the equivalent respiratory value and the O₂ pulse are computed, as well as the vital capacity and the maximum breathing capacity. This yields the cardiopulmonary capacity of the particular athlete or patient. These instruments were in the laboratory: rotational speed-dependent bicycle ergometer and a spiroergometer.

Mobile telemetric laboratory

(Freiburg area)

The mobile laboratory on display in the inner courtyard of the Deutsches Museum had the following capabilities: Function analytical spiroergometric equipment for obtaining performance data for the physically, clinically, internally oriented sports medicine (determination of cardiopulmonary and circulatory parameters, computerized, if possible);

A station for function analysis of performance data.

A biochemical laboratory for obtaining metabolic parameters and hematologic data for biochemical data acquisition, and physiological performance data acquisition and competition observation.

A station for acquisition of biochemical parameters.

A station for acquisition of data during competition observation. Video recorder, camera, radio telephone, etc.

Implementation

There were no guided tours through the exhibition. However, the OC recommended that the firms be always prepared to demonstrate their equipment. Since this was only possible in exceptional cases, the exhibits were set up so that they were self-explanatory. This was facilitated by the easily comprehensible texts on wall boards accompanying the exhibits. The visitors were able to touch and operate most of the exhibits. The OC's Bulletin No. 6 was revised and made into an exhibition catalog and guide.

In retrospect, it can be said that location of the exhibition near the Olympia Park would have attracted more visitors than at the Deutsches Museum. Visitors of the Deutsches Museum usually did not feel up to a subsequent visit of the exhibition "Olympia and Technology". Added to this was the saturation of the public with information and publications about the Olympic happenings and the simultaneousness of many of the offerings. Despite this, the exhibition had approximately 30,000 visitors.

16.7.5

Minor Exhibitions

Olympic Philately

Philatelic exhibitions have become traditional elements of the Olympic Games of modern times. Ever since 1968 suggestions for a stamp display with different points of thematic emphasis were submitted to the OC. Beyond the interest shown by a limited group of experts, sport-related postage stamp series have at all times appealed to a wide public.

The OC was prepared to render non-material assistance but it was unable to provide funds. Thus it was necessary to find one or several associations that would be willing to support the exhibition "Olympic Philately" with respect to expert knowledge, organization and finances.

The OC took up first contacts in mid-1968. Initially the Federal German Post Department, in co-sponsorship with the Ring of Young German Philatelists, planned a special display of sport stamps in the fair grounds at Theresienhöhe. This project failed, however. Two full years elapsed until the plan to exhibit collections of postage stamps, arranged by motifs, was taken up once again by a group of Munich philatelists. In February, 1971, the State Capital City of Munich (school department) decided to set up a work panel together with the major philatelic organizations (Young German Philatelists, German Philatelists, German Association of Motif Collectors). This panel was finally constituted and expanded beginning in June, 1971 and prepared and arranged the stamp display in 1972 in close mutual cooperation. Shortly before this the art committee of the OC included the project in the 1972 official cultural program.

Up to February 10, 1972 all members of the Federation Internationale de Philatelie (FIP) were authorized to register the collections created through their own activity under the theme, "Olympiads and Sport", at the exhibitions office as possible display objects. A special philatelic committee examined all entries and selected appropriate collections, separately for junior and senior collectors. Most collection owners were members of the International Motif Group "Olympiads and Sport", a department of the Motif Commission of the FIP. In addition the OC on January 12, 1972 asked all NOCs to make available two samples of each special postage stamp issued in their countries in connection with the 1972 Olympic Games.

Five publicity brochures entitled "Olympic Philately" were published beginning in June, 1971. Here all Olympic stamps issued since 1896 were catalogued and research on postmarks was published as well as explanatory factual articles. With the publication of the exhibition catalog the series of printed materials on "Olympic Philately" was temporarily completed.

Under the title, "International Stamps Parlor: Olympic Philately, Munich 1972" special stamps selected according to motifs, postcards and envelopes with printed postage stamps, and special postmarks were displayed in five hundred frames sized 97 cm x 97 cm (twelve-page album format). The display was located in two rooms at the Academy of the Graphic

Trade, and at the central office of the Bayerische Hypotheken- und Wechsel-Bank.

The Federal German Post Department set up a special post office for the sale of its own 1972 Olympic postage stamps where a special postmark and special "Reko" bills were used. Foreign postal administrations (USA, Equatorial Africa) sold their Olympic stamps at joint windows. A separate counter was available to dealers and publishers of literature on philately.

The Olympic Games on Coins and Medals

The OC also included another small special exhibition in the cultural program because of its tie-in with the Olympics. However, the OC contributed neither to the organizational work nor to the expenses. This display showed the "Olympic Games" motif on coins and medals:

- ancient Greek and Roman coins depicting Olympic sport disciplines
- a complete collection of medals presented to winners and participants at the Olympic Games of the modern era
- souvenir medals produced by private companies for general sale (with or without the approval of the respective organizing committees)
- special coins used as legal tender in regular payment transactions and pointing to the Olympic Games (with special consideration of the five series of Federal German ten-DM coins, the prize-winning designs and models of which were displayed together with a description of the production process).

Dr. Walter Grasser of Munich, a well-known numismatologist, compiled this display on behalf of the Munich City Savings Bank in cooperation with the IOC and the State Numismatic Collection in Munich. Arranged in seven display units (each consisting of four vertical glass cases with a display column at each corner) the exhibits could be inspected free of charge by the general public in the business hall of the City Savings Bank (Im Tal, Munich) between August 1 and September 15, 1972. A three-language catalog was also available gratis.

Sports in Art

Organized in accordance with various themes, the immediate connection between sports and art was demonstrated in an open-air exhibition. The Bruckmann Foundation, in cooperation with the State Capital City of Munich, put up forty-eight large-format colored panels in the pedestrian area of downtown Munich (Marienhof and Weinstrasse). The photos showed a selection of Greek sculptures, pictures of medieval tournaments and past and present artistic presentation of sports.

This open-air exhibition was constantly open from July 25 through October 5. Admission was free. A six-language, 144-page catalog supplemented the display

Physical Culture and Sport in the Works of Soviet Visual Artists

In addition to the performance of the Moscow Puppet Theater and the Moscow Philharmonic Orchestra the Soviet Union contributed an exhibition on "Physical Culture and Sport in the Works of Soviet Visual Artists" to the Olympic cultural program. On the occasion of the Vth Spartakiad of 1971 the Ministry of Culture of the USSR, Association of Soviet Artists and Soviet Sport Committee had organized an all-Union exhibition of 1,500 works of art in Moscow giving a representative cross section of the current situation of the visual arts in the Soviet Union.

The Ministry of Culture of the USSR offered to show a selection from this all-Union exhibition (forty paintings, twenty-four sculptures, forty-seven prints) in Munich. The Munich Art Society undertook the organization of the display and made its exhibition space on Galeriestrasse next to Hofgarten Park available (July 11 - August 13, 1972).

Boat Exhibition

In the rear part of the main grandstand structure at the regatta course the OBG (Olympic Construction Company) arranged a historical boat display. Spectators attending the rowing and canoeing contests could inform themselves here in greater detail with the help of

- pictures: photos showing old blueprints, drawings, models and construction methods as well as historically important events
- brief texts, supplemented by a gratis three-language information leaflet, and
- original boats supplied by various owners.

In this manner the history of the canoe, the Canadian and the rowboat, from the simple tree-trunk or dugout canoe to the modern synthetic racing boats, was explained in an exhibition.

The display was open from July 10 to September 20, 1972. Admission was free.

16.8 Artistic Activities within Olympic Park

16.8.1 Play in the Sense of the Total Theater

At the time of its application the State Capital City of Munich had promised to integrate art and sport at the 1972 Olympic Games. It had in a twelve-point program summarized various suggestions for realizing this promise. This, however, included mainly rather conventional-type events that were tradition-bound both in content and form. They were supposed to take place in the theaters, concert halls and galleries of the city, that is, at sites located at different distances from each other and separated from the center of the Olympic sports events, Olympic Park. Past Olympic Games revealed, however, that the greater part of the public could not be induced to participate in the connection between sport and art, and that most people did not even become aware of it.

The OC certainly did not want to forego the festival character of the Olympic Games and the usual type of presentations. On the other hand, the OC intended to bring sport and art in close spatial, thematic and group dynamic contact, which was not possible under a conventional-type art program. New theatrical forms had to be introduced that made visible present developments in addition to traditional art phenomena and opened the road toward the future.

The immediate neighborhood of the sports sites offered itself as the location of such a demonstration: in particular, the focus of Olympic events - Olympic Park. Using the medium of art, a contrast program to the sports events could be developed here balancing the achievement-oriented competitions and contributing to the serene and relaxed atmosphere of the Olympic Games. This meant: In conscious contrast to the spectator's rather passive and anonymous situation at sports contests, he had to be involved in scenic play as much as possible. He was to take part in stage action and to influence the process of the play actively.

Play along the lines of the total theater — which, however, existed only in experiments and models up to that time - appeared to be suited for such interaction among actors and spectators, between the various arts and the environment. Night by night, such happenings could enhance the festive character of the Olympic Games and add critical comment.

The OC sketched these basic ideas in late 1967. It did not yet have detailed concepts with regard to the site (whether Olympic Stadium or the Theatron) and the scenario. The OC devoted more attention to the project of a large photo display in Olympic Park. It was supposed to show the best and most interesting sports photos made during modern Olympic Games and, at the same time, to outline the historical development of the Games since 1896 as well as the evolution of photography. Important parallel events of the respective periods were to be presented through contemporary

photographic documents; the cameras used were to be shown as exhibits, contemporary music originating from the countries of the various organizing committees was to be played, and, in this manner, the cultural, social and political frame of reference of the Olympic Games was to be made visible. Explanatory texts and alternating projections of slides were intended to intensify the over-all impact. Eight hundred thousand DM were included in the general cost and finance plan for such a coherent and chronologically arranged photo display in February, 1968, and its initiator, Fritz J. Gruber, was commissioned with the execution by the OC.

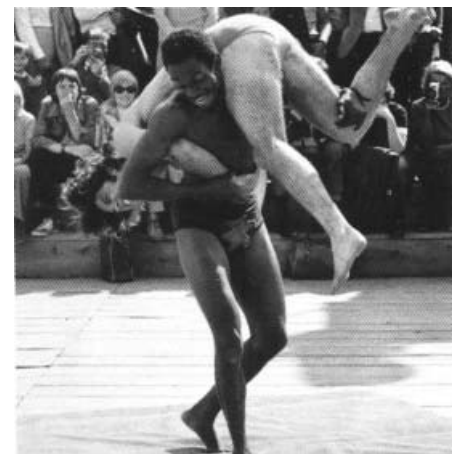
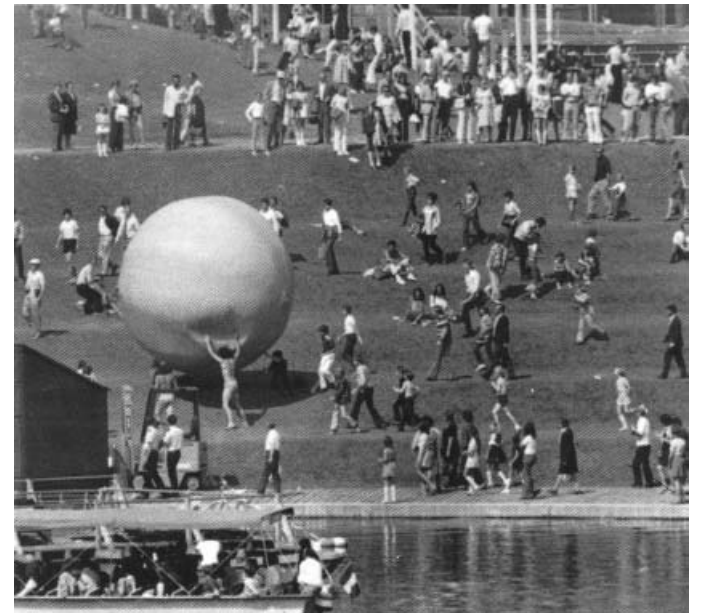
16.8.2 The Idea of the Avenue of Entertainment (Spielstrasse)

The Big Audience Participation Theater

Still another proposal was discussed. It aimed at entertaining spectators visiting Olympic Park and to inform them through audio-visual projections on large-format screens stationed individually or in groups in the open — even parts of the roof surface over Olympic Stadium were considered for use as projection screens. Artistic presentations (sound-image demonstrations, short films, electronic processes with sports, experimental or entertaining content) as well as topical news programs (dealing mainly with the sports and cultural events of the Olympic Games) were envisaged. At about that time (in the spring of 1968) the project, "Play in the sense of the total theater" had to be worked out in concrete detail because the administrative headquarters was instructed to prepare the overall finance plan. In mid-1968 the OC assigned this job to Werner Ruhnau, a theater architect. By the end of July, 1968 Mr. Ruhnau submitted his first concrete and exact plans. The basic idea was to create a location for performance in which the spectators were not placed opposite the pre-determined scenic processes on the stage which they absorbed passively, as in the sports stadia and traditional indoor theaters. Rather, small casts were to act on a multitude of small stages, and to cooperate in actions and scenic processes. The courses of these actions would enter into constantly changing relationships with each other and stimulate the formation of groups. The spectator was free to choose among the most varied shows offered and to establish contact with the actors and the other spectators. His spontaneity and creativity would be stimulated: He was to become a co-actor within a fixed, planned and coordinated process.

All of this called for a spatial-architectural and simultaneous dramaturgical-scenic concept with optional chances of contact between the actors and the audience. The location must be variable in an optimum manner. Its structural layout had to offer a broad scale of opportunities and levels of play. The Theatron in Olympic Park, due to its traditional juxtaposition of stage and auditorium, was hardly suited as the site of such theatrical experiences. Instead, stage and auditorium were to merge in an absolutely flexible way without precluding any past or future

Actors and audience on the Avenue of Entertainment





forms of theater and play. The tradition of one large stage had to be abandoned in favor of a multitude of scenic podiums and other smaller scenic units. One possibility was to divide the Theatron into many small, maybe hexagonal platforms that could be elevated or lowered (by some five meters). On this an open, mobile and flexible theater structure was created in which all places of action could be seen from every spot on the stage and in the auditorium.

A new possibility presented itself in late September, 1968 during discussions with the architects of Olympic Park: extending the theater sphere beyond the restricted area of the Theatron to include the forum, thus creating an Avenue of Entertainment with collapsible theater podiums of various sizes some of which could be raised hydraulically. These platforms were to be put up out of doors on the forum, were to be of simplest structural form and require a minimum of technical installations. Along such an Avenue a procession-like performance could take place all day with simultaneous or successive theatrical events and using different media within a coordinated system, the "Great Play". The spectator would walk leisurely through the fields of action, devote his attention to certain elements of the wide variety of offers, influence the course of the play within certain game rules and make his own program. This Avenue of Entertainment was supposed to begin approximately in the northern part of Olympic Park close to the main entrance and to extend at a width of twenty to thirty meters southward down to the forum where it was to expand to a larger area descending to the lake. A system of small piers at the bank of the lake would invite the visitors for rides on boats and rafts to the Olympic Hill.

The scenario of the Avenue of Entertainment was to deal with the Olympic Games to amalgamate elements of the immediate and more distant environment, the sports contests and the theater. It was expected to present simple tasks to the spectator and to involve him in the scenic display through theatrical actions on several performance levels, executed with mobile, acoustic and tangible means. This required a production that was thoroughly planned and prepared and the course of which was predetermined. The actions and reactions of the performers and spectators were to be coordinated through flexible direction.

In order to prepare such a scenario, in itself variable, the OC needed suggestions from theater experts, writers, visual and interpretative artists. Audience expectations had to be analyzed in advance.

16.8.3 The First Concept

The arts committee of the OC was first informed of these basic ideas in December, 1968. In the overall finance plan, 1,250,000 DM were set aside for "the Great Play". Added to this were DM 800,000 for the photo display for which L. F. Gruber presented a concept in January, 1969. The exhibition was to be housed in a white-and-blue spiral-shaped structure adapted to the appearance of the official emblem. A center column carried the visitor upward, and

walking down he was then able to view the photos and objects. The exhibition structure was to be built in the center of Oberwiesenfeld right on the forum. Aside from the exorbitant cost of construction, however, the OC had to examine the question of whether this planned building would fit into the predesigned architectural image of Olympic Park or whether an open-air exhibit in Olympic Park — for example, weather-proof photos mounted on swiveling panels — could be set up in a manner satisfactory from both the artistic and technical viewpoints.

Furthermore, all artistic activities planned in Olympic Park up to that time—the "Great Play", the large-format photo show, the large-scale slide projections and kinetic art — had to be coordinated and integrated into the project of the Avenue of Entertainment. In addition, problems connected with directing spectator crowds on the forum had to be solved, as well as the question of access to the public transportation media. Organization and chronological coordination with the beginning and closing times of the sports events in Olympic Park was necessary. Finally, all service installations intended for visitors had to be taken into consideration (restaurants, kiosk groups, informations counters):

On the basis of all these requirements and needs in Olympic Park the administrative headquarters, in agreement with the OBG, prepared a common space utilization plan for Olympic Park. It coordinated artistic activities with the food distribution and information services needed for organizational reasons, and it connected the non-sports functions of Olympic Park with each other in regard to functions, space and visual appearance.

All elements of sports, play and culture were to be welded to constitute a comprehensive aesthetic information unit that would entertain, provide relaxation and diversion and satisfy the visitors' need for communication in the widest sense — on his way to the contest sites, on the terrain in general, during the events, after the sports competitions. The programs were intended to amuse the spectators and to introduce them to the problem of complex modern art developments; all of this in a carefree, popularizing, playful and if possible cheerful manner. If such communication were to succeed, a mutually satisfactory relationship among athletes, spectators and artists and a permanent, animated exchange of ideas would come about in the entire Olympic area for the first time in the history of the modern Olympic Games.

Three main locations were available especially for artistic activities:

- The area between the Theatron and the swimming hall which extended to the northern bank of the lake.
- The zone across the lake on the southern bank at the foot of the Olympic Hill. The Olympic Hill itself served as green area and was to be kept free from any construction.

— Various places along the access roads to the subway and rapid transit stations up to the center in the northern part of Olympic Park, and between the Olympic Village and the Central University Sports Facility.

Werner Ruhnau submitted a detailed concept for the "Great Play" in March, 1967. This plan translated earlier theoretical considerations into practical suggestions for realization, listed the groups to be selected for participation in the total theater and defined individual elements. Differences were made between:

- Scenic displays, the presentation of which involved the use of new media and flexible spatial arrangements, while scenic results were the outcome of essentially predetermined formal processes: mixed-media and multi-media shows, music theater, living theater, streetsidetheater.
- Scenic plays, the progress of which was calculated but only partially predetermined. Chance and the cooperating audience influenced the action: underground theater, plays involving audience participation, Fluxus, happenings, psychodrama, arts lab, theater.
- Scenic plays that consist of offers of various materials for play with which the audience operates independently and in accordance with fixed rules: the communication and interaction theater, party games, stage productions of personal experiences, self-presentation in different artificial environments.

These forms of the total theater were available for selection. They were to serve not merely as entertainment and diversion but also as an artful decoration of the Olympic Games. They were expected to provide ample scope for engagement, discussions and the formation of opinions.

16.8.4 The Second Concept

In April, 1968 the executive board of the OC discussed the memorandum on the utilization of Olympic Park for non-sports-like purposes. These talks focused less on individual projects and more on the socio-political and cultural-political aspects of artistic activity. The executive board felt that the OC as the organizer of the Olympic Games should not arrange for encounters which could hardly be differentiated from political demonstrations and disruptions of the Olympic peace.

This was an important decision. It altered the concept of the Avenue of Entertainment. The Avenue was not supposed to represent a definite political ideology nor to agitate for certain established interest groups. Instead, the artists' activities were to point to the desired serene image of the Olympic Games and to become a contrasting, supplementing, entertaining and sophisticated contribution to the sports events. On the other hand, the Avenue of Entertainment was not to be allowed to degenerate into a fair ground for non-committal and superficial amusement. It was expected to stimulate critical thinking without becoming malicious. Its margin of tolerance was respect of the fellow citizen.

- In this manner, two tasks were obvious:
- The Avenue was to serve as a festive meeting place for the spectators, shaped with the resources of the theater and visual arts.
 - It was intended to inspire open-minded intellectual arguments and to represent an evidence of art, activating reason and sensitivity alike.

16.8.5 The Details of the Concept

Between May and October, 1969 the OC developed a concrete concept, based on material collected up to that time. Security questions and the problems of power supply and other infrastructural installations had to be solved. The need to avoid acoustic disturbances of the sports events and the Olympic Village caused the OC to divide the individual program items with regard to timing and to arrange them in three major areas of emphasis: Presentations in the forum and the Theatron, because of their proximity to the Olympic Stadium, had to create as little noise as possible- they had to be suited for the wide range of spectators (athletes, functionaries, spectators) to be expected there, and they must not be in conflict with the attitude of these people toward Olympic and sports events. Besides, this area had, for architectural reasons, to be kept free from visible technical installations if possible. Entertaining and stimulating artistic presentations had to be scheduled here: folklore music and dances, audio-visual presentations; separate evening programs in the Theatron after the conclusion of the sports events.

The OC desisted from transforming the amphitheater-like Theatron into a complete open-air theater by installing modern technical and electrical equipment. Because of the sports events, art programs presented on the southern shore of the lake were also supposed to be as silent as possible. This area was intended for the young generation for unrestrained communication, fun and the free exchange of opinions.

Entertaining and artistic presentations along the access routes to the subway and rapid transit stations were expected to confront the spectators with the Olympic events themselves, to inform them—for example, through audio-visual programs — and to invite them to participate in topical, rigidly organized theatrical improvisations. The sound effects of the presentations on the road to the subway station had to be planned with due consideration of the Women's Olympic Village directly to the north. Events along the access path to the rapid transit station were less problematic. The presentations along the access routes, together with the various service installations, were supposed to create a serene atmosphere in boulevard style.

The costs of the scenic platforms (construction, technical equipment, etc.) and of the artists' fees were calculated at 3.8 million DM. The administrative headquarters reduced this amount to three million DM and inserted it in the revised version of the overall cost and finance plan.

The executive board approved all these plans basically in November, 1969. It commissioned Werner Ruhnau to work out the details of the art and entertainment projects. At the same time F. Gruber submitted a concept for an open-air exhibition of large-sized photos.

Decisive changes in the concept for the Avenue of Entertainment resulted from the demands for safety and order in Olympic Park, especially in view of the flow of visitors in the pedestrian area. The forum with its spectator crowds was completely excluded as a program site. The access routes to the subway and rapid transit stations could not be used either: their measurements were hardly adequate for pedestrian traffic to begin with. Only two areas, complete in themselves, remained as possible sites for the activities of the Avenue of Entertainment: the Theatron and the southern shore at the foot of the Olympic Hill. The display of large-format photos was to be placed separately along the less frequented northern access routes to Olympic Park.

The centralization of the art events drastically limited the originally intended integration of and communication among visitors, athletes and team aides within the framework of the Avenue of Entertainment. On the other hand, it opened new possibilities.

Werner Ruhnau worked out some fifty proposals for artistic presentations adjusted to these play areas. He outlined their functions, locations, architectural design, technical realization and modes of operation. He prepared exact calculations for the individual objects, separately for construction and operational expenses. He distinguished between five major groups: theater, visual arts, music, entertainment, television and audio-vision.

In July, 1970 the executive board decided that some projects had to be canceled for security and traffic-related reasons. The presentations could not be freely mobile because of traffic density in the pedestrian area of Olympic Park. Financial considerations necessitated the cancelation or reduction of several projects. The projects of the large-format photo display and the large-format slide projections which had been developed separately up to that time, were now integrated into the Avenue of Entertainment. Similarly, the planned productions by young experimental artists from Munich were completely or in the manner of scenic excerpts incorporated into the Avenue.

16.8.6 Space Division

The Theatron, built in imitation of antique models on the northern shore of the Olympic Lake, and an approximately three hundred meters long road along the southern shore were available for arranging event fields in which the Olympic Games were to be commented upon critically and in an amusing multi-media approach. Eighty scenic platforms were to be scattered over the terrain. Performers representing the most varied theater categories - actors, musicians, dancers, pantomimes, clowns, puppets, etc. - could play here simultaneously on an equal level and in interrelationship with each other. Both in terms of space and time, they would form a vast collage with a multi-media score the execution of which was open, offering a multitude of perspectives and possibilities for communication. These decentralized actions on the platforms and in the spaces between them were to increase in intensity and to reach climaxes when crowds of spectators assembled in Olympic Park, in the evenings after nightfall and at noon. Five main areas of scenic activity were envisaged: the sideshow peninsula for the visual arts the show terraces for music and streetside theaters the media avenue the multi-vision center the Theatron with a floating stage for a great variety of scenic activities.

16.8.7 Realization

A budget of three million DM was available for all construction work, electrical, technical and acoustic installations and for the entire artistic programs to be presented on the scenic platforms. The OC had to depend on donations, loans and low-cost rentals. It was able to engage artists only if it knew to what extent and in what form the German and international technical industries were prepared to render financial support. The administrative headquarters set up a workshop to take care of these problems. The workshop organized and planned the architecture, technical equipment and artistic program of the Avenue of Entertainment. Beginning in mid-July, 1971 the State Capital City of Munich made the necessary rooms available free of charge. Experts were appointed to act as special advisors during the planning phase and to help supervise the implementation of the various parts of the Avenue of Entertainment.

First of all the technical costs had to be calculated. On the basis of the completed basic conception and the planned individual projects the workshop prepared a very extensive check list in early 1971 which covered all equipment required for lighting, sound and electronics including estimates of the power demand and general descriptions of functions. This list was mailed to pertinent firms in March, 1971 as a foundation for their offers. Because of the limited period of utilization — some five weeks inclusive of installation and dismantling — it was not possible to purchase the required apparatus. The offers made by firms had to be in the form of donations or loans. In return the OC permitted the firms to

advertise in the Avenue of Entertainment in modest manner: Through small tags with the companies' names, through paid advertisements in the program brochure of the Avenue, and by including them in the list of sponsors published in the brochure. Beyond that, advertising—for example through TV spots, color slides, films, distribution of free samples of products and leaflets — was not permitted in the Avenue of Entertainment because the program was integrated into the Olympic events.

The weights and measurements of the technical apparatus served as guiding principles in the planning of all structures, that is, the platforms, towers and scenic podiums. All stalls and platforms were functionally related to the artistic program and the existing landscape of Olympic Park: They were collapsible and gave the impression of being quite light and improvised structures. Most of them were made of wood and were erected on concrete foundations. Only in exceptional cases were the supporting frames made of light metal pipes. The colors were unobtrusive and neutral and fitted well into the landscape: All vertical structural elements were painted green while the floors retained the natural color of wood. In this manner the small variable and open action fields constituted an effective contrast to the large Olympic sports sites that were built to last.

The Bavarian technical emergency corps undertook to erect the fifty-five stalls as well as the sub-structures needed to level out uneven terrain, and the fifty platforms, charging the OC only cost prices. The corps also dismantled the installations after the end of the Games.

All told the OC managed to gain six million DM in this manner in addition to the amount stipulated in the overall cost and finance plan. This was absolutely necessary. The executive board of the OC, when cutting expenses in connection with the third revision of the overall cost and finance plan, reduced the budget of the Avenue of Entertainment by 0.4 million DM to 2.6 million DM. Even while preparing the check list the workshop defined the program of the Avenue of Entertainment for the various projects with regard to the themes and dramaturgical execution. Now it was able to conclude contracts with artists in different countries and to determine their contributions in detail within the framework of the total scenario. Here, too, the OC depended on the generosity and good will of the artists who worked at fees below customary standards. Most artists stayed free of charge in community quarters: the theater groups in the Ludwigs High School, the music groups in the school on Rheinstrasse, the visual artists in a building on Funkerstrasse. They were given free food and transportation. The OC provided the technical and other stage personnel.

During the Olympic Games the artists were expected to perform every day. The locations and daily hours of their employment were fixed but could be altered on short notice at any time.

16.8.8 Program Planning

The artistic activities had to be planned with regard to content and timing in such a way that they did not interfere with the sports events. This implied, first of all, that the acoustic effects of the Avenue of Entertainment on the surrounding area had to be tested. As early as in late 1970 the OC had a test made. In early 1972 it arranged for another expert's opinion that was supposed to provide exact data on the values to be expected. At that time the electro-acoustic equipment was already installed. Thus it was possible to simulate a presentation under original conditions, including the background noise from the stadiums. The following results were established for the individual sports disciplines:

- Team matches were hardly at all disturbed even through loud noise. This applied to football games in Olympic Stadium, handball games in the sports hall and water polo matches in the swimming hall.
- Gymnastics and swimming permitted no loud noise, despite the acoustic conditions in the halls themselves.
- Track and field, equestrian events: Any noise above the general out-door sound level could amount to an interference at any time.
- Particularly sensitive to acoustic disturbance were the springboard divers and high divers in the swimming hall.

These findings were carefully considered in setting up the program.

In late June, 1972 the OC decided to keep the share of pop music groups in the overall program low. It did so mainly because a big festival of pop music, attended by an estimated 30,000 to 40,000 visitors with interests other than sports, would not have fitted in with the remaining briefer and smaller groups of programs; serious organizational difficulties and security problems would have resulted. For this reason the public relations work for the still performing pop music groups and soloists was postponed until the beginning of the Olympic Games.

Another problem in planning the Avenue of Entertainment was the question of the types of spectators to be expected. The artistic activities were intended to stimulate communication and active participation. This was possible only if the programs were understandable and if they were, in terms of content and form, laid out in a manner that went over well with the public. The number of visitors and their reaction in the event of overcrowding were also taken into account. Originally the OC intended to answer these questions through motivation research. Due to the shortage of time, however, this plan could not be realized. Yet even so it was to be assumed

- that the audiences would be internationally composed. The performances, therefore, must not be exclusively verbal but had to be generally understandable. Media that appealed to the senses had to be employed: movement, music, images and plastic forms.
- that sport was the primary interest of the spectators.

— that the scenic displays had to offer choices and chances of participation to the audiences.

Starting from these premises the workshop formulated the dramaturgical conception of the Avenue of Entertainment in the manner of a multi-media score with a multitude of perspectives and chances for communication that were to continue throughout the Olympic Games. A detailed time schedule determined the locations and times of the individual activities every day from late morning to 10:30 P. M. If necessary, however, the program could be altered daily.

All performers were given one overall theme that integrated the individual artistic presentations into the total process of the Avenue of Entertainment: The Olympic events and the idea of sport. The OC expected the majority of the sport-loving audiences to be interested in this theme.

16.8.9 Implementation

Two weeks before the beginning of the Olympic Games the artists, above all, the theater groups, started rehearsals. After the opening ceremony the artistic activities in the Avenue of Entertainment began. They lasted daily from 10 A. M. to 10:30 P. M. On September 10, 1972 they were supposed to end with a great festival to which all groups were to contribute improvised presentations. When the tragic events of September 5, 1972 became known, however, the activities of the Avenue of Entertainment were at first temporarily suspended, and in an extraordinary session on September 6, 1972 the executive board of the OC decided to discontinue the program altogether. The OC thus took account of the changed situation. The Avenue of Entertainment was planned as a cheerful and critical-minded counterpart to the sports contests; its program parts were intended to handle topics from the area of sports with the means of art in a light and ironical manner. This basic approach was no longer in harmony with the serious mood in which the Olympic Games were now continued.

Up to that time an estimated 1.2 million spectators had visited the Avenue of Entertainment. Two hundred artists, two hundred technical and organization assistants and fifty organization specialists had been at work. The Avenue of Entertainment as a total project was not retained after the Olympic Games, neither in Olympic Park with a revised program nor in the pedestrian area of downtown Munich.

16.8.10 The Individual Areas

These were the rules of the game in the Avenue of Entertainment:
"Similar to sports games, rules existed also in the Avenue of Entertainment. Anyone who violated them or who consciously disturbed the games, was excluded from participation."

In contrast to the sports games the visitor of the Avenue of Entertainment could watch several games at the same time, he could walk around freely, talk to the players and maybe take part himself. The spectators could interfere with the events if the actor, painter, sculptor, acrobat or musician asked them or if game objects and materials invited them to do so.

The visitors had a free choice among manifold and simultaneously proceeding programs. There were no referees. Measurable results were of no importance.

Streetside Theaters

The streetside theaters had a important function within the conception of the Avenue of Entertainment. As early as in the spring of 1970 the art committee set up a work panel "streetside theater" composed of members of the art committee and experts in the field of the modern theater and the streetside theater. This panel made definite proposals for the total streetside theater project and it determined the thematic continuum of the streetside theater happenings: historical aspects of the Olympic Games presented in various forms of actor-spectator interaction. Some highlights of the Olympic Games were to be singled out and to be presented in regard to their historical context, relationship to the environment, immanent trends and tendencies. Contemporary and topical events providing the background of sport and the Olympic Games were to be presented in dynamic style and in the way of anecdotic criticism. The first scenario submitted by Franz Burckner in March, 1971. was based on these principal ideas. Out of the Olympic Games of all times he selected the following:

- one Olympiad from antiquity, namely, Games held at the time of Plato, Aristotle and Euripides
- the first Olympic Games of the modern era
- the last Olympic Games before the First World War
- one Olympiad between the two World Wars
- the first Olympic Games held in a country of the Third World
- Olympic Games of the future

Each of these Olympic Games was to be staged and presented by a separate streetside theater group within an exactly prescribed scenario that indicated concrete details. Formally the groups were largely independent; they were permitted to integrate their special means of expression into the total process. With respect to content, however, they had to abide by the policy of the OC that required them neither to propagate a certain ideology nor to offend the open-minded and tolerant spirit of the Avenue of Entertainment. Every performer's freedom

of action had its limits where the freedom and attitudes of others were in danger of being suppressed.

The OC took up contact with different streetside theater groups and precisely defined important viewpoints in cooperation with them:

- all performances had to take place in the open
- the audiences in the Avenue of Entertainment were international; hence, language must be largely subordinated to visual modes of expression
- the grotesque was the dominating form of scenic presentation
- persons and concepts, mainly those of past Olympic Games, appeared as super-size puppets or masks. Carnival-type masquerade processions were also arranged.

The following streetside theater performances took place on small stages around the Olympic Lake:
City Street Theatre Caravan New York
Director: Marketa Kimbrell

Olympic Games 408 B.C. Part I
The idea of free Olympics was confronted with the social and political reality in scenes from the history of the ancient Olympic Games.

This play was a collage of mythological and historical events, performed on several action platforms. The creation of Zeus, the Peloponnesian War and the execution of sports contests were shown in individual episodes connected by monologs from "Antigone", poetry by Lord Byron and narratives by Thucydides.

Equipo de Teatro Experimental de Buenos Aires (E.T. E.B.A.)
Director: Carlos Augusto Fernandes

Olympic Games 408 B.C. Part II
"The Toad and the Serpent"
A story from Sparta with texts by Nestor Davio and anonymous Chinese poems
Music by Guillermo Iscia

The life, liberation and death of a slave family in Sparta was the topic around which the plot circled. Rituals connected with prayer, sacrifice and birth were contrasted to the cruel and yet grotesque manner in which the powerful played with the lives and deaths of Helots. Hopes for freedom were thwarted by social realities.

Le Grand Magic Circus Paris
Director: Jerome Savary

Olympic Games in Athens, 1896
Brief pantomimic and clownish scenes from the life of Baron de Coubertin were followed by burlesque presentations of absurd sports disciplines: deepsea diving in a children's swimming pool, a plain header performed in a bucket, a 100-m. race of snails; one-armed boxers, blind discus throwers and dwarfish pole-vaulters showed their skills.

Equality in sports was Coubertin's ideal: "Decisive is that you participate — not that you win." Actual lack of equality was demonstrated by "Le Grand Magic Circus".

Marionetteatern Stockholm
Director: Michael Meschke

Olympic Games in Stockholm, 1912
The rulers and potentates of 1912 appeared as Punch-and-Judy puppets in stalls and presented highlights from the world of international sports and politics, accompanied by ironical commentaries by Punch.

In the evening the puppets were put on long poles and moved in front of a film from 1912 which served as a backdrop.

Gruppo Sperimentazione Teatro Romo
Director: Mario Ricci

Olympic Games in Los Angeles, 1932
Movable cardboard panels with collages composed of typical pictures from that era, were set up and removed, forming ever new play areas.

This display was intended to fascinate the spectators through actions and work processes in the manner a construction site attracts passers-by.

Film stills, advertising posters and securities, photos of politicians, speculators and gangsters characterized the general background of the 1932 Games. The presentation reflected the atmosphere in an American "Fun House".

Tenjo Sjikie Tokyo
Director: Shuji Terayama

Olympic Games in Mexico City, 1968
In a combination of Japanese tradition and modern experiment, Tenjo Sajiki's presentation methods included play with masks and figures as well as action play. The rock musical "Run Melos" (music by J. A. Caesar) centered on a lonely long distance runner who runs for two days and two nights for the sake of friendship.

Mixed Media Company, West Berlin
Director: Frank Burckner
A procession from the multi-vision center along the southern shore to the Theatron

Olympic Games in 2000
Austrian futurologist and author Robert Jungk ("The Future has Already Begun", 1952) wrote the outlines of these futuristic scenes. A procession conducted the "garbage truck of history" via various stops to the year 2000: Contests among trade marks will take place in 1976. By 1984 the Games will have become fully technicized and the athletes will have degenerated to the status of high-performance puppets. 1992 will be the climax of militarization. During the race toward the year of 2000 a few idealists break out of the procession while the others run into disaster. Either a world catastrophe or the realization of the Olympic peace — these were the alternatives presented by the display. During the period from August 26, 1972 to September 2, 1972 Robert Jungk was present in the Avenue of Entertainment for discussions with the spectators.

Improvisation

Groups of young actors improvised processions, happenings and scenic displays in the Theatron, on the show terraces and on the southern shore along the Avenue of Entertainment.

Pip Simmons Theatre Group, London
Director: Pip Simmons

Het Werktheater, Amsterdam
Burlesque scenes were performed in front of and among the spectators or involved them in "interactions" typifying human relations.

Kipper Kids, London
Director: Martin von Haselberg

Kipper Kid was a grotesque figure with a big chin, energetic movements, a wooden suit and unintelligible language. All four actors played Kipper Kids. "Kipper Kids Oly, pics" presented improvised demonstrations of absurd sports in the Olympic year.

Dogg's Troupe, London
Director: Ed Berman

The Dogg's Troupe brought its "moonmen" to Munich: grotesque figures dressed in foam rubber suits; they had slack joints, wabbly feelers and rolling eyes.

Fun Art Bus
A converted London double-deck bus ran through the streets and places of downtown Munich. Maps were replaced by poems. As passengers it carried the Dogg's Troupe and spectators. Fare: zero.
The luggage compartment contained sculptures. At the wheel sat a piano player.
The program included music, scenic performances, films, television, photos.

Pantomimes
Yoram Boker Group, Tel Aviv
Director: Yoram Boker
Choreographer: Nomi Ben-David

Musical pantomime contests.
Improvisations on topical sports events.

Rolf Scharre, Überlingen
Rather than replace language by gestures and mimic play in the way of a silent film, Scharre tried to demonstrate symbolic speech. "A pantomime always starts at zero, showing the starting position". Using sport as an example, he demonstrated the preparations immediately before a contest. Playing in front of or with children, including or excluding adults, he explained a "pantomimic theory of sports" and supplied a "pantomimic daily commentary" on current events.

Tricris, London
Director: Mark Furneaus

Three pantomimes from England performed pantomimic clown scenes in the style of old English street entertainment with musical accompaniment. These included "Circus", an old English music piece played by a grinding gramophone record, scenes with Punch and Judy, improvisations and strange sport matches.

Herbert Somplatzki, Essen
Progressive art training
Multi-media artist Herbert Somplatzki showed body sculptures. Acting as his own model, he drew himself in the pose of a heavy athlete.

Children's Theater
Theater der Jugend, Munich
Director: Herbert Mayer

"Columba Life or A Journey in Four Colors" by Ghislaine Dumont
Translated into German by S. Rath
Music and stage direction: Alain Dubois
A play wandering from one scene to the next described a journey of two musicians and the girl Columba through four worlds: the reverted world, the world of robots, the world of plastics and the world of Columba Life where people are allowed to improvise freely.

Clowns
Gobi, Munich
Director: Peter Löscher

Grotesque clowns with tuba, drum, violin, megaphone, booby pistol, rattles and many more instruments. They demonstrated absurd Olympic sports disciplines such as white sausage eating, the fastest performance of "Faust" of the year, the "dying swan" and further Olympic circus.

Brodda, Cologne
With the help of a trumpet, a trombone and his assistant Elke, Brodda ridiculed Olympic artistic gymnastics and performed exercises such as a "twisted knee vault" and a "sex circle".

Acrobats
played, acted, did gymnastics, juggled, blew the trumpet, made music and entertained the public in the Avenue of Entertainment.

Mircea Krishan:	Imitator
Alfons Weiss:	Illusionist
José Aldini and James Joschi:	Illusionists
Börny and partner:	Eccentric dancers
Jossi Schmid:	Acrobatic dancer
The Carals:	International Jugglers
Monty:	Juggler
Victor Moses and son:	Acrobats
Skating Sarinas:	Roller skaters
Lex Rober and partner:	Cowboy parodies
John AK:	Frogman

Music
German and international groups and musicians representing the fields of experimental, pop and folklore music performed on the show terraces in sequences that changed daily. Experimental films, sound montages and light shows were synchronized with these programs.

Free Music:
Agitation Free
Ansambl centra za nove tendencije Zagreb
Between
John Cage/David Tudor
Cluster
Etcetera
Luc Ferrari
Pierre Henry
Nicos Mamangakis Ensemble
Moosknukkl Groovand
Nederlands Saxofoon Kwartet

Michael Ranta + Mike Lewis
Terry Riley
Scratch Orchestra (actions by 30 artists)
Syn-music
and others.

Jazz:
Anawa
Association
Chris Hinze Combination
Alexis Korner
New Jazz Trio
Alexander von Schlippenbach Quintet
and others.

Jazz Films
of the thirties and forties:
Duke Ellington (1933)
Louis Armstrong (1932)
Cab Calloway (with his Big Band)
Gene Krupa Big Band with Anita O'Day and Roy Eldridge
Nat King Cole Trio
Fats Waller
Count Basie Orchestra & Delta
Jack Teagarden
George Shearing Quintet
Woody Herman with the Andrew Sisters
and others.

Folklore:
Cabrakán Ensemble (Indian music from North Argentina)
Elena Cardas (Chanson International)
Sorina Dan (Folksongs, Blues, Spirituals)
New Folksingers
Al Gromer
Dutch Rhythm Steel Orchestra (music from the Antilles)
Bridget St. John
Tautropfen (Soft Country Rock)
Steve Tilston
James & Barryman
Louis McCraden
Oboade (Traditional Ghanaian Music)
and others.

Song:
Christian Eckardt

Visual Art
On a system of platforms in the center of the sideshow peninsula some twenty visual artists represented topical events in an amusing manner or, at times, by way of critical commentary: current Olympic events, recent developments in society and politics, athletes and groups of sportsmen. The themes of the day were determined by a jury every day. It was up to the artists to decide in what way they handled the themes, in what style, by what means, how long, whether alone or in team work with other artists. Putting up finished products in the Avenue of Entertainment was strictly forbidden. Instead, the public was enabled to watch the process of production and to talk to the artists about their work.

In selecting the painters and sculptors the workshop considered the question of whether the previous works and the personalities of the artists led to expect that they would communicate with the public in the Avenue:
— the paintings or sculptures had to be understandable for a sport-loving public rather than for art-oriented people
— the artists had to work in public without feeling disturbed by the presence of spectators

— the artists had to use the most varied techniques, thus giving the public an idea of the different modes of artistic expression.

With the help of art galleries and experts the workshop determined the artists to be invited. They were informed about the project and were asked to submit samples of their production. On the basis of these materials the artists were selected. Many withdrew their erstwhile acceptances because their working techniques had changed in the meantime. Andy Warhol, for example, wanted to make a film and Roy Lichtenstein intended to produce endless process films with runners; Dick Higgins planned to organize actions involving clowns and helicopters, Joseph Beuys wanted to arrange a Marathon race.

The following artists worked on the side-show peninsula during the Olympic Games:

Roy Adzak, Paris
He made negative forms of prominent Olympic athletes and sports equipment in the Avenue of Entertainment every day.

Werner Berges, Berlin
On four panels he depicted the 100-m women's finals in Rome, Tokyo, Mexico and Munich.

Saskia de Boer, London
She modeled athlete dolls of Latex, some of which were dressed.

Toni Burghart, Nuremberg
He represented Olympic Games of the birds, painting animals on hand-made posters and supplementing the pictures by poems.

Alik Cavaliere, Milan
He welded an Olympic metal tree of iron, the branches of which grew every day and were hung with the winners' name tags.

Mario Ceroli, Rome
In the Avenue of Entertainment Ceroli sawed the profiles of gold medal winners out of pine wood.

Jorge Eielson, Paris
He tied and knotted the flags of the participating nations to each other.

Walter Gaudnek, USA
He arranged an aquatic Marathon on the Olympic Lake.

Fritz Genkinger, Tübingen
Genkinger executed several drafts at the same time, which enabled the public to see paintings in various stages of completion.

Renate Göbel, Cologne
She formed three-dimensional, life-size boxers, gave them boxing gloves and placed them in a corner of the ring.

Anatol Herzfeld, Düsseldorf
He cast leaden reliefs of runners, and played with Punch-and-Judy puppets.

Dorothy Iannone, Düsseldorf
In painted boxes she installed tape recordings made of athletes and spectators.

Ikebana
Three masters and a master pupil of the Misho School of Nakayama Bumpokai in Osaka arranged flowers in the Avenue of Entertainment.

Tetsumi Kudo, Paris
He built winners' platforms and decorated them with plants and symbols. Living objects alternated with decaying ones.

Workshop Serigraphy
Peter Möll
Hans Poppel
Uwe Strefeneder

Dorothee Sez and Antoni Miralda, Paris
These two Eat-artists painted slices of bread, cooked colorful white sausages and dyed rice which they conserved or handed out.

Joan Rabascall, Paris
He made collages using newspapers and topical information materials that were given to him by the spectators.

Wolfgang Rohloff, Berlin
He "materialized" medals, cups and souvenirs of exaggerated dimensions, using distorted perspective (cloth collages).

Herbert Schneider, Munich
He sawed out the figures of athletes, fitted them together and mounted them on stands (silhouettes).

Fritz Schwegler, Eningen/Achalm
He sang songs on Olympic themes.

Ben Vautier, Nice
Vautier made self-presentations, produced words, and played with fluxus combinations alone, with others, somewhere, anywhere.

Arno Waldschmidt, Berlin
On a white wood panel he painted the picture of a reclining sportswoman and combined it with several graphics showing the same athlete in action.

Bertram Weigel, Düsseldorf
Weigel carpented cart wheels and connected them to one axle in a manner that caused them to lurch. There was a steering gear that had "play", a bicycle that — sometimes — had "play", and two eccentrically connected wheels that played with themselves, with motion, with space. "Play is knowledge", Weigel said. "That's why I make play wheels for the Olympics".

Günter Weseler, Düsseldorf
Weseler dressed slit dummies in sports suits and caused them to swell and to foam: athletes after the final spurt, shown as three-dimensional life-size figures.

Jakob Zekveld, Rotterdam
Photos of the arms and legs of the Dutch Olympic team served as the material for his montages. In addition, Zekveld acted as photographer for documentation on the Avenue of Entertainment.

The paintings, sculptures and objects produced during the Olympic Games were of documentary value. The learning process taking place during the work became evident in the finished products. They were displayed but were never as "finished" as objects in conventional-type art exhibitions are.

In another area of the visual arts the workshop engaged artists who put up walk-in objects suitable for acting and communication. The public was to be animated to playful activity rather than to consumption. Material games between human beings and objects were intended to reduce aggression and promote creativity.

Klaus Göhling, Düsseldorf
Inflated objects were intended for children and adults who could walk, run, jump and fall on them. Air leaves no traces, air facilitates the dissipation of aggression, air does not hurt. Objects and persons in interaction: the spectators themselves were the display.

Franz Falch, Munich
Mobile groups of "spectators" on the slope of the southern shore along the Avenue of Entertainment invited the visitors to play. They could walk among the groups, lift them from the ground, rearrange them and form new groups. The spectator became an actor. In the evening Ernst Gröschel projected polarization collages on the dummies.

Haus Rucker Co.
Laurids Ortner, Günter Kelp, Klaus Pinter, Düsseldorf/New York
A giant billiards consisting of a vast mat on the north slope of the Avenue of Entertainment with supersize balls.

Kristian Harlan, Munich
Chromachron: A color time column in the Avenue of Entertainment. Time indicated by a colored endless spiral. Color time instead of performance time; time as the symbol of our achieving society was translated in terms of color quality and related by playful means.

Ernst Lurker, New York
He designed and fabricated sculptures as "multiples" of different materials and sizes. "Super-Tinkerthing" was a 10.50 m long multiple produced for the Avenue of Entertainment: A link chain made of cubes of one meter length that were movable in all directions. An object of play in communication centers, available also in smaller size as "Tinkerthing".

Willrich Mattes and Klaus Gohling, Düsseldorf
"Wobble Bridge": a pneumatic construction, a floating bridge providing experiences for the sense of touch. It gave the visitor the feeling of walking on a swamp.
Construction: two cylinders of 100 cm diameter each and sixteen meters long, between them small cylinders of different diameters. The whole arrangement was covered with an orange-yellow, thickly rubberized tarpaulin.

Audio-Visual Communication Center
An audio-visual communication center, intended primarily for topical information and entertainment, was set up: Thirty-five projectors were installed in two towers on the slope of Olympic Hill and simultaneously projected color slides, films and television programs on five screens placed some twenty meters away in the Olympic Lake. The program sequence was composed daily anew by artists from the areas of photography, film and experimental television with a view to the overall conception. Performances took place every day after nightfall. For this purpose current transmissions from the German Olympic Center were used, complemented by selected materials from various film archives. During the day the programs were shown on fifty color television sets.

Audio Vision Berlin
Athletes and spectators in an industrial society: the difficulties encountered in integrating high performance sports into the economic and sociological environment of the athlete; confrontation of high performance athletes and "sports laymen"; Elfsgard Schittenhelm, 1972 champion in the women's 100-m race and member of the 4 x 100m relay team in a twenty-minute interview before the camera; her statements were contrasted with remarks by an industrial worker. High performance sport and the achieving society were analyzed and commented upon.

Horst Baumann, Düsseldorf
Movements and motion sequences in varying rhythms and directions, historical and topical, from all fields of human activity and especially from sports and work, were shown in this context.

German Cities - Yesterday and Today
Slide — Film — Multivision
Scenario and direction: Pavel Blumenfeld, Prague
Music: Dieter Schönbach, Bochum
Production and control technique: Studio E of the Society for Audio-Visual Communication, Düsseldorf.
The past and present of German cities was visualized through pictorial associations in various rhythms, colors and movements.

Theo Gallehr, Hamburg

Rolf Schübel, Hamburg
News from yesterday, today and tomorrow; sport-sociological daily reports.
The authors used montages of current video tape recordings and processed archive materials from the fields of sports and society to make obvious the connections, interactions and contradictions with respect to the Olympic idea, to achievement sport and its utilization for economic and political ends.

L. Fritz Gruber, Cologne
The Olympic Games of the modern era - multivision.
Important and rare historical pictorial, object and sound documents of the various Olympic Games from Athens in 1896 to Munich, 1972. Illustrative, informative and entertaining: photos of Olympic Games and materials on politically and culturally essential events and persons from that very period of history.

Jacques Polieri
A video-communications game.
A multiple space situation was created by means of transmissions of electronic images. At various places of the Avenue of Entertainment the spectators could enter into contact with each other through an arrangement in the manner of a "television telephone". Large-format projections of television images, and monitors located along the Avenue supported this form of multi-perspective scenography.

Traveling Video Workshop
"Let a Thousand Flowers Bloom"
Video-slide-film-multivisions
Meditative dance and cosmic images.
The conception was based on the ancient Chinese philosophy of Taoism - the peaceful quest for self-identity.
A group of well-known Munich cartoonists contributed live drawings at an overhead projector and made topical inserts.

Service
Added to entertainment and information was the service as a third major area: installations and processes having to do with the distribution of food and drinks, with boat rides on the Olympic Lake, the cleaning of the terrain and all kinds of assistance. These complementing activities, rather than being treated as negligible extras, were to be staged and included as supplementary elements into the total production of the Avenue of Entertainment. They were to be integrated into the presentations by theater actors and artists in a cheerful and playful manner that established communication between the audiences, sales personnel, hostesses, etc.
The OC commissioned Eat-artist Daniel Spoerri with the preparation of the scenario. Four food distribution centers supplied food for the "sales personnel", that is, fashion models, Ceylonese girls from the Ceylon Tea Centre, London, and clowns. They converted the sales to the public to happenings, and were characterized by special uniforms that were different for every distribution area. The actors sold their products walking along the entire Avenue of Entertainment. They used vendors' trays for light goods and elegantly built mobile carts for other products. Troupes of cleaning women who appeared at certain times of the day were likewise integrated into the service program. They cleaned the terrain.

This gastronomic program, planned and implemented especially for the Avenue of Entertainment, was carried out in cooperation with various wholesale companies.

Fashions
Olympic fashion inspirations by renowned Paris, Rome and Berlin fashion designers and fashion houses were demonstrated in daily Marathon dance shows proceeding from the multi-vision center via the show terraces to the Theatron:
— creations by Pierre Cardin for the Olympic Games after the year of 2000.
— Olympic fashion designs from Berlin including products by Detlev Albers, Inge Borck, Horst Mandel, Werner Machnik and Uli Richter.
— Olympic sports clothes and casual wear by leading fashion houses from all over the world.

16.9 Informal Meeting of European Artists

The OC also wanted representatives of the more recent experimental art to express themselves as a contrast to the "stuffy" Olympic cultural program which had been arranged in Munich by recognized artists. These experimental artists should present their problems in a more dramatic way at the meeting of the youth of the world and by consciously appealing to the new generation interested in art. Critical views also had to have a place. The problem was to develop a program of the most recent art in an appropriate manner. It had to be planned as late as possible in order to be relevant in 1972.

The Project "Young World"

A proposal for putting this idea into reality was already formulated when the art committee began its first planning sessions in April, 1968. The Fédération Internationale des Jeunesses Musicales suggested an international open world convention of about a thousand qualified young artists from every area of art. They were supposed to be sent to Munich by their appropriate national artists' association. They would gather daily for workshop demonstrations and common rehearsals with a common convention theme, e.g., the art of the 21st century.

The OC had to forgo the large scale art festival of young artists. These festival weeks would have expanded the cultural program too much. The accommodations would foreseeably cause great difficulties also. It would be better to add a clear and self-contained contribution to the proposals planned until then in which the 1972 generation would be able to express something about itself. It was necessary to gather various initiatives of its own of recent art with a common theme "young world".

In June, 1968 the OC had already developed a few individual initiatives of modern art which could be supported and integrated into this project: new tendencies in music, jazz festival, one-man and group exhibits of contemporary young artists, perhaps in a gallery by itself in downtown Munich. Additional special programs, (for example, a convention of one hundred young European writers or a pantomime festival) would be developed for the other areas of art not taken into consideration (literature, fine arts, architecture, cinema, photography). Funds were already appropriated for this project in the general budget by the OC.

Young artists were then only participants in a prearranged program in following these projects. The restlessness of young people, especially students throughout the whole world, demonstrated during the course of 1968 their scepticism and opposition to established, prefabricated events in the cultural area (exhibitions, book fairs, etc.). Thus the young artists themselves wanted to be co-responsible for the formulation of the program. The groups for the latest art already existing in Munich (cellar-theater, galleries, film clubs, literary circles, newspapers, groups of composers and activists) ought to be subsidized in their respective programs or in their specific artistic or socially critical

expressions so that they would be able to create discussable examples in the various fields of art. These activities which were made possible by grants should be integrated into the Olympic cultural program and be presented publicly in certain communications centers of the city. The OC registered about eighty of the groups responsible for modern experimental art residing in Munich before February, 1970. Of these it selected seventeen which should be promoted. Simultaneously with the more precise planning of the Avenue of Entertainment, a communications center became apparent into which the activities of the subsidized Munich groups could also be integrated.

Informal Meeting of Young European Artists

The Avenue of Entertainment project expressed the aims of the "young world" in its essential points. However, in 1970 the OC began to have doubts whether the idea of introducing various currents of modern art to the public was capable of being carried out at all. Perhaps a socially critical modern art was to be expected in 1972 which would question the traditional forms of representation and their previously exclusive social function, and would search for new possibilities of communication between artists and the public. Whether this most recent contemporary art event with its demonstrative self-portrayal as it was planned for the Avenue of Entertainment could be conceived remained doubtful. Would a self-representation of recent art within the Olympic cultural program have to be understood also as an analysis and as a work and research commission for a working group of critical artists? The OC made primary investigations and a draft of guidelines for the realization of this new concept at experimental meetings in Regensburg (October, 1970: "New Ways of Communication") and in Amsterdam (October, 1971: "Can Art and Artists Change Society?"). Observers followed the specialized meanings. The final concept was worked out afterwards. Young European artists were supposed to investigate the complex theme art-leisure-Olympic Games from the viewpoint of the artist at an informal gathering during the the Olympic Games (August 24 to 30, 1972). They also should demonstrate possibilities of art and sports for the future (general theme: "Olympic Games in the Year 2000 - Ideas, Criticism and Proposed Models") and they should work out corresponding expressions in both verbal and visual form (literature, fine arts, cinema). The gathering should have a seminar-type as well as a demonstrative character. The OC limited the number of participants to forty and their age to thirty-five. The OC invited only artists from the literary and fine arts fields so that a greater number of European countries could be included in this limited number, i.e., at most one representative per country from each area of art. Only the quota from the Federal Republic of Germany was larger so that there would be a nucleus of participants who would not have language problems and thus guarantee the capability of the seminar to accomplish something. The participants were chosen during consultations with the respective top national and international associations of writers and

artists in Europe. A short summary was requested in the invitation before the start of the seminar. In this way the OC wanted to be able to concern itself with the subject matter at an early date. The OC engaged five scholars and journalists as speakers who would develop ideas in the subject area in short papers: sport reality; Utopia as an idealized wish for an improvement of existing situations; intermediate term forecasts in the area of using leisure time. The writer, Robert Jungk, was the main speaker.

The entire event was arranged as loosely as possible, public and open to anyone who was interested. It took place in the Art Society in Munich, which also took care of the technical arrangements. It was closely connected with the other unconventional parts of the Olympic cultural program. Sufficient opportunity was extended to every participating artists, actor, composer, instrumentalist, writer, painter, and sculptor to take part in the decisions. The papers were categorized, the events photographed and their final results were evaluated. It abandoned its aim of drafting models for the sports and the Olympic Games of the future or of finding society-forming functions of sports and art. The discussions made it clear how every question would lead back to social problems of the present. The contradiction between the ideal or ideology of the Olympics and their actual state clearly appeared to be the central issue. "Areas of freedom of the future" was developed as a new theme.

16.10 Commissioned Works

16.10.1 Art for Olympic Building Projects

The first concept which the OC developed for this goal provided an open national competition while simultaneously inviting prominent foreign artists. It hoped to obtain twelve significant sculptures on the theme "Hommage a l'idée Olympique". These sculptures were to be erected outdoors and Oberwiesenfeld would be the location.

Indeed, even the first preliminary talks of the OC in spring, 1968 with the architects involved pointed out the unusual demands of each artistic decoration of the Olympic grounds. It was not possible to set works of art up in a free, unconstrained form as a supplement to the structures on the Olympic grounds. Individual buildings were not planned for this area, but rather a rich, varied, free, transparent and open Olympic landscape whose overall architectural concept permitted only integrated art. This art would have to fit exactly into the landscape character of the design and thus increase its effect. It would have to complete and complement the existing structural and landscaping measures. Neither "art on the building" nor a splendid exhibit at Oberwiesenfeld could attain this goal. There it needed the right amount of orderly, artistic form desired for the appearance of the Olympic landscape both in the inner and outer areas of the Olympic grounds. The funds for this were available.

For its building measures and those which it supported financially the Federal government and the Bavarian State government each provided a portion up to a maximum of 2% of the entire construction costs (of the highrises) for projects by artists to create artistic accents when the character and structure of the construction measures can justify these grants. The advisory council of the OBG (Olympic Construction Company) related this opinion principally to the construction projects on Oberwiesenfeld (sports sites and Olympic Village) when it first concerned itself with this general complex in June, 1968. When it adjusted the entire budget for the first time at the end of the year, it established a definite allowance of 6 million DM for the artistic decoration of the buildings constructed by the OBG. Thus, the completion of this complex fell entirely within the responsibility of the OBG which would have to make the actual decisions. The OC collaborated as an advisor. The OBG's most pressing task was to develop designs for the artistic decoration of the buildings in agreement with the architects responsible for them and to give commissions for these works of art according to the decisions made in the construction commission of the OBG. About 150 inquiries were received from painters and sculptors (mostly in Europe) before the end of 1970. The OBG could not purchase any of the sculptures available because of its conception of integrated art. It had to commission artists or groups of artists for the solution of specific commissions, possibly even after a previous competition to find ideas.

This resulted in the pressing problem of choosing the art which could be used to form the overall architectural impression of Oberwiesenfeld. The choice was also made more difficult by the current problematics of art, i.e., by the multiplicity of trends in art which were only partially developed and extended over a wide range from the applied arts through conceptual art to art occasions, e.g., street theater and happenings. Not all of these existing or newly appearing art forms fit the concept for Oberwiesenfeld. However, it should take advantage of the existing opportunities to achieve a well-balanced artistic impression. These had to fit into the overall architectural concept and the financial framework.

The OBG distinguished four specific complexes in the entire area of Oberwiesenfeld. An artistic formulation was possible in:

- the three main entrance areas (subway, rapid transit and streetcar),
- the Central University Sports Facility,
- Olympic Park and on Olympic Hill,
- the Olympic Village.

Before August, 1971 the OBG worked out an overall concept to arrange the painting and sculpturing on buildings, landscaping (fountains, retaining walls, artistic pavements) and textiles (in sports structures most of all) into large, related groups.

Simultaneously the budget was increased to 8 million DM, but at the end of 1971 it was finally reduced to 5 million DM. The construction commission of the OBG was to approve each individual work of art to be created by means of these funds.

The project "art on Olympic structures;" in general caused a strong and long-lasting clash of opinions in many countries, but mostly in art circles (art critics, etc.). It involved mainly the large, expensive sculptures. There were also those who argued that the entire design of the Olympic grounds and especially the tent roof were already art and did not need any additions.

Access Areas of Olympic Park
The three main entrance areas belonged to the complexes in which the art did not have to be so strictly integrated into the existing situation. The OBG opened three competitions limited to thirty participants for their artistic formulation. These artists were selected by a panel of experts from among the entries already received and were invited to take part. Despite the quality and splendid ideas of many designs, the OBG had to forgo executing any one of the solutions presented. The entrance areas demanded a special artistic touch because the visitor received his first impression of the Olympic area here. However, this competition clearly demonstrated the difficulties encountered by artists resulting from the demand for integrated art.

Central University Sports Facility
The OBG received the design for a light-construction (Otto Pione) by means of an art competition for the design of the forum at the Central University Sports Facility among seven artists residing in the Federal Republic of Germany. The design consisted of a framework and a light satellite. At night it would be illuminated with beams of light. During the day sunlight would make the satellite sparkle. This construction, which did not serve any practical function, could be seen from a great distance and thus gave an artistic touch to the entire northern section of Oberwiesenfeld.

In the area of the Central University Sports Facility, the following artistic creations should also be noted:

Light satellite — Forum	Otto Pione, Düsseldorf
Layered mirror sculpture — interior	Thomas Lenk, Stuttgart
Tapestry - interiors	design: Wollner, Vienna; execution: Kroner, Solingen
The discus thrower by Myron (cast)	Silvano Bertolin,
Large-scale chess and millgame	Karl Auböck, Vienna

Central Sports Sites Area in Olympic Park
The OBG also sought a work of art for the southern part of Oberwiesenfeld, which would be just as attractive as the light satellite in the north and be a counterpart to it. This was all the more difficult because in the south the silhouettes of the Olympic Hill, the tent roof and the TV tower were already created as large forms which in themselves were conceived as essential elements of an artistic whole. Additional works of art could only supplement, accent or intensify the character of these structures and the uniqueness of the landscaping. The coherence of the architectural concept demanded most precise planning which would integrate the art projects according to a more definite judgment of the condition of the building and also the architectural necessity. The OBG did not hold competitions. It decided to contrast the element "light" in the northern section with "water" in the southern. It would be

fine spray and thus a very light cloud of water which would further accent the element "water" over the lake; it would accent the northern slope of the Olympic Hill in its landscaping and thus give the entire central area a rational, natural appearance. In addition, the water cloud (Heinz Mack) would be altered not only in its size, but also vertically and horizontally (base height: 8 m, maximal height: 36 m) and illuminated with 112 underwater spotlights at night.

Olympic Hill
Very few additional artistic measures should be taken to decorate the Olympic Hill, formerly called the "rubble heap", which forms a contrast with its predominating convex silhouette to the concave sports sites. The summit of the Olympic Hill should in no way receive a vertical accent because this would degrade the hill to a pedestal for a monument. Even in its first discussions towards the end of 1967 the OC had planned to erect ten to twelve carefully selected sculptures on the Olympic Hill which would be put into motion by the wind, rain, etc. (kinetic art) and thus give a lively accent to the landscape and the overall architectural image. Prominent, and primarily German artists were supposed to be found to create kinetic sculptures for a limited time exhibit (working title: "Mount of Visual Pleasure"). Their works were supposed to be rented for the time of the exhibit with funds from the construction budget. Due to financial reasons (projected cost was 1 million DM) and artistic considerations (in 1972 kinetic art was no longer so very representative of the art situation) the OC, in agreement with the OBG, decided not to carry this project through to completion.

From the various suggestions for the decoration of the Olympic Hill finally there appeared a proposal which released worldwide controversy and the most diverse judgments: a sculpture which did not alter the contour of the hill, but rather used the entire sixty-meter high hill itself as a part of its form and added two more elements:

- A long, vertical shaft measuring three meters in diameter and 120 meters deep which is anchored so deep in the ground that its height measures the same as the artificial hill. Although it is an invisible part of the sculpture, it creates an air column which binds the heaped-up hill with the natural ground.
- A disc of solid bronze (30 cm thick) with a five-meter diameter precisely in the center of the summit of the hill above the shaft.

This large earth sculpture conceived by Walter de Maria which combined the art trends toward the minimal (the bronze disc), conceptional (the air shaft) and earth (the hill) was supposed to be a contrast to the maximal art — sculpture of the water cloud and the other art works of Oberwiesenfeld which can be experienced by the senses and contemplated: i.e., a sculpture which would strongly accent the inner, intellectual processes and thus the people who walk on the disc are made conscious that they stand on a very special place on a stage. The thinking and the behavior of the person is changed; he contemplates himself.

This project was not executed for technical and economical reasons.

Olympic Village
A different situation from that of the tent roof prevailed in the Olympic Village where it was possible to enrich the environs with art. To this end the building contractors (with funds from the OBG) opened two limited competitions for the forum (invitations to ten internationally known artists) and the area between building G 4 in the center and both churches (invitations to three academics). Both competitions were decided in December, 1971.

To be noted are the following examples of artistic endeavor:

Plexiglas flowers — entrance area, cafeteria	Josef Gollwitzer, Munich
Kinetic aluminium sculpture — entrance area school	Roland Martin, Tuttlingen
Large scale mill game — school, innercourt	PeerClahssen, Zürich
Tapestries - school interior and children's day care center	Ewald Kröner Düsseldorf

Table of Works of Art and Measures Enhancing the Landscape at Oberwiesenfeld	
Water cloud — lake	Heinz Mack, Mönchengladbach
Press area Stadium	Adolf Luther, Krefeld
Foyer-sports hall Mirrored walls (addition of light reflexes by glass elements)	Adolf Luther, Krefeld
Carillon — Forum	Bellfoundry Eijsbouts, Inc, Holland and
Sports hall	Mero
Wall at the ice sports hall	Bert Maecker, Düsseldorf

Projects not carried out:

Decoration of the swimming hall rear wall. Large landscape and cloud pictures were supposed to be painted on the western wall of the swimming hall under the stands. These would be bright, sunny, and artistic accents which could be integrated into the architecture of the inner areas of the building. This project which was to be done first by Andy Warhol and later Gerhard Richter could not be executed since it would not last long and maintenance costs were too high. Illumination of the dark areas (entrance tunnel to the Olympic grounds, round holes at level 0 of Olympic Stadium): Fluorescent lights by Dan Flavin. Free plastic square 100 m x 100 m on the wall between the stadium and the cycling track which would document the construction process of the sports sites by the artistic connection of certain building Clements (Carl Andre).

Sports Sites outside of Olympic Park

The OBG commissioned additional works which were intended to accent or enhance specific sports sites, the landscape and inner areas inside and outside of Oberwiesenfeld.

Regatta course	Karl-Heinz Hoffmann,
Fireplace	Wieling/Starnberger See
Sauna stone	Ulrich Hertel, Martinsried/ Munich
Sculpture - stands facility	Kastler, Happsburg
Tapestries interiors	Ewald Kröner, Düsseldorf
Shooting range	König, Landshut
Sculpture - entrance area of the shooting range	
Basketball hall	
Octagonal fountain of breccia - entrance area of the basketball hall	Hans Goebel, Munich
Riding installation, Riem	Leismüller and Kuffner, Munich
Wall and color designs of the riding stadium, Riem	
Canoe slalom course, Courtyard and facade designs	Augsburg Georg Bernhard, Augsburg

The City Image

Although it was not possible to integrate additional large scale objects of art into Oberwiesenfeld, it was still possible to create large sculptures in the urban area of the city which would have two functions:
—They could indicate the Olympic Games and afterwards be monuments to the Olympics
—The silhouette of the city could be accented by the large scale of the sculptures which would make the somewhat monotonous parts of the suburbs more distinctive. The traditional image of the old city would not be included in this project.

A group (Goeritz, Clarenbach, Claus) proposed similar architectural sculptures which could be placed at the five Autobahn exits for artistic decoration. Each site would receive five wedge-shaped elements similar to those in the Olympic emblem of various heights (9, 18, 27, 36 and 45 meters) and placed on a triangular base. They would be slanted at an acute degree nine meters below 2/5°, have different groupings according to the site and always refer to Oberwiesenfeld. These objects would be either temporary (out of covered steels pipes) or permanent (cast concrete).

This project was not executed either. The artistic activities of the OBG were limited to the Olympic grounds.

16.10.2 Signal Films

The audio-visual program planned under the working title "large projections" was foreseen as the focal point of experimental short films. The films, designated by the OC as "signal films", lasted less than ten minutes and were marked by their anecdotal character which was supposed to attract the attention of the viewer for as short time. These films were to be shown primarily in the multivision center on the Avenue of Entertainment at Oberwiesenfeld and as large projections on public places in the city for a constantly changing audience.

The OC was occupied with the choice and production of these "signal films" since January, 1968. It called cinematists experts to form an advisory group which would advise the committee on the entire complex of the project. These experimental films could not be found with a single competition held by the OC. The unusually short films (one to six minutes) opened a new dimension to the director which until then had been closed, but on the other hand they forced him to concentrate his artistic singularity and personal stylistic elements to be as pregnant with meaning as possible. The OC hoped to present a mosaic of modern cinematists with the results of the competition, the expected variety and number of stylistic trends.

The films of different origins which were collected into such a mosaic thus could not be subjected to a comparative evaluation. Therefore the OC decided not to open a competition among film makers, but rather it would invite fifty internationally recognized directors and artists in other areas, as well as film archives and schools and academies to produce signal films. All of the entries which were produced and sent in would be shown uncut and would receive the same honorarium (10,000 DM per film for the costs of the film itself and developing). The OC provided 1 million DM in its overall budget to cover this invitation and its technical completion (prints, projectors, organization, etc).

The OC drafted the invitation in spring. Except for a few technical matters (length: one to six minutes; 16 mm film) the OC did not make any particular conditions for participation. Especially the choice of subject matter and the formulation of the film were left to the discretion of the director. Anecdotal, humorous or even absurd interpretations were possible as well as emotional or critical ones. By the choice of participants, by the text of the invitation and by a certain steering of the possibilities for projection the OC hoped to receive contributions which would meet the artistic level and cultural framework of the Olympic Games. The international as well as fluctuating audience made it necessary to forgo dialogue in general. It did not even consider dubbing the films in other languages because the short films should be intelligible enough from the images shown without verbal explanations. It was not necessary that the films explicitly refer to sports events or to the Olympic Games. The OC suggested a few possibilities as a stimulus for a subject: movement, climax, concentration, relaxation, stillness. Indeed, these hints could refer to sports and the Olympic Games in their broadest sense and could be interpreted by images from this area, but as abstract themes they did not have any immediate connection with the phenomenon of sport.

The general conception was developed by the middle of 1970. The cinematographers (participants in international film festivals, film plays, short subjects, documentaries and underground films) and schools for cinematists were chosen with the greatest possible objectivity. Despite the thoroughly pleasing answers to a questionnaire, the executive board of the OC found that it had to reduce the appropriation for the film project by one half, i.e., to 500,000 DM. The project could not be continued as previously with these reduced funds. The OC limited the number of cinematographers and academies from the seventy or eighty planned to only about thirty. These thirty short films with an average length of about four minutes would have provided a program running to about two hours. However, the OC wanted to show the short films at numerous places (Avenue of Entertainment, Olympic Village, the cinema in the Stadtmuseum, the air pressure hall of the Modern Art museum, youth camp) either consecutively or simultaneously (for example, in a film gallery on numerous screens) in an internationally publicized premiere of grand dimensions.

But the material was insufficient for this. Thus the OC joined the new films which actually formed the main attraction with famous classics from the past seventy years of motion picture history to form thematic groups (slap-stick and grotesque, feature films, special effects and animated cartoons, experimental films, documentaries, sports films, etc.) which would be shown in a loosely connected, but meaningful and balanced order. This combination of a premiere and retrospect should occupy a documentation which would inform the reader about the motion picture makers. After the Olympics the films should be collected into a film library to be shown in traveling cinematographic exhibitions.

In cooperation with the international film organizations (Fédération Internationale des Archives du Film, Deutsches Institut für Filmkunde, Filmmuseum, Munich, Union Mondiale des Musées du Cinema et de la Télévision Paris) the OC clarified the screening rights of the films received. In the meantime the executive board of the OC decided to drop the short film competition due to the financial condition of the OC for the benefit of other more important projects. The film medium was mostly used in the multi-vision center on the Avenue of Entertainment during the Olympic Games.

16.10.3 The Olympic Edition 1972, Co., Ltd,

Basic Ideas - Early History

The two basic ideas were to relate artistic activity to the Olympic Games and engage the best artists to collaborate. An internationally known artist should be engaged exclusively for the design of the official Olympic poster. These ideas appeared in the early summer of 1967 and so the first contacts were made with Pablo Picasso, Joan Miro and Marc Chagall.

Simultaneously the OC discussed another idea: to collect works of famous artists with those of younger artists into a large series and to distribute them all over the world in an art-orientated publicity campaign.

Guidelines

The overall concept for the visual image, desired for the Games of the XXth Olympiad was ready in October, 1967, and with it a concept for the publicity with posters. Now the OC could work out guidelines which would distinguish all the art posters as parts of a unified series and would connect the series to the unified visual image desired for the Games. Every artist had to adhere to the following specifications: Unified poster size - 64 cm x 102 cm (DIN A1) consisting of a
— Text on the bottom (64 cm wide, 15 cm high) and a
— Picture on the vertical rectangle.
Unified text:
"Olympische Spiele München 1972"
Including
— the Olympic rings and the
— official emblem at the bottom
Unified lettering
— Univers 55 (sansserif)
— Height approx. 3 cm.

Valencies

The art posters were to be reproduced in three different valencies:

Original graphics:

Hand-printed by the artist from the original plate on high-quality paper, signed and limited to 200 copies per design.

Original posters:

Hand finished further impressions from the same original plate on slightly lower quality paper; the plate is signed, but not numbered. The original poster edition should not exceed 4,000 copies per design.

Reproductions of the original graphic:

Produced by off-set or photogravure process on poster paper. The number of copies depended upon the requirements of the OC or other organizations.

Artistic Design

Together with the well known publishing house F. Bruckmann KG, Munich, the OC formed a corporation under the name "Edition Olympia 1972 GmbH" which was intended to complete the plans mentioned above and run the business profitably.

The posters of the Olympic Edition were supposed to effectively publicize the Olympic Games world-wide. They also promoted artistic, cultural, political and commercial aims. The choice of the artists who were to be invited had to be made along these lines:

- A precise study of the market was needed
- Established and avant-garde trends in art ought to be represented in the series: expressionism, surrealism, neo-realism, pop-art/op-art.
- The artists had to be experienced in designing posters; their high artistic quality had to be world famous.

The art commission of the Olympic Edition Co. drew up the first list of artists according to these criteria and the advisory council approved it. This was followed by personal conversations with the artists at their homes. The basic ideas of the campaign were presented and the artistic and financial aspects as well as questions regarding contracts were discussed. After these things were clarified, the Olympic Edition Co. drew up a contract with the artist for the creation of a work of art. Clauses which varied from artist to artist regulated the sum of the honorarium and the date of completion. Either the artist would receive a fixed honorarium independent of the turnover or would receive a percentage of the proceeds from price categories 2 and 3.

A standard contract regulated the copyrights and commercial questions. The artists were to grant the Olympic Edition unrestricted and exclusive rights. This was unavoidable for the worldwide circulation which was planned. It was difficult to achieve this only when an artist had already given his exclusive rights to a gallery or was bound by any other contract.

An "artist's task sheet" was included in the contract which regulated the specifics of the artistic formulation. The artist was completely free to choose his theme and its solution. In his artistic freedom he was not to be limited by a connection to the Olympics in the contents of his work.

Nevertheless, it should be noted that the commissions for the art posters were granted for the occasion of the 1972 Olympic Games. Thus, it was desirable that there would be a thematic relation to sports or the Olympiad in Munich, but this was not demanded unconditionally. The poster ought to express the artist's imagination regarding the Olympic idea and the Olympic Games in the present time. In addition, the artist ought — to take the publicity character of his poster into consideration, i.e., to make the poster suitable and effective for publicity.

- to use manual processes, i.e., his designs should be ordered as lithographs, wood cuts, etchings, etc.
- to take into account the printing requirements (e.g., number of colors needed) for the technical execution of his work.

The advisory council of the Olympic Edition Co. determined the actual publication of a design even before the consultations with the art committee. There, only the quality was considered.

The artists could pick their own printing plants and supervise the printing of the original graphics themselves.

The first seven sheets of the Olympic Edition appeared in October, 1969. Four more series, each with seven posters, appeared at regular intervals. More and more young and unknown artists were presented from series to series.

16.10.4

The Rainbow at the Closing Ceremony

A rainbow by Otto Piene was brought into being for the closing ceremony of the Olympic Games. It consisted of five sausage-shaped balloons (1 m thick, 450 m long) which floated at an altitude of 130 meters. It was anchored at the Olympic Hill and the Theatron am See and was illuminated by spot lights.

16.10.5 Literature

The Literary Fund

Already at its foundation the OC received a flood of offers from publishing houses to publish certain publications concerning the Olympic Games, especially illustrated books about Munich, about the preparation for the Olympic Games, and narratives in the sports field. Idealistic as well as financial support was expected. In order to make the correct decision, the OC wanted to learn from the experiences of international organizations (Inter Nationes, Goethe Institutes, etc.) how great a demand for German literature there was in foreign countries.

An allowance was inserted into the OC's general budget which permitted the administrative headquarters to foster or subsidize a publication on any occasion where the publication was created for the Olympic Games and would be beneficial for the cultural image of the Federal Republic of Germany or the cities where the Olympic Games were being celebrated. Thus the OC hoped to reduce the risk of the publishing house and the price of such books.

The executive board decided on a literary fund of 120,000 DM in June, 1969 from which the administrative headquarters could draw subsidies to promote worthwhile publications. The culture commission of the OC developed concrete proposals regarding the question of which publications should be promoted. It also fixed the financial limit of such subsidies. Experts from the Federal Press Office, Inter Nations and publishing houses were consulted. They examined the various publishing projects after mid-1969.

"A German Mosaic" - a Gift Volume of the OC

Independently of this in 1968 the executive board studied the proposal of producing a splendid volume as the official gift of the OC to its guests. It referred to a collection of essays which was published in two volumes in 1940 by Oskar Loerke and Peter Suhrkamp and was republished with a few minor changes in 1953 as a reader's edition "Deutscher Geist" (German Spirit). This anthology resulted from the intellectual opposition to the National Socialist tyranny and dated from 1940/1941. It included individual and easily understood articles by 135 authors who stood up for liberty, human dignity and peace during politically difficult times over a period of two centuries.

The OC originally planned to republish this work as a whole or in part, but eventually decided to conceive an entirely new work so that it would be able to help foreign visitors to understand the spiritual situation of present-day Germany. This goal would not be attained by the original plan. According to the model of the anthology it would strive to make the German spirit of the present visible. The presentation was intended to depict historically the perspectives which joined in the process of the parliamentary democratization of the Federal Republic of Germany. It also served to make the

Olympic movement self-apparent in its endeavors for peace in the world.

The relevant new conception and completion meant primarily a new choice of authors. Both volumes of "Deutscher Geist" were to be condensed into one volume which would be limited essentially to German writers of the 20th century and supplemented by articles by authors presently living. The texts should reflect the reality of the last seventy years. The literary contributions should include the time from the beginning of this century until the post-war era after World War II. It would be primarily prose; self-contained essays, treatises, articles, memoirs, narratives, letters, diary entries, everything readable and in good style.

According to these criteria the OC and the Suhrkamp Publishing House compiled a list of authors. The book would be provided with a foreword by the president of the Federal Republic of Germany and the president of the OC. The OC purchased 10,000 copies of this book in the German language. The book was also published in English and French under the title "A German Mosaic — a Reader for Contemporaries".



The IOC President, Avery Brundage, with the Lord Mayor of the Capital City of Kiel, Günther Bantzer, in front of the exhibition "Man and the Sea"

16.11 Olympic Exhibition "Man and the Sea" in Kiel

During Kiel Week the close links between sporting and cultural life constituted a tradition of long standing. The Olympic yachting events lent additional emphasis to this close connection.

Among the most notable cultural events was the Olympic exhibition "Man and the Sea". Including international contributions, it showed the significance of the sea in human history and for the future destiny of mankind.

The site of the exhibition was a large area connected by pedestrian bridges and situated adjacent to the banks of the Kiel inner Forde, not far from the city center. This maritime display was opened on May 10 and lasted until September 24, 1972.

The exhibition comprised five sections: "The Sea and its Shoreline throughout the Ages" gave a survey of the formation of the coasts and showed the influence of ice ages and tidal waves. Models were used to demonstrate the functioning of the Zuider Zee and Rhine delta projects.

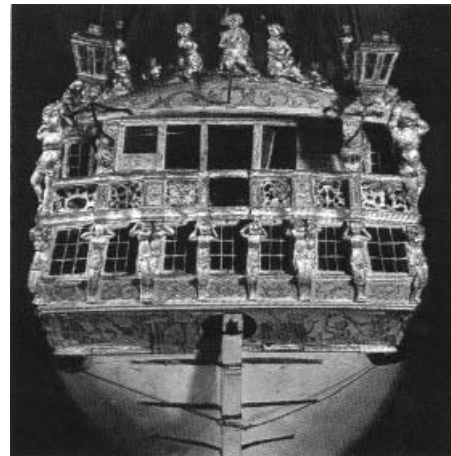
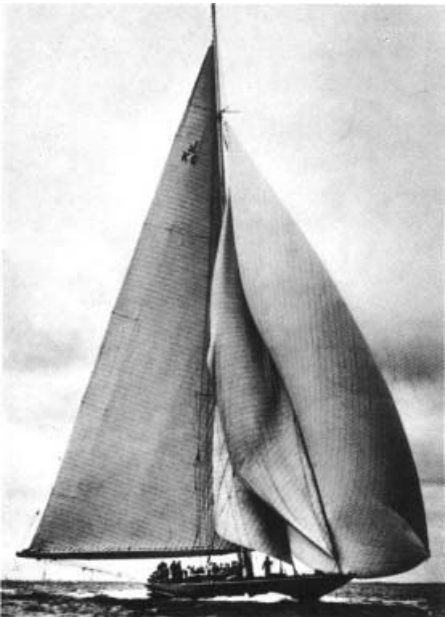
"The World of the Vikings" told of the life and civilization of these famous seafarers and discoverers. A group of Danish students traveled to Kiel in a 65-foot replica of a Viking ship.

"The World of Yachting" showed the evolution and physical phenomena of yachting. There was a wind-tunnel demonstration of how sail resistance and upthrust change with the direction of the wind; miniature sailing boats raced on a model of one of the Olympic courses.

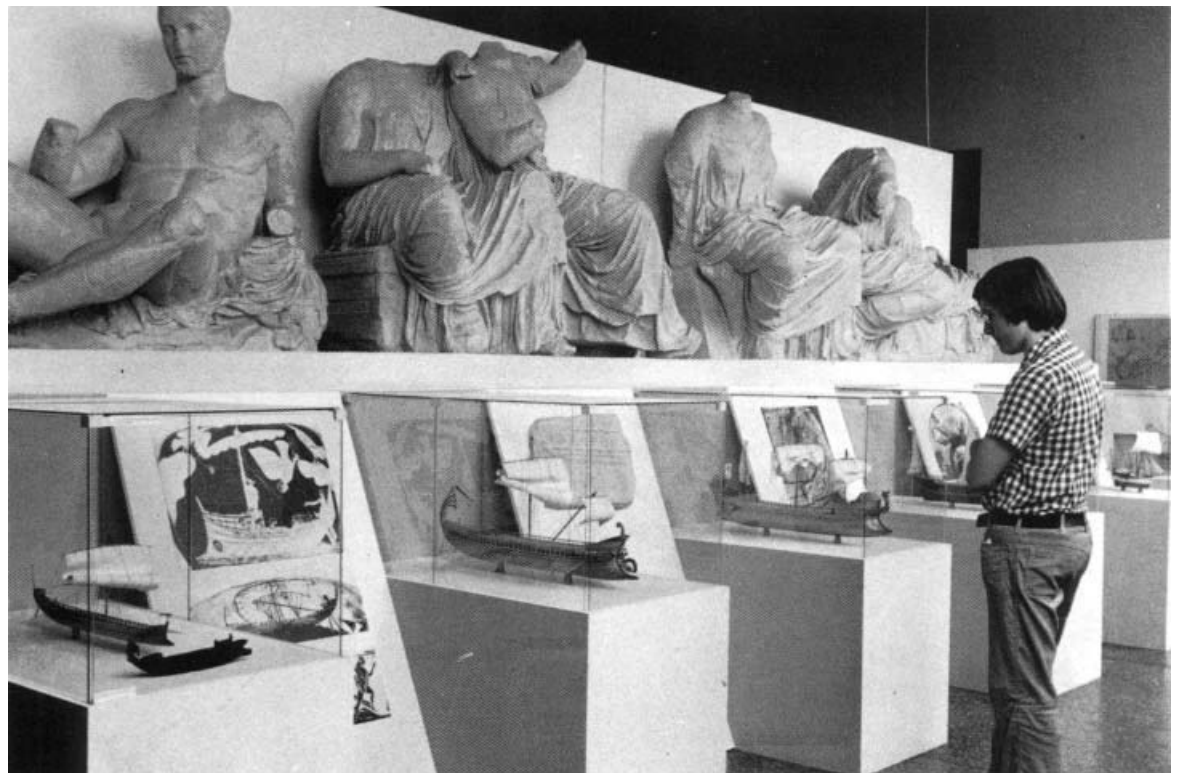
"The Exploration and Use of the Sea" showed the significance of modern oceanography and marine engineering. Visitors were able to operate the technical equipment on board research and surveying vessels, drink water from the Forde processed by automatic filtering plants, and communicate by radio with any ship sailing the seven seas.

"Handicrafts and Life on Board during the Age of Sailing Ships" displayed the sole remaining workshop for figurehead carving, which was transported to the exhibition grounds from the Isle of Wight (UK). On board a lightship nautical fare was served. On board the "Grönland", a polar exploration vessel, visitors were carried back to 1868, the year in which Professor Koldewey undertook the first German expedition to the polar regions.

For this exhibition, which was unique in its kind, the Spanish artist Salvador Dalí painted a gouache for the official poster.



In the exhibition "Man and the Sea" old engravings, models and photos gave a survey of the history of navigation.



The numerous original models were collected from museums all over the world. They enjoyed the special interest of the visitors.

17

17.1 General

Art, science and sport are the three disciplines which Coubertin combined in "harmonized eclecticism" to form the Olympic idea. The goal of the Olympic congresses was to intensify this idea and to make it apparent in its multiplicity.

After the successful close of the Games of the 1st Olympiad 1896 in Athens Coubertin said: "In a manner of speaking, technique clothed in history was practised in Athens: neither congresses nor lectures were held nor any other sort of intellectual or educational attempts made. To turn oneself immediately after the Games to this side means to accent the intellectual and philosophical character of my undertaking and to assign the IOC to a role which is way above simple athletic considerations. Without heeding the objections which were made to me, I stood by my Havre plan ..."

The first Olympic Congress of the IOC took place in Le Havre in 1897. An "elastic program" was set up for it with Father Didon (rector of the secondary school of Arcueil) and Gabriel Bonvalors (famous from his crossing of Asia). The main interest at this congress was in questions of pedagogy and hygiene. "The athletic part was hardly touched; it was there only for the sake of form."

The next congress prepared by Coubertin for the IOC took place in June, 1905. The French author, Marcel Prévost, chairman of the Société des Gens des Lettres, opened the congress in the Palais des Academies in Brussels with the paper "L'Esprit à l'école des sports". The six-page congress program listed mostly papers of pedagogical interest.

In 1906 Coubertin summoned an advisory "Conference of Art, Science and Sports" in the Comédie Française "to discuss questions concerning the form and manner in which the arts and sciences participate in the celebration of the modern Olympiads and how they could be joined with the application of sport in order to be of use to it and to ennoble it".

In 1913 Coubertin arranged a congress dealing with sports psychology (the concept was coined here). The program of this congress, which is included in the *"Essais du Psychologie"*, contained questions concerning the origin of athletic activities as well as their extent and manifestations among other things.

The congresses that were held in Berlin in 1914, 1921, 1925, and 1930 had to deal mostly with organizational problems. Questions of Olympic regulations were discussed at them that had been caused by the "eternal amateur problem".

An important step was made to carry out Coubertin's idea at the "Congress of Physical Education" held in Berlin in 1936 as a part of the international sports students camp. Both German and foreign visitors to the Olympic Games who had specialized interests were invited. The daily agenda contained mostly topics in the field of physical education. "Die Sporthochschulen der Welt", (Weidmann:

Berlin, 1937) appeared as the congress report.

With regard to the predecessors of the 1972 congress in Munich the congress connected with the Olympiads in Rome, Tokyo and Mexico City have to be mentioned here.

The Fédération Internationale d'Education Physique (FIEP) between September 8 and 10, 1960 organized a congress in Rome at Castel Gondolfo with 300 participants under the theme: "The Contribution of Physical Education to Athletic Preparatory Training". General philosophical, physiological and medical viewpoints were discussed in addition to the technical, methodical and pedagogical aspects.

Between October 3 and 8, 1964 the Japanese Society for Sports Medicine arranged an international congress with some 760 participants of whom 200 were foreigners in cooperation with the international organizations of FIMS, FIEPS, ICSPE and ICHPER in Tokyo. This congress designated itself as the "First International Congress of Sports Sciences". The congress did not cover every field. The sphere of topics embracing the Olympic movement, pedagogy and medical questions was handled.

The international organizations mentioned above with the support of UNESCO held a science congress in Mexico in 1968 on the theme "Sports and Education". The papers "Sports for Everyone", "Sports for a Lifetime" and problems concerning the education of trainers were the focal points.

17.2 Stages of Preparation Work

Willi Daume commissioned the German Advisory Council in the German Sports Federation — through the panel "Sports and Culture" — to develop a concept for the Science Congress of the Games of the XXth Olympiad 1972 in Munich. The following ideas were included in this concept:

- the consideration of each science whose subject can include sports;
- a fundamental topical conception for the entire congress and for the meetings of the individual sections were to be striven for.

The statements of every branch of science to a given question could be included by the choice of a general theme for the entire event and possibly even be touched upon at the concluding session.

The differing development of scientific research in the area of physical education and sports in the participating countries also will make it necessary in the future that it be limited to an informative congress at whose symposiums as many nations as possible should get a chance to relate their experiences. Nevertheless, it is also recommended that discussion groups be arranged.

17.2.1 Proposals for a General Theme 1972

The "Sport and Culture" panel in its first draft made three proposals for the choice of a general theme:

- bodiliness and human existence;
- the human being and athletic achievement;
- the significance of sports in modern society.

The general theme should leave as much leeway as possible for each section (scientific discipline) of the congress. Thus the panel decided on the theme "Man and Motion", a subject which would not unnecessarily limit their unique methods by linking the individual sections to the entire congress.

17.2.2 The Science Commission

During the fourth session of the executive board of the OC on September 2, 1966 the beginning of the comprehensive preliminary preparations for the science congress was set with the first announcement. It considered forming a science commission. Professor Dr. Adolf Butenandt, 1939 Nobel Prize winner, director of the Max Planck Institute, was named chairman. On his own Professor Butenandt recommended the rector of the Albert Ludwig University in Freiburg and later founding rector of the University of Ulm, Prof. Dr. Dr. Helmut Baitsch as the chairman of the science commission. Prof. Dr. Baitsch was elected at the eighth session of the executive board on November 22, 1967. The president of the OC, after preliminary consultations with the chairman, proposed the members of the science commission on February 29, 1968. The criterion for selection was the relationship of the individual personalities to the current theme "Man and Motion", as well as to the subtopics recreation, sports and modern city planning. The summoning of representatives of the church was recom-

mended by the inclusion of the theme "The Church and Sports". Each member appointed agreed to his appointment at the first constituting session of the science commission on April 30, 1968.

Then the three following panels were formed:
— organization and finances
— preparation and editing of multilingual publications
— marginal programs.

The panel "100 Years of German Excavations at Olympia" was approved by the executive board of the OC on July 27, 1969.

An executive committee under the chairmanship of Prof. Dr. Lotz was formed at the meeting of the science commission on June 13, 1970 that would work for the science commission. The small detail work would be done by work groups in theology, philosophy, pedagogy, psychology, medicine. Thirteen science commission meetings, six executive sessions, and numerous gatherings of the panels and work groups took place. The OC finally assigned a staff of eight persons as responsible for the entire preparation work.

17.2.3 Topics

Another stage of the preparations can be included in the concept "laying the foundations":

- working out the theme of the congress
- the form of the congress
- the make-up of the congress and the organization.

These areas were independent of each other, but were reciprocally and mutually contingent. Thus the organization resulted from the wide or narrow scope of the theme and the various main and subordinate disciplines.

The science commission was well aware that a general theme "sport" would fluctuate constantly in extent and content. Sometimes it carries the stamp of one discipline more than another. Thus this fluctuation must be arranged so that it can be surveyed at a glance lest the congress become a snap shot of the moment, rather than an event with a promising future beyond the year 1972.

The first orientation concerning the theme was based on the expose of the German Sports Federation mentioned above that started out from the theme "Man and Motion".

A topics commission under the chairmanship of Prof. Dr. Grupe worked on new proposals. First the negative aspects were worked out. The congress should not be
— a sum of congress with different themes at various places
— a marginal event to the athletics events, or a national self-presentation.

A theme was sought which would take the following positive aspects into consideration:

- the social aspect; i.e., the congress ought to concern itself with changes in society and positively bring this into a connection with sport;
- the aspect of internationalness: this theme ought to awaken an international interest;

- the aspect of subdivision: this topic must be so conceived that sufficient subtopics can be built into it;
- the aspect of relevance: this subject ought to underline the relevance of the congress. It must refer to the problematic nature concealed in the concepts "sports" and "Olympiad".
- The theme was to be appropriate for the types of visitors expected. Scientists from all over the world, representatives of sports organizations, sports students and journalists would not attend the congress just because of a general theme, but rather because of their affiliation with sports.

The following were mentioned as additional topics:

- sports in a changing world;
- the social function of sports in the technical world of tomorrow;
- sports as a social and healing force;
- chances and problems of sports in the modern world;
- sports as a factor of world civilization.

At the recommendation of the science commission the executive board of the OC approved the following theme at its twelfth session on September 9, 1968:

"Sports in the Modern World - Chances and Problems".

17.2.4

The Form of the Congress

The second stage of preparation consisted in connecting the theme with the development of the rough form of the congress. The traditional dominating position of delivering papers and the resulting shortage of possibilities for discussions ought to be replaced. Two models were discussed:

- The model of a vertically ordered congress which would proceed from the discussion in a symposium under certain aspects to a topic of the day. Then follow short contributions to related topics. The general theme would be presented from a specific point of view. Specialized lectures, work groups and discussions will be debated by individual work groups. Only the opening and closing sessions are in common.

- The model of the horizontally ordered congress: starting out from a main lecture which is easily understood by all participants and is followed by dispersing into specialized sections. One of the principles for the selection of the theme of the congress was the consideration that the integration and co-operation of the individual sciences are necessary within sports science itself. According to this principle the selection of topics for the subdivision of the main topic must determine decisively the form of the congress.

This central theme ought to be handled under four main aspects:

- anthropological,
- medical/biological,
- pedagogical/psychological and
- sociological.

The later, still more pregnantly formulated working titles for the four days of the Science Congress (Monday through Friday; Wednesday was reserved for field

trips) resulted from this division:

"Totality and Identity of Man as a Challenge to Sports" for the anthropological area; "Function and Malfunction of Sports in Society" for the sociological area; "Sport — Personality — Education" for the pedagogical and psychological area; "Sport and Aging" for the medical/biological area.

The theme "Sports and Peace" with an address by a Nobel Prize winner or by the secretary general of UNESCO was proposed as one of the evening events.

The science commission completed the second stage of preparations for the congress at its fourth session on March 31, 1969. The development of a marginal program also demanded a great deal of care. Since it was certain that 500 sports students from the youth camp would participate in the congress, the question of sports demonstrations was brought up continually and discussed until a few weeks before the beginning of the congress. This demonstration program would be arranged by the international delegations of the various sports colleges. It was determined at intensive preliminary preparations with the German delegations of students, however, that the students themselves were interested primarily in information and discussions and less in practical demonstrations.

17.2.5

The Organization

The question of time, place and costs of the congress must be clarified in time also. The suggestion to hold the congress in Munich with some 1,500 participants during the week before the Games, August 21 to 25, 1972, was viewed by the organization as very problematic especially in regard to finding accommodations in Munich at this time. The science commission based its proposal on the following arguments:

- The science commission could not agree to hold the congress anywhere outside of Munich. Holding the congress in a place apart from the Olympic Games contradicts the basic idea of the congress which is to present a supplement to the sports events of the Olympic Games. It appears unthinkable to transfer a congress of international importance to a smaller town. Its prestige would suffer and a limitation in the number of participants would result also from the transfer.

The German Museum in Munich was specified as the location of the sessions. Other halls, including the University Auditorium, were too small.

17.2.6

The Financing

The OC allotted 2 million DM in its budget for the congress. Later the executive board with the approval of the science commission decided to limit this to 1,250,000 DM. The costs of the Exhibit "100 Years of German Excavations on Olympia" were accounted separately. A further reduction in the budget by a decision of the executive board at its 23rd session on October 11, 1971 was cancelled partially. An additional allowance of 300,000 DM was approved after a circular decision so that the amount available in the budget totaled 1,080,000 DM.

17.2.7

Selecting Speakers and Inviting Participants

Further preparations concentrated essentially on the formulation of the congress panels, especially engaging suitable speakers and inviting the participants.

This work was done by four panels:

- theology, philosophy, anthropology;
- sociology, social psychology;
- pedagogy, psychology; and
- medicine,

which filled the following needs:

- proposals for the topics of the panels: The formulation of topics for the panels was not limited by a rigid scheme. It was left to the panels to determine the number of lecturers and working groups, to find the thematic connections between the theme of the day and the topics for discussion in the groups and to give proposals to the Science Commission. In the course of working out the main theme, three main papers were required from each working group in the morning in order to enable a comparison of important aspects within the limits of the papers and to indicate the internationalness better by the inclusion of additional speakers.
- Proposal for speakers: The panels worked out proposals for the selection of the main speakers and the lecturers, of the participants in the

symposiums and the chairmen of the sessions.

The science commission accepted the suggestion that the OC conduct the correspondence with the speakers being considered. The first letter by the chairmen of the panels asked whether the lecturer in question in principle was ready to accept the task. In a second exchange the chairman certified the agreement to cooperate and explained the task in detail. In another letter the OC informed the active collaborators about all technical details. Each collaborator was requested to make his contribution available for the publication of the congress report in exchange for a corresponding honorarium. In addition, the OC offered to pay traveling expenses and accommodations. It also agreed to help find accommodations and invited the lecturers to the opening ceremony of the Games.

The forms which were enclosed with this letter requested information about preferences in accommodations, times of arrival and departure, interest in specific sports events for which tickets could be purchased, as well as personal data (including a photograph) and especially about the most important publications. The president of the OC sent the official invitation after the return of these forms. At the selection of all active collaborators special consideration was given to a truly international participation and representation in addition to scholarly qualifications. The list of substitutes made by the panel also included these considerations. The panel directors who were nominated already were included in the further course of the formulation of the panels. They gave suggestions to the science commission for the further filling of their panels with substitute speakers. They were thus co-responsible for the success of the congress.

Three informative brochures were compiled for the directed invitation of participants to the congress. The OC sent out the first five-language prospectus announcing the Science Congress on the occasion of the XIXth Olympiad in Mexico City, 1968. The OC received seventy-four preliminary applications on the basis of this first oral and written information. In October, 1970 the OC sent the second prospectus in an edition of 10,000 copies after compiling a comprehensive catalog of addresses. It was printed in five languages with precise times and dates as well as naming the places of the meetings and presenting a summary of topics. The aims and tasks of the congress were defined precisely as follows:

"The congress wants to enable the exchange of experiences among sports representatives as well as every branch of science which is involved with modern sports." The special goal of the congress was given as the fostering of scientific work on the theme "sports" in those special disciplines which have applied themselves in recent times to this area. The OC set the first day of preliminary registration for January 31, 1971 after announcing the final specialized areas. The last written preliminary registration came at the end of July, 1972 and was accepted because there was no deadline given.

While the second prospectus was still provisional and was valid only as a registration without obligation of those interested, the OC sent the third prospectus out in January, 1972 for the final registration of those interested. In addition to the science program it included the marginal programs as well as an introduction to the three exhibits connected with the congress ("100 Years of German Excavations in Olympia", "Exhibit of Sport Medicine", "Literature and Documentation").

An enclosed computer questionnaire provided the business office with data up to the day of the congress concerning

- the person,
- his arrival and departure times,
- accommodations,
- participation in certain panels and marginal events.

The OC registered 1,809 participants up to the beginning of the congress and 455 more during the congress. The congress fee was 80 DM.

Fourteen assistants were employed for the immediate preparations. They concerned themselves with the selection and coordination of more than 450 short papers. During the congress these assistants became the most valuable scholarly advisors to the panel directors and participants in view of the abundance of the material provided.

17.3
The Program of the Scientific Congress

The Scientific Congress "Sport in the Modern World — Chances and Problems" took place from August 21 to 25, 1972 in the Congress Hall and adjoining rooms of the German Museum in Munich. The president of the OC opened the congress. The Federal Minister of Education and Science, Klaus von Dohnanyi, and the Bavarian State Minister of Education and Culture gave the welcoming addresses. There were 2,264 participants of whom 1,809 plus 126 newsmen were registered and 257 congress guests and 72 newsmen. The participation divided into special areas is given as percentages below:

Area	Percentage (%)
Philosophy	15.7
Sociology, social psychology	16.5
Pedagogy, psychology	45.5
Medicine	22.3

Participation by Sexes	Percentage
Men	73.2
Women	26.8

The average age was 35 years; students were not included in the tabulation.

The breakdown of participation by countries is given in Table 1; the collaborators are listed by countries in Table 2.

The topics of the congress were presented in three main addresses on each of the four days of the congress, a general assembly and a total of sixty panels (see Table 3).

17.3.1
Exhibits

The OC arranged the following exhibits within the framework of the Science Congress:

- "100 Years of German Excavations in Olympia",
- "Exhibit of Sports Medicine",
- "Books Exhibit".

The OC organized the last mentioned exhibit in cooperation with the Federal Institute of Sports Science in Cologne as a literary demonstration for the theme of the congress. The exhibit consisted of the following divisions:

- Exhibit of 700 books
- The presentation of these books was directed primarily to the main theme of the congress wherein the panels found a deep foundation in this literary evidence. Secondly, the basic idea was to document each language area with abundant literature. Thirdly, the most important scholarly works with references to "sport" should be presented. Fourthly, each participant should be able to inspect the books at any time.
- Periodicals show
- It appeared necessary to confront the participants with the leading periodical sports journals. This led to the selection of eighty journals from all over the world with contents of a predominantly sports science character.
- New publications in sports science
- An additional eighty books which appeared shortly before the beginning of the Olympic Games were included in the book exhibit. It became obvious that some of the authors saw their own publications in printed form for the first time, which gave the exhibit considerable news value
- Automatic literature search
- Some 650 excerpts from periodicals were stored in a microfilm library. This gave the participants the possibility of an insight into modern documentation. The information system "Miracode" used could provide immediate information to questions on specific topics. Abundant use was made of the connected photocopier.

