

Die Spiele

Volume 1

The organization

Die Spiele

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

Volume 1

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 Fredey, Baron de Couber-tin 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 imagi-nation, necessary development and accom-modation 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 indispu-table 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 land-scape 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 exavations 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 con-siderably 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 con-tact with animate body which indeed no-where 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 con-tinue. 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.

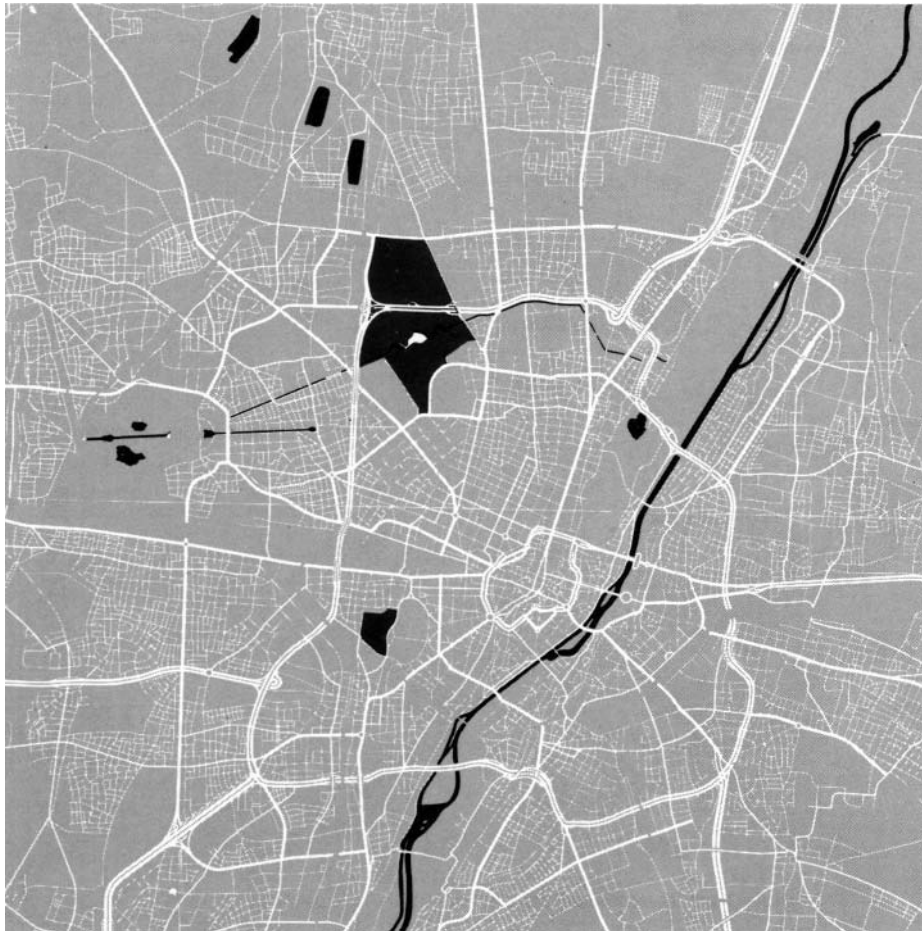
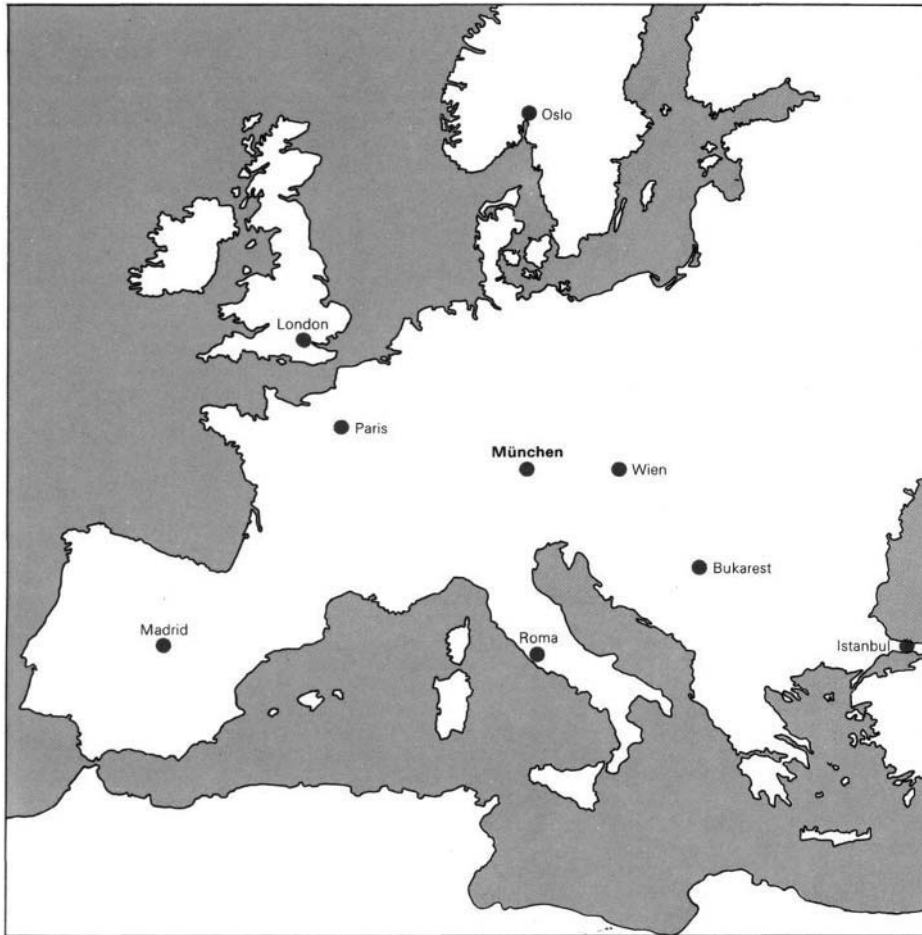
After the preceding explanation, it is under-standable that the NOC for Germany especially would feel itself obligated to cooperate in the regeneration of the Games: not with mere words, but by making the sacrifices involved in the task of staging the XXth Olympic Games and attempting to make a contribution, 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 infor-mation 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 deter-mining 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 celebra-tion 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 10, 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 fulfill 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:

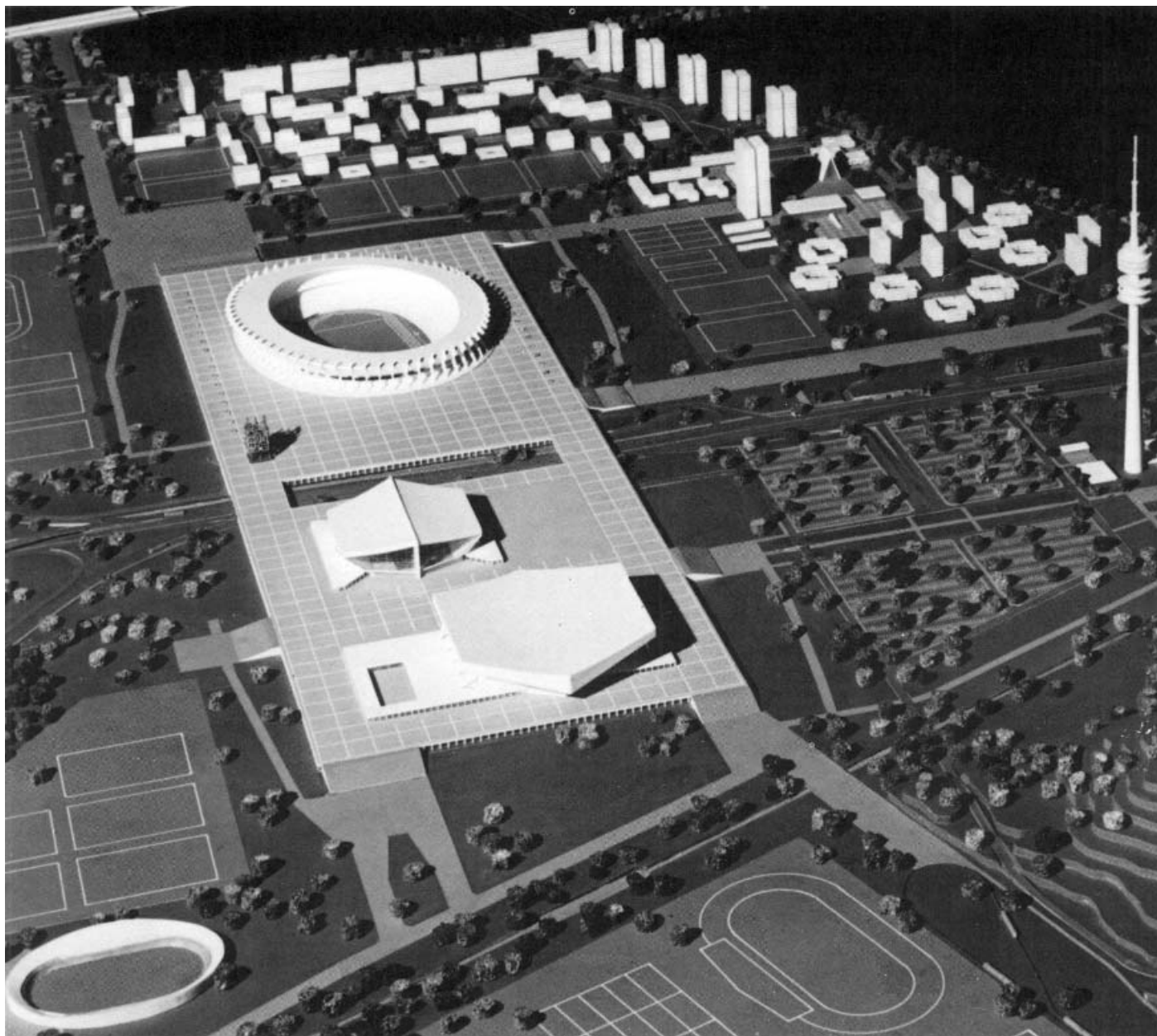
"Mr. President, my distinguished colleagues! I have bad luck in that you have had to listen patiently to seven speeches already. This one will be the eighth. I believe it's not a bad one, but it will last ten minutes. This is just a little too much. You know me, and you know Munich, as I believe it to 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 knowledge-ability 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 Aùcamàn 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 $\frac{2}{3}$, 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.

International Olympic Committee
Standing as of August 1, 1972

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Lord Luke	GBR
Grand Duke Jean of Luxemburg	LUX
Lewis Luxton	AUS
Sylvio de Magalhaes Padilha	BRA
Prince Alexandre de Merode	BEL
Mohamed Mzali	TUN
Mario L. Negri	ARG
Dr. Rudolf Nemetschke	AUT
Giulio Onesti	ITA
Prince Gholam Reza Pahlevi	IRN
Raoul Pereira de Castro	POR
Wlodzimierz Reczek	POL
Dr. Alejandro Rivera Bascur	CHI
Douglas F. Roby	USA
Juan Antonio Samaranch	ESP
Dr. Heinz Schobel	GDR
Raja Bhalindra Singh	IND
Alexandru Siperco	ROM
Vitaly Smirnov	URS
Jan. Staubo	NOR
Dr. Giorgio de Stefani	ITA
Vladimir Stoytchev	BUL
Prince Tsuneyoshi Takeda	JPN
Ydnekatchew Tessema	ETH
Sven Thofelt	SWE
A. D. Touny	EGY
Jorge B. Vargas	PHI
Ivar Emil Vind	DEN
Hugh Weir	AUS
James Worrall	CAN

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 sharpshooters 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 made 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.