The OC presented without gaps the official reports of the Games of the 1st Olympiad 1896 to the XIXth Olympiad 1968. A department concerning terminology and reports as well as a presentation of the most important scholarly works concerning the Olympic Games were displayed in addition to the themes of the Congress. A large part of the literature purchased later formed the core of the library of the Federal Institute of Sports Science. The collected excerpts from periodicals still can be borrowed from this library. In the future it will be possible to retrieve automatically the resumes of the papers presented at the congress from the electronic information system of the Federal Institute of Sports Science.

Survey of the Official Reports of Past Olympic Games

1896
1st Olympiad: Athens

The Olympian Games 776 B. C. - 1896 Part 1
Sp. P. Lambros and N. G. Politis
The Olympian Games of Antiquity Part 2

P. de Coubertin, F. J. Philemon, N. G. Politis, Ch. Anninos
The Olympic Games in 1896 Editions
Greek/French: Athens-Paris 1896
German/English: Athens-Leipzig-London 1896/97
Published by Carl Beck, Athens
F. Volckmar, Leipzig
H. Grevel and Co., London (228 pages)
Reprint of Part 2:
The Olympic Games 1896 Official Report
Publisher: Carl Diem Institute of the German Sporthochschule, Cologne, Cologne 1971 (70 pages)

1900
IIInd Olympiad: Paris

No official Report. Only in:

- Exposition universelle internationale de 1900 à Paris. Concours internationaux d'exercices physiques et de sports. Rapports. Paris: Imprimerie nationale, I (1901: 393 pages); II (1902: 427 pages).
- Exposition universelle internationale de 1900. Direction générale de l'exploitation. Règlements et programmes des concours nationaux et internationaux d'exercices physiques et de sports. Paris: Imprimerie nationale. 1900, (464 pages).

1904
IIIrd Olympiad: St. Louis

No official report. Only in:
Official Report on the World Exposition 1904. Chapter 37: Olympic Games, St. Louis, 1904, Berlin 1906

1908
IVth Olympiad: London

The Fourth Olympiad
Official Report of the Olympic Games of 1908 celebrated in London. Published by the British Olympic Association. Printed by Spottiswoode and Co., Ltd. London n. d. (780 pages), English.

1912
Vth Olympiad: Stockholm

The Fifth Olympiad. The Official Report of the Olympic Games of Stockholm 1912. Wahlström & Widstrand, Stockholm, 1913, (1,117 pages), English, Swedish.

1916
VIth Olympiad: Berlin

Cancelled

1920
VIIth Olympiad: Antwerp

VIIe Olympiade, Anvers 1920. Rapport Officiel, (Maschr. n. d., 173 pages), French.

1924
VIIIth Olympiad: Paris

Les jeux de la VIIIe Olympiade, Paris 1924, Rapport Officiel, Librairie de France, Paris n. d. (840 pages), French.

1928

IXth Olympiad: Amsterdam

IXe Olympiade, Rapport Officiel des Jeux de la IXe Olympiade Amsterdam 1928. J. H. de Bussy, Amsterdam, 1931, (1,022 pages) French, English, Dutch.

1932

Xth Olympiad: Los Angeles

The Games of the Xth Olympiad, Los Angeles 1932. Official Report, published by the Xth Olympiad Committee, Wolfer Printing Co., Inc., Los Angeles 1933 (795 pages), English.

1936

XIth Olympiad: Berlin

XI. Olympiade Berlin 1936. Amtlicher Bericht. Bd. I u. II, Wilhelm Limpert Verlag, Berlin 1937, (1,224 pages), German

1940

XIIth Olympiad: Tokyo

Rapport du Comité Organisateur sur ses travaux préparatoires pour les XIIe Jeux Olympiques de 1940 a Tokyo auxquels le Japon a renoncé. Tokyo 1940, Comité Organisateur de la XIIe Olympiade.

1944

XIIIth Olympiad: London

Cancelled

1948

XIVth Olympiad: London

The Official Report of the Organising Committee for the XIVth Olympiad, London 1948. Me Corquodale & Co. Ltd., London 1951, (549 pages), English.

1952

XVth Olympiad: Helsinki

The Official Report of the Organising Committee for the Games of the XVth Olympiad Helsinki 1952. Werner Söderström Osakeyhtiö, Porvoo, Finland 1955, (759 pages), English.

1956

XVIth Olympiad: Melbourne

The Official Report of the Organising Committee for the Games of the XVIth Olympiad Melbourne 1956. W. M. Houston, Government Printer, Melbourne, Australia. 1958 (759 pages), English.

Equestrian Games: Stockholm

The Equestrian Games of the XVIth Olympiad. Stockholm 1956. The Official Report of the Organising Committee for the Equestrian Games of the XVIth Olympiad. Esselte Aktie Bolag, Stockholm 1959. (270 pages). English, Swedish.

1960

XVIIth Olympiad: Rome

The Games of the XVIIth Olympiad Rome 1960. The Official Report of the Organising Committee, I & II. The Colombo Printing Establishment and the Rotographica Romana 1960, (1,722 pages).

1964

XVIIIth Olympiad: Tokyo

The Games of the XVIIIth Olympiad Tokyo 1964. The Official Report of the Organising Committee, I & II. Kyodo Printing Co., Ltd., Tokyo 1966, (1,355 pages), French, English, Japanese.

1968

XIXth Olympiad: Mexico-City

Volume I: The Country
Volume II: The Organisation
Volume III: The Games
Volume IV: The Cultural Olympiad
Produced: Organising Committee of the XIXth Olympiad.
Miguel Galas, S.A. Editorial Anthony, S.A. Mexico 1969, (4 Vol., 2,331 pages), French, English, Spanish, German.

17.3.2

Social Events

August 20, 1972: 110 guests attended the reception of the Ludwig-Maximilian University and the Technical University of Munich in the small auditorium of the university.
August 20, 1972: about 2,000 persons attended a welcoming evening in the halls of the German Museum.
August 21, 1972: about 2,000 attended the official reception by the president of the OC for all congress participants within a gala performance at the National Theater ("Die Folterungen der Beatrice Cenci" and "Carmina Burana" were presented).
August 23, 1972: 260 guests attended the reception of his Eminence Julius Cardinal Döpfner and Bishop Dr. Hermann Dietzfelbinger of Bavaria in Cardinal Wendel House.
August 24, 1972: 200 people attended the reception of the Bavarian Minister President Dr. h.c. Alfons Goppel within a concert given at the Bavarian State Opera.
August 25, 1972: 250 guests attended the reception of the German Sports Federation in the Hall of Fame of the German Museum.

17.3.3

Special Events

A solemn session in honor of UNESCO was held on August 24, 1972 in the Academy of Sciences with addresses by Willi Daume, President of the OC; Prof. Hans Maier, Bavarian State Minister of Education and Culture; René Maheu, Director General of UNESCO; and Sir Philip Noel Baker, Nobel Prize winner of 1959.

17.3.4

Field Trips

Twelve full- day and three half- day field trips in the vicinity of Munich were arranged for participants (16 to 100 persons per group, 1,000 in all). During each tour the field trips intended to visit sports facilities, the Upper Bavarian landscape and art historical points of interest. Three trips ended at a common point at times. The last three field trips started only in the afternoon so that the morning was free.

17.4

Publications

"The Scientific View of Sport: Perspectives — Aspects — issues". Before the congress was held a research report with this title was published by the scientific publishing house "Springer Verlag" (Berlin, Heidelberg, New York) in separate English and German editions. It contains treatments of the theme "sport" by thirty-eight internationally recognized scholars in the fields of anthropology, theology, philosophy, sociology, social psychology, educational psychology and medicine. The subtitle "Perspectives — Aspects — Results" indicates the aim of the individual contributions and the abundant literature survey offered. The book sketches a great part of the contemporary international research level in traditional and modern scientific disciplines which concern themselves with questions regarding sports. Simultaneously the book served as introductory reading for participants in the congress. "Bibliography"
This was drawn up in cooperation with the Federal Institute of Sports Science. The 2,500 titles listed in this 377-page work demonstrate the extensive literature that has been published to explain the sports phenomenon, above all in the specialized literature. This book also provided immediate and interesting information on the theme of the congress.

17.4.1

Congress Report "Sport in Our World - Chances and Problems"

Papers - Results - Materials

At the end of the Congress there were about 5,000 manuscript pages of the addresses delivered. The mass of material was supplied and arranged as follows:

Part I — Topics of the Day
— Alienation and Human Identity in Sport
— Sport and Conflict
— Sport - Personality - Education
— Sport and Age

Part II — Central Topics

— Physical Exercise, Sport and Movement, Prevention, Therapy, Rehabilitation
— Motor Learning and Training in Sport
— Competitive Sports and Competitive Sportsmen
— Social Science Analyses
— Basis and Limits of Achievement Sports
Medical Knowledge
— Competitive Sports from a Philosophical Point of View
— Sport and Games — Philosophical Interpretations
— Sports and Sport Education in Developing Nations
— Sports in the View of World Religions

It was not possible on scholarly and financial grounds to print every paper unabridged. Each paper the text of which was available prior to the congress was provided to the participants by the writers in a short form edited by the writers themselves. It was necessary to include in the congress report complete papers, or at least summaries and/or excerpts. All papers delivered, even those which did not particularly fit into the theme of the congress, were mentioned with the name of the author to facilitate further research.

The speakers were notified of this ruling both before and after the congress; this was acceptable to all but one. This book appeared in both an English and a German edition at the end of 1973 (Springer Verlag Heidelberg, Berlin, New York).

17.5

Critical Evaluation

The following are the evaluation viewpoints or criteria:

The theme of the congress:
It concerned itself with chances and problems, not with a scientific blessing of the healthy world of sports.
The addresses, papers and contributions to the discussions showed that the participants in the congress accepted this aim and followed it through. Critical orientation and guidelines through information, discussion, and rational argumentation took place rather than rounds of applause.

Internationalness:

This aim did not merely demand a wide range of international participants and a balanced relation of speakers, but also an international atmosphere. No one could force or organize this. The internationalness as a "relation and atmosphere" despite varying conceptions and positions was due to the participants themselves; their understanding, their fairness and their readiness for open discussion. The concept of the plurality of sciences — next to internationalness — was put into practice. Naturally there were a few obstacles here; the problem of language (semantics) as always is a basic obstacle in sports science; the various national traditions and mature conceptions are also of this nature. Also the pleasingly large number of short addresses with their data concerning researches and research findings, methods, countries, associations, aims and problems restricted the informal communication within small and still smaller groupings.

Interdisciplinary

The congress was interdisciplinary; that is, it was not divided by disciplines, but rather according to topics and questions. The fact was obvious that interdisciplinary knowledge and thinking are not developed very far. The congress gave stimulus and encouragement to the development of an interdisciplinary method and, most of all, an interdisciplinary awareness. The uneasiness caused by the surroundings in the German Museum (there was no other alternative and the building is not suitable for congresses) was compensated for by the common discussions in small groups, field trips, theater performances, concerts, sight seeing and exhibits, and not least of all by the Munich atmosphere itself which is marked by its easy-goingness, friendliness and tolerance. The factors last mentioned are beyond the reach of organizational planning and, fortunately, developed spontaneously.

Alibifunction

The congress did not turn out to be a justification for sports; that is, it did not become the cheering background for the Olympic Games. The participants in the congress did not sing the boundless praises of sport, its institutions and re-

presentatives; instead, they were not uncritical sympathizers with the Olympic Games. Many a critical word was heard, obvious mis-developments of the Olympic movement were laid bare, proposals were made for better solutions and the problems of sport were not concealed, but revealed. Thus a few topics with a basically skeptical foundation appeared in the catalog of congress topics, such as alienation, conflict, aggression, sports injuries, doping, etc. Questions concerning sports for the aged and handicapped, and for people with motor and behavior disturbances were considered equally with those of school and achievement sports. In this respect the congress lastly presented itself as the important and proper complement within the overall conception of the Olympic Games.

Hong Kong	2
India	21
Indonesia	5
Irak	2
Iran	5
Ireland	6
Israel	24
Italy	27
Japan	63
Yugoslavia	26
Canada	52
Columbia	3
Korea	2
Cuba	7
Kuwait	10
Luxembourg	8
Malaysia	4
Morocco	3
Mexico	76
Mongolia	5
New Zealand	3
Netherlands	30
Netherlands Antilles	1
Nigeria	5
Norway	23
Austria	33
Paraguay	1
Peru	9
Philippines	4
Poland	39
Portugal	2
Puerto Rico	2
Romania	14
Sweden	26
Switzerland	38
Senegal	2
Singapore	2
Spain	32
Syria	1
Tanzania	1
Thailand	6
Czechoslovakia	27
Turkey	8
USSR	52
Uganda	1
Hungary	8
Uruguay	1
USA	205
Venezuela	8
Total	1809

Collaborators, by countries

Belgium	4
Federal Republic of Germany	36
Bulgaria	1
German Democratic Republic	5
Finland	2
France	4
Ghana	1
Great Britain	7
Israel	2
Italy	1
Japan	1
Yugoslavia	2
Canada	3
Liberia	1
Luxembourg	1
Morocco	1
Mexico	1
Netherlands	2
Nigeria	1
Austria	4
Poland	4
Romania	1
Sweden	3
Switzerland	5
Spain	1
Czechoslovakia	2
USSR	6
Hungary	2
USA	13
Total	117

Number of Participants Listed by Countries

United Arab Republic of Egypt	10
Ethiopia	3
Algeria	11
Argentina	21
Australia	34
Belgium	30
Bolivia	2
Brazil	13
Federal Republic of Germany	609
Bulgaria	13
Chile	1
Republic of China	4
Cyprus	2
Denmark	4
German Democratic Republic	19
Dominican Republic	1
Ecuador	1
Finland	25
France	31
Ghana	2
Greece	8
Great Britain	38
Haiti	2

Monday, August 21, 1972
Alienation and human identity in sport

9 : 00 A.M.	President of the day	Baitsch	Ulm
	Principal speakers	Suenens Lenk Gurski	Brussels Karlsruhe Moscow
11:00 A.M.	Symposium	Baitsch Suenens Lenk Gurski Wohl Cratty Frankl	Ulm Brussels Karlsruhe Moscow Warsaw Los Angeles Vienna
	Working groups		
2: 00 P.M.	The subject discussed in the morning	Baitsch	Ulm
	Sport in the viewpoint of Judaism	Simon	Jerusalem
	Emancipation and repression through sport	Rieger Henke	Tutzing Tübingen
	Sport and professionalism	Atteslander Heinilä	Bern Jyväskylä
	Physiological fundamentals of competitive sports	Åstrand Vorobjev	Stockholm Moscow
	Applied medical sciences in competitive sports	Medved Strauzenberg	Zagreb Dresden
	Physiological limitations of competitive sports	Rowell Karvonen	Washington Helsinki
	Traumatology in competitive sports	Southwick Schoberth	New Haven Frankfurt
	Educational problems of competitive sport in youth	Groll Zukowska Nicu	Vienna Warsaw Bucarest
	The sensory-motor system	Ballreich Portnow	Frankfurt Moscow
	Sport and aggression	Guéron Denker	Sofia Tübingen
	Approach to a philosophical phenomenology of sport	Vuillemin Weiss	Paris Washington
5:00 P.M.	Open working groups	Heidland Cagigal Falize Burck Seurin	Karlsruhe Madrid Brussels Kiel Arreau

Tuesday, August 22, 1972
Sport and conflict

9 : 00 A.M.	President of the day	Bolte	Munich
	Principal speakers	Gluckmann Krawczyk Z. Sherif	Manchester Warsaw Pennsylvania
11:00 A.M.	Symposium	Bolte Gluckmann Krawczyk Z. Sherif Cox Vuillemin Frankl	Munich Manchester Warsaw Pennsylvania Cambridge, Mass. Paris Vienna
	Working groups		

2: 00 P.M.	The subject discussed in the morning	Bohte	Munich		Metabolic fundamentals in sport medicine	Keul Saltin	Freiburg Stockholm
	Leisure time — Urbanism — Games	Holzamer Cox	Mainz Cambridge, Mass.		The personality of top-performance athletes	Kane Vanek	London Prague
	Sport in the viewpoint of Islam	Naciri	Casablanca		Mental training	Ulich Start	Cologne Slough GB
	Prophylactic aspects of sport in medicine	Mellerowicz	Berlin		Sport for the purposes of special treatment of handicapped children	Rieder Wiegiersma	Cologne Noordhorn
	Rehabilitative aspects of sport in medicine	Halhuber Brunner	Höhenried Tel Aviv		Approach to a philosophical interpretation of competitive sports	Menze Bouet	Cologne Rennes
	Sport for the disabled	Guttman Witt	London Munich		The contribution of sport to economic and social development	Anthony Taher Adefope	London Cairo Nigeria
	Drugs and sport	Prokop Dirix	Vienna St. Niklaas				
	Origins and change of achievement motivation	Hegg Rokusfalvy	Zurich Budapest				
	Physical education in developing countries	Anthony Thomas Ayi-Bonte	London Monrovia/Liberia Accra/Ghana	Friday, August 25, 1972 Sport and Age	9: 00 A.M. President of the day	Jokl	Lexington
	Programmed instruction	Weltner Ungerer	Wiesbaden Berlin		Principal speakers	Astrand Roskamm Letunov	Stockholm Freiburg Moscow
	Movement education for mentally retarded children	Decker Cratty	Luxembourg Los Angeles	11 : 00 A.M. Symposium		Jokl Astrand Letunow Hirata Dumazedier Puni Roskamm	Lexington Stockholm Moscow Kyoto Paris Moscow Freiburg
	The theory and research of play	Schmitz Sutton-Smith	Saarbrucken New York				
	Open working groups	Diem Groll Fingerle Rieder	Cologne Vienna Munich Cologne		Working groups		
				2: 00 P.M.	The subject discussed in the morning	Jokl	Lexington
Thursday, August 24, 1972 Sport - Personality - Education					Self-worth and bodiliness	Moser Hirata	Rottenburg Kyoto
9: 00 A.M.	President of the day	Rijsdorp	Den Haag		Sport in the view-point of Hinduism	Nityabodhananda	Geneva
	Principalspeakers	v. Hentig Ter-Ovanessjan Nixon	Bielefeld Moscow Stanford		Sport — mass media — sport medicine	Hammerich Lang	Cologne New York
11: 00 A.M.	Symposium	Rijsdorp v. Hentig Ter-Ovanessjan Nixon Simon Rassem Åstrand	Den Haag Bielefeld Moscow Stanford Jerusalem Salzburg Stockholm		Sport for youth and sport medicine	Landry Lange-Anderson	Quebec Bergen
					Sport in middle and old age	Seliger Hollmann	Prague Cologne
					Sexual differences in sport	Tittel De Garay	Leipzig Mexico
	Working groups				Medical problems of school sport	Ostyn Bouchard	Leuven Quebec
2: 00 P.M.	The subject discussed in the morning	Rijsdorp	Den Haag		Top-performance sport as a social problem	Herrmann Erbach	Tutzing Leipzig
	The contribution of sport in the integration of world society	Henrich Fleming	Munich Windsor C.		Social factors and athletic performance	Buggel Nagy	Berlin, GDR Budapest
	Career problems of athletes	Lüschen Kenyon Krawczyk B.	Urbana Waterloo Warsaw		Sport and the curriculum theory	Röhrs Abernathy	Heidelberg Seattle
	Biochemical fundamentals in sports	Wartenweiler Margaria	Zurich Milano		Sport as interpreted by philosophical anthropology	Filipovic Slusher	Zagreb Los Angeles
	Cardiopulmonary fundamentals in sport medicine	Reindell Shephard	Freiburg Toronto				
	Neuromuscular fundamentals in sport medicine	Müller-Limmroth Pickenhain	Munich Leipzig				

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18.1

Defining the Task

The executive board of the OC immediately after its foundation in July, 1966 decided that an essential prerequisite for the best presentation of the coming Games of the XXth Olympiad would have to be a unified, but universally appealing and varied image for the Olympic City of Munich and all that goes on with it.

Thus the executive board decided at its second session on July 17, 1966 that due to the problems involved with the image desired for the Games, it would have to work in cooperation with the College for Form in Ulm, especially with its director, Professor Otl Aicher.

At its fourth session on December 2, 1966 the executive board of the OC compiled its information on the image of the Olympic Games on the basis of the results of consultations up to that time as follows:

- In relation to its outward appearance the Games will not be overly pompous, but rather have a sincere festive character on a high artistic level. This means that the Games must be ideally organized also in regard to information and communications.
- It will be attempted to check and compensate the expected flood of publicity means and to derive financial benefits in certain cases, if possible, with the granting of licenses, etc.
- The cultural significance of the Olympic Games in Munich will be emphasized by a non-uniform but harmonious and artistic striking image.

By this time the executive board realized that the formulation of the image for the Olympic Games had such high goals that a detailed design of immense proportions was required already and could be achieved only by unified and comprehensive planning.

For this reason the executive board deemed it necessary to have its own formulation bureau of the OC for design and coordination. The examples of the previous Olympic Games demonstrated this necessity whereby value would be placed on the position that only the punctual beginning of this meaningful and extensive work would be able to guarantee an extraordinary success during the time of the Games.

When working out the necessary designs the executive board had to proceed to include every conceivable variation into the plans in order to avoid a one-sided character of the image in any case.

During the same session on December 2, 1966 the executive board of the OC approved the following items for an overall concept of the visual image for the Games of XXth Olympiad:

In General

A general emblem
Uniform colors and color combinations
Uniform typefaces
Uniform ordering rules, specified formats
General posters
System of generally meaningful symbols (symbolic language)
A system of symbols for visualizing the

contests
Bulletin boards
Calendar of events, complete listing
Program of sport events,
complete catalog
Entrance tickets, vouchers
Coins, medals
Postage stamps
Lapel pins, tags
Flags, flag clusters

Individual Objects

Posters, symbols
Programs, brochures, catalogs, invitations
Area diagrams, information panels
Special equipment, choice of colors
Traffic direction, trail blazers
Special indicators

Other Items

Emblems, badges, pins
Organization papers, stationery
Rubber stamps and seals
Forms
Office furniture, signs
Announcements, publications
Documents
Invitations and papers for official events

Press and Public Relations

Olympic Newspaper
Titles for films, television, the press
Employment of photographers for a photographic archive
Building block elements for photographic reports
Films
Advertising in foreign countries, posters, brochures, announcements
General publications, books

Olympic Village

Olympic Village newspaper
Bulletin boards, information panels, titles
Identification cards
Coupons, meal tickets
Papers for shipping baggage, travel aids

Contest Organization

Invitations
Welcoming papers, reception forms
Contest information
Referee information
Identification cards, certificates, medals
Signs on the contest sites, area diagrams
Trail blazers, place designations
Flag arrangements
Special visual decorations

Cultural Events

Posters, invitations, brochures, programs
Exhibit lay-out, congress papers

Folklore, Tourism

Souvenirs, travel mementos
Postcards, toys
Travel folders, poster series
Shopping bags

Municipal Image

Tourist trade posters
City brochure, city map
Shopping map, hotel map
Aid for dressing display windows
Flag arrangements
Printed matter for official invitations
Calendar of events for special events
Posters, brochures, catalogs for cultural affairs
Arrangement of exhibits.

Traffic

Orientation, road signs
Trail blazers
Designations for police, first aid stations
Public transit maps and route signs
Motor vehicle licence plates, traffic identification

Uniforms

Athletes, officials
Referee, jury members
Ushers, service personnel

Commercial Image

Advice for raising the level of designs
Guidelines for including commercial advertising within the competency of the Games
Proposals for the formulation of accommodating commercial advertising within the city

The commission for visual design which was composed of experts in this specialized field was founded in March, 1967 to support the considerations of the executive board of the OC.

18.2

The General Conception

At the fifth session of the OC on March 17 and 18, 1967, Otl Aicher presented his ideas concerning his future work as the commissioner for visual design of the OC with consideration for the requirements of the executive board. The executive board signed an employment contract with him with the request to present a detailed concept for the formulation of the overall image in connection with the Olympic Games as soon as possible and not later than the end of 1967. Later Otl Aicher was integrated into the OC's full time staff of collaborators as department head.

At the seventh session of the executive board on September 15, 1967, the design commissioner certified that an overall visual concept would be delivered before October, 1967. He stressed that the list of objects planned by him within the scope of the Olympic Games would be very extensive because it did not merely concern itself with the Games; i.e., predominately with items connected with the sports events. It included much more: the tourist trade area, the image of the city of Munich and public transport.

At the eighth session on November 22, 1967, the design commissioner with the aid of an exhibit demonstrated his principles for the visual design for the Games of the XXth Olympiad to the executive board of the OC.

Following are the essential points of the solution presented by the design commissioner, which were the basis on which the overall concept of the image of the Olympic Games in Munich was developed later on.

He emphasized the fact that the formulation of the image was actually a matter of organization. Printed matter, posters, brochures, bulletins, admission tickets, newspaper mastheads, letter headings, television shorts, clusters of flags, uniforms, badges, etc. would project this image. The problem was to arrange each item forming the image according to standardized criteria. If one is faced with the purely theoretical alternative of whether a second rate image would be able to stand up to the total effect resulting from first class independent and individual designs, then a decision could be made only for the sake of unity and closedness even when the qualitative concept in this way will not reach its highest level. Unity would be either a system consisting of the same elements with the danger of being more or less uniform, or a system made up of predominantly variable elements which would result in an impressive bond of related elements.

For the Olympic Games in Munich the design commissioner strove for the second concept: uniformity by relationship. This conception allowed more fullness, more contributors and more movement. However, it would rest on the authority of the design commissioner to protect such a variable system from loosening up and disintegrating.

The design commissioner further demonstrated that the significance and profoundness of a festival should not always be expressed through seriousness.

Lightheartedness and non-conformity are equally signs of the noticeable recognition of the meaning of the Olympic Games. For this reason the OC strove for the characteristics of unpressuredness, carefreeness and relaxation for these Games, so that its festive character would be retained. Solemnness should not be presented in the connotation of traditional society, but rather in the meaning of an unpressured atmosphere.

The creation of a positive psychological climate on the level of high holiday spirits would be attained by the utilization of simple elements such as colors, typefaces and symbols. The following colors were suggested: a light, middle intensive blue as the primary tone, a middle intensive green of the same shade as the supporting color together with white and silver.

One also follows the same course when one chooses a light sansserif typeface from the wide range of available styles to support the association "not-somber, refreshing, light and agile". This typeface would imply accuracy, objectivity with the impression of youthfulness and natural elegance in its image. On the other hand this type should be reserved, it should have no heavy ornaments nor should it have aggressive sizes.

Further, in conjunction with the colors, the symbols have the task of leading everyone, above all the foreign guests, to their destinations, of making the layout of the city and the Olympic events perfectly clear, and of eliminating the feeling of unsureness from each guest, all without the use of language. Next to being technically perfect and functional, an aesthetically pleasing appearance is demanded which must stay within the limits of the overall image.

The art program would be worked into the image as a duty toward the traditional, the modern and especially the contemporary tendencies in art.

Since the executive board had decided to have the final vote on the overall concept only after the completion of the competition for the emblem, the executive board unanimously approved the overall concept developed by the design commissioner for the image of the Olympic Games in Munich at its tenth session on May 8, 1968. It also thought it desirable that other artists be included in the further development of the visual design to a great extent. Even when it should strive for a certain closedness of the image, it would thus approve the conscious integration of various artistic conceptions and ideas.

The concept for the image for the Games of the XXth Olympiad was approved by this decision of the executive board. On the basis of this decision, the OC worked out the details of the image and afterwards realized the theoretical concept of the image for the Olympic Games by means of carefully aimed and successful measures.

18.3

The Emblem

The executive board of the OC voted to form a commission under the direction of Otl Aicher for the design of the official emblem at its third session on September 30, 1966. The commission was assigned to work out ideas and proposals for this essential of the image. Even at this time it was apparent how much value, being very conscious of its goals, the OC placed on the special performance of all forms of visual appearances in connection with the Olympic Games.

At its fifth session on March 17 and 18, 1967, the executive board assigned the already duty-bound design commissioner to design an emblem within the limits of the contract settled with him, and beyond this to bring about a vote with the commission for visual design and to submit the results to the executive board.

The design commissioner informed the executive board concerning the progress of his work at its seventh session on September 15, 1967. He submitted to the executive board the design for an emblem, the so-called "wreath of rays". With this emblem he attempted to portray the aim of the Olympic Games in Munich — light-hearted, carefree and refreshing — which was expressed in the concept "radiant Munich". The design commissioner emphasized that the wreath of rays would be universally intelligible and result in a certain associative value with Munich and its surrounding area. In regard to various examples of its use, he explained that the best setting for the wreath of rays would be two vertical black lines. As the main color he recommended a fresh, light blue which is generally understood as the color representing peace.

After extensive discussions the executive board postponed its final decision and demanded that the design commissioner develop alternative solutions so that the executive board could act decisively on this matter. The design commissioner fulfilled this demand.

At its eighth session on November 22, 1967, the executive board unanimously approved the proposal to open a competition for the production of an emblem for the 1972 Olympic Games. There was general agreement in regard to this competition that not only well-known artists, but also the new generation of artists should be attracted to it. For this reason the executive board opted for a so-called "mixed" competition with an unlimited range of competitors and by simultaneously sending special invitations to individual personalities.

At its tenth session on May 8, 1968, the executive board finally decided on the emblem of the Olympic Games as an essential element of the overall image. It concerned itself with the results of the competition in which some 2,332 entries were received.

The commission for visual design of the OC had occupied itself fully with the results of this competition already and on April 18, 1968 submitted the following recommendation to the executive board for decision:

"The commission considers the results of the public competition for an Olympic emblem as unsatisfactory. It is of the opinion that none of the symbols, including the five winning entries, is suitable for use." It attached the following reasons:

—The symbol awarded the first prize appears to be too faddish and would be quickly worn out. It lacks sensitivity and quality of form which already expresses itself in the fact that it cannot be used unequivocally alone or in relation to the Olympic rings.

—The second prize winning design is too decorative and self-sufficient and thus very difficult to utilize in connections. The formal relation between the symbol and the Olympic rings appears absolutely insufficient. The symbol itself will unsatisfactorily direct image associations, possibly tending towards pathos.

—It becomes overwhelmingly clear from the third prize winner that the Munich municipal coat of arms is not suitable as a design for a valid emblem. Because of the unavoidable abstraction in the direction of sketchiness thus losing pregnancy and the suitability for general utilization, the original figure becomes unintelligible and indeed, caricaturized, without having attained the appropriate degree of symbolism. Emphasized by this sort of formal treatment, the possibly positive experiential contents connected to cartoon-like coats of arms like Munich's *Kindl* must be resolved. In other respects the graphic quality of the proposed symbol is questionable.

—On the other hand the graphic quality of the fourth prize entry is acceptable. Nevertheless, it has to be judged negatively because a satisfactory association with the Olympic rings does not appear possible. The initial letter of the city of Munich is a valid subject, but it does, present too restrained a starting point for an universally valid symbol with power of expression.

—The fifth prize winning design repeats a few of the drawbacks already mentioned in regard to the other symbols such as lacking possibilities for combination with the Olympic rings, narrow range of usability, little power of expression.

The commission for visual design proved that the overall quality of Otl Aicher's wreath of rays was not attained by the Competition results, but moreover was noticeably higher than the level presented by the competition.

The commission once again recommended the emblem designed by Aicher and referred to his well founded proposal which he had explained earlier at length. Due to the unsatisfactory results from the competition, a panel of experts assembled by the president of the OC undertook to examine as a team new possibilities for the emblem, taking into consideration every artistic and technical, and even psychological and sociological viewpoint. The goal set for this panel of commercial artists was to develop an emblem which would meet the following conditions:

— it must be impressive and easily remembered;
— it must fit into the overall image;
— it has to show a quality of form which will be intelligible to everyone and even acceptable and appreciable by the more

- discerning public;
- it must not be modernistic, but in a certain way it should be timeless;
- it must possess the artistic independence necessary for licensing purposes;
- it must present a convincing relationship and complement to the Olympic rings.

In the opinion of the panel the last condition was the most difficult to fulfill because the almost classic symbol of the Olympic movement — the five Olympic rings — already presents a complete symbol by itself. Putting something of equal value next to or even before it was hardly possible because the perception of form in our time tends towards simplicity. In fact, the panel even considered being satisfied with only supplementing the rings with the legend "München 1972" or "M 1972". In addition it worked out different variations on the wreath of rays developed by the design commissioner. The panel considered the wreath of rays to be a good design and therefore it tried to vary it sufficiently so that it could be copyrighted.

The executive board of the OC agreed to include the results of this panel in the further discussions. The following designs remained for selection:

- Design I "stylized stadium" (competition 1st prize)
- Design II "free snailshell shape" (competition 2nd prize)
- Design III "stylized *Kindl* of Munich" (competition 3rd prize)
- Design IV "star pattern consisting of four large M's" (competition 4th prize)
- Design V "suggested spiral" (competition 5th prize)
- Design VI "wreath of rays" (unchanged) (design commissioner's proposal)
- Design VII "framing of the wreath of rays with the addition of the legend "M 72" (proposal of the Olympic emblem panel)
- Design VIII "wreath of rays consisting of five rings resting next to each other from inside outwards" (proposal of the Olympic emblem panel)
- Design IX "wreath of rays with super-imposed spiral" (proposal of the Olympic emblem panel)
- Design X "utilization of individual letters from Dürer's alphabet, especially the letters 'D' or 'M' " (proposal of the Olympic emblem panel)
- Design XI "Olympic rings supplemented with 'München 1972' or 'M 72'" (design from a discussion)

After intensive and extended debates in which the executive board of the OC came to an understanding both in general and in particular with various designs, the following remained in the competition after a number of ballots:

- Design VI "wreath of rays" (unchanged)
- Design IX "wreath of rays with super-imposed spiral"
- Design X "letter 'D' or 'M' from Dürer's alphabet".

Since a majority of the executive board voted against postponing the decision and because the original pattern of the wreath of rays (design VI) was eliminated in a later ballot, the final decision for the wreath of rays with the superimposed spiral (design IX) was made in an end ballot of 8: 3.

18.4 The Olympic Medal

At its fourth session on December 2, 1966 the executive board of the OC concerned itself with the striking of the official Olympic medal for which a rough design was submitted by the design commissioner. The executive board expressed its desire to offer a medal of high artistic merit which would appeal to the largest possible segment of the population. The proposal worked out by the design commissioner featured an ancient archer as the principal figure on the medal, which was viewed as a good compromise in the desired direction.

Unfortunately the sale of these official commemorative medals in gold and silver did not bring in the expected financial returns and so it was decided to let the sale of the archer medals expire in the middle of 1969. Instead the OC began the production and sale of commemorative medals with sports themes, the emblem and the municipal coats of arms of Munich and Kiel both in gold and silver.

18.5 The Posters

Everywhere where people gather, posters attract attention for themselves and others. The opportunity to reach as many people as possible increases in places where there are crowds — this is the domain of posters. And since posters by their essence are also visual means of information about the Olympic Games, thus once again they are part of the overall image. While the Games as athletic events need no advertising — there are constant reports on them anyway — they do require public relations in order to be publicized as one would like them to be understood.

A wide selection of posters for various posters was developed for the Olympic Games in Munich. Numerous posters were produced for special occasions (pre-Olympic-exhibitions, the torch relay, etc.) in addition to those for sports and cultural events. There were also posters with photos or just lettering; diagrams, maps or charts and tables were also given the character of posters. Quantitatively, the sports and cultural posters formed the focal point. They utilized different methods within the limits of the elements determining the image of the Games.

The twenty-one sports posters were intended to fulfill the following requirements:

- They should be intelligible in a majority of international cultures;
- They should appeal to most people throughout the whole world.

Thus a poster which must be legible in the area of socialist realism or ancient cultural, technically underdeveloped regions, should appear necessarily different than one whose validity is restricted to western civilization. Under these conditions its message must be expressed in a language beyond verbal interpretations, i.e., in a picture language intelligible to the whole world. This basic conception was met by the tendency to favor photography of sports events as opposed to other forms of illustrations. Thus the goal of the Munich conception was to intensify the meaning of photography and its value as a signal for the purpose of information on the Olympic Games in Munich as expressed in form and color over and beyond the use of the emblem. Therefore, great care was taken to select typical athletic situations as photographic models. The abstraction and simplification of form and color were the means to this end. This process defined the symbolic character, allowed secondary features to vanish and kept the essential features. Most of all the strange colors, which took advantage of the signal value of color hues, caused scenes seen hundredfold and thus optically worn-out, to reappear as a call signal. Accustomed color associations were replaced by surprisingly new color values and combinations. Applied on either large areas or piecemeal they signified the typical atmosphere of each sport: the refreshing water, the expanse of the football field, the island of a fencing bout — despite every deviation from naturalistic depiction.

The color tone was limited to the color spectrum of the Games for each sports poster and the theme color from this chart was assigned to each poster. The color combinations were constructed from only two to four more color tones in addition to the primary color. The sports posters became a part of a series for this reason alone. This characteristic was supported also by the left-to-right motion in every poster and by the horizontal lines. Another important feature of every sports poster is its form consisting of cut outs. Thus almost every figure and other elements were bled into the page. This principle suggests action and increases the signal value of the figures. Thus by means of concentration on typical aspects of each sport the posters became symbols which could be comprehended immediately by each viewer. The use of various posters together also increased the effect of the individual poster. Colors and signal effects mutually complemented each other.

This series of posters did not promote the individual sports events, but rather the Games of the XXth Olympiad 1972 as a whole. As a result they had a representative function and were intended to accentuate the specific atmosphere of the Games. Thus two posters were developed within the course of the series according to the same principles. One suggested the architecture of the sports sites in Munich and the second hinted to Kiel where the yachting events took place.

A definite, purely abstract system was true for the posters of the cultural events. For each one a basic color determined the color characteristics in connection with a colored band composed of colored stripes of different quantities and also evoked associations with the rainbow motif. General information — the cultural poster — provided the basic structure which, complemented by special data on individual events, constituted a verbal message in connection with an illustration.

These very similar basic elements gave the posters the effect of belonging to a series, an effect also accentuated by the same height of the central lines in each poster.

The purely text and photograph posters developed for the Games had a supplementary function in addition to these series.

18.6 Bulletins—Brochures

The OC had to produce a series of brochures in connection with its preparations. It primarily concerned itself with the following publications:

- Bulletins
- The official Olympic guidebook
- Pressbrochures
- The official art program.

Each of these publications consisted of a series of individual booklets which were characterized by their identical size and specific appearance. All the brochures formed a unit despite widely varied contents. Seven bulletins were published, each edition marked by a number. There were also illustrated brochures for tourists. These booklets had the same almost square format (2/3 DIN A3). They included literary and cultural essays on the cities of Munich and Kiel; another brochure depicted the Federal Republic of Germany as a land for traveling. They were already distributed during the Games of the XIXth Olympiad in Mexico City (1968). The pages were divided into four columns to permit parallel texts in different languages. A square format was a prerequisite for the typographical solution for these bulletins.

The text was supplemented by numerous clusters of pictures, usually in color. The typographical system was also evident on the covers of the bulletins, of which each one was of a color from the color chart for the Olympic Games in Munich. The four-column format was marked with the help of fine vertical lines and at the same time the area was rhythmically divided.

Beginning in October, 1968 the OC published seven "Official Reports on the Games of the XXth Olympiad" also called "bulletins" for short:

- Bulletin 1 (October, 1968) announced the intentions of the organizers in Munich concerning tourism and architectural, organizational and designing projects.
- Bulletin 2 (May, 1969) had the arts as its theme: Art and Sports, Sports and Games – their Integration into the Olympics.
- Bulletin 3 (May, 1970) according to the title, contained "2,638 Facts" concerning progress on the preparations.
- Bulletin 4 (March, 1971) reported on the buildings and facilities at the sports sites and the Olympic Village.
- Bulletin 5 (May, 1971) had the press as its theme: Information and Communication.
- Bulletin 6 (September, 1971) reported on "The Olympics and Technology".
- Bulletin 7 (June, 1972) was devoted to Kiel and the yachting events.

The second group of publications — the official Olympic guidebooks — had a tall thin format and could be carried easily in one's coat pocket. The rainbow motif which extended around the entire cover as equally wide bands of color was the distinguishing feature of their appearance. The same format was used also for the other guidebooks to the Olympic Village, the press, the youth camp, the doping control and the Olympic Center.

The contest brochures, which contained the rules and regulations for the twenty-one sports practised at the Olympic Games in Munich and Kiel, were individually distinguished by a sports pictogram. Each cover of these publications was dominated by two colors: one basic tone from the Olympic chart and a block of sixteen colored squares. The dates scheduled for each particular sport were designated by means of the appropriate pictogram.

Naturally special consideration was due to the journalists as the most important mediators of the Olympic happenings. To make their work easier it was necessary to inform them promptly and accurately concerning the preliminaries, addresses, means of transportation, communication facilities, the organization, the Olympic symbolic language, dates, sports facilities, and names. This was all included in a 164 page brochure entitled "Who? When? Where? What? Why?" - the five classical questions of newsmen. The title also expressed the graphical conception, i.e., to use freely elements which remain the same so that with the help of a flexible reorganization each theme can be arranged according to its uniqueness.

The brochure "Olympic Summer" contained the very comprehensive art program. This official art program had the same tall thin format as the other Olympic guidebooks mentioned above, whereby through the use of the same color chart, but in a different order, the desired unity was retained and the difference to the other series was emphasized.

Documentations, prospectus, tables, handbills, reminders or catalogs were published in addition to the five dominating series of publications. Here the OC also strove for a visual unity resting on a few constants which would be attained by the systemization of the page and picture layout as well as by secondary features.

The technical competition brochures which were concerned mainly with the rules of the sports, the daily program for visitors as well as internal technical reports for the organization and the press brochures were the most important publications next to the official bulletins.

18.7 The Pictograms

18.7.1 In General

Thirty-four different languages are spoken in Europe alone. For this reason it was necessary for the OC in the interest of international visitors not to limit itself to verbal information, but rather to take advantage of the possibility of generally intelligible pictorial symbols. The OC also conceived a second visual system in addition to the sports symbols which were intended to serve as general information. This system was constructed of pictograms — symbols which translate the message into visually understood picture language. It especially included directions to services, transportation and information which would make the flow of communication possible and also ease it.

The system was built on the scientific basis of the theory of symbols. According to this theory, a meaningful symbol has a syntactical semantic and pragmatic dimension. Thus the syntactical aspect will be determined by the affinity to a group of similar meaning, i.e., by the current association within a meaningful context and also by the formal quantity. In this way symbols which forbid something have different formal characteristics than a symbol which directs towards something. The semantic properties develop from the meaningful contents of the individual symbol and its particular message. The meaning of that which is intended to be characterized must be recognized without difficulty. Once again this is only possible by means of an appropriate form. Finally the effectiveness and functional quality are criteria for the pragmatic aspect. This concerns, for example, the intelligibility. All these aspects should be taken into consideration equally.

Nevertheless today this goal is attainable only to limited degree in the beginning stage of a generally intelligible symbolic language. Newly developed symbols of a high syntactical value quality do not achieve the same degree of semantic and pragmatic effectiveness without additional factors because they are relatively less well-known. The means for achieving this goal are concentrated on the development of particular factors of order which characterize the system and support this system like a visual grammar. The square is the basis of this formal grammar even as of the sports symbols.

Consequently the same elements will be used at times as sub-symbols for specific behavior. For example, negation will be symbolized only by the form: a thick bar through the symbol, unlike traffic signs which use three different symbols. This message will be accented by a grid or lines drawn on the background. Further, all symbols which refer to spatial relationships (entrance, exit, garage, hotel, lecture hall, locker room, etc.) are characterized by marginal bars. A bar on the right or left side of the square symbolizes a wall, at the upper margin the ceiling, at the lower the floor. Completely covering the square field with criss-crossed bars suggests high security areas (e.g., lockers). The arrow as a symbol to indicate directions forms a stereotyped symbol in this grammar;

equally the question mark which indicates information booths, etc.

Consistently used elements or sub-symbols of this system supplement the actual symbol and modify its message. The symbols in this system are derived primarily from characteristic situations of movement, from objects, typical shapes of garments or their combinations. The symbols reduce the message by means of abstraction to the simplest, but generally intelligible, basic geometrical shapes. Analogously to the sports symbols vertical and horizontal lines in addition to diagonals form angles of 90°, 45°, or 135° as movement directors, are also included in this system.

Thus a system of symbols resulted concerning whose semantic and pragmatic effectiveness information can be given only after longer use. The integration of a visual system into the consciousness of the public demands a certain familiarity, a growing trust. Systems of symbols also experience a process of development analogous to that of language. Those symbols will be accepted which convincingly meet the demands of the message. Others will be eliminated because they lack intelligibility and then will be replaced by new developments. In order to expedite the process of familiarizing people with the symbols, it seemed appropriate to supplement the pictorial message by verbal additions in a few cases during the Olympic Games in Munich: English, French and German (the language of the host country) were used in accordance to the decisions of the IOC.

The IOC ordered the pictograms in the light blue primary color of the Munich Olympic Games to intensify the particular message or information. Several pictograms in a way formed a blue band of basic information, which extended through Olympic Park at the same height and remained free from other signs or visual elements.

In the future it is certain that systems of symbols will achieve ever greater significance in view of increasing general abstraction. Therefore it seems expedient to replace the more or less accidental system of symbols with an internationally approved system. The pictograms developed in Munich are not intended to create a completely new system, but rather to develop earlier solutions further. Thus the OC integrated elements of the system of symbols from the Games of the XVIIIth Olympiad in Tokyo, 1964 and symbols from the 1967 World Exposition in Montreal into the system for Munich.

The following are depictions of several individual types of pictograms.

18.7.2 The Large Pictograms in and at the Sports Sites

Larger than life-size pictograms were installed in and at the Olympic sports with a double function: first, they indicated from a distance where the sports sites were and second, which particular sports events would actually take place there.

The large pictograms, which measured roughly three meters by three meters, differed among themselves only in contents, but not in physical features. Since the idea of marking the sports sites was put into reality only relatively late, a number of compromises had to be made when placing them. For example, the large pictogram for the boxing hall could not be mounted on the roof because the anchoring would be too complicated and expensive: mounted on a roof, surfaces measuring nine square meters would have to be able to withstand the force of the wind like a sail.

Large pictograms were also installed in the sports sites, but here mostly for decorative purposes.

18.7.3 Pictograms in the Olympic Village

The OC had the difficult task to supply some 12,000 athletes and officials in the Olympic Village with comprehensive information quickly. This was intended to enable everyone to find his own way around and thus to reach his own room, the various buildings, the apartments of others, bus stops, restaurants, cafes, the post office, movie house, and the village administration without any difficulties.

In a veritable Babel of languages and alphabets a plausible and easily understood orientation for a few weeks of community living had to be created for 122 nations of the world. In the men's Olympic Village and in the women's living quarters this was accomplished not merely by giving names to things, but also by the utilization of certain colors, which in connection with letters, numerals and symbols functioned as street signs and house numbers.

18.7.4 Pictograms in City Traffic

It was also necessary to provide a genuine orientation for city traffic in a suitable manner. Even at a glance it had to be made clear to a driver whether he had a general geographical signpost ahead of him or a trail-blazer to the Olympic Games and the sports sites. Not just the general emblem was used for this, but also certain formats, colors, symbols and lettering. The city of Munich was not completely by accident the beneficiary of the Olympic image in relation to itself. Thus, for example, the same lettering on street signs, the same colors on signs and public means of transportation and the same symbols were used as much as possible. The fears that the peculiarities of the city would be standardized and that a monotonous uniformity would result, did not materialize. Everything fitted together meaningfully and naturally.

18.7.5 Pictograms in Olympic Park

The fear of walking in the wrong direction, not arriving or not reaching a destination, is among the oldest fears of mankind. At the Olympic Games this is noticeable in the fear of coming too late and missing something, particularly since the dimensions of the ingeniously built short paths are still unusually vast. For this reason the OC utilized as a specific language pictograms which are more quickly and, more importantly, unequivocally understood by visitors instead of words, concepts and sentences. Symbols pointed out the way; abbreviations, letters, numerals and colors led to the stadium, to the correct seat or to a refreshment stand. Pictograms also made clear in a friendly way that which was not permitted.

The symbolic language is international; the pictograms are like the gestures of a pantomimist and make non-verbal understanding possible. In practice there are no actual barriers because civilization provides a general sort of consensus. Even those who are accustomed to eating with chop sticks at least know what a "knife and fork" means. World-wide communications have spread the meaning of "beer", "ice cream", "clothes iron", "bath tub", and that the caduceus (the two serpents entwined around a staff) points out a physician.

18.8 The System of Symbols for Various Sports

There were only four different traffic signs in 1922. Today there are more than 150. The continually closer interrelation among traffic, information, the economy or tourism demands new methods of communication. Often the very simplest verbal communication is frustrated because of a lack of the knowledge required for a language or alphabet. This is especially obvious at large international events at which visitors from every continent participate.

It was also a major task for the Munich organizers to design a system of visual symbols of universal intelligibility which would aid visitors in regard to information and communications. Thus there are two systems; one being the sports symbols and the other being the pictograms for information regarding services and traffic which have been described already.

The sports symbols do not have the function merely to symbolize the individual athletic disciplines in the press, on television or medals and souvenirs, but they are simultaneously means of information regarding the sports sites and training areas of a specific sport. With the aid of arrows the symbols pointed the way and designated those coaches and helpers responsible for a certain sport as well as the admission tickets, schedules, rules and regulations listings, etc. After the first attempts at the 1956 Olympic Games in Melbourne, a closed system of symbols was conceived for the first time under the direction of Masaru Katsumi in 1964 for the Olympic Games in Tokyo. The value of the system as a universally intelligible means of information instead of multilingual verbal messages was so effective that all succeeding Games would not be possible

without such a system. At the 1968 Olympic Games in Mexico City, the Mexican OC developed a system of symbols, which nevertheless had a more illustrative character and was based on sports equipment.

The OC in Munich attempted to derive the sports symbols from typical bodily postures in connection with the system in Tokyo. While the OC in Tokyo limited itself to the simplified abstraction of posture, the OC in Munich based its symbols on a geometrical basic structure, a formal syntax. The individual symbol was specified by a sort of grammar and thus became an element of a precisely definable and legible system.

The field of relation and basis of the conception was the square in which the directions of movement were equalized in the vertical and horizontal. Diagonals and 45° angles were added to the verticals and horizontals with their 90° angles as additional directional constants. The figures were arranged by their particular movement into this system of reference. The figures were sketched in and were limited once again to a few elements: a round head, torso and lines of constant breadth, which signified arms and legs. Significant sports equipment or the contour of the horse's neck as a thin, simplified line was added to the very reduced symbols in only a few cases.

The use of the same elements and the high measure of syntactical order with simultaneously rich possibilities for variation created a structural unity which raised itself above the level of the other series of symbols. At the same time the possibility resulted that the symbols could be freely combined, elements could be added to them and they could be employed also for decorative purposes in addition to their informative character. They could be used in conjunction with each other without unpleasant effects and thus permitted their use in series.

18.9 Maps and Diagrams

Today city diagrams and maps are more than ever indispensable aids for information and orientation. An overwhelming surplus of information can be just as unsettling as too little. The graphical preparation is very decisive for an orientation on maps and diagrams. A smaller number of facts can be more incomprehensible because of poor graphical organization than a large quantity with an obvious order. Thus maps and diagrams today have exceeded their purpose as aids to orientation and have become an important part of the image of a city with intensive communicative happenings.

The OC determined the cartographical guidelines for the formulation of all diagrams and maps already at the beginning of the preparations for the Olympic Games in Munich. Most of all these guidelines included the following criteria: simplification by the accentuation of structural principles; visual order by means of a limited, matching color chart; elimination of all private enterprise labels; reduction of the number of conventional symbols; free standing, unframed conventional symbols as far as possible; no overlapping of text and symbols only one reader's perspective for the labeling of streets and buildings as far as possible; elimination of the customary indication of the direction of streets and rivers and the slope of the terrain; no overlapping of coordinates and text (coordinates will be interrupted for text).

The OC deemed it indispensable for the information of participants and visitors to develop maps and diagrams on the layout of training and sports sites in Munich, Kiel and Augsburg, Olympic Park with its training and sports sites, the sports sites in Munich, Augsburg, Kiel, Ingolstadt, Nuremberg, Passau and Regensburg, the traffic connections in Munich and vicinity, the locations of cultural events and the sites of information and service centers.

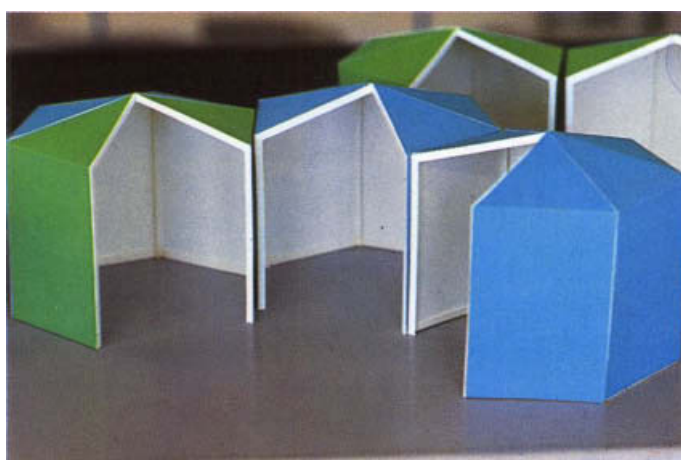
The performance locations in the Federal Republic of Germany, its autobahn connections, the youth camps in Munich and Kiel were also included cartographically.

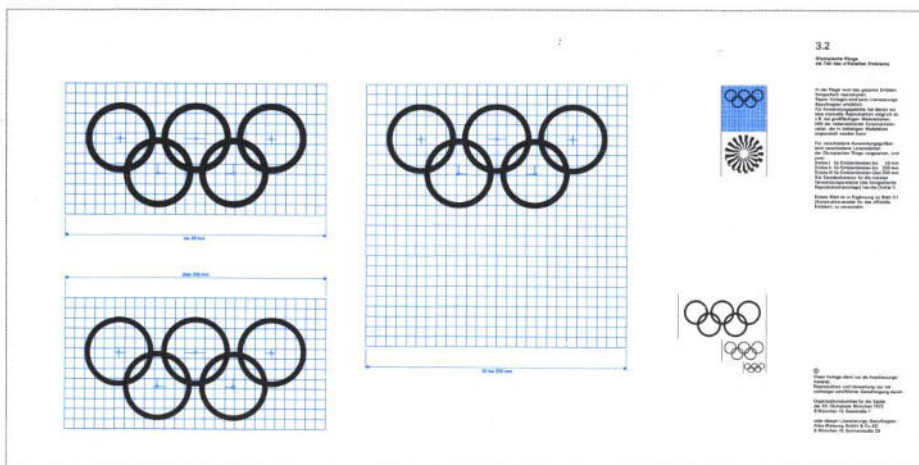
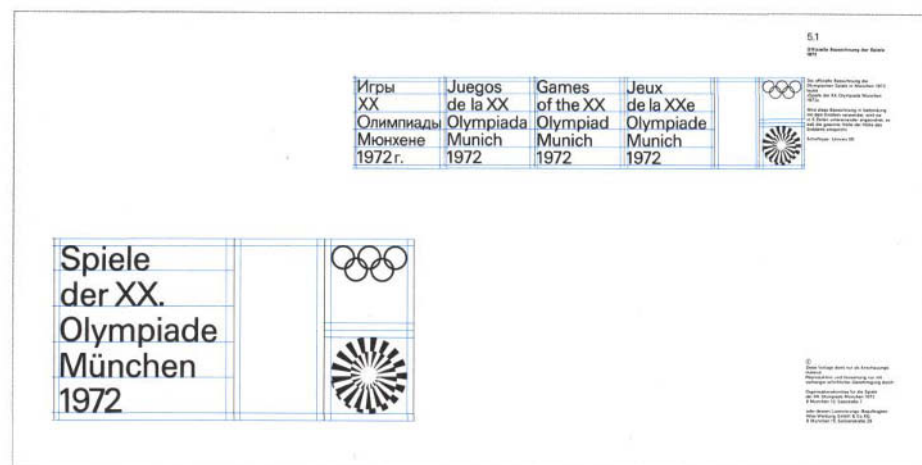
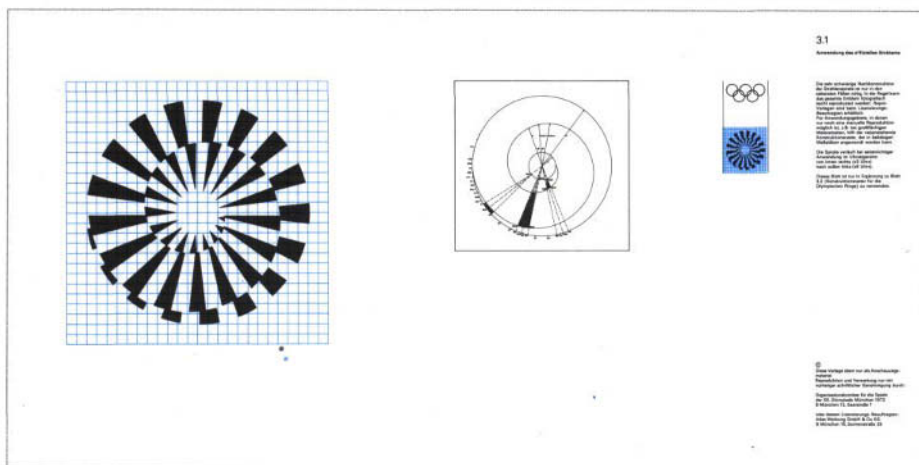
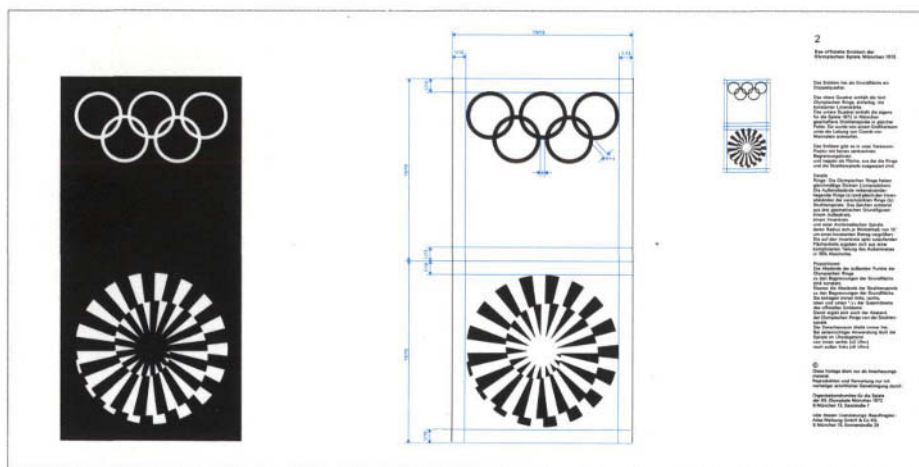
Three general groups of maps were to be distinguished:

- Diagrams of sports centers and sports sites (Olympic maps, Kiel-Schilksee, etc.)
- Geometrical structural diagrams,
- City and site diagrams.

The diagram of Olympic Park had priority in the first group. Here the OC strove for the highest possible effect of relief because maps in which the third dimension is well worked out will be comprehended most quickly by the average user. This effect can be achieved by a very simple method. Each building received a shadow in proportion to its height as if the sun were shining from the north. Any other direction of the shadow would have

The OC intended to organize colorful Games. This became evident in all areas: In the sports pictograms, in the rainbow-colored lines on the exterior and interior structures of the Olympic installations, during the victors' ceremonies, through the sports and art posters and at the temporary structures which stood out clearly from other buildings through their signal colors. Even the uniforms of the personnel were gay.

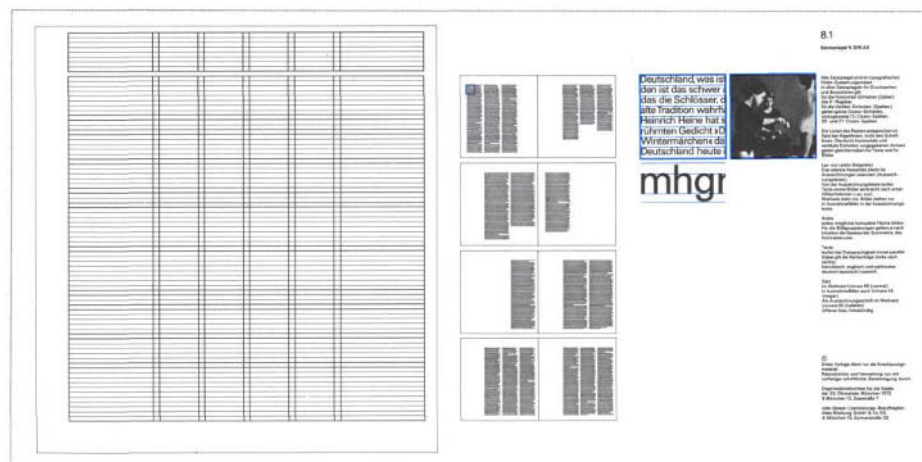


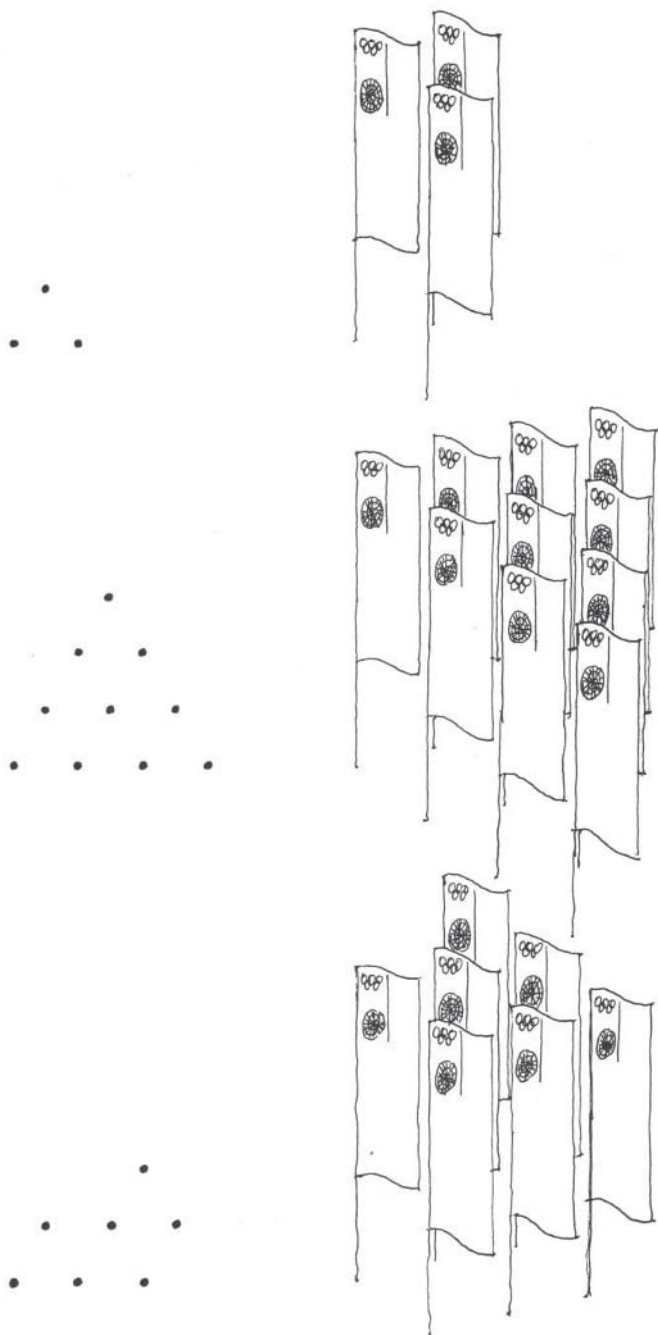


In a norms catalog developed for the visual image, all those things were depicted which the OC planned to use, produce and sell in standard forms

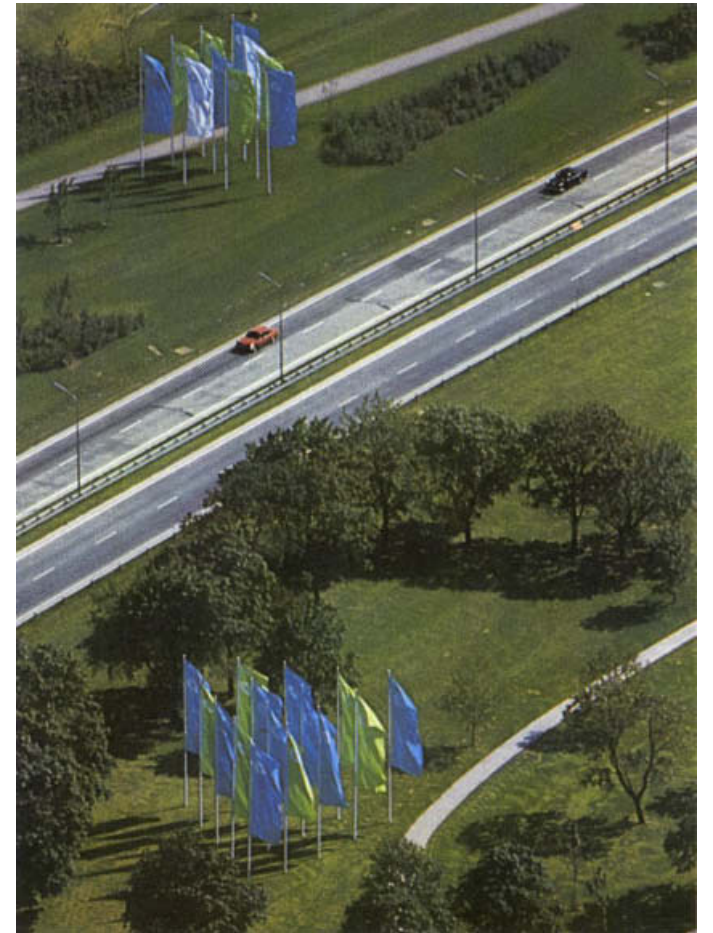
Representations of the spiral and the Olympic rings, separate and as an integrated design

Univers 55, the standard face type used by the OC: individual letters and arrangement on the printed page.

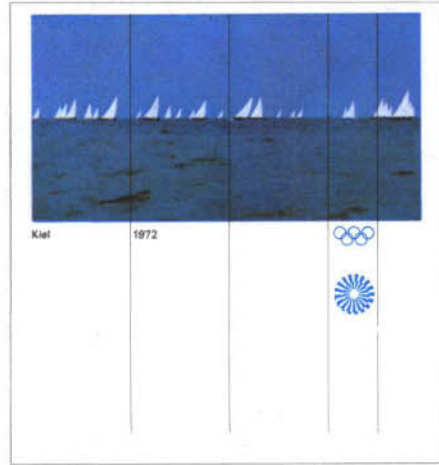
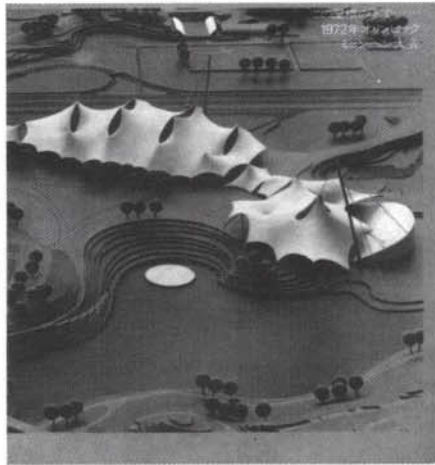
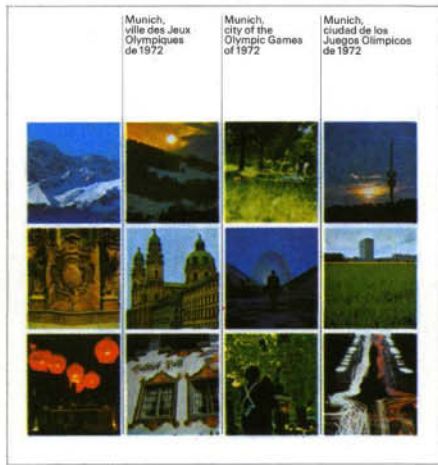
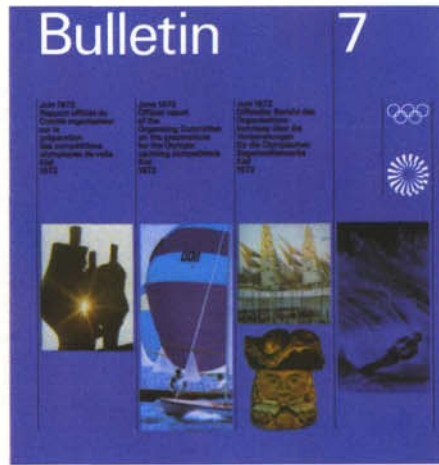
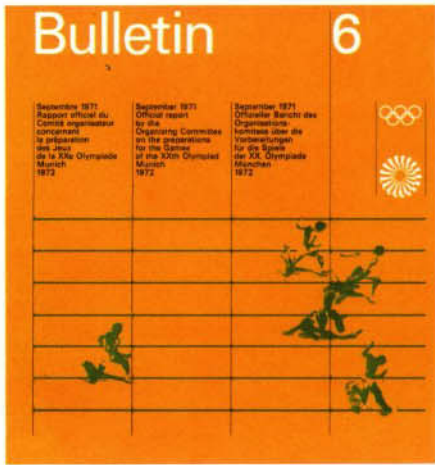
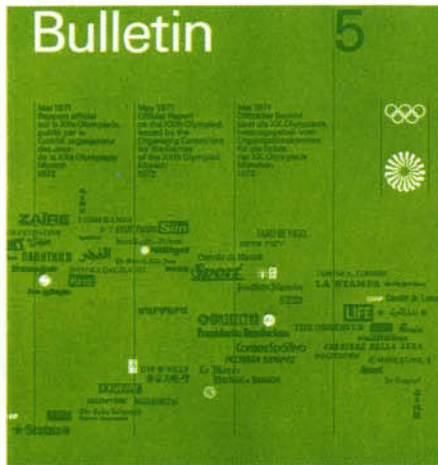
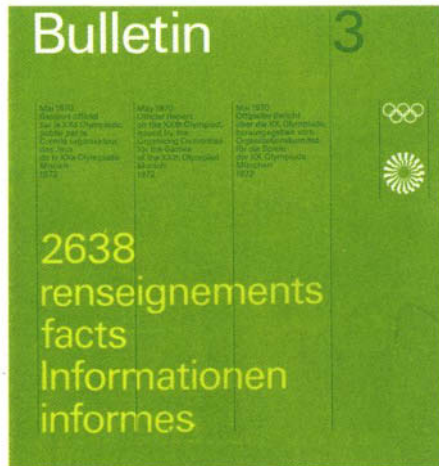
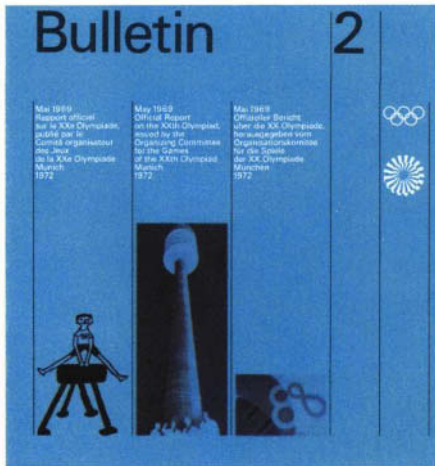
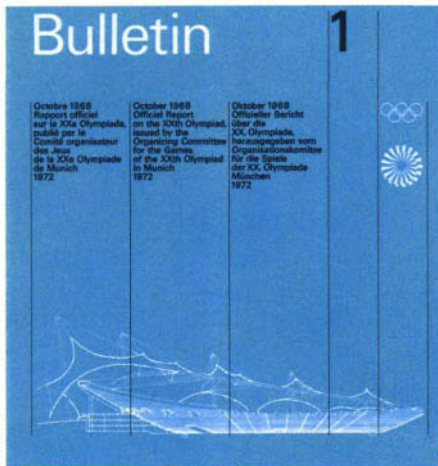




The various arrangements of flagstands along the access routes, at eye-catching places in the Olympic cities and at all sports sites.



In accordance with the statutes of the IOC the OC reported on the progress of preparatory work in seven official bulletins. Added to these were four bulletins containing special information.



Bulletin no. 4 reported on the progress in planning and constructing the Olympic contest and training sites

Special bulletin on the Federal Republic of Germany

Bulletin no. 1 reported on the preparations in Munich and Kiel in general, and on the architectural competition for designing Oberwiesefeld

Bulletin no. 5 reported on press work

Special edition on the State Capital City of Munich

Bulletin no. 2 reported on cultural events planned in Munich and Kiel

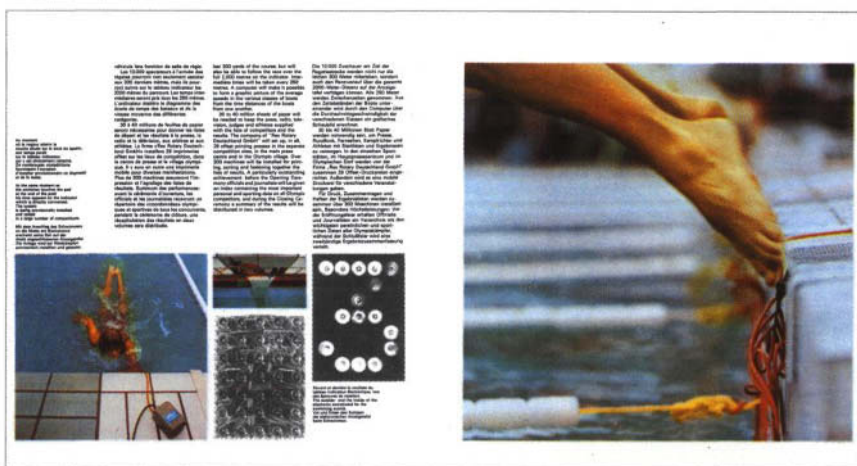
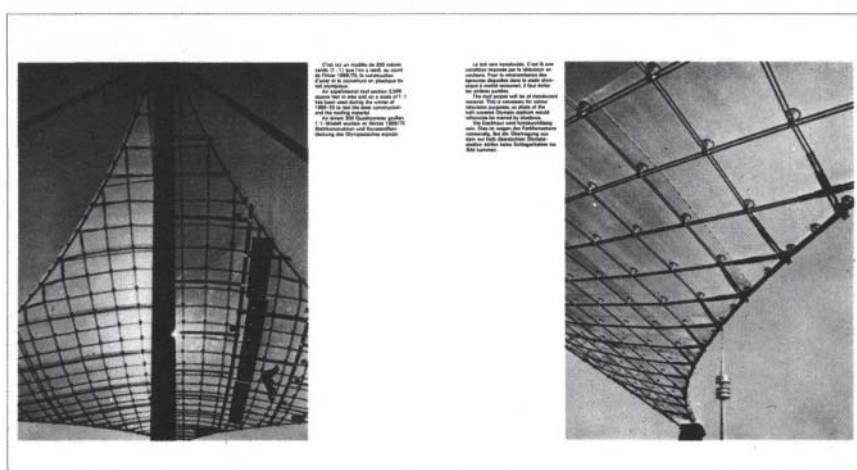
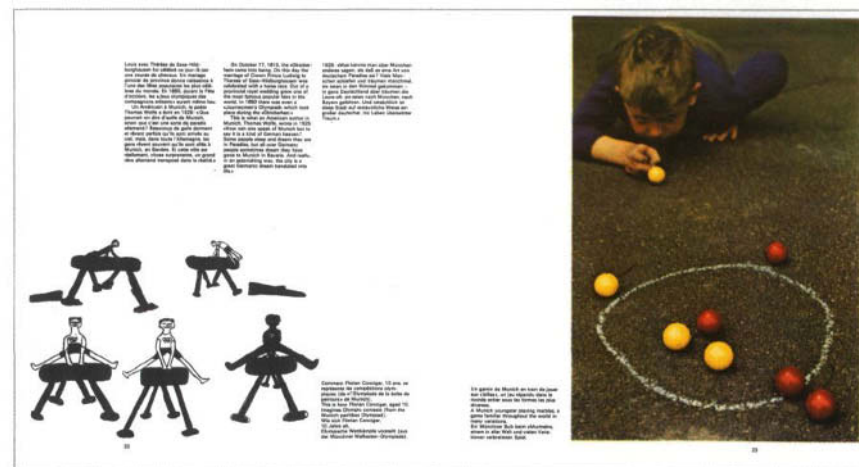
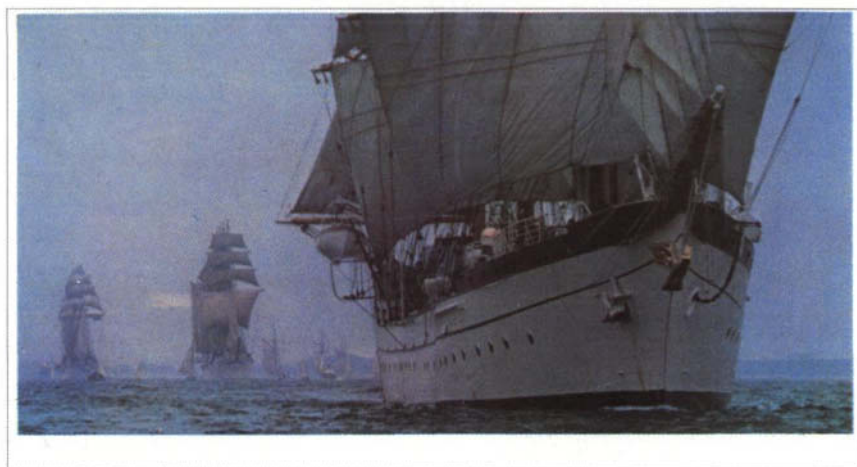
Bulletin no. 6 reported on sports technology used during the Games of the XXth Olympiad

Special bulletin on Sapporo

Bulletin no. 3 contained a detailed report on preparations in general

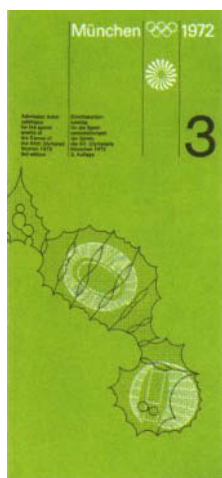
Bulletin no. 7 reported on the preparations in Kiel

Special bulletin on Kiel

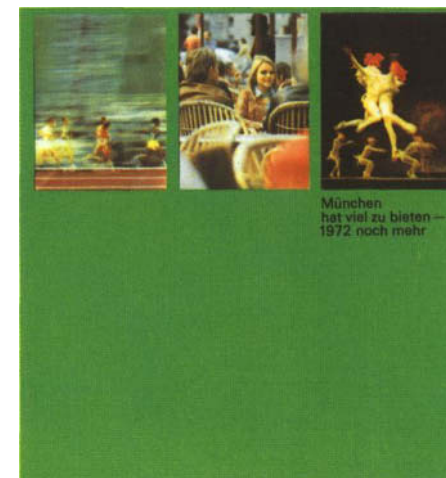
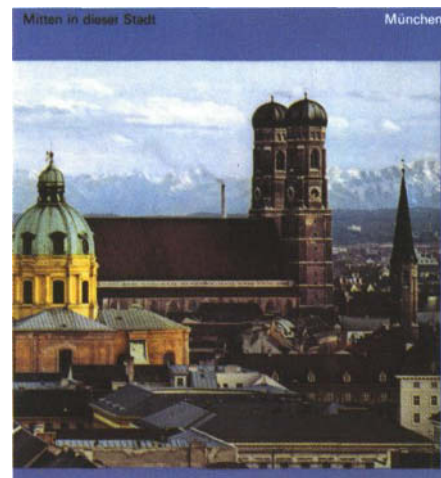


Insides of Bulletins no. 7, 3 and 6

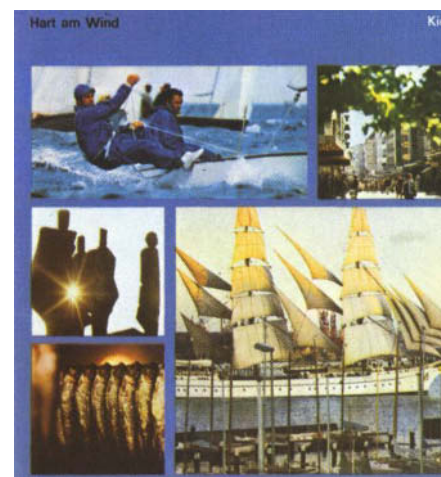
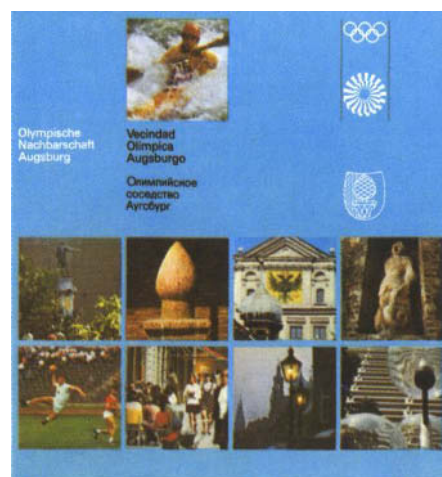
Insides of Bulletins no. 2, 3 and 4



Olympic cities Munich, Kiel and Augsburg produced their own brochures to advertise for their cities and for the Olympic contests. The State Capital City of Munich and the OC distributed a folder in the Munich region and in Upper Bavaria urging the population to provide beds for visitors attending the Munich Olympic Games.

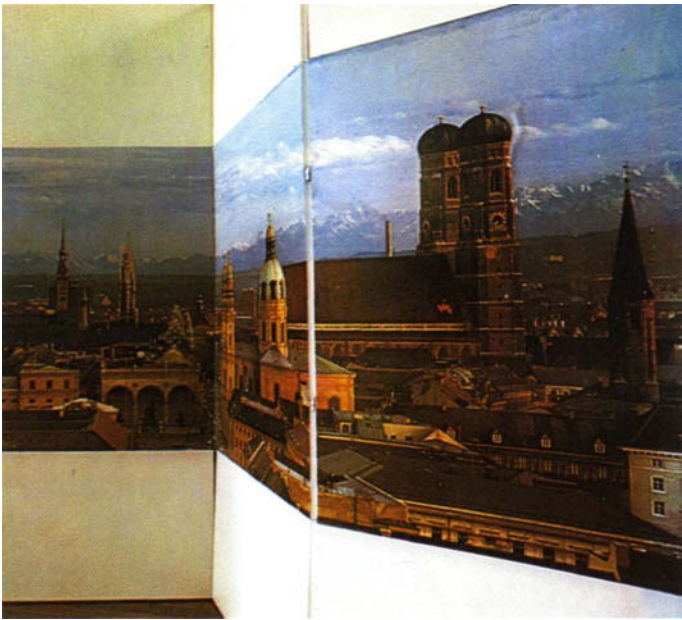


The OC published a catalog of admission tickets informing all interested persons at home and abroad about the tickets available for the Olympic contests in Munich, Augsburg and Kiel.



The OC used special long-format posters to call attention to the trial events held in Munich from May to July, 1972.

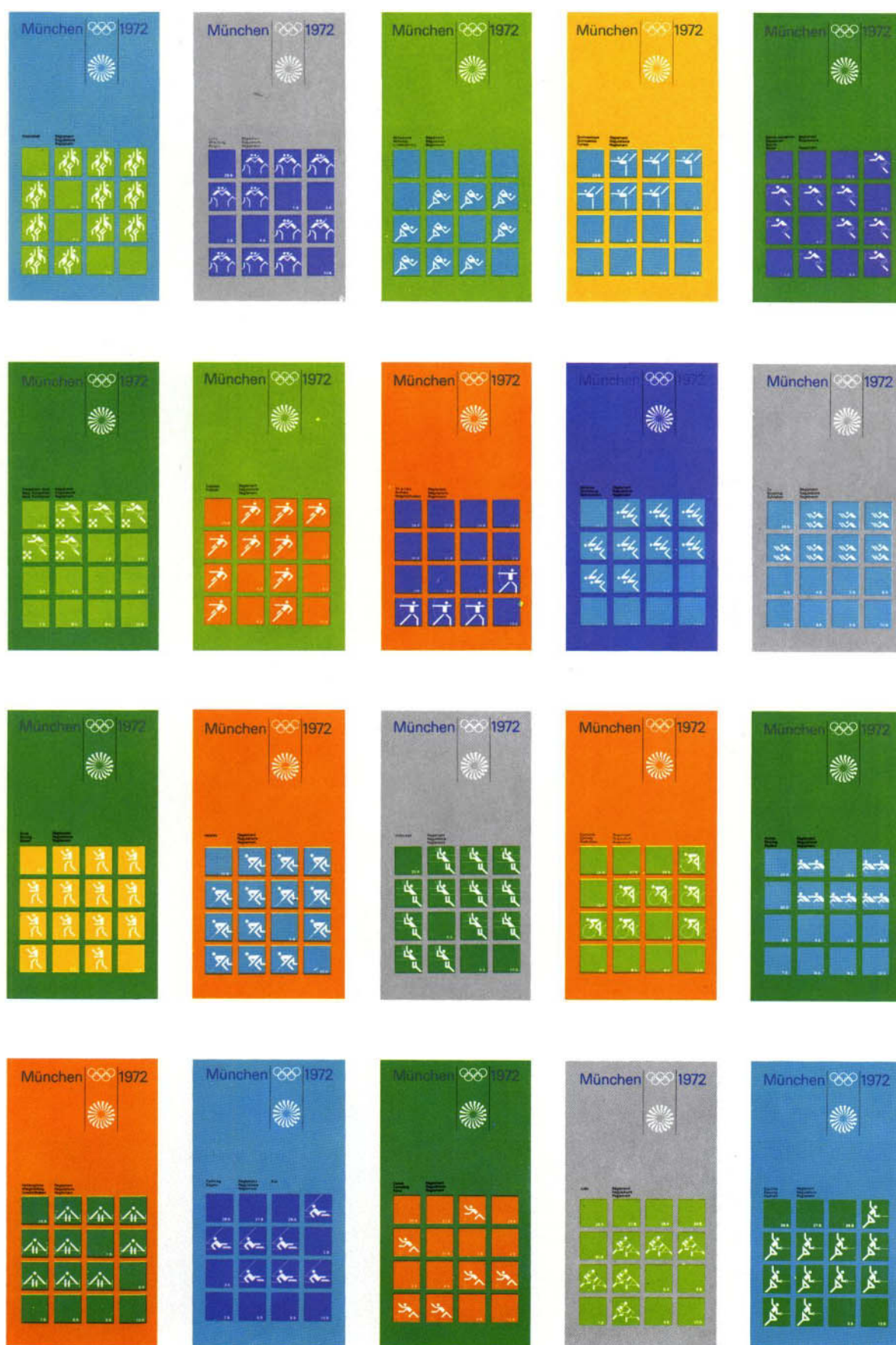
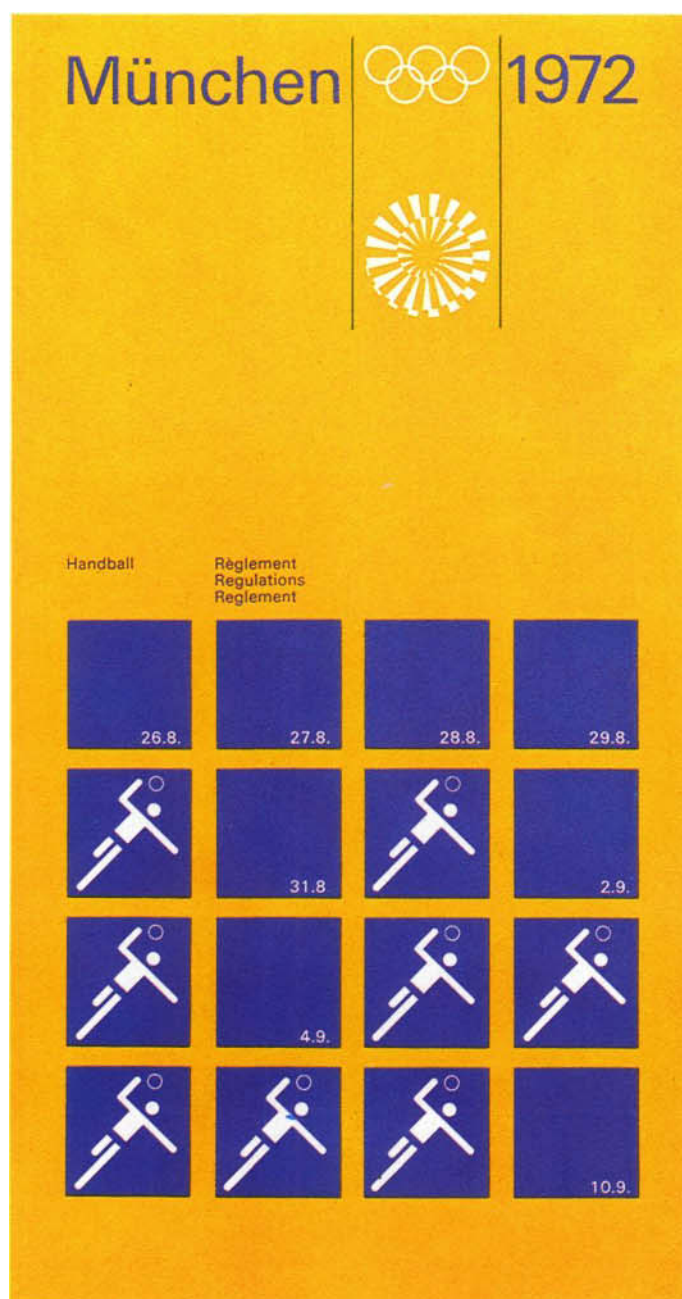
Photo posters depicting Munich, Bavaria and the Federal Republic of Germany were used at exhibitions only.



Waldi, the mascot of the Munich Games, was produced in cloth, wood and as a plastics key-chain charm.

Pictograms of the Olympic sports disciplines were used on numerous souvenirs and articles of everyday use. The rainbow colors were likewise used.





Technical bulletins were prepared for each of the twenty-one sports disciplines in which contests were held in Munich and Kiel. In addition to the competition rules and the exact time schedule, the agencies of the IOC, the OC and the international special associations were listed.

All forms used by the administration of the OC, for preparing and for executing the contests were designed in accordance with a standard pattern, which made them understandable for everybody.

Form for ordering cultural admission tickets.

Form for ordering sports admission tickets.

Form for booking accommodations.

Form for ordering cultural admission tickets. The form includes fields for the name of the cultural institution, the name of the cultural institution, the name of the cultural institution, and the name of the cultural institution. It also includes a table for recording the number of tickets ordered for each category.

Form for ordering sports admission tickets. The form includes fields for the name of the sports institution, the name of the sports institution, the name of the sports institution, and the name of the sports institution. It also includes a table for recording the number of tickets ordered for each category.

Form for booking accommodations. The form includes fields for the name of the accommodation, the name of the accommodation, the name of the accommodation, and the name of the accommodation. It also includes a table for recording the number of rooms booked for each category.

Form for booking accommodations.

Supply request for materials and equipment.

Loan contract for collectors who made exhibits available for the display, "Bavaria — Art and Culture".

Supply request for materials and equipment. The form includes fields for the name of the institution, the name of the institution, the name of the institution, and the name of the institution. It also includes a table for recording the number of materials and equipment requested for each category.

Loan contract for collectors who made exhibits available for the display, "Bavaria — Art and Culture". The form includes fields for the name of the collector, the name of the collector, the name of the collector, and the name of the collector. It also includes a table for recording the number of exhibits loaned for each category.

Form for booking accommodations. The form includes fields for the name of the accommodation, the name of the accommodation, the name of the accommodation, and the name of the accommodation. It also includes a table for recording the number of rooms booked for each category.

Team report sheet.

Report form indicating medication issued to athletes.

Judge's report.

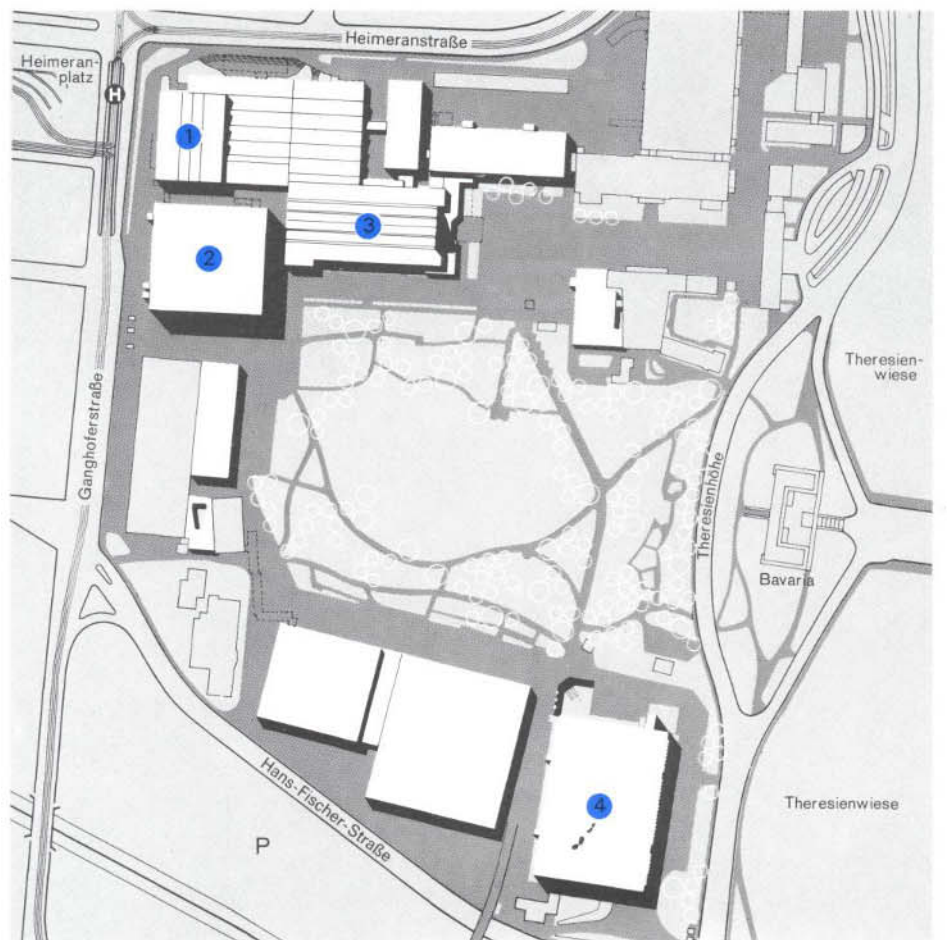
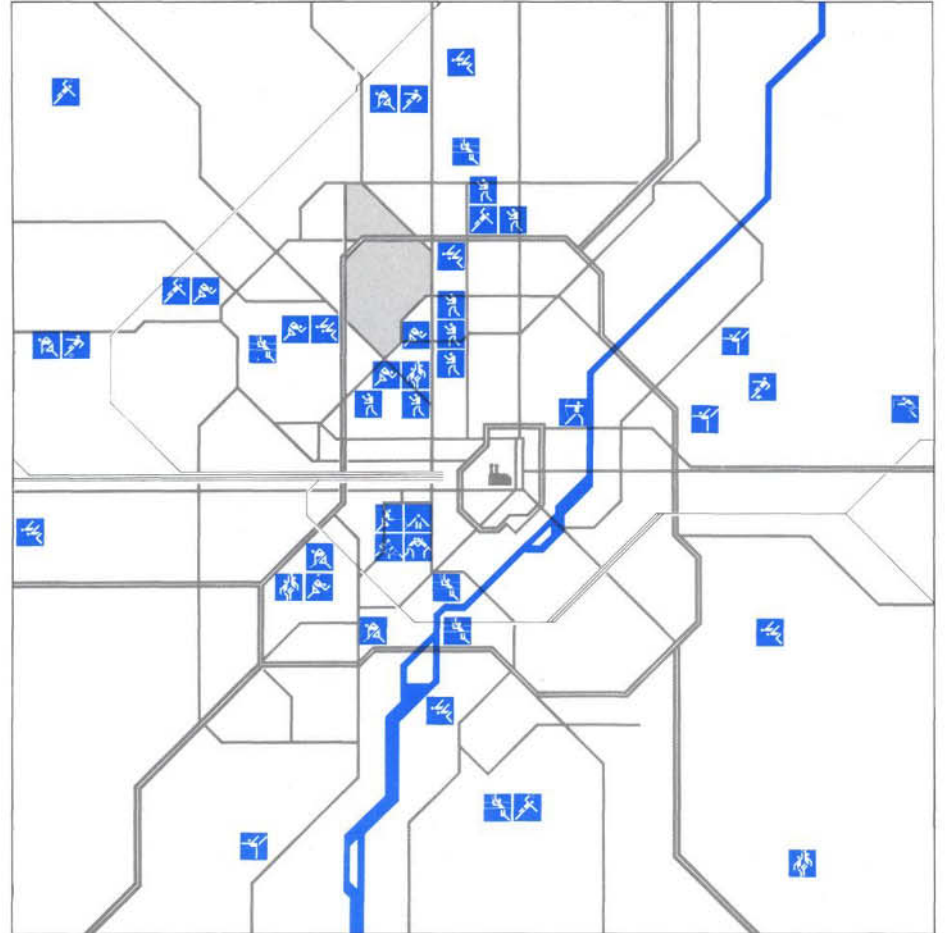
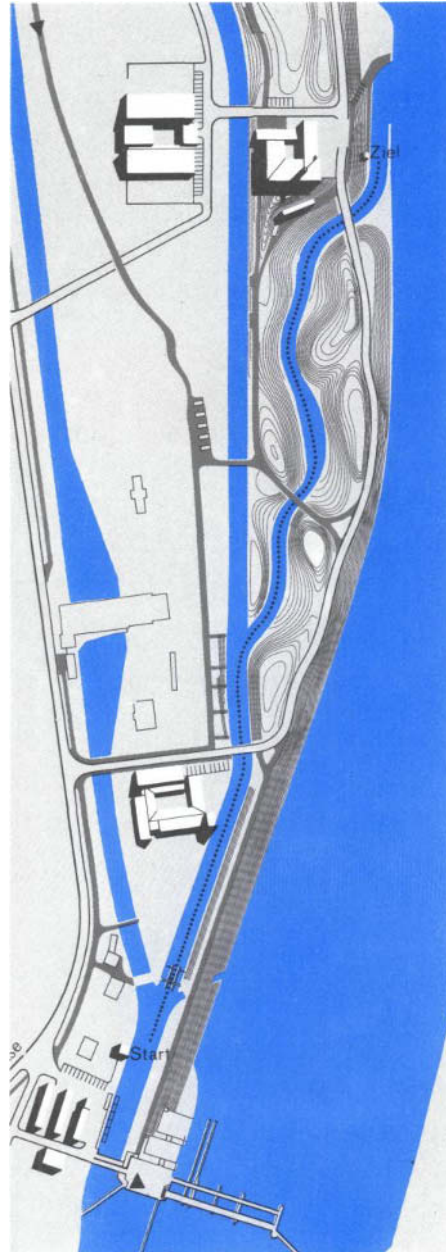
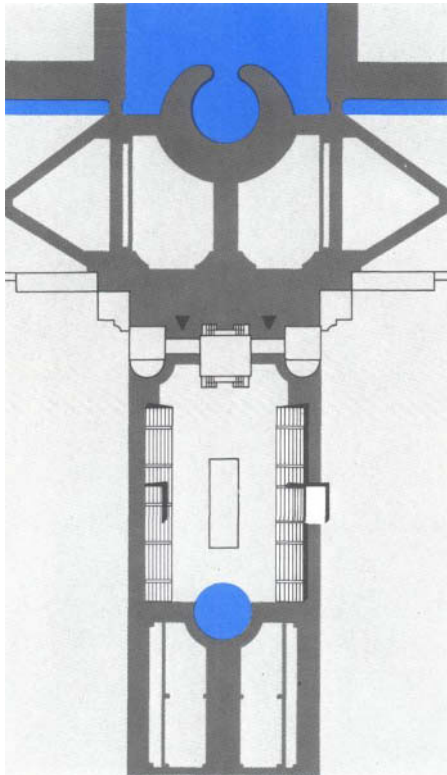
Team report sheet. The form includes fields for the name of the team, the name of the team, the name of the team, and the name of the team. It also includes a table for recording the number of athletes in each category.

Report form indicating medication issued to athletes. The form includes fields for the name of the athlete, the name of the athlete, the name of the athlete, and the name of the athlete. It also includes a table for recording the number of medications issued for each category.

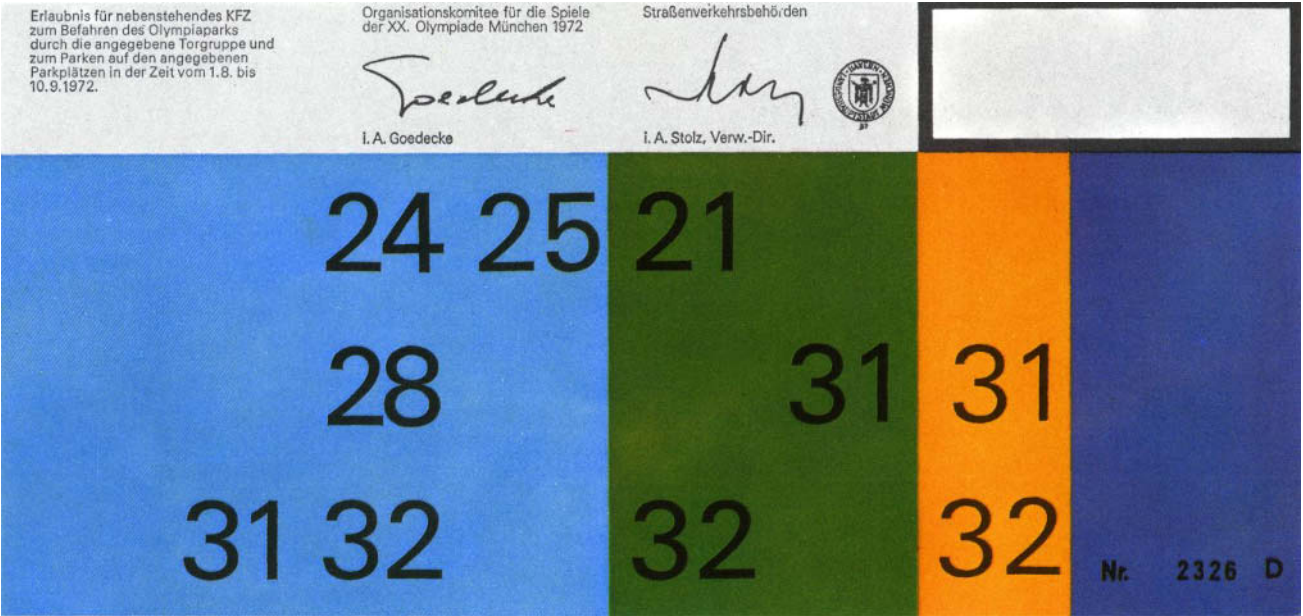
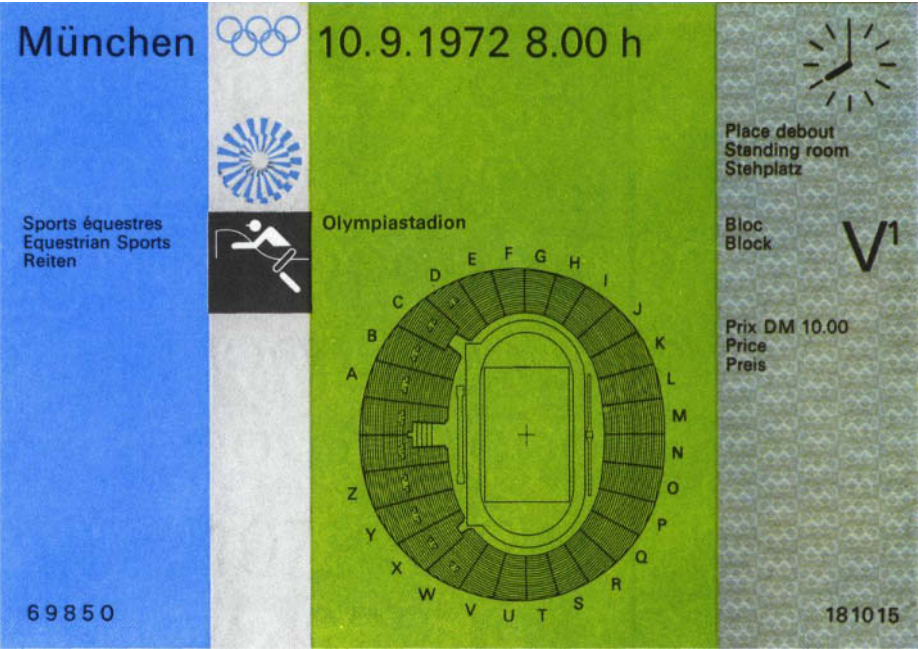
Judge's report. The form includes fields for the name of the judge, the name of the judge, the name of the judge, and the name of the judge. It also includes a table for recording the number of judges in each category.