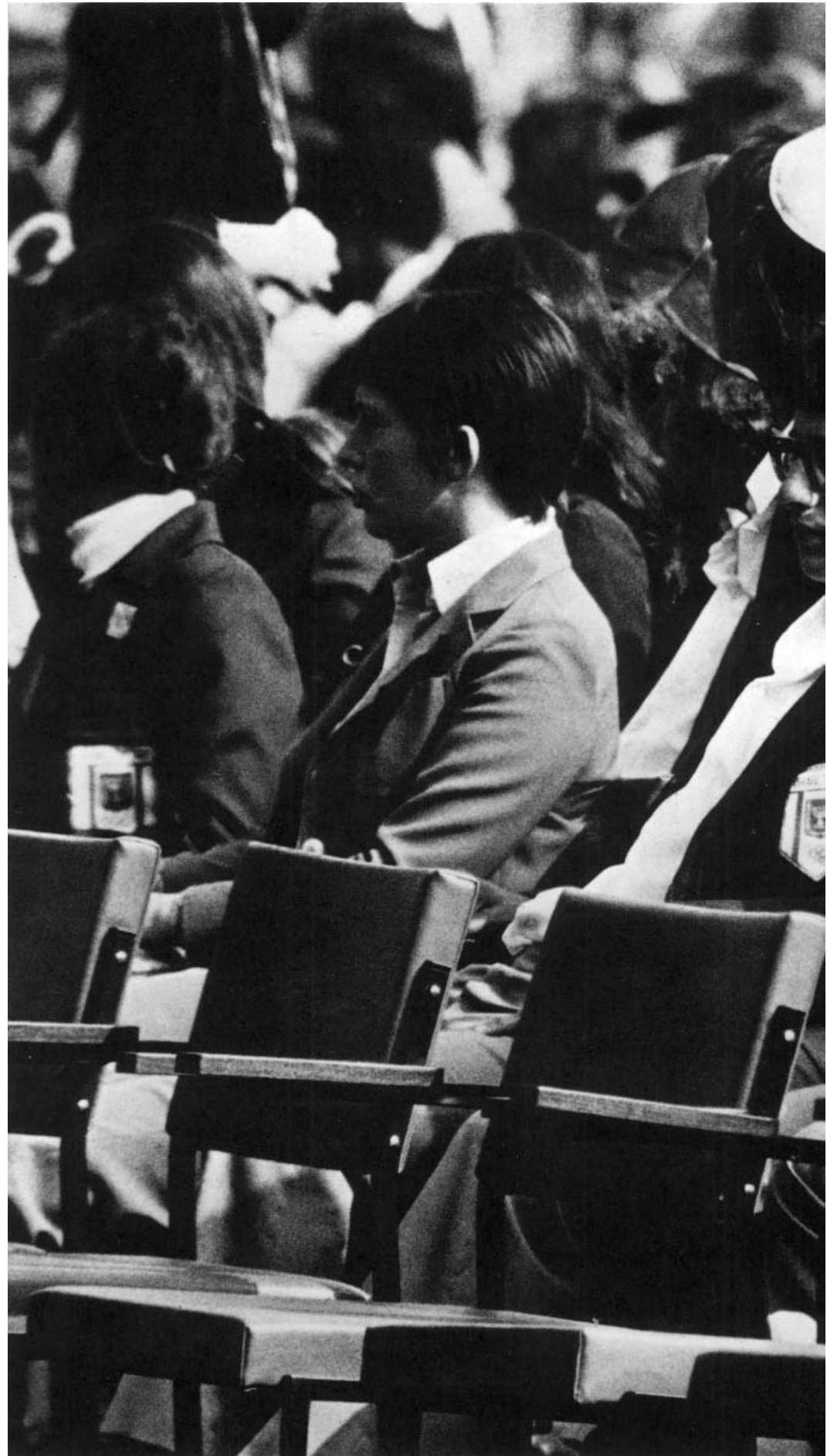
The president of the IOC and the president of the OC were in conference all day on the 5th of September, 1972 including telephone communication with the members of the executive board of the IOC. In the evening of September 5, 1972 the IOC met in special session at the Hotel "Vier Jahreszeiten" in Munich. 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
Halfin, 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 Bommers, 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.

	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 1 B: Budget and accounting Section chief: Paul Brusa Section specialist: Ferdinand Wesel	Section 1 C: Legal affairs Legal advisor: Josef Eder Section specialist: Rolf Zantl	Section Group 1 G: Management and Federal Army Manager: Ludwig König	Section 1 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-Pantoulier	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 construc- tion 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	
	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 Depart- ment X) Section specia- list: 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 Ehrh
	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 Oberwiesefeld and outside of Munich Manager: Rainer Brombach	Section X A 2: Riding installations Manager: Bernhard Meisner Section X A 3: Fairgrounds 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 special- ist: 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		

Commissions

**General
Assembly**

Executive Board
President:
Willi Daume

Secretary General
Herbert Kunze

**Permanent Deputy
Secretary General**
Hermann Reichart

Advisory Council

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 Leitermann	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
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Archery Eva Hübner	Fencing Werner Beuys	Weight lifting Rolf Feser	Hockey Horst Wein	Canoeing Karl Kaiser	Fair grounds Max Mayr	Cycling Hans Bandele	Wrestling Manfred Müller	Shooting Andreas Hartinger	Gymnastics Toni Engelhard
Boxing Karl-Heinz Kühnell	Football Sigmar Rethfeldt	Handball Konrad Wagner	Judo Manfred Winkes	Track and field Willi Weber	Modern pentathlon Dieter Krickow	Equestrian sports Christoph Berentzen	Rowing Werner Konrad	Swimming Manfred Kreitmeier	Volleyball Axel Klemm

Section III D 2: Supplies Section specialist: Egon Schwaegerl	Section III E: Services Section specialist: Adam Nothheffer	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 Section specialist: Bernhard Schulze	Section III K: Coordination and short- term personnel Section specialist: Richard Noess	Section III P: Protocol Section specialist: Norbert Müller
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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
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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: Liaison with ABR, DER Section specialist: Horst Schmidt
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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: Visitors service Section chief: Wieland Brandt	Section specialists: Bernd Malunat Tonie Eser Jürgen Hammerich	Section IX E: Identification cards and badges Section specialist: Günther Fritsche
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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: Personal paging service, Radio technique BW, translating equipment Manager: Horst Schnaibel	Section X E 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
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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
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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
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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
Department heads –		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

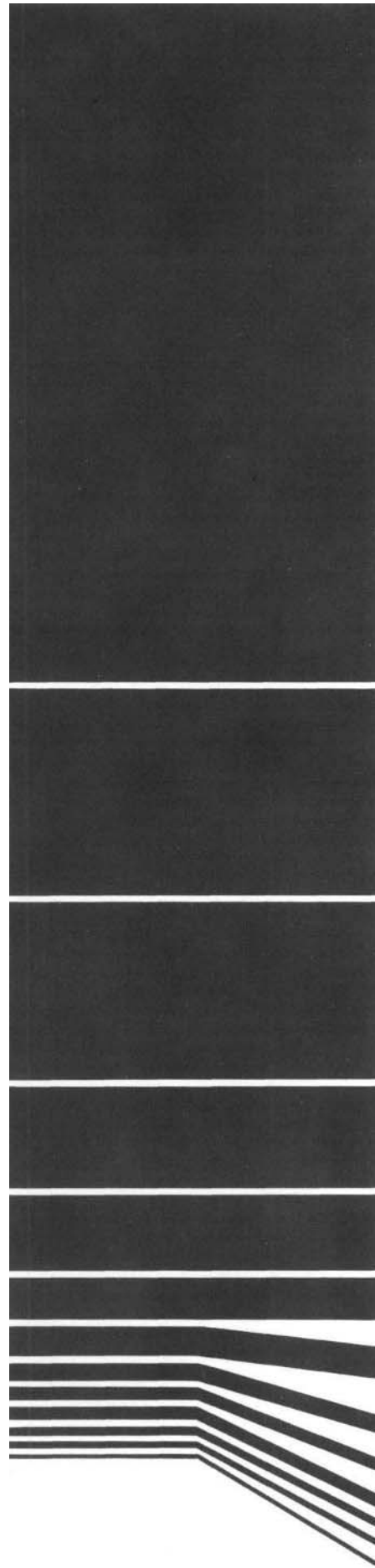
management body formed of competent representatives from each department. This body was to coordinate the essential tasks of preparing the Olympic Games and thus set up the prerequisites for the smooth operation of the Games.

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.



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**

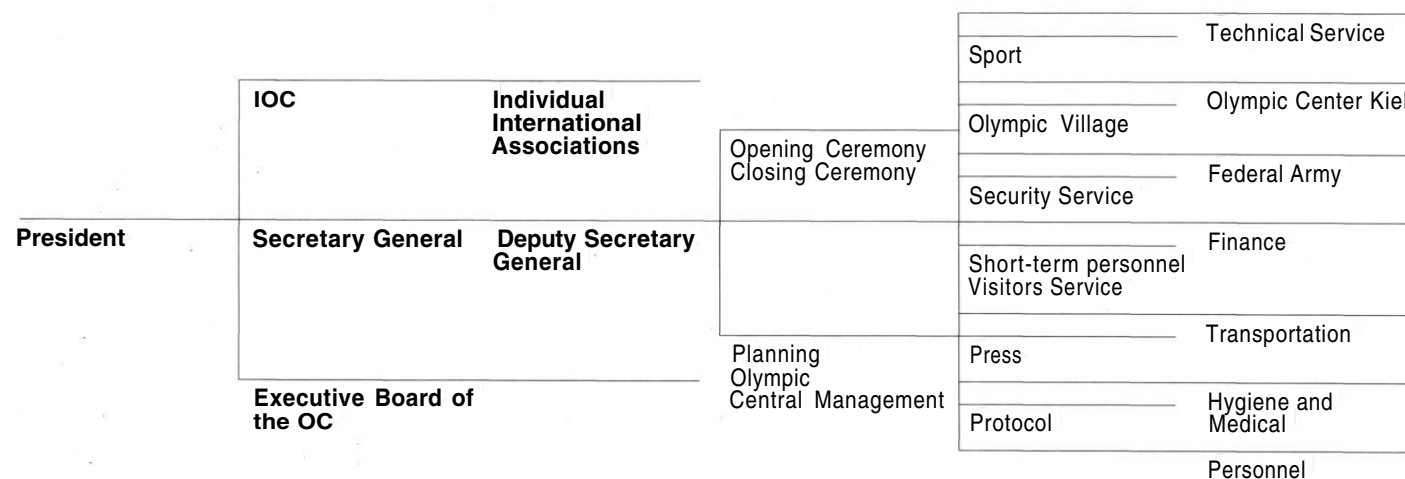
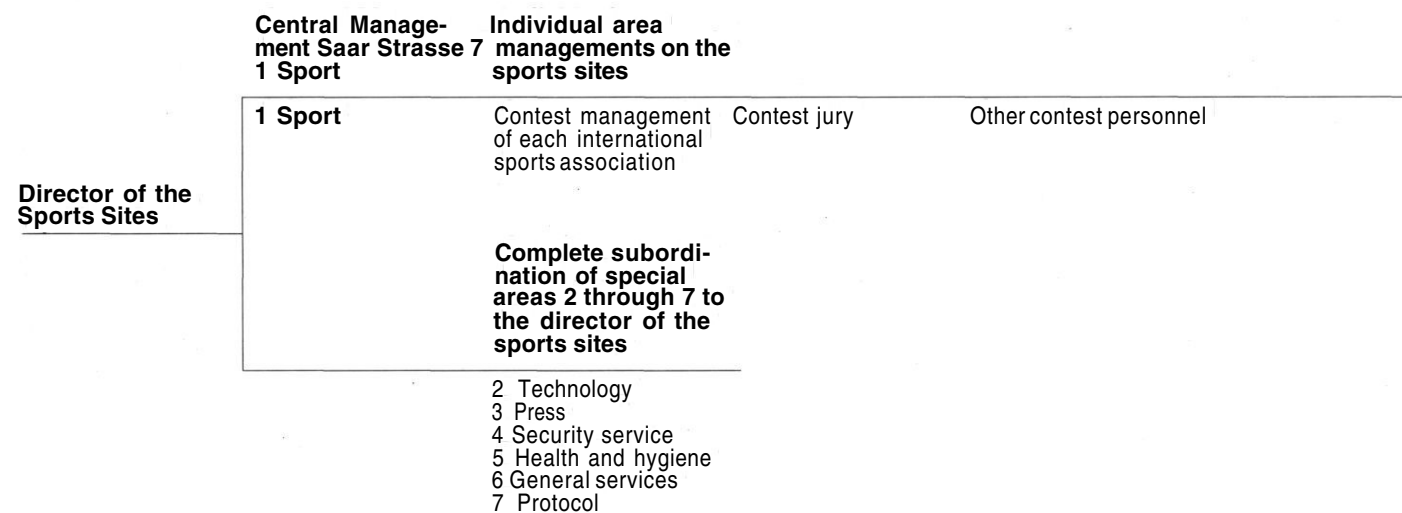


Diagram of the Management for the Sports Sites



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 aesthetic 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:

- a) 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.
- b) 8 bridges, 9 auxiliary parking lots and numerous temporary camera stands built by the army engineer corps;
- c) 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.
- d) the loan of 978 two-way radios and 450 bullhorns;
- e) the loan of 25 helicopters for the transport of VIPs and medical personnel in Munich and Kiel;
- f) loan of 479 buses for Munich and Kiel, 125 trucks, 120 automobiles, 75 Volkswagen buses, 156 motorcycles and 30 ambulances;
- g) loan of 23 emergency power generators for the Olympic Village, the press center and various sports facilities;
- h) 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;
- i) 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.

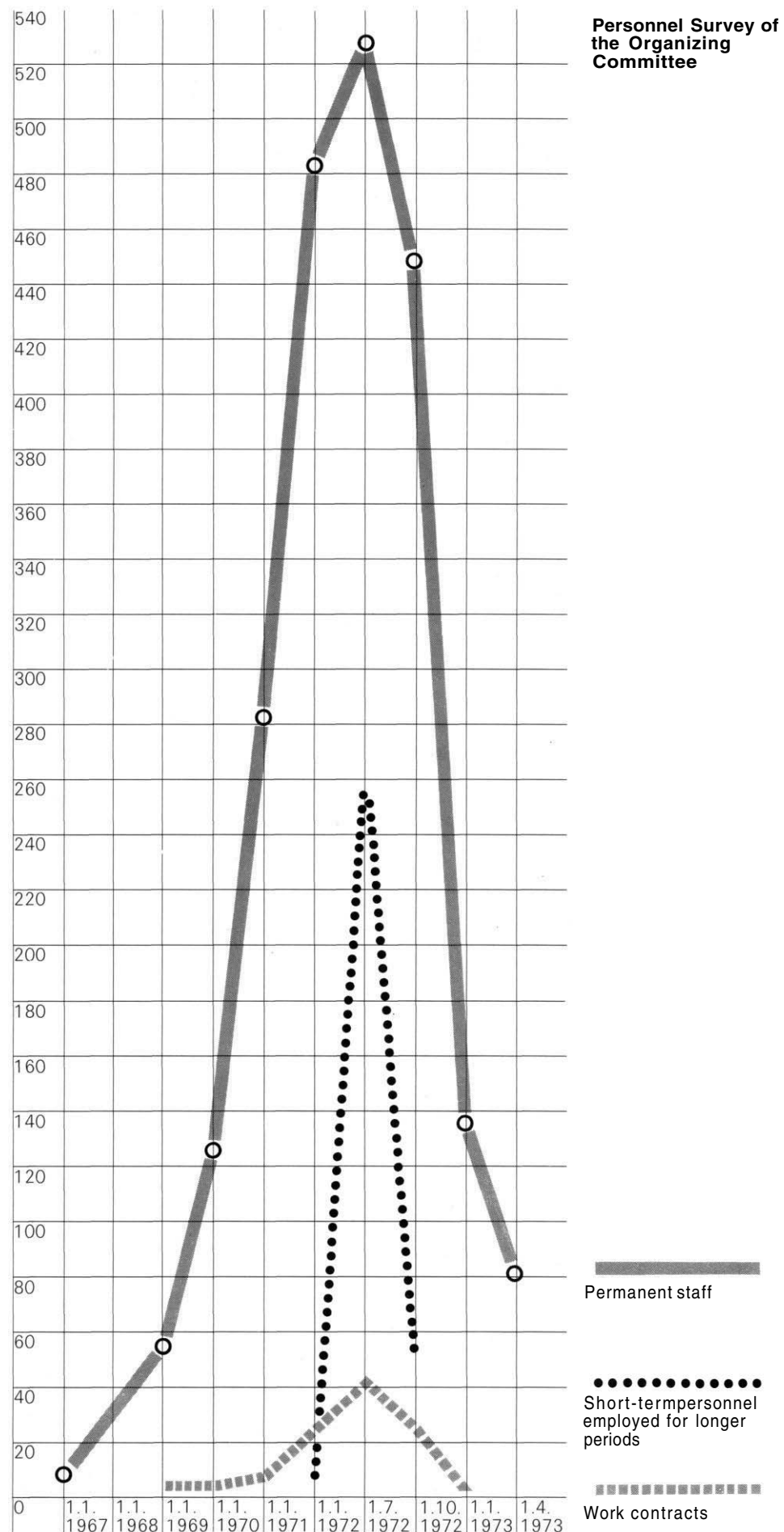
The entire quantity of furniture supplied consisted of 157 different articles and had a total value of 53.5 million DM. 51 million DM worth was used in Munich, 2.5 million DM in Kiel.

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.



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	
Capital expenses in Munich	1,350
Capital expenses 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
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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 production 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 contract for the 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 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 consortium 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 "incapable 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 cooperation, 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.

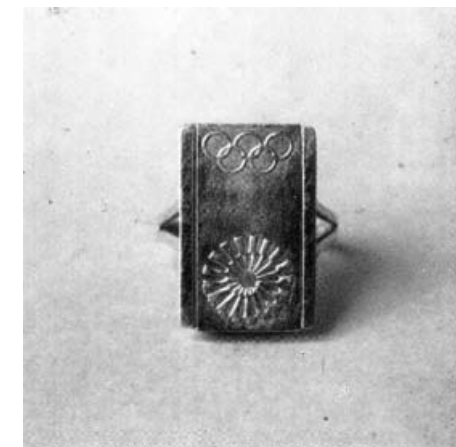
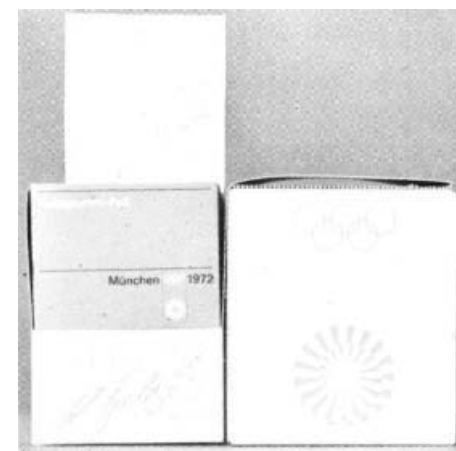
Regardless of any qualitative demands, all commercial organizations were basically free to apply for a license. Only in exceptional cases could exclusive rights within a reasonable field of production be discussed. However, certain companies, products and institutions were generally excluded from using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

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 Oberwiesenthal 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), Intervision

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 television 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, Qatar, 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 refinancing 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 1 973 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.

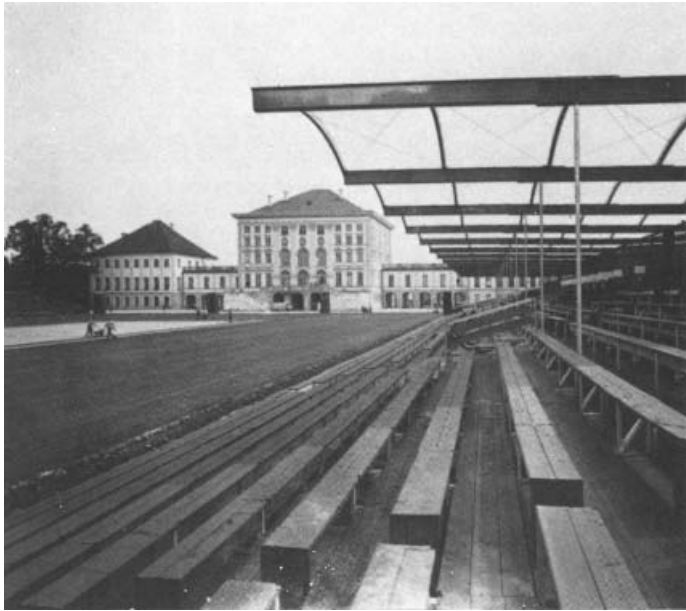
The total cost for the Olympic Games 1972 in Munich was reported to be 556 million DM.