Numerous brochures and charts were produced for the information of Olympic contestants, journalists, judges and contest aides, doctors and medical personnel, security guards, short-term personnel and the public.

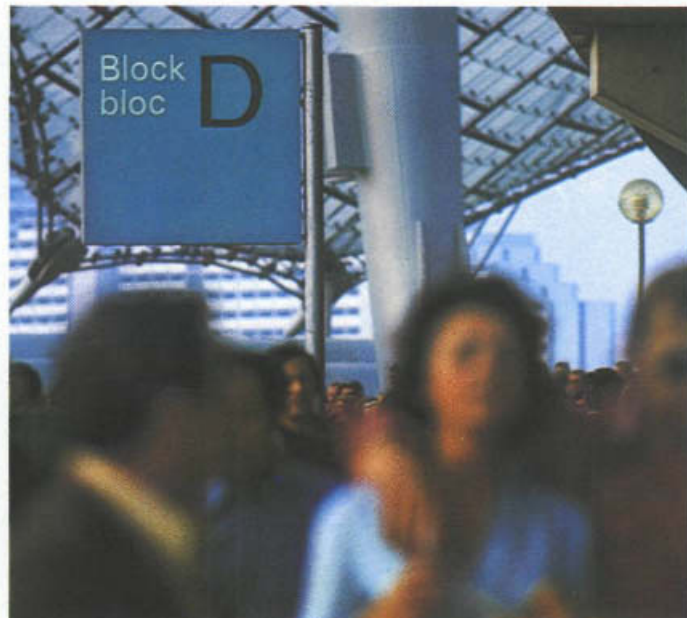




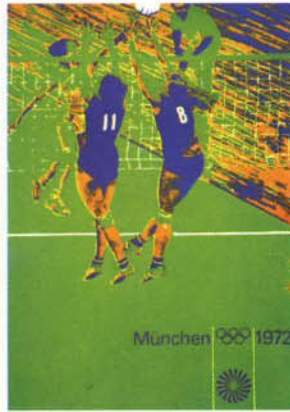
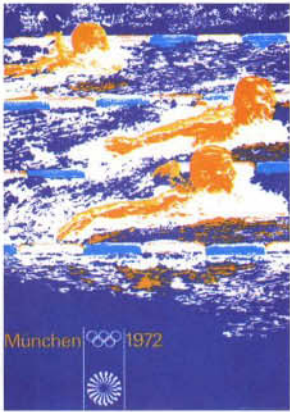
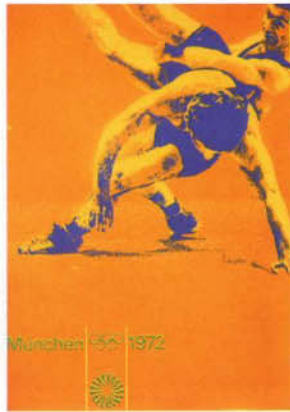
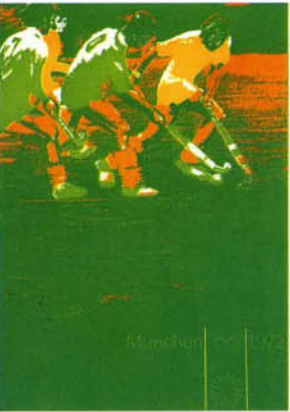
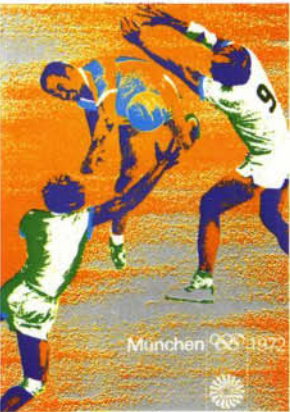
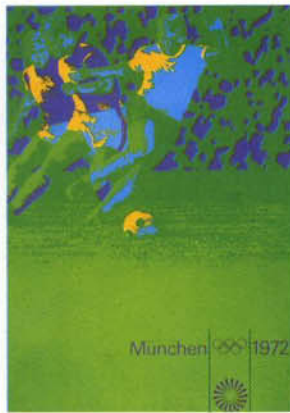
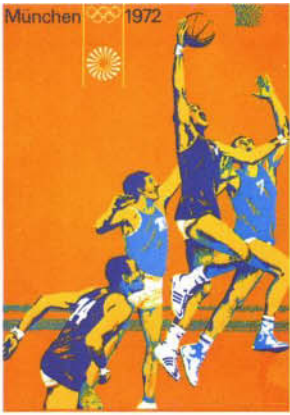
Also for the information of contest personnel and spectators, many maps and charts were drafted. Charts on this page show the dressage facility in Nymphenburg, the canoe slalom course in Augsburg, the training sites in Munich and the contest sites on the fair grounds.



A clearly differentiating system of admission tickets, entry permits and identification cards made frictionless controls at the various contest, training and organization sites possible. Permits and identification cards indicated which gates or doors the holders were authorized to pass. Frequently even the periods during which the holders were granted access, were indicated on the forms.



Posters were designed and produced for each sports discipline in which contests were held at the Games of the XXth Olympiad. An additional special poster was printed only for the track and field events.



Canoeing
Handball
Equestrian Events

Cycling
Hockey
Shooting

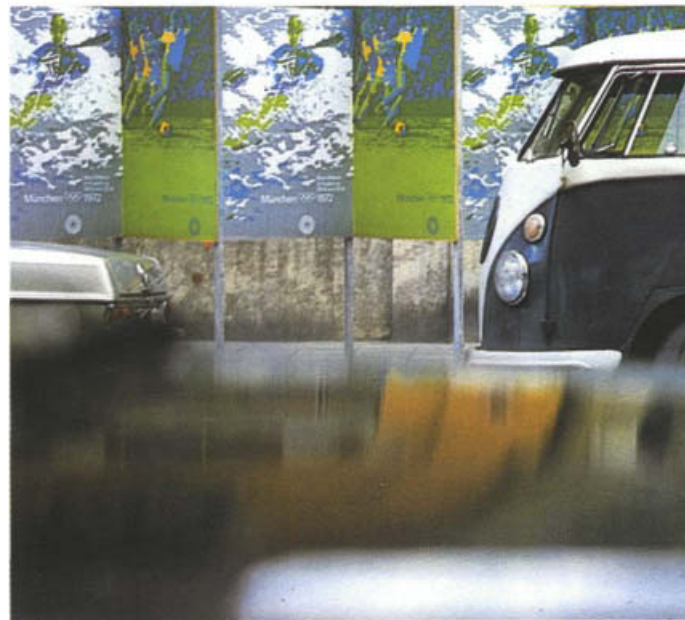
Athletics
Fencing
Judo
Archery

Rowing
Football
Wrestling
Volleyball

Basketball
Gymnastics
Swimming
Yachting

Boxing
Weight lifting
Modern Pentathlon
Athletics

Sports posters were part of the decoration of the Olympic cities and sports sites. They were mounted on specially designed portable walls.



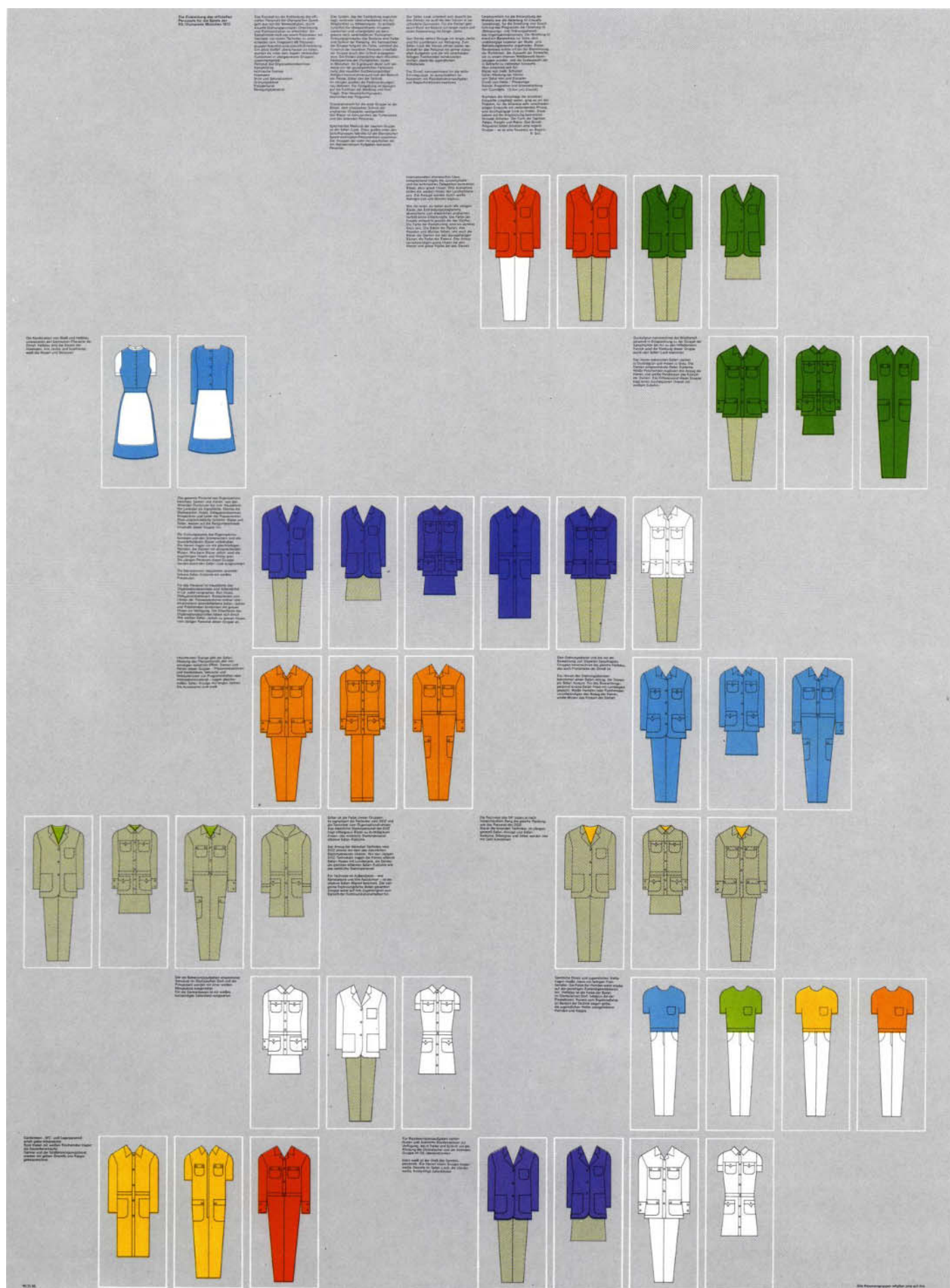


The OC used cultural posters to point to the wealth of cultural events which took place in Munich, Augsburg and Kiel in the context of the Olympic Games.



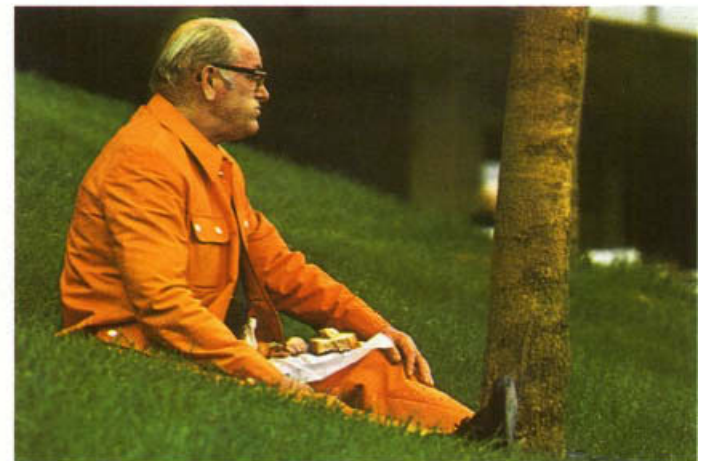
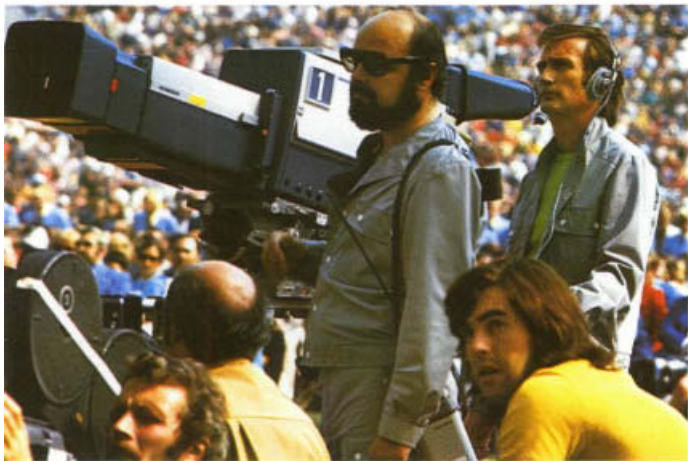
Cultural posters as well as sports posters were displayed at places of interest in Munich, Augsburg and Kiel.



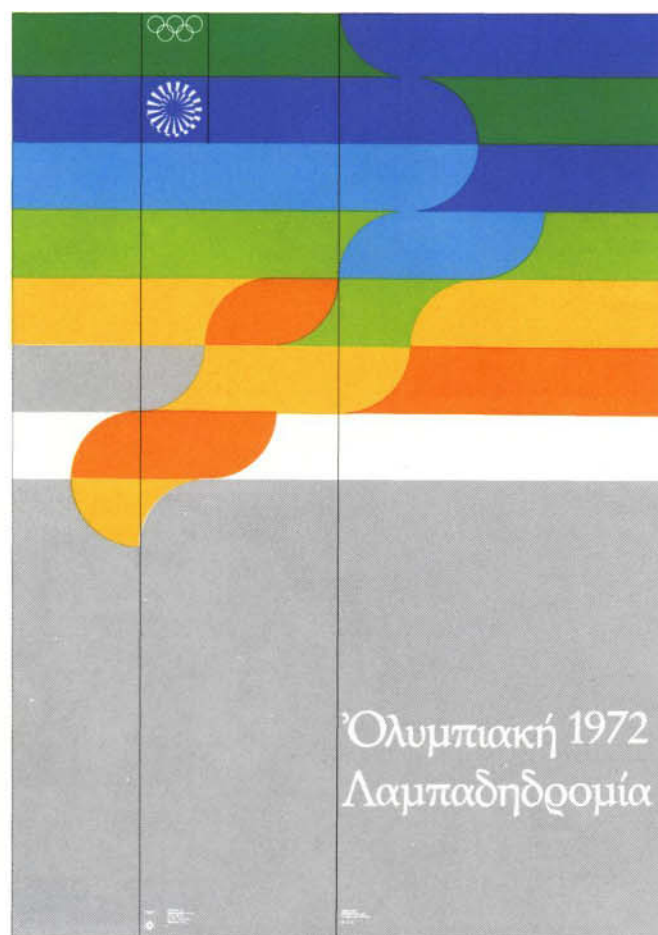
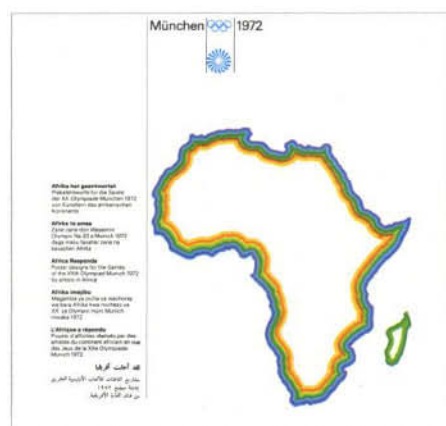


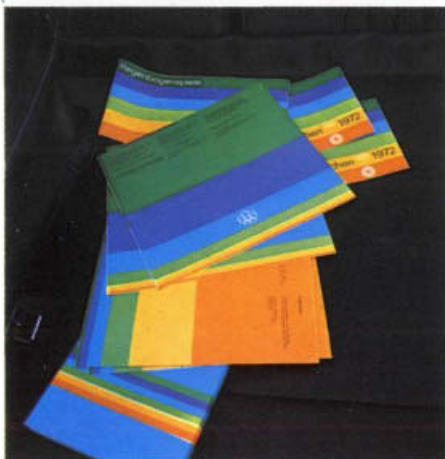
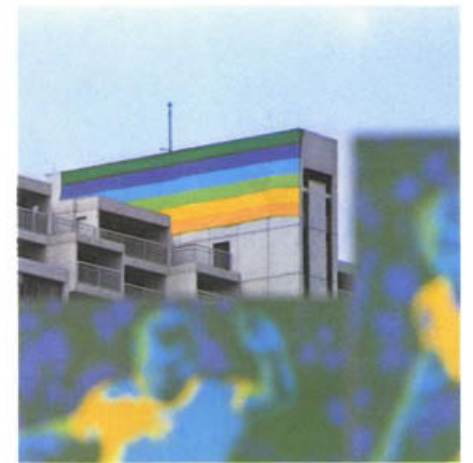
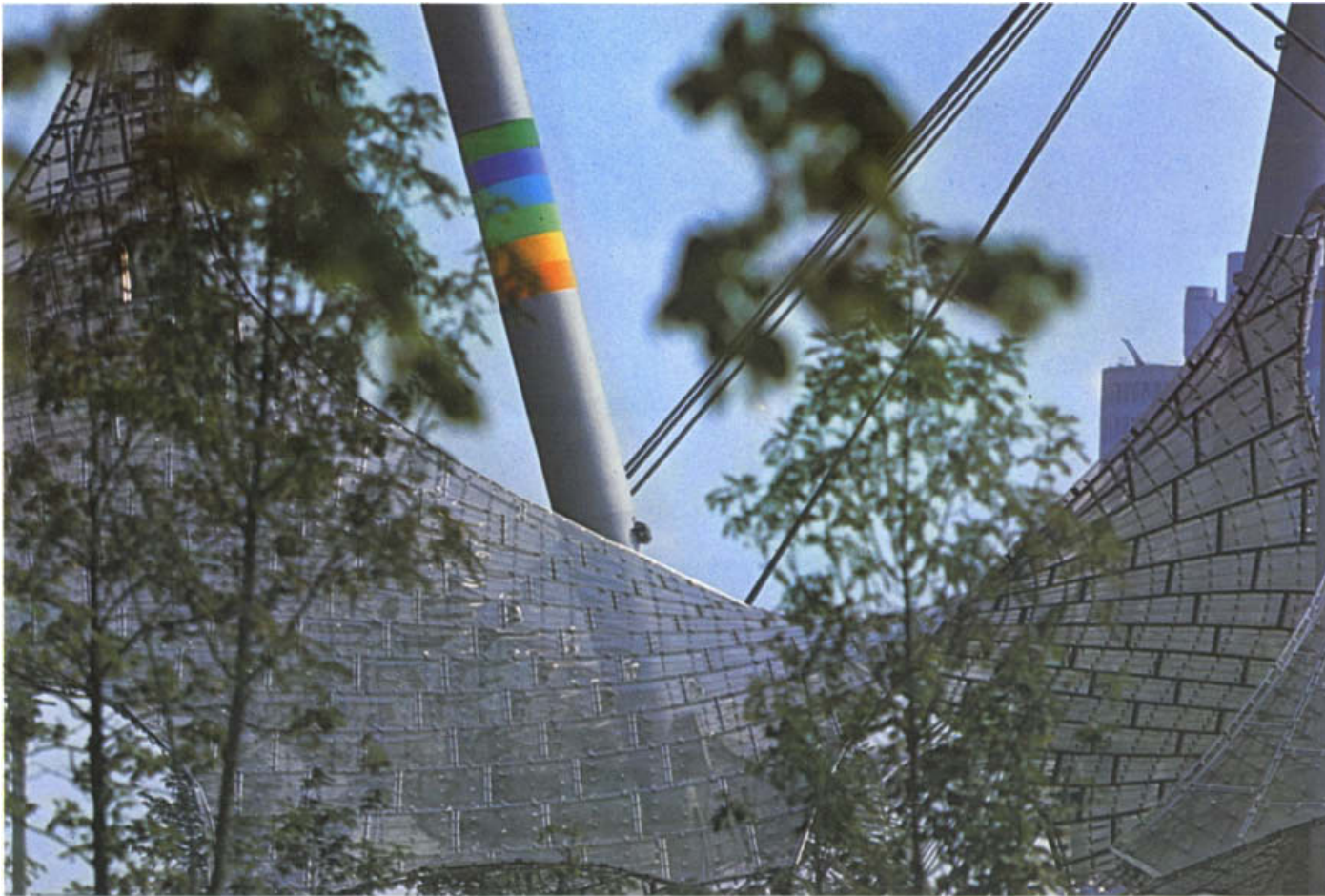
The need to facilitate orientation and communication through visual organization principles, was the starting point for the design of the uniforms of official personnel during the Olympic Games. A contest judge had to look different from a ticket controller, a health worker from a technician. All told 88 groups of persons needed special uniforms. To make this multitude clearly understandable the personnel was categorized in super-ordinate groups under the aspect of related functions:

Personnel of the Organizing Committee
 Contest judges
 Technical services
 Hostesses
 Doctors and health personnel
 Security guards
 Sport site personnel
 Cleaning personnel



The rainbow spectrum as applied at the cultural programs, during the poster competitions for African artists and on the poster for the Olympic torch relay.

[illegible][illegible][illegible][illegible]





Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972



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Olympische Spiele München 1972



Olympische Spiele München 1972



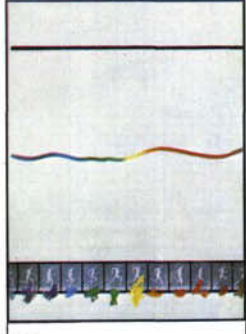
Olympische Spiele München 1972



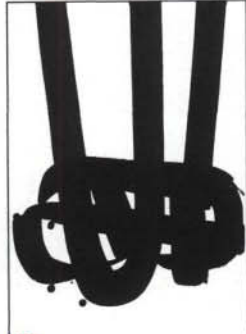
Olympische Spiele München 1972



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Olympische Spiele München 1972



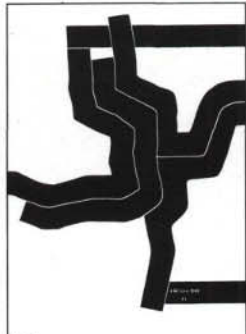
Olympische Spiele München 1972



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Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972



Olympische Spiele München 1972

Max Bill
David Hockney
R. B. Kitaj
Tom Wesselmann

Jacob Lawrence
Peter Philipps
Richard Smith
Paul Wunderlich

F. Hundertwasser
Horst Antes
Shusaka Arakawa
Eduardo Chillida

Piero Dorazio
Allen Jones
Pierre Soulages
Victor Vasarely

Alan Davie
Josef Albers
Otmar Alt
Allan D'Arcangelo

Valerio Adami
Hans Hartung
Oskar Kokoschka
Charles Lapicque

Jan Lenica
Marino Marini
Serge Poliakoff
Fritz Winter

reversed the effect: the high areas would become low areas. The structure of this conception was intensified by the texture of the elevation lines as well as by the simplification of the multiplicity of architectural details. The overall impression was subdued by a reduction of the number of colors. It progressed from white through grey tones to black. White, as the brightest tone, was reserved for the sports sites and buildings. The clearness of the map was increased by the different shades of color distinguishing streets and pedestrian paths. Only streams and bodies of water were accentuated with a light blue and in a few cases the wooded areas were marked by a light green. Within this subdued basic structure specific data could be emphasized by colored circles, marked with numbers without limiting legibility at the same time.

In one diagram of Olympic Park the OC approached the very limits of graphical possibilities with the attempt to suggest the third dimension. Two draftsmen in co-operation with architects and surveyors sketched Olympic Park building by building. This map gave the viewer the impression of having a bird's eye view of the architecture, but still from within the grounds. The diagram portrayed the entire facility from a south westerly direction. It was conceived as a pictorial diagram and not primarily as a cartographical means of information; mostly it was intended as a gift or a souvenir.

The second group (geometrical, structural diagrams) aimed at providing the user with a simultaneous depiction of the city's structure, its traffic arteries and rings together with its areas in a very abstract form. Especially in a city like Munich distinguished by a relatively unhampered growth without a clear impression of structure, the visitor would need a view of the structure of the city as an aid to directions and orientation. The geometrical structural diagrams were thus set up on a principle of order based on octagons.

The OC developed a third group of city maps parallel to the large meshed survey diagrams. Indeed, they included all city streets, but only a few public buildings and only few topographical elements such as bodies of water and forests. Once again the structural principle was accented as opposed to strictly realistic diagrams. Thus traffic routes were not depicted in accordance to their actual breadth, but rather in proportion to their importance to the flow of public and private traffic. Traffic arteries and traffic rings were emphasized in the same manner on this map.

Maps and diagrams corresponding to these guidelines were produced for purely commercial reasons in addition to the maps and diagrams needed by the OC. The conception of a new city map of Munich appeared to be of utmost importance. This project could be completed only by close cooperation between designers and cartographers. The city map was patterned after a Swiss plan which, unlike unofficial maps, displayed a high degree of accuracy (almost all traffic and technical installations as of summer, 1972 were already taken into consideration). It was much clearer and possessed

an increased value as information. The OC sketched every detail; it even considered the typeface which would be used by the publisher in its execution. The simultaneous appearance of relief and a subdued overall picture, was achieved by: — a uniform type face in only three sizes (printed sans-serif) — an approximation of the actual color effect to an impression of almost monochromism, — the use of only a few colors for special emphasis, — the contrasting of the dominating subdued colors with a few intense colors, of light areas with dark areas, of unbroken zones with grids.

18.10 Souvenirs

It is obvious that at an event of such dimensions the question concerning a wide variety of souvenirs available must be examined and decided promptly with due consideration of the special character of the Olympic Games. Already on the occasion of the constituting session of the commission for visual design on May 18, 1967, the design commissioner informed the commission that in connection with the Olympic Games pressure would be exerted on the souvenir market by interested parties. He also remarked that although a certain measure of good will and voluntary cooperation could be expected, nevertheless, a flood of junk surely would appear on the market. The design commissioner gave very little hint of hope that such evils could be avoided.

To anticipate the event, it must be said in view of the wide range of souvenirs that despite numerous attempts and examples the result was unsatisfactory. This can be traced back to two factors in particular. The souvenir trade has always been the realm of "junk". In no other area of industry are tastelessness and foolishness so widespread in such a pronounced manner.

Further the OC was under the burden-some obligation to earn financial profits in order to keep its public subsidies within tolerable limits. The granting of the right to use the Olympic emblem in exchange for licensing fees was one of the possible sources of income. The OC appointed a firm in Munich as its official representative for the transferral of the rights to use the Olympic emblem. This firm had to attain a corresponding limit for the OC. There was widespread interest because a large number of concerns and dealers expected to improve their public relations and advertising image by the utilization of the emblem. Only five groups were excluded from licensing. Neither religious nor political organizations could employ the rings and spiral, nor were producers of stimulants, hygienic articles, or so-called hard beverages and underclothing permitted the use of the emblem.

There was a large number of articles which bore the emblem and were still foolish and ugly, despite these restrictions and the self-imposed responsibility of the industry by the licensing contracts.

The OC had to concern itself with the "souvenir" field almost to the point of compulsory formulations in order to re-

duce the negative influence on public relations. Numerous samples of model souvenirs were developed which were intended to clarify and convince dealers that it was possible to create souvenirs for the Olympic Games in Munich with the aid of elements from the official image — colors, lines, typography and symbols. These souvenirs would fit naturally into the defined standard for the image. As examples, the OC used not only suitable commonly available commercial products, but rather invented entirely new items.

Special efforts were concentrated on setting new accents within the line of the trivial folklore products and to achieve packaging which would be compatible with the character of the objects developed. The certain success of this scheme was decided most of all by a firm in Hamburg which declared itself prepared to gather a collection of them and distribute gifts and souvenir items according to the patterns developed. It also thought of setting up Olympic souvenir stands in all department stores and chain stores and there present more than 200 items for sale, among many others: cigarette lighters, matchboxes with the sports symbols, stationery, squared ball-point pens, wallets, pocket flashlights, handkerchiefs, flags, drinking glasses, bottle openers, umbrellas, bags, sweaters, aprons, sets of flatware and cups, towels, scarfs, neckties, air cushions, balls, phonograph records, and, of course, the dachshund "Waldi".

Nevertheless these initiatives could be realized only to a much smaller extent than expected because of high pressure from numerous competitors and a certain disinterestedness. The souvenir industry persisted within the narrow limits of its accustomed tradition.

However, when it was possible to offer the visitor to the Games at least a small alternative to the surplus of junk, it was the result of stubborn efforts and a few open-minded producers.

Nevertheless, there were also positive surprises in store for the informed viewer of the souvenirs presented. Products appeared where they were last expected and approached the desired appearance without immediate influence from the design commission.

18.11

The Utilization of the Rainbow

Its playful motto was demonstrated for pure pleasure at the end of the Olympic Games. A long plastic, helium-filled balloon extended over the Olympic lake in Munich. It was a rainbow in colors chosen from the Olympic spectrum which cannot be compared to any other rainbow, not even a natural one. It was a special feature of the Olympic Games. This consciously chosen band of happy colors was almost always used for sheer decorative and ornamental purposes. It was also tied around the thick stadium pylons, it was posted on the highrise tower in the Olympic Village, it fluttered in streamers from roofs and poles. It was pasted to automobile-bodies, motorcyclist jackets, and newspaper-stands. It also decorated official documents and in this manner unnoticeably removed their authoritative rigidity.

18.12

Summary

The attempt to describe at least a part of the numerous developments in the area of visual design in connection with the image of the Olympic Games can be naturally only a more or less representative cross section of the measures put into reality. This only goes to show in what manner the organizers of the Games of the XXth Olympiad attempted to transmit a harmonious and positive atmosphere of this great festival to all participants and visitors by means of the special image chosen for the Games over and above its purely athletic character. It can be proved satisfactorily that the principles developed by the executive board of the OC were so effectively put into action that together with the architecture of the sports sites and the landscape design of the Olympic grounds, they contributed substantially to the success of the Games.

19

The OC also had to concern itself with where its guests were to be lodged when it sold admission tickets. It had to try to offer sufficient accommodations at reasonable prices and standard conditions. The panel "Tourism and Accommodations" in Department VIII of the general secretariat took care of this task.

19.1 Calculation of the Expected Demand for Lodgings

It was difficult to estimate in advance the expected demand for accommodations both for before and during the Olympic Games at an early stage of planning. One thing was certain: normal traffic movements due to one event could not be accepted as a comparison. In addition, the tourist data from recent Olympiads provided only a conditional basis for forecasts. The 1972 Olympics could be compared only to the 1960 Games. Both Rome and Munich are located on the European continent. However, much had changed in a mere ten years: traveling in general had increased tremendously and the financial possibilities of many visitors had improved. In addition, there was the appeal of getting to know the new Germany, the desire of many emigrated Germans residing overseas to visit their old homeland once again for the occasion of the Olympic Games, the above average enthusiasm for sports in the Federal Republic of Germany, and, not least of all, the special conception and ideal developed for the 1972 Olympic Games. These guests were all expected, but no one could put their number down in figures.

The fixed data remained as determining factors: the number of available admission tickets, the capacity of the sports sites, the number of guests who could be served by the hotel and restaurant industry, etc. Both studies, which concerned themselves even in 1967 with determining the requirements for accommodations and fulfilling this need during the 1972 Olympic Games, proceeded from these factors.

The First Study: the University of Munich

The German Business Administration Institute for Tourism at the University of Munich examined the development of tourism in the city of Munich, most of all in relation to the factor "Olympic Games." The aspects relevant to tourism at the Olympic Games in Rome served as a comparison: for the accommodation of visitors to the Olympic Games theoretically 190,000 to 200,000 lodgings could be available and precisely: 17% in Munich, 83% in its vicinity 30% in professional hotel establishments, 70% in private dwellings.

The Second Study: the City of Munich

The board of directors of the Investment Planning and Olympic Office of the City of Munich judged the accommodations situation somewhat more sceptically. At the end of 1967 it estimated the expected demand for sleeping accommodations during the Olympic Games in cooperation with the Tourist Trade Bureau and the Commerce Office. It started from the planned spectator capacity of the Olympic sports sites, allowed a 90% utilization of the number of places available and cor-

related both to the first schedule by days. It calculated the total number of visitors at 1.8 million from this data. The day guests were disregarded (local residents and commuters); guests who would come for business reasons were added thus resulting in a total number of overnight lodgers at approximately 1.1 million. This worked out to about 70,000 overnight lodgers per day. And once again this meant that 36,000 commercial beds were lacking, of these 2,000 with luxury furnishing. The study did not delve into the possibility of including private rooms.

The Third Study: the OC

In late fall, 1969 the OC started preparations for selling the admission tickets. The planning for the lodging of guests and officials was carried out simultaneously. Once again the main concern was the need for sleeping accommodations. Two years had passed since the study made by the University of Munich and the capacity of the sports sites was determined roughly, but it was still fluctuating widely. The schedule was divided already into hours. It was certain that 100,000 to 230,000 seats would be occupied daily. An allowance had to be made for guests who would attend two events per day and those who resided either in Munich or could stay with friends and relatives.

Thus there would be an estimated 160,000 visitors per day. The question remained of how many visitors would need accommodations. This would be foreseen as about 70,000 per day based on experiences gained in Rome of 45%.

Even before October, 1969 the OC and the City of Munich had received 21,222 reservations for sleeping accommodations already.

19.2 Centralizing the Accommodations

Thus, the OC had to reckon with a large demand for accommodations which could be compared hardly to earlier Olympiads. Only a central reservation and control agency could accomplish this. It would have to be able to distribute sleeping quarters indiscriminately, protect visitors from unjust prices charged by "robber" agents, remove the burdens of administrative work from hosts, and prevent double booking in different hotels, overlappings, conflicts and other unpleasant situations.

The OC did not want to establish this central accommodations agency in the general secretariat. Moreover, there already was an institution which had had experience for years with tourism in regard to expositions, conventions, the *Oktoberfest*, etc. in Munich and possessed all necessary basic technical equipment, most of all, an electronic data processing machine: its name, the Tourist Trade Office of the City of Munich. This office ought to arrange accommodations for all native and foreign visitors and take over all administrative tasks in a central accommodations agency in the Olympic Information Center Marienhof. The OC provided the guidelines. It would supervise and coordinate. It was authorized to give orders. A contract regulated duties and competencies. The OC would cover up to 75% of the resulting costs. The remaining 25% would be covered by the City of Munich which would be able to make use of the processed materials and the additional technical equipment foreseen even after the Olympic Games.

19.3

Registering the Beds

Nevertheless the Central Accommodations Agency could fulfill its task only if it had as many beds as possible at its disposal which it could assign to guests without having to refer back to the respective host. Once again this was possible only if the hosts were ready to cooperate by agreeing to a long term stipulation (i.e., two years in advance) and an obligatory provision of beds. The following problems appeared:

- Many beds in commercial establishments were blocked by long-term contracts of the landlord with business enterprises, banks or travel bureaus. This was especially true for the tourist areas in Upper Bavaria and the Allgäu. It would have to be able to reduce this burden by means of an arrangement with vacation schedules because the vacations in all German federal states—with the exception of Bavaria and Baden-Württemberg—were set before the time of the 1972 Olympic Games.
- Another portion was reserved for regularly returning vacation guests.
- The OC had no legal means to force hosts to accept long-term reservations in regard to the remaining beds. This was unlike the Games of the XIXth Olympiad in Mexico City in 1968 where the Mexican Organizing Committee received about 90% of all available hotel beds by means of a government decree.

The registration campaigns were absolutely necessary. Negotiations were conducted with the Bavarian Hotel and Restaurant Association and Munich hoteliers with the goal of motivating the hotel trade to grant a large portion of their bed capacity to the Central Accommodations Agency. They were requested to hurry because large international travel bureaus and other large firms were already there to reserve beds in the commercial lodging establishments for the time of the Olympic Games. The offers of these firms greatly surpassed the financial capacities of the OC. One also had to consider that the advance sales of admission tickets would begin at the end of 1970 and the quota of accommodations offered ought to be almost equivalent to the quota of admission tickets at least in foreign countries.

19.3.1

The First Registration Campaign

The results of the first registration campaign by the City of Munich in 1969 demonstrated how little the tourist industry was ready to cooperate. There were 494 hotels and lodging establishments in the city of Munich. They were requested provisionally by the Tourist Trade Office of the City of Munich on May 20, 1969 not to confirm any extensive reservations of rooms for the Olympic Games. They should be ready to cooperate with the Central Accommodations Agency which at that time was still being planned. After a private discussion with the Bavarian Hotel and Restaurant Association on July 4, 1969, the hosts were requested to register their quota of beds with the future agency and to classify their beds according to number and class. A contract would be settled at a given time. In this way the OC wanted to have a large number of the 18,400 commercially

available beds in Munich at its disposal before December 31, 1969.

The very first intermediate returns already showed a most unsatisfactory result. About a month after the registration drive began (on August 7, 1969) only eighty-eight lodging establishments made an average of 44% of their beds available to the Tourist Trade Office. On August 11, 1969 the Bavarian Hotel and Restaurant Association appealed to all lodging establishments in Munich with more than thirty beds to support the Tourist Trade Office with 40% to 50% of their bedding capacities. Then there were 349 establishments which wanted to cooperate at the end of October, 1969. But from their total of 18,400 beds they wanted to provide only 5,097 beds or about 30% by a contract. This number was not large enough even to accommodate the honored guests for whom more than 7,000 first class beds were needed. In addition some 10,000 beds were needed for the participants in the Congress, the collaborators in the arts program, etc., for whom the OC also had to provide accommodations. The problem of accommodating 70,000 to 80,000 people who would come to Munich as guests was still not solved.

19.3.2

The Second Registration Campaign

Beds Used Commercially

A new registration campaign was to be carried out. It was intended to secure from 10,000 to 12,000 commercial tourist beds in the city of Munich to accommodate the Olympic guests. It was also supposed to extend over the city limits of Munich to the suburbs:

- Into the area served by the suburban railway and this included 6,000 beds in some 500 lodging establishments,
- in the surrounding area, most of all in South Bavaria. The towns of Berchtesgaden, Obersdorf, Ulm, Ingoldstadt, Landshut, Altötting more or less demarcate this registration area. Neighboring areas with good transportation facilities (Salzburg and Innsbruck) were intended to be included also. The most important registration areas were to the west (Oberallgäu), the south east (Chiemsee district) and in the Rupertiwinkel: total capacity - 115,896 beds in 5,845 lodging establishments.

The main problem still had to be solved. In what way would it be possible to persuade the professional hosts to let the Central Accommodations Agency have a certain quota of their beds at its disposal? The lodging establishments were supposed to put as high a percentage as possible - at least 50% in any case - of their available beds at the disposal of the Central Accommodations Agency. The OC called these beds the "quota beds." The remaining beds, at most 50%, were left for the host to use as he saw fit. Indeed, he registered them with the Central Accommodations Agency, but the Central Accommodations Agency could assign them only with the approval of the host and then steady patrons were to have first priority. The advantage of this regulation was obvious. The Central Accommodations Agency relieved the hosts of the burdensome administrative work of arranging

accommodations and thus it saved them time and personnel.

There was still something much more important in addition to this. The host could obtain as many as seven admission tickets per "arrangement" bed with priority in the advance ticket sale. In the beginning of March, 1971 the Central Ticket Agency sent him a no-obligation list of ticket supplies in which the host marked his choices. The Central Ticket Agency determined what profits could be realized from this. Tickets for the opening and closing ceremonies were not offered, but tickets for the final events were distributed among the hosts. The final distribution lists were supposed to be ready before the middle of September, 1971: the hosts paid for the tickets, received a voucher and later the actual tickets. This regulation was also a stimulus for the host. He would be able to attract his regular patrons with the (arrangement) beds and with the admission tickets.

Private Accommodations

In addition to the beds used commercially both in and around Munich, there was also an area of accommodations which until then had not been registered systematically. This was the possibility for overnight stay which private hosts reserved for the accommodation of Olympic guests. The OC had included these possibilities in its considerations and forecasts from the very beginning, but it registered them only in 1971. Family situations can change quickly in private households so that accommodations which were confirmed too early would not be available at the end. Despite this, privately owned rooms were rented already by a few private business firms through free lance operators for the period of the Olympic Games. These private firms paid high premiums which they thought they would be able to get back from foreign visitors to the Games. Thus they disturbed the general price structure and endangered the fair pricing reputation of Munich seriously. The Trade Office of the City of Munich checked the business practices and bookkeeping of these firms. In addition the OC and the City of Munich warned the public and the foreign travel bureaus about signing contracts with these private booking agents both on radio and television and in the press after February, 1970. However no legal actions could be taken against them because they were properly registered as commercial enterprises.

During its second registration campaign the OC decided to foster the guaranteeing of private beds by offering the following advantages:

- The host received a free ticket for a seat at a morning athletics event or for a preliminary football game in Olympic Stadium for each room accepted by the Central Accommodations Agency. The landlord of every hundredth room received an official gold souvenir medallion.

Produce and Results

At the end of October, 1969 once again the OC approached the Bavarian Hotel and Restaurant Association and a few leading Munich hoteliers in order to clear up a few misunderstandings which had appeared and to achieve uniform con-

ceptions for the solution of the questions concerning accommodations. On January 9, 1970 the assembly of hoteliers and hosts, in which every lodging establishment registered by the Tourist Trade Office of the City of Munich was represented, declared itself prepared to cooperate. Shortly thereafter, the tourist trade bureaus of Munich- Upper Bavaria, Lower Bavaria and Schwaben-Allgäu joined in and appealed to their members to place at least 50% of their sleeping accommodations at the disposal of the Central Accommodations Agency.

A few technical difficulties were quickly cleared up. The system for programming the electronic data processing machine was fixed; the appropriate forms were developed for eventual processing by the EDP machine.

The second registration drive took place from April to June, 1970. Simultaneously the OC employed extensive public relations methods to woo the cooperation of the private apartment landlords both in Munich and in the areas served by the suburban railway:

Various slogans were coined:

"The Olympics of hospitality - the world is expecting sincerity, sports spirit and hospitality from us and it enjoys the special Bavarian atmosphere."

"All residents served by the suburban railway system have the Olympic Games right at their doorsteps! So join in the Olympiad of hospitality!"

"The world as our guest is right at home with us."

"Visitors need beds."

Newspaper notices:

On September 8, 1970 and twice thereafter half-page advertisements appeared in the five daily Munich papers for which the OC absorbed one third of the costs.

Posters:

After May 12, 1970 some 1,500 posters were displayed in public places—in stores and on billboards.

From June 25 to July 3, 1970 the OC carried out one more special poster campaign which included the new billboard space in businesses, department stores, restaurants, etc.

Informative brochures:

Starting June 13, 1970 some 570,000 informative brochures were distributed to every household in Munich, in the Munich rural districts and in the area served by the suburban railway, plus another 30,000 households in towns along the suburban railway line to Freising. The brochures were eight pages thick, folded to measure 270 by 105 millimeters and were provided with registration blanks. These brochures caused a sudden increase in the bed offers.

Indeed, even this relatively extensive registration campaign in the end showed only very meager results—a total of 25,000 beds. The Munich lodging establishments in their own opinions had "done their very best." It was not possible to do more. Private individuals in Munich and in the town served by the suburban trains registered about 10,000 beds. Where were the high capacity tourist

trade towns on the periphery? Why did they demonstrate so little enthusiasm for cooperation? There were many reasons: They were not interested in entertaining guests who would harm the normal travel and vacation trade since they would not return, or, for example, they would disturb their resort operations.

The landlords had reason to believe that the guests who would while away the entire day in Munich could harm the local restaurantbusiness.

They had the impression that the new vacation schedule would have insignificant influences on the number of season guests.

In addition, although the seasonal burden for the hosts was long finished in October, 1970, the appeals did not reach the hosts in some towns.

Large international travel agencies and rich firms already had reserved a percentage of the best hotel and boarding house rooms at this point in time.

Many hosts already had made obligatory reservations for regular patrons who they considered should receive priority.

19.3.3

The Third Registration Campaign

In the meantime it had already become the middle of 1970. The accommodations together with the admission tickets were supposed to be sold in the spring of 1971. About 140,000 requests and orders for beds were received by the Central Accommodations Agency and the OC. The OC needed between 70,000 and 80,000 beds for outside visitors. Only a quarter of the rooms were under contract and of these a good half were private rooms. Thus, a situation resulted which forced the OC to find at least 50,000 to 60,000 beds within a few weeks.

Another thing which must be kept in mind is that anyone who wants to sell one hundred beds to different people or groups which desire either single, double or triple bedrooms which are also differentiated according to price and furnishings and whose demands are not yet known precisely, must have an essentially larger selection of accommodations at his disposal in order to be able to meet these demands at least in some way. Besides, it was very possible to have a percentage of cancellations with such a large volume of bookings. A host could get sick or due to influences beyond his control would not be able to fulfill the contract. Additional rooms also had to be reserved for these cases.

Beds used Commercially

On July 29, 1970 the OC decided to stage a final bed finding campaign which unconditionally had to acquire the desired beds. The search concentrated itself on the outer periphery and here, once again mainly on the well-known tourist towns and larger cities. The OC divided this registration area into fifteen regions with a central place from which the drive would be directed. Unlike before, this time the OC wanted to employ canvassers who would personally visit and inform the registered professional hosts and try to win their cooperation.

The supervision of the main registration was in the hands of the department director "Olympic Special Services."

Twenty team directors were responsible directly to him. These team directors were drawn from the inspector candidates of the City of Munich and contracted employees of the Tourist Trade Office with special qualifications. The team directors were individually responsible for a precisely defined registration area. They distributed the two hundred canvassers who were familiar with the towns as much as possible: part of them were on leave from the tourist trade bureaus, part were free lancers or members of the armed forces. Both groups received all-day instructions in the beginning of September, 1970: the team directors from September 1 to 4; the canvassers on September 9, 10, and 11 in Kempten, Munich and Traunstein. They were supported by a directed clarification by the lodging industry, the local and regional press, by trade journals, and appeals by trade associations.

In the middle of September, 1970 the OC informed the 150 local heads of all regional newspapers published in southern Bavaria. The Bavarian minister president and the regional presidents of Upper Bavaria, Schwaben-Allgäu and Lower Bavaria appealed for cooperation.

The campaign lasted from September 15 to October 15, 1970. It operated according to a precise schedule in 188 towns.

Each day or at regular intervals the canvassers turned in the contracts to the team director. The accommodations were registered with the contracts and were distinguished by various colors:

- The commercial lodging establishments with more than six beds were registered in green contracts.
- The commercial establishments with less than six beds were registered in yellow contracts.
- The private accommodations were registered in red contracts.

The team directors checked over the contracts and each weekend brought them to the Central Accommodations Agency where special emphasis was placed on the principle that the trip from the place of accommodation to Munich should not take longer than two and a half hours.

Private Beds

In addition to the commercial beds, private accommodations were registered both in the area served by the suburban railway and in more distant regions. Once again the OC staged an extensive publicity campaign.

- It developed a new poster. Some 9,000 copies were posted in filling stations, individual stores, restaurants and banks in the city and rural areas of Munich as well as in the area served by the suburban railway.
- It reprinted one million copies of the informative brochure which had been distributed in September and October, 1970.
- It showed films and held lectures in more than fifty towns in the registration area.
- It rewarded the host of every thousandth room with two seats at the opening and closing ceremonies and the host of every ten thousandth room with an eight-day



airline trip for two persons to the original Olympia.

It did not insert any more notices in the newspapers because there was very little response during the second registration campaign. More emphasis was placed on a directed reportage in the press and on radio and television. Thus, for example, the intermediate results were publicized each day during the entire registration campaign.

Result

The intermediate results already indicated the final result which was much more successful than the OC had expected. As of November 10, 1970 the Central Accommodations Agency had more than 138,000 beds at its disposal. Thus the problem of accommodations was essentially solved. The Central Accommodations Agency finally had a certain margin for filling its orders.

Evaluation

A meaningful selection was necessary. The data regarding the 138,000 beds had to be compiled uniformly, sorted and be accessible according to rigid categories. An electronic data processing system was utilized. It systematized the data found on the hosts contracts and stored it on magnetic tape. Lists of basic data were printed out in a moment. The statistics supplied the aid necessary for distributing the rooms. But most of all they also clarified the criterium of the sleeping accommodation capacity in a town which was decisive for lodging groups.

The order by location of the bed supply was arranged according to a number code system: the entire area along the main traffic arteries was divided into nine sectors from the middle point Munich. There was also a ring-shaped net of distance lines (in time). The areas so formed could be subdivided into as many segments as desired.

The accommodations could not be classified arbitrarily according to place. The traffic connections (rails or streets) and the distance in time had to be taken into consideration. Only in this way was it possible to cover requests in the order of their receipt by the office "from inside outwards," that is, to offer the towns closest to Munich first.

In order to make the place classifications still more concrete and to divide the computer arrangement into manageable and surveyable steps, the entire accommodations supply was divided into five graduated plan's:

Plan A:
30,000 beds in Munich (excluding VIP beds), in towns on the suburban railway and in towns which due to their registered capacity could be graded as especially interesting (e.g., Augsburg).

Plan B:
10,000 beds in towns which were about seventy minutes away from Munich and which could accommodate large groups (e.g., Garmisch-Partenkirchen).

Plan C:
16,000 beds in towns which were about ninety minutes away from Munich and were still attractive (e.g., Mittenwald).

Plan D:
5,000 beds in a category more distant than plan C.

Plan E:
10,000 beds in towns which were relatively distant from Munich, but were still attractive (e.g., Allgäu, Berchtesgaden Region).

Plan F:
9,000 beds in a category more distant than plan E.

During distribution the accommodations in plan A were sold first as long as they were available according to number, type and grouping. Then the assignment moved to plan B and so forth, according to the progress of the final orders.

19.4 The Sale

19.4.1 The Rationing of Beds

About 138,000 commercial and private beds were available and they were supposed to be distributed by the Central Accommodations Agency. The problem arose — as with the admission tickets — which quota would be assigned as a package to each individual country during the first sales phase. The OC followed these two criteria:
the entire quota of admission tickets per country and
the hypothesis that *one* visitor would buy twelve to fourteen admission tickets for the events of the Olympic Games.

The manual calculation was not so difficult now. For example, Great Britain received a total of 110,000 tickets. Therefore it needed 8,500 beds. This package offer was divided according to general viewpoints; basically the following was true:

75% of the beds came from the professional hosts, mostly in small boarding houses, tourist homes and "professional private landlords." 25% of the beds were in private dwellings.
Each country received a number of beds in Munich in order to accommodate the most important groups of visitors there. 11 % of the beds were in single rooms, 61 % in double rooms and 28% in triple bedrooms.
80% of the beds cost from 10 DM to 20 DM per night with breakfast. This was the middle price category. Only about 3% of all the rooms were equipped with own baths and toilets or showers and toilets. Nevertheless, the visitor could use a bath or shower in almost every lodging.

19.4.2 The Price Arrangements

The tourist trade associations, the Bavarian Hotel and Restaurant Association, the OC and the Tourist Trade Office of the City of Munich agreed on the price arrangements as follows:
The price of accommodations during the Olympic Games should not exceed the price of 1970 by more than 25.5%; the price of 1971 by not more than 15%. The average price per bed was about 18 DM per bed with breakfast. Only about 20% of all the registered accommodations cost more or less than this.

19.4.3 The Sales Phases

The accommodations were offered for sale together with the entrance tickets by the national sales agencies. Originally the agencies were to take the beds irrevocably and without occupancy gaps for the period from August 19 to September 13, 1972. At the request of many European sales agencies this period was shortened. One day before the beginning of the Olympic Games (August 25, 1972) until one day after the end of the Games (September 11, 1972) was sufficient. However, the accommodations continued to be offered from August 19 until September 13. Most of all the sales agencies outside Europe had the possibility to bring visitors to Munich punctually before the beginning of the Olympic Games with consideration taken of the

available capacity of moving passengers by air.

The OC recommended that the national sales agencies distribute the accommodations in sections — for example, in four booking periods.

Computer order blanks were developed to register the wishes of each agency. They were designed to give information regarding
— the time period ordered, which might begin with August 19, 1972 and must end by September 13, 1972. Any beginning date between August 19, and August 25, 1972 was possible as well as the final day which could be between September 11 and September 13, 1972. The period between August 25 and September 11, 1972 was obligatory;
— the group number. The number of group members ought not to exceed fifty since otherwise the structure of the bed supply could not guarantee accommodations that were close to each other. Individual travelers were considered as a group consisting of one person;
— the number of identical wishes;
— the kind of room with bath/shower or without special wishes;
— the number of beds per room; single room (one bed), double room (two beds) or triple bedroom (three beds);
— the price category
up to 9 DM 90 per bed
10 DM to 24 DM 90 per bed
25 DM to 59 DM 90 per bed and
60 DM and up per bed;
— the overnight stay with breakfast or half board;
— the desire that the host know languages (English, French, Italian or Spanish);
— the type of person
ordinary visitors,
participants of the culture program,
Congress participants, or
very important persons (VIPs)
VIPs were considered as a special group of people. Even when they were supposed to arrive with other people, they had to receive their own group number apart from their party.
— the method of transportation which would be available to the visitor during his stay at the Games: automobiles, long distance buses, chartered local buses, small buses, and motorcycles. If these modes of transportation were not available, then the visitor was required to use the railways.

The First Advance Sales Phase

In March, 1971 the Central Accommodations Agency informed the national sales agencies concerning their quotas of beds. The agencies could arrange accommodations within this limit until July 9, 1971. The agencies must couple the orders for accommodations with the purchase of tickets. This coupling was a corrective and managing instrument with which the OC could avoid the event that an agency would take only the tickets and concern itself with the accommodations for the guest either too late or not at all. At first it was intended that the coupling be kept very strictly, but after the first stormy waves of sales, this was abandoned during the advance sales phase as of October 15, 1971. In this way it was

possible for visitors who were invited by relatives to buy tickets. In the Federal Republic of Germany, Austria and Switzerland this regulation was not enforced even at the start.

The return of the application forms to the Central Accommodations Agency which finished on July 9, 1971, did not always function smoothly:

- some agencies believed that it was still too early for concentrated cooperation,
- incorrectly and messily filled-out forms hindered processing operations,
- many agencies did not preserve the basic structure of the bed supply provided.

The Second Advance Sales Phase

During the second advance sales phase the difference between the previously calculated national quotas and the actual orders was equalized. Unsold accommodations (and also admission tickets) were reappportioned to those places where the demand was greater or where the agencies had ordered more than was appropriated to them during the first advance sales phase.
In the fall of 1971 the lodgings which foreseeably would not be used were returned to their hosts. Most of these lodgings were in rooming plans E and F in the more distant areas with inconvenient transportation connections located around Berchtesgaden and in the Allgäu. Thus no hotelier or private host had to suffer a loss because of his cooperation with the Central Accommodations Agency. All remaining unnecessary lodgings had to be returned no later than April 1.

The Day Arrangements

The Central Accommodations Agency set up a day referral service with a capacity of 2,000 beds. Before the beginning of the Olympic Games these beds were almost exclusively provided by private individuals in Munich and in towns with suburban railway connections. Agencies and firms had a few extra beds which were also included. They could be offered once more.

With this day referral services the Central Accommodations Agency wanted to take care of every visitor who had not reserved rooms soon enough. This would also take care of problems caused by last minute cancellations by hotels due to bankruptcy, for example, or due to unavoidable circumstances in the personal sphere. The referral system was patterned after that of the Hanover Trade Fair. All these rooms were booked a few days after the beginning of the Olympic Games.

19.4.4

The Utilization of Electronic Data Processing (EDP)

The point of departure was the fact that on one hand the hosts usually were not prepared to make their best furnished rooms available and on the other hand there was a demand for rooms with high standards. The supply could hardly meet the demand. Thus it was important to fulfill at least the basic wishes of an Olympic guest, for example, as to grouping, size of rooms and price of the rooms. A means for exchanging information among the host, the referral service

and the agency had to be created. For this purpose the utilization of a large capacity EDP machine was suggested which could continuously provide the Central Accommodations Agency with precise current statistics on the condition of the referral service so that it would be able to control its operation best and to supply the necessary information for short notice arrangements.

The program which was developed for more than a year included in ten program groups, nineteen individual programs with six subprograms. The essential groups were:

- the arrangement of hotel data (coding and storage of the supplied data),
- the reading and sorting of orders,
- the assignment in the order: subdistricts, hotels and beds,
- the referral to certain hotels, which was important for the directed referral in the VIP area,
- alterations and cancellations of basic data in the event of unavoidable withdrawal of a landlord,
- the alteration and cancellation of orders by justified wishes on the side of the agencies,
- the computation of bills for agencies; intermediate billing per group, entire bill per country,
- the automatic bank money orders for payments to hosts,
- the printing-out of beds vouchers; a master sheet for the agency to check, the original for the guest and a copy for the host to check, and
- the statistics.

Next, the basic data of the 138,000 beds registered had to be coded meaningfully. The Central Accommodations Agency developed a seven-digit key for this purpose:
— the first four digits designated the location of the lodgings whereby at registration (as explained above) the entire area of accommodations was divided into sectors and distance lines.
— The next three digits designated the individual hosts:
001 to 099 = commercial hosts
100 to 999 = private hosts.

The constant data of the hosts was transferred to punched cards, checked over several times and finally stored on magnetic tape. The orders of the agencies were recorded and processed. Then followed the actual referral work which consisted of the comparison of the sorted constant data and the order data. The following policy was pursued:
— the groups reported by the agencies were supposed to be accommodated in the same town or at least in the same area as far as possible.
— The largest group would be placed in the largest subdistrict.
— A subdistrict ought to be filled as completely as possible even as one house ought to be occupied completely.
— As far as possible the Olympic guests were to be accommodated in the areas which were most conveniently located in the direction of their countries.

Due to the relatively large discrepancy between the supply and the orders the neutral assigning by the computer often led to an unsatisfactory result. Manual

interventions were necessary especially to assign single, double or triple bedrooms and the price categories.

According to the plan of operational procedures the referral of accommodations was carried out in the following time periods:

March 7 to 30, 1971:
Establishing quotas and calculating the sales information for the foreign sales agencies: package offer

April, 1971:
Correction of the stored data by the host himself

April 12 to July 9, 1971 :
First sales phase for admission tickets and accommodations

until July 30, 1971:
Arrival of orders in Munich

August 2 to 31, 1971:
Mailing of the data concerning the assigned accommodations including bills (= booking vouchers) to the agencies

September 1 to October 1, 1971:
Payment for these accommodations by the agencies

September, 1971:
Return of all beds which on the basis of the first sales phase would not be used for certain

after September 15, 1971:
Reapportionment according to demand

October 9, November 2, December 13, 1971, January 20, February 24, March 20, 1972:
Payment of the incoming amounts from the first and second sales phases to the commercial hosts

until January 31, 1972:
Reorders (second sales phase) by agencies

until February 15, 1972:
Assignment and booking certification

until March 1, 1972:
Payment of accounts from the second sales phase by the agencies

end of March, 1972:
Final confirmation of bookings for all hosts, simultaneous release of all unoccupied time periods

until April 15, 1972:
Informing the hosts concerning all unsold beds in Munich together with the request to keep their offer open for the day referral

after May 1, 1972:
Mailing of the lodging vouchers to the agencies and hosts

August 19 to September 13, 1972:
Day referral service

September 25, 1972:
Payment to the private hosts

**19.4.5
The Total Result**

The following sleeping accommodations were arranged by the Central Accommodations Agency:

about 10,000 Munich hotel beds
about 20,000 private beds in Munich and in the suburban railway area
about 30,000 commercial and private beds
about 60,000 in the territory around Ruhpolding, Garmisch-Partenkirchen, Mittenwald, Bad Wörishofen and Ingolstadt on the average about ninety kilometers from Munich. The average traveling time by rail or road was from sixty to ninety minutes.

About 6% of these 60,000 remained unoccupied although the agencies had ordered them under obligation and had paid in full.

About 20 million DM changed hands for the referral of the 60,000 beds each for at least seventeen nights. The billing and control as well as the bank transfer receipts for this entire volume of money were processed with the aid of the electronic data processing machine.

**19.4.6
The Consequences**

- The greatest scepticism was met in regard to the preliminary ordering. Many agencies purchased accommodations "blindly" and later wanted to return the unsold quotas on short notice.
- Thus the prepayment system as followed in Munich appeared absolutely essential. Without these measures which in the beginning were viewed as very harsh, overwhelming difficulties would have developed in the accommodations sector.
- Triple bedrooms should have been accepted only in very limited numbers. Very often they were only large double bedrooms into which a third bed was placed.
- The best experiences were made in the private lodgings. The hosts strove to give their guests as pleasant a stay as possible. Many people got to meet each other and make friendships. Visitors often received a much more lasting impression of Bavaria and its people than at a stay in a hotel.
- The hoteliers and the restaurateurs cooperated well after appropriate clarifications. Inflated prices were found only in rare cases.

**19.5
The Accommodation of Young Visitors**

The OC registered 138,000 beds in commercial lodging establishments and in private dwellings. In this way many, but not all of the visitors to the Olympic Games were sheltered. Most of all many young guests needed economical overnight accommodations. Communal lodgings in schools, youth hostels and youth homes, church community halls and tent camps supplied such accommodations. The OC also had to register these lodgings and guarantee them.

- In January, 1970 a panel of the transportation commission of the OC took up this task. In March, 1971 it formed a work group which intended to solve the detailed problem of sheltering young visitors. Among many others the following organizations were represented in it:
- the owners of various communal lodgings,
 - the School Board of the City of Munich and the Youth Hostel Foundation,
 - the most important cover organizations of the German youth associations; most of all the German Sport Youth and the Bavarian Youth Ring,
 - the most significant public service organizations; the Bavarian Red Cross, the Technical Aid Foundation, etc.,
 - the armed forces,
 - the Federal Border Patrol,
 - the Main Post Office Department in Munich,
 - the German Society for International Youth Exchanges.

**19.5.1
The Registration of Beds**

In the beginning of 1970 the School Board of the City of Munich, the armed forces, and the Youth Hostel Foundation registered all rooms which could be used as communal lodgings. It must be noted here that the army barracks would be needed by the army itself or for the housing of the OC short-term personnel. Unfortunately the Youth Hostel Foundation could supply lodgings only which were distant from Munich. Thus the only possibilities remaining were the schools located in the greater Munich area. The majority of these could be reached by public transportation. The Munich School Board made them available at no charge. Only the costs for cleaning and electricity had to be covered. In order to be prepared to meet every demand near the end of February, 1970 at the request of the OC the governments of Upper Bavaria, Lower Bavaria and Schwaben-Allgäu appealed to all towns constituting districts of their own, and to all district magistrate offices to report schools which were suitable for communal accommodations before April, 1970. The period from August 19 to September 13, 1972 was proposed as the time of occupation since the permanent conference of the ministers of education set the school vacation for the time between August 3 and September 18, 1972 and made a special ruling for the schools in Munich. It decided to open the Munich schools on October 2, 1972. The classrooms could be refurbished for school operations within this time.

The leading cover organizations of the youth associations in the Federal Republic

of Germany, the German Sports Youth which was responsible for all German and foreign sports youth groups, and the Bavarian Youth Ring to which seventeen youth organizations had joined at a state level were entrusted by the OC with the accommodation and care of the young visitors during their stay in Munich. The next difficulty was determining how many young visitors would have to be reckoned with during the Olympic Games. After preliminary estimates, which were based on information supplied by the two cover organizations for youth organizations mentioned above, running to some 70,000 participants, it was finally calculated that eighty-five foreign and German groups with 12,043 youths and girls including their chaperons would be sheltered at the Olympic Camp of the German Sports Youth. In addition there would be 10,000 young visitors from seventeen to twenty-five years of age who would be cared for by the Bavarian Youth Ring. The number of the young visitors added up to more than 22,000. Corresponding to the international character of the Olympic Games, young people from thirty-two nations (Europe 22, Africa 4, Asia 4, South America 1, New Zealand 1) took part in this venture.

The approximately sixty schools in the city of Munich would be sufficient to house these visitors, while 6,630 places in the schools in the immediate vicinity of Olympic Park were needed by the OC for the accommodation of part of its short-term personnel.

Some 10,000 guests of the Bavarian Youth Ring stayed in twenty Munich schools. More than 8,000 young people of the German Sports Youth were housed in twenty-five Munich schools, and the remaining 4,000 participants were accommodated in eleven outdoor camps which were situated in the vicinity of the sports sites of their sport discipline: in Inzell the Bavarian Sports Youth, in Dachau the Canoe Youth, in Augsburg the Handball Youth, in Rain am Lech the sports fishermen, in Grünwald the Cycling Youths, etc.

In this connection special mention must be made of the tent city with some 2,000 sleeping places which was set up and maintained by the Technical Aid Foundation north of Munich. Since on the average there was a single turnover of sleeping places, it can be determined that about 50,000 young visitors stayed overnight in the communal accommodations during the Games of the XXth Olympiad.

Air mattresses were provided for all participants. The cost of these mattresses which could be taken home at the end was included in the participant fee. The Bavarian Red Cross supplied extra blankets, cabinets, etc. The lodgings were furnished partially with army furniture. Community rooms for discussions and television were also provided. Volunteer youth leaders were employed as house directors and were trained for their work in seminars.

**19.5.2
Dining Facilities**

The young people took their breakfasts which were provided vacuum-packed by the army in the schools. In addition the 12,000 participants in the Olympic

Camp of the German Sports Youth could eat dinner or supper each day in a large tent. This camp was located on Schwere Reiter Strasse in the immediate vicinity of Olympic Park. The Bavarian Red Cross with 120 helpers took over the preparation and distribution of the 360,000 servings. Box lunches were provided on request for all day excursions. Due to its convenient location near Olympic Park the dining center was also suitable as a communications center. The guests of the Bavarian Youth Ring could eat their main meals in the University Students' Cafeteria on Leopold Strasse which was exceptionally easy to reach by public transportation (subway station).

19.5.3 Medical Care

Medical care was provided by the Federal Border Patrol together with the Bavarian Red Cross. First aid was given in each school by 130 first aid helpers from the German Rescue Society, the Workers Samaritan Youth and the German Youth Red Cross. Advice and treatment was given during daily office hours in certain schools of a district. Nine districts with two to five schools were manned by a physician and a nurse.

The diagnosis and treatment of patients who could not remain in their lodgings was performed in a central clinic of the Federal Border Patrol on Schwind Strasse. It was manned by four physicians, eight "Samaritans," four nurses and four drivers.

19.5.4 The Surrounding Program

The German Sports Youth published 20,000 sixty-page brochures which were intended to inform the participants about everything they needed to know - including filling free time. In addition an information service appeared every other day during the period from August 5 to September 9, but only in a much smaller edition.

The Bavarian Youth Ring gave each young visitor a forty-eight-page informative booklet which was printed in several languages (German, English, French and Russian) and illustrated with graphics, pictograms and cartoons.

Attendance at the sports events was the main feature of the program offered to the young people. At an early date all participating groups were provided with sufficient tickets taking into consideration the special wishes of each individual group. Each of the young visitors could receive tickets for seven to ten events.

An extensive sports program at which young people themselves could participate formed a meaningful complement to passive attendance at the sports events. Five district sports facilities with equipment were available for training and contests between the individual sports groups. Four women's and ten men's national hockey teams from eight different countries participated in exercises at two district sports facilities from August 26 to September 7, 1972. The training was supervised by the German Hockey Association.

The German Chess Youth held an international young peoples' tournament, additional games against a "world elite" at 150 boards and simultaneous chess games with two international grand masters against fifty-five opponents from various nations.

An official international volleyball game was held between the youth teams of Denmark and the Federal Republic of Germany on September 4, 1972.

The German Sports Youth and the Bavarian Youth Ring offered a series of central events in addition to the above. These included a folklore festival, dances and shows, concerts, city tours and sight-seeing, discussions, film evenings, ecumenical church services and an extensive program of excursions for which a special bus service was provided. Encounters with the participants of the official Youth Camp of the OC at Kapuzinerhöhl and in the Youth Social Center on Ackermann Strasse also belonged to the program.

It is also remarkable that in forty-two international social centers which were created in the city of Munich the opportunity was offered to young people to get together socially, watch television and dance.

19.6 Camp Grounds and Trailer Parks

The German Camping Club and the Camping Board of the General German Automobile Club worked together in the camping and trailer sector. The property owners or lessees decided to introduce uniform prices for the period of the Olympic Games. The Central Accommodations Agency could offer 7,000 places for campers within a one-hundred-kilometer radius of Munich.

Relatively few camping fans booked in advance. Very often they looked for a site for themselves at the very last minute. A total of some 5,000 campers stayed overnight during the time of the Olympic Games, not including those who had provided a place on their own.

19.7 The Swiss Olympic Village in Munich-Feldmoching

A remarkable initiative ought to be mentioned which began in the Noncommissioned Officers' Association of the City of Bern and by which a so-called "Swiss Olympic Village" was created with a capacity of 1,650 beds. In this way a certain lightening of the difficult accommodations situation was contributed. This Swiss Olympic Village served mainly as an auxiliary lodging for the participants in the Olympic March from Switzerland to Munich. The Noncommissioned Officers' Association of the City of Bern was also responsible here. In six days 1,240 Swiss and citizens of other countries hiked (from August 22 to 28, 1972) from the border village of St. Margarethen on the Rhein to Munich in order to experience the Games of the XXth Olympiad. The participants of this longest march on foot in Europe did not want to limit their role to that of passive spectators. For them, the Olympic Games in Munich were a call to their own physical activity to which they responded by this march to Munich. The Olympic March was a complete success in every respect thanks to its precise execution by the Swiss Organizing Committee.

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Following the obligatory schedule the OC intended to begin the advance sale of all admission tickets for the Olympic Games both in the Federal Republic of Germany and in foreign countries in the spring of 1971. In reference to a four-month sales period for the printing and delivering of the ticket catalogs, the following fundamental plans had to be agreed upon within the OC before the end of 1970:

- an exact hourly timetable for the twenty-one sporting disciplines which would be unchangeable at a later date,
- the spectator capacity of all competition sites, where any essential reduction would no longer be possible,
- the established prices for every contest and all individual ticket categories.

In addition to these technical prerequisites, the OC had to set up an impartial and, for various reasons, a fixed distribution of admission tickets to individual countries. On the basis of general sales guidelines, the OC, in close cooperation with the NOCs, had to sign definitive contracts with dependable agencies. These preliminary tasks were begun at the start of 1970.

20.1 Basic Planning

20.1.1 The Timetable

By the middle of 1969 the IOC had already agreed upon sixteen competition days for the Games of the XXth Olympiad and had fixed the program of events individually with the exception of the canoe slalom. After a few months the final number of participants in the team sporting events was also settled. Along with this the daily timetable was certified. In agreement with the international sports federations, with radio and television companies from all over the world and with the Munich traffic specialists, the OC issued an exact hourly timetable.

In the spring of 1970, two important questions had to be decided:

- were season or day tickets for the specific sports events as admission tickets or
- individual tickets valid only for a fixed, clearcut time of day (morning, afternoon or evening) to be employed?

The OC preferred the second possibility for the following reasons:

- an increase of the available tickets especially in light of the fact that the incoming requests for tickets had already indicated that demands would equal or even surpass the supply of tickets;
- an increase in the number of relatively inexpensive tickets in order to give precisely the low-income segments of the population an opportunity to be able to attend the events of the Olympic Games;
- full rows of seats in every competition site because those with day tickets could not possibly attend all of the sports sites simultaneously;
- with individual admission tickets the OC could obtain higher net proceeds from the sale of tickets.

This decision for individual tickets really meant additional organizational work. The sports events had to be separated in time from one another as real and

distinct event periods. If more than one event period took place in a single competition site on the same day, the time for clearing and subsequent refilling of the sports site had to be included in the plans.

The OC had to develop a detailed calendar of events for the sale of admission tickets before the beginning of 1971. Thereafter neither the starting times nor the contents of the individual event periods could be changed essentially. Otherwise the sales offices would have been faced with the impossible task of correcting a flood of previously booked tickets. It was to be assumed that especially foreigners, trusting in the exactness and validity of the information in the admission ticket catalog, would base their orders for tickets on programs for systematic attendance of events. The mere postponement of an event for more than an hour, after the advance sales had begun, could cause a situation in which a visitor, having bought tickets for two events, would not be able to use one of them. A change in the events calendar also discriminated against those visitors who not only wanted to attend the events of the Olympic Games in general, but intended to attend certain contests. On the other hand, the OC was aware of the difficulties involved in setting up a definitive timetable more than one and a half years before the start of the Olympic Games. This applied especially to sporting disciplines at which the number of participants and consequently, the pre-supposed contest times could only be estimated by the OC at first.

20.1.2 The Seating Arrangement Plan

Similar problems were encountered also in planning the seating arrangements. At the beginning of 1970 only a few competition sites outside of Munich for the preliminary rounds of the handball and soccer tournaments were completely built and ready. On the other hand, the competition sites in Munich were still under construction or alterations were being planned. Thus only blueprints were available for the seating arrangements in the competition sites, the single important point for tickets sales. The plans did not need to be definitive, that is, a later slight reduction of the seating capacity was acceptable if only the approximate capacity was known. Also an unforeseen additional seating demand was not to be excluded. The OC accounted for this case by constituting an approximate 5% variance possibility for every type of ticket. This variance would be settled only when the sitting and standing places in every ticket category were fixed and compared with the previously planned details. This was the case at nearly all of the competition sites only in June, 1972, two months before the start of the Olympic Games.

The OC figured out the number of saleable tickets from the seating arrangement plans. The committee went over the grandstands at the competition sites and, following the statutes of the IOC, determined the areas to be reserved for specially accredited groups of persons: VIPs in both athletic and non-athletic areas; journalists, radio and television commentators; and participants.

The camera positions at all competition sites for the world-wide televised events had to be clarified. They were almost always located in the spectator area and obstructed the view. The OC dealt for months with the television companies concerning the exact location of each camera. The negotiations were still not settled by the end of 1970. It was also not decided at this time in which manner the official Olympic film, recommended by the statutes of the IOC, should be taken.

The OC had to guarantee that no tickets would be sold for places with even slight visual obstructions and that later additional demands for camera positions in such areas would not be considered. Therefore the OC held open extra areas at every competition site where camera positions for television companies were proposed in order to avoid any possible visual obstructions. The OC actually allowed admission tickets to be printed for these places but did not offer them at first for sale.

20.1.3 Price Arrangement

From the proposed seating arrangement plans the OC judged on location, as far as possible, the various viewing conditions of the places at the different competition sites. On the basis of the findings, the spectator places were divided into as many as six different price categories.

In addition there was also the question as to whether a place would be covered or not and correspondingly whether it was a seat or a place to stand. Uncertainties were also discovered while checking over the plans. The visibility, as judged from the plans, did not necessarily correspond to the actual conditions. Thus, for example, the bottom rows under the covered area in Olympic Stadium were put into two price categories. However, spectators either at the track and field events or at the football games could not see the entire action from these places without considerable visual obstructions. This misjudgement resulted because the barriers which separate the spectators from the playing field and were not yet erected, were shown in the plans to be lower than they were later actually installed due to the requirements of the security service. It was only in May, 1972, after the actual admission tickets were already distributed that this problem turned up at the first event in the stadium. Approximately 250 places in thirty-one different event periods were affected by this impairment. However, only one visitor complained after the closing of the Olympic Games.

For the fixing of the price ceiling for the admission tickets the OC took into consideration:

- the probable spectator interest in every event period, that is, every sporting event and its decisive importance (preliminary or intermediate rounds, semi-finals, finals). The OC started out from the sales results of the last three Olympiads and used the numerous incoming requests for admission tickets, before the advance sale began, in relation to the given capacity of the present sports sites;
- the prices of the tickets at the last three Olympic Games. The OC did not want

the Games in Munich to exceed their median value;

- the principle of a social price arrangement. The OC had already decided in 1966 to offer as many economically priced tickets as possible. It strove for a large number of visitors to the Olympic Games in Munich and wanted to enable the low income groups to attend the Olympic Games. This was accomplished by increasing the number of price categories. For the lowest price category, the OC asked for 5 DM for all preliminary rounds and 10 DM for 90% of the finals. The best places at the opening and closing ceremonies cost as much as 100 DM each. But 37.92% of the 4,993,100 sales tickets printed could be purchased by those interested for 5 DM.

In view of these social price arrangements, the OC decided against granting further price reductions for youth and for the badly injured as is customary at sporting events. The OC made available a row of seats without charge exclusively for the handicapped who were confined to wheel chairs. This was done on condition that the structural conditions at the competition sites would allow this, for example, in Olympic Stadium, in the regatta building in Feldmoching, at the hockey facility, in the riding stadium and in the dressage facility in Nymphenburg.

20.2 Setting the Quotas

One thing the OC believed to be able to accept as well grounded after the numerous advance ticket orders from the Federal Republic of Germany and foreign countries: the demand for tickets to most of the events exceeded the supply many times over. In this regard the problem of a just distribution of the available admission tickets came strong to the fore for the OC, that is, the question of a just distribution to the different countries all over the world and to the residents of the Federal Republic of Germany. Especially troublesome were the opening and closing ceremonies as well as the final events in all of the twenty-one Olympic sports competitions.

20.2.1 Proportioning in the Federal Republic of Germany and Foreign Countries

Taking all of these points together, the OC worked out by the middle of 1970 the first basic mass proportioning. The Committee did not concern itself yet with the games of the Olympic football tournaments being played outside of Munich because the exact team pairings were not drawn up until early 1972. Before the drawing no considerable demand for these events was to be expected either from the Federal Republic of Germany or from foreign countries.

After long deliberation the OC proposed to sell 31.2% of the admission tickets (approx. 113 million tickets) in foreign countries and 68.8% in the Federal Republic of Germany itself. At first glance this distribution seemed to discriminate against the national sales offices. However this median resulted because foreign countries were supplied with 45% of the sales tickets for the important events (opening and closing ceremonies, track and field events) and for sporting events for which the foreign visitors had more interest than the local residents, for example, basketball and volleyball, for which up to 60% of the available tickets were supplied to foreign countries. Accordingly, the percentage for the other sporting events lay considerably lower, for example, for the canoeing events only 20% of the sales tickets were offered in foreign countries.

20.2.2 Foreign Ticket Sales

Six criteria formed the key for the OC by which the entire foreign quota for more than one hundred countries was impartially divided:

- Requests reported by the NOCs. In August, 1970, the OC requested the individual NOCs to estimate the interest for admission tickets and accommodations in their respective countries. The requests for admission tickets should be aimed at the different event periods, that is, the placing quality (best, average, low quality) should be declared. In that way, through the proportioning per nation, the OC learned also about the special interest in certain sporting events. The OC contrasted these request applications with the numerous private advance ticket orders. At the final fixing of the quotas, the OC could indeed satisfy only a part of the

NOCs applications because, for appealing events, the demand exceeded the existing supply by far. Therefore the OC took as a basis the following five criteria for allotting the tickets to foreign countries:

- the population according to the figures of 1968;
- the population income per person (1968);
- the number of visitors to the Federal Republic of Germany (1969);
- the number of Olympic participants in Mexico City;
- admission ticket sales results from the last Olympic Games on European soil in Rome, 1960.

The OC at first calculated the admission ticket quota for every continent, that is, according to the following key referring to the criteria mentioned above:

The population figure as well as the number of the Olympic participants in Mexico City and the tickets sale results of each country in percentages according to the number of inhabitants calculated for each continent were added, then the percentage share of the income per person was multiplied by the visitor count in the Federal Republic of Germany and the resulting percentage share was also added to that. The resulting value was divided by four and the quota value found was used as a basis for the computation for every individual nation.

A data processing machine gave the results which still had to be manually corrected in part by the OC. This happened because several countries might not have obtained tickets because of a lack of tourist traffic from their country to the Federal Republic of Germany and, on the other hand, not all of the NOCs had submitted a request. The caution of the OC in reference to the requests received proved to be justified later when the actual sales results showed that the figures quoted in the requests were far too high. One European country, for example, entered a request for 90,000 admission tickets, the OC's applied methodology following the five criteria granted a quota of only 20,000 tickets for the first advance sale phase. Actually only 6,000 admission tickets could be sold in this country.

On the other hand, because of the calculation key, quotas of a few tickets each were computed for a number of countries in Africa, South America and Asia. Some times the key was not sufficient to allow even a single person the possibility to attend a sporting event at the Olympic Games. For these countries the OC formed a minimal quota of about 1,100 admission tickets, from which twenty-four tickets were for every track and field afternoon, in order to smooth out such problems. This quota was 0.1 % of the total foreign quota. The allotment limited itself to six or seven important sports events. Beyond this the OC reserved to itself the right to take favorably into consideration these countries if need arose by remuneration from the backflow of tickets.

By this minimal allotment, the OC partially obtained a clear balancing of the different quota values; in particular the quota relation between Africa and the other continents shifted.

20.2.3 The Federal Republic of Germany

The OC divided the available admission tickets for the Federal Republic of Germany among the following three districts:

- Munich and its immediate surrounding area;
- the rest of the Federal Republic of Germany;
- a special quota for groups and institutions whom the OC served directly.

Munich Metropolitan Area

The OC from the very beginning made it its special business to treat favorably the 1.7 million inhabitants in the Munich metropolitan area. Altogether they received a quota of about 780,000 admission tickets.

The OC considered this a justified allotment because the residents of Munich, during the years of preparation for the Olympic Games, were subjected to extreme inconveniences caused by the diverse construction work; the subway and the suburban train construction in particular. Furthermore, the OC depended upon the generous cooperation of the inhabitants in the Munich metropolitan area for accommodating out-of-town visitors because only a relatively small number of hotels and various other lodgings were available. About the time of the first proportioning in 1970, the OC feared that there were not enough accommodations available for out-of-town visitors.

The quota was divided into two secondary quotas: 25% for the residents of the city of Munich, the rest for the population of the area around Munich, that is, the seven districts bordering on the state capital including the city of Freising.

The Remainder of the Federal Republic of Germany

For the 62 million inhabitants of the remaining territory of the Federal Republic of Germany, the OC held ready 1,430,000 admission tickets. In this way the OC could at first hand over approximately 15,000 admission tickets to each of sixty sales offices serving a district with a population of about one million on the average. This quota included tickets for every event, except the opening and closing ceremonies. Because of the naturally large demand for these tickets, the OC resolved to raffle off the sales tickets for the opening and closing ceremonies by means of the "Spiral of Fortune" lottery during 1971 and 1972.

The Special Quotas

For each sporting event the OC reserved on the average 10% of the tickets for a special quota without regard to the security quota. From this special quota the OC provided tickets to those groups or institutions which, because of year-long cooperation in the preparation of the Olympic Games, the OC felt itself particularly indebted to:

- the city councillors of the city of Munich;
 - members of the executive board and the commissions of the OC as well as the supervisory council and the commissions of the OBG;
 - representatives of the German Bundestag and the Bavarian Landtag;
 - collaborators of the architectural and engineering bureaus employed by the OBG;
 - the German Sports Federation and the Bavarian Sports Association;
 - The National Olympic Committee for Germany;
 - The German Olympic Society;
 - The German Sports Assistance Foundation;
 - relatives of the participants;
 - members of the IOC;
 - employees of the OC and the OBG.
- The OC administered these tickets quotas itself.

20.3

Preparation of the Admission Ticket Sales

The executive board of the OC approved the price arrangement of the admission tickets at its 20th meeting on July 1, 1970. The OC could completely coordinate prices with the seating arrangement plans only in December, 1970 when all competition sites were fixed. Up to this time negligible changes were inserted into the hourly timetable for sport and technical reasons.

20.3.1

Admission Ticket Coding

At the start of 1971 the OC began to mark the approximately 1,150 different types of tickets with special code numbers. In this way the OC simplified identification for advance sales which would proceed on the basis of vouchers. The OC chose a so-called "tell-tale-key" in order to reduce this tedious work to dimensions possible for the sales personnel. As a result it was necessary to have six-place code numbers to earmark every type of ticket.

The first two digits, called the lead digits, marked the specific sport type or event. For example, 01 represented the opening ceremony, 02 track and field, 03 rowing, until 23, the closing ceremony.

The third and fourth digits gave the date, that is, 26=August 26 or 01=September 1. An overlapping of dates in August and September did not occur.

The fifth digit signified the event period on the event day in question and thereby distinguished between the morning and afternoon events and afternoon and evening competitions.

The sixth and final digit referred to one of the six possible price categories.

20.3.2

Admission Ticket Catalogue

The OC assembled all important facts into a detailed ticket catalog for those interested. It contained the day and the duration of the event, the competition site, the type of event and admission price. In cases where the duration of a contest was not foreseeable by the OC because of the still unexact number of participants, for example, for the events in track and field, swimming and boxing, etc. the catalog merely mentioned the starting times.

Toward the end of 1970 the OC began the lay-out and production of the catalog. The admission ticket catalog was intended to serve the sales offices first and foremost as a decisive source of information. It could also be purchased by interested parties for 5 DM.

The OC had the admission ticket catalog printed in two languages: 90% in a German-English edition and 10% French-Spanish. The OC enclosed a general sketch of the price categories and their placement in the different competition sites into each admission ticket catalog. The OC delivered the first issue to the sales offices in the Federal Republic of Germany and in foreign countries in April, 1971. Toward the end of 1970 the timetable had to be changed only in so far that the boxing tournament, after receiving the provisional registrations from the NOCs, had to be expanded by two event periods to a total of twenty-nine. The OC inserted an event period on both September 6 and 7, when previously only one evening event had been foreseen on each of these days. The OC completed this edition of the catalog with an inserted page. Since it was already in print a change in the catalog could no longer be considered. In May, 1971 the OC had a second and a third edition of the admission ticket catalog printed. Altogether the OC published 30,000 copies of the catalog with an initial expenditure of 96,000 DM. With the first allotment of admission tickets, every sales office received one catalog for every 500 tickets supplied; the OC only released additional catalogs for a fee of 5 DM.

20.3.3

Selling Organization

The Central Sales Office

Only with a full organizational and technical effort would the OC have been able to sell and deliver world-wide all the allotted admission tickets one and a half years before the start of the Games. For this reason the OC handed over this task already in May, 1970 to the largest German travel agency with the largest number of branch offices: the Deutsches Reisebüro (DER) and its sister Bavarian firm, the Amtliches Bayerisches Reisebüro (ABR). In the fall of 1970 both travel agencies established together, in the name and for the account of the OC, a central sales office in buildings specially constructed for this purpose and centrally located, the so-called "Information Center City". The central accommodations office was also located there.

Altogether ten employees of both travel agencies proportioned the admission tickets for the different sales offices, settled all accounts and forwarded the necessary sales dossiers as well as information material. In addition they transmitted the current results of the ticket sales to the OC by means of electronic data processing equipment. The OC used these results in order to expedite certain publicity measures as well as to report monthly on the state of the advance ticket sales in press releases. The DER and the ABR carried out their tasks according to the guidelines of the OC. They were obligated in particular:

- at the distribution of the admission tickets and accommodations;
 - at the preferential sale of admission tickets to certain groups of people.
- The OC refunded all operating expenses (personnel and material costs) which were incurred by the operation of the central sales office without, however, additional remuneration (as, for example, a guarantee of profits). In order to cover their overhead and other expenses, all local and foreign sales agencies could include an advance sales charge of 5% on the sales price of the admission tickets.

Foreign Sales Organization

The OC concentrated also on the advance ticket sales in individual countries. In April, 1970 the Committee called upon the NOCs of each country to recommend a dependable agency or other suitable institution for selling the admission tickets and arranging accommodations. These sales offices should possess a wide-branching sales network in order to reach as many interested people as possible. The agencies received the designation "Official Sales Office for Admission Tickets to the Events of the Games of the XXth Olympiad 1972" and were authorized to display the official emblem.

The OC signed contracts with almost all of the recommended agencies in 1970. Only in one case did it not accept the recommendation of one of the NOCs because the agency in question had been in financial difficulties for the past six years. The OC wanted to avoid at all costs any possibility that interested clients who had to pay for admission tickets and lodgings immediately upon application, might have to absorb a financial loss in case of a

bankruptcy and not receive any tickets. Therefore in the spring of 1971 together with the respective NOC, the OC named a new agency in this one case. The NOCs in forty different countries did not make use of their recommendation right. Here the German airline "Lufthansa" took over the tasks of a national sales office, if it had its own branch in the respective country. If no sales office could be found in a country, those interested in obtaining tickets were referred to the next closest sales office.

The Sales Organization in the Federal Republic of Germany

Along with their function as the central sales office, the Amtliches Bayerisches Reisebüro (für Bavaria) and the Deutsches Reisebüro (for the remainder of the Federal Republic of Germany) took over, in their own name for the account of the OC, the task of setting up a national sales office for the advance sale of admission tickets and for the booking of accommodations in the Federal Republic of Germany. They set up sixty-seven advance sales offices in fifty-seven cities in the Federal Republic:

- fifty DER travel agencies located outside of Bavaria (including West Berlin);
 - ten ABR travel agencies in Bavaria located outside of Munich.
- All sixty sales offices were assigned equal districts of about one million inhabitants per sales office:
- one ABR travel agency for the population in the district of Munich and
 - six ABR travel agencies for the city of Munich itself.

In two additional advance sales offices (Böblingen and Göppingen) the OC offered admission tickets for the Olympic handball preliminaries taking place in these two cities without employing the lottery method.

20.3.4

The Sales System and Its Phases

Foreign Countries

The advance foreign sales were supposed to begin simultaneously at the beginning of April, 1971 in all countries. The OC in essence left it up to the individual national sales offices to draw up their own sales methods. A few principal guidelines were to be observed:

- Tickets and accommodations were permitted only to be offered to those persons who were residents in that particular country. For every country the OC formed a ticket and accommodation quota and, with the help of electronic data processing equipment, divided the calculated and adjusted quotas of each country into different code numbers.
- The sales offices received at first only code numbered statements in place of admission tickets. The individual purchasers received vouchers issued by the national sales offices themselves and exchanged them in the spring of 1972 for the actual tickets.
- The purchaser received, as it was, only a voucher, respectively admission tickets, if he could prove that he had accommodations in the area around Munich during the span of time of the respective events. For this only the central accommodation office in Munich was responsible: the hotel manager or

private renter had to declare in writing the lodging and the duration of his guests' stay. The central accommodation office would confirm these room reservations if the reservations fell into the "free" bed category.

If the purchaser could not prove that he had privately arranged for accommodation, he was then obliged, along with this ticket order, to book a room for the corresponding length of time.

With this coupling the OC wanted to prevent the danger of foreign guests or companies buying up tickets in large quantities and then disposing of them later at black market prices without there being enough lodgings for these people in the Olympic city. On the other hand, this simultaneous booking of accommodations presented a financial risk and largely hindered purchases of larger quantities of tickets.

The OC disregarded the coupling in the following cases:

- for events outside of Munich because these admission tickets were not so much in demand;
- in the neighboring countries of Austria and Switzerland. The inhabitants of these countries could reach Munich in one or two hours. Accommodations in Munich or in the immediate area were not absolutely necessary. The OC recommended that the two national sales offices restrict the ordering of tickets in accordance with the sales guidelines in the Federal Republic of Germany.
- The national sales offices had to give preference to the wishes of their respective NOCs as well as those of the diplomatic representatives of the Federal Republic of Germany concerning tickets and accommodations.
- The sales offices were further bound by contract to handle all incoming orders impartially.
- They were not allowed to offer admission tickets and accommodations only within a package deal travel arrangement. With this the OC wanted to hinder the individual sales offices from taking advantage of a monopoly situation in their own country by distributing admission tickets exclusively in accordance with their own business interests.
- The sales offices could add a 5% advance sales charge to the ticket price along with a reasonable risk charge for any fluctuating exchange rates.

The OC divided the foreign sales into two phases: the tickets not sold in the first phase were gathered and reapportioned according to the previous sales results and the newly collected request applications. In this manner the OC avoided having allotted tickets lying around for a long time unsold in individual sales offices while the tickets were in demand at other national sales offices.

In February, 1971 the central sales office distributed to the national sales offices their admission ticket quotas, arranged according to code numbers, as well as accommodations, arranged according to a common ordering system. The advance sales began on April 12, 1971 and ended on July 9, 1971. The national sales offices balanced accounts with the central sales

office concerning the amounts received for the tickets. The balancing sheet was a form developed and supplied by the OC. It also included a list of those tickets which had been sold.

The central sales office collected all tickets returned after the first three-month sales phase and redistributed them to the individual foreign sales offices.

As criteria the central sales office used the newly received request applications from the sales offices and their previous sales results. After an adjustment of the incoming request applications, on August 20, 1971 the central sales office supplied a list comparing the available ticket supply with the reported requests per code number and distributing the tickets on a percentage basis by means of a program. After completion of this program a double list was drawn up which determined the allotments per agency and the code numbers. When necessary the central sales office adjusted the calculated results manually.

After concluding the balancing of accounts and the reapportioning, the next foreign advance sales phase began on October 15, 1971 and officially ended on December 31, 1971. The sales offices once again reported the sales results to the central sales office. By this time 727,713 admission tickets were sold in foreign countries. In addition approximately 360,000 to 400,000 admission tickets presumably passed into foreign countries through sales made in the Federal Republic. There resulted a sale of approximately 1.1 million tickets in foreign countries.

All foreigners still interested in acquiring tickets and accommodations after the second sales phase ended on December 31, 1971 had to apply to the Deutsches Reisebüro in Frankfurt during the months of January and April, 1972 and after this date to the central sales office in Munich in May and June, 1972. After this deadline, just seven weeks before the start of the Olympic Games, foreigners could no longer order admission tickets by writing. From then on they were directed to the daily cash sales.

No later than one month after the end of the first and the second sales phases, the sales offices had to pay into the account of the central sales office in German currency the amount taken in from the sale of tickets without surcharges. The national sales offices were required to obtain the necessary foreign exchange permits for the punctual transfer of money. If the amount was not deposited in the account of the central sales office punctually, the ticket orders would not be delivered.

Almost without exception the sales offices adhered to the OC's fixed payment deadline. Only two sales offices could not obtain in time the necessary foreign exchange permits from the proper public authorities for the transfer of the amount taken in. The OC did not cancel the admission ticket orders in these two exceptional cases, but rather demanded 5% interest on the amount owed after the deadline.

It was explicitly stated in the contracts that the central sales office was not bound to take back admission tickets already ordered and paid for.

Only in a few cases where the tickets purchaser could not come to Munich for reasons beyond their control did the OC declare its willingness to take back the purchased tickets. The number of these tickets was quite minimal and amounted to less than one thousand.

In a few individual cases there was various criticism directed at the OC's required coupling of admission tickets and accommodations. This came in particular from those purchasers who had the possibility of staying with friends or relatives in Munich or in the surrounding area. Since the central sales office was responsible for the proof of accommodation, the OC left it to the office to make exceptions to the guidelines quoted above.

The OC, in consultation with the Deutsches Reisebüro and the Amtliches Bayerisches Reisebüro, set up in all details the guidelines for the ticket sales in the Federal Republic of Germany. It was the special task of the OC to guarantee a just and impartial distribution of the admission tickets for the final events. The OC tried everything possible to eliminate any black market handling or misuse of personal connections in this regard.

In this matter the OC was aware that the traditional sales system, which allowed the purchasers, in the order in which they appeared at the sales offices, to place an unlimited number of orders, could not do justice to this purpose. Therefore the OC itself decided on a sales system in which a lottery system determined when those interested could place their limited admission ticket orders.

The Federal Republic of Germany

The advance admission ticket sale in the Federal Republic of Germany began on April 19, 1971 and ended in Munich on May 14, 1971; in the remainder of the country, including West Berlin, it ended on April 30, 1971.

This first sales phase distinguished itself through a "controlled" advance sales system: In the period from March 1 to 31, 1971 (because it dealt with a limited time period, the date of the poststamp was considered decisive), those interested in buying tickets for the Games of the XXth Olympiad in Munich could send their so-called interest notices to the Amtliches Bayerisches Reisebüro, located in the central railway station in Munich, if their residence was in Munich or in the immediate area. Those living in other parts of the country, including West Berlin, were asked to send their notices to the sales office closest to their home residence. Those interested were required to send a stamped self-addressed envelope along with their notices. The OC did not take into consideration envelopes addressed poste restante.

All envelopes arriving before the deadline were included in a lottery which determined which persons could place their

ticket orders at the designated sales office on which day during the time of the controlled advance sale.

The OC conducted the drawing publicly under official supervision and also in the presence of the press. Only one drawing took place in cities with more than one sales office. For simplicity every sales office received an equal quota of positive notification cards. On every working day of the controlled advanced sales every sales office in the city of Munich sent more than eighty-five positive reply cards, in the region of Munich over 170, and in the other parts of the country over fifty. All those interested were only allowed to take part in the lottery at their nearest sales office. If there were two or more sales offices in a city, they had to decide for one of them.

If anyone did not hold to the rules of the lottery, he was barred from the drawing. This happened particularly at multiple participation in the lottery, in which case all lottery entries involved were discarded. The OC informed all winning persons on which day within the time period of the controlled advance sale they could order their tickets. Thereby the winners had to present their notifications to the sales office on the ordering day.

The OC referred those participants who did not receive a positive notification from the lottery to the designated sales office where left-over tickets were sold freely after the end of the controlled advance sale.

The central sales office handed over to the individual sales offices of the Federal Republic of Germany and in Munich so-called vacancy lists, which allotted the available ticket quotas according to the individual code numbers. The individual employees in the sales offices were asked to cross out immediately every sold ticket on the vacancy list in order to avoid double ordering. In order to have still a possible solution to offset any mistakes that might occur, the central sales office held back 5% of the quota for the Federal Republic. The lottery winners could personally order their tickets on the fixed days in the pertinent sales offices according to the order of their appearance. The following limitations were in effect for those interested in tickets: Every person could only order only as many tickets as he himself plus another person could use during the period of a sporting event. This meant a maximum of two admission tickets per event period.

This rule allowed one person alone to order eighty-four tickets and, in this manner, approximately 220 people could exhaust two thirds of the allotted quota in a sales office district. In light of this the OC limited each order of admission tickets in the controlled advance sales to a maximum of twenty per person.

In consideration of these two criteria, the buyer was free to choose from all different sports events. The OC offered tickets for all event periods with the exception of the admission tickets to the opening and closing ceremonies which were raffled off by the "Spiral of Fortune 1971-1972". Because the drawing for the Olympic

football tournaments did not take place until early in 1972, the football games being played outside the city of Munich remained a further exception.

Over one million interested people sent envelopes to the different sales offices from which 45,300 winners were drawn. They placed their orders within the period of the controlled advance sales. After May 17, 1971 the sales offices also accepted ticket orders from all those interested. The regulation permitting limited ordering at designated sales offices only, stayed in effect until June 30, 1971. Afterwards these restrictions were also dropped.

Already two or three days after the start of the advance sales every ticket was sold out for the final events in gymnastics, equestrian events and swimming. At the end of the controlled advance sales, the only finals tickets still available were for the canoeing, rowing, field hockey, wrestling, judo, and weight lifting events. The progress of the advance sales justified the special treatment of the Munich residents over the rest of the country: after a few weeks the tickets for many events from the seven Munich sales offices were completely sold out, however, these tickets were still available in other parts of the country. In September, 1971 the OC gathered together unsold tickets from all sales offices in the Federal Republic of Germany and divided them once more according to the previous sales results. Part of the foreign quotas from the first sales phase which could not be sold abroad were included in this quota.

At the end of 1971 the OC officially wound up the proportioning for the individual sales offices. After the start of 1972, admission tickets could still be ordered only at the Amtliches Bayerisches Reisebüro in Munich as well as at the central Deutsches Reisebüro in Frankfurt.

The nearer the starting date of the Games approached, the more were the sales concentrated on the sales offices in Munich where admission tickets were available after January 1, 1972 at only two sales offices and after June 1, 1972 at only one sales office. The Deutsches Reisebüro suspended its sales at the end of April, 1972. All remaining quotas were returned to the central sales office. The Amtliches Bayerisches Reisebüro offered the admission tickets only in Munich. In May and June, 1972 the OC checked over the places for actual visual obstructions and then released those tickets for sale which were held back previously. Only in the seating arrangement for the mam hockey field was the OC certain that there was a discrepancy between the seating plans of 1970 and the actual later seating arrangement. The tickets for seats that were not free from visual obstructions were printed with the legend "Sight Obstructions — Not to be Sold" by the OC and turned over gratis to its employees.

20.4 The Lay-Out

The OC intended to send the actual admission tickets to the individual sales offices early in 1972. Before that time the format as well as the printing of the tickets had to be finished.

20.4.1 Graphic Lay-Out

The admission tickets had to provide as much necessary information as possible. They had to state the place, date and time of the respective competition and should also help the spectator find his place quickly and easily in every stadium.

The Design

The tickets were 105 mm x 148.5 mm (about the size of a postcard). The obverse was divided into four adjoining vertical sections of varying widths which gave rise to a field of nine sections 16.5 mm wide.

Variable Data

The OC had the following bits of information printed in the four sections:

Section 1:

The name of one of the twenty-three events (twenty-one sports events as well as the opening and closing ceremonies) and the consecutive numbering for every event place beginning with 00001 (first place of the highest price category) and ending with the last place in the lowest price group.

Section 2:

Twenty-one sporting event symbols and the official emblem with the Olympic rings. The color in this section corresponded to the basic color of section 1, for example, silver for the opening and closing ceremonies, blue for the other sports events.

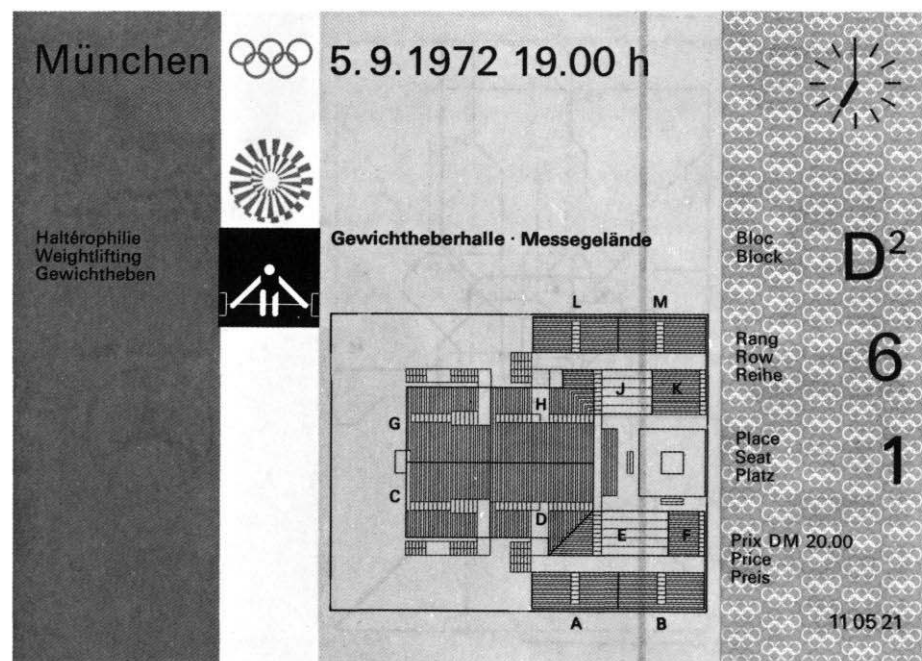
Section 3:

The sixteen dates in digits along with twenty-seven time markings for every half hour and the thirty-six competition sites (name and ground plan, as an important placing information especially for large stadiums).

Section 4:

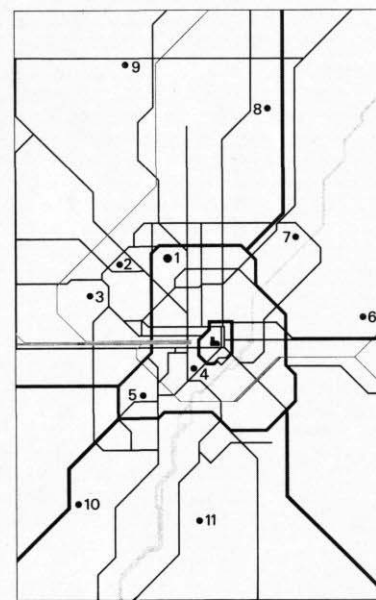
Representation of the most important information needed at a glance, in especially large and recognizable contrast, namely: twenty-seven time markings in clockface form for every half hour, a maximum of 152 block entries (capital letters and large Arabic numerals) per sports site, a maximum of eighty-four rows, a maximum of forty-seven seat numbers, a maximum of six price categories, the price in D-marks, and the code number of twelve digits.

With the exception of the emblems and sports site markings, all data was printed in black and in three languages.



München 1972 Sites de compétition Competition sites Wettkampfstätten

- 1 Olympiapark
- 2 Dantebad
- 3 Dressuranlage Nymphenburg
- 4 Messegelände
- 5 Basketballhalle Siegenburger Straße
- 6 Reitstadion Riem
- 7 Bogenschießanlage Englischer Garten
- 8 Schießanlage Hochbrück
- 9 Regattastrecke Oberschleißheim
- 10 Autobahn Nr. 2 Ausfahrt Schäftlarn
- 11 Start und Ziel Grünwald



Fair-play sur le stade
Fair-play sur la route
Fair in sports
Fair on the road
Fair im Sport
Fair auf der Straße

Mercedes-Benz



Variable Colors

The basic colors for section 1 (silver for the opening and closing ceremonies; blue for all other sports events) and section 2 (white) were quickly settled. In contrast the OC let sections 3 and 4 have different colors to provide an optically distinguishable marking for valid and invalid tickets for the ticket-takers at the gates. The colors themselves were taken from the official colors chosen for the visual image of the Olympic Games in Munich.