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 Oberwiesefeld 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 Oberwiesefeld 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>
Access	
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>
Clearing Oberwiesefeld and relocations	23.9	
<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 consortial 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

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:

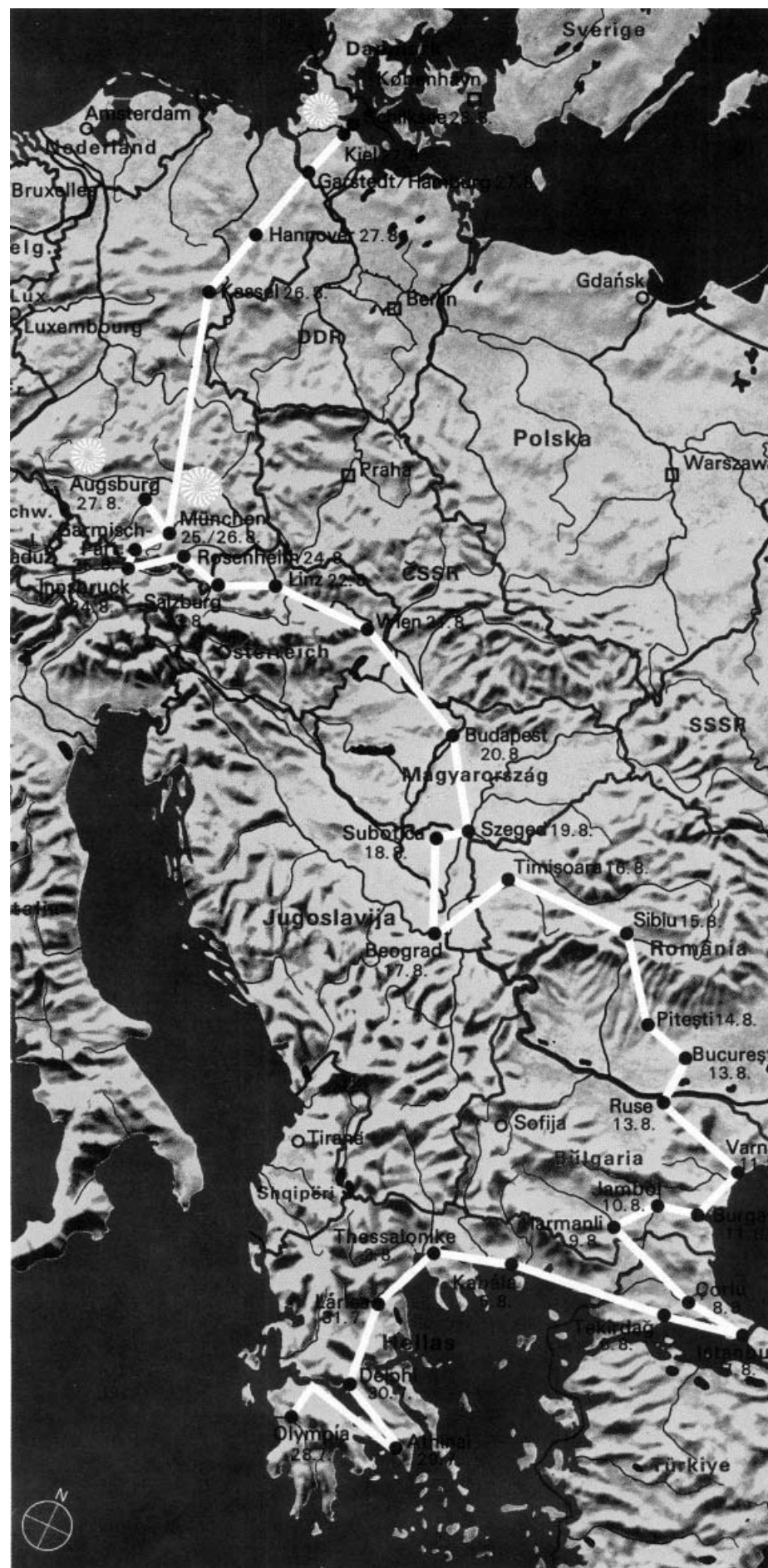
- a refrigerator for the storage of the, gas cartridges,
- extra torches,
- two extra pilot lights (railroad signal lamps) which were fed from a 3.2 kilogram propane gas bottle. They could burn uninterruptedly for at least six weeks, were also dependable, safe and were to be lighted at Olympia. They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

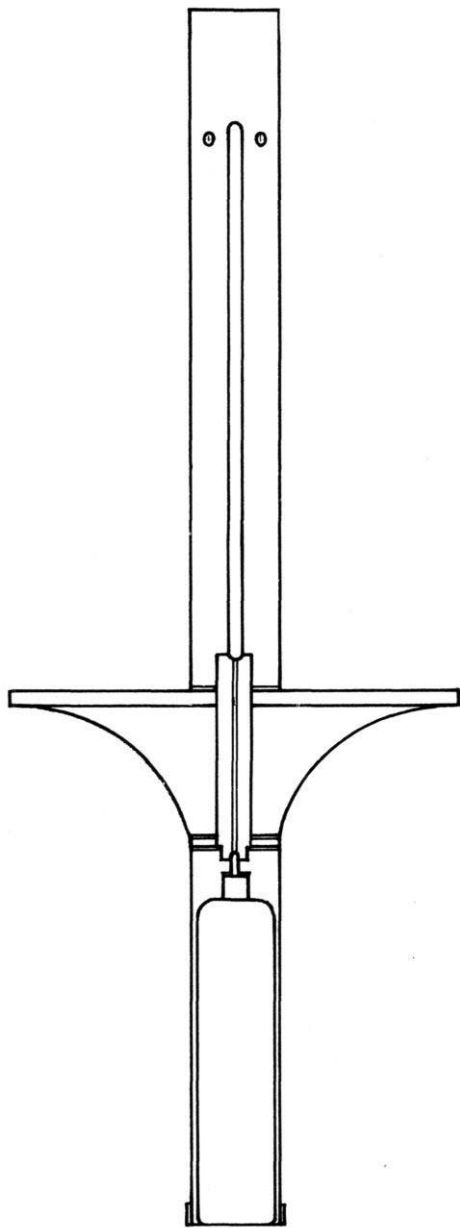
Two days later at 12 noon, a group of Greek actresses lighted the Olympic fire according to custom and without spectators before the temple of Hera in the sacred grove of ancient Olympia. In solemn procession they carried the flame in a bowl through the arched entrance into the ancient stadium.

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 Kirkielissis, 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.

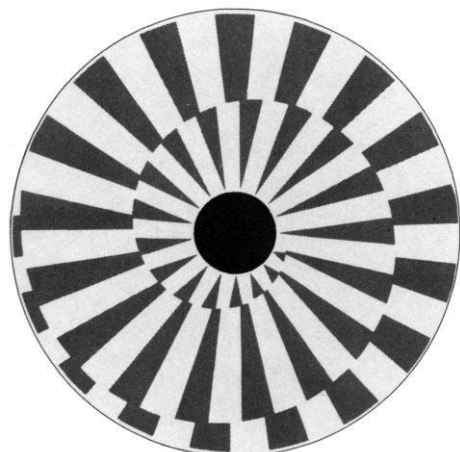
The torch relay reached German territory for the first time in the afternoon of August 23 near Freilassing. It left the Federal Republic of Germany near Kiefersfelden to pass through Austria again. At Scharnitz the Olympic fire finally reached the territory of the Federal Republic of Germany.

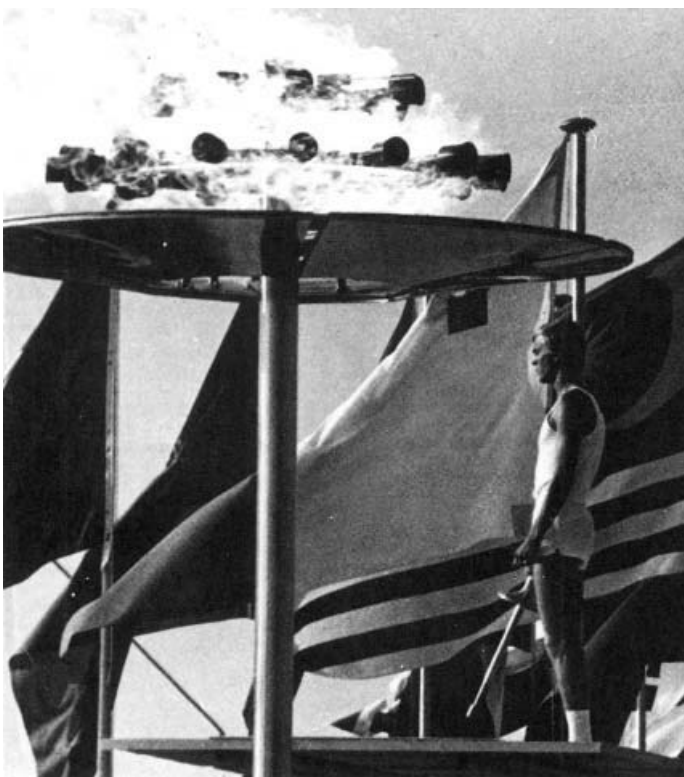
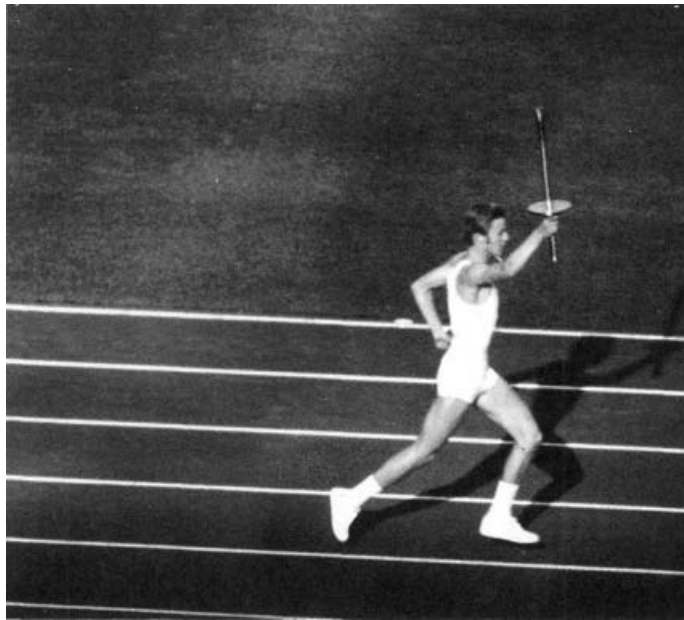
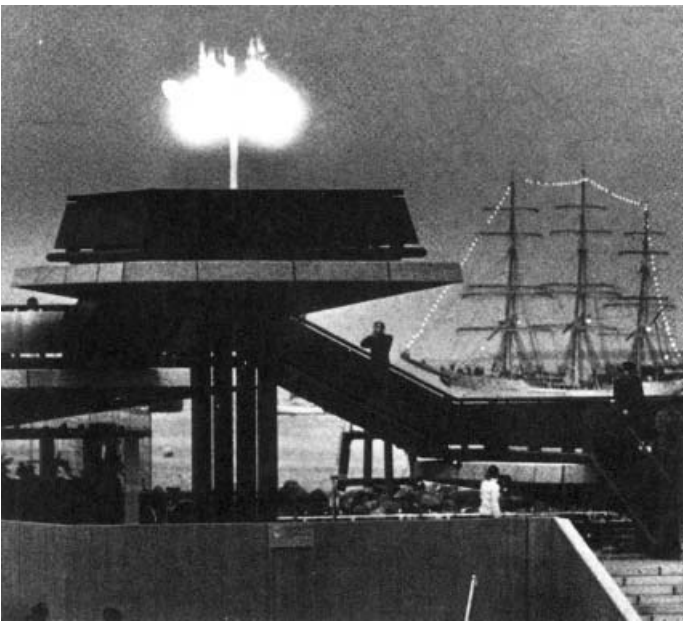
After a short salute the relay headed for Munich through Garmisch-Partenkirchen. In Murnau four paralyzed athletes each carried the Olympic fire 250 meters in their wheelchairs. The Olympic fire reached Munich punctually.

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 Maximilianeum, (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.

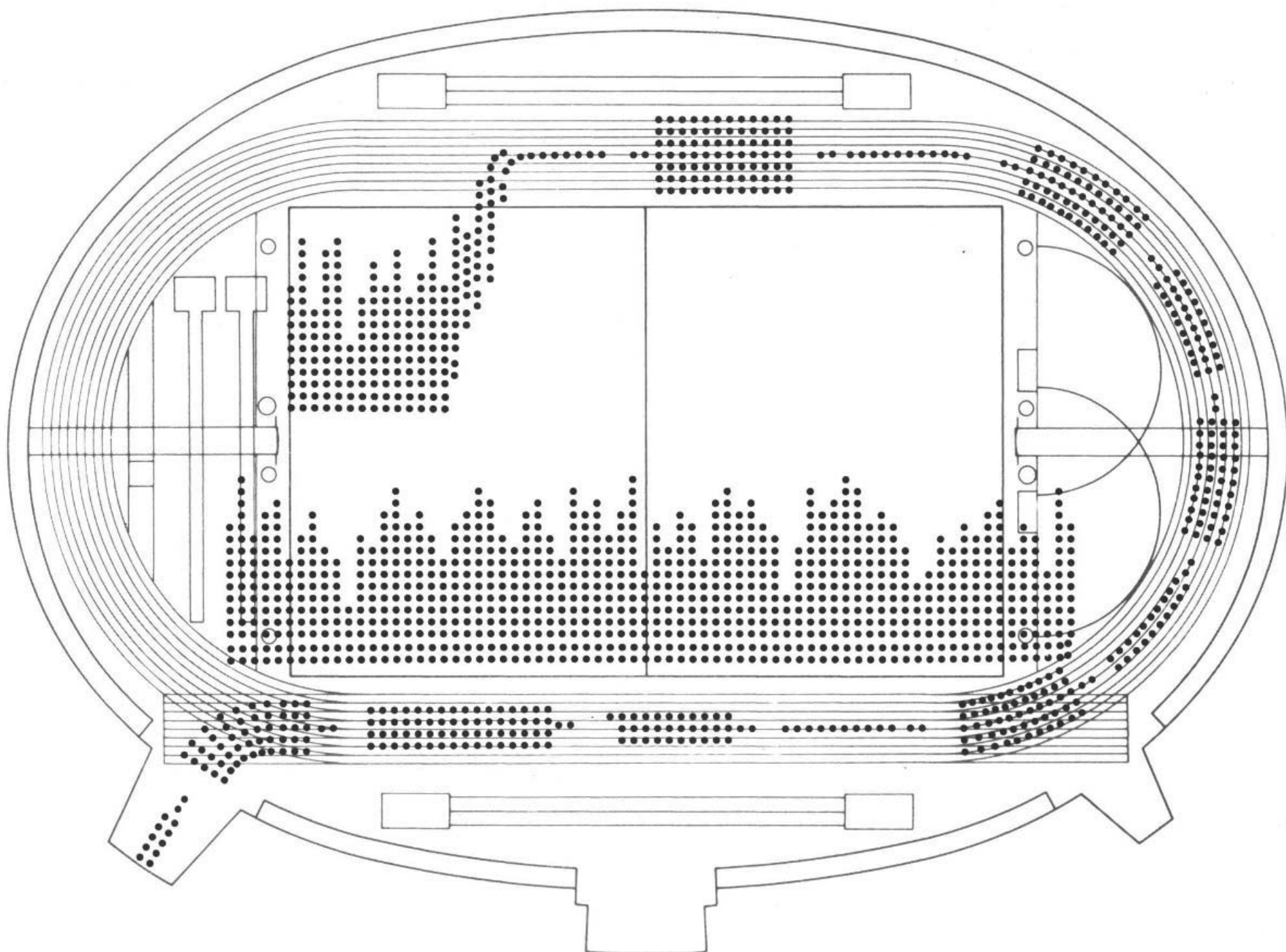
On the following day, relay runners carried the fire to the opening of the Olympic yachting competitions at Kiel-Schilksee. At the ceremonial plaza of the Olympic Yachting Center, the flame ignited the fire in the brazier. Thousands of spectators were present and all the ships in the vicinity of Schilksee 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 Organ-
izing Committee and
Avery Brundage,
president of the Inter-
national 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 Interna-
tional Olympic Committee
Opening of the Olympic
Games by the Federal
President.

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

Federal Army

Mayor Octavia Senties
of Mexico City return-
ing the traditional
Olympic banner to Lord
Mayor Georg Krona-
witter of Munich
accompanied by Mexi-
can and Bavarian folk
groups.

The Mexi-
cans enter
the middle of
the honor
area while
playing their
mariachis.
The costum-
ed 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 Olym-
pic flame
with the
relay runner
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

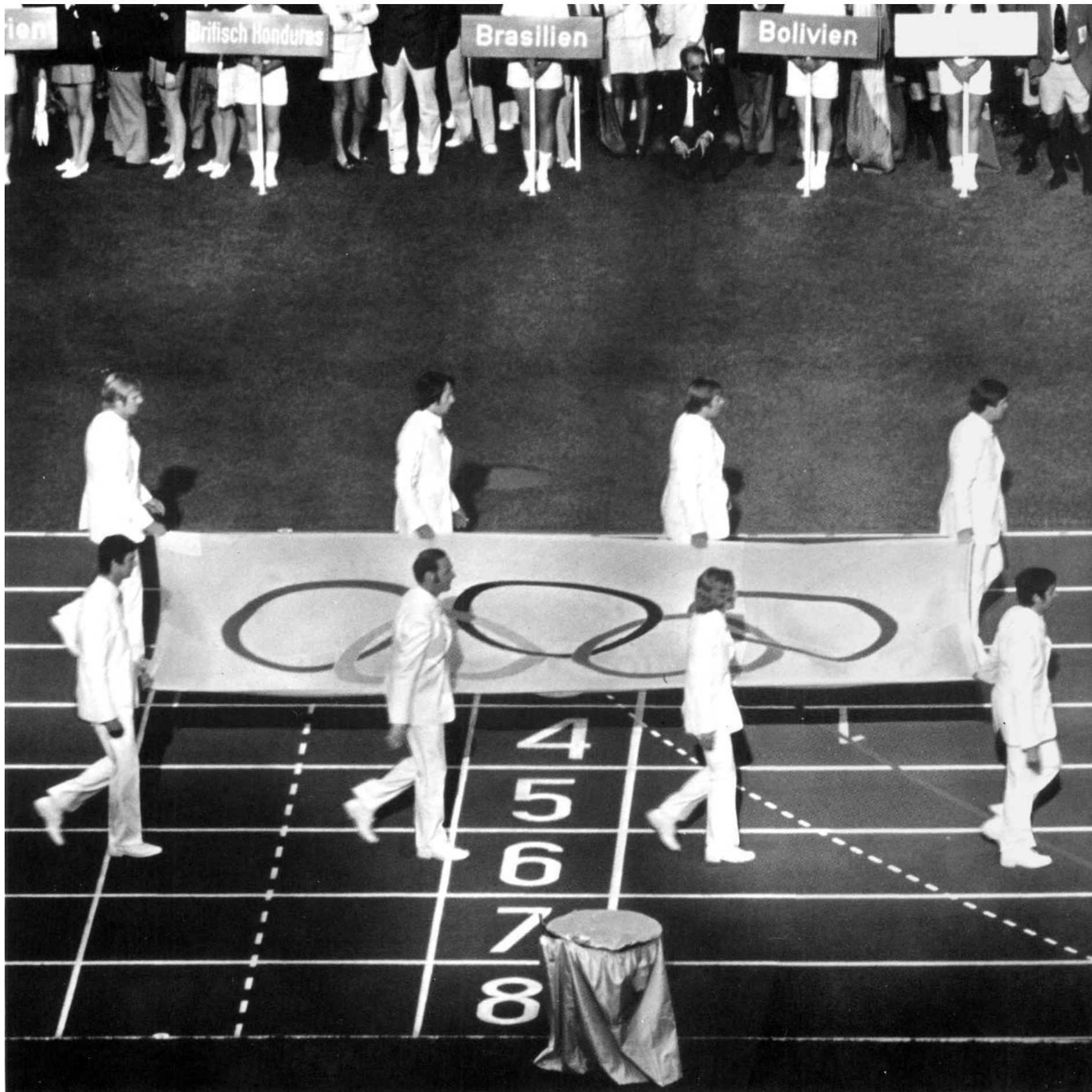
14)
"Eckecheirija"
An Oracle of the god,
Apollo, music by
Krysztof Penderecki

*Keep up your old tradi-
tion — 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 Edel-
hagen 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 VIIIth 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 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 informally 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