1. Color scheme of the contest sites in section 3: the thirty-six competition sites were marked in seven different colors. They were not guilloched. Sports sites separated from each other by long distances, received the same basic color, whereas those clustered together were easily distinguished by various colors. The color for Olympic Stadium (light green), the swimming hall (dark blue) and the sports hall (yellow) were not repeated, and the four halls on the fairgrounds were marked with the four remaining basic colors (orange, light blue, dark green and grey).

2. Color scheme of the event days in section 4: These were also marked by means of seven different basic colors (gray, yellow, blue, brown, turquoise, chartreuse and violet). They repeated themselves after the eighth day of events but never agreed in color with section 3. In contrast to sections 1, 2 and 3, section 4 was guilloched.

The OC planned these two color color schemes within a small group. Until the original tickets were printed, the OC identified the colors with the Roman numerals I to VII for the competition sites in section 3, and Arabic numerals 1 to 7 for the competition days in section 4.

The Reverse of the Tickets

The solid gray reverse of the tickets was divided into three vertical fields and relayed the following information:

- Field 2:
- Large lay-out scheme for finding the sports sites by means of maps and verbal explanations with four variations:
- A: simplified map of Olympic Park for all events in the area,
 - B: simplified city map of Munich showing every sports site for those events taking place out-side of Olympic Park or in the Munich area.
 - C: schematic representation of Kieler Förde designating the areas for the ceremonial plaza or the berths.
 - D: blank for all other events.

Field 3:

Advertising (emblem of a German automobile firm and a text in three languages).

20.4.2 Security Features

The OC protected the admission tickets against falsification and imitation with three security features. Only a small trusted panel within the OC developed the details of these security features. The marks were intended to demonstrate immediately the validity of the admission tickets to the ticket takers without taking unusual measures.

Watermark

The OC chose a round screen surface watermark whose light-dark effect was imbedded in the entire surface of the ticket paper; it consisted of the Olympic rings and the year "1972". Both marks were reduced in size so that two digits of the four-digit year number were recognizable in section 2 (without background color). Having the two remaining digits arranged below, the complete year number then resulted. The Olympic rings could not be brought into this white section because of their width. The rings were all double figured (a light ring surrounded by a dark contour), the year digits were not (the top row was dark and the bottom row was light). Due to its clarity and sharpness, the watermark could be recognized immediately without having to hold the ticket up to the light.

Metal Strip

An irremovable metal strip was enclosed in the paper from top to bottom 49 mm from the right edge of the admission ticket. The Olympic rings and the year were continuously impressed on the metal. Both were clearly recognizable when held against the light both from front and back. It was the greatest security factor against counterfeiting.

Guilloche

This typical feature of valuable papers was printed in two colors on section 4. All these security features were imbedded in high quality, light pale-blue cellulose paper which is not commercially available. Furthermore, the OC shortened the time period for a possible forgery production, that is, the actual tickets were not exchanged for the vouchers before May, 1972, some three months before the start of the Games. The vouchers issued in the Federal Republic of Germany were compared with the carbon copy in the sales office when they were exchanged. In this way counterfeiting was prevented also.

20.5 Production

The printing of the admission tickets could begin only after all detail work as finished: the starting times for all event periods had to be fixed precisely once and for all, the designated seats in the seating arrangement plans had to be listed and marked according to block, row and place. This listing of the spectator areas was ready in September, 1971. The OC compared them with the seating plans and used them as the basis for printing as well as for the numbering of the seats.

20.5.1 Producing the Paper

The tickets were to be made of paper. Plastic would have cost considerably more and, because the material demands a longer drying time, it would have lengthened the printing time. But because of its durability, its souvenir value would have increased. However, paper could be printed easier, manufactured cheaper, and protected with adequate security markings.

The OC wanted high quality, anticounterfeiting printing paper in which a visible surface watermark and a metal strip could be imbedded. Therefore, the paper could not be produced by ordinary long-screen paper machine, but rather by special round-screen paper making equipment. Its weight (110 gr./sq.m.) guaranteed a good feel and long lasting strength.

The watermark was produced in the period from March until June, 1971; the 10.5 tons of paper in June and July, 1971.

20.5.2 Printing Process

At the beginning of 1971 the OC agreed upon the printing process. One of two possibilities had to be chosen: —The fixed data (schedule, sports site diagram, date) would be prefixed in print on a continuous paper roll by a rotary offset press or

— on sheets of paper (which would be pasted on to each other later) by a conventional printing method.

The first process did not require an immediate exact definition of tasks, the planning of printing would have been simplified and the entire printing process could have been executed with great speed in two phases. If the variable data were later added by a fly-press the admission tickets could be processed in proper order and by quotas that would later be given code numbers. This variable data would have to be provided much later, and the tickets could be preliminarily sorted during printing.



The OC, therefore, decided in favor of the conventional offset printing method, thereby taking advantage of the contractor firm's vast experiences in handling security papers. Of course, printing admission tickets cannot be compared to normal printing since, aside from the demand for maximum technical quality, serious organizational problems must be solved. All data had to be submitted to the printshop nine months prior to the Games. The distribution of the various sales quotas, finally, had to be done by hand, which guaranteed the absolutely perfect functioning of the control system.

20.5.3 Control and Security System

The OC entrusted the entire ticket production from the manufacturing of the paper to delivery of the finished tickets to Giesecke & Devrient, Ltd., Munich. This most important producer of security papers in the Federal Republic of Germany has designed and produced security printing exclusively since its founding in 1852 and, among many other things, produced the admission tickets for the 1936 Olympic Games in Berlin. Having more than a century of experience, the firm has developed a troublefree control and security system which could also watch over the Olympic ticket production and distribution. Especially with admission ticket manufacturing, every finished sheet had to be carefully recorded to prevent any disappearance of the tickets during the production process.

20.5.4 Distribution to the Sales Offices

The admission tickets were manufactured by the end of February, 1972. By the middle of April, 1972 the printers had assembled the ticket quotas for every sales office and for a few other large receivers, for example, the German Sports Federation. For sorting purposes the central sales office made a distribution list, placing a consecutive ticket numbering next to the quantity per code number.

So in case an individual ticket quota was lost, the missing tickets could be specifically identified according to day, time, appearance, row and place. It was the sales offices' responsibility either to — pick up the actual tickets in Munich or — have them mailed at their own risk.

The OC sent an authorizing letter in February, 1972 to each sales office which wanted to pick up the tickets itself. A copy was to be returned with the following information: name and passport number of the person who would pick up the tickets, endorsed by an authorized person and the sales office representative who had signed the contract. A second signed copy had to be presented upon receipt of the tickets for signature check.

The OC informed the sales offices in March, 1972 when they could pick up the admission tickets in Munich. At the same time, the sales office had to notify the OC as to when they intended to leave Munich. In this way adequate security precautions could be taken for the transportation of the tickets from the printers to the airport until final delivery. The transfer of the tickets took place at the printing plant in the presence of an

OC representative. A rechecking of the quotas proved to be troublesome. A second counting of 50,000 to 100,000 tickets as in the case of the sales offices in the USA, France or Great Britain, and dispersed among some one hundred different types, might have lasted as long as two weeks. Therefore, the sales office representatives limited themselves to a numerical examination of the ticket quotas by means of an automatic counter. The ticket quantity per code number was checked only at random. Neither at the check in the printing plant nor at a later time were any discrepancies found in the quota combinations.

The OC recommended that all sales offices insure the tickets against loss in transit by a German insurance company. Some 90% of the sales offices followed this advice as did the sales offices in Haiti and Jamaica whose tickets, worth some 25,745 DM, were lost. The OC replaced this relatively small quota from its reserves and the insurance covered the costs. Although the lost tickets were specified on the delivery lists, they could not be reprinted because it was not known for certain whether they were actually destroyed or merely stolen. According to the laws prevailing in the Federal Republic of Germany, stolen securities, thus including tickets, could be acquired in good faith by a third party. Thus it was possible that the bearer of the admission ticket could claim his legal right to occupy the place as printed on the ticket. Since the places covered by the missing tickets were vacant during the Olympic Games, it is assumed that these admission tickets were not stolen.

Box Office Sales

A large portion of the tickets could be sold during the advance ticket sales. Nevertheless, there were, with the exception of the gymnastic and swimming events, still a few tickets available for the preliminary rounds and the elimination rounds for all sports events. These were available at the box offices. The OC installed box offices at the thirty-one competition sites and manned them with exceptionally reliable personnel because of the large cash receipts. The OC entrusted this task to 150 reserve army officers who could speak English reasonably well. At the competition sites outside of Munich the local event personnel took care of the box office.

Usually at 12:00 noon the Munich sales offices sent the remaining admission tickets for events on the following day to the central sales office. The army personnel accepted these tickets in the evening and gave them along with the necessary small change to the managers of the respective competition sites the following morning between six and eight A.M. according to a fixed timetable. The tickets were packed into stacks of fifty or one hundred. The box offices opened one hour before the event began and, as long as tickets were still available, closed only at the end of the event. The managers balanced accounts immediately after the event with representatives of the central sales office present.

The Munich newspapers reported every day for which events tickets were still

obtainable at the advance sales office and the box offices. As soon as less than one hundred admission tickets were available for a certain event, the event was considered as sold out. The OC wanted to avoid having people coming in vain to the advance sales offices or to the box offices. This small portion of tickets were as a rule sold without a notice in the newspapers.

All in all, the box offices sold 403,044 tickets worth 2,821,310 DM.

20.6 End Results

In the summer of 1970 the OC had estimated the total ticket sales income to be about 30 million DM.

The sources for the estimate were — the sales results from the Olympic Games in Rome, Tokyo and Mexico City, — the favorable geographic position of Munich, — the supposed utilization of between 50 to 60% of the tickets offered. The sales results of the earlier Olympic Games were approximately 40% of the ticket supply.

Altogether 5,003,204 tickets were printed for 355 event periods including the demonstration badminton competitions. Actually only 4,483,127 tickets were for sale.

The remaining 520,077 tickets were eliminated for the following reasons.

- Shortly before the start of the Games due to an order from the City of Munich Public Safety Office, 51,677 tickets had to be taken off the market to relieve the standing room sections in Olympic Stadium and the swimming hall.
- Another 37,263 tickets could not be sold because of visual obstructions by camera placements and the doubling of the press seats. They were distributed to the employees of the OC and the OBG.
- Due to the construction of permanent camera placement, 23,841 tickets could not be released.
- Some 35,275 tickets were given to the 3,000 participants in the official youth and student camps.
- The short-term personnel of the Federal army, the police and other public service organizations received 215,249 tickets.
- Two weeks before the start of the Games the OC gave the city school supervisor 125,400 tickets for the Munich school children. It was assumed that these tickets could no longer be sold.
- As a part of the "Bed-Finding Campaign" each private renter received, as it was, a free ticket for a morning track and field event or for the preliminary or intermediate rounds of the Olympic football tournaments. This amounted to 27,970 tickets.
- The Mayor of the Olympic Village could give out 12,695 tickets to the participants who were permitted only to enter the events in their discipline and the Olympic Stadium without tickets.

From the supply of saleable tickets were sold

- 3,474,058 tickets to the events in Munich and the surrounding area,
- 954,695 tickets to the out-of-town

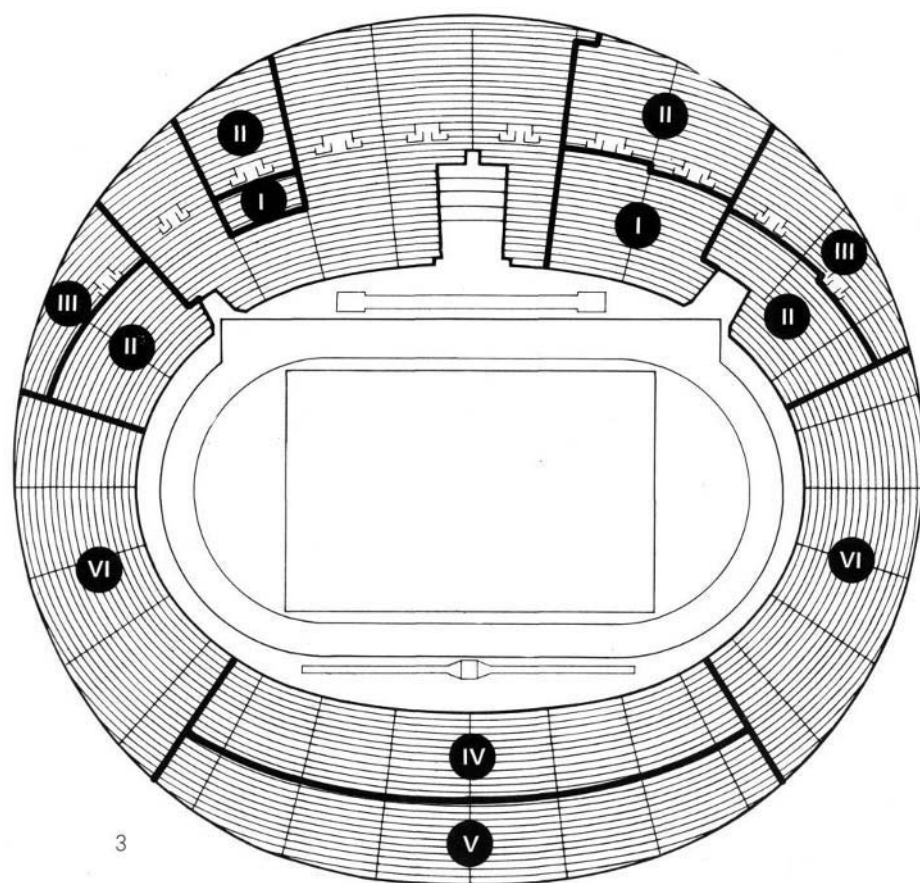
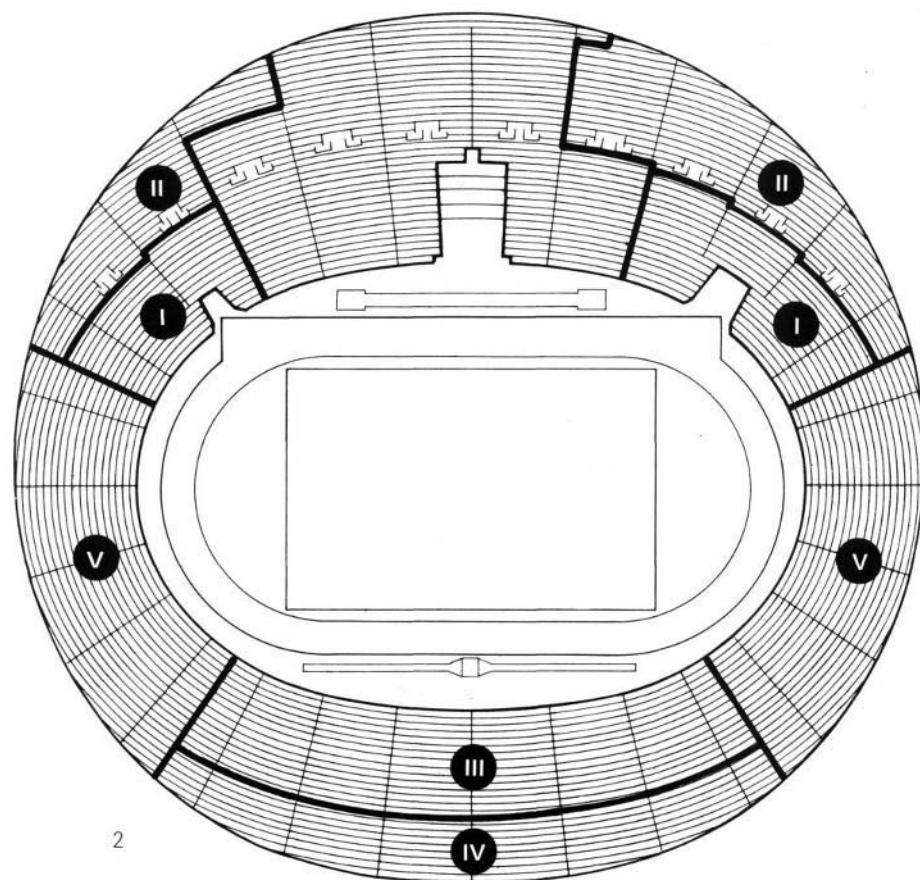
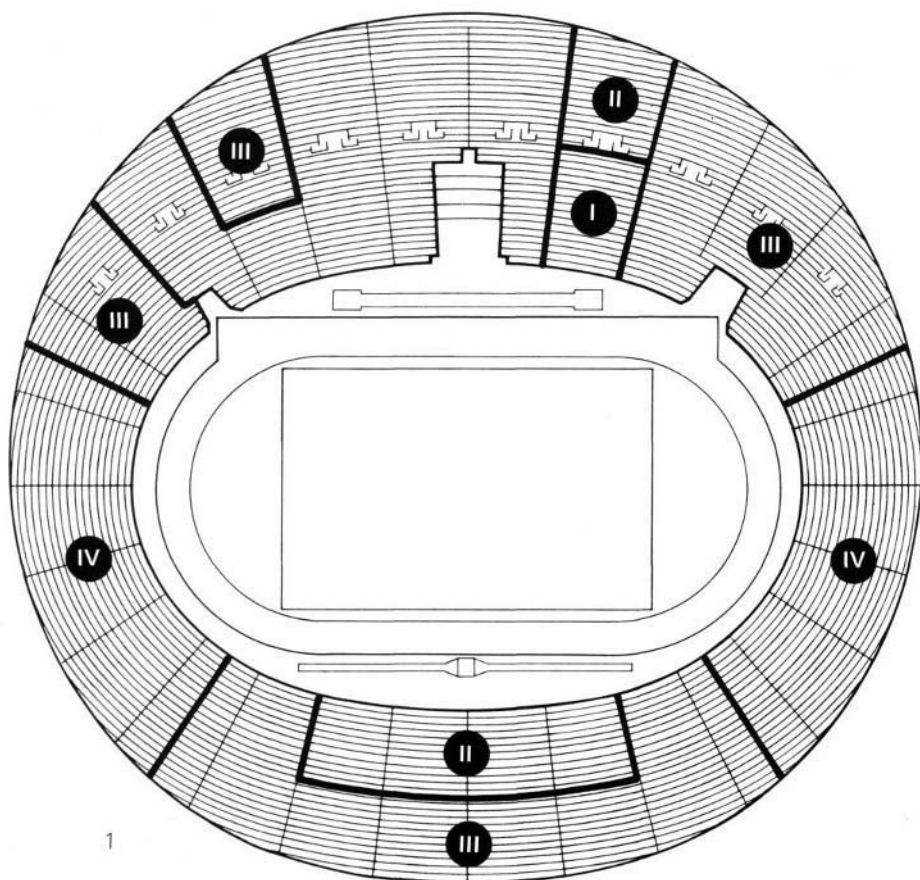
football and handball events, the yachting events in Kiel, the canoe slalom in Augsburg, and — 9,374 tickets to the demonstration badminton competition.

For the events in Munich 3,116,092 tickets (89.68%) could be sold; for the out-of-town events 191,043 tickets (20.01 %) and for badminton 3,970 tickets (42.23%).

The relatively low sales results for the out-of-town events resulted from the fact that from the 834,795 tickets for the preliminary and intermediate rounds of the Olympic football tournaments only 101,521 tickets (12.16%) were sold.

The actual value of the tickets sold amounted to 53,420,871 DM. The OC obtained 427,784.— DM as an advance sales charge from direct sales. Small profits accrued from surplus amounts received for shipping costs and from profits on the currency change transactions.

Results from the Sales of Admission Tickets to the Events of the XXth Olympiad in Munich	Event	Tickets printed	Unsaleable tickets*)	Offered for sale	Unsold tickets	Tickets sold	Receipts in German marks	Percentage sold
*) This refers partially to tickets which were distributed to short-term personnel, Munich schools, official youth camp, participants, etc. Some of these tickets were for seats with visual obstructions as well as some standing room tickets which had to be withdrawn by order of the office for public order and safety.	Opening ceremony	70.824	8.231	62.593	1	62.592	2.892.860,—	99,99%
	Athletics	1.190.289	105.844	1.084.445	2.611	1.081.834	20.122.410,—	99,75%
	Rowing	182.650	58.504	124.146	14.952	109.194	1.258.745 —	87,97%
	Basketball	165.616	8.825	156.791	17.666	139.125	1.593.490 —	88,73%
	Boxing	151.580	5.135	146.445	1.189	145.256	2.093.120 —	99,19%
	Canoeing	146.120	66.988	79.132	42.415	36.717	536.610 —	46,39%
	Cycling	42.971	2.182	40.789	1.180	39.609	508.550 —	97,10%
	Fencing	28.032	1.203	26.829	1.648	26.181	379.540 —	93,85%
	Football	770.187	188.915	581.272	126.211	455.061	4.902.530,—	78,24%
	Gymnastics	103.580	4.086	99.494	226	99.268	2.031.705 —	99,77%
	Weight lifting	49.446	5.563	43.883	10.260	33.623	376.640 —	76,62%
	Handball	115.467	3.619	111.848	9.956	101.892	1.495.080 —	91,18%
	Hockey	128.500	3.652	124.848	46.828	78.020	783.775 —	62,65%
	Judo	63.738	2.550	61.188	9.375	51.813	694.560 —	84,65%
	Wrestling	100.500	2.140	98.360	25.539	72.821	744.125 —	74,03%
	Swimming	191.368	16.668	174.700	13.611	161.089	3.149.315 —	92,32%
	Modern pentathlon	28.200	662	27.538	2.185	25.353	217.060 —	92,06%
	Equestrian events	226.313	3.640	222.673	20.156	202.517	3.585.945 —	90,90%
	Shooting	27.000	375	26.625	6.025	20.600	206.000,—	76,84%
	Archery	8.800	308	8.492	23	8.469	84.690 —	99,73%
	Volleyball	117.880	8.633	109.247	5.901	103.346	786.155 —	94,59%
	Closing ceremony	70.824	8.104	62.720	8	62.712	2.954.060 —	99,98%
		3.979.885	505.827	3.474.058	357.966	3.116.092	51.396.965,—	89,68%
Results from the Sales of Admission Tickets to Events of the XXth Olympiad which Took Place Outside of Munich	Canoe slalom, Augsburg	50.000	2.600	47.400	11.845	35.555	355.550,—	75,00%
	Football	884.731	49.936	834.795	733.274	101.521	717.596,—	12,16%
	Handball	37.748	1.475	36.273	14.961	21.312	276.380,—	58,74%
	Yachting, Kiel	40.736	4.509	36.227	3.572	32.655	654.530,—	90,13%
		1.013.215	58.520	954.695	763.652	191.043	2.004.056,—	20,01 %
Results from the Sales of Tickets for the Demonstration Badminton Events	Badminton	10.104	730	9.374	5.404	3.970	19.850,—	42,23%



Price Categories of the Individual Sports Sites and Events

- 1 Olympic Stadium — football
- 2 Olympic Stadium — equestrian events - opening and closing ceremonies
- 3 Olympic Stadium — athletics

The following sports sites are not depicted since there was only one price category:

Canoe slalom course, Augsburg

Autobahn triangle at Starnberg, finish line - cycling

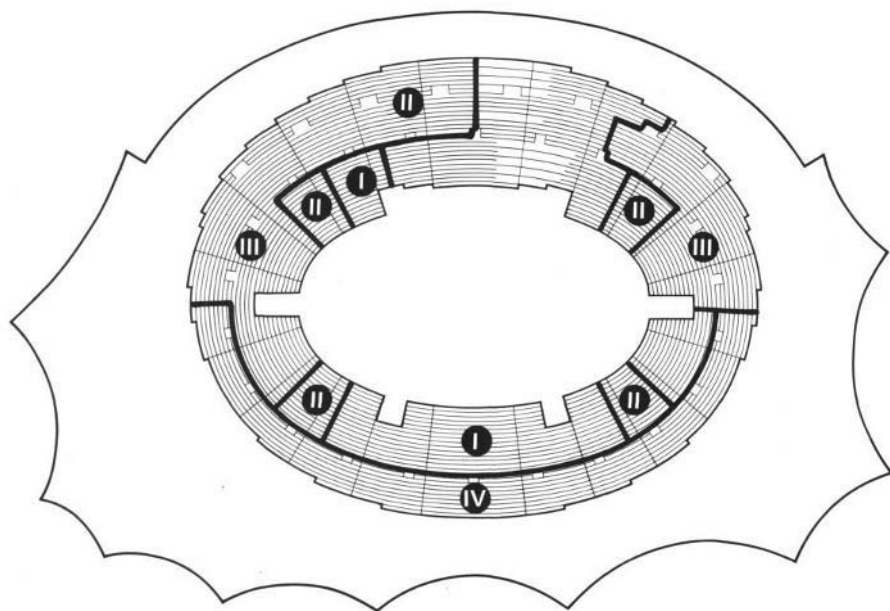
Course Munich-Gruenwald, finish line — cycling

Fencing hall II — fair grounds
Hockey facility, Olympic Park, fields II-VI

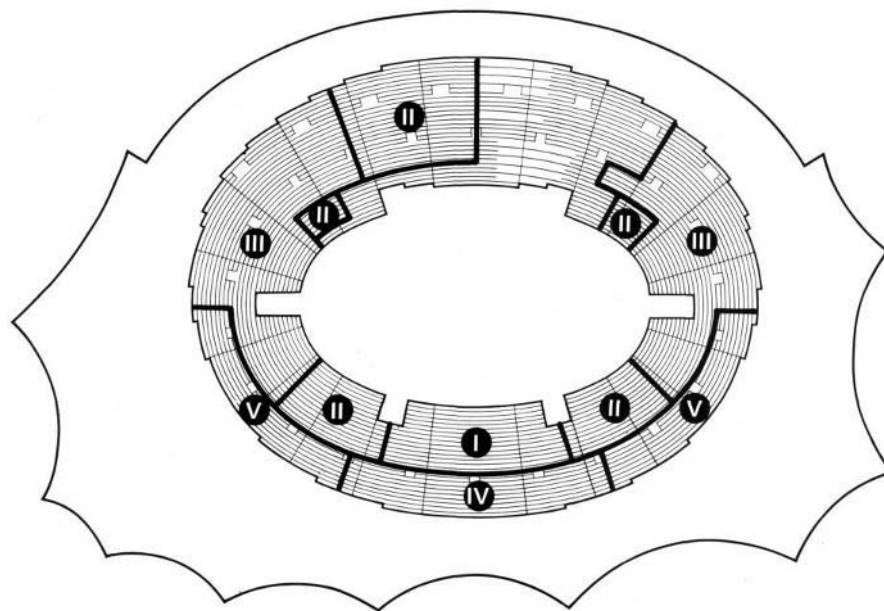
Sports sites of the modern pentathlon
Three-day-event steeplechase course
Riem-Pointing

Dressage facility, Nymphenburg
Three-day event competition

Shooting range Hochbrück
Archery range at the English Garden



4



5



6



7

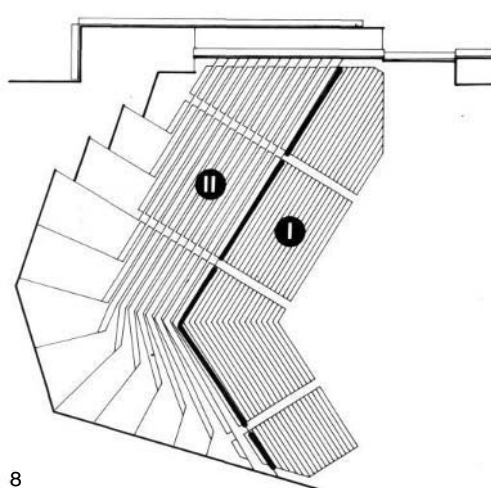
4
Sports hall, Olympic Park — gymnastics

5
Sports hall, Olympic Park — handball

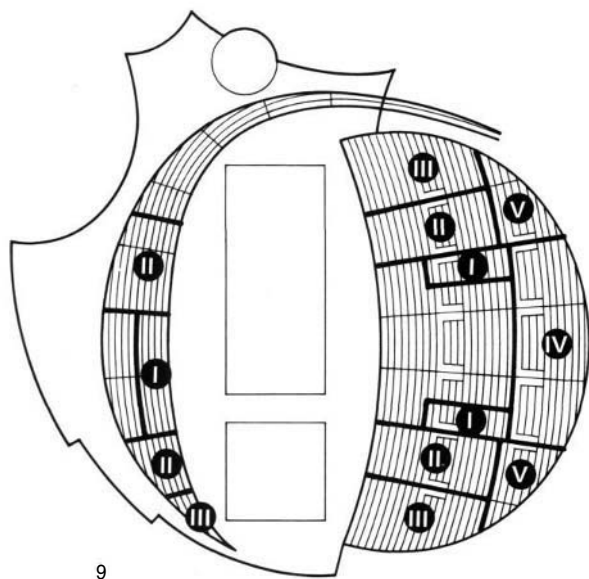
6
Dressage facility, Nymphenburg -
equestrian events

7
Regatta course, Feldmoching —
rowing and canoeing

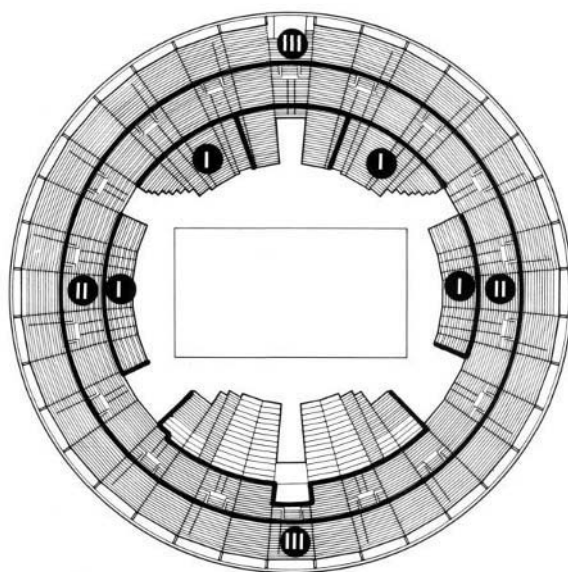
8
Ceremonial plaza, Kiel — yachting



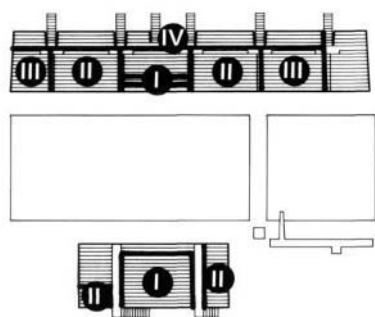
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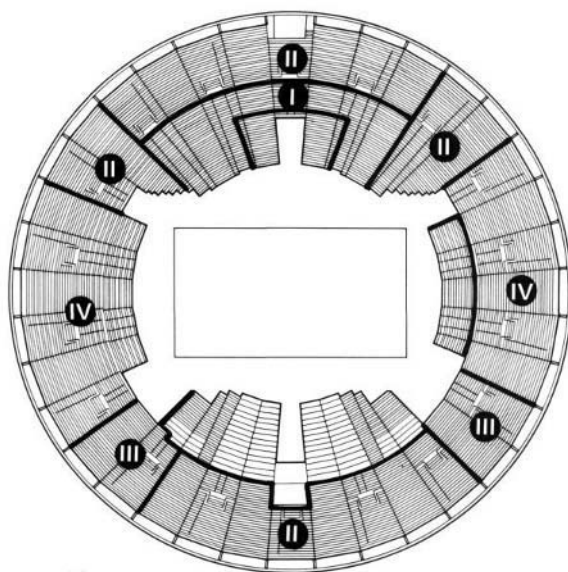
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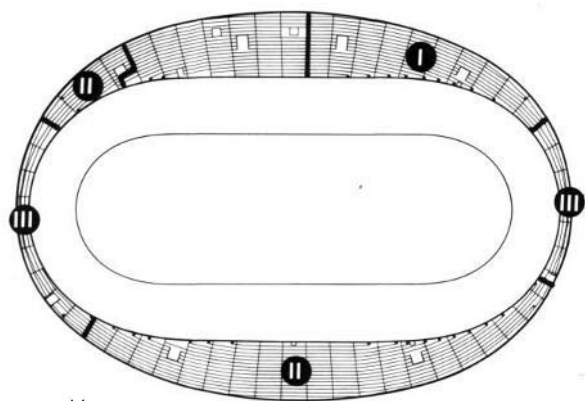
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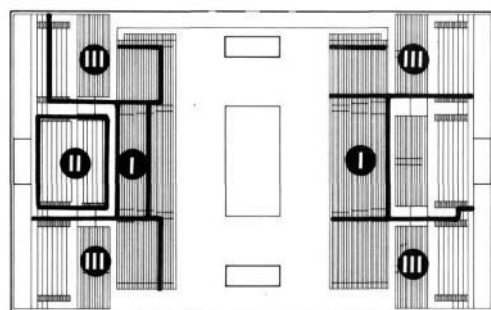
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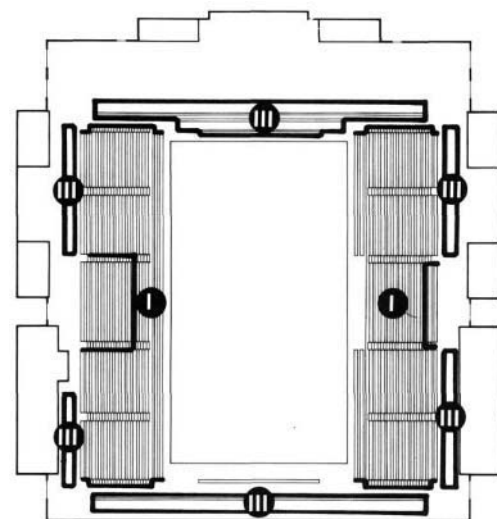
13



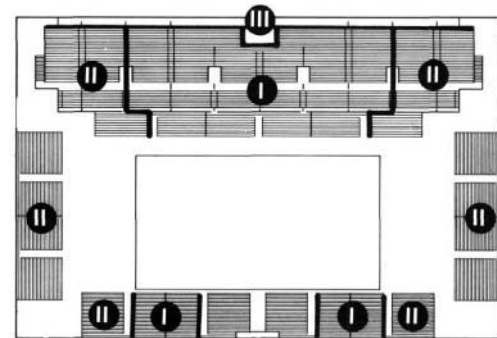
11



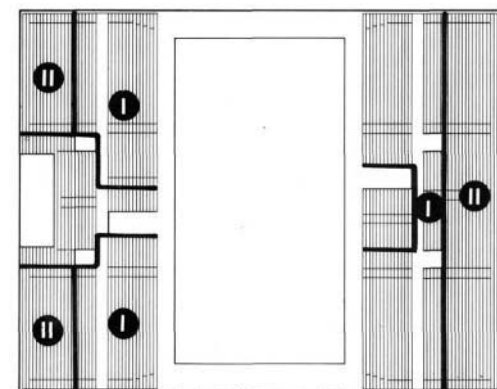
14



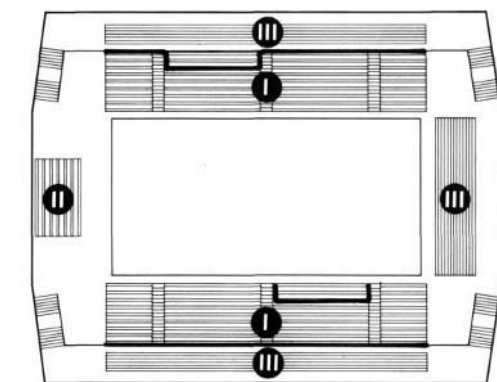
15



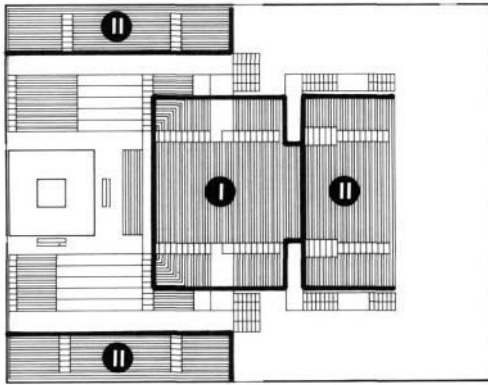
16



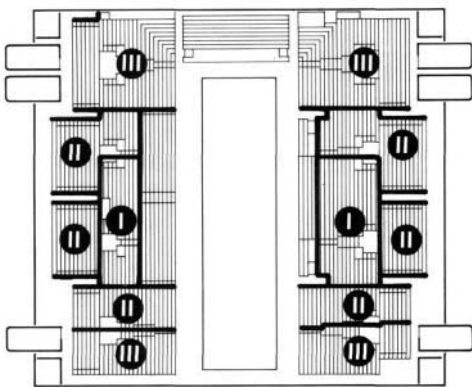
17



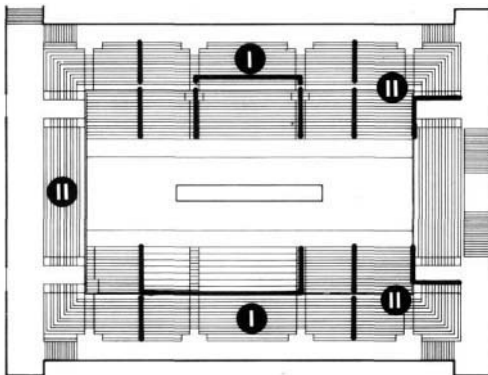
18



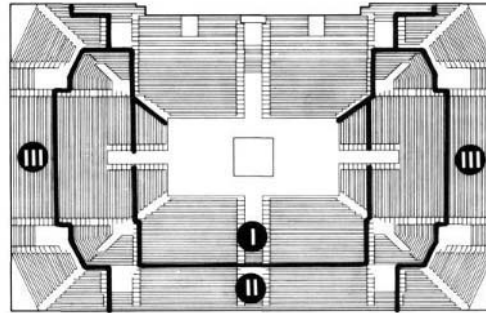
19



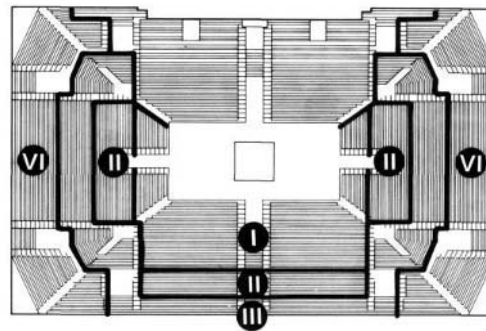
20



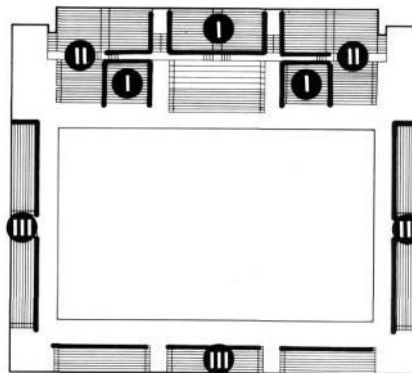
21



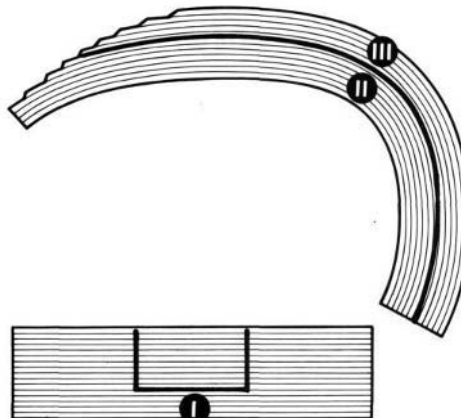
22



23



24



25

- 9 Swimming hall, Olympic Park
- 10 Dantebad — water polo
- 11 Cycling stadium, Olympic Park
- 12 Basketball hall, Siegenburger Strasse-judo
- 13 Basketball hall, Siegenburger Strasse-basketball
- 14 Volleyball hall, Olympic Park
- 15 Hohenstaufen Hall, Goeppingen - handball
- 16 Sports hall, Boeblingen - handball
- 17 Sports hall, Augsburg - handball
- 18 Donau hall, Ulm - handball
- 19 Weight lifters' hall, fair grounds
- 20 Wrestling/judo hall, fair grounds
- 21 Fencing hall 1, fair grounds
- 22 Boxing hall, Olympic Park — judo
- 23 Boxing hall, Olympic Park — boxing
- 24 Hockey installation, field 1, Olympic Park
- 25 Riding stadium, Riem

21

21.1 Entry, Stay, and Departure of Accredited Groups of Persons

21.1.1 Identification Cards

Privileges

As early as December 7, 1965 the German federal government had given its consent to the City of Munich for unrestricted entry and departure of all foreign participants at the Olympic Games and their escorts, as well as representatives of the press, radio and television, possibly without passports, visas, and customs formalities. This declaration was incorporated in the application document and emphasized again by the Lord Mayor of the City of Munich in his address before the IOC in Rome on April 25, 1966.

Simplifications of this nature had become tradition at Olympic Games. In 1960 and 1964 there were "Olympic Passes" which were essentially sufficient for free border crossing and stay in the host country. This was similarly expressed by the IOC in its "Recommendations" in 1967/68. Article 47 of the IOC Statutes identifies the following privileged persons: Accredited persons in categories A to F, specifically:

Category A

Members of the IOC with one escort each

Directors of the IOC

Six permanent escorts, i.e. assistants to members of the IOC

Category B

Presidents of the NOCs with one escort each

Secretaries general of the NOCs with one escort each

Presidents of the international sports organizations with one escort each

Technical delegates of the international sports organizations with one escort each

Members of the medical commission of the IOC with one escort each

Secretariat of the IOC

Category C

Chiefs of delegations

Attaches

Delegates of the Olympic cities Mexico City, Sapporo, Denver, and Montreal

Holders of Olympic certificates

Category D

International jury

Referees

Category E

Accredited members of the press (journalists, photographers, radio and television commentators, camera men, production personnel)

Category F Competitors

Team officials

In addition there were the participants in the Olympic youth camp (category J), who often arrived with the competitors and should receive equal treatment with respect to passport control. Altogether the OC expected approximately 20,000 to 25,000 persons.

Those were the basic pledges and regulations. These premises were the basis for negotiations of details with the Federal Ministry of the Interior which first began in mid-1970. According to the current laws pertaining to foreigners, requirements of a passport and visitor's permit can be waived only by an exception to the law. On March 23, 1972 this was announced and became effective one day later. It was called "special regulation to release foreign participants in the Games of the XXth Olympiad in Munich in 1972 from the requirement of a visitor's permit and passport":

§ 1

Foreigners who are in possession of an identification card issued by the Organization Committee for the Games of the XXth Olympiad in Munich in 1972, do not require a visitor's permit.

§ 2

The above mentioned foreigners are released from the requirement of a passport.

Based on experiences at previous Olympic Games, the validity of this special ruling was restricted to four months. It became effective about ten weeks previous to the Olympic Games on June 16, 1972, to allow the participants a longer time to become acclimatized, if this was considered necessary. It was terminated a month after the end of the Games on October 15, 1972 in the assumption that numerous competitors, especially medal winners, would participate in sports events in the Federal Republic of Germany during this time. Officially the OC called those travel documents "identification cards" (ID cards), as was the English or French designation during previous Olympic Games.

Issuance and Distribution

These ID cards had to be distributed by the OC to the recipients before their departure for Munich or Kiel. During past Olympic Games it was found to be practical to send blank forms. The responsible organizations (IOC, NOCs, international sports organizations) then completed these with the personal data, a photo and the signature of the recipient, and an indorsement. A copy of the completed form was given to the participant for his entry into the host country. The original was returned to the OC, checked against their reference lists, and put into a protective case. After his arrival in the Olympic city, the participant traded his copy in for the original.

Parts of this proposed system were adopted by the OC. It wanted to send blank ID cards signed by the president and secretary general of the OC by registered mail

to the processing organizations. It dispensed with separate cases. Instead, it sent the form along with its case. The processing organizations needed only to complete it by typewriter in French, English or German. The rules were:

- Corrections or erasures were not allowed.
- Mistakes required completion of a new ID card.
- On the right of the inside of the ID card a photo of the holder, not older than three months, had to be affixed.
- Underneath the signature of the ID card holder the IOC verified the statements therein and the photo by signature of the president, the NOC or the international sports organization by signature of the president and secretary general.
- Unused or invalidated cards due to corrections were to be sent back to the OC.

With this information the identification card was complete. The following became unnecessary with this procedure: the completion of the inner part of the ID card with its special case, and the processing of the IC cards after arrival of the holders at the Games.

Beginning May 1, 1972 the IOC, the NOCs and the international sports organizations received their allotments of blank cards, together with instructions, for categories A to E and J. This was not difficult, since it was possible to determine their requirements at that point in time fairly exactly. The number of ID cards for category F, however, the OC was able to determine only eight weeks before the opening ceremonies, that is, up until June 30, 1972, according to Article 33 of the IOC Statutes. Only then was it able to forward to the NOCs the blank ID cards. Previously, however, the OC had informed the NOCs through transmittal of the report forms, so that they could gather the necessary information and photos of the competitors and team officials.

Reference lists of the issued ID cards were compiled, containing their numbers, and the holder's first and last name, sex, date of birth, function, and sport. The correctness and completeness of these lists were to be verified by signature of the director of the IOC or secretaries general of the NOCs or international sports organizations. The unused and invalidated cards were also listed. Together with the blank ID cards, the OC forwarded forms in quadruplicate, separated by category. They were to be completed in French, English or German in writing or by typewriter. Three copies were submitted to the OC, the fourth was retained by the issuing office.

For the submission of the reference list the OC set deadlines. For categories A-E and J, July 25, 1972; for category F at least two weeks before arrival of the first team member in the Olympic Village, and at the latest August 20, 1972. After receipt of the lists, preparation of the identification cards, including personal data, for the various categories was begun.

In contrast to previous Olympic Games, these ID cards were intended to be just travel documents, replacing passports and visa and allowing admittance to the Olympic Village or Press Center. For the competition sites and for other areas closed to the public the OC developed a completely separate identification system. This system provided for uniformly regulated admittance to these areas for ID card holders as well as for all others connected with the carrying out of the Games, and facilitated control. However, many lists did not reach the OC by the deadlines. For category F they were often not turned in until the arrival of the team in the Olympic Village. This put considerable pressure on those responsible for processing the ID cards.

21.1.2 Smallpox Vaccination Certificate

According to the regulation of November 11, 1971 pertaining to compliance with international health precautions in air traffic, it was necessary to demand a current smallpox vaccination certificate from all individuals who had been in Africa, South America or Asia two weeks prior to their arrival by air in the Federal Republic of Germany. Exceptions were the Azores, Madeira, the Canary Islands, USA, Canada, the Soviet Union, Turkey, and Cyprus.

21.1.3 Customs Check of Baggage

Every ID card holder received five special tags for his baggage, which were sent together with the blank ID cards. All baggage identified with these tags was not checked by customs officials during entry and departure.

The color of the baggage tags corresponded to the color of the category of the respective ID card. There were two different types of tags: for category F (Olympic Village — Men, Olympic Village — Women) and J (Youth or Student Camp). This facilitated sorting of the baggage collected at the airport and transported to the Olympic grounds.

21.1.4 Design

Visual elements determined the design of the ID cards and baggage tags.

Format:
2/3 DIN A6.

Colors:
category A: gold;
B: silver;
C: white;
D: orange;
E: light green;
F: light blue;
J: dark blue.

21.2 Basic Concept for Controlling Admittance

21.2.1

Authorized Persons

Besides the accredited persons mentioned in article 47 of the IOC Statutes, the OC expected about seventy smaller or larger groups which were directly involved in the execution of the Olympic Games. Their tasks had to be carried out at the Olympic competition sites or in other areas closed to the public, such as the Olympic Village, Press Center, youth camp, etc. They all required passes which controlled their admittance precisely, and were differentiated according to the person's function which determined his admittance to the various areas. Certain groups required access to only one area or a few sub-areas of the competition facilities.

In counting all the persons with access privileges, approximately 2,500 different groups with various functions were identified. The total number was estimated to be 50,000, a figure which almost doubled during the course of detailed planning.

21.2.2 Criteria

This situation alone represented a difficult organizational problem. It was complicated still further by the fact that the most important competition sites were located close together in Olympic Park. The OC therefore had to develop an identification system which conformed to the IOC rules, but deviated considerably from the system of previous Olympics. Only if all these groups with their different privileges were clearly separated from one another by suitable identification cards' or passes, could the OC hope for the smooth functioning of the Games.

Beginning in October, 1970 the administrative headquarters developed the basic concept of the identification system. It proceeded from the IOC's recommendations for the organization of Olympic Games, consulted official reports of earlier Games, and visited numerous large sports events in the Federal Republic of Germany and the rest of Europe. Three criteria had to be met:

- The system had to be comprehensible for both authorized person and the controller. Only a system with few differentiations which were easily categorized into groups would satisfy these requirements.
- The various admission authorizations had to be easily identifiable; the controller should be able to distinguish them at a glance. Thus, the broad and differentiated area of authorizations was systematized and made easily controllable. The distinguishing characteristics (colors, symbols, etc.) recur throughout the system with the same meaning and correspond to identifying features used for related areas, especially the admission tickets.
- The system had to be protected from forgery and other misuse, without resorting to extreme measures.

Based on these criteria, the administrative headquarters presented the OC with a concept in January, 1971 which met with concurrence. All authorizations were split into two main groups, which were again divided into three sub-groups, as follows:

Identification:
ID cards
Employee passes
Day passes

Badges/for persons
Tags/Stickers:
for motor vehicles
for baggage

This concept determined a new relationship between pass and badge. The OC limited the significance of personnel badges often used in earlier Olympic Games. They had little meaning and usually had to be supplemented by additional authorization. The OC substituted these extensively with passes. These were meaningful and worn openly, usually attached to lapels or pockets. They consisted of several parts which could be separated and were laminated into a clear plastic protective case. Also, it was not possible to exchange parts of the pass. A uniform type of photograph facilitated identification of the pass holder and represented a psychological barrier which prevented unauthorized transfer. This identification system was mainly intended for members of the OC (permanent and temporary personnel) and for accredited members of the press. The remaining groups of authorized individuals were to use their pass for admission to their designated areas, as was the case in previous Olympic Games.

This division into quick-photo passes and regular ID cards would have adversely affected their easy recognition and split all authorized individuals into two classes. When the OC began in the spring of 1971 to work out details of the basic concept and develop design suggestions, it decided also to provide quick-photo passes to the category of guests of honor. These alone determined the specific rights of admission.

There were, however, the following exceptions:

- For ID card holders of category A, a special badge was sufficient for admission
- Persons in category G were provided neither a pass nor a badge
- On passes for category B and C the photo was dispensed with.

Information Leaflet for Holders of Identification Cards

Significance of the Colors and Symbols



Light green

Olympic Stadium
(all events)

Olympic Stadium
Track and field events



Olympic Stadium
Football

Olympic Stadium
Equestrian events



Olympic Stadium
Modern pentathlon

Yellow

Sports hall,
Olympic Park
Gymnastics and
handball

Sports hall,
Olympic Park
Gymnastics



Sports hall,
Handball

Swimming hall,
Olympic Park
Swimming, Diving
Water polo and
swimming,
modern pentathlon

Dark blue



Swimming hall,
Olympic Park
Swimming,
modern pentathlon

Dark green



Boxing hall,
Olympic Park
Boxing



Boxing hall,
Olympic Park
Judo



Fencing, Hall 20



Fencing, Hall 20
Modern pentathlon



Riding stadium, Riem



Riding stadium, Riem
Modern pentathlon

Light blue



Cycling stadium,
Olympic Park



Fencing,
Bavaria hall



Dantebad



Basketball hall,
Siegenburger Strasse
Basketball



Basketball hall,
Siegenburger Strasse
Judo



Canoe slalom,
Augsburg



Sports hall,
Augsburg
Hohenstaufenhalle,
Göppingen
Donau Hall, Ulm
Sports hall, Böblingen



Olympic center,
Kiel-Schilksee



Regatta lanes.
Outer Firth of Kiel

Grey



Volleyball hall,
Olympic Park
Volleyball



Volleyball hall,
Olympic Park
Badminton



Wrestling/judo hall
Fair grounds
Wrestling



Wrestling/judo hall
Fair grounds
Judo

Orange

	Shooting range Hochbrück Shooting
	Shooting range Hochbrück modern pentathlon
	Hockey installation Olympic Park
	Weight lifters' hall Fair grounds
	Autobahn no. 2 Schäftlarn exit
	Three-day event steeplechase Riem-Poing
	Archery range English Garden

White

all sports sites

(with light grey printing)

all sports sites
in Olympic Park

(with light grey printing)
with black stripe
and white spiral

Olympic Village
Press center
DOZ, youth and
student camp
depending upon
the printed code
letters

(with light grey printing)
with red stripe

Brown


all competition sites
on the fair grounds

Explanation of the Code Numbers

0	Control room (director's both)
1	Contest area (inner area)
2	VIP 1 area—especially stands, eating facilities and conference rooms for VIPs
3	Organization area (without admission to the stands)
4*	Press stands including press sub-center
5*	Commentator seats
6*	Camera positions
7	Participants area, stands, changing rooms and massage areas for contestants, warm-up areas or halls, training areas
8	Spectators stands
9	Areas 2-8 (including control and contest areas)
No number	All areas

* Tickets are required in addition to the pass for all final and evening events at all indoor sports competitions in Munich.

Significance
of Code Letter Combinations

OD	Olympic Village semi-public area
ODM	Olympic Village — Men
ODF	Olympic Village — Women
PZ	Press center
SUB	Press sub-center
PSt	Press complex
DOZ	German Olympic Cen- ter — radio and TV
	Olympic youth camp

21.3 Pass Systems

The non-transferable quick-photo pass thus became the uniform type of identification and credential for almost all persons directly involved with the Olympic Games. With it admission was gained to the competition sites and other Olympic facilities, depending on the holder's function, and it facilitated the work of the control personnel. But it also presented difficult design problems for the OC. The visibly worn passes had to be designed just as attractively as the traditional badges, and at the same time clearly indicate the different privileges of their owners.

A uniform type of pass first required a uniform format. The OC chose a slim, long shape, a third of the 2/3 DIN A 6 format. The front and back sides were divided into sections. The largest section of the front contained the photo of the holder or the official emblem in the case of groups in categories B and C. The other horizontal strips on the front indicated the area of validity and the different privileges of the holder by the use of colors, pictograms, numbers, and letters. There were two different groups:

Passes for the Sports Areas

The various competition sites were distinguished from each other by colors and pictograms according to the scheme developed for the admission tickets. In addition, other colors or color combinations were chosen for higher level areas, for all competition sites in Olympic Park or for all contest sites on the Exhibition Grounds. For reasons of easy recognition, a maximum of three colors, i.e., one color per section, were used on the pass. Altogether there were eleven colors: light green, yellow, dark blue, dark green, light blue, grey, orange, gold, white, white with black diagonal stripes and white spiral, and brown.

Symbols for the types of sports were used to regulate admission to competition sites where different sports competitions took place.

Admission to areas within the sports facilities to which a pass holder was entitled was indicated by numbers — a maximum of three, but usually two per pass. The following was the code:

- 0 Central control booth
- 1 Competition area (inside)
- 2 V.I.P. area, specifically grandstand, food service and conference rooms for guests of honor
- 3 Organizational area (without admittance to the grandstands)
- 4 Press grandstand including press sub-center
- 5 Commentator's area
- 6 Camera stands
- 7 Grandstand for competitors, dressing and massage rooms, warm-up and training hall
- 8 Spectator stands
- 9 Areas 2-8 (except administrative and competition area)
- No number: All areas

The division of areas of the various competition sites caused some difficulty. With several competition sites it was impossible to separate clearly the various areas

common to all sports facilities. A further disadvantage was the very late completion of the facilities, so that the barriers had to be determined mainly from the construction plans, i.e., before the spaces were designated according to function.

The notation of the function of the pass holder was intended to be informative only. In the scheme of the category designations in the IOC Statutes, the OC identified a total of twenty-three groups of authorized pass holders with the following letter codes:

- H Hostesses, hosts
- J Participants of the youth and student camp
- K Control personnel
- L State and federal authorities
- M Employees of the City of Munich (except police)
- O Security personnel
- OK Organizing Committee
- OBG Olympia Construction Company
- R Police
- S Cleaning service
- S Medical service - physicians, first-aid personnel
- T Technical services
- V Sales personnel
- W Competition assistants
- X Nightwatch service
- Y German Army
- Z Miscellaneous individuals

According to his function, the pass holder was also permitted access to other Olympic facilities. These were indicated on the back of the pass in the following letter codes:

- OD Olympic Village
- ODM Men's Village
- ODF Women's Village
- PZ Press Center
- DOZ German Olympic Center
- PSt Press City

The youth and student camp had its own symbol and Olympic rings covered all other facilities.

Besides this, the back side contained personal data including the holder's exact function.

Passes for Olympic Facilities without Admittance to Competition sites:

The passes in this group contained a red horizontal stripe. Code letters or symbols indicated the area of validity and the function of the holder.

Employee Passes

The number and the area of validity of the identification for accredited groups were largely restricted by the IOC Charter, the number of competitors, and representatives of the press, etc. In categories H as well as K to Z, however, the OC itself had to determine the number and admission privileges as spectators on employee passes. Basically, all employees should be able to move freely within their area of activity. This, however, meant that about 17,000 employee passes had to be issued which allowed access to all sports facilities in all areas, except the central control booth and competition sites, for the security personnel, the postal service, cleaning contractors, hostesses, etc. Test events, however, indicated the necessity for restricting the number of such passes and applying strict criteria for selection of recipients. Also, there was an injunction by the Office of Public Order limiting spectator seats for employee pass holders

to 0.5%, dictated by the total available seating capacity. With respect to Olympic Stadium this meant that only 335 employee passes could be made available, a number which amounted to just sales personnel.

The OC had to arrive at a balance between necessary admittance privileges and the approved number. It rechecked once again the requirements of the organizations, and listed the number of individuals who absolutely required passes valid for all competition areas by reason of their function and organizational duties. The result was that approximately 8,000 employee passes were needed.

Even more difficult problems surfaced. It was to be anticipated that employee pass holders would use these as substitutes for admission tickets outside of their working hours. This could create a safety hazard by overcrowding in the standing-room areas of already sold-out events. One solution would be to create another identification system superimposed on the existing system, which would regulate privileges by days and event locations. However, this extension of the system was not feasible in the short time available before the start of the Games. This would also have affected the perspicuity and put an additional burden on the control personnel, not to mention the dangers of misuse and loss with this large number of identification documents.

Therefore, the OC had to explore other possibilities. It retained or bought back in the beginning of August, 1972 as soon as the difficulties were recognized, standing-room tickets for the events in Olympic Stadium, which of course could no longer be distributed among the various standing-room sections. The original tickets were already distributed to the sales outlets at this time. Approximately 1,000 tickets for critical, i.e., presumably sold-out events were pulled out of circulation. Structural changes, such as additional grandstand railings in Olympic Stadium, a few days before the start of the Games, alleviated the problem slightly. For a few especially popular events, the OC issued special additional passes, subject to strict control, which were valid in conjunction with the employee passes. They looked similar to the regular admission tickets, but had only three vertical stripes like the day passes. The third section contained the competition site and the time of the event. The color of the day and seat number was omitted. The risk of misuse of the employee passes was thereby reduced to a minimum. As far as the overall system was concerned, however, these passes were exceptions. They were valid for the opening and closing ceremonies, the afternoon track and field events on September 10, 1972, the final event in the super heavyweight class of weight lifting, and volleyball.

All this was still not enough. A real solution to the problem was only possible if the personnel acted in a disciplined manner and used their passes only for their professional activities in the sports areas. The OC supported this self-discipline with posters of "Five Hints for Employee Pass Holders". These were displayed in all heavily frequented areas.

They contained the following points:

- The employee pass is not a substitute for an admission ticket.
- The employee pass authorizes presence in a sports facility only as long as duties require.
- The employee pass must be affixed to the official work clothing and be easily visible.
- The employee pass is not transferable. Employee passes without a photo are only valid in conjunction with a valid official ID card.
- As a consequence of misuse the control personnel is authorized to confiscate the pass.

The control measures were also tightened. The control and security service was authorized to check any individual as to his right to be in any particular area and if necessary obtain the name of any offender and confiscate his pass.

Despite this, hundreds of employees used their passes during the Olympic Games as a substitute for admission tickets.

Production and Distribution Systems

About 100,000 identification pass forms were printed in the spring of 1972. From the reference and personnel lists the personal data of the recipients, including first and last names, function, and pass number, was filled in. Then they just had to be completed with a photo, laminated with plastic, and issued. For this process the OC established eight issuing offices:

Issuing Office Munich	Recipients	Approximate Number
Sheraton Hotel	NOC presidents NOC secretaries general	550
Hilton Hotel	Presidents, secretaries general, technical delegates of the international sports organizations	250
Olympic Village	Competitors, chaperons, chiefs of delegations, attaches, medical commission of the IOC	12,200
Press Center	Members of the press	3,300
German Olympic Center	Radio, television	4,700
Virginia Depot	Temporary personnel requiring uniforms	25,000
Headquarters of the OC	all others	5,000
Kiel		
Olympic Village	Competitors	600
Administrative Office	Temporary personnel, V.I.P.	4,800

Blank forms according to the functions of the prospective recipients were distributed to the various issuing offices. The processing was conducted in the following phases; actually two passes were processed simultaneously for efficiency

- The prospective pass recipient appeared at the applicable issuing office and identified himself, either with his ID card or passport. Two employees located a previously prepared pass form, and in the next room the applicant passed this on to the photographer who produced the quick photo.
- The photographer used a Polaroid camera. There are eight photos on each film, processing took 45 seconds, and changing the film 30 seconds.
- After processing, the photographer separated the photo from the backing and passed it on to the next employee, together with the pass. He trimmed the photo to the required size and affixed it to the pass with an adhesive.
- A fourth person put the pass with photo, together with another pass, through a plastic laminating machine which made the pass fairly secure from forgery and misuse.
- A fifth staff member cut be the pair of passes with a manual cutter and ran it through a stamping machine which cut it to the desired size. The pass was completed.
- A sixth person put a clip on it so that it could be attached to clothing and handed it to the applicant. He also compared the identity of the applicant with the photo.
- A hostess was available to attend to the applicant and direct the photographing process.

Such processing took three minutes and 38 seconds. With a test it was determined that an issuing unit with three photographers was able to process twenty passes in one hour. Since the different issuing offices had varying work loads, the personnel had to be adjusted accordingly. The daily work load was dif-

ficult to estimate, since the beginning of service for the temporary personnel was not clearly set, as was the case with the arrival date of the foreign competitors.

The passes were issued after August 1, 1972. In getting them ready ahead of time, periods of considerable pressure developed shortly before the start of the Olympic Games since much personal data was not made available until the last moment. But even in these few days remaining, every application had to be carefully checked. Electronic data processing could only be used for lettering passes for the accredited press. In other cases this was not possible, since the administrative departments had in most cases not indicated the right place where these persons were to be employed, and the personnel distribution on the employment plans was insufficient.

For the production and issuing of the passes a total of 330 soldiers were utilized in several shifts. The OC was able to avoid congestion mostly because of the short processing time required for each pass.

It should be pointed out that the identification system for an undertaking of the magnitude of the Olympic Games must of necessity be complicated. To many it seemed too strict, occasionally even unfair. But all in all the chosen system facilitated the smooth functioning of the Games considerably.

21.4 Day Passes

All the previously mentioned identification documents made the access to areas easily controllable. However, they did not indicate the length of time that access was allowed in the competition sites and areas and other Olympic facilities. They were therefore only given to persons who for professional reasons had to have continuous access to their areas of activity. For one-time admission the OC developed day passes, which were issued upon proof

of need in the competition areas or Olympic facilities. Validity was restricted to one day, indicated by the same color of the admission tickets for that day. A color code for the access area was dispensed with; competition sites and areas were noted on the front of the pass along with personal data. This meant that the day passes had the same DIN A6 format of the admission tickets, but instead of four vertical stripes were divided into three. The left one indicated the place of the event, the middle one showed the emblem and the pictogram of the sport, the third contained the personal data of the visitor. The two outside sections had the color of the day. A total of approximately 12,000 day passes were issued during the Olympic Games.

21.5 Badges

Badges for Personnel

All ID card holders and guests of honor in category G were given small metal badges with a pendant in the color of their ID cards. The following colors were used:

Category	Color
IOC	
Guest	Gold
National Olympic Committees International sport organizations	Silver
National Olympic Committee Chiefs of delegation Attache Guest OC executive board OC Olympic Construction Company	White
Jury Referee	Orange
Press Radio, television Motion pictures green	Light
Athlete Team official	Light blue
Olympic youth camp	Dark blue

These badges could not be used for admission to competition sites or other Olympic facilities; they had value only as ornamentation or a souvenir. An exception were the badges of ID card holders in category A. They expressed the privileges of this group with respect to the control service.

These badges were issued only with passes. The OC issued about 28,000.

Language Badges

Groups of persons who had frequent contact with visitors of the Olympic Games, such as hostesses, the security police, and service personnel, received language badges. Those languages in which the owner was verbally proficient were listed on the badge. In some cases name tags were also used.

The OC extended this special service by providing Munich citizens who were profi-

cient in language with these badges as well. The Munich newspapers solicited individuals and the extension services of the university offered additional language courses in preparation for the Olympics.

During the Olympic Games about 25,000 persons wore the language badges of the OC.

Other Badges

For the following specific groups of persons the OC furnished badges:
Physicians
Fire Department
Doping control
Protocol
Sales personnel
OC Executives
Security and control service (Office for Public Order)
Also, the name tags must not be forgotten.

21.6 Arm Bands and Jackets

With a strictly controlled and easily visible identification system the OC prevented the actual competition sites from being overrun by reporters and photographers. Only accredited press photographers with two-color arm bands were allowed beyond the barricade for reporters.

Different colored jackets with the lettering "DOZ" or "Film" or with the sport symbol printed on permitted access to the immediate competition site.

Still different colored jackets permitted the use of the camera stands of the DOZ or Olympia Film Co.

The total costs for the identification system and badges amounted to roughly 650,000 DM.

Categories of Identification Cards

A	IOC	J	Participants in the youth and students camps	Y	Federal Army
B	NOC presidents NOC secretaries general presidents of the international sports associations secretaries general of the international sports associations technical delegates of the international sports associations IOC medical commission IOC secretariat	K	Control personnel	Z	Others
C	Chefs de mission attaches NOC members delegates of the Olympic cities (Mexico City, Sapporo, Denver, Montreal) executive board of the OC deputies of OC executive board members of the OC advisory council of the OC supervisory board and deputies of the OBG supervisory board members finance and administrative commission of the OBG VIPs	L	State and federal authorities		
		M	Officials of the city Munich excluding police		
		O	Security service		
		OK	Organizing Committee		
		OBG	Olympic Construction Company		
		P	Police		
		R	Cleaning service		
D	Juries international referees	S	Health services		
E	Newsmen photographers radio and TV commentators camera men production personnel	T	Technical services		
		V	Sales personnel		
F	Athletes team officials aides team physicians team health personnel	W	Contest helpers		
H	Hostesses, hosts	X	Guard agencies		

21.7
Control Service
By mid-1970 the spectator capacities of the competition facilities were definitely decided. At this time the OC was able to divide the grandstands into sections and give them designations. Primarily, a system had to be developed which was easy to comprehend, especially for foreign visitors. A close working relationship between the OC, the architect, the Olympic Construction Company, and the eventual owners was necessary.

Section Designation
The spectator sections of all competition facilities were uniformly identified by capital letters. Every section was always divided into two sub-sections designated by Arabic numerals; to the right of the entrance/exit steps (from the spectator's view) were the uneven and to the left the even numbers. Sections without an entrance/exit were only divided into sub-sections 1 and 2, whereas sections with an entrance/exit were divided into sections 1 and 2 below and 3 and 4 above the entrance/exit, possibly also 5 and 6 in the sports arena. The sections for standing-room had no sub-divisions.

This uniform system of section identification made identification by words unnecessary, which, from experience, would have presented difficulties for the foreign visitors.

Independent of this section identification, specific grandstand areas were designated with the letters A—G, according to regulations of the IOC Statutes, for the various categories of officials.

Barricades
The sports facilities were made secure from the outside. Other barriers and railings inside the spectator area were designed to regulate the flow of visitors and facilitate checking of admission tickets. The individual sections of section areas (e.g., seats and standing-room within a section in Olympic Stadium) were separated from each other on the side. These barriers were designed to prevent movement of spectators within the sections without blocking the view of those sitting near them. Light railings of iron piping were constructed, mostly 90 cm high with simple handrails or with sections of safety glass, to prevent climbing under them. Only in exceptional cases, like the sections of Olympic Stadium, which contained seats and standingroom, were the railings raised to 1.35 meters and strung with wire mesh.

At the regatta site it was technically not possible to put barricades on the sides in the grandstand without interfering with the spectators' view. The 500 meter long spectator area opposite the grandstand was not divided into sections either.

Entrances/Exits

To allow for better direction and control of the spectators, narrow entrances were created, which permitted passage of only one person at a time. This simplified the work of the control personnel. The visitors were allowed access only to the section indicated on their admission ticket. Additional portable barricades narrowed the entrances to 60 cm per controller.

The entrance/exits to the grandstands presented special problems. Here the streams of visitors had to be divided into the upper and lower portion of a section, as, for example, in the west grandstand of Olympic Stadium. The entrances were subdivided with sufficiently long permanent handrails which led the spectators along specific passages or over intermediate platforms to the proper aisle of the section. They had signs and were supervised.

To simplify control, those sections whose upper edge bordered on a common walkway, were barricaded at the back. This applied especially to the east grandstand and the two curves in Olympic Stadium, and also to the sports hall and the swimming hall. An intensive control would have required much personnel. Therefore, railings were erected which bounded the upper rows from the walkway circling the stadium. These railings were 1.25 meters high, strung with wire mesh, were difficult to climb over or under, and would not impair the safety of the spectators in case of a panic.

Row Designation

The bottom row of each section was numbered with a "1" and the numbering continued up the section. If a sub-section (e.g., A 1) contained more rows than the sub-section adjacent to it in the same section (e.g. A 2), then the bottom row of the larger of the two was designated with "1", while the other one received the same running number as the adjacent row of the larger sub-section.

The row number was always affixed on a small sign on the side of the first seat next to the aisle. Additionally, the row number was sprayed on the front of the steps of the aisle to facilitate seat location. Furthermore, seat numbers for rows above the entrance/exit were written on the top of the steps. These rows continued the numbering above the aisle, as opposed to rows below the entrance/exit. Since seat numbers of these rows were next to the same numbers of different sections without apparent separations, a line was painted on the step between the two adjacent seats.

Seat Designation

The individual seats were always numbered to the right and left starting from the aisle steps beginning with "1" and continuing to the section barricade. An exception were the sections or sub-sections above the entrances/exits. Here the numbering began in the middle of the section and proceeded to the right and left with "1" and continued over the stairs.

Since section barricades were not used in the grandstand of the regatta course the OC changed the system. Otherwise seat 10 of the lower sub-section 2 of each

section would have been next to seats 10 and 11 of the lower sub-section 1 of the adjacent sections without any visual division. The seats were therefore numbered, as seen by the spectator, in each section beginning from the right with "1" and continuing across the aisle stairs.

The system for dividing the sections, as well as the designations for seats and standing-rooms, had already been developed in 1970/71. The practical application, however, was carried out in part only a few weeks before the Games. In the interval, countless facilities were surveyed, and discussions with the Olympic Construction Company, their architects and the eventual owners of the competition facilities were undertaken.

In retrospect, the "spectator orientation system" stood the test. It was able to be continued, practically unchanged, after the Olympic Games.

Organization and Practical Application

Admission tickets, passes and day passes were checked twice:

- Outside the access authorization to the particular sports facility was checked. This was the entrance control. The controller had to take note of the color of the sports facility on the admission ticket.
- Inside the controllers checked the access authorizations in the various areas within the sports facilities. This was the section control. Important for them to note were, for example, the dates in the second section of the ticket.

The OC contracted experienced firms for the outside control. The complicated identification system and the many special rulings demanded a high degree of flexibility in these controllers.

For the inside control the OC wanted to use voluntary temporary personnel. Their number, as well as the number of ushers, was, for financial reasons, calculated very meagerly. Important for this estimate were:

- the structural aspects of the sports facilities
- chain of command, leadership depth and breadth, which were again determined by the technical aspects of the sports facilities.

The following requirements were calculated:

Ushering:	39 supervisors (female)
	58 group leaders (female)
	755 ushers (female)

Control personnel	52 supervisors
	135 group leaders
	1,464 controllers

In April, 1972 the requirements were defined. Now began the detailed planning.

The personnel was selected from May to June, 1972 with the following criteria. The area supervisors were selected by personal interview, the supervisors, unless they were from the German Army, and the controllers through use of personnel lists which the computer compiled using certain criteria. The OC preferred indi-

viduals who had a good command of foreign languages.

At the beginning of May, 1972, the OC wrote to approximately 2,000 persons to solicit them for the control service. Only about 51 % accepted. Two additional efforts of this nature were necessary to fill the requirements. More than 100 applicants were carried on a waiting list to serve as substitutes.

On July 3, 1972 the supervisors and area supervisors assumed their positions. Until the arrival of the group leaders on August 13, 1972, they familiarized themselves with their sports facility and duties. Special training for this relatively small group was not planned. The necessary information was furnished by the OC through personal contact. The usher supervisors assumed their duties on August 7, 1972. In the first week they took part, together with their male counterparts, in a specially prepared training program. At the same time they were introduced to their area of duty in their sports facility.

With this previous training the leadership was to be well enough informed so that they could in turn train their subordinate personnel, which arrived on August 20, 1972.

On August 20, 1972 twelve percent of this personnel did not report, despite having given their confirmation twice. Ten percent of this deficiency the OC was able to fill from substitutes, and for the start of the Games it had 98% of the control personnel. Another solicitation would have been possible, but it was not practical. On August 21 the training began and missed information could not have been made up.

A similar situation developed on August 20, 1972 with the ushers. Here also the OC was able to make up this deficiency with substitutes.

The reception of the personnel on August 20 was thoroughly planned and carried out by the OC, together with the area supervisors and group leaders. Every sports facility had a booth to which the arrivals reported. Here they were registered and were given a schedule. With it they went to several stations where they received a quarters voucher, food coupons, a check for travel expenses and dry cleaning, a voucher for clothing, special public transportation pass, leisure pass, and an information packet. The arriving personnel ate in a nearby food service facility and were subsequently taken by bus their quarters. Training began the next day.

From August 20-26 the personnel was trained in their duties, clothed, and familiarized with food service facilities and communication centers. A point of contact was set up in the OC. Here complaints were received, checks issued or changed, food coupons exchanged, certificates issued, etc. Four individuals constantly went from one sports facility to another to look after the controllers and ushers. Misunderstandings were clarified and many problems solved right on the spot.

The control personnel had to muster extraordinary discipline, especially in those facilities where the most popular events took place.

During the course of the Games it became increasingly difficult for these employees to maintain the upper hand, especially in view of almost 100,000 pass holders. Besides the fact that the complicated identification system demanded a high degree of concentration, there were repeated incidents where unauthorized individuals tried to force their way into a facility, often in a brutal manner. The patience and self-denial that these people, some of whom were volunteers, displayed deserves special mention.

It remains to be pointed out that the disruption and subsequent extension of the Games by one day caused additional difficult control problems. The OC tried everything to inform the visitors about the change in program after September 6, 1972. Still there ensued many arguments with visitors, especially foreigners, who did not want or could not change their accommodations or travel plans.

22

22.1 The Initial Situation

Even at the time the letter of application was being drafted, the City of Munich concerned itself with the smooth flow of traffic to and from the Olympic competition sites being planned at that time.

In December, 1965 the city council emphasized the concentration of Olympic events on Oberwiesenfeld as the crucial traffic problem of the Olympic Games. Although the Olympic grounds could be made accessible in the east, west and south by means of local transport systems, traffic was concentrated in a very limited area. Detailed information concerning the expected traffic situation could not be supplied at that time. Neither the exact location of the competition sites on Oberwiesenfeld nor their capacities were known. Moreover, a calendar of events did not yet exist. It was only possible to make rough estimates. As many as 130,000 visitors were expected who had to be transported to or from Oberwiesenfeld in rush-hour traffic. Individual traffic methods most certainly could not cope with this volume. Moreover, the parking lots on Oberwiesenfeld were not sufficient for this large number of motor vehicles. The feeder roads were not able to cope with such a large additional amount of automobile traffic — even if the end of the sports events were scheduled so that it did not coincide with the daily rush-hour traffic.

Efficient mass passenger transit facilities thus had to transport up to 85,000 persons per hour to Oberwiesenfeld.

This could not be mastered with the surface transportation facilities which already existed: streetcars, municipal bus lines and privately operated buses transported, as shown by previous experience, approximately 900,000 passengers daily in Munich. In order to reduce the burden, the City of Munich began the construction of a rapid, efficient and independent north-south subway network at the beginning of 1965. It was to be joined to the existing surface transportation facilities and, in anticipation of subsequent expansion of the transportation network, a four-kilometer tunnel stretch was built from the junction "Münchner Freiheit" to Oberwiesenfeld.

In addition to this, the German Federal Railroad wanted to join the Hauptbahnhof and Ostbahnhof stations, where suburban traffic had previously terminated, by means of an underground tunnel. This 4.2 kilometer stretch joined the suburban routes of the Federal Railroad which served the surrounding regions to form an integrated system of a local rapid transportation transit network cutting through the center of the city. Originally, the Federal Railroad had planned the construction time to be from 1966 to 1974. In view of the Olympic Games, however, it shortened the schedule and reduced the time of construction from eight to six years. The rapid transit system was supposed to be finished in time for the Olympic Games. The double-track freight railroad by-pass, "Nordring", which passed by the norther part of the Olympic grounds, presented itself as a connection to Oberwiesenfeld. A through-station was supposed to be constructed between the stations Milberts-

hofen and Freimann and would be favorably located to the north of the Georg Brauchle Ring with respect to the center of the then planned competition sites on Oberwiesenfeld. Moreover, long-distance express trains for special service could be dispatched by the Federal Railroad from this through-station.

The City of Munich made reference in its letter of application in particular to these two public transportation systems which were partly underground. These and the other surface public transportation facilities were intended to transport visitors to Oberwiesenfeld quickly and safely.

22.2 The General Traffic Plan

The acceleration of the time schedules for the two systems was the basis upon which the solution for the traffic connected with the Olympic Games was planned. Detailed plans, however, could not be made until after the architectural design competition had been decided. The location and capacity of the sports sites on Oberwiesenfeld were established thereafter. The first draft of the schedule was finished in the spring of 1968. The OC was now able to reckon in a more exact manner the probable volume of traffic to and from Olympic Park.

Stations of the Local Transportation Facilities at Olympic Park

The stations of the public transport lines were supposed to be located equidistant from Olympic Stadium. In this way, they ensured uniform distribution of the spectators among the individual carriers. The footpaths had to be located far enough away from the stations of the public transport facilities to disperse the crowd of spectators after every sports event.

Since the focal point of the Olympic events had been moved to the south of Olympic Park in the meantime, the rapid transit station had to be erected farther south as well. In 1969 the Federal Railroad decided to locate it on the west flank of Olympic Park and to connect it to the north ring tracks via an east loop and west loop with two single-track lines each. As a terminal station with four passenger platforms on two platform islands, it could accommodate two local express trains each 200 meters long — a total of eight trains in all. The great load of the rapid transit locals, however, did not allow any additional dispatching of special long-distance express trains. Hence, people traveling long distances had to travel to Olympic Park by the mass transport facilities from the Hauptbahnhof or the Ostbahnhof. The City of Munich positioned the four-track terminal of the subway spur opposite the rapid transit station on the east flank of Olympic Park. The subway tracks were connected at both ends with the ticket hall which was at ground level, and with the bus terminal. According to this method of operation, the trains arrived or departed on one to three tracks. The switching system made short or long turns possible as well as the shunting of a defective train.

The bus service for the Olympic Games was concentrated like a harbor on the parking lots to the south of the subway

station so as not to disturb the access to the subway or Olympic Park.

There was room to the south of Olympic Park for a streetcar loop with two main lines leading downtown. This loop had long arrival and departure platforms so that the passengers could move toward the arriving streetcars when crowds formed. Tracks for shunting trains into and out of the streetcar network were separate for each direction of travel and were controlled by signals.

The terminals of the three public transport facilities using rails were thus about 1,000 meters or ten minutes by foot from Olympic Stadium. Furthermore, the traveling times from Olympic Park were about the same: the subway required eleven minutes from Marienplatz, the rapid transit train sixteen minutes from the Hauptbahnhof via the Westring or twenty minutes from the Ostbahnhof via the Ostring, and the streetcars needed from twelve to twenty minutes from the Hauptbahnhof or Karlsplatz. The OC and the City of Munich therefore expected uniform distribution of traffic with respect to public transportation facilities.

Division of Duties

Further construction and expansion of the public transportation facilities did not belong to the duties of the OC. As the organizer of the Olympic Games, however, it was forced to recognize all local and regional traffic requirements at an early date. This necessitated close cooperation with all public and private institutions which were responsible for regulating traffic during the Olympic Games:

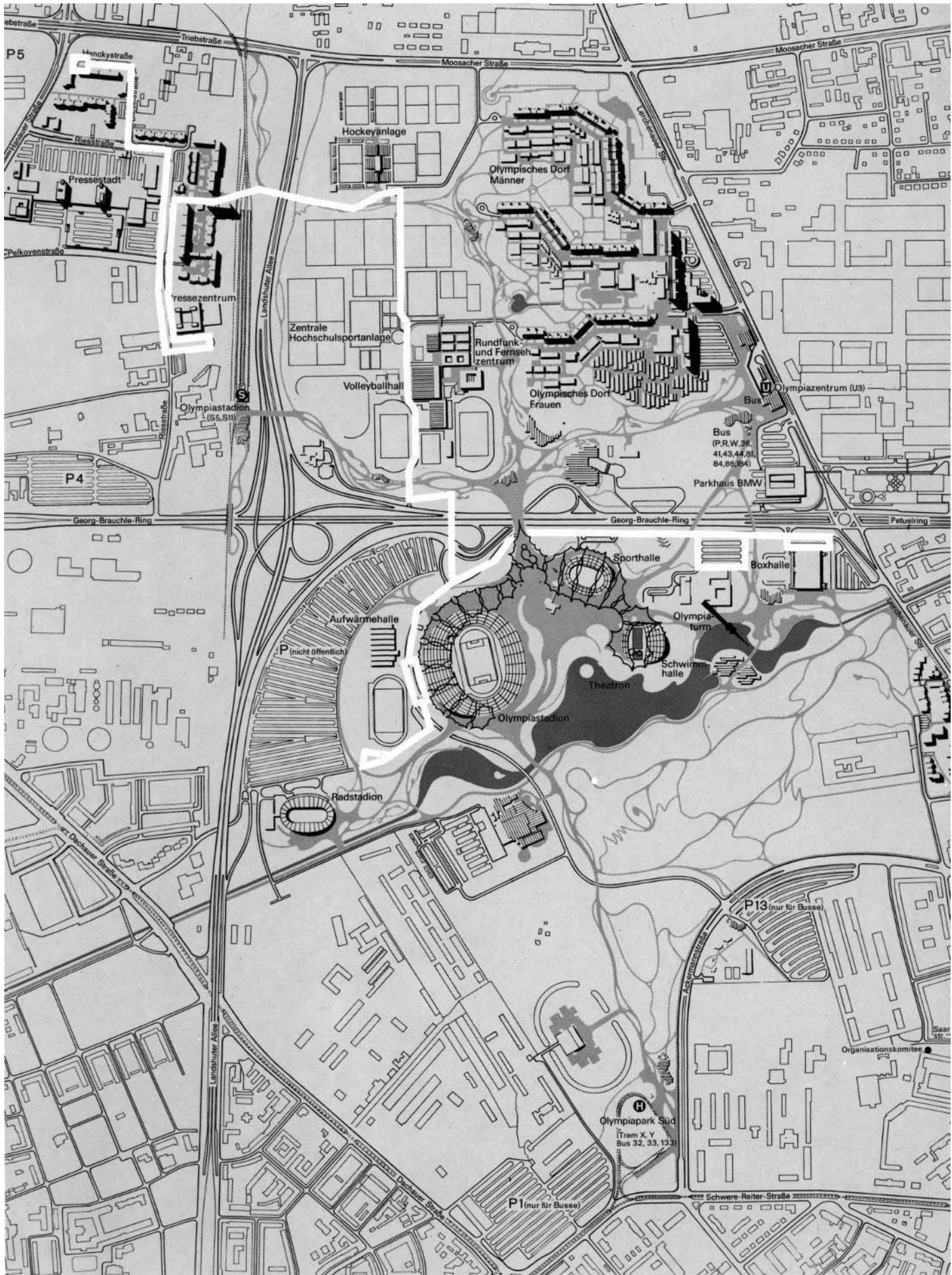
- with the traffic authorities of the City of Munich, the German Federal Railroad, the German Postal Administration, the Association of Bavarian Bus and Taxi Drivers,
- with state and municipal authorities active in the Munich region including the police, and
- with the automobile clubs.

The preparatory measures of all these institutions had to be coordinated with one another. The OC therefore re-established a transport commission which had proved itself effective many times in the past during other large-scale events in Munich. Under the chairmanship and leadership of the OC, it brought together qualified professional experts from various public authorities and institutions who could put the results of consultation into practice.

In the organizational structure of the OC, the transport commission as the group alone responsible for transportation was neither a purely implementary nor a solely consultative body, but rather combined both of these tasks. During its second meeting in October, 1969 it established seven panels whose thirty members were concerned with the following partial aspects of the total complex of "Traffic during the Olympic Games 1972":

Panel 1
"Editorial Staff: Overall Traffic Plan"
Chairman: Allgemeiner Deutscher Automobilclub (ADAC) (General German Automobile Club)

Internal transport routes between Olympic Village and the sports sites in Olympic Park.



Task: work out a traffic concept and co-ordinate the information for drivers and pedestrians.
Panel 2
"Oberwiesenfeld"
Chairman: Olympia-Baugesellschaft (OBG) (Olympic Construction Co.)
Task: internal traffic in Olympic Park.

Panel 3
"Munich"
Chairman: the City of Munich — Office for Public Order
Task: coordination of municipal road construction, traffic direction, preparation of information booths.

Panel 4
"Greater Munich Area"
Chairman: Staatliches Autobahnbauamt (State Autobahn Construction Office)
Task: Coordination of road construction (in the Munich area including Augsburg).

Panel 5
"Parking Lots"
Chairman: Olympic Construction Co.
Task: utilization, contractual security of and traffic connections to large parking lots.

Panel 6
"Signposts"
Chairman: City of Munich — Office for Public Order
Task: local and regional road traffic signs, in particular signposts leading to parking lots.

Panel 7
"Public Transport Facilities"
Chairman: City of Munich — Office for Public Order
Task: Preparation and coordination of the employment of public transportation facilities
Subdivision I:
Preparation of a shuttle service to accommodations
Subdivision II:
Working out a concept for information and posting signs for passengers during the Olympic Games and supervision of implementation of these measures.

In these meetings, the panels dealt with the necessary prerequisites in planning for a flawless flow of traffic. Work programs similar to a network plan were drawn up. The punctual progress of these programs or acceleration in the case of delays was supervised by the OC. The minutes of the meetings were kept and exchanged with the other panel chairmen. All members were always brought up to date quickly about the current stage of all projects.

During this planning work, the OC maintained close contact with the Olympic Construction Co. (OBG). Together with this company, it calculated the flow of pedestrians on the footpaths of Olympic Park and the forum and the capacity of the internal road system.

In 1970, a panel of all public and private institutions involved was formed for traffic planning in Kiel and included: the Joint Stock Company for Traffic in Kiel, the City Planning Office, the Police Department, the Civil Engineering Office,

the ADAC. It had the same task as the panel in Munich.

The pre-eminent task of the transport commission and its panels, in particular panel 1, was to develop a general traffic plan for the Olympic Games as a basis for further concrete planning work. Documentation from the previous Olympic Games as far back as 1936 was available. More important for the preparatory work were single large-scale events which took place during this period of time, during which traffic problems and their solution could be studied right on the spot. In particular, the World Exhibition 1970 in Osaka (Japan) with 64 million visitors — although distributed over half a year — supplied comparable findings.

The general traffic plan replaced the previous estimates of the probable volume of traffic in Olympic Park by detailed in-

Spectators	Lookers-On
15,000	3,000
35,000	7,000
45,000	9,000
70,000	14,000
85,000	17,000
108,000	22,000

vestigations. The point of departure was the experience gained during the last few years, i.e., of the 1.8 million inhabitants of Munich and the Munich area with some 515,000 automobiles, approximately 20% were absent during the summer due to the vacation season. This percentage could be expected during the Olympic Games as well — even if there were individual shifts. This was at least the result of a survey made by the ADAC (General German Automobile Club) in March, 1970 with a selected circle of its Munich members. If it were also assumed that the number of guests during the Olympic Games would fluctuate daily between 250,000 (Monday-Friday) and 350,000 (Saturday-Sunday), more people were not to be expected in Munich during the Olympic Games than in a normal month. Other values could only appear on the days of the opening and closing ceremonies. Both days were very difficult to estimate as far as the number of visitors was concerned.

These estimates as to the number of guests, however, were coupled with a few uncertain factors:
— the excursion and short vacation traffic could increase or decrease the Munich traffic according to the weather conditions. In addition, chance visitors without admission tickets had to be taken into account, but their number could not be estimated.
— the Olympic traffic had a completely

different make-up due to the Olympic guests who replaced the commuters.
— the outer long-distance traffic ring was not completed until the time of the Olympic Games and the heavy, possibly above-average vacation traffic had to be conducted through Munich.
— the events at the competition sites outside Olympic Park, in particular those at the regatta course with a spectator capacity of 40,000 and on the Munich streets, were capable of affecting Munich traffic considerably.

The decisive factor for the traffic planning was not so much the total number of all road users in Munich, but rather the traffic which left or parked in Olympic Park at the same time. The hourly traffic volume to be expected was calculated
— from the number of visitors at the sports events, and
— from the arrival and departure of

Total visitors
18,000
42,000
54,000
84,000
102,000
130,000

visitors, the duration of which was estimated by the OC to be one and a half hours.

A distinction was made among six types of events:

Due to the limited parking lot capacity and the limited space on the streets, only one out of eight visitors was allowed to drive to Olympic Park by automobile. Although ratios of one automobile to three visitors had been registered during soccer games in the Federal Republic of Germany, the following situation was expected at the Olympic Games based on a poll taken by the ADAC:
— many visitors would not come in their own automobiles,
— in all probability, many Munich visitors would also prefer the public transportation facilities,
— numerous Olympic guests arriving by automobile would use the public transportation facilities in Munich, and
— numerous Munich citizens without admission tickets during the Olympic Games would largely forego traveling by automobile or at least avoid the vicinity of the competition sites.

Based on an automobile ratio of 1 : 7.65 or 1 : 5, from 920 to 14,400 automobiles per hour were on the road depending upon the event. This volume of traffic could be accommodated readily by the main road network in the vicinity of the

Olympic grounds, even in addition to normal daily rush-hour traffic. The parking lot requirements fluctuated between approximately 2,350 and 33,800 parking places at these times. The public transportation facilities had to transport between 6,700 and 58,500 passengers.

These hourly figures took three variable factors into account:
— Olympic Park, as an excursion and park area, hindered a sudden surge of spectators at the end of an event.
— Experience showed that standees arrived an hour or more prior to the beginning of an event.
— The calendar of events arranged according to days and hours took traffic requirements into account. Only the brief intervals for spectators to leave between two main events were critical. They often lasted only one and a half

in%
12
38
15
19
12
4

26 100

hours, whereas at least two hours were needed from the traffic point of view.

The Basic Principles of the Traffic Conception
The transport commission developed a traffic concept based on the expected volume of traffic. The most important points were:
— reduction of the individual Munich and vacation traffic,
— regulation of the traffic arriving prior to and leaving after Olympic events,
— creation of parking lots and measures for regulating automobile parking,
— internal traffic,
— public transport facilities.

The results of these considerations were reflected in five general fundamental principles:
1. the Olympic traffic had basic priority,
2. the local traffic volume in Munich was to be limited by all means possible,
3. an attempt was to be made to transfer general traffic as well as Olympic traffic to public transport facilities,
4. moving traffic had priority over standing traffic,
5. standing traffic had to be accommodated outside the traffic area required for the Olympic Games.

Parallel to the Munich traffic plans, the OC worked out a separate traffic concept for Kiel. It took into consideration the particular conditions of the Kiel area and resembled the Munich plans considerably

22.3
Inner City Visitor Traffic

Public Traffic: Olympic Park

The general traffic plan was submitted in May, 1970. It was passed by the executive committee of the OC in January, 1971.

The entire traffic volume — the non-Olympic traffic as well - was to be transferred thereafter to public transportation facilities. The expected passenger volume

Capacity (places available) at the average occupancy of standing room by

4 persons per sq.m.
(corresponding to capacity of regular lines)

6 persons per sq.m.
(increased occupancy of standing room during runs to or from events = overload)

	Means of transportation	Peak traffic - evening (about 5 to 6 P.M.)		Peak traffic - day (about 1 to 2 P.M.)		Peak traffic - evening (about 5 to 6 P.M.)		Peak traffic - day (about 1 to 2 P.M.)
		to Oberwiesenfeld	from Oberwiesenfeld	to Oberwiesenfeld	from Oberwiesenfeld	to Oberwiesenfeld	from Oberwiesenfeld	
Capacity of public transportation carriers to and from Oberwiesenfeld on a weekday (Monday through Friday)	Subway	16600	19900	20400		23500	26800	33300
	Rapid transit-express train	24100	24100	24100		26700	26700	26700
	Streetcar	9200	9100	11700		11800	11700	15300
	City buses	5000	5000	5000		6500	6500	6500
	Buses with occasional runs	5000 to 20000	5000 to 20000	5000 to 20000		5000 to 20000	5000 to 20000	5000 to 20000
	Total capacity per hour	59900 to 74900	63100 to 78100	66200 to 81200		73500 to 88500	76700 to 91700	86800 to 101800
	Number of people carried during ninety minutes	90000 to 112000	95000 to 117000	99000 to 121000		110000 to 32000	115000 to 137000	130000 to 152000

depended on the capacity of the competition sites and their full utilization as well as on the number of onlookers. In addition, there were the normal transportation requirements not associated with the Olympic Games. The OC based its plans on a ratio of 2.5 persons per automobile. The following values were obtained:

According to these figures, the public transportation facilities had to transport between 90,000 and 150,000 passengers in one direction in one and a half hours, based on the normal load at this time of day and with the numbers of places occupied varying from four to six standing places per square meter.

These figures provided a rough indication of the probable extent of capacity. They had to be converted into real values for schedule planning, the use of vehicles, staff planning and the traffic organization — thus for total planning of the operation. Panel 7 of the transport commission compiled a collection of material and forwarded it in May, 1971 to all involved departments as the "master plan for public local transport". This concept was also based on the capacity of the competition sites and the schedule according to hours which appeared in the meantime in greater detail. Both were supplemented by estimates of the number of visitors according to the advance sale of admission tickets up to that time.

In the first calculation, the maximum capacity of the competition sites was compiled according to the day and hour. Together with an added figure of 20-35% for onlookers, the result was the daily spectator level.

In the second calculation, the movements of the spectator crowds were to be evaluated. Estimates for filling and emptying the rows of seats, broken down according to the type of sport and decision levels, were requested from the sport organizations responsible. However, only little comparison material could be obtained.

The OC supplemented the daily spectator level by estimated increase and decrease values, derived the operation stages and established in daily summaries the probable traffic volume according to directions and time of day.

Other planning work regulated the following points:
— the volume of traffic from the youth camp and communal accommodations, the airport Munich-Riem and the alternative airport Fürstenfeldbruck
—transportation service in the Upper Bavarian region with connections to the visitors accommodations.

The operational plan was based on the detailed capacity requirements in comparison with the capacity of the sites.

The calculated theoretical capacity could undoubtedly be met by the public traffic facilities (approx. 85,000 persons/hour). The exact distribution of passengers among the individual transport lines, however, could hardly be predicted in advance. In order to prevent difficulties right from the start, the transport operators created a capacity which was as high as possible. They added to the transport schedules of the regular routes and provided special routes to those competition sites which attracted large crowds of spectators:

- The transport operations of the City of Munich planned for subway service on a 2½ minute-schedule for practically the entire day between the downtown section of the city and Olympic Park.
- Two additional streetcar lines (X. and Y) were supposed to run from Olympic Park to the Fair Grounds via the Hauptbahnhof and to Sendlinger-Tor-Platz via Karlsplatz. The City of Munich added to the schedules on other routes as well. Additional routes were also planned.
- The regular general transport service in the municipal bus company was intensified. Five special routes provided service to the outlying competition sites according to the rhythm of events, often with departures from and additions to the schedules according to the progress of the games. Two lines commuted between Olympic Park and the "park-and-ride" stations.

- In addition, reserve stations were erected for the streetcar and bus transfer points.
- In order to serve Olympic Park with rapid transit trains, the German Federal Railroad erected a circular route which connected Olympic Park to the rapid transit network. The special rapid transit line S 11 was connected to the west portion of the circuit. These trains departed in ten-minute intervals from the Ostbahnhof, arriving at the Olympic station via downtown Munich, Moosach or Allach. The rapid transit line S 5 from Herrsching to the Ostbahnhof, where it normally terminated, was continued to Olympic Stadium station in the eastern portion. Corresponding to the lower volume of traffic on this route, these trains departed in twenty-minute intervals. All Olympic Park passengers who arrived in the region of the tunnel route were supposed to continue with line 5. This basic transport service was to run from 8:00 A.M. to midnight and could transport 12,000 passengers per hour.

Thus, the three rapid transit lines, the subway line, four streetcar and fourteen buslines served Olympic Park with two stations and six stops. The additions made to the schedules and the special routes were accompanied by additional measures; i.e., an intensive utilization and intensification of the fleet of buses and streetcars corresponding to the capacity requirements. For instance, sixty-four subway coaches were driven continuously on the weekday schedule prior to the Olympic Games, whereas there were 108 vehicles in the maximum capacity schedule during the Olympic Games: sixteen sets of six coaches each on the U 3 line and three sets of four each on the U 6 line. All foreseeable servicing and maintenance work was therefore moved up several weeks in advance. The municipal transport enterprises in Nuremberg loaned an additional eight subway coaches which matched all technical details of the Munich subway coaches. A total of 116 coaches were available for daily use during the Olympic Games. However, there were only two sets of four coaches each as reserve trains.

The rapid transit traffic was served by 120 motor-coach trains of the ET 420 series expanded by twenty normal trains for additional capacity due to the Olympic Games.

The streetcars commonly used on weekdays were increased by the municipal transport enterprises from 582 to 668 cars. As a precaution, fifty old streetcar trains scheduled for scrapping were retained.

Instead of the normal 405 vehicles, the bus operation now required up to 556. The enterprises collaborating with the City of Munich kept their reserve vehicles on hand. The extra vehicles and vehicles from the school bus operation which were only used during the six winter months were rented.

In 1968 and 1971, in response to inquiries, forty-six entrepreneurs from the Federal Association of Public Transport Enterprises expressed their willingness to make 163 buses with drivers available for the Olympic traffic. The OC selected the largest groups of buses: forty vehicles from Berlin and twelve buses from Frankfurt am Main. Both enterprises brought their own supervising staffs. The Berlin transport company set up its own radio control station.

Corresponding to the increase in the number of vehicles and the longer time the vehicles were on duty, the number of personnel had to be increased as well. No vacations were allowed during the Olympic Games — normally 340 of the 2,800 employees of the transport enterprises are on vacation at this time. More than 5,000 free days were cancelled. A planned daily overtime of one hour per person extended noticeably the average daily performance for the entire driving and supervisory force.

Additional staff was provided for information stands and for ticket sales on all important stops in addition to the normal station and information personnel: 144 retired conductors and free manpower, 100 highschool and university students

proficient in foreign languages among others. The municipal transport enterprises employed 526 additional persons daily with about 70,000 working hours.

As in the case of the streetcar and bus fleet, all other technical institutions were in maximum operation. All foreseeable servicing work and the overhauling work which fell due during the Olympic Games were scheduled in advance. The vehicles were again cleaned thoroughly inside and outside in addition to the normal cleaning cycle. The fluorescent lights at particularly important stops and in tunnels were changed as precaution and all escalators, switches for the power supply, track switches and track occupancy lights as well as transmitting and receiving equipment were checked, all construction work with local and outside crews was stopped during the Olympics. The technical staff was able to concentrate to a large extent on servicing and maintenance work during this time.

Maintenance personnel worked around the clock in the subway repair shops. Additional skilled workmen came from the firms which supplied the subway equipment for the expanded shift operation. The vehicles were serviced during the night hours. There was an additional crew for cleaning the vehicles in the Olympic Center station.

Stand-by duty for the subway power supply was doubled. Signal boxes of the subway were staffed with workmen from 9:00 A.M. to midnight daily. Engineers and foremen on the routes were continuously at work on the stretches. A stand-by crew was on duty in the communication service and for taking care of vending machines, ticket cancelling machines, loudspeakers, train departure signs and emergency signal equipment.

In the bus maintenance shops, service crews worked around the clock, boosted by workers from the main workshop and from outside firms. The number of temporary work shops was increased to three.

In the construction of streetcar tracks, the track and shop crews collaborated in inspecting the trackage. The remote controlled rectifying equipment was manned by workers from the power company who intervened immediately in case of disruption.

The German Federal Railroad took precautionary measures to eliminate and prevent obstructions of operation, unforeseeable circumstances and any other disruptions of the operation of the rapid transit system.

The fundamental division of the different types of transportation also relieved the burden of traffic. The subway was completely independent of the remaining traffic and the north branch of the U 6 line was erected as a commuter operation which was completely independent of the Olympic operation. The rapid transit system was connected with the rest of the rapid transit network and thus with the rest of the train traffic, but the rapid transit lines ran irrespective of road traffic. The streetcar routes to Olympic Park were usually

separated from other means of transportation.

The bus terminal was situated on the east flank of Olympic Park, i.e., far removed from the 4,200 parking places in the western part of Olympic Park. The "park-and-ride" areas provided additional relief. Temporary obstacles, in particular on Lerchenauer Strasse, could not be avoided.

Traffic problems were posed not only by the general capacity of the transportation facilities, but also by the rush to use these facilities after well-attended events. These peaks were eased by the following measures:

- a balanced system of footpaths,
- sufficient spacing between the means for departure and the competition sites,
- at least two track platforms for each direction of travel, and
- adequate guidance for the visitors.

Signposts in Olympic Park were intended to provide the visitors with information. The OC developed to this end its own system of pictograms which were later replaced by the internationally conventional and generally accepted traffic pictograms. Loudspeaker announcements distributed the traffic flow between the two subway entrances and increased the load carried by the rapid transit trains.

Railings and barriers guided the flow of passengers inside the completed transport facilities. Visual layouts and garden arrangements were also designed to guide the flow of visitors, for example, on the regatta course. They were not observed or noticed later, however, due to the throngs of people.

The time required for people to board the subway was reduced to very brief stopping times with the aid of the wide door openings.

The trains were uniformly occupied, thereby utilizing the vehicles to the utmost.

There was danger of the rapid transit station in Olympic Park being overloaded unevenly due to the position of the stairs on one side at the south end of the platform. Furthermore, the subway station at the south entrance had a substantially greater load than the north entrance: the departing trains were not completely filled in the rear parts and greatly overfilled in the front parts.

Public Traffic: Other Competition Sites

The other competition sites in and around Munich were also connected to the local traffic network by local public transport facilities.

Fair Grounds

In particular the special streetcar line X, two regular lines (2 and 9) and a special bus line (B) provided transportation service to the Fair Grounds.

Basketball hall

Bus service to the basketball hall (special bus line B) was facilitated via provisional bus stops and turning terminals. It was possible to construct these terminals only in a very narrow way due to

the location and thus they were hardly able to cope with the throng of visitors after the sporting events. Visitor congestion and obstructions occurred by people departing through the corridor of the area which was reserved for the competitors.

Regular line 33 connected the basketball hall with the Donnersberger Brücke and the southern part of Olympic Park.

Regattafacilities

The regatta course presented special traffic problems. Here the OC expected 20,000 to 40,000 spectators. They were able to travel from the rapid transit station Oberschleißheim to the sport facilities only three kilometers away by a shuttle bus line (C) which was completely separated for two kilometers from traffic on federal highway 471. In addition, a special bus line ran from the bus transfer point at the subway station to the regatta course, but this became involved in the heavy individual traffic - especially in Feldmoching.

Riding stadium in Riem

Streetcar lines 1 and Z as well as bus lines T and 91 were used for visitor arrival. The bus service was not sufficiently separated from the general automobile traffic which merged into the Landshamer Strasse from parking lots, meadows and other streets.

Other competition sites

No problems were encountered in transportation to the Dantebad, Grünwald and Hochbrück contest sites.