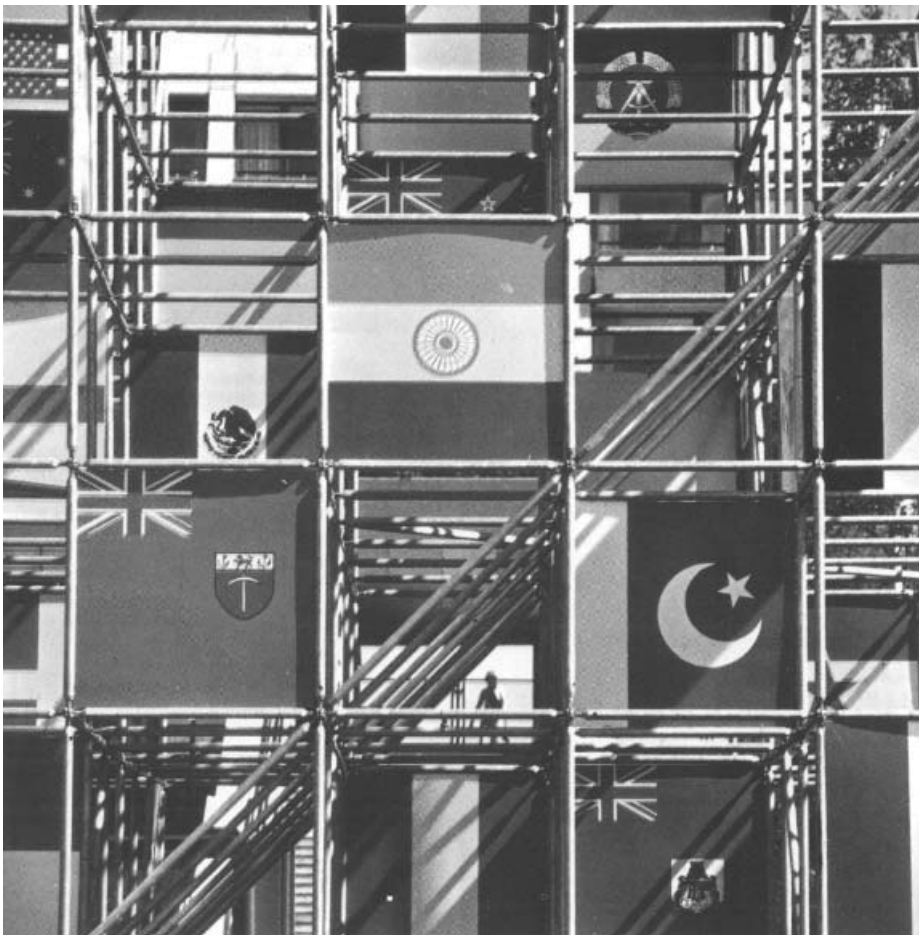
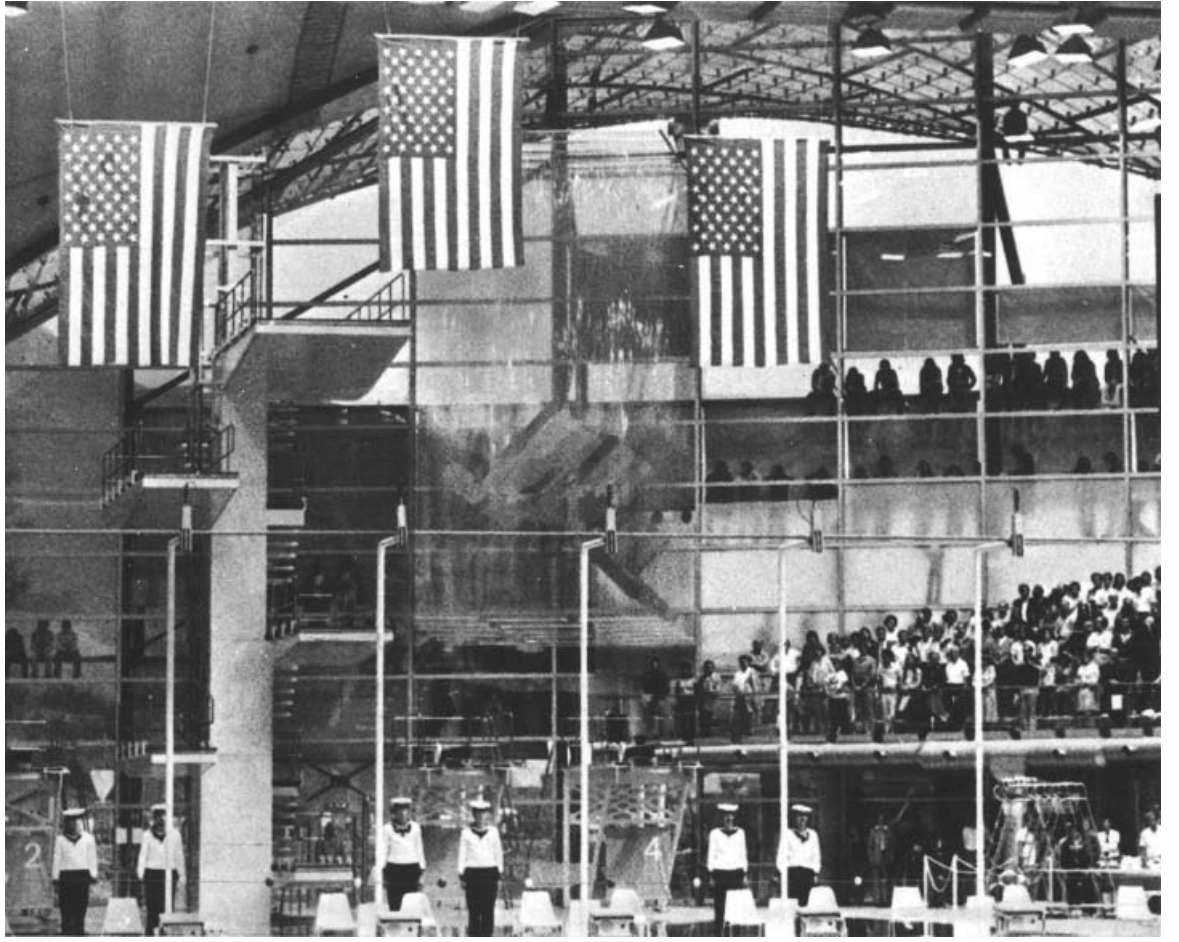
The arrangement of the athletes in the stadium always turned up as a problem in the discussion. The OC did not know the exact number of participating nations, and based its calculations on an estimate of about 130 countries. With four participants standing abreast, each team's column was at least 2.5 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,
Alphorn players from Hindelang in the Allgäu,

A fifty-man Bavarian brass band and thirty Bavarian girls all in native costumes, Forty bullwhip experts from Rupertiwinkel, 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 waterproofing 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 several systems. The first system is for two trumpets (1 and 2). The second system is for four horns (4 Hr.), nine trumpets (9 Tr.), four percussionists (4 Ps.), and three trombones (3 Tb.). The third system is for four horns (4 Hr.), nine trumpets (9 Tr.), four percussionists (4 Ps.), and three trombones (3 Tb.). The fourth system is for three horns (3 Hr.), four percussionists (4 Ps.), and three trombones (3 Tb.). The score includes various musical notations such as notes, rests, dynamics (f, mf), and articulation marks.

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 contrast in 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 enliven 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 Chancellor 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 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 Holtusen, 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-by. 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.

The Basic Planning for the Sports Events

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



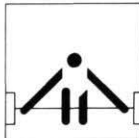
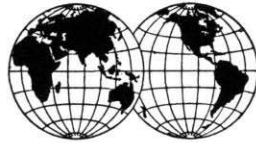
Fédération Internationale de Basketball Amateur



Association Internationale de Boxe Amateur



Fédération Internationale de Football Association



Fédération Haltérophile Internationale



Fédération Internationale de Lutte Amateur



Fédération Internationale Amateur de Cyclisme



U. C. I.



Fédération Internationale d'Esime



Fédération Internationale de Tir a l'Arc

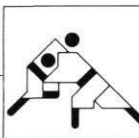
Fédération Internationale de Gymnastique



Union Internationale de Tir



International Judo Federation



International Yacht Racing Union



Fédération Internationale des Societes 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

Une recommandation du C.O.C. 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 à l'arme	Shooting	Schießen
Tir à 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.

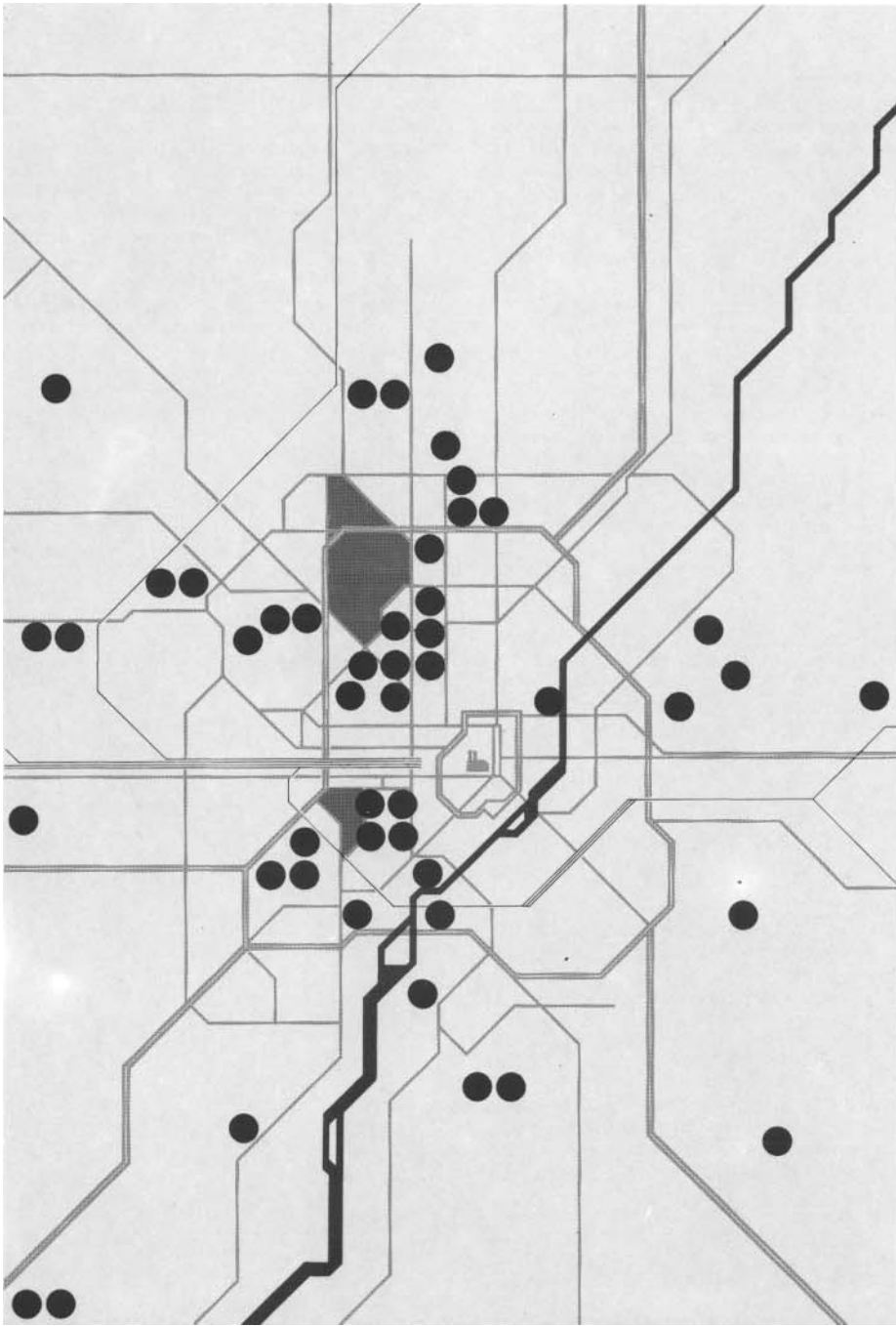
The planning of the OC after presentation of the expert opinion already mentioned concerning the feasibility of the halls on the fair grounds, foresaw a common temporary hall for wrestling and judo. The location was not decided. When the International Wrestling Association required five competition days 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.