Marathon and walking events

Extensive road blocks were necessary. Local residents were informed by mail circulars. The Munich daily newspapers and the Bavarian radio station instructed road users.

Individual Automobile Traffic

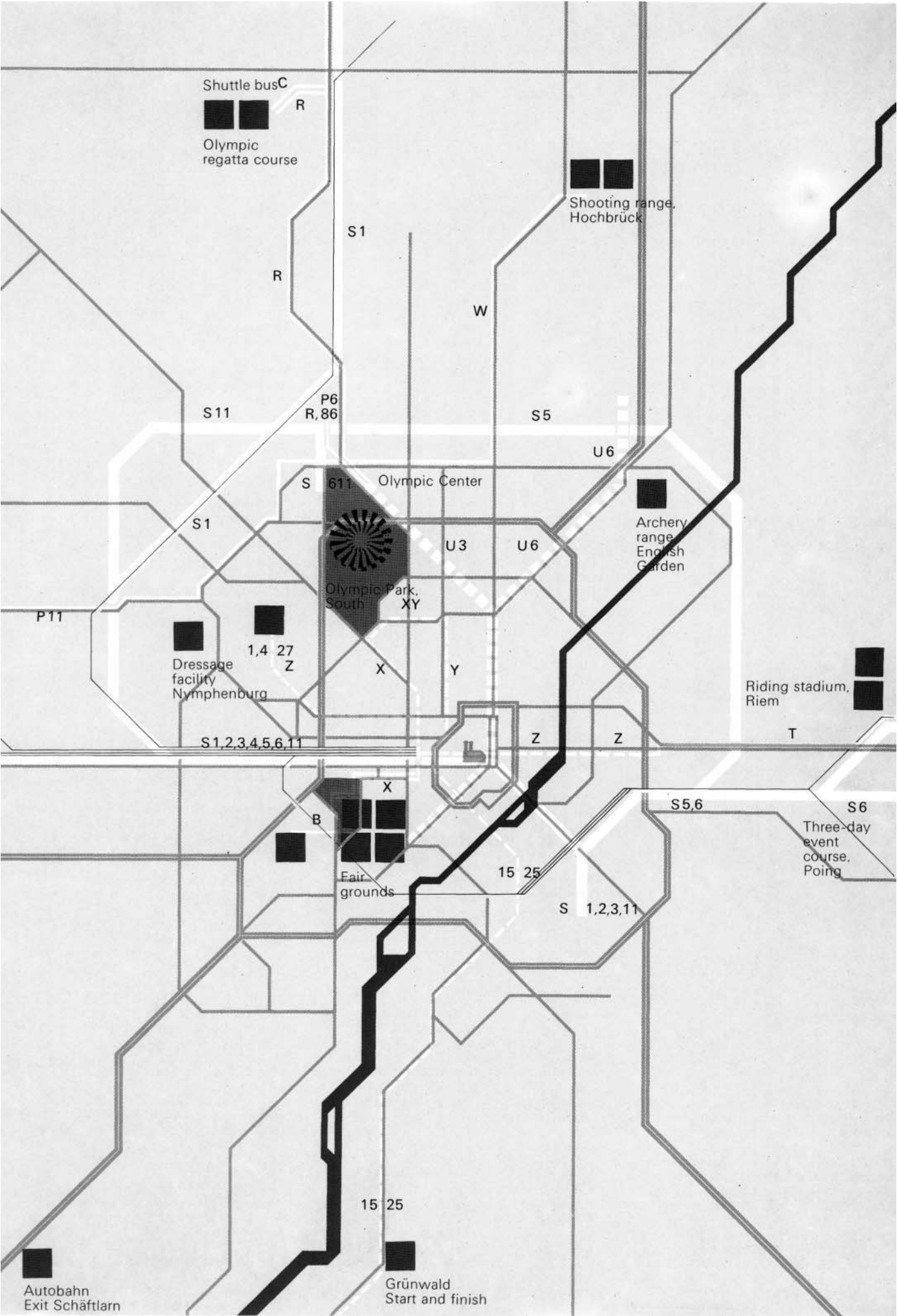
Even prior to applying for the Olympic Games, the City of Munich had provided a road network meeting the requirements of private automobile traffic by providing service to those outer areas of the city where the density of the streetcar network was not sufficient. The most important parts of this road network were:

- the Mittlerer Ring, about thirty kilometers in length, which was intended to connect both the existing and planned radial roads,
- the Altstadttring, five kilometers in length, for by-passing the downtown area, and
- the autobahn ring which joined the four autobahns merging in Munich and — like the Mittlerer Ring — was intended to keep through-traffic away from the downtown area.

When the City of Munich filed the application for the Olympic Games, the Mittlerer Ring existed only in fragments, actually only the west portion of the Altstadttring existed and this had been built in the thirties. Especially these two roads, in addition to the important roads surrounding Oberwiesenfeld, had to be expanded on a priority basis by the autumn of 1971. It was not possible in the coming six years to expand the autobahn circuit.

As a matter of principle, no large construction sites were supposed to obstruct

Public Transport Network in Munich during the Olympic Games



S - rapid transit
express trams
U - subway
Bus-C W T
Streetcar
Autobahn

traffic in the city area during the Olympic Games and in general no roads were supposed to be closed to public traffic. Even additional road construction projects, however, could not fully prevent bottlenecks in the Olympic street traffic.

The general traffic plan anticipated 515,000 automobiles in the Munich area in 1972. At this time of year, however, approximately 91,500 automobiles were elsewhere. However, 30,000 to 60,000 outside automobiles had to be taken into account. There were actually about 483,500 automobiles in Munich during the Olympic Games. This number did not take into account the vehicles of the OC, public authorities, government agencies and institutions.

Thus, the automobile driver was supposed to leave his automobile at home, if at all possible, and use public transportation. The OC set up 9,000 "park-and-ride" areas on the outskirts of Munich and 21,000 "park-and-ride" areas on the rapid transit stops in the greater Munich area for the driver. A flexible system of signs guided him to these areas. Public transport or taxis drove from here to all Olympic competition sites in Munich.

The 60,000 parking places in Olympic Park were reserved exclusively for internal traffic. Public "park-and-go" parking places were to be identified around Olympic Park. By utilizing unused areas, company parking lots and the street parking space in neighboring quarters of the city, which did not absolutely have to remain free for the flow of traffic, 18,000 parking spots were successfully created at a maximum distance of two kilometers (= 20 minutes' walk) away from Olympic Park. The visitor arrived by automobile, parked and walked to the competition site. These parking lots were identified by signs in the surrounding streets. The parking fees were high.

The parking system was based on a filling plan "from the inside toward the outside". The OC first opened the parking lots immediately adjacent to the competition sites. If these were almost filled, "parking switches" guided the traffic to the next, yet unfilled lot.

Approximately 700-800 bus stands for occasional traffic were located on the public parking lot in the southeast part of Olympic Park. A pedestrian bridge led from there to Olympic Park.

The parking lots were attended by the Red Cross.

There were taxi stands with a capacity of 300 places at four locations in Olympic Park. Their arrival routes were in the close vicinity of the Olympic competition sites.

On October 19, 1971 the City of Munich opened the first ten kilometers of the subway and extended them to Olympic Park on May 8, 1972. Somewhat later, on May 28, 1972, the German Federal Railroad connected by means of the tunnel route from the Ostbahnhof to the Hauptbahnhof six west and five east suburban routes to form a rapid transit train network 400 kilometers long. On this date, all public transport facilities with the various

carriers (the City of Munich, the German Federal Railroad and German Federal Postal Administration) were combined in the Transportation and Fares Association (MVV).

The Fares System

The MVV offered the passenger a uniform communal fare according to graduated fare zones (central zone and ring zones). The person paying cash was able to buy single or multiple tickets, the regular customers could select from a system of weekly, monthly and yearly tickets which were valid in different zones.

This fare system needed to be expanded only slightly for the Olympic Games: the 24-hour ticket for the inner transport zone (3 DM) which was normally valid to the city limits, was also valid on the days of competition for travel to the competition sites which were located outside the city limits (regatta course, Oberschleißheim, shooting range in Hochbrück, three-day-event course in Poing). This was also included and calculated into the tickets for persons traveling to and from their accommodations.

The entire ticket system of the MVV was also linked with the Federal Railroad by the Olympic Rail Pass. The owner of this pass could move in the entire MVV network without any additional fares. This covered a distance up to forty kilometers in the Munich region, including about 400 kilometers of trackage with 140 stations and 860 stops served by 150 lines.

It had to be feared, however, that the Olympic visitors would have considerable difficulty with a common fare, which had been introduced only a short time before, and with the self-service automatic ticket machines. For this reason, brochures and flyers in several languages referred in particular to the tourist ticket. Hand bills explained in several languages the forms of transportation offered including the competition sites, the transport line network and fares. Identical posters were hung in all stations and at important stops in the surface transport system and were supplemented by daily notices of important events in the outer portion of the traffic area. Furthermore, the automobile clubs and the information stands of the OC distributed this information as well.

Information

It was even more important that the inhabitants of Munich and the Munich region as well as the Olympic guests realize that they should use the public means of transportation when visiting the events. This was the target of a large-scale campaign to inform the public which the OC began at a press conference in the middle of March, 1972. It was intended in due time before the Olympics to accustom the Munich population to the two new express trains, and to inform them about the main traffic routes for the sporting events and about the days and the times during the day in which traffic would be critical. The OC sent two circulars to all admission ticket sales offices in April/May 1972. The Federal Transportation Ministry and the ADAC published brochures which advised people not to use their own auto-

mobiles and explained the problems of Munich automobile traffic.

The first successful test as to how the local transport system to and from Olympic Park functioned was made during the national soccer game, the Federal Republic of Germany vs. the Soviet Union, in Olympic Stadium.

Eight days prior to the Olympic Games, all Munich newspapers provided daily information concerning the beginning, the end and location of the events of the day, the traffic routes and the parking lots. The third channel of Bavarian Broadcasting continuously carried announcements about the traffic situation. The information stands and pilot service points at selected locations on the access roads informed the arriving drivers. The central traffic control office in the Munich police headquarters monitored traffic on the streets of Munich and continuously varied traffic control measures to cope with the requirements.

Signposts

Road signs indicating the route to be traveled to the different groups of road users were important for regulating traffic.

The municipal transport enterprises developed a pedestrian guide system which led the pedestrian to and from the stops and even characterized the stops for the user of the public transport facilities. These signposts fitted well into the general appearance of the city. They were made in the form of panels or stickers and bore the information of the OC in the form of pictograms.

There was a main route system for individual automobile traffic which was meaningfully adapted to the radial access roads. Detours were able to ease the burden of traffic. The Mittlerer Ring was the main thoroughfare to Olympic Park and distributor road for the other Munich competition sites.

In addition, the federal autobahns and main access roads were included in the road sign concept. A signpost system which could be operated alternately guided the automobile driver directly to Olympic Park, to the other competition sites or to the parking lots respectively associated with the route. The locations of the signs inside and outside the city limits, approximately 1,000 in number, were determined by the requirements of traffic regulation and safety.

The OC did not use transparent signs with internal illumination due to reasons of expense and safety. It employed fully reflecting signs with signal foils and the luminescent bright green from the official color scale which contrasted clearly with the colors of the normal traffic road signs.

The City of Munich adopted the road markings of Olympic Park after the Olympic Games as the general standard for the future.

The Traffic Situation

Road traffic was lighter than expected at the beginning of the Olympic Games. Disruption caused by the track and field

events on the streets, on the routes of streetcar and bus traffic remained relatively low.

Congestion and disruption in surface traffic was below the extent common at this time of year. Demonstrations in the central zone of the city on September 2, and 3, 1972 did not affect the flow of traffic substantially. A subway train was out of order for twenty minutes due to a technical failure in the downtown area at 4: 55 P.M. on September 5, 1972. With the aid of the turning facilities located along this route, operation of the inbound city traffic was maintained with only slight irregularities. At the same time due to the cancelled soccer game heavier home-bound traffic began so that the subway station Olympic Center had to be closed briefly due to the heavy surge of passengers.

The postponement of the schedule on September 6, 1972 by twenty-four hours caused extensive changes in the transport schedule and on-duty plan.

The greatest sudden load of the two systems occurred on September 10, 1972. Due to a sudden thunderstorm, 30,500 passengers left Olympic Park by subway, 13,600 passengers by rapid transit trains, 8,400 by bus and 1,900 by streetcar between 5:45 and 6:45 P.M. This exceeded the estimated theoretical maximum by more than 12% in the case of the subway, by 17% in the case of the buses, up to 65% in the case of the rapid transit trains and up to 19% in the case of the streetcars.

Top capacity during rush hours: Shooting range in	
Hochbrück	7,400 passengers
Fair grounds	151,800 passengers
Basketball hall	120,100 passengers
Dantebad	20,100 passengers
Grünwald	1,600 passengers

Passenger volume per day:
The daily passenger volume depended on the calendar of events. On September 3, 1972 the public transport facilities transported the greatest number of passenger, i.e., 625,000 persons. Twenty-nine events took place on this day, nineteen of them in Olympic Park (94% of the passenger volume on that day) where 70,000-80,000 visitors filled Olympic Stadium three different times. The fewest passengers (284,000) were counted on the day of the opening ceremony.

- Two days were especially predominant as far as the traffic volume to the remaining competition sites was concerned:
- August 31, 1972: three-day event in Riem/Poing. 38,700 passengers rode on buses, rapid transit trains and additional trains
 - September 2, 1972: final in rowing events. 38,400 passengers traveled by the rapid transit trains, shuttle bus line C and bus line R.

Passenger volume in absolute peak hours:
The largest volume of passengers encountered at any one time occurred on September 3, 1972 between 1:15 and 2:15 P.M. at the subway station at

Olympic Center. Simultaneously 25,300 passengers arrived and 15,700 departed.

The percentage ratio of passenger volume to the individual public transport facilities, however, deviated from the general traffic plan: the subway, which was supposed to assume barely 40% of public transport, carried between 59.0% and 65.8%. The rapid transit system, also estimated at 40% of the traffic, increased its traffic volume from 13% at the beginning to 26% intermittently.

The fare system and the self-service at the automatic ticket machines did not present any serious difficulties to the visitors, since the location of the competition sites in the fare area considerably simplified buying tickets. The day tickets and tourist tickets were especially popular.

Scope

During the Olympic Games, the MVV together with the German Federal Railroad and the municipal transport enterprises counted the passenger volume of the public transportation facilities. The following statistics were found interesting: — total number as well as the daily number of persons transported to the competition sites during the Olympic Games — passenger volume and the distribution to the stops and stations of Olympic Park and — the other competition sites — peak values in the individual transportation facilities, in particular in the subway and rapid transit system.

The data could only be determined as a whole and were not differentiated according to the visitors of events, onlookers and personnel. Nevertheless, they permitted a survey of the expenditure and success of the public transportation system to be made and also permitted conclusions to be drawn during the Olympic Games as to the use of facilities operating at that time.

All arriving and departing passengers were counted at Olympic Park from 8: 00 A.M. to midnight and, at the other competition sites, only the arriving passengers were counted. It was likely that they used the same kind of transportation after the event had ended as they did in arriving.

The MVV did not make any count at the events for team road races, archery, dressage and in the track and field road competitions.

On an average, the public transportation facilities transported about 800,000 passengers on normal weekdays. During the Olympic Games, the volume of traffic on weekdays increased one and a half times and even doubled on weekends. A total of 7,068,300 passengers were counted in traffic to the sporting events including the memorial ceremony on September 6, 1972. If one considers the feeder service to the regatta course rendered by the rapid transit system and to the riding events in Riem/Poing, the two express trains carried about four-fifths (=79.2%) of the entire volume of traffic:

subway

56.8% = 4,014,900 passengers

rapid transit system 22.4% = 1,579,800 passengers
streetcar/bus: 20.8% = 1,473,600 passengers

By far the largest number of passengers (6,481,400) drove to Olympic Park, about four-fifths traveled by express train:
subway: 61.9%
rapid transit system: 20.1%

By contrast, the volume of traffic to the other competition sites was relatively low (8.3% = 586,000 passengers):
Oberschleißheim 168,300 passengers
Riding stadium in Riem and three day event Riem-Poing 117,600 passengers

Contrary to expectation the regular line buses were greatly involved in transportation at Olympic Park: instead of 7%, their proportion of passengers transported amounted to between 11.6 and 20.4%.

The special streetcar lines to Olympic Park South, on the other hand, had only 3.1 % of the traffic volume instead of 13%.

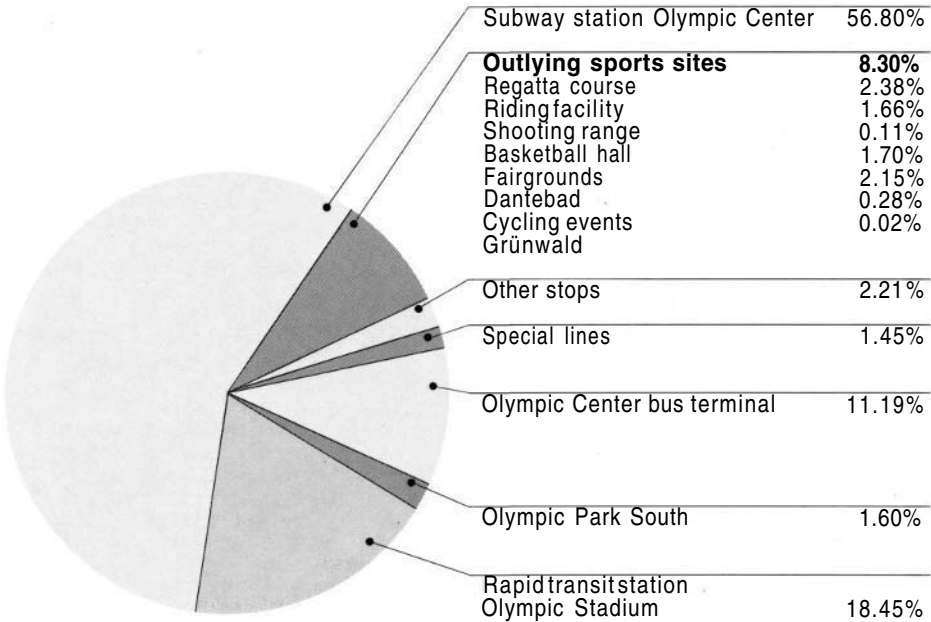
People's acquaintance with the express trains, the traffic operation and configuration of Olympic Park could have caused the preference of the express trains. The subway became known to the public early during its construction. Regular operation to Olympic Park was begun a good three months prior to the Olympic Games. The rapid transit lines to Olympic Park did not take up operation, however, until shortly before the Games. Express trains, still new in the Munich region, were considered to be reliable — streetcars and buses, although separated from street traffic, were considered as subject to malfunction or failure.

The subway, rapid transit train and streetcar intervals of departure were in the relationship of 1 ½ : 10 : 5. The intervals of the two special streetcar lines were increased from five to ten minutes. The older vehicles, which were kept available as a precautionary measure, did not have to be used.

Due to the large passenger volume transported by the public transport facilities the "park-and-ride" lots for individual automobile traffic were extensively below capacity and some were even unused. The "park-and-go" lots situated in the vicinity of Olympic Park provided sufficient parking facilities for approximately 70% of all events. The planned parking lot filling system was not used at all.

Total number of passengers at the stops of the Olympic sports sites during the Games of the XXth Olympiad in Munich, 1972

Passengers: 7,068,300
Olympic Park 91.7%



22.4 Long-Distance Traffic

Automobile Traffic

The autobahn circuit could not be closed by the time the Olympic Games took place. The existing long-distance road connections were therefore expanded at a few particularly dangerous points. The following road construction projects were included:

- construction of the section of the federal autobahn between Schäftlarn and Eschenlohe.
- reconstruction of the federal highway 12/West in Untersending between Argelsried and the Mittlerer Ring.
- reconstruction of the federal highway 12/East between Vogelweideplatz and Riem.
- reconstruction of the west leg of the south by-pass road from Dachau as part of the federal road 471.
- expansion of the autobahn approach Ramersdorf.
- extensive expansion of the eastern temporary by-pass between Garching and Ottobrunn as part of federal road 471.

In spite of this, the heavy north-south vacation traffic overloaded the Mittlerer Ring which connects the four autobahns that verge into Munich. The ADAC and the Free State of Bavaria worked out through-traffic by-passes which conducted vacation traffic around Munich at a considerable distance outside the city: west by-pass: Austria - Fernpaß-Füssen-Günzburg east by-pass: Salzburg-Freilassing-Straubing-Regensburg emergency east by-pass: Kufstein-Rosenheim-Landshut-Regensburg.

These federal highways — as almost all autobahns of the Federal Republic of Germany — were closed to trucks having a license weight above 7.5 t as well as to trailers, on Saturdays from June 24–September 9, 1972, between the hours of 7 A.M. and midnight and on Sundays from June 25–September 10, 1972 between the hours of midnight and 10 P.M. They were identified by multi-colored dots (south direction) and circles (north direction) on signposts and city limit signs. The Federal Government issued six million vacation folders at the end of May, 1972, which indicated the by-pass routes; magazines of the automobile clubs and the daily newspapers printed these routes and advised persons to travel to Munich by train or by plane. In-coming foreigners were given a detour map with corresponding references in three languages at the most important border crossings (circulation: 1 million copies). The Free State of Bavaria erected a control center which monitored and directed road traffic on the long-distance roads in Bavaria. A traffic studio in the third channel of Bavarian Broadcasting described the traffic situation in Southern Germany and in Munich in German, English and French.

Railroad Traffic

The volume of passenger traffic carried by the German Federal Railroad could only be estimated with difficulty. The

number of admission tickets sold in the Federal Republic of Germany supplied initial values, but did not supply any further details concerning the transport facilities which were used by in-coming and out-going passengers. In spite of this fact, the German Federal Railroad increased the regular scheduled trains during the Olympic Games to provide the greatest possible number of seats. This normal seating capacity amounted daily to approximately 1,000 long-distance and regional trains, nine Trans-Europe-express and thirty intercity trains as well as thirteen car sleeper trains. Additional trains from other European countries were put into operation. They traveled to Munich from Innsbruck, Ostende, Zurich, Paris and Belgrade and were emphasized in particular in the railroad timetables. Together with the existing international train connections to Munich — fifty-four pairs of trains commuting daily — this was sufficient to transport 400,000 passengers from foreign countries to Munich. Furthermore, the inter-German trains — 39 intercity trains and 280 through and express trains daily — were to be relieved if necessary by additional trains from Dortmund, Münster, Wiesbaden, Nuremberg, Kiel, Frankfurt and Stuttgart.

Numerous special trains were ordered both inside Germany and in foreign countries. As a precaution, the German Federal Railroad erected on the main routes a network of possible train schedules (optional layouts of the lines). All through-long-distance travel bureau trains were conducted around Munich.

In order to cope with the increased additional passenger traffic, the German Federal Railroad relieved the access routes in the greater Munich area at the expense of freight transport and train shunting. Several main departure routes from the Munich junction point were reserved solely for passenger traffic. All freight trains which were only passing through the Munich area were rerouted around Munich at a considerable distance. The freight train routes on the Munich north circuit were closed to all through-freight traffic. The east switch yards were free for a concentration of parked passenger train coaches. The German Federal Railroad did not reduce its normal fare for individual passengers during the Olympic Games. Only a few special fare reductions aimed at particular groups of persons were intended to stimulate the use of trains. Foreigners in possession of the "Olympia-Rail-Pass" could travel as they desired on approximately 12,000 kilometers in the regions of Bavaria and south-west Germany for a period of three weeks. These tickets were issued between August 12 and September 23 and were valid in all trains. The entire Munich traffic and fare network was included in the scope of these tickets. Passengers in possession of the "Olympia-Rail-Pass" received a 50% reduction in fares on all other connecting routes of the German Federal Railroad.

The "Olympia-Rail-Pass" cost 250 DM in first class and 180 DM for second class travel. The fare for children was half this price. These passes could be purchased by all persons not residing in the territory of the German Federal Railroad. They were

issued in the travel agencies and ticket offices of certain foreign railroads, at the general office representing the German Federal Railroad in New York, at the ticket offices in Frankfurt and at the Munich main railroad station as well as in certain ticket agencies of the German Federal Railroad in the Federal Republic of Germany.

The OC erected an information booth in the Hauptbahnhof and in the Ostbahnhof for arriving and departing passengers. An electronic train information service located in the ticket hall of the Hauptbahnhof provided information concerning the most important train connections. The train platform area was staffed with a larger number of information personnel than normal.

Air Traffic

Shortly after the City of Munich was chosen as the site of the Olympic Games 1972, the Flughafen-München GmbH (Munich Airport Company with limited liability) made estimates of the normal traffic volume and the additional airplane movements in August and September, 1972. They expected at least 200,000 additional passengers in these two months.

These first rough estimate values corresponded at a period two years later to the figures at the Olympic Games in Mexico City where approximately 180,000 additional air passengers were registered. Ten percent more passengers could be expected in Munich due to the central location and the general increase in the volume of air traffic.

The Munich Airport Co. again checked the probable traffic volume in 1969 and increased it to 260,000 additional air passengers (130,000 passengers per arrival or departure). This meant that almost 40,000 persons would arrive at or depart from Munich on peak days.

The passenger capacity of the Munich-Riem airport was not adequate for this number of travelers. It had only one take-off and landing runway and it was absolutely possible that the runway could be out of order at least temporarily. Nevertheless, the greatest number of possible passengers was to be served here and, to this end, the passenger facilities and other related buildings had to be expanded in due time for normal airline and charter traffic in 1972 (expected load between four and five million persons per year). The installations had been designed in 1966 for a maximum load of three million passengers per year. Provisional buildings had to be rented and a connecting building had to be erected. Plans for additional temporary special buildings for the Olympics — e.g. for serving accredited persons, for special freight and horses — were abandoned.

This construction work expanded the transport capacity of the airport. Nevertheless, approximately one-third of all passengers on peak days had to be served by other airports, in particular all general aviation and part of the charter airline traffic. The regular airline traffic was to remain in Riem in any case.

Initially, the construction of a second take-off runway at a new civil airport in Munich appeared possible before the opening of the Olympic Games. The location of this airport, however, was controversial and, in October 1967, the beginning of construction could no longer be expected to be on time. The OC had to find other possibilities to relieve the airport in Riem.

The surrounding German and foreign civil airports in Nuremberg, Stuttgart, Zurich and Frankfurt could not be taken into consideration since they were located far away from Munich. In addition, they were not accepted as alternative airports as expected during a temporary closure of the take-off runway of the Riem airport in August, 1969. The OC needed airports closer to Munich. The airports of the German Armed Forces presented themselves for use as well. The international technical and construction minimal requirements were examined during on-site examinations and investigations in the form of expert opinions. The investigation series was terminated in the spring of 1970. Two military airports of the German Armed Forces were taken into consideration:

Fürstenfeldbruck

The take-off and landing runway of the airport in Fürstenfeldbruck could accommodate all types of aircraft up to the size of a Boeing 707/DC 8. The grounds could be built for civil use by using inexpensive means only. The following facilities had to be constructed: a connecting stretch from the east side of the airport to the next federal highway (B 471), the parking lots, passenger facilities (separate for arrivals and departures) and instrument landing equipment.

The air traffic control service in Fürstenfeldbruck overlapped in part with that in Riem. Hence, with both airports in service, a substantial increase in total flight movements was not possible. All air traffic was therefore to be divided into the approach paths in Riem and in Fürstenfeldbruck so that the noise would not impair competitions in certain sports sites in particular the track and field events in Olympic Stadium. For this reason, the control zones Munich and Fürstenfeldbruck were combined to form one control zone which included the air space over the Olympic competition sites.

Neubiberg

The airfield at Neubiberg was only suitable for general aviation because the directions of take-off and landing were not free of obstacles and residential areas extended close to the airfield. Because it was close to the city and to the airport in Riem, operations were considerably less intricate and the air traffic control situation was more favorable, thus resulting in limited investments.

Hence, air traffic during the Olympic Games was subdivided according to the following locations:

Munich Riem

Commercial air traffic.

Flights of airline companies.

Flights of aviation enterprises in occasional commercial traffic which had considerable portions of their servicing

facilities at the airport in Munich Riem. Flights of aviation enterprises in occasional commercial traffic which were carried out in flight series during a period of more than three months. Flights involving aircraft of the Boeing 747 or DC 10 type. Flights for transporting guests of the federal and state governments.

Fürstenfeldbruck
Other flights of aviation enterprises in occasional commercial traffic. Flights of aviation enterprises in occasional commercial traffic whose participants wanted to travel by surface transportation to/from destinations in foreign countries.

Neubiberg
Other commercial air traffic involving airplanes with a maximum license take-off weight not exceeding 20 t.

The airports in Neubiberg and Fürstenfeldbruck were available for non-commercial air traffic during the period from 6 A.M. to 10 P.M. Flights according to visual flight rules were prohibited at all three airports. The landing times and thus the daily flight schedules were determined according to flight capacity (twenty flight movements per hour in Riem) and according to the time at which applications were made.

**22.5
Special Traffic**

Transportation of the "Spiral of Fortune" Winners
Approximately 28,000 persons participating in the "Spiral of Fortune" lottery won a free round trip to Munich in addition to the admission tickets for the opening or closing ceremonies. The OC ordered fifteen pairs of special trains from the German Federal Railroad for both days which ran from the most important cities in the Federal Republic of Germany to the Munich Ostbahnhof. From here, the winners were transported by public transport facilities to Olympic Park. The winners from West Berlin, approximately 700 in number, were brought to Munich by special aircraft.

Competition Traffic
Special trains transported athletes, attendants and journalists to the competition sites situated outside the Munich region: to the preliminary rounds and the semifinals in handball and soccer, to training and competition in canoe slalom. The trains were not able to depart from the near-by rapid transit station of Olympic Park which was completely loaded on the days of competition, but rather from the München-Milbertshofen station. The OC expanded its facilities to expedite passenger traffic, e.g. it constructed a temporary platform 350 m in length. The OC also ordered a total of 144 special trains including coaches with reclining berths, massage compartments and dining cars.

Kiel
All athletes accredited in Kiel were permitted to take part in the opening and closing ceremonies in Olympic Stadium. The OC chartered Lufthansa airplanes for about 500 persons from Hamburg to

Munich at an early date. The connections to Olympic Park were made by rented buses.

An airplane shuttle service organized by the OC commuted between Munich and Kiel from August 28—September 8, 1972. It transported athletes, guests of honor, journalists and — if there was room — tourists for 195 DM from Munich to Kiel and back again morning, noon and evenings.

Traffic to and from Accommodations
Many persons visiting the Olympic Games lived outside of Munich and some as far as 150 kilometers from the competition sites. They had to be transported to Munich for the events if they did not use their own chartered buses. Rail traffic was also suitable for locations connected to the Federal Railroad network. The German Federal Railroad, however, did not organize any special traffic facilities for these commuters, but rather supplemented the regular facilities of the general regional traffic. Additional trains with short traveling times ran at intervals which offered favorable times of arrival for persons visiting the competition.

The increase in regular traffic was supplemented by special commuter trains which normally departed in the morning from fifteen different points of departure and returned in the evening. On a few routes, it was possible to arrive in Munich around noon and return home at a later hour.

The few commuters who returned home about midnight were able to use buses.

According to the distance, the German Federal Railroad reduced their fares between 26% and 38%. The day ticket and tourist ticket of the MVV were calculated in the ticket price.

Visitors were informed of the special commuter service by posters and brochures which also advised the population not to travel by automobile.

Individual travelers in the vicinity of Kiel could buy daily special round trip tickets to Kiel from the German Federal Railroad at a 30% reduction in price from August 27—September 6, 1972.

**22.6
Internal Traffic**

The OC wanted to make all accredited persons and official or temporary staff as mobile as possible. It therefore had to solve a number of transport problems and, for this purpose, provided an extensive fleet of different types of automobiles.

Ascertaining and Meeting Requirements
The OC did not want to buy the necessary automobiles, but rather wished to borrow them free of charge for the time they would be used. As early as the middle of 1968, it negotiated with individual production plants of the German automobile industry. At the same time, it began to determine its probable automobile requirements and to subdivide these into: — the various classes of automobiles and — the times at which they would be required.

In this early stage of preparation, however, the OC was not able to determine requirements exactly. It waited for the Olympic Games of 1968 in Mexico City to be completed in order to gather experience. By February of the following year, further details concerning the location of the Olympic competition and training sites and concerning the program of events were known. The OC drew up a first requirement plan based on the estimates of those persons or organizations needing vehicles and on the experience gathered at Olympic Games since 1960.

In the coming months, it checked these figures and looked for ways to economize. The following requirements of the OC were determined in November, 1969:
134 automobiles of the luxury class
329 automobiles of the middle price class
440 automobiles of the lower price class
496 small buses
103 station wagons
157 buses with about 50 seats
53 buses with 50-70 seats
171 special vehicles.

The OC submitted these figures to the central association of German automobile manufacturers. The proportional quotas of each company were to be based on the production results of the German automobile industry in 1969.

The acquisition of automobiles, small buses, station wagons, platform trucks, etc. was not difficult. The only problems were encountered with the 200 buses which the OC required. Even the initial talks with the companies in the middle of 1969 revealed that the manufacturers alone could not make this large number of buses available due to the high capital investment and substantial depreciation at resale. At the suggestion of the OC, the transport enterprises of the City of Munich therefore appealed to their colleagues in the Federal Republic of Germany to lend buses from their stocks for the time of the Olympic Games. It turned out, however, that the City of Munich itself required the buses offered in order to cope with its transport duties in regular public service during the Olympic Games. Hence, the OC had to look for other possibilities and even had to consider renting buses.

The list of required vehicles grew continuously. In November, 1970, the OC needed about 2,500 vehicles including 242 buses. The demand was distributed among the individual departments of the OC which were supposed to solve their traffic problems themselves. Eighty vehicles of all types were placed in a motor pool which was supposed to supply vehicles at short notice in case of emergency during Olympic duty.

The OC first estimated the required number of drivers in July, 1971 and drew up their probable times of duty on a rough schedule. Approximately 3,400 drivers had to be recruited. Starting in October, 1971 the OC negotiated with the German Armed Forces which was prepared to make all its drivers available, to train them, to organize them during the Olympic Games according to its own plan and to ensure their readiness for service.

At the same time, the OC commissioned the Berlin transport authority to plan regular internal traffic on the basis of large buses. All told, 182 large buses from the German Armed Forces and an expected sixty buses from manufacturers were available. The OC, however, needed a total of 300 buses. Hence, a shortage of ninety buses had to be met.

Further plans for the internal transport system were aggravated by the continuously fluctuating number of automobiles promised to the OC. Although in principle the automobile industry had promised to make the required automobiles available to the OC free of charge, the OC was already equipped with official cars and regarded the established assignment schedule only as a recommendation and not as an obligation. Hence, the OC had to employ the vehicles during the Olympic Games as economically as possible. It reduced the number of automobiles required in the individual departments and increased the motor pool, hitherto very small, to about 30% of the total number of vehicles.

This was all the more necessary, since individual automobile manufacturers drastically cut the number of cars expected by and promised to the OC in December, 1971 due to the unforeseen economic situation. The OC compensated for these losses in part by new offers — in particular by foreign automobile manufacturers. In spite of this, only 90% of the required number could be met from November, 1969 to November, 1970. Cuts were again necessary. Only 130 of the original 200 requested automobiles were available in Kiel. The demand for buses increased from 300 to 366 during continued planning of internal bus traffic. A few buses had to be rented from private bus enterprises for the peak hour requirements, for workshop reserve forces and for unexpected commissions.

The final number of vehicles ready for use during the Olympic Games was first evident in May/June 1972, as the automobile manufacturers began automobile production for the Olympic Games. They delivered the vehicles to the OC from the middle of June until August 10, 1972. The period of time left until these vehicles were put into Olympic service was hardly sufficient to train the drivers for the individual automobile types. As early as on July 15, 1972 a group of persons had to be transported to trial events. The OC was not in a position to give its drivers a thorough knowledge of the city and the traffic situation. The pre-training session in June/July 1972, which gave drivers from all parts of the Federal Republic of Germany the necessary knowledge of the city for general orientation purposes in Munich, was to be the only training session of this type. Difficulties due to a lack of this knowledge of the city on the part of the drivers could not always be avoided in the first few days of the Olympic Games.

	Merce- des Benz	BMW	Opel	Ford	Audi	VW buses cars	Fiat	KOM Merce- des KHD Lancia MAN	Merce- des Benz BMW LKW	Motor- cycles Motor- bikes	Bicycles	Fork lifts	Vespa various
International sports associations	50	—	30	—	—	—	—	—	—	—	—	—	—
National sports associations	—	—	—	—	28	—	—	—	—	—	—	—	—
Physicians on doping control panel	—	—	10	10	—	—	—	—	—	—	—	—	—
Chef de Mission	—	—	—	131	—	—	—	—	—	—	—	—	—
Athletes, teams for own use	—	—	50	—	—	254	—	—	—	—	—	—	—
IOC	37	19	34	—	—	—	—	—	—	—	—	—	—
VIPs	19	10	—	—	—	—	—	—	—	—	—	—	—
NOC	—	—	131	10	10	--	—	—	—	—	—	—	—
Olympic central management	4	3	4	5	—	5	—	—	—	6	4	—	—
Department I and Language service	—	14	10	6	—	3	9	—	—	8	30	4	—
Department II Sport	—	7	34	21	10	95	19	5	2	45	214	16	—
Department III Olympic Village	—	3	2	2	—	5	5			12	25	6	20 Vespa
Department IV Youth camp — torch relay	1	—	1	2	5	6	3	15	—	4	10	—	—
Torch relay	—	—	2	—	—	—	—	—	—	—	—	—	—
Department V Culture and amusement street	1	—	2	1	—	6	1	—	—	5	15	—	—
Department VI Press		1	12	20	27	82	5	—	1	47	20	7	—
Department VII Publicity	—	—	2	1	—	—	—	—	—	—	—	—	—
Department VIII Transportation	—	7	4	1	—	2	14	—	—	—	6	—	—
Department IX Services and Security service	—	1	9	3	1	7	5	—	—	32	55	—	—
Department X Technology		10	5	22		55	2			81	30	26	10 Skoda
Department XI Visual design	—	1	—	2	—	3	4	—	—	9	5	—	—
Department XII Kiel	5	8	27	26	—	59	6	—	—	—	30	7	—
Department XIII Security agent	1	6	4	15	—	11	6	8	—	13	10	—	—
Department XX Protocol	6	—	—	—	3	14	2	—	—	9	13	—	—
Medical service	12	—	—	—	10	—	—	—	—	—	—	—	—
Pool	67	20	35	18	22	78 29		359	19 38	4			
Other	1	14	5	4	21	45	—	—	2	2	—	—	—
	204	124	433	300	137	750	81	387	62	277	462	66	30

Utilization Planning

The OC assigned vehicles with their drivers to specific groups of persons. Their number was kept as small as possible in favor of the motor pools and was limited to the following:

- members of the IOC,
- presidents and secretaries general of the NOCs,
- presidents and secretaries general and two technical delegates of the international sport associations,
- certain international referees and jury members,
- all physicians on the doping control board,
- every participating nation, and precisely a small bus to each eighty participants or so and an additional automobile to each 120 participants or so,
- the chefs de mission,
- large agencies, teams of major editorial staffs and individual prominent journalists, and
- members of the OC. Vehicles without drivers were also assigned in this instance.

Due to a lack of vehicles it was not possible to assign vehicles to individuals in Kiel. Moreover, every user received motor vehicles and had to regulate their times of service on a self-sufficient basis.

The OC assigned the vehicles to three bases of the German Armed Forces. The drivers also lived there. The vehicles were all parked together at the army base which was situated closest to the most likely place where they were needed. The armed forces erected at each of these army bases workshops for approximately 150 automobiles which were assigned to one or more departments of the OC. The vehicles were serviced and refueled here, the times of duty were checked and the drivers were changed at these posts. Thus the OC took care of transportation needs with local motor pools at the areas required, e.g., in the press center or in the Olympic Village.

When the requirements of vehicles in one department temporarily exceeded capacity, other vehicles could be sent for from the central pool via the transport coordinating center. Special pools of thirty to forty vehicles were available for the OC members and guests of honor. The OC limited the number of persons entitled to vehicles to the group leaders, the directors of departments (or their deputies), the directors of Olympic Stadium and the competition sites at the fair grounds, and the central coordinating office.

A central motor pool distributed the vehicles. They were continuously informed of the utilization of all vehicles. Several decentralized subgroups of the driver service were assigned by the OC to the main competition sites: in the cycling stadium, the fair grounds and in Riem as well as in the hotels of the NOCs. A special person was assigned in every competition site for transportation questions. All vehicles in Kiel were organized in one pool, since they could be parked together in the Olympic Center and the distance to the various points of departure was not very great.

In order to regulate the use of the vehicles advantageously, the OC equipped the vehicles for the IOC and the guests of honor, the main regular buses to the competition sites and other important vehicles with radios for three wavelengths: the first channel was for calling the central office while the other two channels carried the conversations.

Scheme of a Vehicle Order from the Pool

- The person ordering a vehicle called the central motor transport pool from a telephone in a competition site within the city limits or from the competition site contact point.
- After the person's right to call up vehicles had been checked on a list of entitled persons which was corrected daily, the central motor transport pool checked to see whether the department placing the order still had enough vehicles of its own and whether a pool vehicle was free.
- A meeting point, situated differently in every competition site, was agreed upon with the person placing the order. The meeting points were identified in the competition sites.
- The central motor transport pool informed the workshop or motor transport pool located closest to the respective site which in turn issued the written transport order. The driver drove to the meeting point.
- After completing the order, he informed the central motor transport pool. If the driver had to wait more than thirty minutes at the meeting point, he drove back to his point of origin.

All requests for vehicles in Kiel were forwarded to the motor transport pool of the German Armed Forces via a central transport office of the OC which organized the transport and provided technical management of the motor-vehicle fleet.

Servicing and Care of Vehicles

The OC only borrowed the vehicles from the automobile manufacturers and returned them after the Olympic Games. The vehicles had to be maintained in a clean and proper state: car washers were installed at the four army bases, oil changes were carried out in certain workshops, and customer service was carried out at the prescribed intervals.

The OC erected a central supply point for maintenance, servicing, repair and technical surveillance. A workshop foreman and several automobile mechanics from the manufacturer worked here in addition to the armed forces servicing personnel. Small servicing work was done immediately. If a vehicle had a more serious defect or was no longer in driving condition, the damage was repaired in a workshop of a franchise dealer representing the automobile manufacturer.

Two tow-trucks towed away the defective vehicles.

A ten-man team investigated and handled accident cases.

The automobile workshop took care of accidents in Kiel.

The OC developed a credit card system for refilling the vehicles without cash. The licence plate number of the vehicle and the type of fuel was printed on the credit card. The service station attendant wrote down the amount of fuel on a list which was signed by the driver and registered in a travel log. The credit card was valid at thirteen filling stations in the Munich area and one filling station at each of the competition sites outside of Munich. The army personnel filled their vehicles themselves at the army bases.

A bodyshop in Kiel took care of all servicing, maintenance and inspection intervals together with the shops of the firms which had donated the vehicles. Small defects were repaired by the servicing team of an oil company which had erected a self-service installation for 4-stroke internal combustion engines in the Olympic Center. Only diesel vehicles (buses, trucks) were filled at installations belonging to the armed forces.

The vehicles were also filled in Kiel on the system of fill cards which were signed by the driver at the filling station.

Central Office for Transportation

The OC organized a central office for transportation in a building in the Olympic Village in order to provide continuous surveillance of the 2,472 vehicles in the motor pool as well as supervise their use. The central control office was staffed round the clock during the Olympic Games. Connections were provided from this office to all Olympic sites, to the various motor pools and to the other central control offices of the OC.

The central control office assigned pool vehicles, regulated the regular buses and provided important information by radio directly to the drivers. It employed helicopters provided by the armed forces for urgent transport of film material and for transporting special guests of honor. Branch offices also sent their representatives to the central office. A total of thirty-five persons per shift regulated the internal transport system.

The duties of the central transport office were filled in Kiel by the transport office, i.e., the traffic section of the branch office in Kiel which was increased by three staff members. It dispatched the armed forces motor transport pool, coordinated the helicopter service, the Olympic shuttle service as well as the charter flights between Kiel and Munich for the opening and closing ceremonies. Direct lines led to all important areas. The ordering points were staffed around the clock. Telephone connections were sufficient and radio equipment was not necessary. Three vehicles had a car telephone.

Central Transport Management
of the Organizing Committee for the
Games of the XXth Olympiad,
Munich, 1972

Transportation Athletes Officials Press OC-internal traffic	OC VIM Transport	OC — Olympic central management and sports sites directors
	BVG Team	Vehicle park of the Federal Army (driver service)
Public Transit	Police	Central traffic direction of the municipal police
	Police	Central traffic direction of Upper Bavaria of the state police with a studio for car radios
	Taxi Cooperative	Taxi — central radio dispatcher
	Public carrier	Director Surface traffic (Stachus)
	Public carrier	Director Subway (Münchner Freiheit)
	Public carrier	Munich Transportation and Fares Association
	Federal Railways	German Federal Railways— Operations center

**22.7
Internal Bus Transport**

The OC organized an internal bus transport system to transport the athletes and journalists to the training and competition sites. Toward the end of 1971, it specified the probable capacity requirements and classified them according to departure and arrival points, routes of travel, departure and arrival times, travel times and the number of persons to be transported. The operational duties could be derived from this classification.

Toward the end of 1971, the OC assigned the solution of the traffic duties to the Berlin traffic authority.

First of all, the following data had to be collected:

- the number of participants per sport
- the number, type and location of training and competition sites
- important specific characteristics in the Olympic sites for transportation purposes
- the exact time and training schedules.

On the basis of these investigations, the Berlin traffic authorities worked out an expert opinion in January, 1972 which regulated in principle the operational dispatch of the internal bus service.

The opening of Olympic Stadium provided the first conclusions about the actual traffic inside the Olympic grounds.

Toward the end of June, 1972 the Berlin traffic authority prepared the actual vehicle service plan before the teams arrived until the end of the Olympic Games and then converted the previous operational program into time schedules and travel requests. Both had been tried and tested—although on a smaller scale—during the trial events in June 1972. Up to thirty-six vehicles traveled daily according to a total of forty-six schedules. Any difficulties and obstacles in the transport system which occurred were eliminated immediately.

Toward the end of July, 1972 the Berlin traffic authority drafted an exact operational program for every day and combined the operational tasks, in the meantime corrected, while including sufficient reserves. It was based on light operation during the first days after the Olympic Village was opened, had its maximum shortly before and during the Olympic Games and then decreased toward the end of the Olympic Games.

**22.7.1
Transport of Athletes and Attendants**
Three interconnected bus systems transported athletes and their attendants.

Commuter Lines in the Olympic Village

The residents of the Olympic Village could travel with two internal commuter lines:

- The first line began at the west terminal point at the north (Strassberger Strasse).
- The second at the west terminal point of the middle arm (Nadi Strasse).

Both ended at the control point at the south residential arm where they connected with the commuter lines to Olympic Park.

The buses operated between 5 A.M. and midnight. The interval between buses was adjusted in steps between a maximum of fifteen minutes to five minutes per line according to the events taking place in Olympic Park or according to the time of day. More frequent bus service was also possible in the case of increased traffic. The opposite occurred, however. The actual use of both lines was so low that the interval between buses only had to be moved up to 7.5 minutes. This was the result of the good weather which prevailed during the Olympic Games, of the close distances in the Olympic Village and of the less attractive streets below the pedestrian level on which the bus lines operated.

Shuttle Lines from the Olympic Village to the Competition Sites in Olympic Park

The OC organized two shuttle bus lines in order to provide service to the sport sites within Olympic Park. They extended from the west end of Connolly Strasse (departure point at the parking lot for DOZ):

- via Olympic Stadium to the cycling stadium and
- via the sports and swimming hall to the boxing hall.

The hockey facilities were not included. They were too close to the Olympic Village and could be reached easily by foot.

Both bus lines used Olympic Park streets which were approximately seven meters wide. They were usually separated from the Olympic Park pedestrian area which was situated at the upper, more attractive level. Only in very few cases did the OC suspend this division during the day. In this way, it ensured safe pedestrian and road traffic, and in particular unimpeded access for regular buses. The streets in Olympic Park were closed off to general road traffic from August 1—September 20, 1972. Only the regular buses of the OC and a very limited circle of persons were permitted to use them. They could pass the guarded entrance gates only with special entrance and parking permits. The OC set up "no parking" areas along all the streets in Olympic Park and had illegally parked vehicles towed away at the owner's cost. Due to the advanced stage of planning, the OC could no longer exert a substantial influence on road construction. It did, however, achieve the following changes:

- A widening of the internal roads on the west side of Olympic Stadium from seven to nine meters.
- An enlargement of the bus stop on the west side of Olympic Stadium.
- Asphaltting and improvements in the connection between the bicycle stadium — Olympic Stadium — Toni Merkens Weg which facilitated circuit traffic on the Sapporo Ring — Toni Merkens Weg — Olympic Stadium.
- Enlargement of the DOZ parking lot at the cost of training facilities.

The OC kept the streets in Olympic Park uncongested by these measures while improving them. The regularly scheduled buses could run punctually and without difficulties. This was of utmost importance during rush hours. The OC could hardly

prevent congestion due to heavy traffic and the frequency of runs. The tempo of the schedule was derived from both shuttle bus lines in Olympic Park. It was increased to one bus every five minutes from August 25 to September 11, 1972.

The OC used electric or natural gas motor buses in Olympic Park in addition to cleanrunning diesel buses.

Shuttle Bus Lines from Olympic Village to the Training and Competition Sites outside of Olympic Park

The OC arranged permanent routes for buses serving training and contest sites outside of Olympic Park. It took street conditions and usage estimates of the general transport plan into consideration even at the planning stage. All proposed routes were driven, systematically examined and measured precisely. To avoid wasting time the OC paid careful attention that

- the bus routes did not coincide too much with ordinary traffic,
- the approaches and U turns at each sports site were wide enough for buses,
- the streets with heavy traffic would be avoided, especially for left turns and where the cross streets had the right of way,
- the lanes of the public buses would be used, but their stops avoided,
- certain spots were designated as "no parking or standing" areas and parking places were reserved.

The time of the individual bus runs was based on an average traveling speed of 3 minutes/km (= 20 km/h). This value was adjusted for each bus route: according to the road conditions, the probable automobile traffic in the downtown area and the traffic conditions in the regional areas. A time allowance covered unavoidable traffic obstructions, in particular during the peak hours.

The OC also established auxiliary routes independent of the regular bus routes.

Bus Lines to the Training Sites

Buses ran from a parking lot in the Olympic Village to fifty-four training sites. It required a great deal of time to work out the bus schedules, since the buses were employed according to the training sites. A schedule of two hours was planned depending on the arrival of the teams. The many special wishes and the changes in training times, which frequently were not announced until the evening of the day before, made it difficult to maintain the traffic and operational program exactly.

Bus Lines to the Training Sites which also served as Competition Sites as well as to the Actual Competition Sites

Seven bus lines ran from the north exit of the Olympic Village

- to the basketball hall
- to the fair grounds
- to the English Garden
- to Riem
- to Oberschleißheim
- to the station Milbertshofen and
- to Hochbrück.

All bus lines ran on a strict schedule which was temporarily reduced to five-minute intervals. It was frequently necessary to use additional buses to transport the crowds at the end of events.

The bus lines terminated in the Olympic Village in the stopping area in front of the gate.

22.7.2 Transport of Journalists

The OC established another bus line system for transporting the press independent of the system for transporting the athletes and their attendants.

Commuter Line 1 in the Press Village

A commuter bus line for journalists living in the press complex ran from the north area of the press complex to the press center (approx. 1 km). The buses departed at ten-minute intervals from 5 A.M. to 9:30 P.M. and at fifteen-minute intervals from 9:30 P.M. to 2:45 A.M. They were hardly used during the Olympic Games.

Commuter Lines 2 and 3 in Olympic Park

Bus lines 2 and 3 connected Olympic Park competition sites with the press complex:

- Line 2 press center - Olympic Stadium/ cycling stadium
- Line 3 press center - sports hall - boxing hall.

Both lines travelled via the DOZ. Their interval of departure was shortened gradually from twenty to five minutes during the peak hours.

The DOZ used a bus line from the press center to the DOZ for its technicians when necessary.

The OC stopped bus service inside Olympic Park on the days of the opening and closing ceremonies. Internal streets were also closed to all traffic apart from the special arrivals of VIPs. The Central University Sports Facility was needed as a gathering place for the participating nations. Press lines 2 and 3 were rerouted via the public streets to parking lot 21 on the Sapporobogen which was approximately 300 meters away from Olympic Stadium. The number of buses was increased from the normal number of sixteen to thirty buses, one of which left every two minutes.

Buses followed their normal route as far as the bus stop at the Olympic Stadium for the memorial ceremony held on September 6, 1972. A total of forty buses were used to transport the athletes and representatives of the press.

Commuter Lines to the Competition Sites outside of Olympic Park

Bus lines ran from the press center to the competition sites outside. Olympic Park and to the press subcenters. They were supplemented by commuter lines between various sports sites where competitions were taking place simultaneously. The number of these connections depended on the number of press boxes in the competition sites, the location of the sites and a 20—30% fluctuation in press boxes between the individual competition sites:

- Line 4 press center—fair grounds — basketball hall.

This commuter line was expanded to a circuit line on certain days which led from the press center to the fair grounds, the basketball hall and the dressage course and then back again to the press center.

- Line 5 fair grounds — riding facilities in Riem.

- Line 6 press center — riding facilities in Riem.
- Line 7 press center — Oberschleißheim — Hochbrück.

- Line 8 Hochbrück — riding facilities in Riem.
- Line 9 press center — English Gardens.

The cycling facilities in Grünwald were serviced directly from the press center, the same applied for the autobahn Lindau in addition to the traffic to the station Milbertshofen.

These bus lines operated only if events were taking place in the competition sites. The operating times were scheduled according to the beginning or end of the competitions and according to the times the press subcenters were open. In general, buses ran every ten minutes and every thirty minutes for less frequented connections according to the time of day.

On August 10, 1972 the OC set up a bus line between the press center and the Olympic Village. The scheduled fifteen-minute interval soon had to be reduced to ten minutes and the original operating time between 8 A.M. and 9 P.M. had to be expanded to 6: 30 A.M. — midnight.

A total of ninety-one bus lines with 488 different schedules ran from August 1, to September 14, 1972. The length of the runs varied between one and forty-five kilometers. As many as 309 buses were in use on peak days.

22.7.3 Transport of Participants in the Youth Camp

Requirements for transporting participants in the youth camp were as follows:

- Transporting participants from and to airports or train stations
- City sightseeing tours and day excursions into the Munich area
- Transporting participants in the science congress from their places of accommodation to the Deutsches Museum (German Museum)
- Transporting the participants of the Kiel annex of the youth camp.

For these and other transport duties, the OC provided the leaders of the youth camp with fifteen buses for their own use.

An established access line drove from the Kapuzinerhölzl to the students' living area. Buses ran every ten to fifteen minutes.

Regular buses drove to the Olympic Village every twenty minutes starting on August 27, 1972.

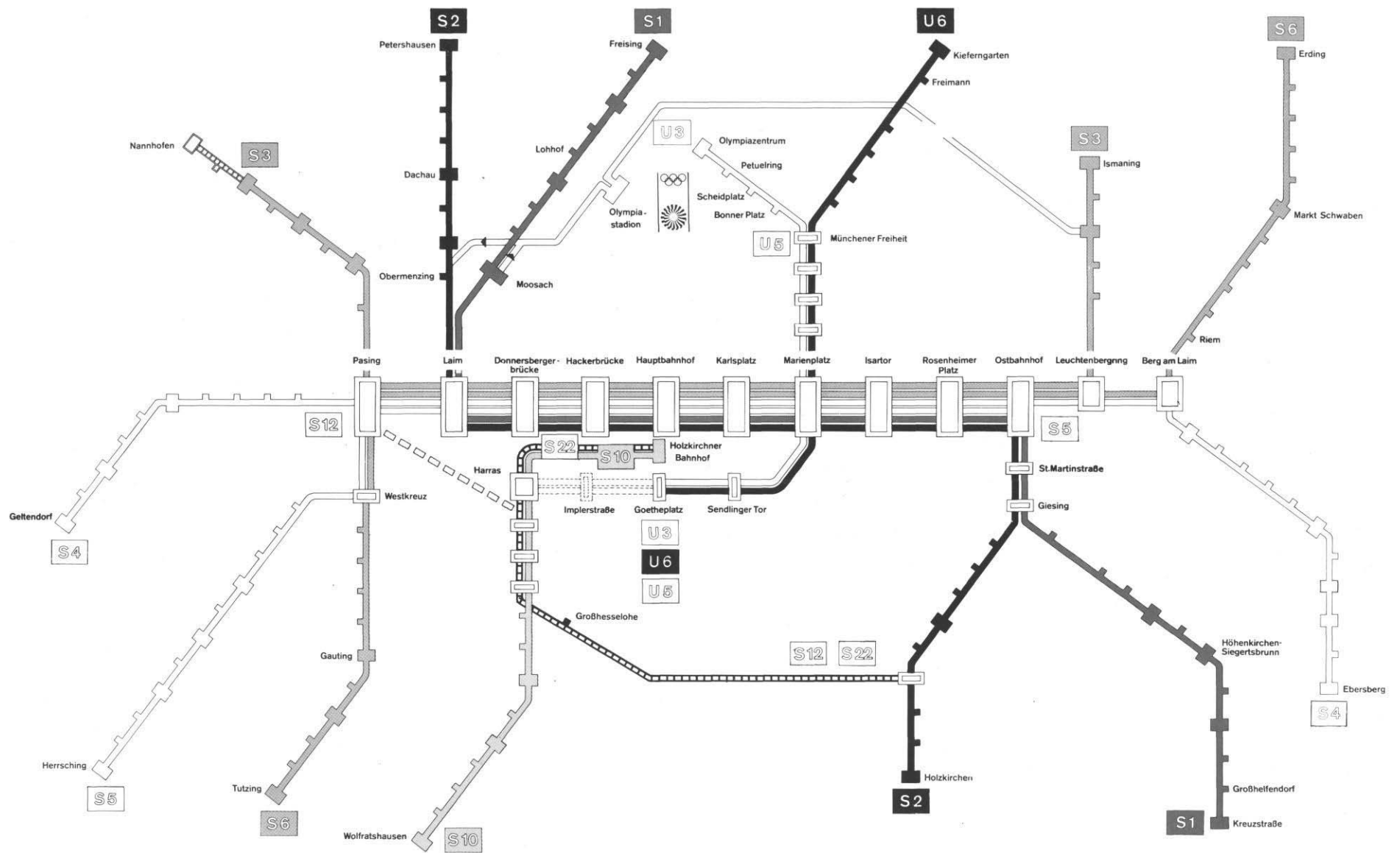
The participants in the youth camp were to use the public local transport facilities to visit the Munich competition sites. The leaders of the youth camp scheduled their own buses to run to the competition sites in Riem, Oberschleißheim and Hochbrück.

22.7.4 Transportation of Short-Term Personnel

Transport from the accommodations to the place of work was the preeminent transport requirement in the case of short-term personnel. The OC estimated the volume to be approx. 22,000 persons, but the traffic duties could not be determined even on the basis of a rough approximation at the beginning of the year 1971/72. Neither the scheduled planning had been completed nor had the personnel groups been assigned to the accommodations. Due to the transport volume and the accommodations which were distributed throughout the entire city, it was certain that the transport requirements of short-time personnel could only be taken care of by comprehensive bus service for the entire city. The OC, however, did not have enough buses of its own. It had to fall back substantially on public transport facilities. These were able to provide the additional service, since the short-term personnel lived in the entire city area and thus, local traffic congestion was not to be expected. The OC only provided transport to residential areas which were far away from the place of work and which were unfavorable with respect to the regular public transport network as well as for transportation of the hostesses and competition assistants to the dressing areas.

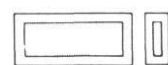
22.7.5 Reception

The OC transported the athletes and journalists who arrived and departed successively, including their luggage. This need for transportation existed primarily outside of the main training time. The OC was able to meet this need with the buses provided for the training and competition sites.



System Diagram of the Munich Transportation and Fares Association during 1972 Olympic Games

Legend



Transfer station in the rapid transit system



Changing station on outlying stretches



Operates only at certain times of the day



Operates only on special occasions



Rapid transit connecting line

22.7.6
Determining and Meeting
Requirements

Without knowing the details of all these benefits of the internal bus traffic system, the OC estimated the probable bus requirement on the basis of a capacity of fifty to seventy seats per bus at the end of 1969. This requirement was approximately 210 buses. This number grew to 270 a year later.

It was difficult to meet the requirements with the least possible expenses. Buses constituted a much higher investment of capital than automobiles. The OC tried to rent buses from the public municipal transport authorities, the German Postal Administration and the German Federal Railroad. It was successful in part.

In January, 1972 the OC determined the first accurate peak requirements of buses for full training operation (August 15,—September 4, 1972) although this figure was only a temporary one. On the basis of the maximum operation program, the Berlin traffic authorities estimated a basic requirement of 254 buses. At least 10% reserve buses were required in addition. If it were found to be impossible to repair engine, transmission or clutch damage within a day at short notice, the workshop reserve had to be increased to 25% of the basic requirement (=66 vehicles). If an operation reserve for short-notice traffic requirements were taken into consideration, a preliminary figure of 330 buses was the result. At this time, however, the OC only had 248 buses available. This meant that vehicles would have to be used optimally in internal bus traffic and the remaining shortage would have to be met by renting buses. This was especially necessary because the bus requirements again increased to a total of 389 vehicles due to additional traffic duties.

The requirements were met in the following manner:

182 buses from the armed forces with	35 seats
20 buses from Mercedes with	47 seats
20 buses from Mercedes with	17 seats
20 buses from Mercedes with	7 seats
20 buses from Lancia with	105 seats
24 buses from the U.S. army with	20 seats
7 buses from the Klöckner-Humboldt-Deutz AG with	57 seats
14 buses „	53 seats
2 buses „	48 seats
2 buses „	45 seats
1 bus „	100 seats
29 buses from the Maschinenfabrik Augsburg-Nürnberg AG with	35 seats
68 rented buses with between	39 and 63 seats

The OC uniformly identified the buses with the Olympic emblem. To indicate the training site destination, it developed a decimal classification system which was supplemented by the pictogram of the sport.

22.8
Entrance and Parking Permits

All streets and roads were closed to public traffic in Olympic Park and in the fair grounds from July 15, to September 15, 1972. Exceptions required special permits. For this purpose, the OC developed a special identification system. It regulated the entrance to the fair grounds and the use of the parking lots at the competition sites. The permit cards were affixed to the windshields of the vehicles with an adhesive.

The design of the front side of the card was based on three permit categories. The different privileges within these basic types were symbolized by colors, symbols, identification numbers and letters which were designed according to the official visual design.

The reverse side of the card quoted the conditions on the left side and illustrated Olympic Park together with the entrances and parking lots on the right side.

The OC identified all vehicles by a large numbered card in the back window so that the drivers could find their vehicles in the parking lot more quickly.

The OC issued special identification cards for the competitions in 20 km walk, 15 km walk, in the Marathon race, for road competition in cycling and in the three-day event.

The OC issued additional permits in a very limited number to drive on the pedestrian level for gardening vehicles, police vehicles and ambulances.

23

**23.1
Order and Security Problems within the Competence of the OC**

According to law it is the duty of the police to maintain public order and security. Nevertheless each possessor of domestic authority has a basic and additional natural responsibility to keep order and provide security on his property by means permitted him by civil law.

This principle of subsidiarity was especially true for the organizers of the Olympic Games. A series of various sports events attended by large numbers of people is accompanied by various security problems. The police by themselves cannot solve all these problems in a practical and suitable manner. They need the intensive cooperation of the organizer in regard to finances and personnel and the organizer cannot forgo the expert knowledge of the police.

**23.1.1
The Security Agent of the OC****Commissioning the Security Agent**

On April 1, 1970 the OC commissioned the president of the Munich police force to be its security agent. It entrusted him with the following responsibilities:

- advising the executive board, the secretary general and his deputy in all Questions regarding security and problems of order;
- organizing and directing the security service;
- awarding contracts to and supervising the security services.

Security Agents for Augsburg and Kiel

The OC commissioned its own security agents for its functional areas in Augsburg and Kiel. They were technically subject to the OC security agent who advised and supported them. In Augsburg the director of the local municipal police accepted the function of security agent in addition to his own office as of April 1, 1972. In Kiel the OC appointed a local security agent as of June 1, 1972.

**23.1.2
Gathering the Facts**

A thorough evaluation of the situation was necessary, and precisely for calculating the number and employment of the security service. This also included sundry measures and suggestions. They proceeded according to the following criteria:

- architectural, organizational and sport political considerations;
- experiences from trial events;
- reports on experiences at similar large-scale events;
- evaluations of both the German and foreign press;
- police informations.

The Given Facts

Department XIII was able to influence many building measures and organizational decisions from security viewpoints. Other architectural and event-related facts were unchangeable or hardly accessible due to security and other political considerations. This was true for:

- the staging of the Olympic Games as far as this was determined by the IOC statutes, the requirements of international sports organizations, etc.;

- the basic conception of these Games which was intended to project the image of the Federal Republic of Germany in a joyous, relaxed atmosphere in a conscious contrast to the image of Germany in 1936;
- the connection between sports and arts;
- the no longer alterable architectural and visual layout of Olympic building and facilities;
- the limits of the organizer's financial margin.

The security agent had only limited influence in these areas.

Experiences from Similar Large-scale Events

The OC based its decisions and measures in security questions on information derived from experiences at similar large-scale sports events. However, it only conditionally could use information acquired in Rome, Tokyo and Mexico City. The actual and legal relations were not comparable. For example, the Japanese OC employed about 90,000 police officers during the Olympic Games in Tokyo.

The security agent informed himself regarding the organization of the Asiatic Games of 1970 in Bangkok; the experiences of the Japanese police in Tokyo; the experience of Soviet security authorities at large-scale sports events in Moscow during July, 1971; the security problems in large stadiums and terrorist attacks during a trip to Rio de Janeiro, Sao Paulo, Buenos Aires and Lima in November, 1971.

The OC sent representatives to observe the Mediterranean Games in Izmir in October, 1971 and the European Athletics Championships in Helsinki during August, 1971. The OC evaluated the following:

- experience reports concerning an informational trip by transportation experts of the OC to Tokyo in September, 1970;
- the visit of the security agent of the Bavarian government to the Winter Olympic Games in Sapporo in February, 1972;
- the catastrophe in the Glasgow Soccer Stadium in January, 1971.

Information from Test Events

During test events in 1971 and 1972 the OC acquired valuable information for making decisions and suggestions in the security sector, especially for planning the employment of the security service. The security service already was employed during the trial events in July and August, 1972.

Press Evaluation

The OC privately assembled Olympic-related press clippings each day. The press bureau of the Munich police force president's office evaluated the press also. In this way, for example, the unanimously critical foreign press echo from the stationing of large numbers of policemen at the "1971 Hanns Braun Sports Festival" essentially influenced the decision regarding the presence of the police at the Olympic Games.

Police Information

Information from the police and the constitutional protection service was important for the discovery of possible disturbances and attempted assassinations. It ought to be mentioned that neither the police nor other related agencies received any concrete hints of the invasion of the Olympic Village or similar assaults.

**23.1.3
Authoritative Preparations for the Olympic Games****Visitors' Rules of the OC**

The OC formulated and promulgated the domestic authority belonging to it in the "visitors' regulations". It received authoritative meaning in a technical legal sense just as little as every other private house regulation. The OC was able to prohibit everything which the visitors' regulations declared as undesirable or forbidden on the basis of the pertinent ordinances of the civil law book. The purpose of the visitors' regulations was:

- a certain preventive effect in the event that at least a few visitors would take notice of them;
- the guarantee that the security service and the other OC agencies would enforce basically the domestic authority according to the stipulations of the visitors' regulations equally so that they would not be differentiated according to place or service group despite identical circumstances;
- the possibility to demonstrate to a guest the general basis of a particular stipulation in the visitors' regulations.

The main body of the visitors' regulations specified all behavior which the OC deemed as undesirable on the entire Olympic grounds. In addition there were special regulations for the sports site areas, the amusement area, Olympic lake and the canoe slalom course in Augsburg.

The OC translated the visitors' regulations from German into English and French, posted them in these three languages on bulletin boards and included them in the manual and the language pamphlet for the security service and the police.

The Olympic Ordinances of the City of Munich

The OC visitors' regulations from civil law corresponded to the ordinances of the City of Munich in the public law area. They were in force from July 1 to September 15, 1972 and were limited to Olympic Park, the fair grounds, the basketball hall, and the riding stadium in Riem.

The community ordinances were conceived in close cooperation between the Bureau for Public Order of the City of Munich and the OC. Their contents corresponded very much to the visitors' regulations. They included rules and prohibitions concerning behavior in the corresponding areas, concerning the procedure for the allotment of special permissions and stipulated that offenses against specific prescriptions constituted disorderliness. The police issued summonses for disorderly conduct in a few cases. The preventive purpose was also accentuated in the community ordinances.

The Law to Ensure Olympic Peace

The OC had to take into account demonstrations and their potentially negative accompanying impressions on the Olympic sports sites, in living quarters and the organizers' areas. They would have disturbed severely the staging of the Olympic Games. In the first place, spontaneous events and demonstrations had to be prohibited from the very start. The executive board of the OC thus requested the Federal Ministry of the Interior in January, 1971 to prohibit assemblies and parades. This was passed in the "Law to Ensure Olympic Peace" dated May 31, 1972. It was a blanket law which allowed the Free State of Bavaria to draw up jurisdictional boundaries around the Olympic sites. Correspondingly, the Bavarian government in a statute dated July 25, 1972 included the following within the boundary of jurisdiction:

- Olympic Park together with the Olympic Village, the press complex and Olympic Hill (this was the center of Olympic activities);
- the centrally located fairgrounds south of Theresienwiese (many sports events took place there);
- the stretches for the Marathon, the twenty-kilometer and the fifty-kilometer walk and the torch relay, including the reception on Königsplatz.

It has been verified that only a single demonstration took place in Olympic Park on September 3, 1972 which was either quickly dispersed by the police or broke up by itself.

23.1.4 Advice in Security Questions

The security agent advised especially the OC president and executive board, the general secretariat, the committees, the OBG and other services and firms working together with the OC. He also supported the Olympic attaches and chefs de mission in every matter regarding order and security. Security viewpoints were presented at many conferences, were weighed with other arguments and compromises were reached.

The main areas of advice in which security considerations played a role were the structuring of buildings and grounds as well as organizational problems.

Buildings and Installations

Sport Sites

When the security agent began his work, the sports sites already had been planned for some time. Naturally a number of safety precautions were taken into consideration at an early planning stage, especially the requirements of statics and fire and catastrophe precautions. However, a series of alterations and additions required as safety precautions had to be completed afterwards. The OC certified their necessity by observations and test events. For example, Olympic Stadium required the following:

- outerfencing;
- guard rails on the upper grandstand rim;
- side guard rails on the entrances to the standing room galleries;
- a railing around the mound for the Olympic flame;
- construction measures to prevent people

from climbing on the tent roof or the floodlight masts;

- the closable opening in the barrier between the box seats in the VIP area and the other areas;
- the changing of the seating arrangements in the VIP boxes.

Olympic Village

It was clear from the very beginning in planning security precautions that the Olympic Village may not become an armed fortress. Thus far, no Olympic Village had been one and barbed wire and watch-towers did not fit into the overall visual image of the Olympic facilities. The OC built a fence only two meters high and without any additional security factors such as pointed stakes at the top, etc.

Olympic Grounds

The Olympic grounds lying within the responsibility of the OC also presented problems of safety and order. The most difficult and important appeared to be the relative constrictiveness of the forum and the danger of the heavily frequented slopes of Olympic Hill.

The greater part of pedestrian traffic to and from Olympic Stadium, the sport hall and swimming hall passed through Coubertin Platz (the forum). Right from the beginning it was rather tightly planned and eventually hardly 40,000 square meters remained after it was diminished by various building measures and embankments. The forum did not seem large enough to handle the swarms of visitors, especially shortly before and after events which partly overlapped or coincided in the three main sports sites. In addition the amount of time available to empty and refill the stadium was occasionally extremely brief. Experts made it clear that the capacity of Coubertin Platz was too small for this heavy concentration of pedestrian traffic. Nevertheless the OC essentially could not change the scheduling of sports events. A few evening events were postponed by about an hour. On a few particularly critical days the OC was able only to lessen the chances of a catastrophe or personal injuries in so far as it drew up all available security units, control personnel and ushers into unbroken chains and employed these lines as barriers; those leaving the stadium were separated from those waiting to go in by a grill; announcements were made continuously in several languages over the public address system both inside and outside of the stadium to lingerers and those waiting; and the stadium only began to be filled after it had been emptied completely, even when everyone would not reach his seat before the event began. The tops and slopes of Olympic Hill were the only spots — except for the television tower — where visitors had a relatively good view of the inside of Olympic Stadium. There was also an excellent view of the entire Olympic Park from here. The OC thus had to count on heavy frequentation of these grounds. The steep slopes were dangerous for the public. For visual and landscape engineering reasons a massive fencing off of the area was not desirable. The OC therefore provided this plateau with a deer fence and a step-shaped perimeter and secured the steep slopes

with staggered snow fences placed next to each other.

The Organizational Area

Most security questions and order problems were found in the organizational areas, as especially

- in the organizational staging of Olympic events,
- the identification card system,
- in traffic organization and
- in protecting highly placed, possibly endangered personalities.

Olympic Events

The overall organization of individual events, especially the sports events, caused a variety of order problems. These extended from such things as the seating arrangements in the VIP area to the question of how long the floodlights should be left on after an event finished. This range of problems is connected essentially to the employment of the security service. This will be treated in greater depth below.

Identification System

The OC conceived its personal identification system according to the norms of practicability, general validity and security. The problem was that when the building authorities approved the Olympic buildings, the number of people that the structures could handle was limited to those in the grandstand areas. On the other hand, many functionaries had numerous entry permits for every sports site and most of their surrounding areas. The OC had to eliminate misuse as much as possible and particularly by the necessity to hand in identification cards to cases of proven necessity, the right to revoke identification cards in the event of misuse, limiting as much as possible the number and areas of validity of identification cards, to cases of proven necessity, the introduction of spot checks by the security guards, spot checks to ensure the surrender of identification cards after each shift and publicizing and posting the information that identification cards did not replace tickets.

Nevertheless the sports sites were often dangerously overcrowded.

Traffic

Security problems in the traffic sector were

- directing traffic in the internal street area,
- authorizations to drive in or park in restricted areas,
- determining the locations for U-turn loops and the placing of barricades
- a system for removing vehicles parked without authorization,
- a system for the signs in the vehicular and pedestrian traffic areas,
- vehicular traffic in the pedestrian zone,
- the entrances for the fire department and other emergency vehicles,
- the planning for events taking place on the streets and
- limiting the use of helicopters as much as possible.

Honored Guests

The security precautions necessary for endangered persons at the Olympic

Games were primarily the responsibility of the police. The OC was advised continually on matters of security. These measures included

- the selection and security of living quarters,
- the security of transportation methods and routes,
- the protection of VIP areas at the sports sites,
- the problems of rights of way, orientation and security between the means of transportation and the VIP areas,
- the personal accompaniment of endangered VIPs even before the Olympics and
- the security measures at cultural activities which would be attended by endangered personalities.

23.1.5 Watchmen Service

Guarding Properties

The OC had to guard properties because

- it had to keep all Olympic buildings, facilities and furnishings ready for use at all times;
- the Olympic buildings, installations and equipment offered excellent targets for demonstrators and vandals;
- employees and visitors could cause extensive damage to individual items.

Their protection was even so much more necessary

- the higher the functional value of an item
- the more difficult the replacement of the item
- the greater the apparent material value of an item.

The OC took account of these priorities in the planning of protective measures which it completed after many conferences with all those involved or responsible. The Olympic sports sites were the responsibility — and therefore had to be included in the protective measures - of the OC as of July 1, 1972. This did not hold true for

	Responsibility began
Data processing (Olympic Stadium)	October 1, 1971
Olympic Village	February 1, 1972
Press complex	March 1, 1972
Youth Camp	March 1, 1972
DOZ	March 1, 1972
The exhibit "100 Years of German Excavations at Olympia"	June 15, 1972
The exhibit "World Cultures and Modern Art" (including installation period)	February 15, 1972
Virginia Depot where the OC stored valuable equipment and properties	May 15, 1972.

In addition the OC guarded before July 1, 1972 some technical equipment belonging to the post office, especially the television transmission trucks. It also added more posts and patrols to the OBG security service in the tent roof construction area and in Olympic Stadium.

The majority of properties were taken over from the OC by its legal successors on September 30, 1972. After this date the OC remained responsible for

	Responsibility ended
Olympic Village	October 31, 1972
Youth Camp	November 30, 1972
Press complex	October 18, 1972
The exhibit "World Culture and Modern Art" (including dismantling period)	November 15, 1972
The exhibit "100 Years of German Excavations at Olympia" (including dismantling period)	October 7, 1972
Camp Hochbrück	October 26, 1972.

The individual plans for protecting these properties were adjusted continually to changing necessities and correspondingly extended.

Electronic Surveillance Methods

Before determining the number of watchmen actually required, the OC checked whether architectural, organizational and technical protective measures would be possible and preferable to surveillance by personnel. The OC allowed the exhibit "World Cultures and Modern Art" to be watched primarily by a rented camera and monitor system. Altogether fifty cameras covered almost the entire exhibition area. The pictures were transmitted to a central control room where the pictures were watched continuously by at least two people. They had radio contact with the guards who were standing in strategic locations in the exhibit areas. Loudspeakers were installed near especially endangered objects so that visitors who ventured too close could be addressed from the central control. The cameras were also controlled by the control center. A poster and a monitor with a view of the control room at the entrance made visitors aware of the monitor system. This surveillance system proved itself well in its preventive effect and financial aspects. The OC retained it in an altered form during the dismantling stage of the exhibit.

Surveillance by Private Guard Agencies

The OC had to contract a private guard agency for surveillance purposes due to the early beginning of the guarding of properties by its personnel. The committee chose the Münchner Wach- und Schließgesellschaft for the Munich area.

The number of guards varied according to employment plans. The highest number (200 guards) was reached during the Olympic Games. Due to the parallel exercise of functions by the security service, it was essentially less than the number of guards employed by the OBG before July 1, 1972.

The guard posts basically were manned by four watchmen around the clock.

The watchmen discharged their duties unarmed. The agencies provided all equipment with the exception of a few motor vehicles. The OC provided uniforms for the guards during the Olympic Games.

Local guard agencies provided personnel for the outlying sports sites.

The OC organized not only the entire surveillance of the properties together with the contracted guard agencies; it also supervised the guards employed.

Property Surveillance by Security Guards and the Police

The security service carried out the surveillance of all buildings and facilities of Olympia Park after July 1, 1972. Two one-hundred-man teams were employed by the OC and manned thirty-two posts continually. Their employment will be described below.

The OC worked out a plan covering especially endangered points of the tent construction during on-site tours and discussions with statisticians and explosives experts. Two plans were developed for patrols of varying strengths which would be used according to judgements of the situation.

Property surveillance in general was resumed by the Münchner Wach- und Schließgesellschaft after the employment of the security service ended. One division, later a one-hundred-man team of the Federal Border Patrol remained in Olympic Park and in the Olympic Village until September 30, 1972 for intensified property protection and access control.

23.1.6 The OC and the Police

Police Services for the Olympic Games

The employment of a security agent and the organization of a private security service by the OC did not replace the preparations made by the police for a smooth-running staging of the Olympic Games and the employment of large numbers of both uniformed policemen, and detectives. Police officers from the entire Federal Republic of Germany gathered in Munich and were employed with the local police either in closed units or on duty together. More than 10,000 police officers guaranteed security and order during the Olympic Games in close cooperation and detailed division of duties with the security service.

The Relation Between the OC and the Police

Police work functioned only when there was constant contact between individual specialized service posts and the technically responsible commissions of the OC. The general secretariat was the reciprocal representative of interests and liaison; the security agent was simultaneously the local chief of police and the director of "common employment". His deputy directed the local criminal police as his representative. In various police panels and within the bounds of many case decisions in the police area, they represented the specific interests of the OC and other points of view which competed with the arguments of security and order: i.e., athletic, architectural, visual, artistic, financial, organizational, and the demands of public relations.

The police were represented also in the OC in various groupings. The OC did not want to neglect either police experience or pressing prerequisites of employment of police at the Olympic Games. For example, the latter was especially true for

- the police stand-by rooms and their furnishings,
- the security and surveillance posts in the sports areas and at cultural events,
- prompt information of all sorts as the basis of police effectiveness,
- identification for walking or driving in particular closed-off areas,
- the exceptional participation in the OC's meal service, and
- provision of tickets to sports events and other similar small advantages.

23.2 The Structure of the Security Service

23.2.1 Conception

On July 1, 1970 the executive board of the OC decided to create a security service. Its duty was to support the president and the secretary general in the exercise of their domestic rights and the keeping of order and security on the Olympic grounds.

The concept regulated essentially the tasks, responsibilities, the personnel, the training, accommodations and financing of the security service. It started from the premises that

- a massive employment of uniformed policemen, especially in closed ranks, did not express the overall concept of the 1972 Olympic Games,
- German police still meet some prejudice in foreign countries and their massive employment causes sensitive criticism, and
- according to the basic principle of subsidiarity the landlord must provide security and order. The lawful public security organization steps in only when the material and legal means of the landlord's right fail.
- Many disorderly persons feel themselves provoked by the massive employment of police, especially in closed ranks. Such employment of police often escalates a disturbance instead of settling it.

23.2.2 Duties

The employees of the security service had no police authorization for the exercise of the domestic right.

Their duties were:

- the direction and regulating of streams of visitors in Olympic Park and the domestic right areas of the other sports areas;
- the hindrance, prevention or elimination of disturbances of every kind, especially those of offenses against the visitors' regulations;
- information and other helpful services, for example, paging missing persons, closing off certain sections, postponing events, etc;
- guaranteeing the orderly progress of contests, solemnities included in the program and other events;
- the prevention of accidents, especially those that can be caused by the pressures of crowds;
- the prompt and suitable employment of police to hinder or eliminate disturbances of any kind;
- preventive measures and the initial measures against punishable offenses;
- the protection of endangered persons such as honored guests, referees, press representatives, etc.;
- the introduction of measures by technically equipped emergency services; e.g., health services, fire department, police, etc.;
- the controlling of entrances and the surveillance of certain areas, especially in the Olympic Village and the Youth Camp; and
- patrol duty in Olympic Park.

23.2.3

Legal Standing

The security service in Munich consisted of 1,147 federal police officers and 883 officers from various German states and communities. Forty-two officers from the Coast Guard division of the Federal Border Patrol and forty-two officers of the Schleswig-Holstein State Police worked in Kiel.

The officers from the states and the communities were granted leaves of absence and the members of the Federal Border Patrol were taken off official duty.

All employees of the security service retained their official status as civil servants. The following consequences resulted:

- crediting security service activity to official service time;
- continuation of the employer's disciplinary authority;
- continued payment of official salary;
- continuation of claims to free health services and/or aids;
- recognition of an accident during security service activity as an on-duty accident;
- the officers of the Federal Border Patrol fulfilled their official duty as civil servants by their security service activity.

The OC concluded service contracts with all police officers belonging to state and community forces in which it made itself responsible for the following:

- daily expense and separation reimbursements in the amount of \$ 3 (US);
- free board and group lodging;
- free medical and hospital care;
- uniforms;
- partial payment of trips to the family home according to the separation regulations of the federal government.

A special agreement with the Ministry of the Interior was made for the officers of the Federal Border Patrol corresponding to the service contracts in its material content.

The police officers of the security service could exercise no police prerogatives nor were they burdened with police duties. They only had such common law rights which every possessor or owner of a thing can take advantage of according to the code of civil law.

The employees of the security service were not required to prosecute punishable offenses.

23.2.4

Limitations in Regard to Related Services

In addition to the security service, the following were responsible in the domestic rights area of the OC for duties of order in its broadest meaning during the Olympic Games:

The Police

The police had five duties in the local responsibility area of the security service:

- the direction and surveillance of vehicular traffic in the internal streets of Olympic Park. This also included the patrolling of "no parking or standing" zones and preventing pedestrians from entering the traffic area;
- the performance of specifically criminal police work, for example, preventing political crimes, protecting persons, searches, combating the use and sale of narcotics, etc.;
- the keeping of police stations in Olympic Park and the Olympic Village;
- watching activities in the sports areas;
- keeping reserves on stand-by.

There were no set regulations distinguishing in which cases the police should intervene. In principle they went into action when it was required by law or when a further deployment of the security service probably would not have lessened a disturbance, but rather would have escalated it. Criteria for determining the precise moment when the police would have to be mobilized were

- the size and dangerousness of the disturbance,
- the personality of the instigator (i.e. intensity of his aggressiveness),
- the tendencies of the disturbance,
- the amount of damage (including non-material damage) resulting or threatened,
- the personalities of the victims,
- the number, composition and behavior of by-standers,
- the possibility of summoning sufficient help from other departments promptly.

Essentially, every criterion was to be taken into consideration. Indeed, only one could suffice to demand the intervention of the police.

A competence commission had determined the "route of claims" in addition to these criteria. Representatives of the Bavarian State Ministry of the Interior, the Munich Police Department, and the OC took part in this commission. Conflicts of competence were eliminated from the very beginning by the personal union of the offices of director of employment in the police area and security agent of the OC.

The Fire Department

A dividing line was not necessary between the security service and the fire department.

The Münchner Wach- und Schließgesellschaft

The OC employed about one hundred watchmen to guard important properties. These properties were located especially in the sports sites and event areas outside of Olympic Park. Technically, the employees of the *Münchner Wach und Schließgesellschaft* were subordinate to the area, division, and general employment management of the security service.



Above:
A policeman with a two-way radio controlling the entry of motor vehicles

Below:
A parking lot attendant in the Olympic Village

The External and Internal Controls, Ushers, Parking Lot Guards

The OC entrusted various contract firms with the external control and the parking lots. The OC took care of the internal control and ushering itself.

The Federal Army

Soldiers from the German Federal Army assisted only in servicing the stretches in the street contests. They had no police functions. There were no difficulties in determining competence in areas for which the security service was responsible.

The Health Service

The security service rendered first aid in emergencies.

23.2.5

Principles for Employment

The security service ought to guarantee a friction-free and, as far as this was possible, a disturbance-free staging of the athletic contests and other official events organized by the OC, and at the same time prevent disturbances from the outside.

The aim was not to enforce order at any price, but rather to proceed pragmatically without legal constraints and to orientate oneself to athletic and political necessities and the intentions of the organizers. Criteria for intervention were especially expedience and the prescribed principle of relativity which also applies in sovereignty matters.

Within the compass of lawful and real possibilities, the security service therefore ought to use the yet sufficient, promising and gentlest means. The principle expressed the "Munich line" which would consider using force only when all other methods had failed.

23.2.6

Training

The duties of the security service, its legal standing and the principles for employment determined the content for the training of its employees. Basic training was not necessary since all its employees were police officers despite their various degrees of education. Nevertheless, the OC had to inform them about:

- the program and the organization of the Olympic Games;
- the local conditions of their precincts;
- the existing situation, especially from a policeman's point of view;
- the legal grounds for intervention by the security service;
- the duties of the security service and their cooperation with other departments;
- the principles for intervention;
- psychological knowledge and its practical application in the security service;
- the organization of the security service; equipment and supplies;
- the identification system and the traffic system both before and during the Olympic Games; and
- the use of a foreign language guide book.

The following training methods were used:

Introductory Meetings

In January, 1972, introductory meetings were held in all German states and in six locations determined by the Federal Border Patrol. The OC informed its future employees about the formation of the security service, its duties, and legal questions and matters of social benefits. The regular employers conducted these meetings.

Informative Letters

The security service received the fundamentals of the short-term personnel in three-week intervals during the spring and summer of 1972.

Meetings for Area Directors

On April 3, 1972 the OC conducted a meeting in Munich for area directors in contest sites. Here, for the first time the area directors of the security service were able to see their contest sites, experience details of the organization of the sports sites and meet their fellow area directors.

Meeting for Senior Staff Employees

All senior employees of the general employment administration and the division administrations met for a work session from March 27 to 28, 1972. Here the OC informed them of the latest data regarding the duties, employment, organization of the police and the security service. Details of the staff's work, the plan for dividing the business, questions concerning communications and the use of motor vehicles were discussed.

Seminars for Supervisors

Each senior employee attended a one-week seminar between May 8 and 27. The main points of this seminar were the psychological, legal and tactical judgment of situations and the working out and discussion of possible solutions.

All necessary details for the employment of the security service were distributed and discussed. The sports sites and other employment areas were also viewed. The participants received folders containing information regarding situations and summaries of the lectures as study aids. The results of the situation discussions which were worked out by the group were fixed in writing and distributed to the participants.

Short Seminars for All Employees of the Security Service

In June and July, 1972 the participating states and border patrol commandos held short seminars for all employees of the security service. The seminars were of various lengths. The speakers were the trained supervisors and they explained what they had heard and seen in Munich. The seminars were arranged by the various employers and the OC incurred no costs.

Training after Arrival in Munich

The OC security agent welcomed all employees after their arrival in Munich and the division and area directors trained them in their specific tasks.

23.2.7

The Organization

The organization of the security service orientated itself according to local conditions, the schedule, the requirements which resulted from the duty of the security service and the predetermined organizational conditions of the OC. Four divisions and twenty-nine subdivisions were formed. The general administration of the security service was in the "Employment Administration of the Security Service" with the security agent and his deputies at the top.

Employment Administration of the Security Service

The employment administration of the security service determined the measures which would guarantee a successful accomplishment of employment and the accommodations for the employees taking advantage of all authoritative, administrative and employment methods. The employees, who worked in four shifts, supplied data for the decisions and evaluation, made all relevant preparations for the decisions and supervised the execution of the measures ordered.

Security Service Divisions

The employment divisions of Olympic Park north, middle, and south, and sports sites outside of the Olympic Park accommodated themselves to local conditions. The employment divisions were subordinate to the employment administration of the security service.

Security Service Subdivisions

The subdivisions, in so far as they were identical with the sports sites, were technically subordinate to the sports sites directors. Intervention by the employment administration or by the employment division administration of the security service was possible only with the consent of the sports site directors or at the orders of the executive group of the OC. The patrol services and reserves were subordinated directly to the employment divisions. Employment directors worked with a certain small number of employees beneath the subdivisional level in definite areas. Thus there was an employment director for the inner area, the north curve, the south curve, the finish line straightaway, the opposite straightaway and the warm-up area of Olympic Stadium.

23.2.8

Acquiring Personnel

The OC wanted to acquire for the security service police officers from the federal, state and local forces who were interested in sports and were available for Olympic employment.

A total of 2,130 men and women employees were made available after difficult negotiations with the federal government and the states.

23.2.9

Planning the Employment

Personnel

Determining the Requirements

In 1970 the OC estimated the probable number of security service employees needed at about 1,740. The first detailed plan based itself on this figure, which was sufficient to fulfill the foreseeable requirements of the security service. Nevertheless, the requirements for guarding properties increased considerably. In 1972, the OC had to raise the number in the security service by about 200 officers from the Federal Border Patrol. In addition to these were the employees of the security service in Kiel and more specialists for transportation and communications. The total number of those needed increased to 2,130 officers.

Filling Key Positions

When it was filling key positions the OC took account of — as far as this was possible — the qualifications and personal wishes of the employees. In the sports sites it employed police supervisors who had some — in many cases, even international — experience in the particular sport. Thus they would be able to judge how much order or disorder is usual for a certain sport.

In addition to athletic experience, the OC took account of broadcasting, motor vehicle, weapons experience and similar qualifications when it filled key positions.

Planning the Employment Conditioned by Personnel

Most of the senior employees of the security service could be appointed already at the beginning of March, 1972. The OC concluded the planning of personnel for all other employees in April and May, 1972. It drew up the service groups according to the regions from which the employees originated in order to give the heterogeneous units of the security service consistency and to ease the execution of orders given.

The personnel-conditioned employment planning was first worked out manually, later it was fed into the EDP installation since the senior employees of the security service with their staffs would arrive in Munich only about four weeks before the beginning of the Olympic Games. In this way, the OC hoped to achieve optimal employment. The same personnel as far as possible should function in a certain place because they would have prior knowledge of the site and objects. The employment sites would have different requirements at various times so that a very differentiated schedule of work hours occurred which made an equalization of hours necessary.

Materials

Communications

At the beginning of 1972, the OC entrusted a specialist from the Federal Border Patrol with the planning of the utilization of communication methods. It was discovered rather soon that the planned 140 radios and the two frequencies of the OC would not nearly be sufficient. An additional twenty-five channels were created and 272 more radios were provided with the help of the

Federal Border Patrol and the German Federal Post Office.

The usage of radios during the Games was prepared excellently and functioned without significant disturbances. The connections among the general employment administration, the divisions and the areas on one hand, and between the areas and the divisions on the other functioned without any difficulty. The planning for the connections over wire also was completed promptly. All staffs and employment areas could be reached by wire at any time.

Motor Vehicles

For the planning of the utilization of motor vehicles the OC promptly commissioned a specialist from the Federal Border Patrol. The thirty-three automobiles, four VW minibuses and four buses which were available initially were not sufficient to transport units of the security service to and from their employment sites or for patrolling and provisioning missions. The employment administration of the security service received an additional four buses. Thus it was able to function independently and did not require vehicles from other departments. There were also motor bikes and scooters in a few areas. As many as fifty motor vehicles belonging to the Federal Border Patrol were in daily use. The utilization of motor vehicles also proceeded according to a definite plan. Sufficient reserves were available in a motor vehicle and driver pool. Two motor vehicle repair squads took care of minor damages. Parking places were reserved at every sports site and employment area.

Assorted Equipment

The departments of the security service themselves were responsible for barriers and bicycles. Lots of rope and about fifty barricades of the "Hamburg" type were stored in trucks and continually kept ready for use near the Olympic grounds. All other equipment (bull horns, search lights, loudspeaker trucks, etc.) were kept ready for use in a central location by the employment administration for distribution when needed.

23.2.10 Experience at Test Events

General

The OC was able to acquire valuable experience for the employment of the security service at test events in 1971 and 1972.

Test Events 1971

In 1971, the employees of the security service were not stationed yet in Munich. Basically the security service was represented only by observers. As far as this was possible the OC brought the future area directors to Munich. The OC employed fifty Munich police officers at the "Hanns Braun Memorial Sports Festival" and they fulfilled their duties perfectly. The OC contracted club members to keep order at the canoe slalom test in Augsburg. They were not successful at keeping the closed-off areas clear. Those employed could not hold their own against the crowd. A security service was employed also at

the "Kiel Week" which stood under the direction of the OC and was capable of its task.

Test Events 1972

In 1972 the test events already took place on the Olympic sports sites. The OC employed the security service in each case. The employment directors and employees returned to their home towns after the test events. The key personnel remained in Munich where they prepared for the employment of the security service in their respective sports sites.

Fifty-six key persons in the security service attended the game between Germany and the USSR. They were able to put their experiences into action at the Bavaria Munich-1860 Munich game.

23.2.11 Equipment

Clothing

The OC provided each employee of the security service with a standard blue Olympic uniform.

Technical Equipment

The security service received stationary and portable radio equipment as well as equipment installed in vehicles. The night patrols had pistols which they were permitted to use only in self-defense. Most key personnel of the security service carried paging devices. The OC employed two film crews with cameras and tape recorders for documentation purposes. Binoculars, flashlights and search lights were included in the technical equipment of the security service.

Stationary loudspeaker systems were located in the forum and at the northern cross of Olympic Park. The army kept six loudspeaker trucks ready.

23.2.12

Quarters

Finding quarters for 2,100 employees of the security service was difficult. The army provided four buildings in the Bavaria Army Base. Two to ten-bed bedrooms were provided for the employees. As a rule, not more than six officers stayed in one room.

The thirty women belonging to the security service had accommodations in two-bed apartments in the Freimann Student City.

The OC reserved areas for the security service at all sports sites and in employment areas, which was not always easy.

23.2.13

Dining

The security service, as far as this was possible, took its meals in the Bavaria Army Base. The employees ate in the dining areas of the OC during duty hours. The meal tickets which were printed by the EDP, were not always correct due to the frequent necessary changes of employment times and places. The OC had to improvise a great deal in this sector. Guaranteeing the dining service was often very problematic despite cold meals and deep-frozen food.

23.2.14

Wage Scales

As far as wage scales were concerned, the OC treated the employees of the security service and the police officers from state forces, who were employed and accommodated in barracks in Munich, equally. Members of either group received \$ 3 (US) as pocket money. Every officer could use the entire Munich Public Transit System for free between July 1 and September 15, 1972 with a special network ticket.

23.2.15

Working Hours

The entire short-term personnel worked forty-eight (in exceptional cases, sixty) hours per week.

The normal work week for employees of the security service was about fifty-five hours. The service groups had very different working hours.

The key personnel especially had very long work periods. The overburdening was generally accepted. Although the OC did not pay overtime, it usually equalized this with free shifts.

23.2.16

Identification

Despite the predetermined duty roster, the employment of members of the security service was not limited unconditionally to the places foreseen. For this reason, the OC provided all employees with entry passes for all sports sites, the Olympic Village, the youth camp and all other areas of action.

Personal Equipment

Each employee of the security service received a map of Munich, a manual for the security service and a language pamphlet. The manual and the language pamphlet were prepared by the Federal Ministry of the Interior, the Bavarian State Ministry of the Interior, the Munich Police Department and the general secretariat and were printed by the Organizing Committee.

23.3

The Employment of the Security Service

23.3.1

General

The employees of the security service arrived in Munich between June 27 and August 18, 1972. They were employed from July 1 until September 1, 1972. They returned to their homes between September 12 and 15, 1972.

Issue of Orders

They were able to develop and quickly follow up their initiatives at the scene of the occurrence. The co-responsibility for every action and omission was a consequence of this possibility of self-initiative. The employment administration intervened only when it was absolutely necessary and precisely in the form of commission sheets and employment orders. The commission sheets informed the divisions of the security service of their basic tasks. The employment orders regulated organizational and personnel questions and the employment of the security service for special reasons.

The general employment administration and the divisions set up command posts and — for special occasions — outposts. Basically they were able to be contacted by radio and wire. The command posts of the areas, especially in the sports sites, were located usually in the director's room and thus were in the immediate vicinity of the sports site directors.

Conferences

All employees and area administrations reported unusual occurrences to the employment administration of the security service. Important happenings were to be reported by telephone. Nevertheless, the employment administrators, who were responsible at the time, were frequently not continuously kept informed.

For the clarification of matters regarding personnel and food service, the responsible staff posts and the representatives of the divisions met each day at 8:15 in the Bavaria Army Base for a conference.

The division directors met likewise each day in the Bavaria Army Base with their area directors to discuss the questions of the day.

Finally, employment conferences were held each day at 8:30 in the employment administration of the security service.

All these daily conferences clarified the various relevant problems of employment and dining. Only in this way was it possible to direct a security service that lacked a natural development and to guarantee the continual supply of information to the divisions and areas.

In addition to the regular daily conferences, there were also employment conferences for special reasons.

23.3.2
Staff Duty

General
Basically, the staff functions were doubly manned in the general employment administration and in the division staffs. One person directed the topic or subject at any time given. When the OC filled staff positions, it started from the premise that most of the work had to be done between 8 A.M. and 12 midnight. Two employees were able to divide this work into hours to some degree. In practice, nevertheless, the men responsible for the subject or topic were on duty from the beginning until after the end of the contest.

General Employment Administration
The general employment administration began duty between 7 and 8 A.M. and only finished after midnight as a rule. The accommodations were provisional, but met requirements. The technical equipment was sufficient. The internal informational television arranged by the OC proved especially valuable. The employment administration could at will switch to any sports site in which it was interested and get an idea of the situation in the sports site at any time.

Division Administration
The division staffs were located as follows

Division north	Olympic Village, Building 1
Division middle	on the information platform
Division south	Zeile16
Division for sports sites outside Olympic Park	Saar Straße 7

Area Administration
The manning of the areas was carried out according to the amount of work, therefore, according to the schedule of the contests in particular. Despite the usual double manning, the responsible area director had to be present at all times.

The manning of the area administration with athletically qualified police sergeants proved correct. The cooperation between the sports site directors and the corresponding sport organizations worked smoothly.

23.3.3 Duty on the Sports Sites
The security service was to guarantee the disturbance-free staging of the competitions on the sports sites. A particularly difficult task was to keep the inner areas free from unauthorized persons. With few exceptions, the representatives of the press, radio and television obeyed these directives and did not interfere with the contests. The same was true of sportsmen and officials.

Body guards were hardly necessary. The greatest problem on the sports sites proved to be the possessors of work cards and other assorted authorized persons. Many events were sold out. Even more the security police had to keep the entrances, exits and closed-off areas clear to ease the coming and leaving of spectators and to enable passage for emergency help on the event of accidents or disturbances. It was particularly

difficult to enforce this demand in the standing room areas of Olympic Stadium. Here about 2,000 to 3,000 work card holders watched the competitions — mostly in the afternoon — and thus over-filled the grandstands. The security service was not able to fulfil its duties despite maximum employment of personnel. Even the bullhorns and the stadium public address system did not help.

It was similar in the sports halls. Here the spectators in the standing room areas sat on the steps and prevented a large portion of the holders of standing room tickets from having a place. The security service could not always persuade the spectators to stand.

Finally, the schedule in Olympic Stadium proved to be a problem of order of the the first rank. Almost every day the security service together with the ushers had to clear the stadium between events because numerous fans tried to stay for the following event without having a valid ticket. In the meantime, as many as 70,000 spectators were gathered before the stadium gates waiting for the next event and had to be closed up and directed.

23.3.4 Duty in the Olympic Village
The security service in the Olympic Village was to prevent unauthorized persons from entering the village, smooth over minor incidents in the village, keep the peace and act as preventive measure with the patrol service.

The OC employed a men's duty group in four shifts at any given time in a strength of 1 : 8 : 42 and a women's duty shift with a strength of 1 : 0 : 5 persons. These shift strengths were differentiated nevertheless. The day shifts were increased often by reserves from the division north. The OC conceded to free shifts at night. Before the happenings on September 5, 1972 this appeared reasonable because most of the gates were locked at night and did not need to be guarded. Prior to September 5, it was hardly foreseeable that the village would have to be hermetically sealed from the rest of the world. Yet even this would not have prevented the tragedy, everything being taken into consideration.

That the occurrences of September 5, 1972 were possible cannot be blamed on the security service. Its employment and behavior expressed the overall conception of the Olympic Games.

23.3.5 Duty in the Youth Camp
The security service in the youth camp controlled entry and performed general patrol service. Its strength per shift was 1 : 3 : 9. Duty ran in a four-shift rhythm and remained without unusual occurrences.

23.3.6 Patrol Duty in Olympic Park
The OC employed patrols of the security service around the clock in every generally accessible area of Olympic Park. They were to guard properties in division north (DOZ, the press complex, the hockey facility) and to prevent anyone from climbing over the fence of the Olympic Village.

The guarding of properties (sports sites, the tent roof, the EDP installation, etc) was also entrusted to the patrols in division middle. When the forum was overcrowded, the security service was to direct and regulate the visitors, give information, and act as a preventive measure by its constant presence. It supervised those who were engaged in trade and prevented motor vehicles from driving in the pedestrian zone.

The forum proved itself capable of handling the visitors flowing to and from Olympic Stadium, the sports hall, and the swimming hall. The closing of the forum and the one-way traffic patterns conceived at many conferences were not necessary. The visitors arriving before Olympic Stadium were standing so close together because of the employment of personnel, barricades, signs, and loud-speakers that the stadium could be emptied after each event.

The south division took care of Olympic Hill with its buildings and facilities. The fear that spectators would mass themselves on top of Olympic Hill proved to be unfounded, except on the opening day. The dangerously steep slopes on the northern side did not need to be closed off. The relatively cool weather at night - as expected - prevented hundreds of young people with pup tents and sleeping bags from camping on Olympic Hill.

The activities in the amusement street went on quietly, and dangerously crowded conditions did not occur.

23.3.7 Reserve Duty
The employment administration and the divisions of the security service formed permanent reserves. The strength of the total reserves fluctuated between a hundred-man team in the late afternoon and evening and a squad at night. The strengths of the division reserves differed between a group and two squads. Their duty ran in a four-shift rhythm. The total reserve was in the immediate vicinity of the Olympic grounds, and the divisional reserves were accommodated in the stand-by areas of the divisions.

The reserves quickly covered the peak demand in particular employment areas on certain days and were dispatched also to unforeseen trouble spots.

The divisional reserves were almost always employed by the division itself. The total reserve stood ready mostly as a genuine tactical reserve and were employed to about 80%. For example, they completely took care of the erection and removal of barricades.

23.3.8 Garrison Duty
Experienced garrison duty directors and their colleagues in the Federal Border Patrol took over garrison duty in the Bavaria Army Base. There was a garrison duty group for each of the six blocks. They organized the accommodation and feeding of the employees of the security service.

23.3.9 Ad Hoc Employment
Unforeseen employment of closed units of the security service remained relatively rare. The security service was prepared for demonstrations and other similar occurrences. The middle division had a twenty-man "ad hoc group" under the leadership of an experienced officer of the Munich City Police. At demonstrations — especially such in the center areas of the sports sites — they were supposed to distract the demonstrators by unusual stunts and prevent the escalation of the demonstration without the use of brute force as far as possible. A "gag commission" worked out a number of possibilities: extending big paper flowers to demonstrators before arresting them and removing them from the center area; running in with spiked helmets, hand sirens and blue lights; showering the audience with sweets from a "candy cannon", e.g., at disturbances in the grandstands.

These and other gags were discussed with the Munich City Police. The OC approved them. The announcer in Olympic Stadium would jokingly comment on the "performance given" by the security service. Their utilization was not required since there were no demonstrations in the center areas of the sports sites.

On the day after the large demonstration in the heart of Munich which resulted in a bloody encounter between the police and demonstrators, about 200 people spontaneously gathered in the forum. The security service did not approach them in closed formation, but rather let them press into Olympic Park. The *ad hoc* group mixed in with the line of demonstrators, talked to them, prevented them from acting violently and persuaded them after a little while to leave Olympic Park.

23.3.10 Duty in Other Areas
The OC also employed the security service on Königsplatz at the arrival of the Olympic flame. About 300 officers kept the approach route and the ceremonial area clear.

A few units of the security service were active at the IOC Congress and at folklore events.

The divisions Olympic Park north, middle and south barricaded the stretches of the Marathon, the walking races in the athletics event and the cross country run of the modern pentathlon in Olympic Park. However, they were not able to prevent a school child immediately before the Marathon gate from jumping onto the course of the Marathon race and running into Olympic Stadium.

23.3.11 Employment in the Olympic Village on September 5, 1972

The number on duty on the "C" shift in the Olympic Village during the night between September 4 and 5, 1972 was 1 :4: 34.

During this shift the posts were manned as follows:
at least six employees stood at gate 6 and five employees at gate 7 throughout the entire night;
until midnight, gates 22, 23, 24, 25, 26, 28, 30, and 38 were each guarded by a member of the security service;
four officers stood during the entire night at the control posts between the public, semi-public and restricted areas on the pedestrian level of the Olympic Village;
the rest of the free units who were not on stand-by went on patrol along the beats in the flag courtyard (a double patrol), the shopping mall, and the men's and women's villages.

The exact route of the beat was not prescribed. The guarding of the fence outside of the Olympic Village was assigned to the service group patrol duty Olympic Park north. It was supposed to have a strength of 1 : 9 at night.

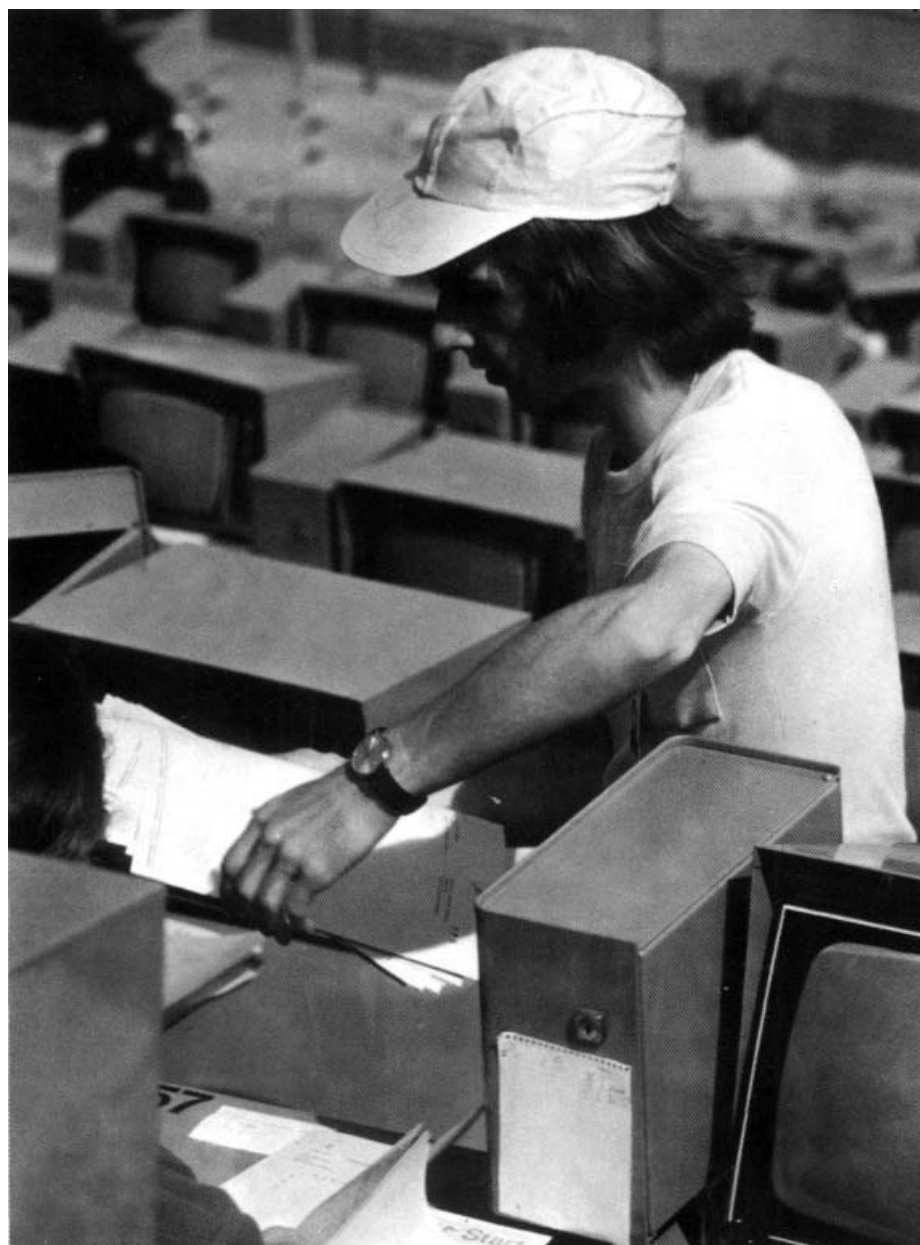
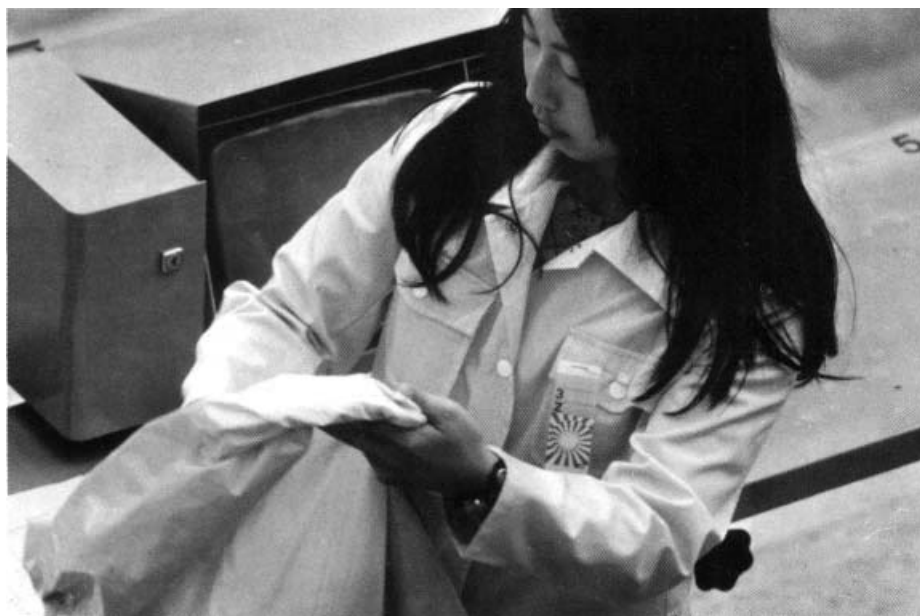
23.4 Summary

The security service of the OC was intended to prevent police intervention on the Olympic grounds as far as possible. This goal was attained when the events of September 5, 1972 are disregarded.

The security service was an important part of the concept of the "carefree" Games. It contributed to an unconstrained, happy atmosphere. Its guiding and regulating intervention was felt hardly as burdensome.

Unfortunately, neither the security service nor the regular police were able to guarantee absolute security.

24



Numerous assistants of all types whose employment lasted from one day to several months or even a year, were required by the OC for the smooth organization of the Olympic Games. They thus worked on a short-term basis only, in contrast to the permanent employees of the OC and related institutions some of whom stayed with the general secretariat for several years.

These groups of persons who were appointed for limited periods only were categorized by the OC under the purely function-related title of "short-term personnel".

24.1 Personnel Planning

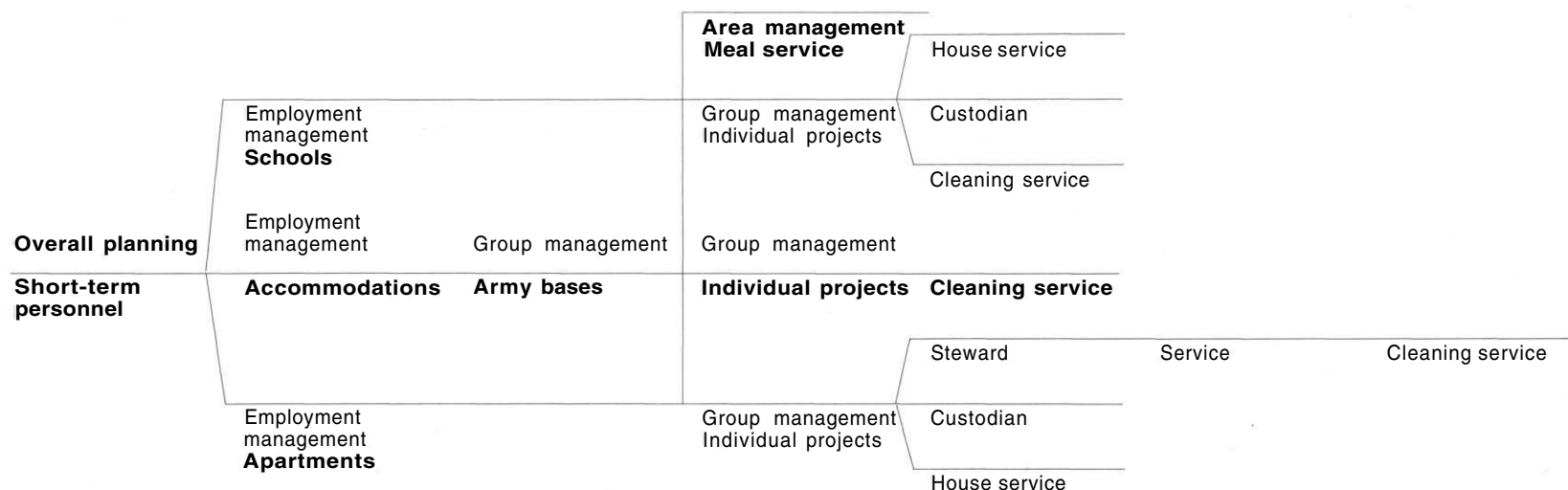
Requirement Estimates

The persons in this category had to fulfil a variety of clearly definable functions. As early as in the autumn of 1969 the general secretariat set up a preliminary list of twenty-one personnel groups with definite duties, and made cautious estimates of the expected number of help required in each of these areas of activity. A detailed concept was already on hand for hostesses. Rough drafts were prepared for the remaining functions, but were outdated a few months later.

In 1970 the general secretariat worked out a more sophisticated and precise overall estimate of the short-term personnel required. All functions were listed and the number of persons needed for each were calculated in as much detail and as exactly as possible. This overall estimate was made separately for the Munich and Kiel areas. It comprised all workers to be employed during the Olympic Games, independent of their widely different periods of employment. Reserves to fill gaps caused by sickness and similar emergencies were also included.

It was mainly for this type of work that the OC created Department IX of the general secretariat in March, 1970. This department, in addition to four more major tasks, had to establish the total number of short-term personnel required, to recruit the greater part of these, and to handle individual problems such as accommodations, food, clothing and services. The OC hoped in this manner to use existing accommodations and food supplies with optimum effectiveness and to accomplish the catalog of tasks connected with clothing as economically as possible. Cost estimates which were initially split up among the various departments of the general secretariat were replaced by a central budget estimate in the second revised edition of the general finance plan.

On June 1, 1970 Section A of Department IX, responsible for all short-term personnel, started operations. Within two months it established the numbers of help needed by the individual departments of the general secretariat, from whose figures it derived the preliminary estimate of total requirements. Beginning in August, 1970 all planning details regarding uniforms, accommodations and food services were to be clarified on the basis of these calculations.



Every institution which needed personnel received a form divided according to groups and functions, and was called upon to give information on the following:

- Groups of persons not yet covered by previous plans;
- the exact periods of their employment – including training, tests and times of duty –
- the size of these groups at various times.

These reports served as the basis on which the general secretariat calculated the envisaged personnel requirements in late July, 1970. Fifty categories of help with detailed job descriptions were included in the following superordinate groups:
contest personnel
organization personnel
technical personnel
cleaning and service personnel
health personnel.

The general secretariat estimated the total number of needed personnel at 29,000. The overall requirements plan was repeatedly revised with regard to both type and extent during the succeeding months. A total concept for all short-term personnel was worked out to cover all areas: personnel planning, accommodations, food services, clothing and other services. The executive board of the OC approved this plan in January, 1971, though considering the estimated total too large and fearing that bottlenecks might occur in providing housing and food. The general secretariat attempted to reduce the requirement estimates of the various institutions repeatedly. All departments subjected the reported numbers of needed personnel to critical investigation between January and April, 1971. They found out whether these numbers were still valid in the light of actual requirements shown by latest plans, and whether additional types or numbers of personnel were necessary. They precisely described the duties of the individual functional groups and indicated the places, periods (beginning and end, with dates) and times (hours and shifts) of employment as exactly as they could. This information helped the general secretariat detect and eliminate duplica-

tions. Duties in neighboring areas could be assigned to one person. The number of different activities was kept within tolerable limits.

In October, 1971 the general secretariat submitted to the executive board a second comprehensive report on measures taken and the state of their execution. Supplementary steps initiated and the degree of their realization were pointed out. The total number of required short-term personnel was estimated at approximately 32,000 persons.

Optimization of Employment

Optimum personnel planning was necessary in order to utilize existing labor capacities to maximum degree and to avoid leisure periods which were not absolutely needed and waste of time in the individual employment plans. The general secretariat carried out an employment optimization process on the basis of places and times of employment. This was done with the help of electronic data processing.

The following question had to be answered: Which groups of persons, responsible for which duties, will be used at which times and at which places under whose supervision? Between July and September, 1971, the OC—in cooperation with a specialized firm—made organizational preparations for estimating the demand for personnel. This was the first phase of short-term personnel administration by EDP.

The OC developed a reply card on which employer institutions could indicate their personnel needs. Each punch card covered a part-time work unit of not more than eight hours, related to a place and period of employment. These work units were referred to a person within the management structure. No further code lists were available at that time. The reply cards were presented and explained to the employer agencies at a preliminary training session.

In late September, 1971 the general secretariat worked out the various programs for the problem area of "requirement estimates" and checked them until



mid-October, 1971 in a test run based on specific data. The test results proved to be useless. A new planning system was developed. The problem area "requirement estimates" was reexamined. The OC no longer limited itself to processing requests for part-time help. It also handled reports which were structured in the same manner in which later a certain person was to execute the plan. For these reply cards the OC could now use complete code lists which, together with other work materials, were made available to the institutions that were to use them. This was done at a general training session in November, 1971.

Estimating the demand for personnel took more time than expected, although the completed reply cards were submitted during the second half of January, 1972. When the first feed-in of data was inspected, far too many mistakes were discovered. A minority of these (5 to 10%) were due to illegible or incorrect entries on the reply cards; the greater part, however, were caused by mistakes in punching made by the contract firm which

had failed to make sufficient punch tests. Unexpectedly extensive and difficult corrections were necessary. Many mistakes could not be defined formally nor in terms of logic. They were not shown in the error prints produced by the program. This correction work delayed the time schedule by some three to four weeks. Only by late February, 1972, was the body of data in general free from mistakes.

Now all reported demands for full-time and part-time help could be linked to form work units each of which was to be performed by one person during the entire period of employment.

In linking up work units the OC tried to keep the number of personnel to a minimum, that is, the OC tried to make the chains of work units within the control period (July 1 through September 30, 1972) as long as possible. For this reason, it used the following priorities as guide lines:

- same activity, same place of employment

- same group of activities, same place of employment
- same activity, different place of employment
- same group of activities, different place of employment
- time of employment.

Later on the OC decided to link only such personnel requests as were reported by the same agency (same origin), had the same activity code, or belonged to the same group of activities.

Especially when combining part-time employment units the OC had to consider a number of additional conditions which were established after thorough questioning of the respective personnel planners of the individual departments of the general secretariat:

- Maximum eight work hours per day (intervals excluded).
- Maximum twelve work hours per day (intervals included).
- Maximum three leisure hours, including lunch break, between two partial work periods in one day. Maximum forty work hours in seven days.
- All these values were variable.

When forty work hours were reached and fewer than seven days had been linked, the remaining days of the week were designated as days off.

At least one and a half hours, but not more than three hours, were kept free for eating, that is, for lunch and dinner. At first no free half days were set aside for the attendance of events. In a later process the computer was to arrange for the attendance of events in mornings or afternoons which happened to be free. If work schedules did not permit mechanical event planning, this was done by hand.

The beginning of a partial work unit (part-time employment or first part of a linked-up full work unit) was to be as close as possible to the end of the preceding partial work unit (part-time employment or last part of a linked-up full work unit).

Whenever 40 to 48 work hours resulted from linking up connected demands for part-time help, the OC checked the number of days of the period within the work was to be done.

If the number of days within the work period was less than seven, the days remaining from seven were designated as days off. If the number of days within a work period was seven or more, no days off were planned.

After this check, the work hours and days of further linkable requests for part-time help were again counted starting from zero. A break of at least ten hours separated the last partial work unit of one day from the first partial work unit of the following day.

Starting in March, 1972 the OC made the combinations of work units known in lists which contained a complete rundown of personnel needs, stated separately in terms of days and weeks.

During the following months special maintenance programs were provided in

which the employer agencies could enter additions, alterations and cancellations. The earlier assumption that employment planning was fairly advanced and largely final at the time of the first data feed-in, was found to be erroneous.

Up to the May, 1972 deadline for submitting revised reply cards all departments made considerable modifications and even included entirely new groups of hitherto unknown persons. The employment plans were thoroughly revised and some parts completely rewritten. At this point the original conditions for linking work units were in part no longer adhered to.

Between June and August, 1972 the OC printed the final employment plans in intervals. The OC needed a total of about 40,000 short-term assistants who had to perform a wide variety of functions in several shifts at 123 locations. Some groups, because of their special qualifications or directly contest-related duties, were recruited by the individual employer agencies rather than by Department IX of the general secretariat. For example, Department X (Technology) was responsible for hiring 7,000 workers.

Covering Demands

It seemed hardly possible to find some 40,000 workers for such a brief average period as four to five weeks on the free labor market. The OC therefore decided to make wide use of experienced organizations, particularly if the duties to be performed called for special vocational training and experience. As early as in October, 1970 the OC contacted the Federal German Army. In May, 1971 the Army agreed to provide, accommodate and feed about 50% of the total help needed for various tasks. Sport associations and youth organizations delegated some 15% of the short-term personnel, mainly referees and contest assistants. The OC awarded certain special tasks such as control, guard and cleaning services through package contracts to experienced private firms or similar institutions. This covered an approximate further 20% of the need for short-term personnel.

The remaining short-term employees were found on the free labor market. Some groups with qualified functions (hostesses, hosts, interpreters) were recruited through target-directed advertising. Different methods were used to find personnel for duties which practically anyone could perform after a short period of training. The demand for such help was publicized by the OC in general terms through the mass media. For example, the OC published a brief report in the editorial section of a German daily newspaper in March, 1971, and received 6,000 to 8,000 useful applications during the following six months. The reaction to a report in an American youth magazine showed the wide-spread desire of juveniles to witness the Olympic Games at first hand. The OC received 30,000 applications. The OC could thus hope to cover the remaining demands from the large surplus of applicants, using the assistance of the respective state labor offices only in a few special fields to hire still missing personnel.

All these applications covered a wide range of age groups and vocations, however, and varied in regard to the applicants' interest in the different job openings. Some candidates could be considered only conditionally. The OC therefore mailed standard application and personnel forms to all candidates. These forms were suitable for electronic data processing and guaranteed the fair treatment of all applications. The one-page form was easy to fill in and could be used as a file card. In addition to personal data it contained descriptions of skills and job preferences: the application profile. Each applicant received detailed instructions for filling in the form. Nonetheless the entries were generally carelessly made and had to be checked. Each form was marked with a serial personnel number, vocation code and a note on the candidate's affiliation (e.g., free market or rowing association). The forms were completed, punched and included in the data store.

Personnel recruitment on the free labor market and the preparation of personnel files was centrally done by Department IX. The subsequent selection was essentially the task of the various special departments. Two selection methods were used:

Personal selection:

If high demands were placed in the personality of the future employee, the selection was made manually, that is, on the basis of a personal interview. This was done with contact personnel, hostesses, interpreters, physicians, the security service, the Federal German Army and the Federal Border Patrol.

Mechanical selection through a personnel selection program:

Based on the qualifications required for individual duties, the OC established a requirements profile for each job. It was compared with the application profile which was fed into the computer on the basis of the application sheet. The application profiles were pre-checked by EDP. An "appointment suggestion" printed the names of all applicants who had at least the necessary qualifications or even skills beyond that. This method showed how many qualified candidates were available for every type of work, and whether there was a lack of suitable help in any areas of activity.

This mechanical pre-selection was appropriate for duties which required no special skills and talents or which were performed without any contact with the public. The computer used only the applicants' own statements.

The final selection was made with the help of these mechanical appointment suggestions. A purely mechanical appointment system was envisaged for a later phase. The OC did not use it, however, since the criteria which could be checked by EDP were in many cases not sufficient as a basis for valid decisions.

The requirement estimates were completed in July, 1972. At that time, the employment plans were ready and suitable applicants were selected. The mechanically or personally selected applicants (= personnel numbers) were allotted to the work units found for them

(= chain numbers within the employment plan). The coordination of the personnel and chain numbers with the person-related employment plans was, without exception, recorded and stored on a personnel file tape. The applicants were mechanically notified by the EDP. They were informed:

During which period, for what job and in which location they were to be employed; which agency of the OC was their pertinent contact office.

If the selected candidate accepted the job on the basis of this notification, employment planning was completed and the job was filled. But since the OC received also refusals, and since subsequent alterations of the employment plans became necessary, the need for thorough corrections became obvious. The OC wanted to reduce alterations to a minimum. It made some appointments only at the latest possible date and announced the state of appointments in weekly machine-prepared tables beginning in mid-June, 1972, as a means of checking its own decisions.

Because all information was centrally covered by the overall employment plan the computer had no difficulty in producing separate employment plans in the form of lists and in using the most varied criteria: object-related or function-related. In June, 1972, the OC developed programs which showed personnel requirements for the respective sport sites, listed separately by weeks (during the defined period July 1 through September 30, 1972) and days (within the peak period of August 26 to September 10, 1972). In addition to person-related employment plans, management-related employment reviews were prepared. They contained various information on the availability of personnel and facilitated total planning and personnel direction in the superordinate areas of sport site direction. Diagrams of the organizational structure of short-term personnel were manually prepared on the basis of control office codes.

EDP support of the employment planning for short-term personnel ended with the printing of the final work schedules. In order to keep the plans up to date until immediately prior to the arrival of the employees, the OC divided the defined planning period into four sections: July 1—July 14, 1972; July 15—July 31, 1972; August 1—August 9, 1972; and August 10, 1972 until the end. The structure and content of the final plans was explained and materials were distributed at a last training session in late June, 1972. Any minor corrections which still became necessary were made manually by the employer agencies in the copies which they had received.

24.2 Use of Electronic Data Processing (EDP)

Beginning in March, 1971, the OC considered the problem of using EDP to support and carry out the employment of short-term personnel. It commissioned a specialized firm with the data-technical execution of the total project. A first problem analysis was made. Questions of organization, programming and the execution of program runs were solved in rough outline. The employer agencies agreed to cooperate. They had to define the contents and were responsible for planning and, later, for directing the use of personnel.

By late 1971 the OC prepared rough drafts for the necessary data stores and data flows as parts of system planning. The OC divided the overall complex of short-term personnel supervision into so-called problem areas each of which comprised logically closely interconnected tasks. These problem areas were:

- requirement estimates
- personnel allocation (employment optimization)
- employment planning
- personnel selection
- filling requests for personnel and personnel services.

Based on available data all tasks—even those referring to other areas—which could be handled faster and better by machine (including food services, accommodations and identification cards) were to be solved with the help of EDP.

After the system was drafted and as soon as so-called code lists were set up, the detailed organization of the individual problem areas started. The compilation of work schedules received priority because it provided the foundation for all other phases. The employment plan of any person yet to be selected was marked with a chain number and the individual parts of the plan were given member numbers. Even here deadline problems arose which necessarily affected other problem areas as well. They especially influenced the problem area of personnel services. Extensive corrections were necessary. The project "Identification cards and EDP" was cancelled in May, 1972, and the project "Uniforms and EDP" one month later.

Programming was completed through tests but not through a comprehensive simulation including all types of possible occurrences. This would have required substantial expenditures which appeared unjustified in view of the pressure of time and because the program "Olympic Games" was to be used only once.

The central data feeding office worked in constant and close cooperation with the employer agencies. Before introducing a new phase of the procedure all affected employer agencies were trained and instructed in groups. Nevertheless it became obvious shortly before and during the Olympic Games that personnel handling by EDP was too inflexible. Unavoidable sudden changes made a return to proven manual methods necessary.

24.3 Wage Scales

The payment of short-term personnel provided by the Federal German Army caused no problems. The following per diem rates were set down by law:

for persons on service pay	2.40 DM
for professional soldiers and military personnel on limited appointments	5.50 DM
for civil servants and employees	8.70 DM

Blue collar workers delegated by contract firms received an additional compensation of 19.— DM per day. They were paid the wages stipulated by contract.

The OC worked out a standard pay system for all other personnel recruited on the free labor market. As far as possible, the OC wanted the latter group to work on an honorary basis. In this way, wage costs remained low and the OC was not required to pay for fringe benefits such as sick leave, social insurance, maternity leave, etc. The OC expected that the groups of persons with unusually high qualifications (hostesses, interpreters, etc.) who were employed for particularly lengthy periods of time or who regularly worked extraordinarily long hours, would not be prepared to serve without adequate remuneration. This was understandable since the majority of employers did not grant more than four weeks of paid leave for work with the OC. For social reasons, such personnel could not be required to take unpaid leave. As a matter of principle, therefore, this group was paid appropriate wages and salaries. Pay levels were determined mainly on the basis of the duration of employment.

Short-Term Personnel Employed for Long and Medium Periods

Short-term employees appointed for more than two months by the OC, that is, basically up to September 30, 1972, and in exceptional cases until October 30, 1972, were categorized as personnel appointed for long periods.

Short-term employees appointed for medium periods served the OC for more than four weeks but as a matter of policy not longer than two months.

The OC developed uniform wage scales for either group, taking into account the different skills required and fixing the pay rates. All employees in these groups were included in a personnel organization plan and were classified in wage groups in accordance with employment periods and duties: Short-term personnel appointed for long periods: 310 positions in twelve pay groups; short-term personnel appointed for medium periods: 2,584 positions in five pay groups.

The employer agencies classified the jobs in pay groups on the basis of the qualifications needed for each job. Most work contracts followed a standard pattern. The most important contract terms were:

- The probation period with daily notice lasted one week. For personnel appointed for longer periods, the probation period and period of notice were two weeks.

- Personnel appointed for medium periods had a legal claim to paid leave based on eighteen workdays per annum. The vacation privileges of short-term personnel hired for longer periods, varied according to pay groups: groups K 1 to K 3 received fifteen days of leave p/a, and groups K 4 to K 12 were granted twenty days.
- After the end of the probation period both types of contracts could be terminated only if important reasons existed, or by mutual agreement.
- Short-term employees appointed for long or medium periods were not entitled to family allowances.
- As a matter of policy, payments were made retroactively. Persons on medium-length appointments were paid weekly and received computerized pay slips.
- No compensation was paid for changes of residence. Separation allowances and compensations for travel to the family residence were paid only in exceptional cases upon special justification.

Short-Term Personnel Appointed for Brief Periods

The remaining short-term employees who worked for less than four weeks and who were hired on the free labor market, worked on an honorary basis. The OC supported them by making the following payments:

- A pocket money of US \$ 2.— and, in special cases, e.g., for security guards, US\$3-per day;
- reimbursement of travel expenses for one trip to Munich and return within the Federal Republic of Germany federal railroad ticket, second class.
- Accommodations were provided by the OC for all employees whose permanent residence was outside Munich. Persons who found their own housing in Munich received appropriate financial compensation. No such payment was made to residents of Munich.
- Food was also provided free of charge by the OC for all employees who were required to eat at their places of employment due to lack of time or for other reasons.
- The OC provided uniforms for all short-term personnel. After the Olympic Games, the clothes became the property of the respective owners. The OC also paid for cleaning the uniforms and private clothes of the volunteers. A lump sum of 30.— DM was paid irrespective of the duration of employment and type of events.

The OC devised a form for calculating the gross incomes of volunteers on the basis of data fed in from the employment plan. The form listed all individual work units on seven-day coupons which had to be certified by the supervisor's signature, in accordance with the planned duration of employment. Attached to this form, but separated by a perforated line, was a prepared cash check in the amount of the pocket money due for one week. If fewer than seven days were worked within a week, the amount was inserted by hand.

This method of weekly payments caused much administrative work but enabled all groups of volunteers to receive their due pay on time. The OC applied the same method to short-term personnel appointed for medium periods.

Expenses for employee travel to Munich and back were also mechanically calculated as lump sums on the basis of the first two digits of the postal area codes, and were paid by check. The flat rate for cleaning completed the set of checks.

When all coupons were validated by the signature of the respective supervisor, the checks could be cashed retroactively once a week. For security reasons the OC originally planned to have open checks cashed upon presentation of passports only, but this requirement was waived later. Open checks could be cashed even by large groups. Payments were made by the offices of the "Olympic Service" which was a joint institution of Munich's finance institutes and banks. Because of the large number of persons involved and because the numerous foreign workers did not have bank accounts in the Federal Republic of Germany, the OC neither paid by remittance nor in cash. The OC prepared 120,000 check forms. For those employer agencies which had made their personnel allocations in time, complete machine-printed check sets were made available. However, a large number of pre-printed check forms could not be used because some employer agencies inserted incorrect times of employment, wrong names or erroneous allocations. The only orientation help was the chain number. Replacement checks had to be written by hand. An average of 2,000 checks per day, one day even up to 10,000 checks, were examined and accounted during the Olympic Games. Particular difficulties were created by the payment of overtime worked by short-term personnel appointed for long and medium periods. This question was under dispute for some time. In late November, 1972, the OC finally granted personnel on medium appointments a holiday bonus of 1 50% for work performed on weekends and holidays, and a bonus of 100% for overtime in excess of ten hours per workday. Short-term personnel hired on the free labor market for longer periods were compensated in the same manner as permanent employees. Long-term personnel delegated by the Federal German Army were paid flat rate overtime premiums in proportion to the total number of work hours.

24.4 Accommodations

In the autumn of 1970, the OC began to work on the problem of accommodations for short-term personnel. This task was facilitated by the offer of the Federal German Army to house personnel delegated by the military in barracks. Even so the OC had to provide housing for some 16,000 civilians who were to assist in carrying out the Olympic Games, unless other ways and means were found.

Requirement Estimates

As many workers as possible were to be hired from the Munich area because they could ride from their homes to their respective places of employment every day. No housing was needed for this group. It was quite difficult to establish the exact number of assistants from the Munich region. In Mexico in 1968, almost all short-term employees were hired from Mexico City. In Munich the equivalent number was estimated at 5,000 and the OC hoped that accommodations would have to be provided for 11,000 employees only.

Yet already the first detailed personnel surveys made in the spring of 1971 gave rise to fears that only relatively few help could be found among the local population. More groups of persons were added whom the OC was supposed to house: 1,700 staff members of the German Olympic Center (DOZ); approximately 1,000 employees of firms and public authorities which worked for the OC during the Olympic Games and did not have the needed quantity of satisfactory accommodations. In order to fulfil their Olympic-related tasks these firms and offices had to augment their local staffs temporarily by personnel from other areas. New offices were set up, for example, by the customs service and the criminal investigation department. The OC prepared itself for procuring housing for 18,000.

Meeting Demands

This quantity exceeded the total number of beds in the Olympic Village, the Press Complex and the Youth Camp. No large housing complexes were available to cover the demand. The OC had to locate a multitude of individual housing units which had to be in the vicinity of public transportation stops so that the employees could conveniently ride to their places of work. Accommodations which satisfied this requirement, were the schools in the urban area of Munich. On September 16, 1970, the city council of the Bavarian State Capital decided to place the schools at the disposal of the OC. Assuming that a maximum of ten persons could sleep in a classroom with a mean size of 70 sq.m., the conveniently located schools had a total capacity of 6,600 beds. The individual housing capacities of the schools varied from 90 to 380 persons. Due to the intensive utilization of classrooms only certain groups of short-term personnel could be accommodated in schools. Besides, the sanitary installations of the schools were only conditionally satisfactory because the buildings were not designed for housing purposes. This became obvious when the OC checked the suitability of the schools by on-the-spot surveys and when it inspected local

conditions, equipment and the general situation of the buildings.

Twenty-eight schools were found suitable to serve as accommodations. In eleven schools the sanitary installations had to be improved. In addition, the OC installed bell lines from the school entrances to the gatekeepers' offices because the entrance doors were to be locked between 12 P.M. and 6 A.M. and to be opened only on request at night. One or two telephones were installed in each school in the group leaders' and gatekeepers' offices. For reasons of economy the OC used the trunk lines of the respective schools in most cases. The telephones connected the schools with the OC and were thus, depending on the distance from Olympic Park, either extensions of the Olympic network or additional main stations.

Considerable difficulties arose in providing breakfast facilities. The OC planned, as a matter of policy, to use the halls and corridors in which the students spent their breaks. The Munich fire department raised serious objections against this plan and in several cases insisted on the fulfilment of conditions with which the OC was unable to comply. The OC was therefore forced in some schools to use the auditoriums, class rooms and gymnasiums or calisthenics halls, which necessitated a series of investments.

After these and many more details were clarified the OC concluded a contract on the use of schools with the State Capital of Munich in February, 1972. The OC was permitted to use twenty-eight schools to house its short-term personnel during the summer vacation of 1972. Expenses were incurred only for cleaning and disinfection, repairs of damages and rebuilding measures.

The OC attributed particular importance to the barracks of the Federal German Army in the Munich garrison and the surrounding area. In these buildings the sanitary and other facilities were satisfactory even under overcrowded conditions. No additional building measures by the OC were needed. Merely for security reasons, the military areas had to be separated from the civilian ones by fences. A great advantage was the fact that persons housed in barracks could also be fed there.

The OC consequently intended to accommodate as many employees as possible in barracks, which, however, proved to be feasible in moderate degree only. The Federal German Army needed most available space for billeting the military personnel assigned to the OC on a short-term basis.

For certain groups of employees the OC needed rooms which were to be used by few persons each. These people could not be put up in mass quarters and they needed better quarters either on grounds of their special qualifications or because they worked particularly long hours. The OC needed mainly single or double rooms but also some three-bed rooms which were especially well furnished and conveniently located. Most of these were intended for visitors and guests of honor.

The OC therefore looked for apartment buildings, private houses etc. in the vicinity of the various places of employment in order to rent them for the period of the Olympic Games. Accommodations with superior furnishings had to be found in residential areas for certain groups of persons. The international sport associations, in particular, established strict conditions for the lodgings of their referees and jury members because these people had to fulfil important duties during the Olympic Games. For these groups alone the OC needed 1,360 single or double rooms with hotel-type service and top-rate conveniences close to Olympic Park. After complicated and longwinded negotiations the OC managed to rent a large completely furnished apartment house (Schwababylon). Similar problems arose during the search for and the renting of the remaining high-quality accommodations. Frequently the OC had to resort to furnished new buildings: rented apartments or condominiums the completion of which was scheduled either too early or too late. In both cases the OC negotiated with the builders so that the buildings were finished on time and let to the OC on reasonable terms. The OC assisted the builders in finding building sites and obtaining approval, and helped builders who applied for exceptional construction permits. For some projects — especially, those within the immediate neighborhood of contest sites — the OC provided additional funds to facilitate construction in winter by covering windows with plastic foil, heating the buildings and warming up construction materials to cover any risks and difficulties caused by the early completion of buildings which were originally scheduled for completion after the Olympic Games.

It was not always possible, however, to finish the new buildings up to the last details of equipment. In several instances the OC detected inadequacies which could be remedied. If improvements were indispensable and feasible from the viewpoints of both finances and construction, the OC took care of any absolutely necessary provisional construction measures and additions. The creation of optimum conditions, however, was not possible. In most cases such deficiencies in execution did not limit the functional usefulness of the private houses or apartment buildings. Sometimes the interior work was unfinished or the green areas were not yet landscaped. With respect to interior decorations the OC compensated for deficiencies, for example, if the walls, doors and windows were covered with a plain ground coat only. The OC tried to create a comfortable atmosphere. In all housing units the OC installed dual curtain rails of a certain system. After the Olympic Games these remained in their places because the removal would have cost more than their sale would have yielded. The curtains were provided by the Federal German Army.

Further action was taken with regard to floor coverings. In some housing developments the builders had envisaged parquet floors or wall-to-wall carpeting. It seemed certain that such high-quality materials would be damaged during Olympic use, and that repairs would be

expensive. The OC therefore ordered less expensive PVC felt covers. These, too, remained in the apartments after the Games. The removal cost would have exceeded any profits gained by the sale of the covers, even if these were not damaged to the point of uselessness during the removal process.

Finally, the OC had to lock the rented housing units securely on the outside. The builders had installed locks. But as a rule they issued only three keys per housing unit. Since the OC intended to accommodate up to twelve persons in each apartment, it had to obtain the corresponding number of keys, which was expensive and quite difficult. In addition, it was to be expected that numerous keys would be lost during the period of their use. The OC had to provide replacements. Besides, a misuse of the keys did not seem quite improbable, which might endanger the security of subsequent lodgers or owners of these housing units. The OC therefore installed rented locks into the doors of these apartments, ordered the required number of keys and returned the locks after the Olympic Games.

Despite all these supporting measures the OC was unable to cover the demand for high-quality quarters fully. All the more important was the optimum utilization of existing space in rented new apartments. As a matter of principle, no sinks and stoves were installed in the kitchen. If sufficiently large, they served as bedrooms or as storage rooms for the packing materials from the furniture.

The remaining rooms were assigned to more persons than the building plans foresaw. This was sometimes done at the expense of optimum sanitary conditions. Existing sanitary facilities were adjusted to the normal numbers of inhabitants, and additional conveniences could not be installed, mainly because of the construction volume.

The OC billeted some groups of short-term personnel also in boarding houses which were already furnished, had their own house personnel for services and disposed of adequate sanitary conveniences and various community rooms.

Billeting Plans and Allocation of Quarters

The OC completed the phase of basic planning when the approximate total need for accommodations was calculated and broken down according to the three main types of housing — schools, barracks and apartment houses. Now the individual groups of persons were assigned to the various billets. This called for accurate classification of available space. Using the criteria of

- billeting quota per room
- services included in the rent
- furnishing

**The Accommoda-
tions of the Short-
Term Personnel**
and density of occupation

Accommodation	Density of planned	Occupation actual	Occupants	Accommodation	Density of planned	Occupation actual	Occupants
Albertinum	112	110	contest helpers	Elisabeth Str. 87	320	294	federal commission for competitive sport
Allacher Str. 152	122	118	information personnel				contest helpers
Appenzeller Str. 107	144	136	functional personnel Olympic Village	Freimann	1228	1202	hostesses
Appenzeller Str. 111	151	129	functional personnel Olympic Village	Grub	32	26	contest helpers
Augustinum	86	70	doping officials, technicians	Marchionini	168	158	interpreters
Cimbern Str. 68	50	49	escorts for IOC	Martius Str. 4	21	21	health service
Darmstädter Str. 5	80	74	functional personnel Olympic Village	Motor Str. 61	598	596	production personnel
DEBA, Andréé Str. 7	56	56	production personnel DOZ	Neue Heimat Haus 1	46	43	contest helpers
DEBA, Andréé Str. 9	78	76	contest helpers	Neue Heimat Haus 2	93	93	technical personnel from firms
DEBA, Gudrun Str. 14	103	101	contest helpers	Neue Heimat Haus 3	40	38	technical personnel from firms
DEBA, Gudrun Str. 16	106	104	production personnel	Neue Heimat Haus 4	40	38	technical personnel from firms
DeRAG				Neue Heimat Haus 5	40	35	technical personnel from firms
Wmzerer Str. H. 1	61	59	contest helpers	Neue Heimat Haus 6	40	36	technical personnel from firms
Winzerer Str. H. 2	80	80	contest helpers	Neue Heimat Haus 7	54	11	technical personnel from firms
Wmzerer Str. H. 3	92	88	contest helpers	Neue Heimat Haus 8	76	40	technical personnel from firms
Winzerer Str. H. 4	91	80	uniform storeroom, health service	Neue Heimat Haus 9	82	81	technical personnel from firms
				Neue Heimat Haus 10	102	99	contest helpers
Winzerer Str. H. 5	120	119	contest helpers	Newman Heim	150	150	hostesses
Winzerer Str. H. 6	80	78	contest helpers	Osel Str. 31	44	42	various
Winzerer Str. H. 7	61	57	contest helpers	Pickel Str. 2	} 1068	1072	production personnel
Winzerer Str. H. 8	79	73	health service	Pickel Str. 4			
Winzerer Str. H. 9	95	92	contest helpers	Pickel Str. 6			
Winzerer Str. H. 10	95	95	health service	Pickel Str. 8			
Winzerer Str. H. 11	79	71	contest helpers	Pickel Str. 10			
Winzerer Str. H. 12	104	101	functional personnel	Pickel Str. 12			
Winzerer Str. H. 13	51	44	contest helpers	Pickel Str. 14			
Winzerer Str. H. 14	75	70	contest helpers	Pickel Str. 16			
Winzerer Str. H. 15	88	86	contest helpers	Pickel Str. 18			
Winzerer Str. H. 16	54	54	contest helpers	Pickel Str. 20			
Wmzerer Str. H. 17	77	77	health service	Planegger Str. 4	46	39	female production personnel
Winzerer Str. H. 18	64	64	stewardesses	Schwabylon	1360	1328	contest referees
Winzerer Str. H. 19	48	—	stewardesses	St. Georg	51	51	escorts of the IOC
Winzerer Str. H. 20	174	168	offices	Terrafinanz			
Winzerer Str. H. 21	241	225	stewardesses	House 248	91	59	contest helpers, cleaning personnel
Winzerer Str. H. 22	63	—	stewardesses, hosts	House 249	129	110	aides
Winzerer Str. H. 23	63	59	offices	House 250/1	93	42	contest helpers, cleaning personnel
Winzerer Str. H. 24	63	60	kitchen personnel	House 250/3	118	117	aides, cleaning personnel
Winzerer Str. H. 25	63	63	various	House 250/4	125	123	cleaning personnel
Winzerer Str. H. 26	24	24	kitchen personnel	private accommodations	378	364	contest helpers
Winzerer Str. H. 27	89	89	various	Bavaria Army Base	2059	2018	security service
			language service, contest helpers,	Camp Hochbrück	392	388	contest helpers
Winzerer Str. H. 28	24	24	work staff of the executive group	Luitpold Army Base	116	133	medical personnel
			work staff of the executive group	26 schools	5528	5402	various

number and type of sanitary installations the OC defined five quality categories:
Class 1: Apartments (hotel-type very good service)

No more than two persons per room

Class 2: Apartment houses good
Billeting quota: depending on size, no more than two persons

Class 3: Boarding houses fully satisfactory
Billeting quota: depending on size, no more than four persons
Housing developments
Depending on size, no more than four persons
Federal German Army barracks
Depending on size, an average of four persons, in some cases six to eight persons

Class 4/5: Schools satisfactory/barely adequate
Depending on size, no more than ten persons.

Most housing units had the characteristics of mass quarters, with all the connected problems of equipment, technology, sanitation and construction.

More complicated was the question for which groups of persons the OC was expected to provide how many and what types of quarters. The main difficulty was created by the constant increases in personnel requests by the individual employer agencies. Problems arose particularly with regard to the acquisition of rented apartments for which the OC had to enter into contracts with far-reaching financial consequences at an early date.

The employer agencies were therefore urged to report their exact needs by April, 1971. However, the search for quarters was not completed until May, 1972. Only then was it possible to define the individual categories of short-term personnel, to establish the number of employees in each category and to determine the conclusive housing requirements of the various employer agencies. Lists were prepared indicating the sex of each person to be housed, the periods for which quarters were needed and the billeting quotas of the quarters. In addition, the OC could now work out a billeting plan in which the quarters were allocated to the individual groups of short-term personnel. In making these allocations, the OC tried, if possible, to consider the importance of the groups to be housed, their respective places of work, the desired types of housing and the periods of employment. Personnel and housing data were fed into an electronic data processing installation and were stored so that employment types and places were taken into account when the quarters were mechanically allotted to the various personnel groups. Only a few particularly well furnished and favorably situated housing units were to be assigned to certain personnel groups by hand.

The mechanical allocation and distribution of housing caused tremendous difficulties, however. Constant shifts in total personnel numbers and frequent failures of the departments to report additions and

corrections, delayed the coordination of personnel and employment plans. For this reason, the OC desisted from considering employment types and places in the mechanical billeting process. Besides, some groups of short-term personnel were not able to move into their quarters during the first days of their Olympic employment. There had to be some maneuvering space for individual wishes.

The EDP installation therefore printed the billeting lists on the basis of "data on housing units", irrespective of employment schedules and generally without the names of people, indicating merely the addresses of the quarters. In addition it printed the number of each housing unit. The first two digits implied the numerical order of the unit. The following four digits were the number of the building, if it was part of a large housing development. The last three digits marked either an apartment with several rooms, or one-room apartments and separate rooms. The number of rooms and beds within one housing unit was shown in room plans.

Shortly before the arrival of the short-term employees the machine-made billeting slips were manually categorized according to class and period of accommodations, number of beds required, location and type of quarters. One billeting slip was prepared for each individual accommodation. In this manner, double allocations were theoretically impossible.

The billeting slips and room plans were given to the individual employer agencies. Within their share of quarters, the agencies distributed the beds to their employees at their own discretion. They wrote the room number (if it was an apartment with several rooms), name, birth date and personnel number on the slip and handed it to the employee. This completed billeting slip authorized the employee to move into his lodgings. Later allocation changes were to remain with in the employer agencies' own quotas of quarters and had to be approved by the group manager of the respective building. Some employer agencies disregarded the established procedure on the billeting slips. This resulted in double allocations in a few cases.

This procedure satisfied the justified needs of various groups of personnel. It permitted any adjustments in billeting necessitated by the changing personnel requirements of the individual departments.

The housing needs of short-term personnel could thus be covered within the framework of available space. With a few exceptions, employees were quartered in the very parts of the city where they worked.

Originally, the OC planned to keep an additional 3% of the available housing space as a reserve. The OC had earmarked outlying housing developments for this purpose. It intended to use them if overcrowded conditions in the Olympic Village suddenly made it necessary to use short-term personnel quarters in the immediate vicinity of Olympic Park. However, the demands of the employer agencies grew in mid-1972 to a degree which made it impossible for the OC to rent correspond-

ing quantities of additional quarters and to maintain the envisaged level of reserves. Only a small reserve remained for emergency cases.

Furniture

The OC could rent only few furnished or partly furnished housing units for short-term personnel. These were apartment houses and boarding houses. The remaining quarters were equipped with furniture, bed linen, towels, curtains, etc. by the OC. The OC adopted three furniture programs of the Federal German Army:

- Individual type of furniture — manufactured especially for the Olympic Games: modern, in blue, dark green and tin colors;
- new standard furniture — formally corresponding to furniture used by the Army, but in two colors only: blue and dark green;
- traditional standard furniture — made of solid colored elm-type wood.

Using these three programs, the OC combined five different sets of furniture:

- A to C for short-term personnel in general,
- D for qualified groups, and
- E for technicians of the German Olympic Center (DOZ), news agency technicians and laboratory workers.

Depending on the inhabitants' qualifications the apartments were equipped with one of these five sets. The Federal German Army provided furniture for the barracks where military and civilian short-term employees were housed. In order to reduce the transportation problems, the OC also used suitable school chairs and tables. Within each school, these were equally distributed among the various rooms or were used in the breakfast halls.

The remaining housing units were equipped by the work group "Equipment" in close cooperation with the OC. On the basis of existing floor plans and conditions established by the general secretariat the work group drafted equipment suggestions, calculated the quantities of needed furniture, requested this equipment from the Army and made adjustments within the total furniture contingent as required. The furniture was stored in a depot and was available on call. Transportation was done by the Olympic agency. A service group installed the furniture in the quarters. All of this was done under a precise time schedule because it was impossible to furnish all quarters at the same time. Primarily the furnishing of the schools was done under time pressure, and established deadlines had to be kept strictly. The useless equipment of classrooms used as quarters was stored in other rooms, for example, in gymnasiums and calisthenics halls located on the same floor.

In some schools classrooms had to be converted into storage rooms, which reduced the total housing capacity of the schools by some ten percent.

The furnishing was delayed by narrow stairwells in some schools. Outside elevators were therefore used in schools with two or more stories to save time. Shortages became obvious when the last few housing units were equipped. Since

the available furniture was inadequate the planned standards of equipment could not be met.

The five sets of furniture described above covered only the need for equipment necessary for overnight stay, including textiles. This in itself was insufficient to create a comfortable atmosphere. Besides, the functional equipment was missing. The OC, therefore, had to take care of additional supplies such as wall decorations, table cloths, curtains, extension cords, three-prong plugs, table lamps, etc., and of a multitude of expendable materials (dust cloths, scouring powder, toilet paper, ashtrays, tumblers). Only very few of these items could be obtained through appeals for donations. The purchase of these articles took a long time.

Final Planning Operations, Administration

In order to be able to carry out all construction measures, repairs and furnishings the OC had to rent the quarters well in advance. Depending on local conditions, the individual lease periods differed. For new houses, these periods generally started on July 1, 1972. The OC assumed the administration of the barracks for the planned periods of use. It paid DM 2—per person per night, in addition to the cost of cleaning and laundry. The OC was permitted to use the schools during the entire summer vacation, that is, from August 3, 1972 to October 2, 1972.

In general, the OC was able to abide by the lease periods stipulated by contract. Some builders, however, exceeded the completion deadlines so grossly that furnishing dates could not be kept. As a result some short-term employees moved into quarters which were not yet ready for use. Some employees could not use their final quarters immediately upon arrival and were unfortunately forced to move.

The preparations were impeded particularly during this last planning phase by the relatively late increase of personnel in the respective department of the general secretariat. In addition to the two permanent staff members fifteen supervisors were hired by early June, 1972, who were responsible for the smooth organization of work in the individual housing areas. Because they were hired that late, they did not sufficiently participate in the preparatory operations, which at times had detrimental effects during the subsequent period of execution.

Between early June and mid-August, 1972, the department's staff was reinforced by stages to a total of 816 employees, which was scant but adequate. During the period of execution they administered all housing:

- Altogether 394 doormen guarded the entrances of the quarters, except for the barracks, working in three shifts by day and night. The OC had taken care that there was only one entrance to each building. The doormen announced visitors and answered the telephone.
- 168 house personnel
- 55 service assistants
- 3 clerks
- 196 group leaders. Two each, working in shifts, were responsible for one building. Depending on the number of persons housed in one building, one or several assistants helped the group leaders. They prepared work schedules for the house personnel, took corrective action in cases of complaints, distributed the mail, gave advice, administered supplies, handed out food and drinks, and enforced the house rules and security regulations. They also assisted in preparatory measures. Some group leaders were given certain tasks within the area administration in order to relieve the general secretariat.

In the schools the caretakers employed by the City of Munich assisted the administrative personnel hired by the OC.

Area directors who supervised the housing of short-term personnel were responsible for making basic decisions and controlling the entire organization.

The use of all quarters was subject to various regulations. These contained conditions and provisions laid down internally, by contract or by the public authorities. Traffic information was posted in all quarters to advise the employees how to approach all Olympic sport sites within Munich either on foot (indicating the exact times needed) or by public transportation (listing precisely the street-car, subway or bus numbers and transfer stations). In addition, there were time-tables for the entire Munich transportation network.

Winding-up Operations

The OC reduced its administrative personnel stepwise until late September, 1972. Only fourteen persons were still employed by the end of 1972. Their main task was to return the leased properties to their owners. Furniture and other equipment from all housing areas, including the Olympic Village, the Press Complex and the Youth Camp, had to be removed and to be transported to the furniture stores of the Federal German Army which could take limited quantities only.

Parallel to this, the rooms were repaired. The OC had only a limited amount of time for repairs and redecoration. The lease periods of rented apartments, as a matter of policy, ended on September 30, 1972. In addition, the schools had to be returned to the City of Munich. During the period September 12 to 18 they were cleared; between September 19 and October 1, they were disinfected, repaired and re-furnished with school furniture. In view of the shortness of time the OC was unable to meet established clearance deadlines in all cases, which added a certain risk factor to rentals.

Major repairs were made in the schools during the Christmas vacation of 1972 or on free afternoons during the school semester.

Because the furniture had to be removed, most quarters could be used only until September 12, 1972. A small number of billets was available until October 31, 1972, to employees who worked until that date.

In general all quarters were vacated on time even though the Olympic Games were extended by one day. Only in a few rented housing developments the return of the buildings to the builders or property owners was delayed because the furniture removal proceeded slowly due to the limited capacity of the furniture store-house. As expected, little damage was done to quarters and equipment. However, major damage was caused during the installation and removal of the furniture, though never to a degree which would have jeopardized the post-Olympic use of the buildings as apartments or schools. All noticed damages were recorded by the OC in transfer statements which proved to be quite valuable in calculating repair costs.

The necessary repairs were ordered by the respective builders. The planned and agreed usage periods were in most instances identical with the actual usage times.

The negotiations conducted with the builders on the repair of the buildings or on flat rate compensation for Olympic-related damages, had generally favorable results for the OC. Other types of damages did not consume the funds set aside for this purpose and the OC was thus able to stay considerably below the cost estimates.

The accounts for roughly one half of all housing units were settled by the end of 1972. The rest of the work was delayed. In settling the final accounts for the new housing developments the OC had to pay all repair and maintenance costs, which in some cases the builders and the City of Munich were able to calculate in the spring of 1973 only. In numerous instances agreement on the amount of payments, especially in regard to compensation for damages, was reached only after time-consuming and troublesome negotiations between the OC and its contract partners.

24.5 Food Services

Requirement Estimates

The OC intended to provide food for all short-term employees for whom accommodations were arranged. As long as the quantity of needed accommodations could only be roughly estimated, and pending the preparation of final employment plans, the extent of the food service remained unknown. Additional demands were put forth. The OC planned to include in its food service system all business firms, associations and public institutions working for the OC and fulfilling special functions.

The Federal German Army served food to its own personnel, except for individual soldiers who were integrated into the employment structure of the OC and could not return to their barracks for meals.

The OC estimated that about 27,000 persons would have to be given meals in the mornings, at noon and in the evenings during a forty-day period. The permanent employees of the OC, in view of their peculiar work schedules, received one gratis meal per day at the cafeterias for short-term personnel between August 15 and September 11, 1972.

Covering Demands

In order to cover these demands the OC had to create eating facilities.

Breakfast was to be served at the respective quarters. In some rented buildings, above all in boarding houses, this could be done without difficulty. A clause to this effect was included in the lease contracts. The Army, too, was prepared to serve breakfast in the barracks.

More complicated was the situation in the schools. Here the OC had to make breakfast arrangements. Necessary groceries were centrally purchased from one supplier. Every person billeted in official quarters was served a breakfast consisting of coffee or tea, 50 g. of sausage or cheese, 30 g. of jam or honey, 25 g. of butter, two rolls and some rye bread; on Sundays, some cake.

The OC provided the needed equipment: refrigerators, hot plates, trays, disposable dishes and cutlery, napkins, table cloths, stands for waste bags and plastic bags.

The custodians of the schools were responsible for serving breakfast. They received the food deliveries, prepared coffee and tea, arranged everything for self-service and ordered additional food supplies within the framework of a fixed delivery plan.

The OC selected the rooms for issuing breakfast and storing food in the schools and arranged for all necessary technical installations such as water supplies, electrical sockets, etc. The breakfast rooms were mainly furnished with school chairs and tables. If no suitable equipment was available, army furniture was used.

Breakfast facilities were lacking in some rented apartments. Here the OC commissioned near-by restaurants to prepare

breakfast on condition that sufficiently large rooms were provided and that prices remained reasonable.

The employees thus breakfasted either in or in the vicinity of their quarters. The OC wanted to serve the chief meals (dinner and supper) at the sport sites or in the immediate neighborhood of the employment places of short-term personnel. Special transportation was superfluous, the time for eating was short. The OC therefore had the task of finding a sufficient number of eating places within acceptable distances from the various places of work. This was not too complicated in the case of the sport sites outside Olympic Park. The groups working and eating there were relatively small. The OC concluded contracts with innkeepers and lease holders of restaurants which, as in the fair grounds, were close to the sport site or, as in the case of the basketball hall, the Dante swimming pool and the riding installation in Riem, were built into the sport halls. A complete meal cost between 4.50 DM and 6.- DM. Short-term personnel at the shooting installation at Hochbrück were fed by the Federal German Army.

Still simpler were the eating arrangements for short-term personnel outside Munich. The demand was very small. Most events lasted a few days only and the majority of the employees were residents of the respective villages or towns.

The largest problems were caused by the need to provide substantial meals twice a day for the about 10,000 short-term personnel working in Olympic Park. For reasons of space and finances the OC was unable to establish a food distribution center even though this appeared to be necessary. The OC was forced to find eating places no farther than a twenty, or thirty minutes' walk from the various places of employment. Some places were found within the contest areas: at Level 1 of Olympic Stadium in the restaurant attached to the bowling alley in the sports hall, and in the pavilion restaurant of the swimming hall; furthermore, in the workers' cafeteria of the Bavarian Motor Works, the South German Brakes Corporation, the Teller Corporation and in some yet unused offices in recently built houses.

As far as work schedules permitted, civilian short-term employees housed in Federal Army barracks had their chief meals in the barracks. In most cases the available capacities of the Army kitchens were adequate to feed the employees.

All personnel who worked for at least three hours during the period from 10 P.M. to 6 A.M. received an additional snack.

Correlating Eating Facilities and Meal Shifts

Data on all available eating facilities were stored by the OC. When the final employment plans had been established, the individual employees were assigned to the facilities closest to their places of work and to daily lunch and dinner shifts. This was done by machine with the help of the time-distance tables which were used for the linking-up program in establishing the total personnel needs.

The EDP installation printed most meal coupons for lunch and dinner, correlating them to work schedules in accordance with maximum usage quotas and times. These coupons were identical for all personnel groups. The format was 2/3 of DIN A6. The coupons authorized the bearers to enter the various cafeterias or restaurants and to receive their meals. Marked on each coupon was the respective eating facility, meal shift and type of meal (lunch or dinner). Coupons which were valid in restaurants were marked with "G". Meal tickets issued to persons working supra-regionally (hostesses, interpreters) carried the legend "For several places". Besides, the OC manually issued food coupons without printed texts, which were given to personnel not included in the EDP-prepared work schedules. If these coupons were given to a certain person, his name was written on the filing margin of each coupon. In all other cases the printed chain number of the employment plan was considered an adequate criterium for issuing the meal ticket. To avoid forgeries, the manually prepared meal tickets were the same color as the admission tickets of the day.

Breakfast coupons which were valid at the respective quarters only, were also printed by the EDP installation and were handed out upon presentation of billet slips.

The assignment of personnel to food distribution places and meal shifts showed how many persons ate at each eating place. These numbers were calculated every day anew. The system functioned only if

- feeding capacities were established in time for planning
- the employer agencies prepared their work schedules with thoroughness and precision and in accordance with the actual feeding capacities at the time of writing,
- the employer agencies informed the management of personnel adjustments well in time for inclusion in electronic data processing.

Frequently, however, the employer agencies failed to meet these requirements. Some omitted to inform the management if their employees did not show up for duty at the scheduled times. Often employees started working several days later than scheduled and, in isolated instances, earlier than planned.

As a result, considerably fewer employees than planned by EDP took their meals during the first days after the beginning of the food distribution program (July 1, 1972). Sometimes half, on two occasions even all the rations were left over. The OC sold these either to firms or gave them to old-age homes, parsonages etc. for fair and fast distribution.

The OC had to adjust the food distribution to actual needs fast in order to achieve maximum efficiency. In early August, 1972, the OC found out at what times employees could not be related to employment plans, or could be related with some delay only.

If an employee's work period was shorter than envisaged the employer agency was

expected to return the meal coupons at once in order to avoid the preparation of too many rations in the cafeterias.

If the actual employment lasted longer than envisaged in the employment plan, or if short-term personnel groups were not covered by the EDP system, any additionally needed meal tickets were issued upon written request which had to be made as early as possible. Meal tickets issued for one cafeteria only, could be used also in other food centers during the initial period. This helped overcoming planning deficiencies and neutralized the frequent last-minute changes in personnel planning which rendered the coordination of food centers and work places very difficult. As long as the EDP program was not yet fully effective the meal tickets did not show the name of any food center. Instead, they indicated the work place and could be used in the cafeteria that was located nearest to it.

Employees who could not take their meals at the proper food center due to sudden changes in their work schedule, were given lunch packets which could be picked up at special distribution counters upon presentation of the food ticket valid for the meal in question.

As a consequence many pre-printed meal coupons were not used during the initial period; many additional tickets were issued as replacements, and many were exchanged. Even during the Olympic Games, changes had to be made in the food distribution system. The number of persons who were served meals was well above the planned number, and the work periods were longer, among other reasons because of the extension of the Olympic Games by one day. Many employees went to food centers other than those assigned to them. As a matter of principle, however, people were authorized to eat only at the places marked on their meal tickets. The OC insisted on the enforcement of this rule particularly at the cafeterias in Olympic Park which were much in demand and highly frequented. Strict checks were made. Additional food counters were set up which distributed deep-frozen meals. More groceries were purchased and temporary difficulties could thus be largely eliminated.

Menus

Exceptional demands were placed on all short-term employees. The OC therefore provided food for them which was high-standard both in terms of the types (nutritive value, caloric content) and selection of food. All three daily meals — breakfast, lunch and supper — were supposed to have a total value of 3,000 to 4,000 calories. In negotiations with the cafeterias and restaurants the OC saw to it that their fourteen-day menus were as close as possible to the plan worked out by the OC. Whenever this could not be done because the kitchens were lacking or too small — e.g., in the fair grounds and the cafeteria of Olympic Stadium — deep-frozen meals were distributed under a special nutrition plan. After a limited invitation for bids the OC commissioned a private firm to equip these distribution centers with thawing ovens and freezers. The firm also delegated the necessary personnel.

Because of the referees' exacting demands the OC drafted a special bill of fare for these persons which offered them a choice between two menus a day.

The groceries which were processed by the factory cafeterias were purchased by the OC from the customary caterers, if possible. In the barracks, in the Army-operated restaurant at the sports hall and in the contract restaurants the managers bought the food and were reimbursed by the OC. All material and equipment used by these food centers were stored in the Waldmann Barracks south of Olympic Park.

Lunch Packets

Whenever it was impossible to provide normal hot meals because of an employee's special type of duty (for instance, course umpires) lunch packets replaced the major meals. These packets were prepared, packed and centrally distributed by the Federal German Army: At the dressage installation, along the course of the three-day-event, at the start and finish of the cycle race in Grünwald and at the autobahn exit near Schäftlarn. The OC issued lunch packets and supra-regionally valid meal tickets to almost all employees who were unable to use the normal eating facilities. Only in exceptional cases did the OC make cash payments to cover expenses incurred, for instance, by contest assistants who worked at the competition sites outside Munich beyond lunch and dinner time and to whom food services could not be made available.

Beverage Service

Every employee received one non-alcoholic refreshment drink free of charge at every hot meal, and as a rule also a 0.7-liter bottle of the same beverage per day at his quarters. The drinks were donated by a world-renowned company. They were distributed also in the factory cafeterias and restaurants. Except in the restaurants, no other beverages were available.

Dishes and Cutlery

Because the capacity of most available dish-washing machines was inadequate, the OC decided to use disposable dishes and cutlery. Considerable amounts of money were saved by the central purchase of the entire needed quantity at favorable terms. Other equipment was either donated (for example, refrigerators) or, in part, loaned free of charge within the framework of contracts (e.g., thawing ovens were provided by the producers of the frozen meals and by the Army).

Accounting

The OC concluded contracts with the managers of the food centers in such a way that it had to pay only for meals actually issued on the basis of meal tickets. With respect to the meals for short-term employees assigned to the OC by the Federal German Army, the OC paid for the difference between the higher cost of improved Olympic-type food and low-price standard Army food.

The OC used meal coupons also as the basis for collecting the amounts which commercial firms and public authorities

had to pay for food issued to their personnel during the Games.

24.6 Uniforms

It was early apparent that short-term employees would have to fulfil a wide variety of duties. Most employees had to work in some official function or in direct contact with the public. The OC estimated the presumable need at about eighty different functions and an expected number of some 20,000 persons. This in itself pointed to the necessity of visually categorizing the various personnel groups and different areas of responsibility, and in a way which made it possible to recognize and distinguish the individual groups without difficulty. Some externally visible information object was required which followed certain visual order principles and facilitated orientation as well as communication.

The experience gathered at the Xth Olympic Winter Games in Grenoble in 1968 and at the Games of the XIXth Olympiad in Mexico City in 1968 likewise pointed to clothing as a main means of characterization. With the help of distinctive informative characteristics, clothing could differentiate between and point to the most varied tasks within a common group of functions, and possibly even make apparent the individual functions within these groups.

A standard uniform for the various groups of permanent and short-term employees had to be designed for this special occasion. Clothes were needed which fitted into the overall visual appearance and which were adjusted to the employees' duties in a logical, clear, simple and lucid design.

This called for a function-related clothing system. First drafts for a basic concept were made in early 1970. Such timely planning was necessary because a period of 1½ years was presumably required from the production of raw materials to the delivery of ready-made clothes. Prior to that, suitable patterns had to be obtained, based on pre-determined uniform guiding principles.

Guiding Principles

These guiding principles had to make apparent the variety of different personnel groups and to differentiate in accordance with functions.

Using the aspect of related functions, the general secretariat divided all function types into eight superordinate main groups:
contest personnel
personnel of the OC
hostesses
control services
security guards
technical services
cleaning and service personnel
health personnel.

Different colors or color combinations were selected as one guiding principle to characterize the eight main groups. This made the uniform system understandable. But more was required than that: A visible characterization of the various functions within each personnel and color group.

The pattern or style of clothing was to be used for this purpose.

Color and pattern were thus the two general guiding principles. The OC used them as a basis when trying to find suitable designs, starting in April, 1970. The OC was advised by a group of experts consisting of twelve female fashion reporters and independent experts from the fashions and garment industry. Details of the two general principles were worked out in cooperation with this group.

Color

The official catalog of colors which characterized the visual appearance of the Olympic Games, determined the colors selected for the clothes: preferably light blue, light green, lavender, moss green and orange. Only the jackets of the jury members and technical delegates, in accordance with international tradition, were red.

Patterns

Three main groups of patterns determined the clothing program. They were adjusted to the groups which were going to wear them, in accordance with functions. Supervisors of the eight main groups — distinguished by different colors — were characterized by blazers. The form of these was an imitation of the classic cut of the club jacket, the only difference being the buttons which were the color of the material rather than silver. Another fashion style was to be typical of sport—and service-related, non-representational functions. The OC decided in favor of the so-called "safari look". This concerned the most numerous group of persons.

The OC selected the "dirndl" look to characterize the representational and guide functions of the hostesses: a fashion style more sophisticated than national costumes. Only the Olympic emblem was used for patterning the materials.

Designs

These principles were worked out at three conferences held by the advisory group between April and July, 1970. They were mailed to selected firms and fashion designers in late August, 1970. The addressees were asked to submit two sets of designs each by late October, 1970, for consideration. This internal fashions competition was arranged separately for each group of patterns: for dirndls, ladies' safaris, gentlemen's safaris, and blazers. The OC sent the designers sketches and descriptions which roughly outlined the views of the OC on patterns, colors and materials.

On December 1, 1970, the OC selected the designs which were to be used. During the following months, these were partly altered in regard of form, style, quality of material and manner of execution. Above all the OC tried to find a general principle, a common denominator, for the designs which strongly differed in detail. The designs had to be likened to each other by certain criteria such as uniform pockets, flaps, buttons or seams. Only the dirndl program remained independent and unaltered. During this advanced phase of the total clothing program the OC was advised by the French fashions designer André Courrèges. He

also designed the various types of work clothes overalls, mechanics suits, smocks, aprondresses.

Furthermore, the OC had to define the colors and color combinations for the various personnel groups. The signal value of colors was, if possible, expected to coincide with the principal distribution of colors within the overall visual appearance of the Olympic Games: light green = press; silver = technology. In most areas, however, the colors had to be related to the various special functions of clothing and to the persons wearing it.

Preparations were also made to provide the necessary accessories: shirts, ties, stockings, etc. The OC desisted from ordering special shoes for its employees.

Requirement Estimates

During the period starting in November, 1970 the OC established the total demand for ready-made clothes. To begin with, it laid down the types and numbers of the personnel groups who were to wear uniforms, work clothes or protective clothing. Later, when design and colors were decided upon, the absolutely necessary minimum equipment of these persons — "the required equipment" — was determined. A clothing plan was worked out. It contained information on the quantities of individual articles of clothing and accessories, and it indicated which and how many clothing articles were needed for each personnel group.

These requirement estimates were made manually on the basis of a plan breaking down the quantities of required clothing according to standard sizes. The OC used either the measurement sheets in which the employees, e.g., the referees and hostesses, had indicated their standard sizes, or the size distribution code of the German garment industry.

As a precaution the OC ordered reserve quantities in order to cover any possible needs in excess of the anticipated requirements.

Production

When the designs were selected and categorized according to groups (=colors), functions (=patterns), accessories and required equipment, the production could begin. Up to that point the OC had scarcely incurred expenses because the firms which participated in the competition had courteously submitted their drafts free of charge. The OC hoped to purchase the greater part of cloth and other materials for production at reasonable prices. In this situation the OC expected that costs would be lowered mainly by mass production. Here, too, favorable contract terms permitted considerable savings. In recognition of their obliging attitude, the producers were permitted to use the title of "official suppliers". Most manufacturers who worked for the OC produced clothes which they themselves had designed. If this could not be done, a firm in the Federal Republic of Germany executed the designs after the designer had checked them in respect to the pattern and color. In December, 1971, the OC placed the orders for the total quantity of garments with nineteen producers, and in March,

1972, the OC informed the firms of the individual sizes needed. Uniforms and accessories of all colors were officially shown to the press and public on March 10, 1972.

Storage — Distribution

Between April 1 and June 30, 1972, the clothes were shipped to Munich. Here they were stored and centrally distributed in a hall with 2,000 sq.m. of usable space which the OC rented from March 1 to September 30, 1972. The hall was located in the suburb of Milbertshofen on land owned by the Federal German Army, some four kilometers from the sport sites, and was made of prefabricated elements (unit construction system).

The hall was divided into three areas: a gentlemen's department (1,360 sq.m.) a ladies' department (320 sq.m.) an atelier for alterations (320 sq.m.).

Men and women received their uniforms in separate rooms. In both departments the clothing items were grouped in eight clothes stands, in accordance with the personnel groups.

The ready-made clothes could be altered in a special atelier immediately after distribution to achieve the best possible fit. A specialist firm installed automatic equipment in the atelier free of charge. The atelier was located between the ladies' and gentlemen's departments and could also be entered from outside by persons picking up their clothes.

Twenty-four persons worked in the atelier, and thirty-four at the two distribution counters. Of these fifty-eight assistants, forty-three were assigned by the Federal Army while the rest were hired through the Munich labor office.

After the storerooms were furnished and the clothes were stored, the distribution began on June 26, 1972, for both short-term and permanent personnel. The distribution of individual clothing articles was supervised and checked with the help of clothes coupons. These coupons were machine-printed and listed the employment period and duties of the individual employee, his name, the required clothing articles, size and distribution date. The OC fitted the distribution dates into a precise time schedule in order to avoid lengthy waiting times. During the test events beginning July 10, 1972, the referees and contest assistants received their uniforms. The remaining short-term employees who arrived beginning in late July, 1972, received their equipment immediately after arrival. This considerably facilitated the work during the period between August 16 and August 26, 1972, when up to 1,600 persons had to be dressed per day. Up to 300 items were altered every day.

Some difficulties arose because the number of employees to be equipped was much larger than was expected at the time when orders were placed in 1972. Using the reserve quantities which the OC had ordered as a precautionary measure, and placing additional and special orders, the OC managed to provide proper uniforms for all authorized groups of persons.

Post-Olympic Utilization

After the Olympic Games the clothes became the property of the employees. Articles from the reserve which had not been issued, were sold by the OC to permanent and short-term personnel at cost-prices. Items still left over were of unusual sizes and patterns so that the OC sold them to a department store chain at a drastically reduced price. All told, clothing including cleaning cost 4.5 million marks.

Cleaning

The OC wanted to reduce the issue of multiple clothing sets for short-term personnel to a minimum. Arrangements for cleaning were therefore necessary. Every volunteer received a check in the amount of 30.— DM which he could use at the dry cleaner's closest to his quarters. The cleaners' addresses were posted in the billets. Through intensive negotiations the OC had arranged for reasonable prices. The OC paid for cleaning the mess jackets and smocks of Army personnel.

24.7 Services

Basic Ideas

Most short-term employees worked on a more or less honorary basis. Almost without remuneration they invested their working energy and leisure time in the project "Olympic Games". They did so under conditions which were not always easy. They remained anonymous at their places of work, in the mass quarters and transportation vehicles. In addition, most employees were scarcely able to witness the interesting events of the Olympic Games from their first day of work. Despite all differences in social and national origin and notwithstanding various motivations, it was safe to assume that most employees were moved by a desire for firsthand experience and involvement in the sport events and the fascinating spectacle of the Olympic Games, when deciding to participate as volunteers in the implementation of the Games.

The OC was afraid that there was a wide discrepancy between the hopes which the short-term employees placed in their work in Munich and their actual working conditions. Disillusionment was to be expected. The OC attempted to counteract disappointment even during the planning phase in order to keep up the working morale of its employees. The OC worked out an extensive service program. The program was supposed to enable the employees to use their leisure time-which was brief anyway — in an individual manner without encountering financial or organizational problems. Rather than offering opportunities for mass tourism, the OC took steps that gave the employees the feeling of being personally cared for.

Service Program

Arrangements were made to promote communications within the individual groups as much as possible. This was to compensate for anonymous work and to counter the dispersion during leisure time of groups which were together during work and in their quarters.

The OC set up communication centers. The short-term employees were permitted to participate in various dance and music events in the Olympic Youth Camp. They could also enjoy the daily mixed programs at the twenty-seven leisure time centers which the Munich City Youth Group organized in cooperation with the Cultural Youth Program Office. Lounges were provided in the mass quarters. Two communication centers were to offer relaxation, entertainment and information to short-term personnel all day (10 A.M. to 11 P.M.) between August 15 and September 16, 1972. One center was located at the University of Munich, the other at the Marchionini Student Dormitory on Lerchenauer Strasse. The OC set up lounges and rooms for reading, television and play. It created an entertainment program including movie serials, folklore presentations, etc. Concerts by bands in national costumes and other music groups took place in a beer garden or, if the weather was rainy, in the main auditorium of the university.

Every short-term employee was entitled to attend at least one event in Olympic Stadium free of charge. Admission tickets for additional sport programs were provided. Altogether 130,000 admission tickets were issued for field and track events in the mornings, for soccer matches in Olympic Stadium, and for the preliminary rowing heats at Feldmoching-Oberschleißheim.

Current television reports of the Olympic Games were transmitted to a large screen in lecture hall 101 of the university (Eidophor system).

Short-term employees working on an honorary basis were issued "recreation passports" authorizing one free visit to each of the major museums, art galleries and exhibitions in Munich. The "passport" also listed other recreational facilities: the communication centers, one free ticket for the Olympic Stadium, reduced-price tickets for the international folklore festival and participation in cruises on Lake Starnberg. Initially the OC planned to prepare this "passport" in the form of a block of coupons which were to be torn off when the employee attended these events. Later the OC decided to distribute only "passports" with printed squares that were stamped when the bearer attended an event.

Holders of "recreation passports" also each received a coupon for one liter of beer at the Hirschgarten restaurant and a gratis ticket for a ride to the top of the Olympic tower. Special area tickets authorized each employee to use the public transport facilities of the Munich traffic and tariff association. The tickets were valid within the city center and on the lines to the sport sites at Oberschleißheim, Garching and Poing. The period of validity was identical with the employment period. These special tickets largely solved the transportation problems of the short-term personnel and saved them additional expenses during their leisure time.

A central contact office was open to all employees for personal advice day and night in the Deba housing area between August 1 and September 15, 1972.

In order to provide as comprehensive information as possible the OC installed TV sets and radios in the community lounges of the billets and made printed information, available (newspapers, magazines, Olympic-related publications). A board displaying the latest contest results was put up at the entrance of each billet. Information stands were installed also in the communication centers and at the contact office.

All these services were arranged for the short-term personnel while they worked for the OC. Separated in regard to time and space, two more service complexes existed.

Even prior to the arrival of the short-term employees, the OC sent them information material on Munich and the Olympic Games. This was an integrate component of advance training. The individual groups of persons were informed as to when, in what manner and where they had to report in Munich.

The OC attached high importance to first personal contacts because a pleasant welcome influences the employee's attitude favorably. Because of the large number of persons arriving, it was impossible to welcome each personally, for instance, through hostesses. In general the various groups of persons were welcomed by their supervisors or group leaders who also gave information on any pertinent personal matters. An information leaflet satisfied the need for orientation which was much to the fore at the beginning. The leaflet listed the most essential contact persons and telephone numbers, services, addresses of quarters; it contained advice on expected behavior, and on action to be taken in the event of accidents or sickness; it gave information on the "recreation passport" and the communication centers, the use of public transport, the eating places, the reimbursement of travel expenses and the payment of pocket money as well as on facilities for social contact. Besides each employee received the official Olympic guide book. Each employer agency organized the welcoming ceremony for its employees.

In recognition of his or her services, each short-term employee received a souvenir: a medal produced by the Berlin China producer and a letter of thanks spelling out the special type of duties performed by the recipient during the Games of the XXth Olympiad.

24.8 Training

Even while compiling work schedules for its employees, the OC had to prepare them thoroughly and carefully for their duties. The OC determined the need for information among all personnel groups and, using the unit construction system, it divided the total quantity of subject matter into bits which were methodically processed in a way that made it possible to transmit the information within a brief period to the groups, some of which were very large. Modern teaching aids were needed during the training phase to guarantee thoroughness and uniform levels of knowledge, and to create chances for negative selection.

Development of a Conception

The OC started its deliberations in the spring of 1970. It developed concepts for the training of the hostesses and security guards. While adjusted primarily to the problems of these two personnel groups, the concepts also offered a suitable foundation for the training of the remaining short-term employees.

Starting from the project study on the training of hostesses, the training of all short-term personnel was planned and organized along uniform lines. It was necessary to exchange experiences and materials among all employer agencies and to coordinate their wishes and ideas with regard to the topics and contents of training, the groups to be trained and the structures of organization:

- Which were the common points in the responsibilities and in the training of people who were to work in different functions?
- Where did they coincide, where did they overlap?
- Where could and must the duties of one group include part of the tasks of other groups?

Identical information needs of different groups were to be covered by identical information. The aim was a training level as uniform as possible. This was the only way of using technical teaching aids in an optimum way, avoiding disproportionate financial expenditures.

A standard concept for the training of all short-term personnel was completed by May 5, 1972.

Training for Various Jobs

The primary aim of the training was the teaching of special knowledge absolutely necessary for optimum performance of the employees' jobs. This called for employment-related transmittal of information, based on the question: What specific knowledge is required by the respective job? The description of job characteristics and tasks had to list the requirements expected to result from the work situation. The individual employer agencies prepared these descriptions well in advance and completed them. Training for simple duties caused no difficulties. The employees were briefly instructed at their places of work. Nevertheless special attention was devoted even to the less attractive tasks of the short-term employees. Close cooperation between all elements of the apparatus charged with organization and implementation was an indispensable prerequisite if the Olympic

Games were to run smoothly. Employees working in less attractive jobs had to understand that they did not merely carry out unimportant marginal duties; rather, they were necessary and irreplaceable parts of the total organization. They contributed essentially to the impression which persons attending the Olympic Games took home with them upon their departure.

Function-Related Training

The instruction programs had to avoid treating the various jobs of short-term personnel as isolated work units independent of each other, for which the mere incomplete knowledge of the respective work area sufficed. Rather, the programs had to correlate and integrate all types of functions. It was necessary to demonstrate the interrelationship of each specific function and the total process, through both the methods and content of the instruction. If seen from this angle, the training could integrate the employees; it could fit the more than 600 different isolated functions into a lucid context and pave the way for responsible cooperation among all concerned. The tremendous increase in personnel numbers called for intensified efforts to this effect.

Another factor had to be considered: The employees' desire to witness the contests at first hand during work - which was the motivation of many volunteers — was certainly not satisfied in most cases. The training was to offer compensation and substitutes for disappointed hopes. The instruction was expected to possess an innate experience value. This was no unimportant factor for the success of the overall visitors' program.

The instruction programs were expected to integrate and serve the employees. For this reason, the programs needed a good foundation. They had to explain the organization contexts; they had to inform the employees of the superordinate structures of their respective duties. This information made it easier for employees to help in exceptional situations. The more an employee knew about the overall organization the easier was it for him to improvise if necessary, which was to be expected often in spite of all advance planning.

The Training Program "General Knowledge about the Olympics"

The teaching of general basic information aimed at achieving a uniform level of knowledge and skills. This called for the use of the same teaching materials for different personnel groups. The most important teaching materials were the units of the learning program, "General Knowledge about the Olympics" which the OC had prepared for the benefit of the hostesses. These units were orientated primarily to the information needs of hostesses, but from the outset they contained also subject matter that was important for the rest of the short-term employees. Since each bit of this instruction program was in itself complete and intended for self-instruction, it could be used in the training of a wide variety of groups in harmony with their special needs and in combination with other program units. The OC had merely to select from the total program those units that

were essential for an individual group. This programmed advance information enabled the OC to transmit general information about the Olympic Games to different groups of recipients by mail, without considering special information content. Some program bits were of interest to all short-term personnel, others only to certain groups.

The basic knowledge contained in these program bits was supplemented by printed information which the OC mailed to its employees in advance: the official guide book, official city map and a series of special brochures, information leaflets, publications and maps. Important technical information of general interest on payment, housing, food, services, insurance, medical services, traffic, organization structures and employment planning was passed on early by mail.

After their arrival in Munich the employees received further oral or printed information to supplement the knowledge that was merely theoretical so far: first-hand information about their work places, the location and functions of the respective sport site or of Olympic Park, and the management structure of their agency. City sight-seeing tours and inspections of the sport sites were arranged. The most important technical and organizational details were once again summarized in a folder which also contained facts on the employees' special duties during the Olympic Games.

The teaching of background information was part of the effort of the OC to provide optimum services for the athletes, sports leaders and visitors.

Many short-term employees performed their duties in varying degrees in contact with the public, and some even stood in the focus of public attention. To quote an example, the duties of an usherette may be explained here. Her isolated function consisted of leading people to certain seats on the basis of admission tickets shown to her. She had to know the work area of her sport site and the system of admission tickets. Seen from the viewpoint of the overall situation, however, her job was far more comprehensive. Since the average visitor did not strictly distinguish between functions, the usherette was to him a potential discussion partner, mainly because of her official uniform. He expected her to give information or at least to refer him to the proper source of information. For this reason the usherette had to be adequately informed about the structures and processes of the overall organization, the set-up and installations of her sports site, and the major public facilities of Olympic Park: information counters, lost and found office, police station, first-aid center, etc. This knowledge enabled her to react with self-confidence and to master difficult situations.

Through centralized intensive training, therefore, the OC had to pass on more knowledge than appeared necessary for the accomplishment of the employees' duties at first sight. This held primarily true for hostesses, hosts, delegation guides, supervisors of all employer agencies, directors of areas, employment

and groups, control personnel, usherettes, messengers, other service personnel and interpreters. The question was: What information beyond the scope of their specific duties is needed by each of these personnel groups in view of their special relations with the visitors? In contrast to the special training performed internally by the various departments, this intensive training was carried out centrally through a series of seminars that were timed to the arrival of the various personnel groups. The employees were divided into groups of about thirty but not more than fifty persons each, who preferably came from the same area of activity. In this manner they came to know each other and their future employment area. In order to instruct the employees on localities, organization and employment planning, the OC used programmed audiovisual teaching aids with equipment to check instruction effectiveness. Slide shows with sound tracks informed the groups on the layout of Olympic Park and Munich, and informed them about transportation, uniforms, and the Olympic organization structures.

Presentations of Olympic films, above all, the official film on the Games of the XVIIIth Olympiad in Tokyo, served to stimulate motivation.

Particular emphasis was placed on preparing the volunteers for their roles as hosts. The OC produced three video tapes which showed proper reaction to provocations, behavior toward foreigners, internationally understood hand signals, etc. In addition there were lectures, debates and discussions.

Organization and Implementation

The content and forms of training, the methods and means were thus fixed. During the preparations, however, so much time had elapsed that the production of the comprehensive teaching materials had to be done under the pressure of time. Some materials were completed only while the training phases were already under way.

The OC worked out all organization details of the training. The set-up of the sports sites provided the organization structure for the instruction programs. Personnel with management functions assumed the training tasks. This determined the subdivision of the programs. A central executive team, that is, three staff members of Department IX of the general secretariat, instructed the area directors on training methods, the handling of technological teaching aids and on personnel management. The area directors passed on this knowledge to the employment supervisors and these, to the group leaders. In this manner, the executive personnel were able to establish their authority even while training for the major tasks that were lying ahead for them. For special instruction topics, for example, personnel management, the OC invited qualified experts.

Fifteen training organizers assisted the instructors with respect to organizational matters and took care of the smooth functioning of the mass training. Most of them were delegated by federal government agencies and had some sports organization experience.

The phase of on-the-job training preceded the beginning of actual work. Its duration depended on the type of duties, organizational conditions (for example, housing facilities) and adequate financial compensation. The exact date of the beginning of instruction could be fixed only when the employee's work place was determined. This was done after the optimization of the work periods by EDP. Such optimization had to take into consideration the length of the training of the individual personnel groups. Above all, the instruction periods had to be coordinated for jobs in which the personnel of several agencies were supposed to work. The OC had to check whether the employer agencies had included the time needed for internal special training when reporting their personnel requirements. As a matter of principle, three days (for the work period August 1 through September 30, 1972) or two days, respectively, (for the work period July 1 through July 31, 1972) were generally added to all reported employment periods. These extra days were used by the volunteers to inform themselves about their quarters, the food service and payment system, and about local conditions. The OC had the opportunity to hire replacements if appointed employees failed to show up at their places of work or if they arrived late.

Because of the school and university vacation, a sufficient number of suitable halls were available for training. The theoretical and practical instruction took place in the immediate vicinity of the OC. During the training phase considerable difficulties arose in setting up a satisfactorily functioning management structure within a minimum of time.

A large number of short-term personnel were adequately motivated by their desire to participate in the Olympic Games, but they did not want to submit to the overall pressure of facts. This became particularly obvious at the distribution of uniforms to large groups and at the allocation of mass quarters.

The area directors responsible for "general services" could not be prepared for their training duties at joint sessions because they were busy with much work on details at the sports sites. In place of them, the OC had to use the employment supervisors. This resulted in misunderstandings, especially on questions of leadership, when the subordinate personnel groups were assigned to their agencies. The effects were in some cases felt even during the periods of actual work.

25

25.1 Food Services

25.1.1 Type, Number, Size and Location of the Food Service Facilities

The visitors needed to be cared for. Therefore, a satisfactory food service had to be provided at the competition sites or in close proximity thereto:

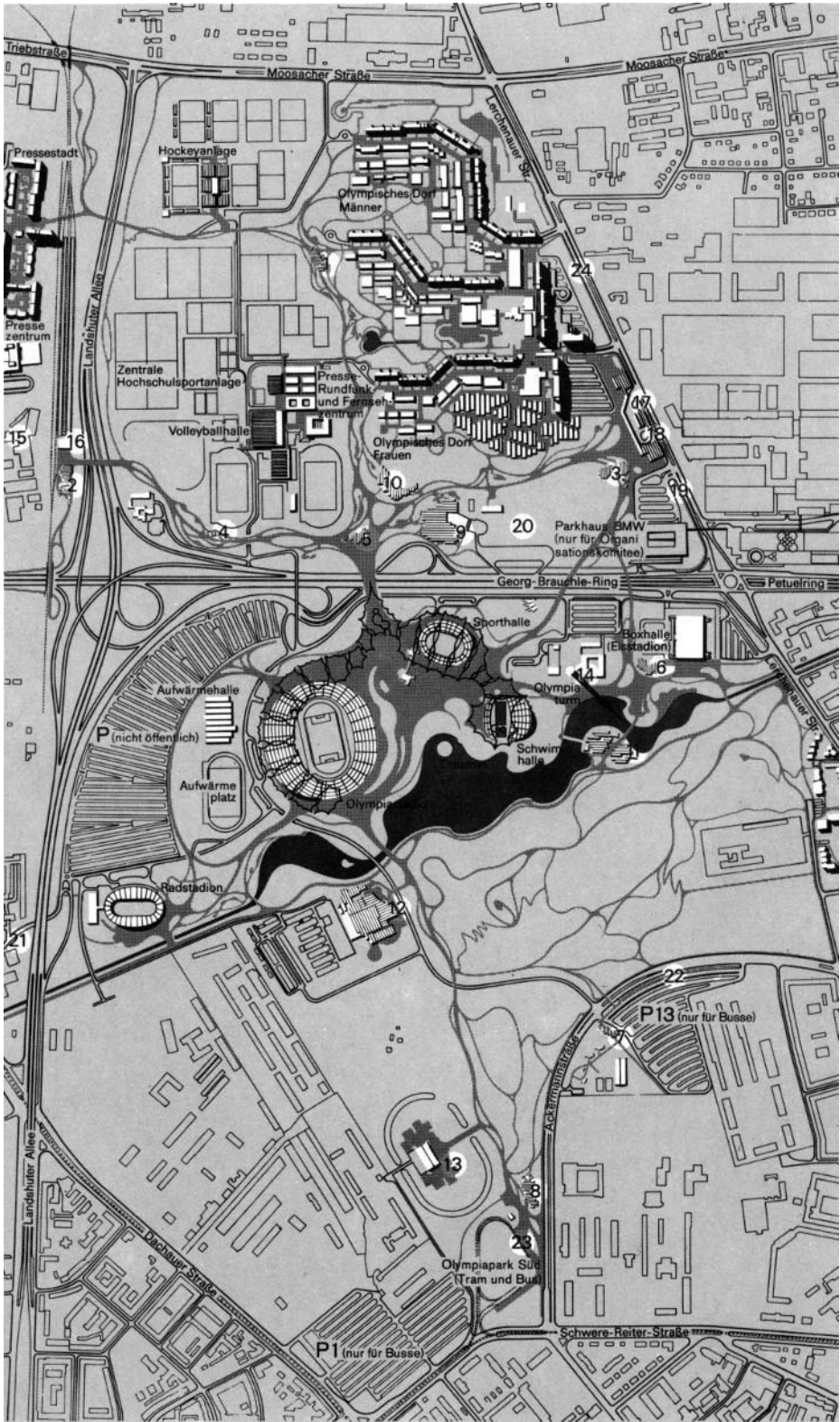
- Permanent restaurants were planned for some competition sites which were to be used after the Olympics. They served primarily for the care of guests of honor, but could also be used for service to visitors if they had a large enough seating capacity and were able to be divided into at least two rooms. Such was the case in the basketball hall, the bicycle stadium, and at the canoe slalom facility in Augsburg.
- When such restaurants were not on hand, temporary kiosks were built. Their number, size and location was adapted according to the condition of the sports facility, i.e., their spectator capacity and available space.
- Vendors were active in the grandstand areas.

The situation in the open areas of Olympic Park, which would be visited during the Olympic Games by a large number of persons, attendance to whose needs was pressing, was essentially different.

The first task was the determination of the variety of food service installations, their number and their coordination. At the beginning of 1969 the OC assigned the task of formulating a position paper that should concern itself with the food service options at Olympic Park and within the new competition sites which were to be built. The paper evaluated the three most important food service options to be as follows:

- the restaurant-type sale with roofed restaurants with seating, especially for warm meals;
- the stand-up type of sale in non-mobile stands (kiosks) or machines;
- ambulatory sale.

The work group "Food Services" which had been set up by the commerce committee of the OC and was constituted in mid-1969, worked on the basis of this position paper. Experts in various areas of supply worked in this group. They considered first the restaurants at Olympic Park. The basic principle was that all restaurants would only be temporarily erected, since after the Olympic Games similar mass demand would scarcely exist. The unanswered questions were: How large a seating capacity was necessary? How great were the total space demands, including the management areas? The OC proceeded from the number of visitors expected daily at Olympic Park. They estimated between 80,000-100,000, with 120,000 on peak days. Approximately 10-20% of the visitors could be expected to want warm meals. The midday pause between morning and afternoon events lasted between one and one and one-half hour(s). During this time a seat would be occupied three or four times. Their principal figures seemed to indicate a demand for 10,000 seating places — 2,000 with self-service and 8,000 with table-service. This demand should be able to be met with two or more large restaurants.



Legend to the map on the preceding page 9 10

Restaurants		
9	10	Restaurant North Self-service International cuisine Roast chicken, pork, sausage Cold plates, etc., beverages
	11	Restaurant on the lake Self-service Roast chicken, pork, sausage Cold plates, etc., beverages
	12	Restaurant South Waiter service International cuisine, beverages Self-service Roast chicken, pork, sausage Cold plates, etc., beverages
	13	Restaurant tent and beer garden Self-service Roast chicken, pork, sausages Cold plates, etc., beverages
	14	Atrium restaurant Waiter service International cuisine, beverages
Varieties of kiosks		
		Cosmetics
7	8	Photo and optical goods
6	8	Souvenir medals
6	7	Beverages, cold
		Coffee and cake
6	8	Dairy products
	7	Fruit
6	7	Snacks
6	8	Commemorative postage stamps and postmarks
6	7	Souvenirs
6	7	Ice cream
6	8	Candy
	8	Tobacco
6	8	Newspapers and books
Transportation		
22	24	Taxi
	16	Rapid transit
	17	Bus
	18	Subway
	19	Bus (special lines to contest sites outside of Olympic Park)
	23	Streetcar

These were the first estimates. Because the OC had to consider the availability of space in the vicinity of each of the sports facilities in Olympic Park, the Olympic Construction Company was involved in all further planning, especially in the determination of the location of the restaurants. By this point in time - fall, 1969 - the overall conception of Olympic Park had been determined; the earth moving work which had already begun allowed only certain areas for the construction of food service facilities. This meant that the OC had to build the large restaurants in some what cramped areas which were the most important for the visitors and sellers and thus had to give up several favorable locations in principle. Thereby the basic principle of the management of the restaurants was formed. The fixed number of available places should be optimally used; the visitors had to be quickly and efficiently served. Many small restaurants, as well as speciality restaurants, could scarcely have fulfilled these requirements. The OC needed between two and four large restaurants. The central directing principle continued to be valid later even in the

areas of the equipping of kitchens and determination of menu.

In October, 1969 the Olympic Construction Company presented a preliminary survey. It foresaw two large restaurants with 5,000 seats in each (from this number 1,000 were for self-service) which were to be located in the immediate vicinity of the major sports facilities as well as to be easily accessible to transportation:

- one large restaurant on the north crossing, on the inside of the Middle Ring and on the crossing of the pedestrian walkway between the subway and suburban railroad ("North Restaurant") and
 - one large restaurant between Ackermann Street on the south bank of Olympic Lake directly across from the stadium entrance and the approaches from the streetcar station and the bus parking area ("South Restaurant").
- Both were accessible from the internal service roads.

In addition, three country-style food service facilities were to be located on the north crossing by the boat basin on the south bank of Olympic Hill. They were to be temporary, roofed open-air gardens with 1,000 seats each. Their menus would not be particularly extensive.

Cafes were also foreseen on Olympic Hill and at the South Restaurant. These cafes were to be permanent food service installations which would remain in operation also after the Olympics.

On the basis of an upward revision in the estimate of expected visitors to Olympic Park, the "Food Service Work Group" of the OC raised the number of necessary seating capacity to between 17 and 18 thousand. This meant that the capacity of some of the food service installations had to be increased—the South Restaurant to 7,000 and the beer garden at the boat basin to 2,000 seats. Two new food service installations were planned for the south bank of the Olympic Lake: a beer garden with 2,000 seats and a dance cafe with 175 seats. The location and size of the food service installations were summarized in a survey by the OC. It was supplemented by information concerning access and delivery traffic and was presented to the executive board in November, 1969 as part of the "Surface Utilization Plan" of Olympic Park. Approximately 17,500 seats were included for the care of the visitors. For these facilities some 8.5 million DM were budgeted in the general finance plan.

In addition to the restaurants and beer gardens the OC planned temporary refreshment stands in the open areas of Olympic Park for quick service to the visitors. They should specialize in certain varieties of food and be set up in various large clusters. Each stand would be connected to water and electrical power, have a counter measuring approximately four meters and be located in conjunction with toilet facilities for visitors and sales personnel. The food service work group of the OC suggested twelve clusters of stands which should be arranged at random and distributed throughout Olympic Park. They should be located, among other places, close to the large restaurants or beer gardens so that visitors who found no seats available at these facilities could make use of them.

In October, 1969 the placement and size of the food service clusters were determined after an inspection tour of the site. The following were foreseen as sites: the forum, the path between the subway station and the north crossing as well as between the same station and the Olympic Tower at the fork of the street north of the Middle Ring, the street between the Central University Sports Facility and the Olympic Village and the path from the suburban railway station to Olympic Stadium.

The basic elements of the conception of the food service and provisioning system at Olympic Park were now ready. The executive board of the OC agreed in principle and assigned the general secretariat with the task of determining or calculating costs and awarding concessions. The Olympic Construction Company assigned architects to draw up plans.

Thereafter the work group for food services met at irregular intervals.

The OC commissioned the formulation of a critical position paper which should provide information about the following:

- the foreseeable scope and variety of the food service demand;
- the most advantageous assortments of items;
- the location and technical equipment of the food service facilities;
- the tendering of bids for lessees.

The critical study was available in mid-April 1970. Shortly thereafter the general secretariat created an office in Department IX "Visitor Services" which office was to concern itself with the realization of the concepts embodied in the critical study.

Because of high costs and the reduced space availability in Olympic Park, the seating place requirements were again reconsidered. As a result, it was determined that approximately 9,600 places for the service of visitors with admission tickets and the passers-by without admission tickets would be sufficient.

An important factor in this decision was the fact that the cost of providing 17,000 places was too high when compared with the new estimates for economic return. It had to be taken into account that, because of noise disturbance to the Olympic Village which was foreseen from the North Restaurant and its beer garden, these would have to be closed at 9:00 P.M. The crux of the food service facilities therefore was obviously the South Restaurant (with beer garden and dance cafe) and the beer garden by the boat house.

With these 9,600 places essentially only the spectators at the sports events could be served without the inclusion of other visitors. The OC had also to forego encouraging visitors to stay in Olympic Park after the events. This had to lead to a sudden rush to the mass transit facilities. The problem for the OC was how to increase the availability of places without having to commit additional resources. Beer tents, modelled after the "Oktoberfest" tents, offered supplementary food service sites which were erected and operated by private concerns at their own expense. They had to be located favorably with respect to transportation, but ought not to disturb the overall visual impression of Olympic Park.

The question of finances played an important role. Although the OC had significantly reduced the seating requirements from 17,500 to 9,600, the cost estimate of 17.9 million DM by the Olympic Construction Company was nevertheless considerably higher than the budget allotment foreseen in the overall finance plan of the OC. Small reductions could be achieved by renting and resale of single elements of the facilities. The executive board of the OC appointed a commission in July, 1970 which together with the Olympic Construction Company was to develop a proposal for the reduction of the costs for visitor food services. This proposal is described below.

The total seating requirement was once again reduced, by about a thousand places, to a total of 8,650. This was possible in consideration of the food service kiosks which were planned in and around the competition sites and assuming the possibility of beer tents on the outskirts of Olympic Park. Nevertheless, it had to be taken into consideration that the beer tents, since they are equipped essentially for beverage service rather than warm food service, could not completely replace the eliminated seating places.

In the beer gardens 4,650 seating places were foreseen with the remainder in restaurants with their higher level of service and larger variety of food. The cafe on Olympic Hill was eliminated.

The new concept for visitor food services at Olympic Park foresaw the following roofed food service facilities:

- South service center:
 - the South Restaurant (waiter service) with 3,000 places, the covered beer garden south with 1,000 places;
- North service center:
 - the North Restaurant (self-service) with 3,000 places, the covered beer gardens north 1 and north 2 with 1,000 places each;
- lakeside restaurant (self-services) with 1,650 places;
- kiosk clusters in Olympic Park.

The executive board of the OC approved this concept in August/September, 1970 in a roundabout process. A month later the OC delegated the planning and construction to the Olympic Construction Company.

Because of space considerations only the following locations were possible for the beer tents:

- the area west of the streetcar loop, which was, however, unfavorably situated with respect to transportation facilities;
- directly in the vicinity of the South Restaurant; beer tents in this area, however, would have disturbed the overall architectonic impression of Olympic Park and been in competition with the restaurant;
- the interior area of the former stadium of the Bavarian Motor Sports Federation. In this location the tents would be partially hidden by embankments. Moreover, the expected noise would disturb neither the sports events nor the quiet of the Olympic Village.

In March, 1971 the OC decided in favor of the final alternative. The beer tents should forego the appearances which belong to the image of the Oktoberfest and should correspond in their decor to the Olympic image. The construction and the maintenance of these tents was assumed by the Business Association of Munich Breweries. At the determined location they built a Munich festival tent for 2,000 persons and an adjoining open beer garden with 5,000 places. In addition, the Business Association of Munich Breweries set up a restaurant tent at the regatta facilities. The armed forces were responsible for the food service facilities at the three-day-event course.

At the same point in time the OC also completed its plan for the kiosk system in Olympic Park. Eight clusters with a total of 133 individual sales units were foreseen. One individual sales unit was understood as employing two persons. Seventeen varieties of items were distributed among the individual sales units in a ratio corresponding to expected demand.

The stations of the public transportation facilities came into special consideration as locations for these kiosks. The OC worked from the premise that the visitors would avail themselves of such services, either upon their arrival or departure and would satisfy their further needs at the competition sites. Congestion in the forum, that relatively small area which was reserved for free flowing pedestrian traffic, would be avoided by locating the kiosks away from the center.

Kiosks were also included in the space and function program of the OC for the competition sites. The construction of the kiosks was determined according to the pattern of the blueprints in conjunction with the Olympic Construction Company and the post-Olympic users. The Olympic Construction Company assumed the costs. The OC paid only for the kiosks clusters in the open areas of Olympic Park out of its construction budget.

In May, 1971 the Olympic Construction Company began the detailed planning and construction of the kiosks and restaurants.

The OC had also intended to employ vending machines as food service installations. However, the following drawbacks quickly became evident. The refilling of the vending machine with wares was unusually difficult; the theft rate was very high; heavy losses could be expected from the use of counterfeit coins.

Therefore, the OC avoided vending machines for the most part. Only the Munich daily newspapers were to be sold in their long accustomed fashion by vending machines at well frequented areas of Olympic Park. The OC allowed the emplacement of about 120 vending machines for this purpose.

25.1.2

Form of the Food Service Facilities

While the OC was determining the type, size and location of the food service facilities in Olympic Park, it also considered their form and type of construction. The following principles were set down:

- All service sites should match the image of Olympic Park, that is, fit into the forms of the sports facilities and the landscape without an optical discontinuity. Therefore, it was already clear on this basis alone, that the OC could not employ large tents in the traditional style of tent construction — approximately in the form of a house roof as exemplified by the Oktoberfest beer tents — for the restaurants, even though this was an economical and tested construction method.
- The food service facilities had to be functional. Quick service to the guests had to be assured, ample ventilation

and sufficient protection from the weather was essential.

The Olympic Construction Company had intended to use standard prefabricated construction segments and to achieve the desired form by combination of these units. They would have been economical to obtain and could have been resold after the Olympic Games at a price reduction of approximately 60%. They would also have fitted into the architectonic conception.