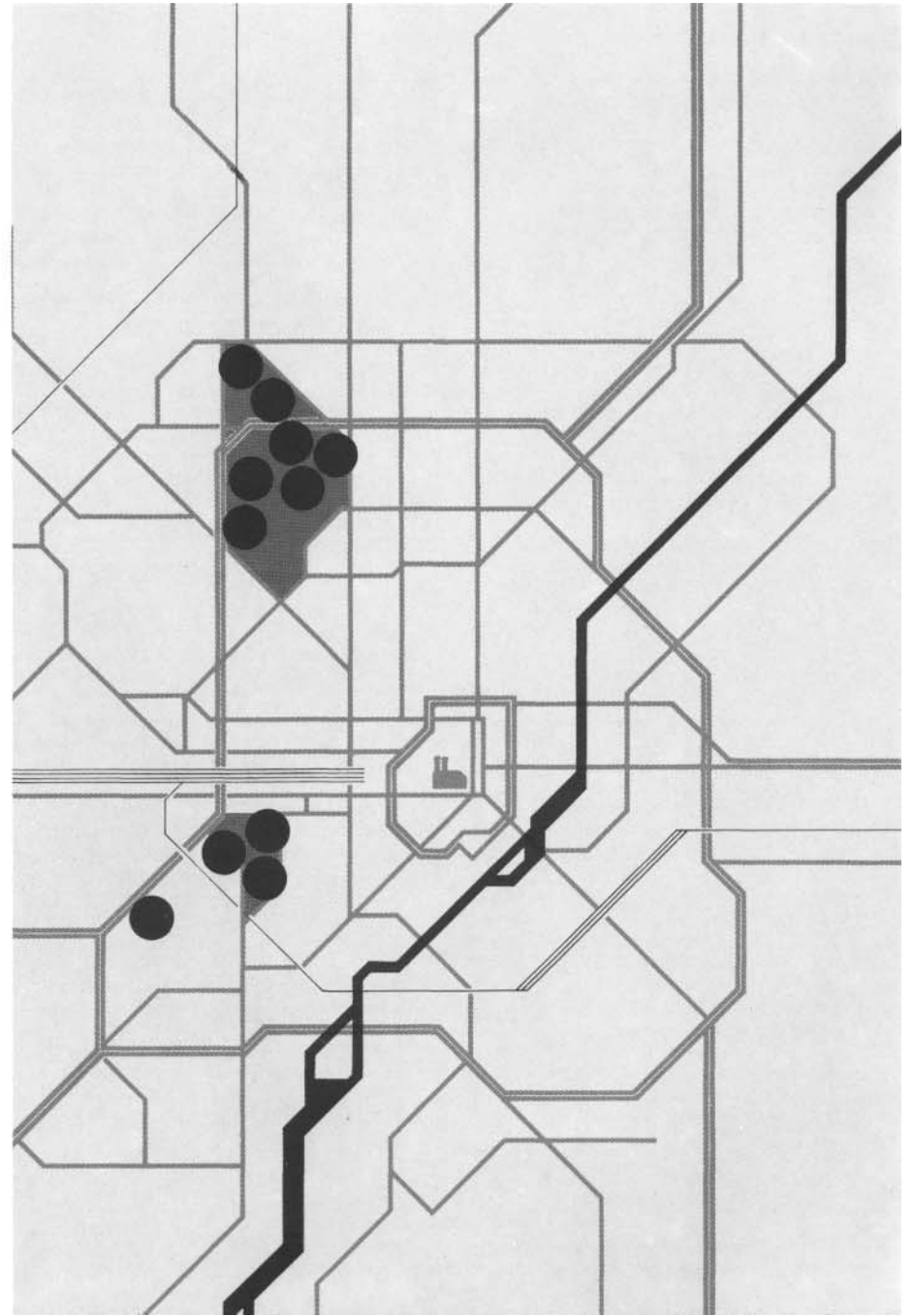
In the following time a series of negotiations which extended until the middle of 1970 took place with the Fair and Exhibition Co. Ltd. and the City of Munich as the main parties. Just two years before the beginning of the Olympic Games time was pressing in regard to determining the location for the 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).

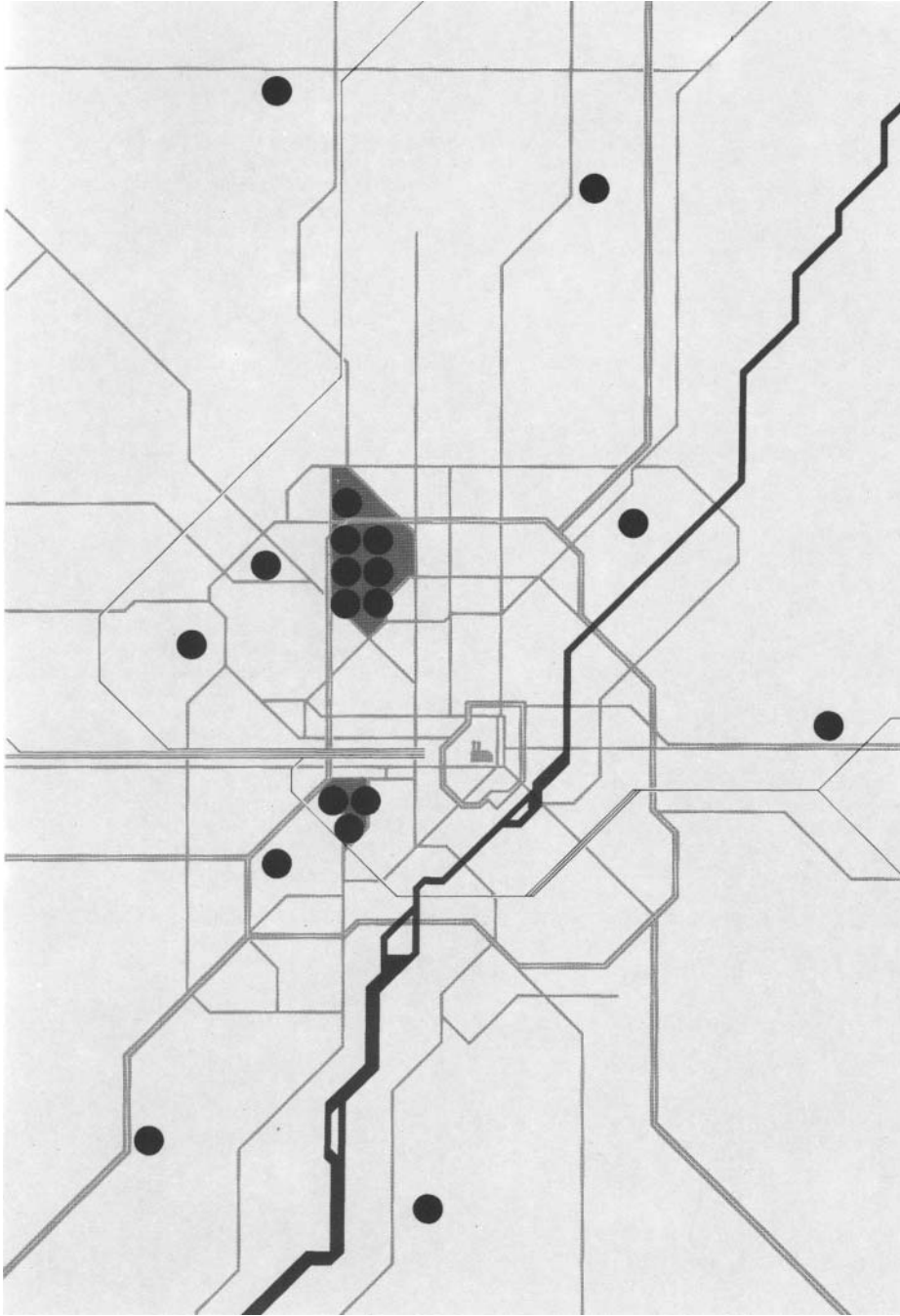
At this time, no other solution could be found since the executive board of the OC could not be expected to agree to building another new hall for the Olympic judo event because of financial reasons and deadlines. After the International Judo Federation agreed to stage its events on six competition days 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.



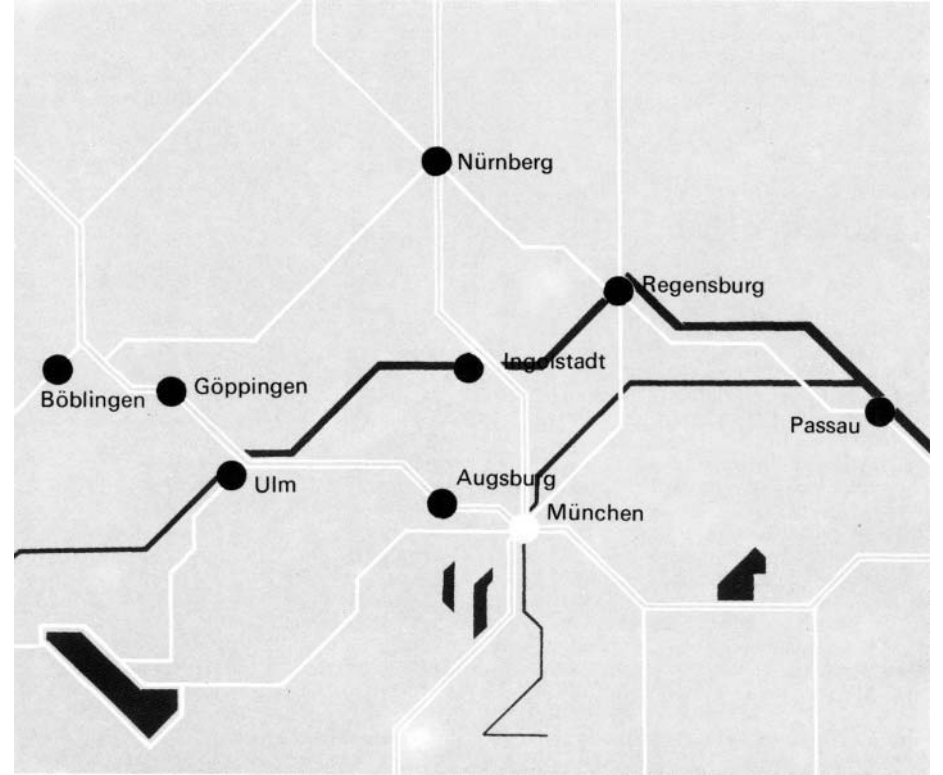
Overall situation of potential sport sites for contests and training in Munich at the time of the city's application in 1966.



The two contest centers at Olympic Park and the fair grounds were exceptionally well accessible by public and private transportation.