An externally similar, unified architectural conception for the kiosks and restaurants arose as the solution. Large areas would be covered over with translucent plastic roofs which were of the same radius, but arched at various heights. They thus matched the tent roof and the gently rolling landscape. The light supporting structure of crossed tubing gave an easy, flowing impression. The facade was able to be raised, with the result that the landscape could "flow through". The kitchen and storage sections consisted of an "eternit" covered steel construction. In front of it, facing the guest area, were the food and beverage dispensing areas. The beer garden-type of tables and chairs common in Munich, were placed on the asphalt floor in attractive groupings.

For the purpose of quick service in the restaurants the entire organization was centrally controlled. Large scale kitchens were set up.

A thin plastic roof extended over all the kiosks of a cluster. The kiosks themselves were constructed of inexpensive, short-lived construction materials, such as light plastic and waterproof corrugated cardboard.

A kiosk was composed of a dispensing section, with a storage and refuse section in the rear. The storage sections could hold a day's supply and were able to be adapted to short-term changes in demand.

The OC set up a supply area at a central parking lot in Olympic Park. From this point the necessary daily deliveries of wares could be made with electric carts. The regular deliveries of perishable products and the re-supply of other items in emergencies was carried out in the same way.

The OC distinguished the functional areas within a kiosk cluster visually by means of the official colors and thereby eased the orientation of the visitor. Piped-in stereophonic music created a pleasant atmosphere.

The light construction of the food service facilities made their security difficult. It was easier to break into them than into permanent structures. The kitchen and storage areas of the restaurants were enclosed with a permanent wall. The self-service counter areas and the furniture had no special protection. They were located in the guest areas, which in the beer gardens were not able to be closed off and in the restaurants were only protected by a thin facade and roof from wind and rain.

The counter areas of the kiosks were constructed of connected thin sections of

plastic. The "counter windows" were closed off by means of a padlocked grill work. A double-ply folding cardboard wall protected the storage area. Kiosks which contained items of a nature particularly subject to theft were reinforced with a wire mesh installation and enclosed at the top.

Further structural precautions against entry and theft, especially mechanical security systems, were not feasible for financial reasons. Entry and theft insurance was not obtainable because of the open construction style.

The security service of the OC undertook to protect the food service installations along its patrol routes. In certain areas watch posts were sporadically employed.

25.1.3

Concessions

The OC did not intend either to supply or operate the food service facilities itself. These responsibilities were to be turned over to firms by concessions, through which the OC wished to influence the quality and prices of the items offered for sale.

Many possible means of granting the concessions were foreseeable. The entire visitor food services could have been assumed by one firm or a group of firms. On the one hand, this would have relieved the OC of heavy organizational burdens. However, in view of the necessarily easy granting of such a concession, the OC would have had scarcely any possibility to inject its conceptions into the autonomous planning of such a partner.

Therefore, at the end of 1969 the OC decided, as a basic principle, on the basis of the varied structure of the food service facilities, to lease such facilities to individual proprietors. Only in individual cases — when two or more facilities belong together locationally, organizationally, technically and with respect to transportation, as was the case of the large restaurants and their beer gardens — should they be granted as a unit to a single lessee. The granting of the concessions was to be preceded by an invitation to tender bids. For the central delivery, and for the sale of certain groups of items (alcohol-free beverages, beer) this was to be carried out in a limited fashion, that is, bids would be sought directly.

This solution demanded a disproportionately high organizations expenditure. The provisioning of the kiosks especially would have presented transportation difficulties. Therefore, it resulted that the OC wished to consolidate the visitor food services under a unitary concept. The alternative presented itself. Either concessions for all items in all areas would be granted, in which case the grants would be divided between supply and operation, or grants could be expanded to both areas together.

Under consideration of the special conditions of Olympic Park - primarily its delivery and refuse removal problems - the OC decided in favor of grants according to individual items. Moreover, it distinguished between suppliers and operators of the food service facilities.

When possible, the manufacturer should also sell his product. Mixed items in single sales unit would be purchased in most cases from the wholesale or specialty dealer who was most capable of providing this item. In principle, the OC granted a concession for each item exclusively to one firm or a group. For each group of items or branch, a general concessionaire was engaged. Because of his reputation and founded experience he guaranteed an optimal turnover, insured consistent quality of the merchandise offered, and made up for sales differences (determined generally by different sales locations).

Before the OC negotiated with possible concessionaires, it first determined the essential groups of merchandise. The items should be offered attractively at the food service locations, be expected to have the greatest demand and meet further essential requirements. On the basis of these criteria the OC organized the food service supplies into the following groups of items:

	Restaurants	Kiosks
Foods	a la carte food light meals	snacks fruit cake
Beverages	beer soft drinks juices alcoholic beverages coffee tea milk	beer soft drinks juices coffee milk cocoa
Refreshments	beverages ice cream	beverages ice cream fruit yoghurt
Luxury items	alcoholic beverages tobacco	candy tobacco
Items of current interest		souvenirs newspapers books commemo- rative medals first day covers gold and silver jewelry
Photo and optical equipment		films cameras accessories

The OC limited itself to these six categories of items. It disregarded a wider field of items, for which a large amount of advertising of the most widely varied nature was present, especially in the area of international specialties and souvenirs.

Originally the OC had intended to carry an official bid invitation for every item in order to find the most capable entrepreneur. They began with a bid invitation for the soft drink area. From this it became apparent that two years before the Olympic Games the responsibilities of the would-be concessionaires could not be clearly defined and that the level of the concession prices could not be determined. At this time the OC did not clearly realize the organizational problems which were to plague the concessionaires during the Olympic Games. It developed that the initiation of contact with potential firms was possible without a bid contest. The OC omitted the formal bid contest for the remaining items. Instead, it wrote to firms active in the relevant markets and invited them to a first introductory consultation. The invitation was accepted by 108 firms. The meetings were to clearly determine the task, allow an estimation of the capability of the firm and outline the possible guarantee sums. Such minimum guarantee sums had to be demanded by the OC in order

- to limit its various revenue risks (weather, visitor demand);
- to limit at once the group of contestants to those financially sound firms with the operational capacity for the task,
- to fix the revenue estimate.

The OC assured the concession revenues in the form of deposits paid in advance by contract. The deposits were fixed according to the estimated volume of turnover. The actual concession payments depended upon a share of the sales and required detailed accounting. During the Olympic Games the concessionaires communicated daily delivery invoices and sales reports. The accounts were submitted to the OC by the concessionaires immediately after the end of the Games in order to be certified. On the whole, the concession revenues met the earlier estimates. Except for the events of September 5 and 6, 1972, there was a great probability that the assessment would have been exceeded.

Most of the entrepreneurs who assured the highest deposits to the OC and who were best able to solve the complicated Olympic task in terms of personnel, organization and material, had an advantage. Before granting the concessions the OC investigated the competitors. Most of the concessionaires were chosen by the end of 1971.

In individual meetings with the concessionaires on the item classifications the OC determined the range of items to be offered. The sale of alcoholic beverages was forbidden in principle at all the sports facilities. Other criteria, which varied from item to item, were:

- the importance of the need;
- the possibility for a simple and quick sale;
- the type of packaging and amount of refuse produced;
- the guarantee of a sufficient production capacity;
- the quick calculation of the price;
- the space needs of the wares and their dispensing facilities;
- the perishability of the item;

- the complementary or competitory nature of the items to each other;
- the form and color (in the case of souvenirs, etc.).

The restaurants offered food and beverages according to the usual international menus as well as Munich specialties. In order to be able to serve customers as quickly as possible the scope of the menu was restricted. In the kiosks one was able to purchase whatever must be available at a large scale event, such as the Olympic Games. Whatever was not foreseeably necessary in the immediate vicinity of the sports facilities, was not offered for sale. Therefore, there were, for example, no fashion or native costume boutiques.

The OC was especially conscious of reasonable, and market-justified prices. On the basis of anti-trust regulations, it could not, however, determine uncontrolled prices or dispute the prices of the concessionaires. It could only bind the concessionaires by contract to set their prices according to the locally common levels or not to exceed the manufacturers' suggested retail price.

Not only in the stationary food service facilities, but also in the grandstand areas the spectators were served before and during the events by refreshments salesmen, so-called "hawkers". Their conduct was refined. They were not allowed to advertise loudly their wares. The wares of the hawkers were comparable to those offered by the kiosks. Nevertheless, the OC limited the items to those products for which there was a large demand and which could easily be offered for sale. The hawkers carried their wares on trays. Because the Olympic Park regulations prohibited the use of metal cans and glass bottles in the sports facilities for safety reasons, the beverages were carried in backpack containers (carry-packs).

After December, 1970 general meetings with all concessionaires took place every six to eight weeks.

During the following months the group of participants grew larger. A nine-member "Concessionaires Advisory Panel" was formed in the spring of 1971. From the beginning of 1972 the involved firms made numerous reports concerning the status of their preparations. For this purpose the OC had developed a unified questionnaire. Since the OC had kept itself informed from the outset concerning the planning of the concessionaires, it was able to set priorities and supervise their completion on schedule. The OC was able to prevent—what had become apparent very early in the planning stage—that the salesmen and other necessary service personnel needed by the concessionaires, approximately 1,000—1,200 persons, applied at the same time to several firms. The concessionaires agreed on wage guidelines consisting of a fixed sum and a commission provision and reported these to the OC. Before the OC issued employment credentials, it cross-checked the names of all the sales personnel reported by the firms. Double applications were thus discovered before it was too late.

The food service facilities were already in operation by the time of the test events. The participating firms could thus acquaint themselves with the sales and storage facilities, gather experience in sales, storage, delivery and combination of items and make the necessary adjustments at an opportune time. At the test events sales were conducted from facilities which the concessionaires had constructed themselves.

Because of the already large number of visitors in the open areas of Olympic Park, the regular operation began already on July 1, 1972. During the crucial test events from July 19-23, 1972, three kiosk clusters were open on a trial basis and were then closed for alterations. Sales were conducted within the usual business hours. In any event, the economic expectations were not met, because the participating concessionaires were heavily burdened, both with regard to personnel and finances, by the short-term nature of the operation.

During the test events the "Concessionaires Advisory Council" was appointed as executive body of the entire group of concessionaires. Nevertheless, it became quickly apparent that during the Olympic Games as many of the concessionaires as possible should take part in the meetings. They took place every day and assured that any shortcomings which arose would be remedied quickly.

From August 23 until September 13, 1972 the food service facilities were open according to need. The OC, from practical considerations, did not make any strict determination of business hours. The Free State of Bavaria had very generously changed its legal closing hour for businesses. In Munich and its surrounding districts the businesses were allowed to remain open on workdays until 8:00 P.M. and on Saturdays until 6:00 P.M. from August 23 until September 13, 1972. The sales facilities and hawkers in Olympic Park and in the sports facilities were able to sell their wares from 7: 00 A.M. until midnight. These facilities were actually in operation from approximately 9:00 A.M. to 9.00 P.M. The relatively early closing time was due to the surprisingly low temperatures during the evening hours. At the sports facilities the hours of business depended upon the number of customers at the facilities. As a rule, the food services opened an hour before and closed a half hour after an event. Only at Olympic Stadium were the kiosks closed on several days when there were only about sixty to ninety minutes between the end of one contest and the beginning of another. The open kiosks would have hindered the emptying of the stadium.

After the Olympic Games only a few provisional sales facilities of the concessionaires remained in operation until the end of September.

25.1.4
Delivery Traffic

In order to leave the pedestrian zones free, the food service facilities in Olympic Park were accessible over the inner street network. The deliveries to the restaurants and beer gardens took place periodically;

a detailed plan according to strict scheduling was not necessary.

Deliveries to the clusters of kiosks were more difficult. As a rule, they could not be supplied by way of the internal streets, but only by way of the pedestrian zones which were closed to motor vehicles from 7:00 A.M. to 1:00 A.M. Moreover, the city refuse removal, equipped with large vehicles, began to remove trash at 4:30 A.M. The capacity of the foot paths scarcely allowed a simultaneous passage of delivery and sanitation vehicles. A meticulous scheduling and coordination of the 160 delivery vehicles employed by twenty-five firms was necessary. The greatest part of the deliveries had to be completed by the beginning of the refuse pickup. Until 7:00 A.M. only such products were allowed to be delivered whose freshness was endangered (as for example, fresh milk, fruit and rolls), or which on the basis of their currentness could only be delivered later, (for example, newspapers and programs). The individual delivery times were determined according to the scope of the delivery, the vehicle and the products. These times were compiled into a kiosk delivery schedule which made possible a continual supply and made optimal use of the available time.

The supply of the food service facilities outside Olympic Park needed no such planning. In these areas scarcely any traffic congestion was to be expected. The vehicles were able to deliver wares right up until the beginning of events or, according to the situation of the food service facility, also transport supplies to the kiosks during the events.

25.1.5 Price and Merchandise Labelling

The OC determined as a contractual condition with the concessionaires that the prices and the merchandise be labelled in a clearly legible fashion. The OC compiled uniform price and merchandise lists. These were either affixed to the kiosks or hung on prepared holders. They provided information about all items covered by the labelling regulations, or in case of very large assortments of merchandise, about the most important ones. In this case, all merchandise would then be individually labelled in addition. This labelling system made a quick turnover possible. Signs whose writing clearly contrasted with the colors of the sales equipment were affixed to trays and carry-packs of the hawkers. The menus for food and beverages in the restaurants were printed according to official image lines but took the usual form.

The OC allowed the concessionaires to advertise in the open areas of Olympic Park only in a specific area. They were allowed — according to the size of their sales installation — to post between four and eight advertising posters no larger than 30 cm x 30 cm each. Signs employing lighted transparencies were not permitted.

25.1.6 Uniforms of the Sales Personnel Identification System

The OC developed for all sales personnel of the concessionaires a transferable

uniform concept which identified all such personnel as belonging to a single group while also being visually comparable to that of the other temporary personnel and their corresponding merchandise were separated from one another by variations in the cut and colors of the uniforms as follows:

- The cut of the uniform distinguished the sales personnel in the kiosks from the hawkers at the sports facilities.
- The sales personnel in the kiosks wore a white work coat which bore the emblem of the firm, the employment identification, a name tag and an emblem. The emblem was designed to lend an official air to his image. The hawkers wore lumber jackets with pants, polo shirts and caps.
- The work coats of the kiosk personnel did not have to be distinguished by different colors. The individual items in the clusters were clearly recognizable and spatially separated from one another. This was not the case with the hawkers. They were distinguished according to merchandise by use of colors in order to ease the orientation of the visitor.

The concession personnel possessed identification cards which regulated their entrance permission. They were only to be present in the sports facility for the performance of their contractually related duties. The OC imposed strict conditions on its concessions. The concessionaires had to report the names of their personnel and list their work areas. The OC examined the lists and released the corresponding number of passes. In addition, the OC held to the requirement that the concessionaires have the passes collected every day by their officials and redistributed before the next employment.

25.1.7 Economic Results

On the basis of admission tickets which had been sold as well as distributed gratis, and from the additional number of daily visitors to Olympic Park (approximately 50,000), the OC estimated the total number of visitors at 4.6 million. That represented a daily total of over 270,000 persons.

The favorable weather conditions had a positive effect on the structures whose roofs and open construction could have been structurally damaged by heavy rain or gusty wind, as well as on the volume of business, especially on those weather-dependent products such as ice cream, cold beverages, and photo materials.

The volume of business in the restaurants was satisfactory, but would have been higher had they been in locations which were more accessible to transportation. Their seating capacity was sufficient, and in the case of the South Restaurant was too large. In comparison with the beer gardens, the restaurants with waiter service were uneconomical. The location of the beer tents with adjoining beer garden proved to be unfavorable. The kiosk clusters in the open areas of Olympic Park were more frequented from day to day during the Olympic Games. This was due to the good weather which made the green spaces of Olympic Park into rest and relaxation areas.

The hawkers peddled in the seating and standing-room areas as well as in the walkways. It was not intended that they be active outside the sports facilities. However, several days after the beginning of the Olympic Games the OC extended their sales zones to the area in front of the sports facilities and finally to the entire Olympic Park. In this fashion the OC created a counter force against the large number of unauthorized peddlers who, for a time, endangered the guaranteed exclusivity of the individual items.

25.2 Information for the Olympic Visitor

25.2.1 Information Circulars to the National Sales Offices

Beginning in 1970, the national sales offices were regularly and according to demand, extensively informed by means of circulars which concerned especially:

- the public transportation in and around Munich;
- the ticket sales of the transportation services;
- excursions and cultural events;
- general recommendations and hints.

Unfortunately, this information was frequently not passed on to the visitors. They often arrived in Munich without any information. For this group of persons the Official Olympic Guide to the Games of the XXth Olympiad 1972 was a worthwhile help. As a reference book for the visitor it contained everything worth knowing about the sports and cultural programs, about transportation and accommodations. It also contained tourist information and many other tips.

25.2.2 Information at Olympic Park

There were six information stations at Olympic Park:

- Three were located in the immediate vicinity of the stations of the public transportation facilities, the subway, railroad and street cars. They were to provide the visitor upon his arrival at the park with all the information needed for orientation and location of facilities.
- One was located at the bus stop on Ackermann Street;
- One at the upper platform level of the main intersection of pedestrian traffic;
- There was a tourist and information center located at the boxing hall.

Their task was to provide information about the sports and cultural events and to sell informative material, such as daily programs, official Olympic guide books, official maps of the city and the surrounding region, as well as admission tickets.

Towards the end of 1970 the OC developed the space and function program for these information stations. The following were to be contained in their counter area:

- information counter
- sales counter
- orientation map board
- map board
- information panel station; an information wall with twelve television monitors each
- admission ticket sales counter
- city maps

- teletype and projector installation
- bank counter
- lost and found counter

In addition:

- storage rooms for informational materials
- offices and waiting rooms.

The counter rooms had a floor area of 2.10 x 2.10 meters. The counter stations and information areas were to be attractively grouped as divisions around an open inner area, so that the visitor would be able to obtain a complete view of the services offered from a central area (round counters).

The first cost estimate of the Olympic Construction Company in the spring of 1971 exceeded the estimated budgetary allotment of the general financial plan. The OC once again studied the space and function program. Individual areas were eliminated or reduced in size; individual elements were so arranged that their sheet plastic roof areas were as small as possible. Further revisions followed these. In June, 1971 the final space and function program was available.

The information hostesses were assigned by electronic data processing (EDP) techniques. The assignment plan was computed according to the criteria of optimal employment time without restricting changes of work areas to a maximum of two. The regrettable consequence was that the information hostesses had to change their work area up to fourteen times. They were frequently overworked and because they had to adjust to a constantly new environment they were heavily burdened. Unfortunately, it was not possible on account of pressing time to work out the deployment plan manually on short notice in order to take these factors into account. In addition to the information stations there were also telex projectors in Olympic Park, which displayed the latest sports results. There were also television walls which were made up of twelve monitors which displayed over several channels the sports results of the day almost around the clock.

25.2.3 Information at the Arrival Centers

At the arrival centers the OC rented rooms and floor space; equipped these areas, designated and marked them and saw to it that a sufficient number of telephone connections were available. The arriving visitors could receive general information at these arrival points. The care of accredited persons also started at these points. The following areas were established:

- at the main railway station — an information booth in a waiting room on the transverse boarding platform;
- at the east railway station — an information counter in the former reception room of the German Federal Railway;
- at the Riem airport — a counter in the arrivals hall and another in the customs area for the accredited guests; in addition, a waiting and a conference room;
- in Neubiberg — an information booth and a reception service for accredited persons at a single counter;
- in Fürstfeldbruck — an information booth and a reception service.

25.2.4 Information Areas on the Inbound Roads

The OC erected eight information areas on the main inbound roads, specifically on the right-hand side of the road with respect to the traffic flowing toward the city. They were:

- in the north on Ingolstädter Street
- in the north-west on Dachauer Street
- in the west on the new Federal Highway 12
- in the south on Wolfsratshäuser Street
- in the south on Südliche Münchener Street
- in the south-east on Ottobrunner Street
- in the east on Wasserburger Landstrasse
- in the east on Münchener Street in Feldkirchen.

They were in operation from August 19 until September 17, 1972. Three persons working in shifts served as information personnel between the hours of 7:00 A.M. and 10:00 P.M. (Most of these personnel were students with a knowledge of English and French.) An information area supervisor was active from 7:30 A.M. until 5:30 A.M. The German Automobile Club (ADAC) provided an employee during the day from 8:30 A.M. until 7:00 P.M. Their duties were:

- to indicate to motorists unfamiliar with the area the most direct route to Olympic Park by use of the available map materials;
- to direct the visitors to the parking areas on the outskirts of the city and thence to the public transportation facilities;
- to give information concerning all sports events and the supplementary cultural program in the Olympic City.

An abundance of map materials, such as mini-maps of the city, general maps of Upper Bavaria, and the Olympic City map, were available to the employees for the fulfillment of their duties.

The mini-map of the city, statistical charts on Munich in German, English and French, as well as cautionary advice from the criminal police were distributed free of charge. The German Automobile Club sold "ADAC Sets" which consisted of a map of the city, a map of Upper Bavaria and a plan of Olympic Park. The official Olympic Guide Book and the art program "Olympic Summer" were also for sale. At some information areas service was also available in Spanish, Italian, Hungarian, and Czechoslovakian.

The utilization of the eight information offices was quite varied, depending upon the volume of traffic on the particular road. Between 20 and 150 motorists per day requested help. On the highways the guide stations of the guide service and the German Automobile Club were also in operation. They also had access to the information materials of the OC.

25.2.5 Care and Information System in the Tourist Areas

The OC pursued the following goals with this program:

- The places where visitors to the Olympics lived were to have their own information centers help these guests in a quick and unbureaucratic fashion in case of difficulties with accommodations. Theoretically, many unpleasant eventualities could arise: the landlord was not at home; despite reservations the room was doublebooked; changes, for the worse, from the original advertisement.
- Moreover, guests who were staying in the Bavarian tourist areas during the time of the Olympic Games should have been provided with in-depth Olympic information. They should have been informed of the admission tickets still available for the sports and cultural events in Munich, as well as concerning transportation questions.

Almost all of the tourist centers whose cooperation was requested were heavily involved in this program.

The OC assumed the overall planning, the training of eighty information personnel, the providing of the information materials and coordination. The towns were decorated with flags and greeting signs, and at prominent points signs were erected giving directions to the information bureaus. They also paid the wages of the information personnel, who, for the most part, could provide information in several languages. Many communities organized special folklore evenings, contact evenings, invitational and welcoming programs (bands in traditional costume, welcome wagon, etc.). Several communities had increased the local transportation facilities.

The importance of this program was demonstrated by the thoroughly positive and detailed descriptions in reports of successful experiences received from agencies and guests. The insufficiency of the care of the tourists by a whole list of agencies was a significant indication of the necessity for this program.

25.2.6 "Olympic Guest" Drive

A total of 156,400 lozenge-shaped badges were distributed free of charge especially to foreign visitors by the German Luft-hansa Airlines, travel agencies, hotels, renters, and the information center of the city.

These badges were 30 mm x 30 mm, with a safety pin brazed to the reverse side, and were imprinted with the statement "Olympia-Gast München 1972". Each guest who wore one of these badges was to receive information or special assistance, for example, being picked up by car or escorted to the nearest transportation facility, from the local populace.

25.3 Special Facilities

For certain services the OC set up special facilities. These are described below.

Banking Facilities

The Olympic service of the Munich banks operated branch offices at the information platform of the forum, in the kiosk cluster at the subway station, and at the street-car loop at Olympic Park, as well as at the Olympic Information Center at Marienhof. A total of twenty counters offered the following services:

- money exchange;
- cashing of domestic and foreign travellers checks, as well as other checks in conjunction with a check-cashing card;
- acceptance of payments and money orders;
- acceptance of money orders by cable.

Special Post Offices

The special post offices sold Olympic commemorative stamps and used the forty-three special Olympic cancellations. The German Federal Post Office provided all the operating equipment and personnel. There were special post offices in all sports facilities as well as at places of general interest. There were a total of thirty-five. Where the OC was not able to provide the necessary space and corresponding connection to services, the German Federal Post Office employed its own mobile post offices which had been specially developed for the Olympic Games.

According to their locations and the needs to be expected in such a location, the individual special post offices essentially provided all of the usual services of the German Federal Post Office.

Postage Stamp Sales Counters

Postage stamp sales counters sold commemorative postage stamps from the years 1968-1972 and used the special Olympic cancellations. They were located in the four kiosk clusters in Olympic Park. Because of the great demand, two additional sales counters were set up.

Boat Traffic

The OC set up a boat house at the Olympic lake in which boats were rented and refreshments could be purchased.

25.4 The Language Service

25.4.1 The Language Service Department of the General Secretariat

For the first time at Olympic Games, the OC had decided to set up a large scale professional language service.

At the beginning of 1970 an in-house language service was set up at the general secretariat. This service was to centrally handle the routine translations for all branches, especially for the sports and press branches. In cases of necessity, the members of this language service were also to interpret at negotiations, meetings and when attending to visitors.

At first the work was limited to foreign language correspondence of the incoming and outgoing mail and was accomplished by between two and four English and French translators. Letters which arrived in the morning mail were usually completed in time for the outgoing afternoon mail. Work arriving in the afternoon was delivered within twenty-four hours at the latest. Translations from foreign languages into German were limited, because of the constantly increasing volume of work, to summaries of content which reflected all the essential information of the originals. Correspondence from German into a foreign language was in every case completely translated.

From mid-1970 an increasingly large number of translations of publications, such as press articles, congress reports of the international professional organizations, rules for the sport categories, etc. were added. Because the OC distributed these publications, in part, all over the world, the translations had to be made with special care and acumen. Because there was usually a pressing deadline, the extensive printed texts had to be divided between two or more translators who had to agree among themselves upon unified terminology.

Up until the Olympic Games the requirement for translators grew steadily. The OC was therefore forced to increase the personnel gradually. Seventeen months before the beginning of the Olympic Games, four translators were active. Up until the summer of 1972 this number was raised to twenty-one employees divided as follows:

- 1 language specialist
- 1 chief interpreter
- 2 female secretaries
- 1 proofreader (English)*
- 4 translators (English)*
- 1 proofreader (French)*
- 4 translators (French)*
- 1 proofreader (Spanish and German)
- 3 translators (foreign language — German)
- 1 proofreader (Russian)*
- 1 translator (Russian)*
- 1 proofreader (Italian)*

(* indicates the language in parentheses is the translator's native language)

English or French printed matter and correspondence were the principal items translated.

The OC had already formed a group for each language consisting of three female

translators and one proofreader in November, 1971. In order to assure a faultless formulation in the needed language, as a rule only personnel who translated into their native language were employed. Each translated text was read by a proofreader for correctness of content and terminology.

Beginning in October 1971, the general secretariat maintained a log of orders.

The OC, with the employment of twenty-one translators had practically doubled the originally foreseen in-house total of eleven full-time employees. Many hours of overtime, especially after the end of 1971, were necessary to manage the heavy volume of work. Eventually the work produced amounted to:

- 12,720 typewritten pages from printed material
- 15,230 typewritten pages from other orders
- Non-centralized work by other branches of the general secretariat, especially in the sports branch, employed ten additional translators who translated approximately 2,000 typewritten pages of material.

Orders which arrived only irregularly (press bulletins, Olympic Press, circulars, etc.) as well as translations into infrequently encountered foreign languages (e.g., Japanese) were given out of house to free-lance translators. Proofreading, however, was done by the translators of the language service, since they were responsible for the text that was to be printed.

For especially difficult interpreting tasks, as for important financial negotiations or congresses, the OC hired conference interpreters from outside. As the Olympic Games approached, this need for conference interpreters grew constantly. After April 1972, therefore, the OC set up a nine-man interpreter team in the language office.

25.4.2
The Olympic Language Service
The OC could not fulfill the language tasks shortly before and during the Olympic Games with the twenty-one employees of its language group alone. It needed a large number of interpreters who would be active for a short span of time at the following tasks:

- for conducting business in the area of sports, in the Olympic Village, in the youth camp and for protocol;
- for interviews conducted by radio, television and corresponding journalists;
- for congresses.

For these tasks the following personnel were necessary:

- conference interpreters who were able to translate simultaneously or consecutively over an electronic network;
- negotiations interpreters who were able to interpret partially or quietly between two or more persons;
- translators who were able to translate the arising written information of the OC from German into as many as thirty languages.

The OC needed not only numerous, but also qualified employees with completed, if possible academic, training and considerable years of practical experience.

The OC did not wish to employ hostesses for this task. It was true that they were also language mediators and had had to pass language tests as part of their hiring process, however, their main task was assistance. They were therefore quite free in their forms of foreign language expression. It sufficed that they had linguistic knowledge which anyone proficient in one language employs in speaking a foreign language. On the other hand, the interpreters and translators had to be able to convey ideas between two languages in a factually correct and linguistically exact fashion. In the choice of expressions and the conveyance of content they were bound to the oral or written statements of the original language. The results of a negotiation or the understanding of a written communication could depend on their translation.

The OC needed a professional, thoroughly scientific language service at the congresses, at the sports facilities and in the non-sports areas, such as the press center, German Olympic Center, youth camp, etc.).

25.4.2.1
The Language Service at the Sports Facilities
In April, 1970 the OC had already requested that the German Armed Forces put approximately 200 interpreters in twelve languages, at its disposal. It had been planned to distribute these interpreters among the various facilities where they would be required. This plan could not be put into effect. A total of 135 conference and negotiations interpreters were assigned by the armed forces. However, it was requested that they be employed, as far as possible, as a unit. The sports branches of the general secretariat seemed to offer a suitable area of need. Their requirements were approximately filled by the interpreters of the armed forces. As a result, the OC was able to employ the interpreters from the armed forces for all interpretive tasks which were directly connected with the sports events. At the same time, the OC itself had to attend to the linguistic assistance tasks in all other areas.

Such a central departmental organization made possible a clean definition of duties among the non-military employees of the language services, as well as tight control of the organization.

In addition to the simultaneous interpreters for the congresses and the hostesses, there were two other organizationally distinct groups of interpreters. This division later had disadvantageous results. It caused an overlapping of effort, organizational and inter-personal difficulties, and also raised costs.

According to this division, 135 interpreters were available in the sports area, the range of languages was limited essentially to English, French and German. For types of sports which were dominated by nations whose native language was not

French or English, the interpreters also spoke, for example, Russian, Spanish or Polish.

The language personnel were divided up and formed into teams oriented toward a particular type of sport. Each team had its accommodations in the sports facility of that sport. The numerical and linguistic structure of these teams of interpreters was patterned in general after the participating nations, but also according to the linguistic desires of the international sports association responsible. This made it possible for the interpreters to specialize and permitted a directed preparation for their employment. Especially qualified interpreters and translators for infrequent languages were assembled into a team that, as a reserve, could be employed anywhere.

The OC acquainted the interpreters with the subject matter, especially with the terminology, of the type of sport to which they were assigned. A year before the beginning of the Olympic Games, it recommended they read books which were available at the library of either the German Sports Academy in Cologne or the Sports Academy of the Armed Forces. The OC provided out of its own resources further books and in this effort was supported, in a manner which deserves thanks, by several NOCs (Mexico and Italy). The rules for the various Olympic sports in German, English, French and Russian, were distributed.

The Federal Language Bureau and the language service of the firm Siemens AG, working from the rules of the national and international sports associations, from numerous specialized sports books and magazines, from sports sections of the daily press and from publications of the OC, developed the following vocabulary lists for the Olympic sports:

- for the German-English and English-German language with 18,000 entries;
- for the German-French and French-German language with 16,000 entries.

In the short time until June, 1972, it was not possible to compile such an extensive terminology by traditional lexicographical methods. Therefore, the conventionally evaluated and determined data was programmed into a linguistic data bank from which it was retrieved and brought into book form by a program controlled CRT photo type setting system. The most important technical terms from the field of sports medicine were also included. On the other hand, the journalistic expressions were lacking. This brought disadvantage in the later employment.

Each interpreter received this technical dictionary sufficiently in advance of the Olympic Games. The dictionaries provided much technical basic knowledge. This was supplemented by a short course of instruction before the Olympics. During the first two weeks of their stay in Munich, the interpreters took part in half-day training sessions. Sports books, rules and dictionaries were available from the central team. The period of employment was determined according to the estimated requirements. The interpreters ended their duty with the conclusion of the competition in their particular sport.

Their employment was as follows:

Date	Number Employed
July 4, 1972	2
July 6	3
July 11	4
July 17	5
August 1	60
August 7	61
August 10	62
August 14	65
August 15	80
August 20	99
August 21	118
August 23 after	120
August 31 until	120
September 1	116
September 2	106
September 3	95
September 4	94
September 5	87
September 6	82
September 7	31
September 8	76
September 9	72
September 10	48
September 11	22
September 12	8
September 13	3
September 14	1

Immediately before the Olympic Games the number of language personnel, especially translators, was scarcely sufficient. The central team was responsible for relieving this burden. On the average, five interpreters for various languages were active at each of the sports facilities. They had to work many hours overtime.

The translation of contest protests, information for the teams, communications of the sports organizations, correspondence, training bulletins and sport-related and general communications was attended to by the language personnel.

The consecutive and "whispering" interpreters were employed in the following situations:

- at meetings between team officials, members of the OC and international sports organization functionaries;
- at plenary sessions of the sports associations;
- at congresses and technical meetings whenever these were not simultaneously translated;
- at referees' meetings;
- at protest negotiations;
- during doping control;
- at weigh-ins;
- at social events.

The central team was kept especially occupied by such sports in which events took place at the same time at different locations, such as in football and handball.

The interpreters for English/French and vice-versa were the most heavily employed. In urgent cases other interpreters had to work in a relay process. The language personnel for the remaining languages had less to do than their colleagues. Several, for example for Italian, Portuguese and Russian, were released from service early.

The sports interpreters and the language service of the OC trained the central and decentralized address announcers in several of the sports facilities, both phonetically and by means of formulations written in the phonetic alphabet. Special emphasis was put on the pronunciation of unusual names. Standard announcement formulas were editorially proofread. In several cases the interpreters made the difficult ad-hoc announcements and in the swimming hall they made all of the French language announcements.

The sports interpreters lived in single rooms at the Army Officers' School III (Stetten Barracks) which is in the neighborhood of Olympic Park.

**25.4.2.2
The Language Service in the Non-Sports Areas**

The OC wished to employ full-time interpreters in many non-sports areas; such as the press centers in Munich and Kiel, the German Olympic Center, the youth camp, the protocol area, and the amusement area. In addition, a central organization had to be set up in order to recruit conference and negotiations interpreters. Both tasks were assumed by the language office of the general secretariat.

An analysis of the requirements had to be conducted in order to attain an optimal structure according to languages within the limited number of available personnel. Difficulties in planning arose. There were scarcely any experimental data available which would guide the preparations, especially because the 1972 Olympic Games took place in a country whose language is not one of the official languages of the IOC. The OC utilized the following factors:

- the importance of the two IOC official languages, French and English;
- the desired consideration for Spanish and Russian which the IOC expressed in one of its statutes;
- the frequency of languages among the athletes and officials as an indication of the requirements at the Olympic Village.

The seven most frequently spoken languages at the Olympic Village were:

English	approx. 2,500
Spanish	approx. 1,650
French	approx. 1,450
German	approx. 1,350
Russian	627
Polish	480
Arabic	469

- The frequency of languages among the medal winners in the previous Games as an indicator for the requirement for press, radio, and television interviews;

The seven most frequent languages of the medal winners since 1896 were:

English	1,998
German	584
French	439
Russian	397
Swedish	383*)
Finnish	243*)
Hungarian	230

*) strongly influenced by winter games.

On the basis of these factors the OC determined the following language divisions:

- Category I:
English, French, Spanish and Russian
In this group a service for all important areas, including the central organization, was maintained at all times of the day.
- Category II:
The more common European and non-European commercial languages, for example, Italian, Portuguese, Japanese and Arabic.
The languages of the very large delegations, for example, Polish and Hungarian. These were available at all times of the day, but only on call at the central organization.
- Category III:
The less common languages for which an interpreter was on call only at determined times and by previous arrangement.

The three categories yielded over thirty foreign languages for which the OC needed interpreters. In practice, this meant that the official language of every country participating in the Olympic Games was represented. This polyglot nature of the interpreter service was at first opposed, but later thoroughly proved its worth. It ought not to be assumed that many of the athletes could make themselves understood in French or English. The polyglot nature of the interpreters encouraged the verbal communication of the participants.

The required number of interpreters was therefore approximately determined. How was the OC going to be able to fill this quota? The general secretariat had received approximately 2,000 unsolicited applications, but only a small number were worthy of consideration. A directed recruitment was necessary. This was carried out through advertising at the academic interpreter institutions and through personal contacts, especially in the case of uncommon languages. Four hundred applications remained in competition for the final screening which was conducted in Munich. The requirements were high, because almost without exception, the OC needed expert personnel. Each applicant had to complete two written translations. For their correction the OC adopted a set of guidelines which was a somewhat simplified version of those employed for the inter-ministerial translator's examination. A translation was acceptable if it contained no gross distortions of meaning as well as no linguistic errors which would injure the sense for the language possessed by a native speaker or would appear comical to him. An oral examination of approximately ten minutes for each candidate completed the process.

Approximately 150 applicants qualified, from which the OC hired 126. About 60% had completed academic degree programs as interpreters or translators, and about 30% had other academic training in language, and 10% had a non-academic form of training. A sufficient number of conference interpreters with many years of professional experience was now available. In addition, the OC hired an auxiliary group of twenty foreign language secretaries who were capable of taking dictation in foreign languages and completing simple translating tasks. With the inclusion of the twenty-one

- translators from the general secretariat, the OC was able to deploy 167 persons in the language service in the non-sports areas.
- The interpreters had to accomplish not only a linguistic, but also a concentration and memory task. The OC wished to help them to acquaint themselves with the factual and thematic material as quickly as possible. A definite training program for particular sports, or for all twenty-one Olympic sports was not conducted. It was considered more important to stress a basic knowledge of sports in general and to familiarize them with the Olympic sports facilities. For this purpose the OC sent out, beginning May 1, 1972, the following informational material:
- "building blocks" of vocabulary which were suitable for the language service. All translators received them, regardless of their area of activity;
 - specific reference material for the language service:
sports vocabulary specifically compiled by the general secretariat, vocabulary pertaining to the Olympic competition sites also compiled by the general secretariat;
the official sports dictionary English/French;
the "Olympic Sports Dictionary" in English, French, German and Spanish, compiled by Professor Franz Hepp together with the OC and various universities;
other publications useful for the breaking-in period, such as the Official Guide, etc.;
 - printed and other reference material concerning specific areas, such as Press Center, German Olympic Center, youth camp, and Kiel-Schilksee.

Before assuming their duties, the translators received preparation for their subject and activity location. Relatively early, approximately four weeks before the start of the Olympic Games, they were called to Munich by the OC. It wanted to utilize the first two weeks mostly for training. At the same time, it expected already to have considerable need for translations. The training had to be flexible and fit smoothly into the actual practice. The program consisted primarily of two components:

- Guided tours through the sports facilities with explanations;
- Specific translator's training, which consisted of the following: Preparation of translations which required working out the vocabulary and terminology. The pamphlet "Olympic Village" and a large part of the "Official Guide" were translated into almost twenty languages. Duplicated examples of the Guide to the Village were offered by the OC to the residents there in Spanish, Russian, Japanese, and Chinese. The Official Guide, however, was not distributed in the additional languages. Translating practice in life-like situations in the sports facilities, interview rooms, etc. For reasons of personnel and time, this training phase could only be partially completed.

The training was sufficient for those individuals with long professional experience. With the beginners more intensive training would have been beneficial.

The OC did not attempt to plan ahead in detail the daily duties of the interpreters, translators, and foreign language secretaries. There were too many unknown factors. Extensive improvisation was intended to take the place of detailed planning.

In certain locations with particular needs teams with conference interpreters and translators of language category I were made available at all hours of the day. They had their own rooms, equipped with typewriters with keyboards of the languages used.

1. Press Center
The translation team in the Press Center was one of the most important locations of the language service. The best interview interpreters and translators worked here. The timely scheduling of interpreters for interviews was important because the interpreters needed enough time to familiarize themselves with the specific discipline. The team chief proofread the translations and took particular note of the use of standardized terminology. If necessary, the aid of one of the supervisors in the linguistic department of the general secretariat could be enlisted. The interviews in the press sub-centers were also assisted by the language service of the OC.

2. German Olympic Center
The main duties were:
Interpreting when problems of understanding on the technical level arose;
Interpreting during the daily briefing sessions;
Interpreting during television interviews;
Preparation of translations.

3. Youth Camp Munich
The essential duties here were:
Assisting camp directors with communication problems;
Simultaneous interpreting during the daily briefings.

The OC chose younger interpreters for the youth camp. They were academically qualified, but did not have the professional experience of the conference interpreters.

4. Protocol
The duties here were interpreting for members of the IOC.

5. Amusement Street
The management was to be assisted with communication problems.

In these five areas the following personnel were assigned:

	Planning	Active Personnel
Press Center	15	12
German Olympic Center	10	15
Youth Camp	12	12
Protocol	9	5
Amusement Street	2	

Except for the protocol service, the interpreters worked in shifts.

6. Kiel
The main duties were:
Interpreting during the daily press briefing;
Interpreting during interviews;
Interpreting during press conferences;
Announcements of contest results in English and French during the regattas;
Translation of press announcements.

In Kiel the interpreter teams for the sports and the Press Center were put under one management. In the youth camp at Kiel the camp directors had to be assisted with communication problems.

The OC set up a central coordinating office to handle requirements in the following cases:
— When the number of interpreters in specific locations was not sufficient, as in the case of public lectures, interviews, and other events with needs for conference interpreters;
— When a rare language combination of category II and III was needed, which none of the language team possessed;
— When other interpreting requirements outside the sports field had to be filled.

In this center there were eighty-four interpreters for conferences and negotiations, translators and foreign language secretaries. They were divided into the following groups:

Management	an expert adviser, a chief interpreter, two language specialists, and three secretaries
Group I	translators for French
Group II	interpreters — French
Group III	translators for English
Group IV	interpreters for English and related languages
Group V	interpreters for English and related languages
Group VI	interpreters for English and Scandinavian languages
Group VII	interpreters for Spanish and related languages
Group VIII	translators for Spanish
Group IX	translators for Italian/Portuguese and related languages
Group X	interpreters and translators for Russian and related languages
Group XI	interpreters for Slavic and Balkan languages without Russian

Group XII	interpreters for Asiatic languages
Group XIII	interpreters for Arabic and Turkish

The linguistic center was located on three floors of building 1 in the Olympic Village. Typewriters with over twenty different language keyboards, a copying machine, and a reference library were available. The sports regulations in the native languages of all national organizations were used by the interpreters to prepare themselves for special duties.

On May 1, 1972 the linguistic department moved into its rooms in the general secretariat. On August 1, the German Armed Forces Interpreting Center, responsible for the sports facilities, was added. Starting August 7, 1972, a standby team worked during the week from 5:30 P.M. to 10:00 P.M., on Saturdays, Sundays, and holidays from 9:00 A.M. to 10:00 P.M. Outside these normal working hours a group leader and an interpreter for English, French, Spanish and Russian were available.

During the Olympic Games interpreters of Categories I and II were available from 9:00 A.M. to 10:00 P.M. The work for languages for which the OC had more than one translator was divided into two shifts — the first shift worked from 9:00 A.M. to 6:00 P.M. Where there was only one translator for a language, he worked from 9:00 A.M. to 6:00 P.M. Every translator had one day off per week.

Interpreters for category III were available only during certain hours and by appointment. The special problem was that altogether about forty-five mother tongues were expected to be represented at the Olympic Games. Thirty were covered by the language service. This meant that it was possible that there could be an athlete speaking one of the remaining fifteen languages and no other. Still, it was not practical to engage an interpreter for just such cases. Instead, the OC compiled a list of individuals in the Munich area with such specific competences, who could be called at short notice. It needed to do this only once during the Games, in the case of a medal winner in the Marathon who spoke only Amharic.

The interpreters were on duty, as a rule, from August 1, 1972 until September 15, 1972. Thereby they belonged to the short-term personnel with a medium length of service, and were paid accordingly. They were provided uniforms by the OC, accommodated in double rooms, had their travel expenses within Germany reimbursed, and were furnished with meal service. Those interpreters working outside the above mentioned centers, were provided with passes admitting them to the Olympic sports facilities. The linguistic center had fifty transferable passes for admittance to all competition sites and all areas as well as the remaining Olympic facilities, except the Olympic Village. The pass was given out for each separate job and had to be turned in afterwards. It was valid only in conjunction with the job requisition.



Because of the usually short notice and the considerable distances between points of activity, the linguistic center was furnished with three vehicles. Any additional requirement was taken care of by the central dispatcher on a priority basis.

The OC had a register printed with all the names, addresses, and language combinations of all interpreters, except the congress interpreters.

During the Olympic Games, the most frequent translations were those of printed information from German into other languages. Bottlenecks developed which necessitated working overtime, especially with translations into English and French. Approximately 65,000 typed pages were translated, including translations by secretaries and hostesses.

**25.5
Hostess Service**

At previous Olympic Games hostesses were employed for various services, especially as interpreters. The OC continued this tradition and had hostesses to attend to and inform the accredited guests and spectators. For this it needed individuals who were responsible, discreet, competent in languages and well informed, as well as tactful, charming and well groomed. They had to be selected as early as possible and trained.

**25.5.1
Recruitment and Selection**

As early as in 1967 the general secretariat developed a concept for the hostess service with respect to its organization, training, and accomplishment of duties. Previously, a tentative analysis of personnel requirements was made according to the following criteria:
— Experiences at previous Olympic Games;
— Requisitions of the various departments of the general secretariat;
— The principle of fully utilizing all hostesses during the Games.

The number of 1,120 hostesses was determined. This was a tentative number, which would probably need to be revised.

This number was distributed according to areas, points of activity and duties.

In the beginning of 1970 the OC established a department for the hostess service in the general secretariat. In contrast to the recruitment of most of the other temporary personnel, the hostesses had to be recruited individually. This required the support of several organizations and public offices. They were:
—The most important employment offices in Germany, especially the Munich office. They were to collect the applications and forward them.
—The institutes for physical training of the universities and the sports academies;
—The language and translator schools.

With this systematic approach the OC aimed at recruiting sports philologists, certified physical education instructors, interpreters and translators. Additionally, there were editorials in newspapers in all parts of Germany, broadcasts on the radio, and interviews on television. Organizations with experience in hiring hostesses, such as airlines and exhibition organizers, were also consulted.

Within a short time the general secretariat received a large number of applications from all parts of the world. In 1969 there were thirty-five, in mid 1970 about 2,400, and by the deadline on December 31, 1970, there were 6,000 and finally in March 1971, 8,000.

The selection of the qualified applicants was conducted using the following criteria:
— Knowledge of at least two foreign languages besides German;
— Well-groomed and pleasant appearance;
— Pleasant personality.

Before the final selection and assignment to appropriate positions, personal interviews and language tests were conducted. Beginning in mid-January 1970 the applicants were invited to an interview at the employment offices of several cities, specifically those which had collected the largest number of applications. They were Hanover, Düsseldorf,

Cologne, Heidelberg, Kiel, Würzburg, Bonn, Erlangen, Göttingen and Frankfurt. Over 5,000 applicants were interviewed. Those who were found to be sufficiently qualified received an interim contract. By August 1971, 1,300 applicants had been selected, and eight of these the OC presented to the public on April 23, 1971.

By this time the personnel requirements had increased by 500 to a total of 1,600. The general secretariat scrutinized this again, but was able to reduce this figure only to 1,561.

25.5.2 Training

The duties of the hostesses at the Olympics consisted of attending to the athletes, officials and visitors, to advise and provide information. This was a responsible, comprehensive, and versatile job. The hostesses had to be well informed and poised. The timely and thorough training had to convey information and set an example of proper deportment. It afforded behavioral training as well as the transmittal of knowledge. This required a teaching method which was adapted to the one-time, temporary application of the learned material, and was compatible with the restrictions dictated by personnel and finances. The method's important results had to be uniform, regardless of incidental differences in qualifications of the various instructors. The method had to be expedient so as to accomplish a high degree of success with limited resources. It also had to be possible to utilize the method in the training of the other temporary personnel, despite the different nature of their duties.

Uniformity and optimal effectiveness with small expenditure was not possible to achieve with conventional teaching methods, especially since the OC could not get enough qualified instructors. For this reason, the greatest possible amount of material had to be put in the form of a programmed instruction system, which could be expanded as needed. In the latter half of 1970 the OC gathered the training material, organized and examined it as to its suitability for programming. Four programming institutes furnished estimates for the development of programs and teaching methods. In August, 1971 a contract was given to the Institute for Information and Teaching Systems, Inc. in Darmstadt for the development of the entire teaching program, the continuing advising in instructional methodology, and the production of the instructional material.

First of all, the hostesses were given information which they required for the optimal accomplishment of their activities before taking up their duties at various locations. Also they had to become familiar with the organizational aspects and scheduling of the Olympic Games, the spatial layout of the sports facilities and the city, since they were at all times and places targets for information seekers. This basic knowledge was very comprehensive. It could not have been taught just prior to commencement of duties, since that time was dedicated to special training. Basic knowledge was taught in two phases.

The objective part of the general information was systematically programmed. This guaranteed a uniform, simple and reliable information transfer; it was independent of place, time and instruction personnel. This method was deemed feasible, since the hostesses all possessed the same prerequisites in view of their selection according to the same criteria.

As the medium of instruction the OC chose the book. The material was apportioned and condensed in such a way that one program required a maximum of one and one-half hours. This amount of material approximated that of a normal day of instruction. The programs consisted of separate, small, independent units or learning blocks; each unit dealt with a main subject closely related to the activities of the hostesses. The units were structured in such a way that they could be used for various task groups of the temporary personnel.

The general information material was organized into seven subject groups, as follows:

1. The twenty-one Olympic sports;
2. The sports facilities and other Olympic installations in Olympic Park;
3. All other sports facilities outside Olympic Park;
4. Munich;
5. Kiel;
6. Traffic and public transportation;
7. The Olympic Games — organization and functions of the IOC, the NOCs, the international sports organizations and the OC, as well as the history of the Olympic Games.

The available material for the individual subjects was analyzed and selected. It was obvious that the sum of all the information that the hostesses were given was more than the quantity which they could retain in the short time of their training. Essential basic knowledge had to be determined, reduced to the smallest possible quantity and separated from desirable but non-essential material. The criteria for selection were the necessity for a particular piece of information and the expected reaction of visitors if it was not available.

For the conversion of the material into learning blocks a programming technique was employed, which made it possible to remove individual blocks and restructure them. The absolutely essential information was clearly separated from additional information. It was always on the right-hand pages. The text was illustrated with drawings and pictograms. On the back pages was the additional information. The hostesses could detach the pages and arrange them into a reference book.

At the end of every unit there were green pages with questions and exercises pertaining to that unit. The students were challenged to participate actively. The reverse sides of the green pages contained the solutions. With additional information, questions and answers the learned material was reinforced, and a positive feedback attained. An initial test with one of the groups of hostesses proved the effectiveness of the programs and their positive acceptance.

Before the correspondence course material was sent out, the OC conducted five regional weekend introductory seminars in November/December 1971 in six different cities. They were Stuttgart, Hamburg, Hanover, Düsseldorf, Frankfurt and Munich. Since almost a third of all the hostesses were from Munich, three weekend seminars were held here. In Düsseldorf there were two. Originally planned to be of two-day duration, the OC later concentrated them into one day. The training rooms and technical aids were made available by several firms. They also took care of meals, while the OC reimbursed the travel costs.

At these introductory seminars the hostesses were motivated, became acquainted with their colleagues and members of the OC, and were informed about the training program. Lectures, small group discussions, and films were presented. The distribution of the first correspondence unit was delayed until February, 1972, since that much time was necessary to put together a double learning block or unit of three hours. In the beginning of April the second installment was sent to the entire temporary personnel. The other units followed at irregular intervals. Every unit was accompanied by a quiz, which the hostesses were to complete and return to the OC by an established deadline. Ninety percent of the hostesses complied with this requirement, so that the OC was able to check their progress continuously.

The correspondence course insured that a large part of the general information was absorbed. But this left other material which was not suitable for this method of instruction. This objective part could only be learned through observation, experience and discussion immediately preceding their actual activity.

This training was restricted to two main aspects:

- Practical orientation aids at the site were intended to help the hostesses find their way in the entire organization, in the city, and in the sports facilities. The OC organized guided tours through Munich, the surrounding area, Olympic Park and the outlying sports facilities. "Programmed walks" through the Olympic grounds and through Munich were planned. The hostesses followed specific routes and answered questions at specific points. This way of acquiring knowledge of the locality by following a program was found to be successful.
- In addition, positive behavior patterns were impressed on them, which made drastic changes in behavior or personality impossible. They were also made aware of typical misconduct, so as to eliminate it. Positive examples of conduct were practised, with the goal of achieving a uniform deportment among all the hostesses which would make a good impression on the visitor.

For the training in deportment, programs in book form could not be utilized. Previous experience had shown that it could not be expected of the trainees to put rules of conduct into practice. The hostesses were not to just discuss proper deportment, but to practice it as well.

The OC formulated several typical situations, discussed these in groups and deduced the appropriate conduct.

The general training was complemented with individual cosmetic and hair dressing advice. Lectures about reaction to a sudden illness among the visitors, safety precautions and the security police, the visitors' service, the foreigner's image of Germany, and German culture and Munich art history, prepared them for their diversified duties.

Thus, an extensive training program with over 1,500 hostesses had to be carried out. The OC decided on a training program with a snowballing effect, and this required planning long in advance. As early as the beginning of 1970 the general secretariat hired five experienced hostesses, who had participated during previous Olympic Games or at congresses, exhibitions, and similar functions. By July, 1972 five more hostesses were added. They received visitors and showed them the Olympic facilities. They were expected to act as interpreters at various functions, take part in exhibitions and congresses of the OC, and receptions and conferences. During the recruiting of the hostesses and the development of the training material they were able to gain valuable experience, which they passed on during training.

Supported by specialists, these ten training hostesses taught a total of 133 chief hostesses in Munich and 9 chief hostesses in Kiel. During a weekend seminar, held on April 15 and 16, 1972, the chief hostesses were acquainted with their areas of activity. In the main training week of July 3—7, 1972, general information was given concerning the training method and discussion moderation, general training, behavioral training, orientation and organization.

Two training weeks followed. In Munich they were held from July 10-14, and from July 17-21, 1972; in Kiel during the Week of Kiel from June 3-10, 1972. The material of the first week was amplified and supplemented by orientation at the duty station. Lectures and discussions about teaching methods and typical mistakes, about the technique of discussion moderation, and about leadership with stress on a personal style were offered. The chief hostesses were employed during the subsequent test events.

The hostesses were trained in small groups by the chief hostesses for one week. Because of space restrictions, they were called to Munich according to their starting date, in three staggered groups from July 24-28, from July 31 to August 4, and from August 7 to 11, 1972. During this time the hostesses in Kiel were also assembled.

The following were the subject groups:
—General training;
—Behavioral training;
The hostesses simulated situations in small groups. The results were presented by the group leader from the podium, which would lead to a discussion with the goal of strengthening the self-assurance of the participants.
— Orientation on the Olympic grounds;
— Orientation in Munich;
— Organization and administration;
— Cosmetic training and first-aid.

25.5.3
Assignment

By use of data processing the OC wanted at first to assign hostesses according to their special abilities and language proficiencies. This was difficult, since the hostesses were distinguished from the other short-term personnel by the method of their selection, the length of employment, their training and their flexibility. Changes in planning had to be given immediate consideration and this was possible only in rare cases. Otherwise, constant adaptations and reassignments were made. Shortly before the start of the Games, many applicants, 25% to be exact, withdrew. The OC was only prepared for a 10% loss because of marriage, studies, or changes in residence. The 25% loss could stem from the fact that they did not receive their final contracts until June, 1972 along with the other temporary personnel, even though they were selected early enough. This may have caused many to accept other job offers.

This shortage presented the general secretariat with a difficult personnel problem such a short time before the Games. It had to depend on the substitutes, who were applicants who were not comprehensively trained and were not able to complete the correspondence course in time. Today it can be said that these hostesses were also able to fulfill their responsibilities adequately.

For coordination and guidance of the hostess service, the OC set up a managing office. This office supervised thirteen different assignment stations organized according to spatial and numerical considerations.

The hostesses attended the following areas: sports, guests of honor, press, competition facilities, and the technical and information services. Each area was supervised by one or more chief hostesses who were subordinate to an area group hostess whom the OC had selected especially for her leadership qualities. The group hostess, a male area supervisor and his assistant formed a team. The supervisor was responsible for the organizational details.

The remaining assignment stations were considered as one area; their group or chief hostesses were responsible directly to the managing office.

Two supervisors worked in the managing office. Together with the area supervisors, their assistants and members of the general secretariat they coordinated the entire hostess service.

In the last phase of planning and during the Olympic Games the leadership consisted of sixty-seven persons, as follows: 1 specialist, 14 training hostesses, 15 area supervisors with 18 assistants, and 19 group hostesses. In Kiel the assignments were supervised directly from the managing office, with the exception of the youth camp.

Just prior to assumption of their duties, on or about July 23, 1972, when the test events began, the hostesses received training in the specifics of their duties. This special training was to outline precisely the hostesses' duties. For this the OC assigned the responsible specialists. Their expended time and ability to stimulate interest determined the varying results of this special training. Often the group hostesses assumed the instruction.

The training hostesses supervised the assignment right on the spot, and wrote reports on their observations which were discussed every morning in the managing office.

All incidents, reassignments, reports of illness, and absences were recorded. This enabled the management to make quick adjustments in requirements. Charts and lists were employed to constantly record the personnel at the various assignment stations.

Besides directing the hostess service, the managing office had to solve many other supervisory and organizational problems. For example, misroutings of food coupons or admission tickets had to be corrected.

The hostesses were provided with free meals and housed in dormitories during their training and Olympic activity. They were provided with official uniforms and reimbursed for expenses.

After the Olympic Games, all hostesses were asked to complete questionnaires concerning the dress, the training, compliments and complaints of the guests, and other observations. The questionnaires were collected at the time the salary was paid. The evaluation showed that some organizations had overestimated their personnel requirements. The programmed correspondence course was considered "very good" by 86% of the hostesses. Of the general training in Munich, the guided tours of the sports facilities and of the city, the behavioral training, and the programmed walks were positively rated.

Employment Survey

Department IX B

Management
Hostess service

E-area-1 Sports (as far as this was not included in other areas)	
Protocol (as far as this was not included in other areas)	E-area-2 a) Olympic Stadium b) Cycling course (excluding outside events)
Technical operations management	
Culture	E-area-3 Sportshall
Referee center Schwabylon	E-area-4 a) Swimming hall b) Dantebad
Modern pentathlon	E-area-5 Boxing hall
ID-card distribution Virginia Depot	E-area-6 a) Fair grounds b) Basketball hall
ID-card distribution OC	
Service to FIS	E-area-7 a) Equestrian events, Riem b) Nymphenburg c) Poing
Japanese delegation	
Ladies' program IOC	E-area-8 a) Rowing — canoing, Oberschleißheim b) Canoe slalom, Augsburg
Folklore festival	
Welcoming delegations	E-area-9 a) DOZ b) Volleyball hall c) Hockey facility
	E-area-10 Olympic Village (including transport management and youth camp)
	E-area-11 a) Press center b) Sub-centers
	E-area-12 All information areas
	E-area-13 All information panel stations

Check-hostesses

Reserve pool
Management



Hostesses at an information counter in a hotel for VIPs.

25.6 Health Services

According to the regulations of the IOC, the OC had to provide the participating athletes, their escorts, and all other accredited persons with medical and first-aid service.

This was the basis for all health service planning of the OC. In addition there was the injunction of the Public Health Department that the OC, as the organizer of the Olympic Games, was responsible for making medical service available to all visitors in the immediate area of the sports facilities, as well as to all others involved in the execution of the Games. This amounted to approximately 250,000 persons daily.

The above facts dictated the scope of the health services of the OC, with respect to personnel and materials. The service encompassed the entire organization of the Olympic Games; it covered the time span of several weeks before the opening until the closing of Olympic Park; and included the medical assistance team, care by physicians and sports physicians, hygiene, and hospital care.

For the establishment of the necessary medical facilities, and acquisition of personnel, the OC required the support of all medical service organizations, the German Armed Forces, the Public Health Department, and the professional medical associations. Even before the Games of the XIX Olympiad in Mexico City on 1968, the OC conducted information exchanges with

the most important organizations and institutions. This was necessary since the OC had to incorporate structural requirements into the plans of the sports facilities while these were still on the drawing board.

These measures were required to insure the medical and first-aid facilities' functional location according to type of sport and number of visitors; their number; type; and equipment; to provide for free access roads for the transportation of sick or injured persons; to provide for adequate parking of the ambulances in all Olympic areas; and to insure compatibility with the sanitary facilities in all buildings.

For the accomplishment of these requirements the OC engaged a consultant in March, 1967. In the beginning of 1969 it established the "Health Services Division" in Department IX of the general secretariat. A task committee consisting of specialists from the Public Health Department, the medical service organizations, the Army Medical Service, and the professional medical associations was also formed. In May of 1969 the committee met for the first time. Three additional task groups discussed the first-aid service, the medical care, as well as hygiene and hospital care.

In this early planning phase, the OC developed an initial study, which defined the responsibilities, locations, times, and type of service, and represented a tentative organization plan. About six months later, the basic concept for the

health services was established. The actual detailed planning was begun in mid-1971. This entailed first of all the structural organization for all areas. Separate facilities, both in personnel and space allocation, were provided for the general medical care of the visitors in the immediate area of the sports facilities, and the general or specific medical care of the accredited persons (except for distance competitions).

25.6.1 First-Aid Service for Spectators

Already in 1968 the various medical service organizations offered their services with respect to the spectators, to furnish personnel and transportation in the other areas, and to divide the responsibilities among themselves. The OC was thereby relieved of the responsibility of recruitment and training of the personnel. It only had to coordinate the personnel requirements with the appropriate organizations.

In September, 1968 the Bavarian Red Cross had sketched out the first concept of the medical service. Two months later, as a result of experience gained at the Olympic Games in Mexico City, it was revised.

The total number of aid personnel was only vaguely predictable at this time. Specifically, the OC was able to predict personnel requirements for the time prior to the start of the Games only after a detailed plan of the training areas and times was available. Aside from this, it became apparent that the medical service

organizations, in view of their voluntary nature and other commitments, would be unable to furnish all the necessary personnel. The German Armed Forces offered to take on the care of the spectators at the shooting range, the equestrian facilities, the distance contests, and in the training areas outside Olympic Park or the exhibition grounds. The medical service organizations then were responsible for all training areas and competition sites. The OC supported these organizations with a payment of 10,000 DM and the pledge to cover all other costs related to the Olympics.

For the spectators additional first-aid stations were planned in Olympic Park, at the subway station, at the Hanns-Braun Bridge, and at the streetcar terminal; a portable aid station at the entrance to the Amusement Street, and a water rescue service for the Olympic Lake were planned. Also, additional sanitary facilities were contemplated on the exhibition grounds. For the medical care of the spectators the medical service organizations and the German Armed Forces utilized supervisors, physicians, medical orderlies, and nurse's aides. In case of a spectator or a member of the OC becoming ill or injured, first-aid or medical help was furnished on the spot or in the aid station. The personal data, diagnosis, and treatment given were recorded.

For those cases where the ambulatory treatment was not sufficient and required hospital care of one to two days' duration, the OC erected a small supplementary hospital. Experience with other large

undertakings had shown that such an intermediate station between the first-aid and the regular hospitals was practical. Illnesses or injuries of an ambiguous nature were clarified and it was determined if the patient could be released, should be observed further, or be admitted to a hospital.

This then constituted the responsibility of the supplementary hospital. It was to receive all spectators and temporary personnel of the OC who required hospital care and register these cases. This was to prevent that an ill or injured person was admitted to a hospital without his family, travel agency, or hotel being informed. Physicians in the sports facilities who recommended admission did not have to make a thorough diagnosis; they could rely on the specialists and trained assistants of this hospital. Thus, mild illnesses and injuries did not burden the regular hospitals with their limited admission capacity. These cases were not only examined, but also treated for a short time at very low cost.

Specialized equipment was available for all diagnostic measures, for X-ray and clinical laboratory tests. The facilities consisted of the following:

- A hospital ward with 120 beds with a surgical and internal medicine department;
- Facility for emergency gynecological treatment;
- X-ray department;
- Clinical laboratory;
- Four dental stations, with capability of performing all conventional and surgical procedures;
- Dental laboratory able to repair a damaged prosthesis.

The German Armed Forces managed this hospital as part of their Academic of Health Services adjacent to Olympic Park on Schwere-Reiter Street. Some specialized facilities were available here, and some facilities had to be specially equipped. The 24-hour service necessitated special personnel requirements, such as having three shifts of specialist physicians, assistants and nurses, additional personnel of the German Armed Forces, nurses of the Bavarian Red Cross, and nurse's aides of the medical service organizations.

During the period of August 1 to September 12, 1972, 781 sick or injured patients were admitted to the supplementary hospital. A medical examination determined if the patient required ambulatory treatment or if he needed temporary hospitalization, and whether treatment was to be given in the medical or surgical department. This was especially true in the case of patients whose care in hotels, private homes, or dormitories would have put too great a burden on the resident physicians in Munich, and would therefore not have been possible or practical. If the ambulatory treatment or temporary hospital care was not sufficient, then the patient was admitted to a regular hospital. For this purpose a referral service was set up, which reserved a place in an appropriate hospital and guided the admittance. This referral service was directly connected with the already existing referral office of the Bavarian

Red Cross on Seitz Street, where all available beds in the City—and State-operated hospitals were listed. When needed, the admittance was made to the closest hospital appropriate for the case. Dental fractures and injuries to the mouth and jaw areas were treated in the university clinics. The dental laboratories of the clinic furnished the necessary dental work. For special cases the clinics of the University of Munich were made available.

In order to be prepared in case of a catastrophe, where the Munich hospitals and clinics were unable to accommodate patients from the Olympic Games, the OC reserved space in the Munich hospital of the German Armed Forces on Roman Street. General surgical, internal medicine, urology, and ear, nose and throat cases could be accommodated here. Admittance would be through the referral service or the Disaster Relief Administration of the City of Munich.

This first-aid and medical service of the OC applied only to visitors on the Olympic grounds.

Should a visitor become ill in his accommodations or have an accident on the street, he was obliged to utilize the medical services in Munich or the surrounding area.

Numerous Munich physicians could be utilized in case of an emergency. For the entire metropolitan area there was an emergency center, which would immediately send out a physician, and this service was considerably intensified during the Olympic Games. Also, in the surrounding areas a physician could be called at any time.

25.6.2 Medical Care for the Athletes

The medical care for the athletes and officials within the sports facilities had separate personnel and facilities from that furnished for spectators. For every type of sport there was a supervising sports physician. Assisting him at every competition site were sports physicians with special experience in that particular sport. These, in turn, were assisted by trained medical personnel. All were available for first-aid and medical treatment. The teams requested this additional treatment, but retained full rights of decision and action.

To estimate the required number of sports physicians for all competition sites and training areas at all times was very difficult. Since their activity was only subsidiary, their need depended on requests by the teams and the number of physicians these teams had brought along.

Requirements were especially difficult to foresee in the training areas. With the beginning of official training, after the opening of the Olympic Village, the OC had to furnish medical personnel for the various training areas. For this it was planned to utilize the medical personnel of the German Armed Forces. They were to furnish first-aid and also medical support, according to the needs of the training teams. These requirements were submitted to the Medical Service Control

Center for coordination. Telephone service between the center and the training areas facilitated guidance and reinforcement measures, including the reserving of hospital beds.

For the athletes the OC set up a medical center in the Olympic Village, easily accessible for all residents, for general, specialized, and in-patient care. It was equipped with all necessary medical apparatus and staffed by specially selected physicians. A building comprising several stories was needed.

At first, the OC wanted to temporarily equip building 1 in the Olympic Village for this purpose, but it was technically not possible. At the end of 1968, the possibility presented itself of building a group medical center in the area of the Olympic Village, which would remain functional after the Games. The OC had to find a building which suited its requirements as well as the plans of the post-Olympic user.

Negotiation were drawn out until May, 1970. At that time it was decided to use building 4 of the Olympic Village for the medical center. It fulfilled the space and functional requirements of the OC. In August, 1970 the concept was finalized, but remained valid only until three months before the start of the Olympic Games, since the plans for using it after the Games fell through. The OC was therefore forced to change its plans in coordination with the contractor, and utilize three floors in building 4, as follows:

- The third floor contained the central reception and waiting room. From here the patients had access to the physicians. The reception could be reached by using the stairs or regular elevators; in addition there was a special elevator for stretcher cases.
- Other facilities on the third floors were: Rooms for emergency treatment with two surgeons, one orthopedic surgeon, one anesthesiologist, and an X-ray facility; fast ambulatory treatment was possible.
- A dental clinic with four fully equipped stations in two rooms; treatment to alleviate pain, small surgical procedures, up to restoration of function of a prosthesis were possible, and proved very useful.
- Through an inner stairwell one reached the second floor, which had the second reception area. This floor contained:
 - the rooms for internal medicine with four internists
 - all specialties with one physician for each
 - a laboratory.
- The fourth floor contained thirty-six beds for cases requiring hospitalization.
- In the basement were facilities for physical therapy, including underwater and air pressure massage, pool and sauna. The OC took over these facilities, fully equipped, from the post-Olympic user.

The electro-medical and laboratory equipment was furnished by industry, the Clinic of the University of Munich furnished a complete unit for eye examinations with all essential accessories, and the Armed Forces made available the

remaining necessary equipment of a military hospital without beds, and furnished the rooms.

The physicians and assistants were housed on the fifth floor; the pharmacy was on the main floor.

The planning for assignments of physicians was based on four duty shifts, as follows:

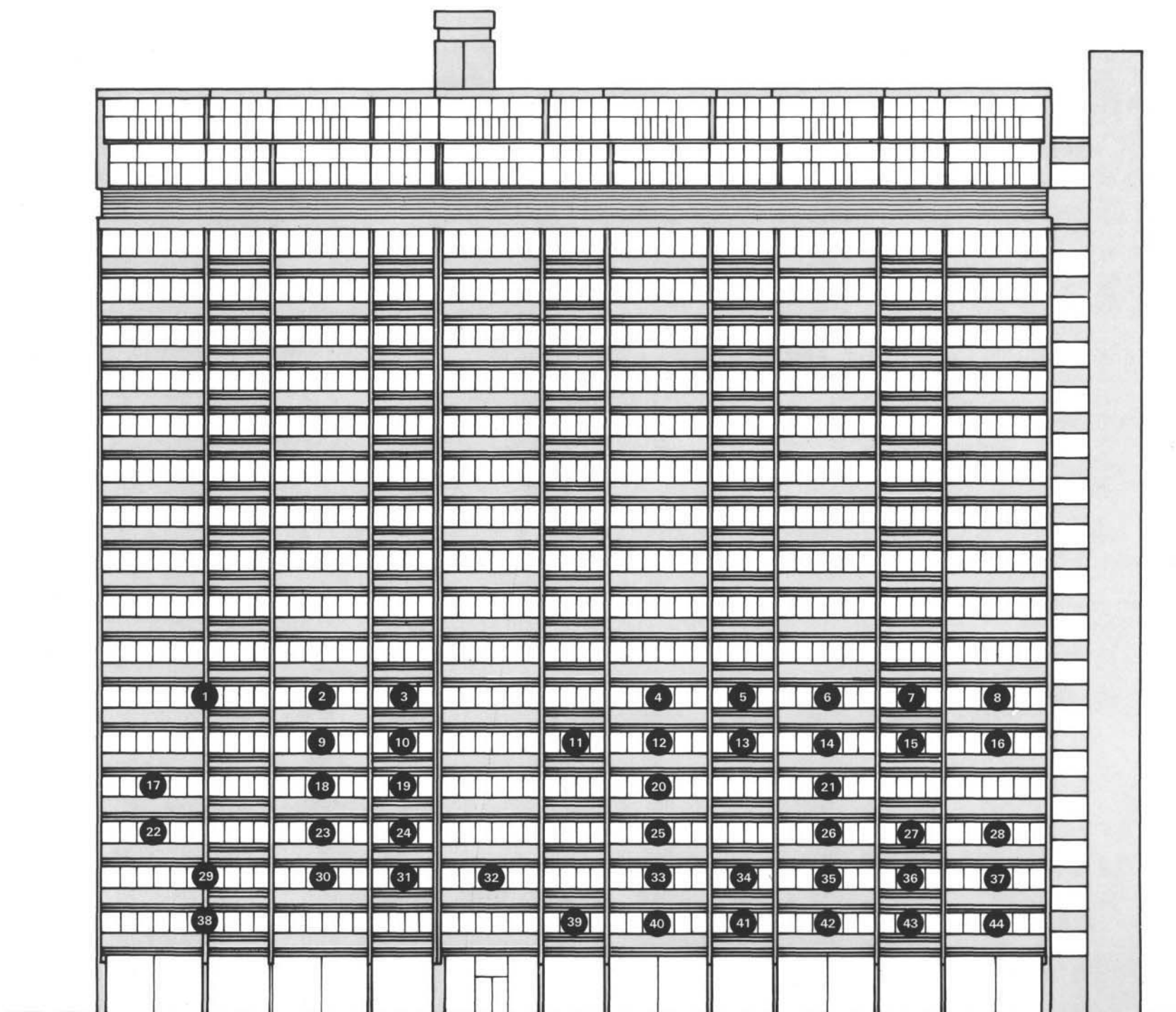
- During the three fully staffed day shifts, 6:00 A.M. - 12 noon, 12 noon - 6:00 P.M., and 6:00 P.M. - 10:00 P.M., there were four internists and general practitioners, one laboratory physician, one optometrist, one radiologist, one dermatologist, one gynecologist, one ENT specialist, and four dentists.
- During night duty, the fourth shift from 10:00 P.M. - 6:00 A.M., one internist or general practitioner were available, and other specialists were on call.
- An emergency surgical team was on call twenty-four hours a day. It consisted of surgeons, orthopedic surgeons, and an anesthesiologist, and was rotated at 8 o'clock. These teams came from surgical clinics in Munich; their members knew each other, were used to working together, and had their own assistants.

From August 1 to 10, 1972, the OC assigned fewer physicians and a smaller surgical team per shift; from September 11 to 15, 1972, no surgical team was planned. X-rays could be taken at any time.

The laboratory was available for regular examination from 8:00 A.M. to 6:00 P.M., and at night for emergencies.

All residents of the Olympic Village were allowed to utilize the medical center directly. They checked in at the central reception desk and were referred to the appropriate physicians. Prescriptions for drugs or physical therapy were given by the physicians in the center.

Aside from this, the team physicians were furnished with referral forms for X-rays, laboratory work, electrocardiograms, examination and treatment by a specialist, physical therapy, and dental work. They sent their team members to the center with a referral slip which they presented at the reception desk. After the requested work was completed, the team physician was furnished with a report, along with X-rays, the ECG, and the laboratory results, as appropriate.



Legend to the diagram of the clinic or medical center

- 1 3 physicians
- 2 physician
- 3 physician
- 4 3 patients
- 5 2 patients
- 6 3 patients
- 7 2 patients
- 8 3 patients
- 9 3 anthropometry
- 10 physician/scientific advisory council
- 11 stand-by
- 12 station room
- 13 2 patients
- 14 3 patients
- 15 2 patients
- 16 3 patients

- 17 heart volume
- 18 x-rays
- 19 registration
- 20 surgery
- 21 shock treatments
- 22 head physician
- 23 conference room
- 24 reserve area
- 25 waiting room
- 26 dentist
- 27 waiting room
- 28 dentist
- 29 blood laboratory
- 30 clinical laboratory
- 31 urine laboratory
- 32 waiting room
- 33 gynaecology
- 34 skin and sexual
- 35 eyes, ears, nose, and throat

- 36 spiroergometry
- 37 spiroergometry
- 38 doctor's office
- 39 management area
- 40 internist
- 41 internist
- 42 internist
- 43 internist
- 44 electrocardiogram

Location of the medical center



The team physicians were also allowed to carry out the following work independently in the center:

- X-ray and other radiological examinations;
- Laboratory tests;
- Electrocardiograms;
- Prescribe physical therapy;
- Request medication from the pharmacy with special prescription forms;
- Refer team members to the center's specialists for diagnosis or therapy;
- Hold consultations with the physicians of the center;
- Request support from the center's physicians when making an examination or giving treatment in the center's facilities;
- Consults the center's physicians when treating a team member confined to bed;
- Admit team members to the ward of the center, if the illness could not be treated in the team's quarters but did not necessitate admittance to a hospital.

For all these activities pertaining to the care of the athletes in the sports facilities and the general or specialized care in the medical center of the Olympic Village the OC required physicians with special sports oriented experience and specialists. The total was estimated to be about 225. They were to be volunteers, except that they would receive free accommodations, meals and clothing, and be reimbursed for travel expenses. The OC advertised the positions (with the exception of the surgical team) in professional magazines in March/April of 1971. The deadline for applications was May 15, 1972. Up to that time about 700 applications were received, and in the following four weeks another 400 arrived. The OC extended the application deadline until June 17, 1971. On that day the applications numbered 1,197.

This high number was unexpected, and necessitated selection. The criteria for selection were formulated with the assistance of the German Association of Sports Physicians and the Bavarian Association of Sports Physicians. These organizations also furnished the members of the selection committee. Neglecting mistakes in the application forms or unrealistic special wishes, the selection was made according to the following criteria:

- Age:
 - not over 65 years on August 1, 1972, as a rule;
- License:
 - before January 1, 1967, as a rule;
- State of health:
 - able to work at full capacity;
 - Knowledge and experience (specialized training):
 - in the care of the athletes: experience in sports medicine essential;
 - possibly instead of sports medical experience, special clinical or sports experience;
 - proficiency in languages;
 - other medical service:
 - specialized training, if necessary for the particular assignment;
 - proficiency in languages;
- Place of residence:
 - special consideration was given to members of regional chapters of the German Association of Sports Physicians according to their membership strength;

Length of employment:
preference was given to applicants who made themselves available for at least four weeks;

There were three assignment periods:
August 1 to September 10, 1972
August 14 to September 15, 1972
August 14 to September 10, 1972

The physicians were selected on August 4, 1971. The supervising physicians were members of the German Association of Sports Physicians and were nominated along with the appropriate national sports organization and the German Confederation of Sports Physicians. Physicians required to attend the spectators were furnished by the German Armed Forces and the medical service organizations.

Primarily, the OC required twenty-one dentists for dental care and diagnosis. Toward the end of 1971 these positions were advertised in the greater Munich metropolitan area. From the forty-two applicants selections were made by the OC together with the Bavarian Dental Association.

The medical assistants (medical-technical assistants, masseuses, physical therapists) were recruited either through advertising, or furnished by the medical service organizations (nurses, doctor's assistants, nurse's aides).

25.6.3 Medical Service for the Youth Camp

The OC delegated the medical service for the 2,500 participants and personnel of the youth camp to the German Armed Forces. A treatment center was set up in a centrally located prefabricated building. From August 1 to September 15, 1972, physicians, nurses, and medical personnel of the German Armed Forces, the German Red Cross, and the medical service organizations worked here in three shifts. The two day shifts overlapped during peak times, i.e., after meals. Two treatment rooms and three rooms with six beds were available. Here it was possible to give ambulatory treatment as well as temporary hospital care. Serious cases were referred to the supplementary hospital, and when necessary, the German Army hospital was available for cases which required extensive hospital care.

25.6.4 Medical Service for Guests of Honor and Temporary Personnel

Members of the IOC, the NOCs and the international sports associations were treated in their hotels or in the visitors' area of the competition sites. A special medical station was available in the guest of honor area of Olympic Stadium.

For the temporary personnel the OC wanted to utilize twelve mobile medical teams, who could be consulted at least once a week by appointment at each of the accommodations. The need, however, was found to be minimal. Therefore, the OC simply provided first-aid kits. In emergencies a nearby physician was available. In other cases the patients received treatment in the medical center of the Olympic Village. Severely injured personnel would be admitted to a Munich hospital. This medical service was made available by the OC during the Olympic period also to its permanent staff to lessen the burden on Munich's resident physicians and to utilize the facilities to the optimum.

25.6.5 Medical Service for Journalists

For the ambulatory medical care of the journalists and their assistants the OC established a first-aid station in the press center. It was staffed day and night with three physicians and one dentist.

The OC also wanted to include the group practice, planned for the press center after the Games, in the medical care of the journalists and technicians. This facility contained an X-ray department, a laboratory, ECG machines, and a dental facility. The physicians who would be working here later offered to assume the responsibilities for medical care on a voluntary basis around the clock. Should a member of the press complex be confined to bed, he was able to call a physician to his apartment at any time. Special examinations and hospital care were to be given in the medical center of the Olympic Village. Later the OC wanted to establish a special medical facility in a residential building of the shopping center. The treatment rooms and accommodations, however, were not completed on time.

All cases beyond ambulatory treatment were therefore handled in the medical

center of the Olympic Village; serious cases were referred to Munich hospitals.

Every steward in the press complex had a first-aid kit with which he was able to attend to small injuries, etc. For the entire time of operation a medical service was installed in the German Olympic Center (DOZ) which furnished medical aid, especially with accident cases.

25.6.6 Coordination and Supervision of the Medical Service

From the above it can be seen that the medical service for spectators was separate from the service for accredited groups of persons. Both services had to be coordinated by the OC. In the managing office of every sports facility there was a medical service supervisor whose responsibility it was to plan and coordinate the personnel assignments. Being connected to the two main managing centers, he supervised the readiness of personnel and equipment and monitored the activities. He coordinated the assignment of the first-aid personnel in both areas of the competition site and, together with the supervising physician, set up the schedule for the sports physicians. He further served to support the physicians in their duties and maintained contact with the respective director of the sports facility. He was responsible for communication and arranged for transportation of the ill or injured. For these manifold duties the OC recruited experienced medical officers of the German Armed Forces, supported by communication assistants. During the test events on July 15, 1972, they had their first contact with the supervising sports physicians.

The separation of responsibilities was not intended to be strictly adhered to. The medical service organizations and the Armed Forces were allowed to attend to athletes, and the sports physicians could treat spectators.

The two large areas of the medical service were directed by two managing centers:

- For the medical and first-aid care of the visitors and the temporary personnel the German Armed Forces established a medical center in the Academy for Health Services (Luitpold Army Base).
- For the medical care of the accredited groups of persons the OC established a medical center in the Olympic Village.

25.6.7 Transportation of the Ill or Injured

For the transportation of the ill or injured from the sports facilities to the medical center, the supplementary hospital, clinics or quarters, the OC required ambulances. In 1968 the German Armed Forces had already pledged to make the necessary vehicles available. Every training area and competition site, the medical center in the Olympic Village, the press center, and the youth camp were to be supplied with one or more vehicles for transportation of the ill or injured. Parking areas for these vehicles were reserved.

In emergencies, for example, when an ambulance was in use, and another was needed immediately, other vehicles were also available. They were parked at the first-aid center and were on call at all times. The coordination of vehicle requirements was handled by a motor pool working around the clock.

25.6.8

Availability of Medication

In addition to medication and medical supplies carried by physicians, the medical service organizations, and the German Armed Forces, the OC equipped all personnel uniformly with sufficient medical and first-aid supplies, especially medication. The following areas of indication were determined:

analgetics, antipyretics, antiphlogistics
anthelmintics
antianemics
antiasthmatics, antitussives
antibiotics
anticonvulsants
antidiabetic agents
antihistamines
hemorrhoidal preparations, anticoagulants
cardiovascular preparations
dermatologicals, antiseptics
diuretics
gynecologicals
haemostyptics
hepatics, cholagogum
hormones
hyperemics, antirheumatics
vaccine, serum
laryngologies, otologies, rhinologies
laxatives, intestinal antiseptics
local anesthetics, narcotics
ophthalmologicals
plasma expander
psychopharmacologie agents, tranquilizers
sedatives
spasmolytics
digestives
vitamins

From this list of indications the OC compiled a list of medication which contained a total of 336 preparations. During the Olympic Games it was expanded to 778 items of medication and surgical dressings. The pharmaceutical industry donated the medications.

Management of supplies for the entire medical service was centrally directed by the OC. Only this way could control over distribution of material and costs be maintained. A central issuing office was established on the 13th floor of building 1. All medical supplies from industry and the depot of the German Armed Forces were received here, examined and stored. Supplies were issued directly to the sports physicians, the medical service organizations for the first-aid stations, and other treatment facilities in the Olympic Village, the German Olympic Center, and the press center.

Intermediate issue points were also established, as follows:

- A pharmacy on the main floor of the medical center dispensed medications and other medical supplies, beginning August 1, 1972, to the medical centers in the Olympic Village, the press complex, and the German Olympic Center. It also supplied the sports physicians and the team physicians.
- A pharmacy in the supplementary

hospital satisfied its needs and also filled individual prescriptions.

- An issuing office in the first-aid center supplied the physicians, the medical personnel of the Armed Forces, and the medical service organizations, as well as the first-aid service in the sports facilities, in the youth camp, in the accommodations of the temporary personnel, and the disaster relief service.

The central issuing office was responsible for keeping an adequate stock on hand and re-ordering supplies when necessary. Should a deficiency occur, it was to be met on short notice by deliveries from industry.

Stationary medical apparatus was made available by the German Armed Forces and the medical service organizations.

All physicians and all medical personnel received a physician's bag or first-aid kit, as warranted by their activity.

25.6.9

General Hygiene and Epidemic Prevention

In compliance with health regulations, the OC had to insist that all accredited persons had current vaccination records at the time of their arrival in the Federal Republic of Germany. All individuals who had been in Africa, South America, Asia or an infected area two weeks prior to their arrival by air, were required to have a valid international smallpox vaccination certificate. Exceptions were the Azores, Madeira, the Canary Islands, USA, Canada, the Soviet Union, Turkey, and Cyprus. A certificate for cholera vaccination was not required. As a precaution, the OC informed all ID card holders of this regulation in its ID card brochure.

The checking of vaccination records, as well as general medical service for the arriving visitors was handled by a medical service at the airports in Riem, Neubiberg and Fürstenfeldbruck.

For cases of smallpox and other infectious diseases during the Olympic Games, thirty beds were kept ready by the City of Munich in the Schwabing Hospital. In addition, there was a smallpox ward available in the Günzburg Neurological Clinic. In case of an infectious disease occurring in the Olympic Village, the responsible team physician had to notify the medical service control center immediately.

With respect to general hygiene, it was imperative that strict health regulations were observed in all food service areas, restaurants, and kiosks, in the Olympic facilities and the accommodations of the temporary personnel. The Public Health Service was responsible for enforcing these regulations.

It was the responsibility of the OC to conduct continuous chemical and bacteriological examinations of the water in the swimming facilities. This applied especially to the training facilities, as well as the pools in the Olympic Village. Checks were made weekly. The water in the training facilities was of especially

good quality. The four small indoor pools in the Olympic Village repeatedly registered a bacteriologically poor water quality. The cause was, for one thing, the high rate of use of the small pools, and for another, the unfavorable current regulation. One pool in the Olympic Village had to be closed because of coli bacteria, disinfected and refilled. The water in these pools was more heavily chlorinated because of the high bacteria count and checked more frequently.

Refuse was removed with the most modern equipment.

25.6.10

Conduct

During the test events the medical service organizations and the German Armed Forces took over the medical care. In the spring of 1972 especially, they were able to gain valuable experience, recognize and overcome organizational, personnel, and technical difficulties. The area supervisors for the medical service had already assumed their duties at the competition sites during the test events, and met with the supervising sports physicians or the leadership in the spectator branch of the service. The medical assistants were assigned, as far as possible, according to the Olympic plans. For the tests, however, it was not possible to include the sports physicians of every sports facility; their places were assumed, for the time being, by medical officers of the German Armed Forces. Also, the personnel of the medical service organizations were not identical with that actually used during the Games.

Before the Olympic Games the OC distributed a medical guide to all team physicians and others, and to the medical and first-aid assistants. The guide, printed in three languages, and containing 220 pages, gave information about the responsibilities and assignment stations of the medical service.

On August 1, 1972 the bustle of training activity began faster and more extensively than expected. The communication system could not be realized as planned. The requests for medical aid for the teams originated mostly with the sports physicians or area supervisors, who later also maintained supervision over training facilities in their area of responsibility. Communication procedures were soon adapted to the situation; the urgent calls, at first, became less so, with the result that personnel was always on the spot in time.

During the Olympic events the athletes were treated primarily by their team physicians. Because of this, it turned out that in a few facilities too many physicians had been assigned. The first-aid center functioned until September 12, 1972; a day later the supplementary hospital and its pharmacy were closed, as well as the medical center. Up until September 18, 1972, the day that the last athlete left the Olympic Village, physicians, first-aid personnel, and ambulances of the German Armed Forces remained on duty.

All Olympic requirements were met and reserves were always available.

During the Olympic Games, the OC employed thirty-one rescue vehicles, thirty regular and twenty overland ambulances for a total of 446 cases. Other available vehicles included eighty-three buses, trucks, and automobiles, especially for use in the distance competitions and for transport of personnel. The use of the vehicles did not present any great difficulties, thanks to the favorable traffic conditions during the Olympic Games.

For urgent cases and serious injuries, six medical evacuation helicopters of the German Armed Forces were on call from morning until dusk. Two of these stood ready on a specially constructed landing pad at the first-aid center.

Daily about 70 to 100 persons utilized the medical station of the youth camp. Most of them suffered from infections, small injuries and colds. A few groups brought along their own physicians. The supervising physician of the youth camp did not only give ambulatory treatment and temporary hospital care, but also supervised the camp's hygiene, including social and psychological hygiene. For transportation to other treatment facilities the youth camp was provided with an ambulance.

The central issuing office dispensed medications, first-aid, medical and laboratory supplies, and instruments in the amount of 2,410,00 DM to the medical service. German industry donated 1,900,000 DM to the medical service.

The following figures give particulars about the personnel assignments in the medical service during the period August 1 to September 18, 1972:

Assigned Personnel

Total 3,557

Physicians and Dentists

Olympic Village 67
Sports physicians at the competition sites 142
Medical officers of the German Armed Forces 268
Dentists 27
Physicians and scientists for sex control 40
Physicians for doping control 33
Physicians on the scientific advisory committee 29

Other Medical Personnel

Medical service of the German Armed Forces 247
Medical service organizations, Munich 594
Medical service at outlying competition sites (except Kiel) 392
Press area
German Olympic Center (DOZ)

Assignments in Competition and Training Sites

Total areas serviced 118

Competition Sites (30)

Calls at competition sites 274
Duty days of sports physicians 968
Duty days of Army medical officers 331
Duty days of first-aid personnel 4,341
of these
Armed Forces medical service 934
Medical service organizations 3,407

Training Areas (88)

Calls in training areas 1,275
Duty days of Army medical officers 318
Duty days of first-aid personnel 2,999
of these
Armed Forces medical service 2,387
Medical service organizations 612

First-Aid Stations

Patients treated app. 28,000
composed of the following:
Competitors 3,390
Spectators 12,000
Temporary personnel 12,610
Bandaging 8,500
Medications 16,000
Other aid 3,500
Transportation 446
rendered by:
German Armed Forces 295
Medical service organizations 151
Helicopter evacuations 4

Medical Center in the Olympic Village

Patients — general treatment and by specialists 5,886
Patients - dental 2,276
Other treatment
Physical therapy 5,824
X-ray 1,774
Laboratory 1,540
Hospital ward Patients 59
(47 athletes, 1 guest of honor, 2 officials, 1 trainer, 3 press representatives, 3 temporary personnel)
Days of care 142

Press Center and German Olympic Center (DOZ)

Patients 2,640

Accommodations for VIP and Temporary Personnel

VIP patients 32
Student dormitory in Freimann (Hostesses) Patients 776
Accommodations for visiting youth Patients 263

Olympic Youth Camp

Cases treated 2,195
Hospitalized patients in camp with 96 days of care 20
Admissions to hospital to 11
Supplementary hospital of German Armed Forces 10
German Armed Forces Hospital 1

Hospital

Patients in the Building of the Organization Committee, 7 Saar Street 710

Supplementary Hospital of the German Armed Forces

Out-Patients 781
Hospitalizations 239
Days of care 787
Other treatment
Laboratory 785
X-ray 1,599
ECG 57

Hospitals (without supplementary hospital)

in civilian hospitals 118
in Army hospital 60

Accidents

in organizational area of Olympics (OC and firms) 1 52

Deaths

(2 competitors, 1 referee, 1 former competitor, 11 visitors, 5 deaths in motor pool) 20

Sex Control

Number of examinations 960
Certificates presented 114

Doping Control

Number of examinations 2,259
Positive cases 7
(0.3%)

Veterinary Service

Total personnel 27
Veterinarians 15
Veterinary assistants 12
Participating nations 28
with 368 horses
(16 nations with their own veterinarians)
Cases treated 257
on 118 horses

Death of a Polish horse (only registered by Veterinary Service)

Vehicles of the Olympic Medical Motor Pool

233
Military ambulances including 5 rescue vehicles 79
Other vehicles
German Armed Forces 104
Ambulances of medical service organizations 26
OC automobiles for medical service 24
Vehicle service calls German Armed Forces approx. 8,100 = approx. 190,000 km
Other calls approx. 5,000 = approx. 150,000 km
Ambulance/rescue vehicle calls 1,315
German Armed Forces 966
Medical service organizations 349

25.7 Janitorial Services

25.7.1 Janitorial Service for Buildings

All sports facilities managed by the OC were to be cleaned once daily, including Saturdays and Sundays. This was to be a normal maintenance service and included sweeping the grandstands and stairwells, cleaning the activity rooms, dressing rooms, massage rooms, first-aid stations, and offices of the press and television.

In the remaining buildings, the janitorial service consisted of the following:
— In the Olympic Village, cleaning before and after the Games;
Pre-Olympic cleaning in the Press City of all living and traffic areas;
Washing of doors, window sills inside and outside, radiators, baseboards, and glass inside and outside;
Cleaning of furniture inside and outside, sanitary facilities, lighting fixtures;
— Maintenance of the Olympic Village, press complex, accommodations of the temporary personnel, the youth camp, and food service facilities:
Polishing and wet-mopping of floors;
Daily vacuuming of carpets, including necessary spot removal;
Emptying and cleaning of garbage cans, waste baskets, and ash trays;
depositing refuse in containers;
Thorough daily cleaning and disinfecting of washrooms and toilets;
Daily cleaning of metal fixtures, mirrors, etc.
Daily dusting of all furniture and equipment, window sills, doors, and door frames;
Removing of spots on doors, windows, etc.;
Changing of towels and replenishing of toilet paper.

The OC was able to cope with these diversified responsibilities only by engaging professional cleaning firms. Much experienced personnel was needed. They were not available in Munich in sufficient numbers. Therefore, the OC wanted to let the contract after inviting tenders from professional firms. The necessary data for this was obtained from the construction plans. In August, 1971 limited tenders were invited from Munich firms. The bids which were received varied so much that they could not even be compared. The OC was forced to give up this plan. It ascertained again the areas to be cleaned and set up work requirements for each. The entire janitorial service was divided into numbered projects. Floor coverings, their area, and required cleaning time were determined. In December, 1971 the OC sent these data out to Munich cleaning firms. Their bids were to correspond to the individually numbered projects. Again the bids varied greatly. The OC checked them technically and mathematically, and negotiated with every firm. It had to learn the expectations of the firms as to the organization of the work, specifically the number of personnel to be used.

The OC wanted to contract only for the work, while it would furnish the cleaning supplies itself. The amount of cleaning material was determined by the method, the number of personnel, and the time required. Considerable savings could be expected by buying the material at favorable prices in quantity.

A single firm was unable to take on the entire cleaning service. A wide distribution of the contracts was practical, since it would not burden a single firm with difficult organizational and personnel problems. Five firms were given the contracts for janitorial service in the buildings. Two of them carried the main volume of work. They established offices in the general secretariat.

It was difficult to determine the daily cleaning schedules. The OC required one thorough cleaning daily. In the sports facilities this could be done only after the last event, so it was possible only at night, as was the case in the press center. In Olympic Stadium this was between midnight and 5:00 A.M. During the day the Olympic Village was to be cleaned (from 8:00 A.M. until 12 noon, and from 2:30 P.M. until 6:00 P.M.) and the accommodations of the temporary personnel.

During the test events many facilities were cleaned for the first time, at which time, however, the permanent employees of the contracted firms were not used. It was discovered that in several cases the allocated time for cleaning could not be adhered to. The personnel had to be increased, and the supply distribution had to be corrected. It was also found that, in addition to the daily thorough cleaning, extra personnel were necessary in the sports facilities during the day. Additional cleaning, especially in the areas for the guests of honor and the press, the dressing rooms, and the first-aid stations, during the breaks in individual events was found to be necessary. In Olympic Stadium this was often only a half hour. Only with a large number of personnel was this manageable. Problems arose with the working hours and payment. The requirements of cleaning some facilities on short notice, such as the kiosks, information booths, exhibition rooms in the Haus der Kunst (Art Museum) and the German Museum, and various areas of the accommodations and food service of the temporary personnel, added to the costs. The schedule had to be revised often.

The OC was basically able to solve all these personnel and organizational problems with the contracted firms. Occasionally, because of delayed supply deliveries, costly substitutions had to be purchased.

With the exception of the main events in the Olympic Center, the opening and closing ceremonies, only normal maintenance work in the buildings in Kiel was necessary. Cleaning before and after the Games in the accommodations of the Olympic Village and youth camp, and the management and control offices was accomplished. Special emphasis was put on a thorough cleaning of the washrooms and toilets. In Kiel also the OC did not

take on this responsibility, but turned it over to a professional firm.

A cost comparison was necessary. Limited bidding was made on the entire complex. Only a local firm was able to carry out the work professionally and within the allotted time. Problems in scheduling the cleaning times for the Olympic Village, the leisure center, and the eating facilities and lounges, were solved. A slight correction in the general cleaning plan and the addition of a small daytime cleaning team insured a smooth functioning of the work.

25.7.2

Maintenance of Green Space

Careful maintenance of Olympic Park was of special concern to the OC, in order not to spoil the appearance of this area. In this limited area approximately 250,000 to 300,000 visitors were expected daily. This presented extensive cleaning responsibilities, with organizational, technical, and personnel problems. It was to be noted that the cleaning service, as a rule, could work only during times of light traffic, that is, at night. But maximum cleanliness had to be maintained also during the day. Because of the number of visitors it was almost impossible to work even with small cleaning tools, such as broom and shovel. The OC installed enough waste baskets, especially in the vicinity of the eating establishments. The baskets contained plastic liners to facilitate emptying.

The entire responsibility for organizing the gardening and care of the public green spaces was assumed by the Munich City Park Department. The OC wanted to draw the necessary personnel from its contingent of volunteers. Especially suitable were youth groups under supervision, who could organize themselves.

In mid-1971, the International Organization for Hiking, Skiing, Bicycling, and Rescue Service (AWSR) of St. Gallen, Switzerland, offered its assistance. It wanted to maintain the green spaces on a voluntary basis and thereby foster the idea of environmental protection in the public at the Olympic Games.

From July 10 to September 30, 1972, 180 young people from various nations collected refuse for five hours a day on all green areas and water-bordered paths in Riem, Hochbrück, Poing, the English Garden, along the bicycle course and in the basketball hall. In Olympic Park refuse was skimmed from the lake, the kiosks area was cleaned, about 1,000 waste baskets emptied, the refuse put in plastic sacks and seventy small containers and transported to the city's nearest large-capacity refuse container. For the cleaning of the green spaces in Olympic Park, a closed-off dump was available.

Eighty-two percent of the refuse in the open terrain was found in waste baskets and containers. Only the rest was on the ground. Over 32,000 plastic sacks were used. The daily quantity of uncompressed refuse, collected twice daily, during the peak time of August 21 to September 13, 1972, amounted to 80 to 160 cubic meters. The total collected for the period July 10 to October 3, 1972 was 3,700

cubic meters. The International Organization for Hiking, Skiing, Bicycling, and Rescue Service of St. Gallen, its leaders and volunteer helpers cannot be thanked enough for their exemplary conduct, which contributed to being able to present the Olympic grounds to the visitors in a consistently orderly condition.

25.7.3

Street Cleaning

Due to several sports facilities lying outside of Munich or the particular communities, the OC was responsible for street cleaning in these areas. This responsibility was delegated, if at all possible, to local firms.

In Munich all streets, paths and plazas of Olympic Park, the Olympic Hill, the German Olympic Center, and some areas in the press center had to be cleaned, a total of 428,000 square meters. Using data of the Munich street cleaning service, the frequency of cleaning was determined. In Olympic Park it was done daily from August 26 to September 14, twice weekly from July 31 to August 25, and once weekly from July 10 to July 30, and September 15 to 30, 1972. In the vicinity of the basketball hall and the exhibition grounds, it was accomplished once daily from August 25 to September 14, 1972, and once a week from September 15 to 30, 1972.

The street cleaning outside the sports facilities was determined by the amount of use of each.

As with the cleaning of the buildings, it was very laborious to compute the area to be cleaned from the detailed architectural plans. Long drawn out negotiations were necessary to define responsibility with respect to neighbors of Olympic Park.

The city sanitary service in Kiel cleaned the paths, plazas, and streets in the Olympic Center Schilksee daily. Included was the maintenance of the visitors' area and the kiosk clusters. The schedule was worked out with the sanitary service and was the following: During the pre-Olympic period there was to be a twice weekly cleaning (Mondays through Fridays), and daily on weekends. With a daytime cleaning team difficulties in the visitors' areas, especially the kiosk area, were avoided. The work could be carried out only during the quiet times, between 12:00 noon and 2:00 P.M. or 6:00 and 7:00 P.M.

25.7.4

Refuse Disposal

The City of Munich was responsible for refuse disposal. The city developed the disposal plans for Olympic Park, with consideration for the time restrictions. The estimated amount of refuse per sports facility was calculated and container space determined. The criteria were:

— The number of visitors:

Every visitor to Olympic Park left approximately one liter of refuse per day. These data were compiled from experiences at sports events.

— Quantity of sales:

The number of sales personnel in the individual eating establishments was known. From the maximum speed with which sales were made, it could be estimated how many product units would be sold and what the volume of refuse would be.

Various points were designated for storage of refuse containers in the individual sports facilities or eating establishments. These storage areas were equipped with 110-liter refuse barrels, 1.1-cubic meter containers or 11-cubic meter containers, as practical. The storage areas should not be annoying and yet had to be functional.

A disposal schedule had to be developed. This was difficult, since Olympic Park was closed to vehicles during the day, and was open only at night from 4:30 to 7:00 A.M. The exact disposal times had to be coordinated with the cleaning firms. Experience during the test events indicated the necessary corrections of times and amounts.

Refuse collected during cleaning of the buildings was transported to the storage areas. For refuse from the green spaces, two centrally located areas were set up. A private firm furnished two containers of 15 cubic meters. These voluminous containers were emptied on call.

The transport was accomplished in special refuse trucks with built-in compressors. These vehicles could accommodate up to sixty full 1.1-cubic meter containers. Refuse disposal for the sports facilities outside Munich was contracted to private firms.

In Kiel the refuse disposal was combined with the street cleaning. In the Olympic Village, the harbor area, by the kitchen and in the youth camp there were 1.1-cubic meter refuse containers set against walls, which were emptied when needed. This occurred normally daily, in the kitchen area twice daily. Additionally, there were baskets in the visitors' and kiosk areas. In the kitchen area the lessees were responsible for the cleanliness around the sales and eating areas, as well as for the emptying of the waste baskets. Every kiosk had a 1.1-cubic meter refuse container for this purpose.

The emptying of the containers and disposal of the refuse was handled by the city sanitary service. When necessary, often on weekends, a private firm was also employed.

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A youth camp was established for the first time at the Vth Olympic Games in Stockholm in 1912. The Berlin Organizing Committee took up the idea and organized a camp for young people and sports students in 1936. This tradition was continued in Helsinki in 1952. Beginning in 1960, youth camps were regular features of Olympic Games.

All these youth camps

- were part of the framework programs of Olympic Games, comparable in a way to the art programs and congresses;
- were organized by the national youth organizations in cooperation with the respective organizing committees or with their approval.

In Mexico in 1968 also, several institutions were responsible for the organization of the youth camp: youth organizations, the OC, and the owners of the installations. In 1972 the problem was to be handled in a different manner, and the delegation leaders of the Mexico City youth camp suggested in a resolution that future youth camps be integral parts of the Olympic program and that regulations to this effect be included in the IOC Statutes. While the IOC did not comply with this wish, it officially authorized the Munich OC to make arrangements for and to hold a youth camp within the framework of the 1972 Olympic Games.

At that time the major policy decisions for the 1972 Olympic youth camp had either already been made or were to be made promptly.

26.1 Problems of Policy

26.1.1 Original Plans - Number of Participants

As early as in mid-1966 the OC had made provision for a "Committee on the Olympic Youth Camp" in its statutes. The executive board decided to constitute it in May, 1967. On December 18, 1967 the committee met for its first session. It was composed of representatives of government ministries and youth organizations, sport leaders, and university and high-school delegates. The committee's paid office work was at first performed by Department "Sport" of the general secretariat.

The OC originally planned to hold only one youth camp in Munich, intended for juveniles aged between seventeen and twenty-five. The committee sent the following recommendation to the executive board of the OC in December, 1967: "... to organize only one youth camp. It will accept young people from all sociological groups within a certain age group. In the general camp, however, different programs should be offered and special consideration should be given to the interests of university students. On the basis of experience at previous Olympic Games the committee regards this solution as acceptable for the very reason that the size of the camp does not permit inviting all participants simultaneously for certain events, which makes it necessary to subdivide the audiences for individual parts of the program."

The executive board of the OC did not fully comply with this recommendation. Instead, it decided in February, 1968 to arrange also a separate camp with a special program for university students in a different location. At the request of the State Capital of Kiel, a youth camp to be held on the occasion of the Olympic yachting competitions in Kiel was also included in the plans. These camps were to be under joint supervision by the OC in Munich.

Plans were made on the basis of 3,000 participants. This figure was composed as follows:

- 2,200 participants, aged seventeen to twenty, in the general youth camp in Munich
 - 500 university students, aged from twenty to twenty-five, in Munich
 - 300 to 400 participants in Kiel.
- Added to these were 10% camp counselors. Of this group, 40% were to be female and 60% male personnel.

26.1.2 Location Problems

Using these figures as starting points, the general secretariat determined the locations of the three camps. Already in late 1967 the committee on the Olympic youth camp of the OC discussed the problem. As a matter of principle, the youth camp was to be located in Munich proper, and the committee felt it was advisable to situate the camp in the immediate neighborhood of Olympic Park, if possible, so that the participants could directly experience the atmosphere and aura of the Olympic Games.

In connection with the location problem some other essential questions had to be clarified, for example, access by public transportation, ownership, suitability for building purposes, and cost. The general secretariat examined several areas for their suitability as sites of the youth camp. It soon found out that areas farther outside of Munich were out of the question. Thus, for instance, the "Hochland" youth settlement at Bad Tölz, and the youth center of the Bavarian Sports Association at Inzell were unsuitable for a variety of reasons. On the other hand, there was no chance to quarter all prospective participants of the youth camp in an area in the immediate vicinity of Olympic Park.

The following possibilities offered themselves:

- a 2.8-hectare vacant lot, property of the Free State of Bavaria, was located in Munich on Winzerer Strasse. A builder could erect permanent apartment houses there, suitable for use as a student camp.
- the State Capital of Munich possessed a 5.6-hectare unused property in Munich on Ackermann Strasse which was to be handed over to the Federal Army after the Olympic Games. This site was well suited for temporary buildings, particularly since there was also enough space for a community center and two sport fields.
- some five kilometers by auto from Olympic Park, opposite the Botanical Garden on Menzinger Strasse, was the "Kapuzinerhölzl", a 18.4-hectare park with oak trees.

All three sites were conveniently accessible by public transport and not far from Olympic Park.

Based on detailed studies and reports of the general secretariat, the executive board of the OC made the following decision on June 27, 1968:

- "The Olympic youth camp will be set up at the following locations:
- the camp for juveniles not enrolled at universities (2,200 juveniles) as a temporary installation (rented prefabricated buildings) at Kapuzinerhölzl
 - the camp for university students (500 students) in apartments to be rented on Winzerer Strasse
 - an additional sports and recreation center as a temporary installation on Ackermann Strasse."

As the location of the Kiel camp the executive board selected the "Falckenstein" area, property of the city. It was located three kilometers south of the Olympic Village in Kiel on a hill on the west bank of the Firth of Kiel, directly at the bathing beach, and had its own quay for steamers. International youth camps were held there several times in the past.

On April 1, 1969, a separate department "Youth Camp and Torch Relay" (Department IV) was established at the general secretariat to handle all organizational and construction questions of the youth camp.

The Kiel camp was organized by the branch office in Kiel (Department XII), whereas policy questions were taken care of by Department IV of the general secretariat.

In mid-October, 1969, the general secretariat mailed advance information, written in general terms, to the NOCs in order to inform them on the planned youth and student camp, to stimulate interest in participation and to receive approximate data on the number of participants to be expected. In its letter the OC pointed out that the Olympic idea of peace and international understanding by means of the Olympic Youth Camp, should reach a group of three thousand young people beyond the athletes. The NOCs were requested to help find open-minded young persons as participants.

26.2 The Individual Camps

26.2.1 The Youth Camp at Kapuzinerhölzl

The task of making housing arrangements for the 2,200 juveniles and approximately 200 counselors at Kapuzinerhölzl, was of primary importance. The construction of temporary billets was necessary. The committee planned to set up ninety to one hundred one-story buildings

- each with sleeping accommodations for thirty juveniles and one delegation leader or house supervisor,
- each with one community or recreation room and
- each with sanitary installations (wash-room and toilet facilities).

In addition the OC needed so-called prefab houses

- for the health service center
- for management and food services
- for the administration
- for security and maintenance services
- for a shopping area (barber shop, hairdresser, photo shop, milk bar, fruit shop, exchange office, news stands, shops for miscellaneous commodities, etc.)
- for a meeting place
- for exhibitions and
- for recreation purposes.

In the interest of reducing costs, the OC at first tried to apply the following procedure:

Community roof organizations (cities, counties and communities) and industrial firms were asked to make collapsible prefabricated buildings available and to assume a portion of the expenses for planning and infrastructural measures (construction and dismantling, landscaping, sewerage, gardening, etc.). The houses were to carry the names of the various donors, and representatives of the organizations and firms were to assist the youth delegations who lived in the donated houses, as long as they stayed in Munich. Upon discontinuation of the youth camp the houses were to be returned to the sponsors, and it was then up to them to decide on the final utilization of the structures.

The sponsors were asked to have the houses manufactured by a producer of their own choice; they were also at liberty to select a house type developed for this special purpose by a firm in the vicinity of Munich.

The OC hoped that the majority of the buildings would be donated within a minimum of time, thus essentially cutting down on the budget of the youth camp. If the OC were still short of houses after the fund drive, the missing number was to be rented from a Munich company. The OC concluded a contract with a Munich production plant which pledged itself to provide up to 100 prefabricated houses at a rent of 5,000 DM per house.



The Olympic youth camps in Munich and Kiel

	1912 Stockholm	1936 Berlin	1952 Helsinki	1960 Rome	1964 Tokyo	1968 Mexico City
	Mid-June until mid-July	July 27 to August 28	July 10 to August 10	August 24 to September 12	October 6 to October 25	October 6 to October 30
Type and location	Tent camp in the vicinity of the Olympic stadium in Stockholm	Tent camp in the immediate vicinity of the Olympic stadium	Tent camp on the rugged island of Seurasaari off Helsinki	Two tent camps on the Lido of Ostia on the Via Aurelia (German-Japanese camp) and at the Thermae of Caracalla (English-French camp)	In the building of the Gakugei University on the edge of the city of Tokyo as "Tokyo Olympics World Youth Camp" (TOWC)	In the vacation and resort area in Oaxtepec (80 km away from Mexico City)
Participants	Four nations with about 1,200 participants; youths from 12 to 18 years of age	Twenty-three nations with about 700 young men, about thirty per country. 15 to 18 years of age	Twenty-seven nations with about 3,300 young men and women from the ages of 16 to 22.	Five nations with about 1,250 youths and maidens between 14 and 18 years of age	Twenty-three nations with about 1,200 young men and women between 15 and 25.	Twenty-five nations with about 1,000 young men and women from 15 to 18 years of age
Program	Attendance at the Olympic Games and ceremonies Athletic demonstrations in the stadium Scouting exercises in the camp Organization aides at the competitions as: ticketsellers course guards medical aides watercarriers contestant aides interpreters	Attendance at the Olympic events and ceremonies Attendance at cultural events in Berlin. Presentations of folklore. Excursions to Berlin and vicinity and to the Olympic village Worldwide broadcast of every team	Attendance at the Olympic events and ceremonies Visit to the Olympic village Musical contest in the camp Visits to points of interest in and around Helsinki Visits of Finnish families	Attendance at the Olympic events and ceremonies Visits to the Olympic village and the other tent camp Presentations of folklore Discussions Visits to the historic landmarks of Rome and other cities Audience with the Pope.	Attendance at the Olympic events and ceremonies Visit to the Olympic village Meetings and discussions with Japanese youth groups Visits to places of cultural interest both in and around Tokyo and tours through the industrial centers Study trips through Japan Folklore events Musical presentations in the camp	Attendance of the Olympic events and ceremonies Large welcoming events in Mexico City Encounters with the contestants and events and with each other Excursions to various scenic places and many cities Presentation of folklore and musical events Discussions, films and dances Visits with Mexican families
Remarks	Only members of the boy scout organizations of the respective countries could take part. Invitations were sent to five countries.	An international sports students camp was held from July 23 to August 17 with about 1,000 students from thirty nations as a tent camp in addition to the youth camp. Program as in the youth camp, plus participation in the congress on physical education organized by the German College of Physical Education.	About ten nations had sent larger groups and the others sent only small groups and individuals On the rocky island Lehtisaari there was another tent camp with 184 boy scouts. There was no uniform criterion for choosing the participants in every country.	The Italian OC had given an official invitation to the international youth camp planned, but this did not come to be. In the German-Japanese camp there were also a few Israeli youths in addition to the Japanese.	With the approval of the Japanese NOC the invitations to the "World Youth Camp" were sent by the Youth Organizing Committee No uniform criteria for all countries.	The first international youth camp to be officially aided by the OC without being a part of the Olympics No uniform criteria for choosing participants in every country

The OC commissioned a Munich planning company in December, 1968, to handle the ensuing fund drive and sales campaign, the remaining organizational and construction planning, the establishment of the youth camp up to its completion and hand-over on June 1, 1972 and the dismantling.

During that period the following development deserved particular notice: The original cost estimate of 9.2 million DM for the youth camp was reduced. This was due to the fact that a budget committee set up by the OC in the spring of 1970 recommended a two million DM cut in the funds provided in the budget for the youth camp, bringing the amount down to 7.2 million DM. The committee did so mainly out of confidence that prefabricated houses would be made available free of charge by the sponsoring firms, community organizations, cities and communities whom the OC had asked for contributions.

It soon became clear, however, that the fund drive was not very successful. By mid-1970 the hopes of the OC were still far from being fulfilled. Only five houses were sold, and the conclusion of fifteen more sales contracts was to be expected. The OC intensified the fund drive, but the situation improved only slightly until the end of 1970 when sales contracts were completed for ten houses and negotiations with additional fifteen seriously interested sponsors were still pending. An expansion of the fund drive was no longer possible, mainly because the OC, at the request of the German Sport Aid Fund, discontinued its campaign among German industrialists, which eliminated an important group of potential sponsors.

The inevitable result was that sixty-five houses had to be rented. As a further financial burden the OC noted that the rental basis of 5,000 DM per house proved to be unrealistic. Since the production capacity of the contract firm was found to be limited, only twenty houses could be rented on the agreed basis of 5,000 DM, whereas the remaining forty-five houses had to be rented at general market conditions, that is, at about 34,000 DM per house. The budget estimate for rents had to be increased by some 1.5 million DM. By cancelling the amount appropriated for emergencies, and thanks to a Munich company which provided a housing development for 250 persons on Allacher Strasse—four kilometers from Kapuzinerhölzl—free of charge, the OC was able to stay within the total budget estimate for the youth camp.

By April, 1971 the situation changed once again. Ten prefabricated houses were given to the OC, another six were to be expected. In addition there was the space in the house on Allacher Strasse which was the equivalent of eight prefabricated houses. The OC could thus dispose of the space of twenty-four prefabricated houses. The renting of the remaining houses was delayed. The plant which produced the houses which were best suited for the youth camp, proved to be financially weak. For a while the OC considered assisting the firm by a change in statutes or by reorganization. In addition, the

company was to be granted market prices. This meant, however, that sixty prefabricated houses had to be rented at 47,000 DM each, including transportation, construction, and dismantling. This caused the total expenses to exceed the appropriated amount by 1.4 million DM. At this point, it was no longer possible to increase funds from 7.5 to 9 million DM. The general secretariat was forced to manage with what was available. Two alternatives were possible:

- The 2,200 juveniles and 240 counselors could be housed in tents instead of in prefabricated houses. Several tent producers worked out location plans and cost estimates. They showed that the leasing of tents was not feasible. An argument against the purchase of tents was the fact that the sale of these tents after the Olympic Games seemed highly questionable. The savings effected by the purchase of tents was approximately 350,000 DM. The OC further had to keep in mind that the low ground temperatures to be expected in September might be harmful to the health of the campers. Besides, manifold publications in Germany and abroad had announced that the young people were to live in prefabricated houses. The pertinent committee of the OC, therefore, unanimously rejected the idea of billeting the participants in tents.
- Reducing the number of participants from the original 2,200 to 1,600 and the number of counselors from some 220 to 150. In this event, the number of rented houses could be lowered to forty. This solution had a better chance of realization: The general secretariat had internally fixed the quotas of participants to be delegated by the 127 NOCs, but official invitations had not yet been mailed. The OC presumed that seventy to eighty foreign delegations were going to participate. The established quotas of nations which might decline the invitation, could have a regulating effect on the total number of young people attending the youth camp. Some balancing was thus possible.

On May 14, 1971 the executive board of the OC gave the following instruction to the general secretariat:
"The executive board is not in a position to agree to a solution that would result in increasing the burden imposed on the warrants. The executive board authorizes the general secretariat to conclude any necessary contracts within the limits of available funds. In this context, a reduction of the youth camp to fewer than 2,200 persons—with 1,600 persons as the minimum—must be accepted as a last resort."

Once again, the general secretariat sought ways of obtaining prefabricated houses at a lower price than those quoted thus far. In the summer of 1971 two companies offered to the OC trapezoidal portable prefabricated houses with polyester-coated cardboard at prices of 43,000 DM and 38,850 DM, respectively. These houses were manufactured in the USA. The OC was thus in a position to sell the structures after the Games and could hope to recover a considerable portion of the invested funds. In September, 1971 the OC informed itself in the USA on the execution and suitability of the offered

houses. An institute for testing materials, the fire department and the local building authority in Munich examined the structures (built with synthetic materials) for architectural qualities and fire resistance. When all these tests had favorable results, the OC commissioned both companies to set up five model houses each as soon as possible. The makes of the two house types differed only in minor details.

The general secretariat also decided to entrust another engineering office with the supervision of the project. This office took the following steps:

- Approximately 4.5 hectares of humus soil were removed at Kapuzinerhölzl, and the construction of streets and foot-paths was begun.
- Besides, the area was supplied with water. A circular pipe system, combined with twelve fire hydrants, guaranteed adequate water supply and fire protection. Sewer pipes were installed parallel to the water pipes and were connected to the municipal sewerage. Horticultural landscaping was done.
- An electrical cable installed by the builders was used to create a power supply network for the entire camp.

Difficulties in delivery and transportation delays which occurred even in the beginning stage, prevented the punctual completion of the model houses. The local building authority ordered a construction stop and reexamined the static calculations. More delays were the consequence.

In October, 1971, the executive board of the OC cut the budget of the youth camp by another million DM. The results were:
— The number of youth camp participants had now finally to be reduced from 2,200 to 1,600, even though 125 NOCs with a total of 2,209 persons were invited to the camp at Kapuzinerhölzl by late August or early September, 1971. In determining the participants' quotas for the individual delegations the following considerations had played a role:

Of decisive importance were

- the population figures of the various countries and
 - the estimated number of athletes at the 1972 Olympic Games.
- Additions were made for
- countries which had organized youth camps at previous Olympic Games, with the Federal Republic of Germany as a guest,
 - and countries engaged in particularly intensive youth exchange programs with the Federal Republic of Germany.

Despite the cut in funds the OC was prepared to maintain the principle that no invitations should be cancelled. The OC expected that some of the invited nations would not make full use of their participation quotas. This had been the case at earlier Olympic Games, and it also happened in Munich. The deadline for registrations for the youth camp was November 30, 1971. 1,693 had registered by January 15, 1972, while the OC had created 1,782 slots.

Attempts had to be made to save money in putting up and removing the purchased synthetic houses. This could be done in

considerable measure because the Federal Army generously delegated, engineers for setting up and dismantling the structures.

- As a further step to save money, the OC desisted from separating the general youth camp geographically from the university students' camp. Originally, a newly built complex on Winzerer Strasse was earmarked for housing and feeding the students. Now, the OC used it to billet referees and other short-term personnel. This decision was not ideal. The majority of the students were quartered in the new bloc on Allacher Strasse, the rest in the north part of the youth camp at Kapuzinerhölzl.

The first houses at Kapuzinerhölzl were ready for use in November, 1971. With regard to the prefabricated houses, no shortcomings were noticed nor did any additional difficulties come up in meeting deadlines. Minor leakages of rain through a few roofs could easily be repaired. Less satisfactory was the situation with respect to the American synthetic houses. This construction method was not yet sufficiently well known in the Federal Republic of Germany, and the supplied materials (cardboard or polyester and glass wool) proved to be of widely different qualities. The cardboard had to be coated on the outside with polyester and glass wool, which was feasible only at a temperature of 15 degrees centigrade. The OC used tents with hot air blowers, but only partial elements of the outer skin could be processed in these. When the applied layers of polyester had hardened and dried, these parts were put by hand on the prefabricated apron structures of the houses. Strains and distortions developed some of which later proved to be water-leaking hairline cracks. The consequences became apparent at the beginning of the youth camp: On August 17 and 19, 1972 Munich was hit by a thunderstorm with rain, hail and gusts of hurricane force. Rain leaked through in several houses. Repairs of the leaks were completed promptly.

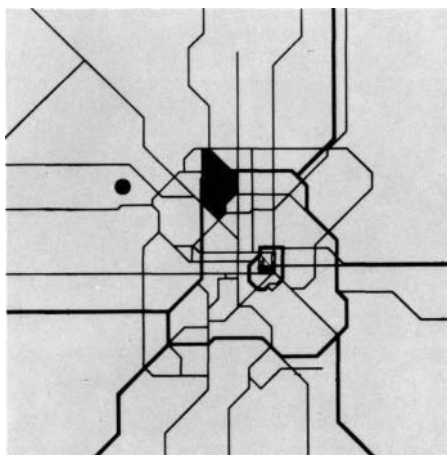
The young guests were finally quartered in thirteen German-made prefabricated houses and in forty US papertech houses. The prefabricated houses each had eight bedrooms for four persons and 170 sq.m. of usable space. In the US papertech houses which had two bedrooms each, sixteen people slept in each room.

In addition, each house type had one single room for the delegation leader of the numerically strongest national group living in that house. In every house, furthermore, there was a community room with a television set, toilets and wash-room facilities, and in the papertech houses also shower baths.

As accommodations for short-term personnel, the kitchen personnel and various technical installations (laundries, motor pool, file room and guards) five field houses of the OBG and five field houses of the German Red Cross were put up. Two large tents were rented:
— a kitchen and food supplies tent with 1,250 sq.m. space
— a tent for dances with 1,000 sq.m. floor space.

**Occupation Plan of the
Olympic Youth Camp at
Kapuzinerhölzl**

Nation	Male participants		Female participants	
Ethiopia	House no. 42	2 persons	House no. 15	1 person
Algeria	House no. 57	6 persons	House no. 22	1 person
Argentina	House no. 58	9 persons	House no. 7	6 persons
Belgium	House no. 57	19 persons	House no. 8	11 persons
Bermuda	House no. 58	24 persons	House no. 9	10 persons
Bulgaria	House no. 56	18 persons	House no. 6	17 persons
China	House no. 48	1 person	House no. 15	1 person
Denmark	House no. 56	13 persons	House no. 6	7 persons
GDR	House no. 55	28 persons	House no. 10	17 persons
Germany	House no. 16	17 persons	House no. 7	2 persons
	House no. 17	7 persons	House no. 12	5 persons
	House no. 18	8 persons	House no. 15	2 persons
	House no. 20	16 persons	House no. 21	9 persons
	House no. 29	6 persons	House no. 22	3 persons
	House no. 31	3 persons	House no. 23	4 persons
	House no. 32	3 persons	House no. 24	8 persons
	House no. 33	4 persons	House no. 25	22 persons
	House no. 35	9 persons	House no. 26	4 persons
	House no. 42	2 persons	House no. 27	16 persons
	House no. 45	2 persons		
	House no. 48	5 persons		
	House no. 49	6 persons		
	House no. 53	7 persons		
	House no. 54	6 persons		
	House no. 56	2 persons		
	House no. 57	5 persons		
	House no. 13	14 persons		
Finland	House no. 54	15 persons	House no. 8	11 persons
France	House no. 50	33 persons	House no. 11	33 persons
	House no. 51	33 persons	House no. 12	26 persons
	House no. 52	33 persons		
	House no. 53	7 persons		
Great Britain	House no. 49	26 persons	House no. 15	15 persons
	House no. 42	3 persons		
India	House no. 54	5 persons	House no. 9	2 persons
Ireland	House no. 54	4 persons	House no. 9	2 persons
Iceland	House no. 13	3 persons	House no. 15	2 persons
Israel	House no. 48	16 persons	House no. 9	12 persons
Italy	House no. 45	4 persons		
	House no. 46	33 persons		
	House no. 47	33 persons		
Japan	House no. 42	13 persons	House no. 14	33 persons
	House no. 43	33 persons	House no. 21	11 persons
	House no. 44	33 persons		
Yugoslavia	House no. 38	33 persons	House no. 27	7 persons
Canada	House no. 16	16 persons	House no. 6	9 persons
Congo	House no. 17	1 person	House no. 9	1 person
Korea	House no. 57	4 persons	House no. 9	1 person
Liechtenstein	House no. 53	6 persons		
Luxembourg	House no. 53	6 persons	House no. 23	6 persons
Madagascar	House no. 29	2 persons		
Morocco	House no. 1	3 persons	House no. 22	6 persons
	House no. 2	6 persons		
Mexico	House no. 17	24 persons	House no. 27	6 persons
Monaco	House no. 53	2 persons		
Netherlands	House no. 45	27 persons	House no. 21	13 persons
Norway	House no. 48	11 persons	House no. 7	9 persons
Philippines	House no. 53	4 persons	House no. 9	2 persons
Poland	House no. 32	25 persons	House no. 10	15 persons
Sweden	House no. 30	32 persons	House no. 23	23 persons
Switzerland	House no. 33	2 persons	House no. 15	6 persons
	House no. 34	31 persons		
Senegal			House no. 12	1 person
Spain	House no. 29	25 persons		
Sudan	House no. 32	3 persons	House no. 22	2 persons
Czechoslovakia	House no. 18	15 persons	House no. 25	11 persons
Turkey	House no. 42	9 persons	House no. 7	6 persons
Tunisia	House no. 55	5 persons		
USSR	House no. 19	33 persons	House no. 24	25 persons
	House no. 20	17 persons		
Hungary	House no. 18	10 persons	House no. 7	10 persons
USA	House no. 28	33 persons	House no. 26	29 persons
	House no. 35	24 persons		
Austria	House no. 33	27 persons	House no. 8	10 persons
Pakistan	House no. 30	1 person		
Rumania	House no. 31	30 persons	House no. 22	15 persons



The Youth Camp in Munich

Accommodations

1 to 58 guests, 71 to 73 personnel

Community Installations

- 60 Medical area
- 61 Bank
- 62 Cafeteria
- 63 Restaurant
- 65 Laundry
- A Community tent
- B Kiosks
- C Assembly area
- D Bus parking area
- E Sports area

Administrative Buildings

- 59 Camp administration
- 59a Post office
- 64 Service buildings
- 66 Service buildings
- 67 Service buildings
- 68 Service buildings
- 69 Service buildings
- 70 Service buildings

Furniture

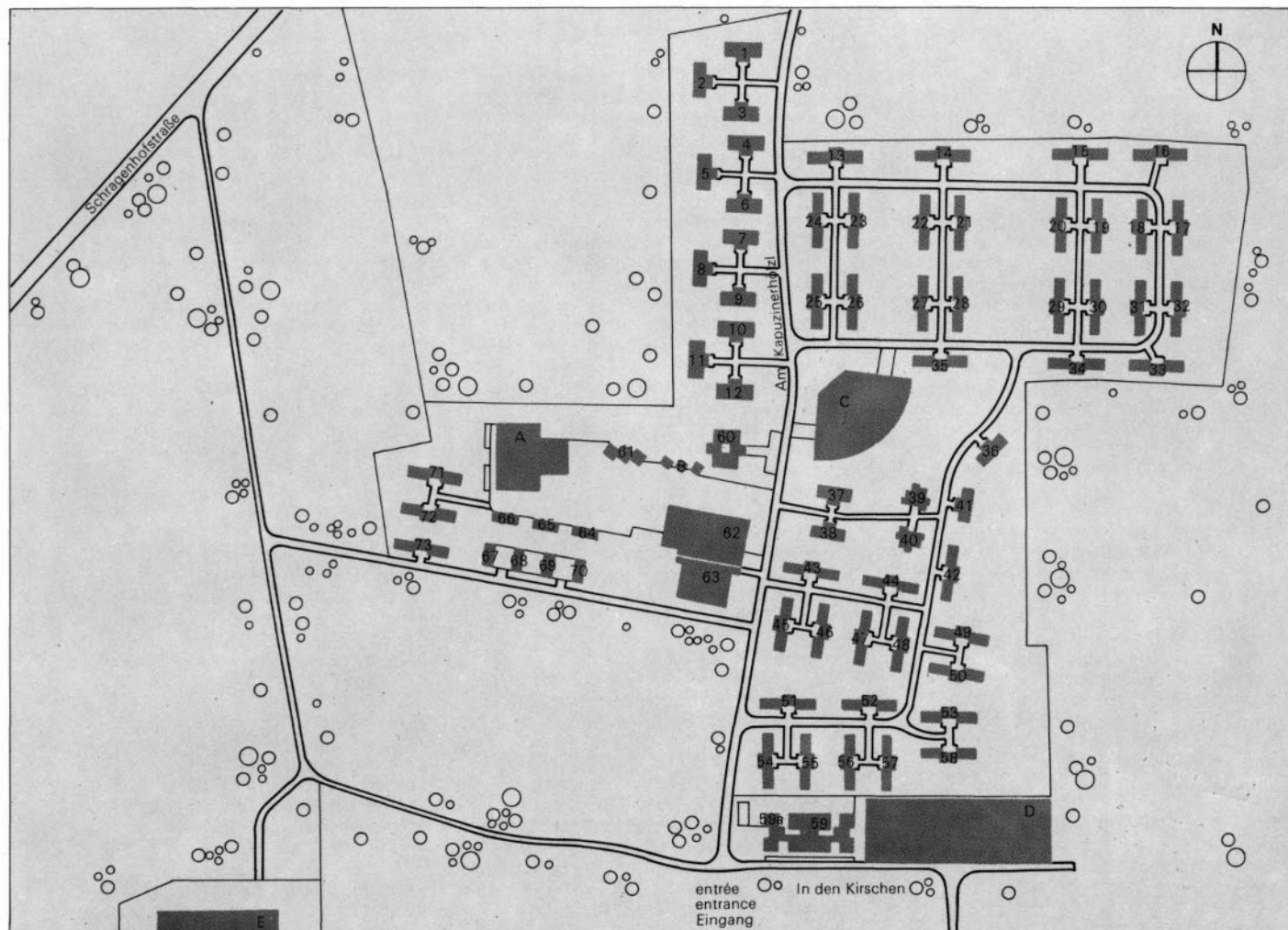
The quarters of the juveniles and university students were uniformly equipped with army furniture specifically designed for use in the Olympic Village and youth camp, and — later — by the Federal Army. For reasons of space, two persons had to share one closet. The two large tents, too, were completely furnished.

Food Service

The Federal Army assumed the task of feeding the participants. As early as in the spring of 1970 the Federal Ministry of Defense agreed to provide this service. The menu was worked out in the same year.

- It covered two weeks and was repeated starting with the fifteenth day.
- It offered two types of food:
 - Type I including meat and meat products
 - Type II consisting of egg dishes, fish, and fowl. This type of food was mainly intended for participants coming from countries where partaking of meat was not permitted for religious or other reasons.
- Beyond this, there were five types of lunch packets.

Originally the OC planned on seating 1,000 in the food tent. Upon instructions by the fire police, the number had to be reduced to 850. Since between two and two and a half hours were available for eating meals, the seats were adequate at



all times. Food was served at the following times: from 6.30 A.M. to 9 A.M.; from 11.30 A.M. to 3 P.M.; and from 5.30 P.M. to 8 P.M.

Both types of food were available at two distribution counters; during the first few days of the youth camp at a 50:50 ratio. Because of the greater demand for Type I the ratio was soon changed to 70:30 and, finally, 80:20. Orders for food were transmitted to the accounting office of the kitchen at least forty-eight hours before the day of issue.

The large pieces of kitchen equipment (electrical and steam equipment) were donated by a private firm. These second-hand machines were collected from large-scale kitchens all over the Federal Republic of Germany and were installed in the food tent. The Federal Army loaned small kitchen utensils, all dishes, cutlery and other items. The German food industry made considerable donations of its products.

The administrative employees and helpers, bands and dance groups as well as the delegation assistants participated in the food service of the camp.

Number of Participants

Upon the close of the registration period on May 1, 1972, statistics showed that — 1,640 young people from fifty-three nations had applied for participation in the youth camp.

When setting up the billeting plan for the youth camp at Kapuzinerhölzl the OC started from three criteria:

- separate housing areas for male and female participants
- common quarters for participants representing the same language groups
- separation of delegations if advisable for political reasons.

The billeting plan was worked out in great detail on the basis of the number of participants reported by the individual nations. Organizational difficulties resulted when numerous delegations failed to abide by the reported numbers. The delegations either exceeded or fell short of reported numbers; frequently there were more boys and fewer girls than registered or vice versa. The German delegation was used in order to balance the difficulties which resulted from this disorder. The German boys and girls were quartered in beds left over in the various houses and were thus scattered in thirty-one buildings.

The final number of participants was 1,042 male and 481 female juveniles.

Security Service

As host of the youth camp, the OC had to arrange for the due implementation of the program. The decision of the management of the OC that police forces were to be employed as subsidiaries in emergencies only, applied to the youth camp as well. The camp rules, worked out by the OC, were the basis for the maintenance of order in the camp. The rules represented a well-balanced synthesis between regulations and recommendations and were adjusted to the particular occasion and the international character of the program.

Among other things, the camp rules stated: The successful implementation of the program "will be safeguarded only if all guests acknowledge and comply with a minimum of regulations. Through the following camp rules and the more detailed house rules, which will be published later, we hope to create the necessary basis for organized friendly encounters and undisturbed experience of this grand program.

The organizer of the Olympic Youth Camp is the OC for the Games of the XXth Olympiad in Munich in 1972, represented by the camp director and his deputy. The administrative staff and the security commissioner with his stewards act on behalf of these two.

Guests of the Olympic youth camp are the juveniles delegated by the National Olympic Committees of their countries as representatives of their peoples. The delegation leaders of the individual countries are the persons invested with rights and duties by the respective National Olympic Committee.

The camp management is the authority responsible for the entire Olympic youth camp in regard to any technical and organizational questions. Every delegation leader is responsible for the camp participants in his delegation and for their conduct within the community of the camp.

The delegation leaders, together with the camp management, form the conference of delegation leaders. This is the institution responsible for mediating and coordinating any internal problems of the camp and for carrying out the programs. Possible want of clarity with respect to interpreting the camp rules will be discussed within this assembly, and consultations will be held about steps to be taken against delegations or individuals in cases of serious violations of the camp rules, if necessary. The OC as the organizer and holder of domiciliary right will decide on any consequences resulting from violations of the camp and house rules. In a camp conference which will meet as required, elected delegation spokesmen will find a forum for discussing their contributions to camp programs and camp life.

All events which take place within the camp program, are possibilities among which the delegations are free to make their choices as groups or individuals.

The persons responsible for program planning are prepared to accept additional suggestions and to implement them as far as possible. The planned events and offers will be discussed daily at the conference of delegation leaders and will subsequently be announced to the camp participants. The distribution of tickets for the events of the Olympic Games will be made at the conference of delegation leaders.

The camp residents are in the first place responsible for the orderly state of their rooms. Cleanliness should be observed in the area of the camp and the houses.

Night silence begins at 11 P.M. Details will be stipulated by the various house rules. Aside from these, even before official night quiet begins all unnecessary noise should, in the interest of all camp inmates, be avoided at night.

Every camp participant will receive an identity card which documents his or her membership in the Olympic youth camp both within the camp as well as in public. The card gives him or her access to all installations of the Olympic youth camp and authorizes him or her to attend all programs. Participants should have their identity cards always with them and should present them upon request."

Motor Pool

The youth camp had a permanent motor pool with seventeen large buses and fourteen automobiles. If needed the

director of the transportation center of the OC could provide additional vehicles.

On September 12, 1972 the entire motor pool was transferred elsewhere. Twenty buses were rented for transportation during the remaining three days of the youth camp when more than twenty delegations still lived in the camp.

Program Planning

The OC worked out a multiple, manifold and sophisticated program for the many participants of the youth camp who had widely different interests. The following principles were set up:

- all programs were offered as alternatives among which the individual participants or complete delegations might choose;
- the participants of the youth camp should not enjoy the programs as mere passive spectators; instead, they should cooperate actively.

Beginning in mid-1969, individual programs were suggested and reviewed, and they were coordinated as one concept in September, 1969. The main points of program emphasis were distributed among different subject areas:

Attendance of Olympic Events

Attendance of Olympic events was the focal point of the suggested program because participation in an Olympic youth camp primarily means attending and experiencing the Olympic Games. The available quantity of admission tickets covered all sport events. Every participant could attend the opening and closing ceremonies as well as twelve to fourteen different sport competitions. In addition, tickets were distributed for the demonstration contests in badminton.

The distribution of tickets was determined by

- national interest in a certain sport discipline
- balance between morning, afternoon and evening events
- the participants' free days.

With the exception of the tickets for the opening and closing ceremonies, all admission tickets were given en bloc to the delegation leaders or delegation assistants prior to the beginning of the Olympic Games. This practice proved not completely satisfactory because it involved the risk that some tickets might not be used, whereas other participants of the youth camp would gladly have accepted them.

Participants' Sports Activities

The OC provided sport equipment and sport fields at Kapuzinerhölzl, on Ackermann Strasse and on Allacher Strasse. National and international teams were formed for various sports. They played either against one another or against club teams in the Munich region. In this way, contacts were established among the participants, which stimulated conversation and discussion. In cooperation with the pertinent sport associations the OC compiled an extensive program for sports activities outside the youth camp:

Sailing

Each day of the week, except for week-ends, fifteen participants of the youth

camp could sail on Chiemsee, Ammersee and Starnberger See as guests of yachting clubs who took turns as hosts. Although only 300 visits were planned, 352 campers participated in this program.

Gliding

The youth department of the German Aero Club and the Augsburg Gliders' Club worked out this program and carried it out at the Augsburg airfield at Mühhausen. Plans were made for thirty starts a day with five gliders; all told, 390 flights in thirteen days. However, almost twice as many requests were filed. During the second week, therefore, the number of flights was increased. In all 510 young persons participated in this program. At the airfield they could also visit an exhibition of model airplanes and discuss problems of flying technology with club members. In addition, sightseeing tours through Augsburg and inspections of the Olympic canoe slalom course were arranged.

Physical Fitness Path

The OC created a physical fitness path for the camp participants at Kapuzinerhölzl. This was the first such installation in the Munich region. The State Capital of Munich assumed its maintenance after the Olympic Games.

Swimming

The participants of the youth camp could swim in an army indoor pool close to the center of youth encounters, and in addition between 1 P.M. and 3 P.M. Mondays through Fridays at the Alpamare recreation center at Bad Tölz.

Hiking in the Alpine Foothills and in the Mountains

Assisted by the German Hikers' Youth Association and by experienced mountain guides the OC organized five mountain tours during the first half of the camp period: In Chiemgau (Kampenwand — east peak), in the Wendelstein Mountains (Small and Big Ahornboden, Rontal near Hinterriss), in the Ammergau Alps and the Wetterstein Mountains.

During the first half of the youth camp the OC accepted a very attractive offer made by the German Alpine Club which arranged a youth camp of its own during the Olympic Games. The tours led — into the Berchtesgaden area, on the Untersberg (tour through the ice caves) and to Maria Gern,
— on the Benediktenwand range near Lenggries,
— into the Isar Valley, topped off by a raft ride from Wolfratshausen to Munich,
— to Lake Walchensee, into the Jachenau valley, to Hinterriss, into the Karwendel Mountains,
— to Lakes Schliersee and Spitzingsee with a tour to the Rotwand Cottage,
— to the Tannheim Mountains near Reutte in Tyrol,
— to a climbing demonstration at Dohlenfels in the original Danube Valley, with possibilities for training,
— to summer skiing areas on the Kitzsteinhorn mountain at Kaprun.
Tours of different degrees of difficulty could be arranged in all these areas.

Camp Programs

At camp programs the participants met youth groups from the host city and other youth groups. Some three hundred athletes and members of Bavarian folklore groups arranged a welcoming program in the morning of August 26, 1972, which was attended by all camp participants, including the juveniles from Kiel. Many youth music bands gave concerts during the following four weeks. Dance and song groups from different parts of the Federal Republic of Germany gave an impression of local folklore. The foreign guest groups demonstrated typical types of sports and games of their home countries at national and international evenings and entertained the other camp guests with folkloristic presentations. Some delegations arranged exhibitions on youth activities or arts and crafts in their countries. For all these activities the camp leaders merely coordinated dates with the groups, provided the necessary rooms and offered technical and organizational assistance. The programs themselves — from announcement to conclusion — were independently carried out by the respective groups. This type of program planning and direction was cheaper than a ready-made program but it placed great demands on the coordinating personnel.

Center of Youth Encounters at Ackermann Strasse

A separate program was devised for the 1,500 sq.m. tent and the hall of the Army Officers School on Ackermann Strasse. Participation in this program was open to members of the youth camp, athletes, short-term personnel and juvenile visitors. However, only few juveniles attended these programs. Various causes were responsible for this fact. The area around Ackermann Strasse is difficult to reach by public transport in the evening hours; besides, the offer of programs in the youth camp itself and in the Olympic Village was so varied that visits to the center of youth encounters lost their attractiveness.

After September 6, 1972 the center of youth encounters discontinued its entertainment and amusement program completely.

In the auditorium of the Army Officers School, built for 750, the OC planned to demonstrate feature films, documentaries and short films three times a week at 5 P.M. and 8 P.M., showing a cross section of international film production. Considerable difficulties arose in procuring the films, however, particularly those in foreign languages. The Federal Press and Information Office in Bonn, the municipal audio-visual aids center in Munich, the public relations department of the German Federal Railways, several tourist offices and the Bavarian state film service provided the films. After the beginning of the Olympic Games the attendance diminished to a degree which necessitated the discontinuation of the movie programs.

Getting to Know the Host Country

The OC wanted to offer the camp participants opportunities for getting to know the history and sights of the host city and host country. In particular, they were to be enabled to get insights into economic and scientific problems, sports and youth activities and the educational and social systems. Originally an initiation program was planned. The juveniles were to travel through the Federal Republic of Germany for one week in groups of thirty to forty in order to get to know the country and its population. Unfortunately this plan could not be realized for a variety of reasons. But even the remaining program was extensive:

- City sight-seeing tours in Munich
- Walks through the city center with visits to the most important attractions
- Free admission to the state picture galleries in Munich. For each exhibition of the OC 500 free tickets were available which were distributed to the delegations according to their sizes
- In selecting events from the Olympic arts program, the OC gave preference to presentations of music and folklore because some 75% of the camp participants did not speak German
- Tours of industrial plants and visits to scientific institutes
- Six all-day tours served to satisfy tourist interest and offered chances for exercise; sight-seeing was in most cases connected with visits to swimming pools or hiking. Additional excursions were arranged on request.

Added to these were several half-day tours. Some 600 persons went to Dachau on August 25, 1972 to attend a ceremony in remembrance of the inmates of the former concentration camp.

Besides excursions of a general tourist nature, special trips were organized under cultural, sports and economic aspects:

Tours of Cultural Interest

Three excursions under the theme "Bavarian Baroque" to Steingaden, the Wies Church, Rottenbuch, Andechs, Hohenschäftlarn, Benediktbeuern, Ettal and Oberammergau; two trips to folklore presentations in the casino at Bad Tölz, one to a "Bavarian Night" at Schliersee; eighty juveniles went to Erding to participate in the local public festival.

Sight-Seeing Tours for Sport Fans
Two trips to the Federal training centers for speed skating, tobogganing and two-seated bobsleighs at Berchtesgaden/Königssee; two trips to the Olympic installations at Garmisch-Partenkirchen.

Five excursions were made to the Holler-tau, the world's largest hop-cultivation area. On September 6, the participants of the youth camp were taken to the research institutes at Garching: the Max Planck Institute of Plasma Physics, the central institute for low temperature research, and the state computer center.

A chamber concert for 600 members of the youth camp was performed at Herren-chiemsee Castle on September 6, 1972.

Several groups were invited to perform at folklore programs in Bavaria and at festivals in the vicinity of Munich.

A further point of program emphasis was the family homevisit program under which young guests from the youth camp spent a weekend with Munich families.

26.2.2

The University Students' Camp

Even at an early planning stage the OC decided to arrange a separate camp for sport students and sport-loving university students of other subjects. Five hundred persons aged between twenty and twenty-five (the 1947—1962 age group) were to participate, and the program was to be adapted to the specific needs of university students.

Quotas

Particularly difficult was the determination of the number of participants from individual nations: the establishment of quotas. Initially the OC intended to fix the quotas for the student camp flatly at 20% of those calculated for the general youth camp. Each delegation was to be composed in such a manner that they were able to demonstrate a form of physical exercise typical of their country within the framework of the Scientific Congress. This meant that qualified groups who fitted into the general scope of the camp with regard to age, had to be selected carefully. In October, 1970, one year after publishing general advance information, the general secretariat explained the aims, programs, housing facilities and food service of the student camp to the NOCs. At the same time, the general secretariat requested the NOCs to answer the following questions:

- Is there any intention on the part of your Olympic Committee to send a delegation of university students to Munich?
- Which sport discipline has been selected for demonstration?
- How many delegation members will be needed for the demonstration, and what is the size of the total group?

Upon receipt of the replies (most of which arrived in spring, 1971), the quotas were established and the NOCs were officially invited.

Program Planning

The second essential part of planning work was the definition of special program elements:

- On behalf of the OC the General German University Sports Association prepared a program for student meetings at the universities of the Federal Republic of Germany and West Berlin during the period August 15-20, 1972. The aims of the program were as follows:
- contacts between foreign university students and students in the Federal Republic of Germany and West Berlin
- exchanges of views on technical aspects of university sports, the training of sport instructors, and general problems of sports and society
- discussions on themes of the Scientific Congress in preparation for this congress
- inspection of a university town, including its cultural, economic and sports institutions
- establishment of contacts with the students and faculty of universities and sport organizations; information and discussions on topics specific to sports; tours and excursions within the immediate neighborhood of the university towns. The individual organizations at the universities were supposed to assist the delegations whom they had invited when they stayed in the student camp.

Subsequent to this program of encounters the university students were to participate in the Scientific Congress.

According to the initial concept, such participation was to be limited to the presentation of a specific national sport discipline within the framework program. After extended discussion this plan was abandoned for technical and organizational reasons.

The special program was to end simultaneously with the Scientific Congress. From that day on, the university students were scheduled to participate in the general program of the youth camp. The latter was expected to be sufficiently many-sided to evoke interest even among the students.

Housing, Transportation

The NOCs announced the number of male and female students as well as the days and times of arrival. Altogether 509 participants were invited.

In the fall of 1971, new plans had to be made for housing the students after the management of the OC gave up its intention to separate the general youth camp from the university students' camp geographically in order to minimize expenses. An internal separation of the student camp proved to be unavoidable despite its disadvantages.

The majority of the participants, counselors and assistants (350) were to be billeted in newly built apartment houses on Allacher Strasse, made available by a Munich company, and the rest in the youth camp at Kapuzinerhölzl.

This division of the student camp entailed transportation problems. A bus shuttle service was instituted between Allacher Strasse and the youth camp: during meal times, at 10-minute intervals and at 30-minute intervals during the rest of the day. The maintenance of close contact among the delegations and between the delegations and the camp leaders was necessarily impeded by the division of the student camp.

Implementation

By May 1, 1972, the deadline for applications, thirty-nine nations totaling 477 students had registered. Finally 247 male and 144 female students that is, 418 persons, participated in the university students' camp.

The delegations' expenses for travel to Munich and back home were paid by the OC from funds provided by the Federal Ministry for Youth, Family Welfare and Health. To minimize travel expenses and avoid any unnecessary loss of time, several student delegations traveled directly to the university towns to which they were assigned, or to airports nearby.

Two delegations who had registered, failed to come without giving explanations. Three delegations withdrew on very short notice. Several NOCs did not report the dates and times of arrival of their student delegations or failed to keep the stipulated arrival dates. As a result organizational changes and new arrangements for travel to the university towns were necessary.

Twenty-one universities carried out the planned contact program. They assumed the cost of board and lodging and implemented programs of their own.

In some cases several delegations who had visited different university cities met for joint evening programs at the completion of their visits.

All university students went to Munich on August 20, 1972.

English-language research reports, summaries of short papers, congress guide books, and bibliographies covering the various subjects were distributed on the eve of the Scientific Congress. Most students from the Federal Republic and delegation assistants had received the

research reports by mail before the Congress. Additional publications were made available shortly before the Congress.

The OC arranged for the transportation of the students to the Congress Hall. Lunch breaks during the congress were too short for the students to ride to Kapuzinerhölzl for their meals. They were therefore given lunch packets at a distribution center in the immediate vicinity of the Deutsches Museum.

Altogether 315 participants and twenty-four counselors lived in the new housing development on Allacher Strasse in two adjacent five-story apartment houses with separate entrances. Each of the thirty apartments consisted of three rooms, a kitchen, bath and balcony and was used by twelve to sixteen persons, depending on the size of the rooms. Men and women lived on separate floors. The members of the Federal German student delegation lived in various rooms, wherever beds were left over.

The community rooms were on the ground floors of the buildings: four TV rooms, four discussion rooms, and two rooms with automats for free drinks and two laundry automats. A large room for discussions or social get-togethers was missing. Spare rooms in the basement were temporarily equipped for these purposes.

Functional services were carried out quite independently. The counselors held meetings every two or three days in order to discuss problems of quarters, programming, administration or even political problems.

At the Kapuzinerhölzl youth camp 103 male and female students and fourteen delegation assistants lived in five houses in four-bed rooms.

Despite unavoidably crowded conditions in the student camp, spontaneous discussions took place in which problems of sport and society were treated. An editors' collective, composed of Federal German university students, published a newspaper. They wrote interviews, original articles and ironical commentaries in which they subjected the aims of the youth and student camps, and the problems of the Olympic Games and high-performance sports to critical analysis.

The tragic events of September 5, 1972 necessarily affected community life in the student camp without, however, impairing existing good contacts between the individual delegations. The discussions within the individual delegations received a fresh impetus. The Israeli and Egyptian delegations departed before the end of the program along with some other individual participants.

26.2.3

The Olympic Youth Camp in Kiel

The following buildings were available for the Olympic youth camp at Kiel-Falkenstein - three kilometers south of the Olympic center on the west coast of the Firth of Kiel:

- thirty-four houses (total floor space about 70 sq.m.), built in imitation of the shape of a tent. Of these, twenty-five were used as participants' lodgings, four as billets for auxiliary personnel, two as TV rooms, two as storage and equipment space, and one as office of the camp management
- one central building with a kitchen, dining room, storage and supply rooms for the kitchen and sanitary installations
- one kiosk for various consumer articles
- one large tent (600 sq.m.) for evening programs. It was rented for the period of the Olympic Youth Camp.

All in all 264 enthusiastic fans of aquatic sports participated in this youth camp. The largest group (23) was that of the Federal Republic of Germany, followed by France (19), Spain (18) and Japan (17).

Munich was the starting point and place of arrival for the Kiel guests. Up to the opening ceremony which they witnessed together with the Munich participants, they lived in temporary quarters in a school at Neuaubing. After that, they were taken to Kiel by special train.

A manifold program was worked out for the juveniles. The most important program item were the Olympic yachting events which the young guests watched from aboard the steamship *Alexandra*, an old-timer that had been used even during the Olympic yachting competitions at Kiel in 1936. This boat was chartered exclusively for the purposes of the Olympic youth camp and became a special attraction in the Firth of Kiel.

Further highlights for the sailing enthusiasts were their participation in "Operation Sail", a parade of wind-jammers from all the world in the Firth of Kiel, and a visit to the Olympic exhibition, "Man and the Sea". The program was rounded off by excursions to Hamburg, to the islands of Heligoland and Sylt, to the lakes in Holstein, a party on board the one-time big sailing ship *Passat* at Travemünde and a tour of the rowing academy at Ratzeburg.

The participants of the yachting camp in Kiel were offered the opportunity to return to Munich after the end of the Olympic yachting contests in order to attend the closing ceremony. From Munich they traveled to their homelands with their delegations.

26.3

Camp Services

The management of the camps was the responsibility of Department IV of the general secretariat which was staffed with thirteen full-time employees. In addition, there were

- 105 delegation assistants
- 10 hostesses
- 31 medical personnel
- 111 employees engaged in the preparation and distribution of food every day (civilian personnel and soldiers of the Federal German Army)
- 10 interpreters
- 36 helpers.

All told, camp personnel consisted of 316 persons.

Above all the delegation assistants were selected with particular care. Some 600 persons applied for these jobs via the various youth organizations, most of them through the German sport youth association. The OC selected 170 candidates who had adequate linguistic ability and were experienced in managing international youth groups. The OC tested the applicants in four regional seminars (in Munich, Karlsruhe, Duisburg and Hamburg) with respect to knowledge of foreign languages, organizational talent and behavior. They were kept informed on the preparations for the Olympic Games through information in the form of press clippings on specific topics and special reports on the youth camp. On the basis of the test results and documented statements made in the applications, 100 candidates were selected as delegation assistants. Each delegation participating in the Olympic youth camp was assigned such a companion starting with the day of arrival. He or she was supposed to provide any necessary assistance and to act as interpreter.

At excursions and sight-seeing tours the assistant assumed the function of a tourist guide. The OC kept the assistants informed and provided them with maps and materials about attractions to be inspected. These elaborately written materials enabled the delegation assistants to go on tours without having previous knowledge of places and projects. They met for daily conferences to discuss technical and organization problems. In this manner they were in a position to contribute to camp life and the program.

26.4

Perspectives for Future Olympic Youth Camps

As indicated in this report, the total budget of the Olympic youth camp was repeatedly subjected to drastic cuts. This may be due essentially to the fact that the OC and its executive board were primarily anxious to provide adequate funds for those tasks which the OC was absolutely held to fulfil under IOC statutes. If bottlenecks came up in regard to these matters, projects such as the youth camp for which no provision was made in the statutes of the IOC had to suffer.

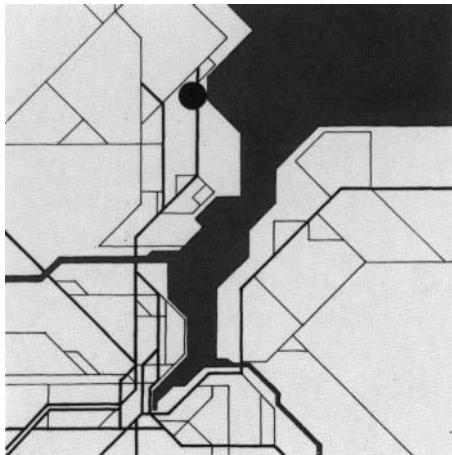
Most welcome, therefore, was an application to the IOC, signed by all delegations at the close of the youth camp, and urging the IOC to include Olympic youth camps in the official regulations and thus acknowledge them as integral parts of Olympic Games.

It is to be hoped that the IOC will comply with this request. If this should not be the case then it would seem advisable that such youth camps be not organized by the respective OCs responsible for Olympic Games, but that they be arranged separately.

In the course of the camp the contrasts in the target conceptions of non-academic juveniles and university students became increasingly apparent. This was due to differences in age and in the criteria used for selecting the participants. Most students were selected with a view to attendance of the Scientific Congress. Official guidelines for choosing the participants would have prevented different or conflicting opinions. It is to be recommended that independent youth camps and independent student camps be arranged, each with separate housing and a program of its own.

The period of the camp from August 15 to September 15, 1972 that is, more than four weeks, was too long. A certain "camp weariness" was noticeable especially after the close of the Olympic Games. It seems advisable, therefore, that future Olympic youth camps start eight days prior to the opening ceremony of the Olympic Games with a contact program introducing the host country, and that they end with the closing ceremony of the Olympic Games.

Besides, the number of participants in one delegation should be at least ten and ought to be limited to fifty at most.



The Youth Camp in Kiel

Accommodations

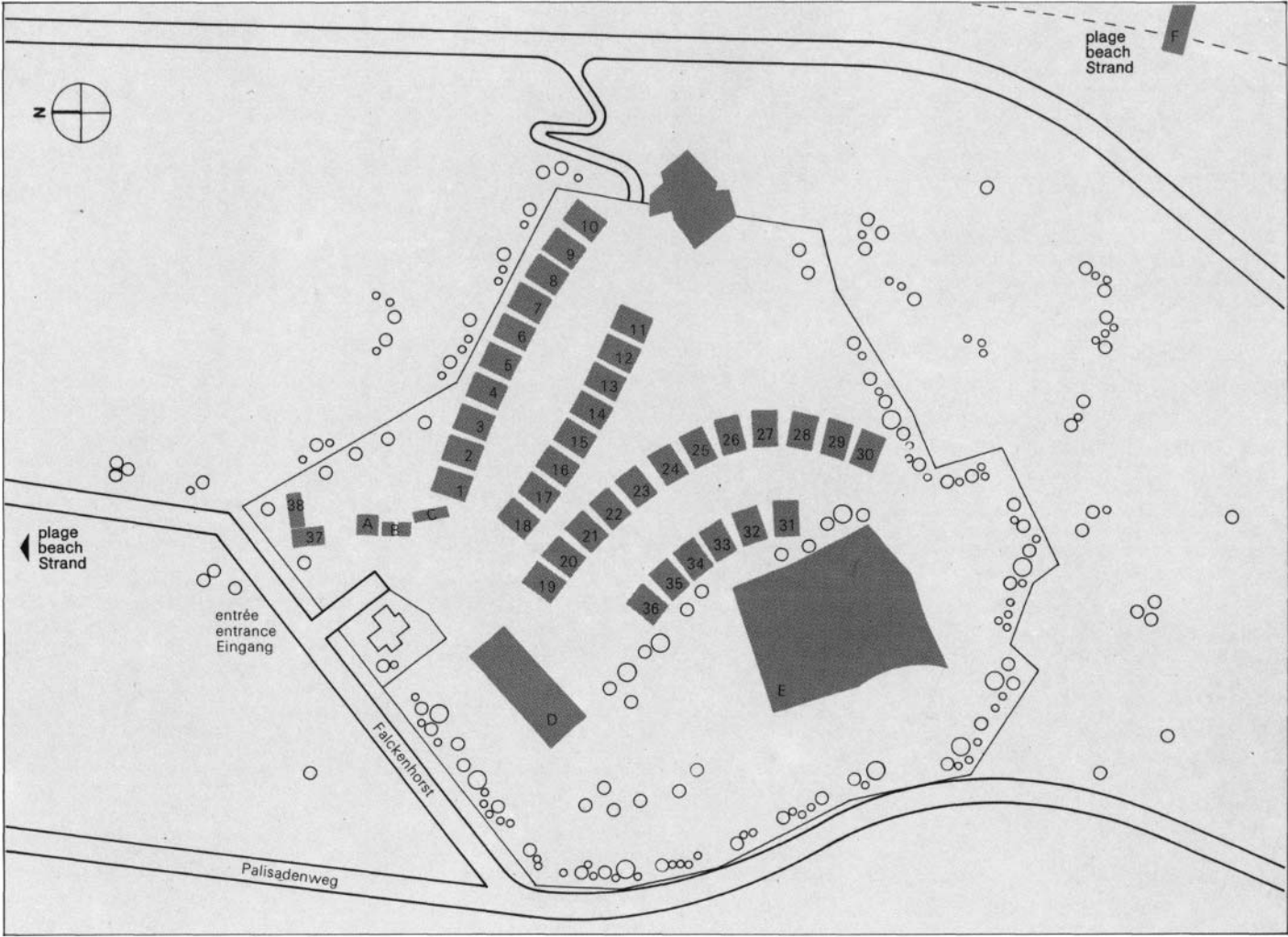
1 to 10
and
14 to 36

Community Installations

38 Toilets
39 Community center
A Kiosks
B Telephones
D Large tent
E Sports area
F Boat berths

Administrative Buildings

11 to 13
and 37 Camp administration
C Mobile post office



The NOC for Germany decided on May 19, 1966 to establish a OC for the preparation of the 1972 Olympic Games in Munich. A charter of this association was drafted during the next fourteen days. Lawyers were requested to assist by drawing on the charters of previous Olympic Games for comparison. A preparatory commission for the foundation of the OC met on May 31, 1966. Representatives from the German sports world and the public authorities belonged to it. They gave advice on the draft of the charter, examined it very thoroughly afterwards, gave their positions, additional stimuli, new proposals and desires. The most difficult of all was the problem concerning majority decisions, i.e., the balance in the ratio of votes at reaching a decision:

- a veto clause or surety clause for the benefit of the public authorities had to be built into the charter.
- On the other hand, article 51 of the IOC Statutes prescribes that in doubtful cases regarding the sports and non-sports program of the association, etc. the IOC and the NOC of the host country ought to be decisive.

Both protective clauses must be tuned to each other. The preparatory founding commission discussed a new draft of a charter at its second meeting on June 16, 1966. It met once more on July 3, 1966 at 10: 30 A.M. to decide final alterations and supplements. Three quarters of an hour later the charter was concluded and the association "OC for the XXth Olympic Games, Munich 1972, reg.assn." was founded on the basis of the charter.

Charter
of the Organizing Committee of the XXth Olympic Games in Munich, 1972, reg.assn.

§1 Name and Address

- (1)
The name of the association reads Organizing Committee of the XXth Olympic Games in Munich 1972, reg.assn.
- (2)
The association has its headquarters in Munich.
- (3)
It is recorded in the register of associations.

§2 Purpose

- The association has the purpose of
- a) preparing the XXth Olympic Games 1972,
 - b) continuously advising all offices and institutions that cooperate in the implementation of the Olympic Games, especially the contractors and the construction and finance company responsible for the building of the Olympic competition sites and other construction measures,
 - c) to decide on all the measures connected with organizing the Games and to bring the Games to completion,
 - d) to complete the resulting and liquidation business after the end of the Games.

§3 Funds

- (1)
The association levies no membership dues.

The increased work of the general secretariat made it necessary to alter the charter in various points.

The City of Munich worked out proposals and adjusted them with the Free State of Bavaria. The executive board conferred on the alterations in December, 1966 and March, 1967.

The general assembly passed the revised charter on March 18, 1967.

The executive board made decisions during successive sessions, whose execution would have the consequences of a revision of the charter. There were finally seven changes which the general assembly approved on February 25, 1968.

- (1)
The title of the association reads Organizing Committee for the Games of the XXth Olympiad in Munich 1972.

- a) To prepare the Games of the XXth Olympiad in 1972.

Basis:
The title of the association was changed in accordance with the statutes of the IOC.

§1 Name and Address

- (1)
The title of the association reads Organizing Committee for the Games of the XXth Olympiad in Munich 1972 reg. assn.
- (2)
The association has its headquarters in Munich.
- (3)
It is recorded in the register of associations.

§2 Purpose

- The association has the purpose of
- a) preparing the Games of the XXth Olympiad in 1972,
 - b) continuously advising all offices and institutions that cooperate in the implementation of the Olympic Games, especially the contractors and the construction and finance company responsible for the building of the Olympic competition sites and other construction measures,
 - c) deciding on all measures connected with organizing the Games and bringing the Games to completion,
 - d) completing the resulting and liquidation business after the end of the Olympic Games.

§3 Funds

- (1)
The association levies no membership dues.

(2)
The funds necessary for the fulfillment of its purpose ought to be raised particularly from proceeds resulting from the events of the Olympic Games and by the utilization of the rights of the events.

§4 Members

(1)
Members of the Organizing Committee can be

a) the Federal Republic of Germany, the Free State of Bavaria, the City Munich,

b) the president, the three vice-presidents and the treasurer of the National Olympic Committee for Germany (NOC) as well as eight persons to be named by the chair of the NOC,

c) additional persons who will be invited to acquire membership; the invitation requires the approval of the Federal Republic of Germany, the Free State of Bavaria, the City of Munich, and the NOC.

(2)
The National Olympic Committee can recall the members nominated by it and nominate other persons for withdrawn members.

(3)
The members are obligated to promote the purpose of the association to the best of their ability.

(4)
Withdrawal from the association is to be declared in writing to the executive board.

§5 The Bodies of the Association

The bodies of the association are

(1)
the general assembly of members

(2)
the executive board.

§ 6 The General Assembly of Members

(1)
The general assembly of members is the supreme body of the association. The ordinary general assembly takes place each year, and, as a rule, between February 1 and May 1. An extraordinary general assembly is to be called on the petition of one third of the members or on the basis of a decision of the executive board.

(2)
The president summons the general assembly by the written notification of the members at least four weeks before the date of the meeting. He decides the date of the meeting and its location in so far as the preceding general assembly has made no decision regarding the same, he fixes the agenda and presides over the general assembly. He will be represented by a vice-president in case he is hindered from attending.

b) the president and the treasurer of the National Olympic Committee, two vice-presidents of this committee and nine additional persons to be nominated by the National Olympic Committee.

c) The chairman of the advisory council and his deputy chairman (§ 12),
d) Persons who are invited to acquire membership; the invitation requires the agreement of the Federal Republic of Germany, the Free State of Bavaria, the City of Munich and the National Olympic Committee.

Basis:
The chairman of the advisory board and his deputy will be included among the members of the association because of the importance of the advisory council.

a) The Federal Republic of Germany, the Free state of Bavaria, the City of Munich as well as the State of Schleswig-Holstein and the City of Kiel.

Basis:
The acceptance of the State of Schleswig-Holstein and the City of Kiel as members results from a request of the minister president of the State of Schleswig-Holstein and the lord mayor of Kiel. It is the result of the granting of the Olympic yachting events to Kiel.

c) each a representative from the particular Olympic sports federation belonging to the NOC, who is to be named by each federation itself.

d) the chairman of the advisory council and his deputy (§ 12),
e) Persons who are invited to acquire membership; the invitation requires the approval of the Federal Republic of Germany, the Free State of Bavaria, the City of Munich and the National Olympic Committee.

(2)
The National Olympic Committee and the individual Olympic sports federations can recall members named by them and nominate other persons for withdrawn members.

Basis:
It was necessary and practical to set the association on a wide foundation. The particular Olympic sports organizations ought to share the responsibility. It is also in keeping with the Olympic tradition to accept the individual national Olympic sports federations as members in the Organizing Committee.

(2)
The funds necessary for the fulfillment of its purpose ought to be raised particularly from proceeds resulting from the events of the Olympic Games and by the utilization of the rights of the events.

§4 Members

(1)
Members of the Organizing Committee can be

a) The Federal Republic of Germany, the Free State of Bavaria, the State Capital City of Munich, as well as the State of Schleswig-Holstein and the State Capital City of Kiel.

b) The president and the treasurer of the National Olympic Committee, two vice presidents of this committee and nine more persons to be named by the National Olympic Committee.

c) The president of the German Sport League.

d) A representative of each of the Olympic special sport federations (summer sports disciplines) that are members of the National Olympic Committee. He is to be named by the federation itself.

e) The chairman of the advisory council and his deputy (§ 12).

f) Persons who are invited to become members; the invitation requires the approval of the Federal Republic of Germany, the Free State of Bavaria, the State Capital City of Munich and the National Olympic Committee.

(2)
The National Olympic Committee and the individual Olympic sports federations can recall members named by them and nominate other persons for withdrawn members.

(3)
The members are obligated to promote the purpose of the association to the best of their ability.

(4)
Resignation from the association is to be declared in writing to the executive board.

§5 The Bodies of the Association

The bodies of the association are

(1)
the general assembly of members

(2)
the executive board.

§6 The General Assembly of Members

(1)
The general assembly of members is the supreme body of the association. The regular general assembly takes place each year and, as a rule, between February 1 and May 1. An extraordinary general assembly is to be called on the petition of one third of the members or on the basis of a decision of the executive board.

(2)
The president summons the general assembly by the written notification of the members at least four weeks before the date of the meeting. He decides the date of the meeting and its location in so far as the preceding general assembly has made no decision regarding the same, he fixes the agenda and presides over the general assembly. He will be represented by a vice-president in case he is hindered from attending.

(3)
The agenda of the ordinary general assembly has to include the following points:

- a) Acceptance of the reports by the executive board and the accountant,
- b) Approval of the account of the preceding year and the preliminary estimate including the plan for posts for the current business year,
- c) Approval of the actions of the executive board,
- d) the election of the executive board,
- e) the election of two accountants,
- f) deciding on the motions proposed.

(4)
The members and the executive board may make proposals to the general assembly. The proposals must be submitted in writing with reasons to the president at least three weeks before the general assembly. The president allows a summary of the proposals with their reasons to be sent to the members at least two weeks before the meeting. Written proposals on urgent matters may be submitted to the general assembly at the last moment; they will be treated only if two thirds of those able to vote present agree to treat them.

(5)
The deadline for calling an extraordinary general assembly can be shortened to a week in case of urgency. In this case the deadline for presenting proposals is shortened to three days.

(6)
The duly called general assembly is capable to make decisions if at least one third of the votes are represented.

(7)
The Federal Republic of Germany, the Free State of Bavaria and the City of Munich each have three votes, the members listed in § 4, par. 1, b and c have one vote each. The simple majority of the votes cast is necessary to reach a decision. In regard to decisions regarding sporting matters, the agreement of the majority of persons named in § 4, par. 1, is required; the agreement of the affected corporation (The Federal Republic of Germany, the Free State of Bavaria, the City of Munich) for such matters connected with financial repercussions on the public budget.

(8)
Members who cannot participate in the general assembly are authorized to transmit their vote in writing to other members.

(9)
The minutes are to be recorded at the general assembly in which the decisions should be documented. The minutes will be signed by the director of the assembly and the writer of the minutes.

§7 The Executive Board

(1)
The executive board conducts the business of the organization.

It consists of

- a) the president
- b) three vice-presidents
- c) the secretary general
- d) the treasurer
- e) four additional members of the executive board.

- a) Acceptance of the report of the executive board and the report of the auditing firm.
- e) dropped

(1)
The executive board conducts the business of the association in so far as such matters have not been delegated to the secretary general.

e) five additional executive board members.

(3)
The agenda of the regular general assembly has to include the following points:

- a) Acceptance of the reports by the executive board and the auditing firm,
- b) Approval of the account of the preceding year and of the preliminary estimate, including the plan for posts, for the current business year,
- c) Approval of the actions of the executive board,
- d) Election of the executive board,
- e) deciding on the motions proposed.

(4)
The members and the executive board may make proposals to the general assembly. The proposals must be submitted in writing with reasons to the president at least three weeks prior to the general assembly. The president arranges for a summary of the proposals with their reasons to be sent to the members at least two weeks before the meeting. Written proposals on urgent matters may be submitted during the general assembly at the latest: they will be treated only if two thirds of those entitled to vote present agree to treat them.

(5)
The deadline for calling an extraordinary general assembly can be shortened to one week in case of urgency. In this case the deadline for presenting proposals is shortened to three days.

(6)
The duly called general assembly is capable of making decisions if at least one third of the votes are represented.

(7)
The Federal Republic of Germany, the Free State of Bavaria and the City of Munich each have seven votes, the remaining members mentioned in § 4 par. 1 have one vote each. The simple majority of submitted votes is necessary for a decision. In regard to resolutions regarding sport matters the approval of the majority of the persons named in § 4 par. 1 b) and c) is necessary, in such matters with financial repercussions on a public budget the approval of the corporation affected (the Federal Republic of Germany, the Free State of Bavaria and the State Capital City of Munich — as well as the State of Schleswig-Holstein and the City of Kiel) is necessary.

(8)
Members who cannot participate in the general assembly are authorized to delegate their votes in writing to other members.

(9)
At the general assembly, minutes are to be recorded in which the decisions must be documented. The minutes will be signed by the director of the assembly and the writer of the minutes.

§7 The Executive Board

(1)
The executive board conducts the business of the association in so far as such matters have not been delegated to the secretary general.

It consists of

- a) the president
- b) three vice-presidents
- c) the secretary general
- d) the treasurer
- e) six additional members of the executive board.

The vice-presidents can allow themselves to be represented by a person of their own nomination in the executive board in case of detainment.

(2)
The president of the NOC is the president of the executive board by virtue of his office. The Federal Minister of the Interior, the Bavarian State Minister for Education and Culture and the Lord Mayor of the City of Munich are vice-presidents by virtue of their offices. The treasurer and three additional members of the executive board will be chosen by the general assembly at the suggestion of the Federal Republic of Germany, the Free State of Bavaria and the City of Munich.

(3)
The members of the executive board are to be elected by the general assembly for the time period until the ordinary general assembly after the next one. Replacements for retired members will be elected by the general assembly.

(4)
Invitations to meetings are to be delivered to the members of the executive board in writing together with the agenda of the session not less than two weeks in advance. This deadline can be disregarded in well grounded exceptional cases.

(5)
The executive board fulfills the duties of the Organizing Committee within the bounds and meaning of the charter and the decisions of the general assembly. The executive board is competent to pass resolutions if there are at least four other members present in addition to the president or one vice president after due invitation. The simple majority of the submitted ballots is necessary to reach decisions. Resolutions which have financial repercussion on a public budget may not be passed against the vote of the vice-president whose budget is affected.

§8 Order of Business

The general assembly and the executive board determine the order of business.

§9 Powers of Representation

The president and the vice-president are the executive board in the sense of § 26 BGB (German Civil Code). The president and one vice-president jointly represent the association outwardly. A vice-president may take the place of the president should he be hindered.

The secretary general will be represented in case of his detainment by the permanent deputy of the secretary general.

Basis:
The conduct of the business of the association, in so far as it will not be conducted by the executive board itself, remains by the secretary general. The duration and extent of the tasks of the secretary general made it necessary to engage a permanent deputy secretary general in the interest of a continuous completion of business.

§9 Secretary General

(cf. § 10 of the First Statutes)
The executive board will engage a secretary general and a permanent deputy secretary general.

§10 Qualified Majorities in the General Assembly and in the Executive Board.

(cf § 11 of the First Statutes)

(1)
A two-thirds majority is necessary for the acceptance and the alteration of the orders of business and for forming the advisory council and the commissions. A two-thirds majority is further necessary for actual decisions which find no application to the protective regulations of § 6 par. 7 sentence 3 and § 7 par. 5 last sentence, which however, are of fundamental significance for the preparation or completion of the Olympic Games.

The vice-presidents can allow themselves to be represented in the executive board by a person to be named by themselves. The secretary general will be represented on the executive board by the permanent deputy secretary general.

(2)
The president of the National Olympic Committee is president of the executive board by virtue of his office. The Federal Minister of the Interior, the Bavarian State Minister of Education and Culture and the Lord Mayor of Munich are vice-presidents by virtue of their offices. In addition, the current president of the Bavarian Sports Association belongs to the executive board by virtue of his office. The treasurer and three more executive board members will be selected from the general assembly at the suggestion of the National Olympic Committee, another executive board member at the suggestion of the Federal Republic of Germany, the Free State of Bavaria and the City of Munich.

Basis:
The Organizing Committee was largely dependent on the cooperation of the regional sports organizations and their numerous members and volunteer helpers during the preparation and completion of the Olympic Games.

Thus it appeared expedient to give the president of the Bavarian Sports Association including every Olympic sport the possibility even at that stage to co-operate in the executive board of the Organizing Committee.

In case of detainment the vice-presidents may allow themselves to be represented in the executive board by persons of their own nomination.

The secretary general will be represented on the executive board by the permanent deputy secretary general.

(2)
The president of the national Olympic Committee is president of the executive board by virtue of his office. The Federal Minister of the Interior is vice-president by virtue of his office; the Free State of Bavaria and the State Capital City of Munich will nominate a vice-president each. In addition the current president of the Bavarian Sports Association belongs to the executive board by virtue of his office. The treasurer and three more executive board members will be elected by the general assembly at the suggestion of the National Olympic Committee, and one member each at the suggestion of the Federal Republic of Germany and the Free State of Bavaria.

(3)
The members to be elected to the executive board will be elected by the general assembly for the time period until the regular general assembly after the next one. Re-elections are permissible. Replacements for retired members will be elected by the general assembly.

(4)
Invitations to meetings are to be delivered to the members of the executive board in writing together with the agenda of the session not less than two weeks in advance. This deadline can be disregarded in well grounded exceptional cases.

(5)
The executive board fulfills the duties of the Organizing Committee within the bounds and meaning of the charter and the decisions of the general assembly. The executive board is competent to pass decisions if, after invitations have duly been sent to all members, at least four other members are present in addition to the president or one vice-president. The simple majority of the submitted votes is necessary to reach decisions. Resolutions which have financial repercussions on a public budget may not be passed against the vote of the vice-president whose budget is affected.

§8 Order of Business

The general assembly and the executive board determine their orders of business.

§9 The Secretary General

The executive board appoints a secretary general and a permanent deputy secretary general.

§10 Qualified Majorities in the General Assembly and the Executive Board

(1)
A majority of two thirds is necessary for the acceptance and alteration of orders of business and for forming the advisory council and the commissions. A two-thirds majority is further necessary for factual decisions which find no application to the protective regulations of § 6 par. 7 sentence 3 and § 7 par. 5 last sentence which, however, are of fundamental significance for the preparation or staging of the Games.

§10 The Secretary General

The executive board will engage a secretary general. His area of action will be fixed by an order of business.

§11 Qualified Majorities in the General Assembly and in the Executive Board

(1)
The secretary general can be engaged only with a two-thirds majority. The same is true for all decisions regarding personnel affecting employees whose pay is equal to or exceeds that of a civil servant in salary group A 13.

(2)
A two-thirds majority is also necessary for the ordering and changing of the orders of business, for the forming of the commissions and for decisions regarding objects whereby the protective regulations of § 6 par. 7 sentence 3 and § 7 par. 5 last sentence will not be applied, which, however, are of basic significance for the preparation or completion of the Games.

§12 Commissions

(1)
The executive board can form commissions for its advice and support, especially for

- a) Finance
- b) Construction
- c) Sports
- d) Culture and Art
- e) Transportation
- f) Accommodations and Food Services
- g) Hygiene and Health
- h) Administration
- i) Public Relations
- k) Olympic torch relay
- l) International Youth Camp

(2)
The secretary general and permanent deputy secretary general can be engaged only by a two-thirds majority. The same is also true for decisions regarding personnel which affect employees whose net income is foreseen as a sum of 2,000 DM or more per month.

§11 Power of Representation

(cf. § 9 of the First Statutes)

(1)
The president and the vice-presidents are the executive board in the sense of § 2 BGB (= German Civil Code). The president and a vice-president represent the association outwardly. A vice-president takes the place of the president if he is detained.

(2)
The secretary general and the permanent deputy secretary general are individually authorized to conduct every sort of legal and non-legal matters and lawsuits which accompany the activities of the association; however, this does not apply to the acquiring, sale and charge of real estate.

Basis:
The power of representation of the secretary general outwardly was not regulated by the charter until now. The wording of § 11, par. 2 is taken from § 49 HGB (Extent of procuration).

§12 The Advisory Council

(new)

(1)
The executive board will form an advisory council to advise it. It will appoint persons to this council who are prominent in their respective fields in politics, academies and centers of higher learning, religious communities, labor unions and employers' organizations, the professions, industry, commerce, trades as well as other realms of public life.

(2)
The chairman of the advisory council and his deputy are members of the association according to § 4, par. 1 c) of the charter.

(3)
The advisory council meets at least once each year. Its structure and procedure will be fixed in an order of business by the executive board.

§13 Commissions

(cf. § 12 of the First Statutes)

- a) Finances
- b) Construction Advice
- c) Sports
- d) Arts
- e) Science
- f) Visual Design
- g) Transportation
- h) Accommodations, billets, food services
- i) Health service
- k) Administration
- l) Public relations
- m) the Olympic torch relay

(2)
The secretary general and the permanent deputy secretary general can be appointed only by a two-thirds majority. The same is also true for decisions regarding personnel which affect employees for whom a net income of 2,500 DM or more per month is foreseen.

§11 Power of Representation

(1)
The president and the vice-presidents are the executive board in the sense of § 26 of the German Civil Code. The president and a vice-president represent the association outwardly. A vice-president takes the place of the president if he is detained.

(2)
The secretary general and the permanent deputy secretary general are individually authorized to conduct every kind of business in and out of court and all legal actions which accompany the activities of the association; however, this does not apply to the acquiring, sale and mortgaging of real estate.

(3)
The liability of the executive board members and full-time employees in regard to the association will be limited to cases of premeditation and gross negligence. The liability for gross negligence will be limited to an amount totaling five million DM per calendar year, and the liability of individuals to an amount of 250,000 DM. Cover of this liability is to be guaranteed through a property damage liability insurance taken out at the expense of the association.

§12 The Advisory Council

(1)
The executive council will form an advisory council to advise it. The executive council will appoint persons to this council who are prominent in their respective fields in politics, institutions of higher learning and academies, religious communities, employers' organizations and labor unions, the professions, industry, commerce, trades as well as other realms of public life.

(2)
The chairman of the advisory council and his deputy are members of the association according to § 4 par. 1 c) of the charter.

(3)
The advisory council meets at least once each year. Its composition and manner of procedure will be fixed in an order of business by the executive board.

§13 Commissions

For its advice and support the executive board may form commissions, especially for

- a) finances
- b) construction advice
- c) sport
- d) the Olympic sailing contests in Kiel, 1972
- e) art
- f) science
- g) visual design
- h) transportation
- i) accommodations, billets and food services
- k) health service
- l) administration

m) IOC Congress, other care of the IOC and social matters

(2)
The members of the commissions will be appointed by the executive board. The executive board can appoint both members and non-members.

(3)
The range of tasks of the commissions, their structure, methods of working and order of coming to decisions will be fixed by the executive board in an order of business.

§13 Business Year

The first business year begins with the day of the ratification of the charter by the constituting session of the Organizing Commission and ends on December 31, 1966. The following business years coincide with the calendar year.

§14 Commonweal

(1)
The association works for the common welfare of the community. It does not strive for profits.

(2)
Eventual profits may be used only for purposes endorsed by the charter. The members receive no portion of the profits nor any other donations from the proceeds of the association in their position of being members. They get back no more than their portion of capital invested and the value of material goods supplied by them at their withdrawal or at the disbandment or suspension of the association.

(3)
No person may be favored by administrative payments which are foreign to the purposes of the association or by relatively excessive reimbursements.

§15 Disbandment

(1)
The association will be dissolved after the finish of the XXth Olympiad Games and after the completion of financial and other matters. Before this time the association can be dissolved only by a decision of the general assembly with a three-quarter majority vote of the ballots represented. The invitation must be issued at least four weeks before the date of the assembly. It must also include the motion for disbandment with a basis.

(2)
The property on hand at the time of disbandment after the completed liquidation will pass to the Federal Republic of Germany, the Free State of Bavaria and the City of Munich in equal portions for the common welfare purposes of the Olympic movement and amateur sports.

n) The international youth camp
o) The IOC congress and other services for the IOC, and social matters

Basis:
The revision of the commissions served improved mutual complementation of task areas.

§14 Business Year

(cf. § 13 of the First Statutes)

§15 Commonweal

(cf. § 14 of the First Statutes)

§16 Disbandment

(cf. § 15 of the First Statutes)

m) Public Relations
n) Olympic Torch Relay
o) Olympic Youth Camp 1972
p) Congress of the International Olympic Committee, care and assistance to the International Olympic Committee and social matters.

(1)
The association will be disbanded after the finish of the Games of the XXth Olympiad and after the conclusion of the financial and other matters. Before this time the association can be disbanded only by a resolution of its general assembly with a majority vote of three quarters of the votes represented. The invitation must be issued no later than four weeks before the date of the assembly. It must include a basis with the motion for disbandment.

m) public relations
n) the Olympic torch relay
o) the Olympic youth camp 1972
p) the congress of the International Olympic Committee, other assistance to the International Olympic Committee and social matters.

(2)
The members of the commissions will be appointed by the executive board. The executive board may appoint both members and non-members.

(3)
The range of tasks of the commissions, their composition, working methods and manner of making decisions will be fixed by the executive board in an order of business.

§14 Business Year

The first business year begins with the day of the ratification of the charter by the constituting session of the Organizing Committee and ends on December 31, 1966. The following business years coincide with the calendar years.

§15 Nonprofit Character of the Association

(1)
The association works exclusively and directly for the public benefit. It does not strive for profit.

(2)
Eventual profits may be used only for purposes endorsed by the charter. The members receive no portion of the profits nor, in their capacity as members, any other donations from the funds of the association. Upon withdrawal or at the disbandment or suspension of the association they will get back no more than their portions of capital invested, if any, and the value of material goods supplied by them, if any.

(3)
No persons may be favored by administrative payments which are foreign to the purposes of the association or by disproportionately high reimbursements.

§16 Dissolution

(1)
The purpose of the association is limited up to December 31, 1973. After that date the association will be dissolved.

(2)
The liquidation will be accomplished by one or several liquidators. These will be determined by the executive board prior to the dissolution of the association. Should the executive board fail to make use of its right to determine these, or should the liquidators later drop out for any reason whatsoever, then the right to determine will belong to the general assembly.

(3)
Any assets remaining at the time of dissolution after completed liquidation will be transferred in equal portions to the Federal Republic of Germany, the Free State of Bavaria and the State Capital City of Munich for public benefit purposes of the Olympic movement and amateur sports.

Order of Business for the
Advisory Council

§1 Duty of the Advisory Council

- (1) The executive board will form an advisory council to advise it.
- (2) The members of the advisory council will be appointed by the executive board with a two-thirds majority of the votes cast.
- (3) The advisory council will choose a chairman and a deputy chairman from among its members.

§2 Procedure

- (1) The advisory council fulfils its duties during working sessions.
- (2) The sessions will be prepared under the responsibility of the general secretary, they will be called at the request of the chairman of the advisory council by the secretary general. The constituting session of the advisory council will be called by the president and conducted by the same until the election of a chairman.
- (3) The members of the executive board have the right to participate in the sessions of the advisory council; they will be informed about the sessions by forwarding the agenda. The president and the secretary general have the right to make motions.
- (4) Correspondingly § 7 par. 4 of the charter is in force for invitations to the sessions. The simple majority of the votes cast is necessary to pass motions as well as to elect the chairman and his deputy. § 7 par. 6 of the charter is not applicable.
- (5) A transcript of the sessions of the advisory council is to be made by the secretary general and is to be signed by the chairman.

§3 Reimbursements

The members of the advisory council are volunteers. Reimbursements will not be made.

Order of Business for the
General Assembly

§1

The duties, preparation and procedure of the general assembly are thoroughly regulated in the charter of the association. The order of business of the general assembly has to limit itself to a few important amendments.

§2 General Assembly

The president conducts the general assembly. He will be represented by a vice-president should he be detained; the representative will be determined by the vice-presidents present at the general assembly.

§3 Procedure

- (1) The general assembly will be prepared by the secretary general in reference to § 6 of the association's charter. If motions are proposed to the general assembly by the members (§ 6 par. 4 of the charter), then a copy of the motion with a basis must be forwarded to the secretary general.

- (2) If written documents are prepared by the secretary general regarding specific points on the agenda, these are to be forwarded to the members as a rule three weeks or at least two weeks before the general assembly. This can be disregarded in special exceptional cases.

§4 Extraordinary General Assembly

The president makes the decision regarding the shortening of the deadline for the invitation (§ 6 par. 5 of the charter) in so far as the motion for reducing the deadline is not already included in the motion for the calling of the extraordinary general assembly.

§5 Travel Expenses

Participants in the general assembly receive their travel expenses (allowance per day and accommodations) according to travel expense category D of the federal travel expense law. For larger, unavoidable expenses a receipt for the extra expenses must be presented for the reimbursements of these expenses.

Order of Business for the
Executive Board

Section I

Functions and duties of the executive board, president and secretary general.

§1 The Executive Board

- (1) The executive board conducts the business of the association (§ 7 par. 1 of the charter); it decides all matters which according to the charter are not reserved to the general assembly or according to § 3 of this order of business are not transferred to the secretary general and the permanent deputy secretary general. The executive board can take care of even these matters in specific cases.
- (2) According to the stipulation in the charter an agreement is to be made with the volunteer members of the executive board that their liability in regard to the association is limited to 250,000 DM per calendar year and liability for minor negligence is excluded. The claims for recompensation will be covered by property damage liability insurance at the cost of the association. Therewith a retainer to the amount of 10%, at least 1,000 DM, but no more than 5,000 DM is to be provided for each individual case of liability.

§2 The President

- (1) The president together with the vice-presidents represents the association outwardly according to the provision of § 11 of the charter. In other cases which tolerate no deferment he functions in place of the executive board according to § 5 of the order of business.
- (2) The supervision of the secretary general and the permanent deputy secretary general in their functions as employees of the association as well as the supervision of members of the association is the duty of the president in the name of the executive board.
- (3) The president prepares the sessions of the executive board according to the more specific norms of the order of business and presides over such sessions.

§3 The Secretary General

- (1) The secretary general executes the decisions of the executive board and conducts the affairs of the association in so far as this is not restricted by the following provisions or unless the executive board should take care of the matter itself in specific cases. He is bound to the orders of the executive board. He prepares the decisions of the executive board and instructs the same concerning all important business procedures.
- (2) The secretary general has to conduct the affairs of the association according to the provisions of the budget (preliminary estimate in the sense of § 6 par. 3 b) of the charter). If there is a danger of a deficit in the budget the secretary general has to inform the executive board immediately.
- (3) The secretary general conducts the affairs of the association on his own responsibility. In all matters of essential concern he has to obtain the previous decision by the executive board. The following

- especially belong to this:
 - a) making decisions in regard to personnel, such employees whose gross income amounts to 2,500 DM or more per month;
 - b) the acquisition, mortgaging or disposal of properties.
- (4) The secretary general is responsible for the conduct of business in the general secretariat.
- (5) The secretary general supervises the employees of the general secretariat.
- (6) The secretary general can be represented in all affairs by the permanent deputy secretary general
- (7) The stipulation of § 1 par. 2 holds respectively for the secretary general and deputy secretary general. This is provided in their service contracts.

Section II

Business Procedure

§4 The Executive Board

- (1) The president calls the sessions of the executive board according to § 7 par. 4 of the charter. He arranges the agenda with consideration of the suggestions of the secretary general, the other members of the executive board as well as the chairmen of the commissions and permits them to send the invitation to the members of the executive board.
- (2) If written documents are to be furnished for the points standing on the agenda in so far as they are necessary or practical, these must be sent to all executive board members at least five days before the session.
- (3) The sessions of the executive board will be conducted by the president, if he is detained, then by a vice-president, and if they are detained, then by the oldest member of the executive board.
- (4) The permanent deputy secretary general participates in the sessions of the executive board. The chairman of the advisory council and the chairmen of the commissions may be invited to the executive board sessions.
- (5) Minutes are to be kept of the sessions of the executive board. The minutes are to be signed by the secretary general and by the recording secretary. The minutes are to be sent immediately to the members of the executive board and are to be presented for verification at the next session.

§5 Speedy Decisions

- (1) In cases which tolerate no deferment the president decides in place of the executive board after a hearing of the secretary general. The executive board is to be notified immediately of such decisions. The outward representation of the association is not affected according to § 9 of the charter.
- (2) If the president is detained, then a vice-president decides in his place.

Order of Business for the Commissions

§6 The General Secretariat

(1) The basic provisions of the organization and the division of affairs of the general secretariat will be regulated by the order of affairs of the secretary general which requires the approval of the executive board.

(2) The stipulation of § 1 par. 2 holds correspondingly for the full-time employees in the general secretariat. This is to be provided in the service contracts.

Section III

Finances

§7 Drafting and Execution of the Preliminary Estimate

(1) A preliminary estimate (operational plan and budget) including a plan for hiring employees in the general secretariat, according to § 6 par. 3 b) of the charter, is to be presented to the ordinary general assembly for each business year for decision.

(2) The association has to install professional book-keeping.

(3) The association is subject to examination of accounts.

§8 Reimbursement of Expenses

(1) Except for the secretary general the members of the executive board function voluntarily. Reimbursements will not be made for expenses.

(2) Executive board members and commission members, the permanent deputy secretary general and the press chief basically receive their travelling costs incurred by their activities (day and overnight allowances) according to the travel expense category D of the federal travel expense law. Unavoidable expenses for overnight stays and above this will be reimbursed upon presentation of receipts for the same.

(3) The stipulations of the federal travel expense law are to be applied to those belonging to the general secretariat on business trips. If a business trip of a person belonging to the general secretariat to be made with a person mentioned in paragraph 2 is necessary for business purposes, then this member of the general secretariat receives the same indemnification as the executive board member or commission member for unavoidable additional expenses.

(4) The reimbursement of the persons mentioned in paragraph 2 is to be made in the amount of the appropriate, documented, actual expenses, but only as much as stipulated in the last category of § 5 of the federal travel expenses law. A limiting of the travel expense reimbursement will not be accepted to the extent of a certain class in airline or railroad fares. The stipulations of the federal travel expense law will hold without limitation for business trips made by persons belonging to the general secretariat who are not accompanied by a person mentioned in paragraph 2.

§1 Position of the Commissions

(1) The commissions advise and support the executive board in performing its duties (§ 13 of the charter).

(2) The executive board decides by a two-thirds majority concerning the establishment of the commissions and the maximum number of their members. The president nominates the members and names the chairmen as well as their representatives as needed according to the decisions of the executive board (§ 13, § 10 par. 1 sentence 1 of the charter).

(3) The executive board members have the right to participate in the meetings of the commissions; they will be informed of the meetings by means of transcripts of the agenda.

§2 Recommendations of the Commissions

(1) The commissions set down the results of their consultations in the form of recommendations which will be submitted in writing by the chairman to the secretary general. If for important reasons members of the commission do not agree to the recommendation of the majority of the commission, then this fact is to be expressed by the chairman in the written transcript.

(2) The secretary general submits the recommendations to the executive board (§ 3 par. 1 sentence 3 of the order of business for the executive board), in so far as these do not affect affairs which are left to the discretion of the secretary general (§ 7 par. 1 of the charter, § 3 of the order of business for the executive board).

§3 Procedure

(1) The commissions meet according to need. The president and the secretary general can request the fixing of a date for a meeting or the acceptance of specific points on the agenda if it should be necessary for the execution of the duties of the Organizing Committee, especially in regard to coordination.

(2) The chairman fixes the date of the meeting and sets up the agenda; he comes to an agreement regarding this with the secretary general. The invitations to the meeting (together with the agenda) ought to be sent no later than two weeks before the meeting if possible. The chairman can make use of the general secretariat for this.

(3) The president and the secretary general have the right to make motions.

(4) The secretary general can be represented by the permanent deputy secretary general in all affairs (§ 3 par. 6 of the order of business for the executive board).

(5) Employees of the general secretariat, especially those persons entrusted with specific areas being considered, may be sent to the meetings.

§4 Procedure of the Meeting — the Minutes

(1) The chairmen of the commissions or their representatives if this is the case, or in case of detainment the oldest member of the commission, conduct the meetings.

(2) The commissions can make recommendations only if at least half of their members are present.

(3) The members are not permitted to be represented by proxies at the meetings. Nevertheless, the commissions may admit guests to their meetings.

(4) Minutes are to be kept of the meetings and these are to be signed by the chairman. On request the general secretariat will provide a recording secretary and a typist.

§5 Subcommissions - Panels

(1) The commissions may form subcommissions and panels with the permission of the executive board.

(2) The commissions must be in agreement with the secretary general concerning the composition of their subcommissions and panels. No more than six members should be included in the specific subcommission or panel. Qualified persons who are not members of the commission may be included in exceptional cases with the approval of the executive board.

§6 Compensation for Expenses

(1) The members of the commissions are volunteers. Compensation for expenses will not be paid.

(2) Commission members receive daily and travel expenses according to travel expense category D of the federal travel expense law for expenses incurred for commission meetings as well as for trips in the name of and by order of the Organizing Committee.

§7 Final Stipulation

The previous, provisional order of business is annulled by the acceptance of this order of business.

**The Bodies of the
Organizing Committee**

Members

President: Daume, Willi
Vice-Presidents: Genscher, Hans-Dietrich
Huber Dr., Ludwig
Vogel Dr., Hans-Jochen

Members: Anselm, Berthold
Bantzer, Günther
Beitz, Berthold
von Bittenfeld, Hans Hein-
rich Herwarth
Bommes, Karl
Braun Prof. Dr., Walter
Danz Dr., Max
Diem Prof., Liselott
Eberhard Dr. h.c., Rudolf
Eßlinger, Artur
Fischer, Dietrich
Gösmann Dr., Hermann
Götze, Erich
Güse, Klaus Dieter
H. R. H. Prince of Hanover
Dr., Georg Wilhelm
Hansen, Wilhelm
Hangstem, Hans Joachim
Henze Dr., Peter Wilhelm
Heß Dr., Claus
Höfig, Hans Joachim
Jannsen Dr., Hermann
Karg Dr., Hermann
Kirsch Dr., August
Kregel Dr., Wilhelm
Kulzinger Dr., Adolf
Lotz Prof. Dr., Franz
Maaßen, Peter
von Opel Dr. h.c., Georg
Peter, Franz
Peterssen Dr., Werner
Schlegel, Gerhard
Sedlmayer, Rudolf
Seeber, Otto
Vetter, Robert
Weyer, Willi
Wülfig Dr., Walter
Zimmermann, Ernst

Advisory Council

Chairman: Brandt Dr. h.c., Willy
Members: Brandt, Hermann
Butenandt Prof. Dr., Adolf
Dietzfelbinger Dr.,
Hermann
Döpfner Dr., Kardmal
Julius
von Feury Freiherr, Otto
Friedrich Dr., Otto A.
Goppel Dr. h.c., Alfons
Kiesinger Dr. h.c., Georg
Stoltenberg Dr., Gerhard
Nachmann, Werner
Oeftering Prof. Dr., Heinz
Maria
Reifenberg Dr., Wolfgang
Rennert Dr., Günther
Scheel Dr., Walter
Strauß Dr. h.c., Franz Josef
Vetter, Heinz-Oskar
Wehner, Herbert
Weinberger Dr., Bruno
Wild, Joseph

Executive Board

President: Daume, Willi
Vice-Presidents: Genscher, Hans-Dietrich
Treasurer: Huber Dr., Ludwig
Members: Vogel Dr., Hans-Jochen
Eberhard Dr. h.c., Rudolf
Baier, Bernhard
Beitz, Berthold
Bensegger Dr., Rudolf
Danz Dr., Max
Kunze, Herbert
Reischl Dr., Gerhard
Sedlmayer, Rudolf

**The Commissions of the
Organizing Committee**

Finance Commission

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Bensegger Dr., Rudolf
Betz Dr., Otto
Falckenberg, Dieter
Fritz Dr., Wilhelm
Geib Prof. Dr., Ekkehard
Gittel, Helmut
Haase, Alfred
Jannsen Dr., Hermann
Jauch, Alexander
Knies, Wilhelm
von Köckritz Dr., Sieghard
Kramer, Rudolf
von Lindeiner-Wildau
Dr., Klaus
Neubauer, Herbert
Rodenstock Prof. Dr.,
Rolf
Skonieczny, Paul
Weiland, Peter
Widmann, Franz
Zeuner, August

**Commission for Architecture and
Construction**

Chairman: Noris, Heinz
Members: Abreß Dr., Hubert
Albrecht Dr., Hubert
Apfelbeck, Georg
Bauer, Johann
Burkhardt Prof., Georg
Horn, Rudolf
Michel Dr., Rudolf
Neubauer, Herbert
Roskam, Frieder
Schauffele, Richard
Sedlmayer, Rudolf
Vogt Dr., Otto
Vorhammer, Richard
Weber Prof., Clemens
Zech, Uli

Sports Commission

Chairman: Baier, Bernhard
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Bochmann Dr., Hans-Peter
Denzer, Willi
Fallak, Heinz
Fingerle, Prof. Dr., Anton
Fischer, Dietrich
Fritz Dr., Wilhelm
Gieseler, Karlheinz
Gössing, Ernst
Greite, Willi
Gress, Fritz
Güse, Klaus Dieter
Heß Dr., Claus
Huber, Hans
Jail, Ludwig
Koppenwallner, Ludwig
Messthaler, David
Schmitz, Rudolf
Tröger, Walther
Vorhammer, Richard
Weiß, Horst
Zimmermann, Ernst
Zimmermann, Prof. Dr.,
Karl

**Commission for the Olympic Yachting
Events Kiel 1972**

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Bantzer, Günther
Barow, Hans-Joachim
Birker Dr., Hans Wilhelm
Bommes, Karl
Borzikowsky, Reinhold
Dingeldein, Otto
Duwe, Günther
Fischbach Dr., Hans Werner

Fischer, Dietrich
Geib Prof. Dr., Ekkehard
Gillner Dr., Heinz
von Hovora Dr., Cornelius
Jess Dr., Günter
Kulenkampff, Eberhard
Leidemer, Hans
Libor, Ullrich
Lubinus Sr. Dr., Hans
Meumann, Reinhard
Neve, Peter
Nothnagel Dr., Kurt
Poullain Dr. h.c., Ludwig
Rauno, Wulf
Renter Dr., Horst
Rüdel Dr., Hans-Carl
Schlenzka, Otto
Schmidt, Horst
Schöpke, Helmut
Splieth, Bruno
Stein Dr., Harald
Titzck, Rudolf
Vogel, Gerd
Wülfig Dr., Walter
Zimmermann, Siegfried
Zur Dr., Klaus

Cultural Commission

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Goslich Prof. Dr., Siegfried
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Gussone Dr., Carl
Hagelstange, Rudolf
Henrichs, Helmut
Höller Prof., Karl
Holthusen Dr., Hans Egon
Janzen, Siegfried
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Keim Prof. Dr. Dr., Walter
Klaiber Dr., Joachim
Korn, Peter Jona
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Luft, Friedrich
Martin Prof. Dr., Kurt
von Miller Dr., Walther
Mommsen, Konrad
Oeller, Helmut
Ott Dr., Alfons
Pscherer, Kurt
Raffalt Dr., Reinhard
Rennert Dr., Günther
Ross Dr., Werner
Scheel Dr., Jürgen
Steingraber Prof. Dr., Erich
Stümmer Dr., Erich
Valentin Prof. Dr., Erich
Wollschlaeger, Herbert
Zuckmayer Dr. h.c., Carl

Scientific Commission

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Helmut
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Bock Prof. Dr. Dr. h.c.,
Hans Erhard
Bokler, Willy
Bolte Prof. Dr., Martin
Burck Prof. Dr. Dr. h.c.
Dr. h.c., Erich
Cäsar Dr., Corus
Diem Prof., Liselott
von Elmenau Dr. h.c.,
Johannes
Fingerle Prof. Dr., Anton
Flitner Prof. Dr., Andreas
Groh Prof. Dr., Herbert
Grupe Prof. Dr., Ommo

Heidland Prof. Dr., Hans-Wolfgang
Henrich Dr., Franz
Hillebrecht Prof. Dr., Rudolf
Hörrmann, Martin
Hofmann, Hans-Joachim
Hollmann Prof. Dr., Wildor
Homann-Wedeking Prof. Dr., Ernst
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Kaebernick Dr., Herbert
König Prof. Dr., Rene
Kunze Prof. Dr., Emil
Lenk Prof. Dr., Hans
Lotz Prof. Dr., Franz
Lüschen Prof. Dr., Günther
Mayntz Prof. Dr., Renate
Menze Prof. Dr., Klemens
Müller-Limmroth Prof. Dr., Wolf
Ohly Prof. Dr., Dieter
Remdell Prof. Dr., Herbert
Rieß, Hermann
Röhrs Prof. Dr., Hermann
Roskamm Dr., Helmut
Scheidemann Dr., Karl-Friedrich
Schoberth Prof. Dr., Hanns
Ulich Prof. Dr., Eberhard
Zeiss, Karl

Commission for Visual Design

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Koch Dr., Manfred
Kubitza, Werner
Kulenkampff, Eberhard
Roth Prof., Richard
Schmitz, Helmut
Schmitz, Rudolf
Schnerr Dr., Ernst
Stromberg, Kyra
Walter Prof., Karl Hans
Wirsing, Werner

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Distl, Alfred
Drachsler, Hans
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Engelbrecht, Peter
Euler Dr., Alexander
Fiek, Werner
Friedl, Alois
Gaßner, Martin
Goedecke, Otto
Hahn, Ernst
Heilmannseder, Xaver
Hiebl, Otto
Köhl, Hans
Kuebart, Remhold
Kumpfmüller, Hermann
Langguth, Robert
Lehmeyer, Leo
Lindner, Horst
Lorenz, Armin

Mahr, Emil
Mayer Dr., Klaus
Mayerhofer Dr., Edgar
Mayr, Paul
Morgenroth Dr., Kurt
Pawlitzeck Dr., Egon
Peterssen Dr., Werner
Plank, Willy
Saugel, Hans
Scheel Dr., Jürgen
Schiller, Franz
Schlegel, Theodor
Schmidt Konz, Hans
Schoenecker, Rudolf
Schottenhamel Dr., Max P.
Schreiber, Hans
Schröder, Lothar
Seither, Helmut
Sleik, Franz
Spazier, Günther
Stadler, Franz
Stein, Hans P.
Stengel Dr., Paul
Stolz, Rudolf
Ströbl, Joseph
Strunz, Robert
Süß, Richard
Süssenguth, Hans
Twiehaus, Eberhard
Werneburg, Hans Heinz
Wondratschek, Klaus

Commission for Health and Hygiene

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Braun, Richard
Ecknigk Dr., Richard
Funke Dr., Wilhelm
Gillner Dr., Heinz
Goßner Dr., Eugen
Hamm Dr., Erwin
Hanekopf Dr., Günther
Hunger Dr., Franz
Hußlein Dr., Josef
Keul Dr., Josef
Kläß Dr., Bernhard
Mayer, Albert
Nolte Dr., Karl
von Oheimb, Rüdiger
Rebentisch Dr., Ernst
Reindell Prof. Dr., Herbert
Ritter Hentschel von
Gilgenheimb, Franz-Josef
Sewering Prof. Dr., Hans-Joachim
Thomaschewski Dr., Paul
Zölllick Dr., Horst

Public Relations Commission

Chairman: Vogel, Karlheinz
Members: Bellmer, Karl
Brandt, Siegfried
Dürrmeier, Hans
Gerz, Alfons
Hausmann, Fritz
Herbauts, Antoine
Huba, Karlheinz
Joubert, Edgar
Kauke, Wilhelm
Keser, Artur J.
Knecht, Willi
Koppenwallner, Ludwig
Lembke, Robert E.
Ludwig, Paul
Noel, Camillo
Preiss, Hans Benvenuto
Rauls, Walter
Riethausen, Albert
Schmitt, Herbert
Schweder, Paul
Stendenbach, Heinrich W.
Stokinger Dr., Jörg
Vorwitt, Eugen

Freiherr von Wechmar,
Rüdiger
Wolfbauer, Günther
Zarth, Walter
Zellner, Werner

Press Commission

Chairman: Dürrmeier, Hans
Members: Abelbeck, Gert
Agthe, Siegfried
van Bebber, Ferdinand
Bellmer, Karl
Benedict, Peter C.
Berg, Karl Erich
Bernhauer Dr., Ernst
Freiherr von Bethmann,
Johann Philipp
Birkl Dr., Rudolf
Bradel, Gerhard
Brandes Dr., Rolf
Brauer, Ulrich
von Cube, Walter
Eberle, Raimund
Ernst, Wolfgang
Gieseler, Karlheinz
Glaser Dr., Hans
Handwerk, Norbert
Hartstein, Erich Paul
Haupt, Peter W.
Heger, Josef Michael
Helmensdorfer, Erich
Hiebl, Otto
Hietzig Dr., Joachim
Hohmann Dr., Karl
Istel, Werner
Kaiser, Ulrich
Kleinlein, Friedrich Wilhelm
Kremp Dr., Rudolf
Lammers, Lothar
Lembke, Robert E.
Freiherr von Mauchenheim,
Egon
Müller-Meiningen Dr.,
Ernst
Oeckl Dr., Albert
Owsnicki, Leonhard
Pieschetsrieder, Adolf
Posselt, Wolf
Rost Dr., Dankwart
Roth Prof., Richard
Scherzer, Kurt
Spazier, Günter
Specht Prof. Dr., Karl
Gustav
Stokinger Dr., Jörg
Stoop, Bert
Tigges Dr., Wilhelm
Vogel, Karlheinz
Walz Dr., Werner
Wasmuth, Johannes
Weitpert, Hans
Wessel, Kurt
Wulffius, Georg
Wurm, Alfred

Commission for the Olympic Torch Relay

Chairman: Lauerbach, Erwin
Members: Buchholtz, Dieter
Curtius Dr. h.c., Klaus
Danz Dr., Max
Diem Prof., Liselott
Eilers, Jan
Fischer, Theo
H. R. H. Prince of Hanover
Dr., Georg Wilhelm
Kubitza, Werner
Leidemer, Hans
Ludwig, Philipp
Manns, Gudrun
Palm, Jürgen
Schilgen, Fritz

Commission for the Olympic Youth Camp 1972

Chairman: Lauerbach, Erwin
Members: Bentz Prof., Gisela
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