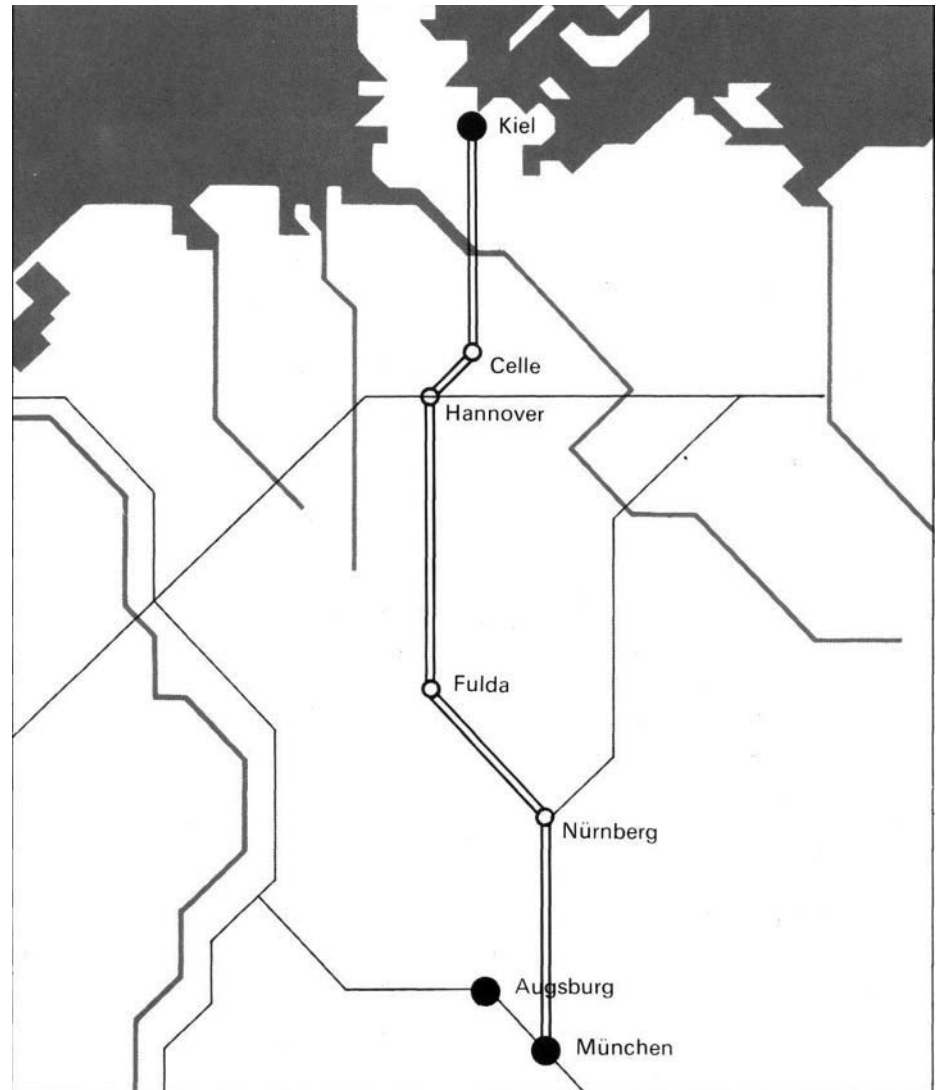


The final location of the Olympic contest sites in Munich.



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:

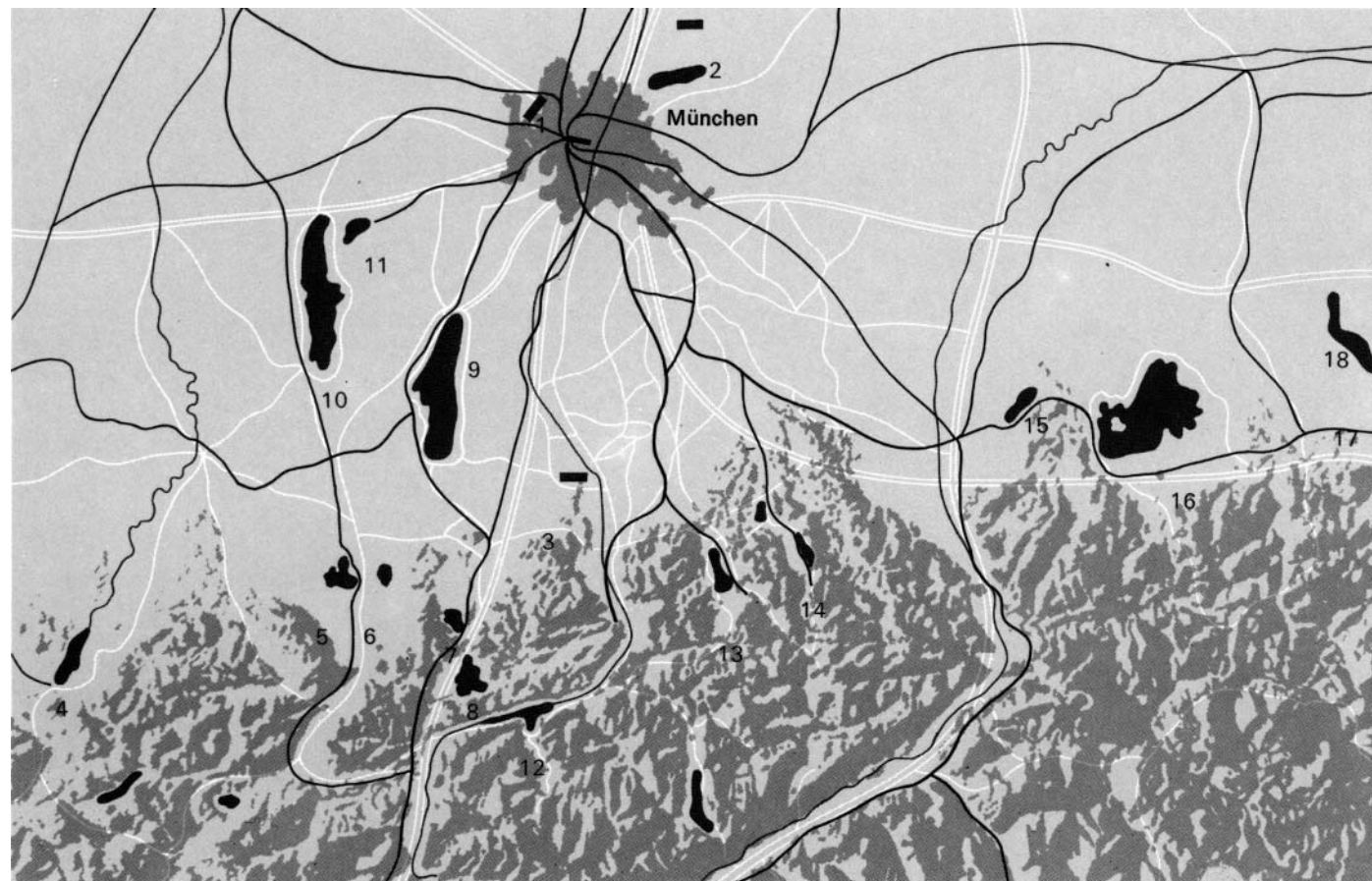
- 4 Forggensee
- 5 Staffelsee
- 6 Riegsee
- 7 Kochelsee
- 8 Walchensee
- 9 Starnberger See
- 10 Ammersee
- 11 Wörthsee
- 12 Sylvensteinspeicher
- 13 Tegernsee
- 14 Schliersee
- 15 Simsee
- 16 Chiemsee
- 17 Waginger See
- 18 Tachinger See

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 Fürsteneried 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.

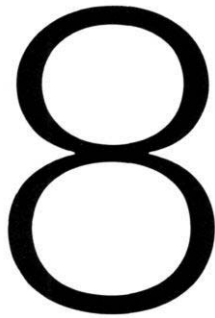
Therefore, during the fourteenth session on March 11, 1969 the executive board decided that only the canoe slalom would be included in the Olympic program, if at all. Either the Isar River in Munich or a channel course next to the Lech River in Augsburg could be considered as competition sites. The IOC 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.

The Preparation for the Sports Competitions



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 cooperation 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 Schwabylon 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.		Urin-analyses	Blood Tests	
	from	to			
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 received 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 May 13-20, 1972 Dante Swimming Pool (only referee training)	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.
Archery	International Tourney May 22-23, 1972 Hirschchanger	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.
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	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.
Volleyball	International Tourney July 14-16, 1972 Volleyball hall, Olympic Park	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.
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-

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 $\frac{1}{3}$ 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 Oberwiesenthal

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 longier 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.

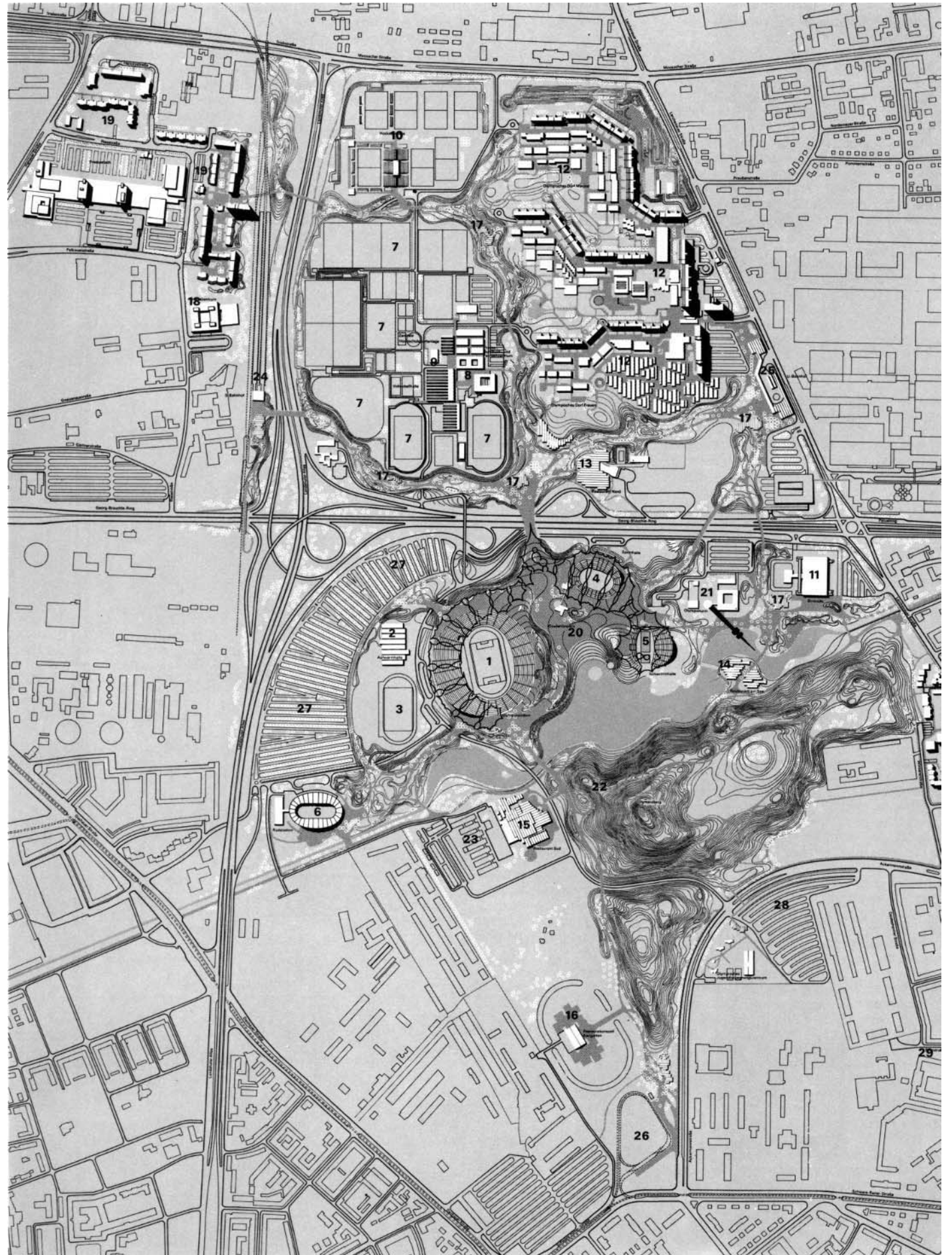
Even the landscaping and gardening design of the open areas in the Olympic Village belonged to the realm of recreation. One could relax on a miniature golf course, in a small swimming pool, in a partially roofed table tennis hall or on a large dance floor.

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 Subway station
- 26 Olympic Center Streetcar U-turn
- 27 Ackermann Strasse Non-public parking lot
- 28 Parking lot for visitors' buses
- 29 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.

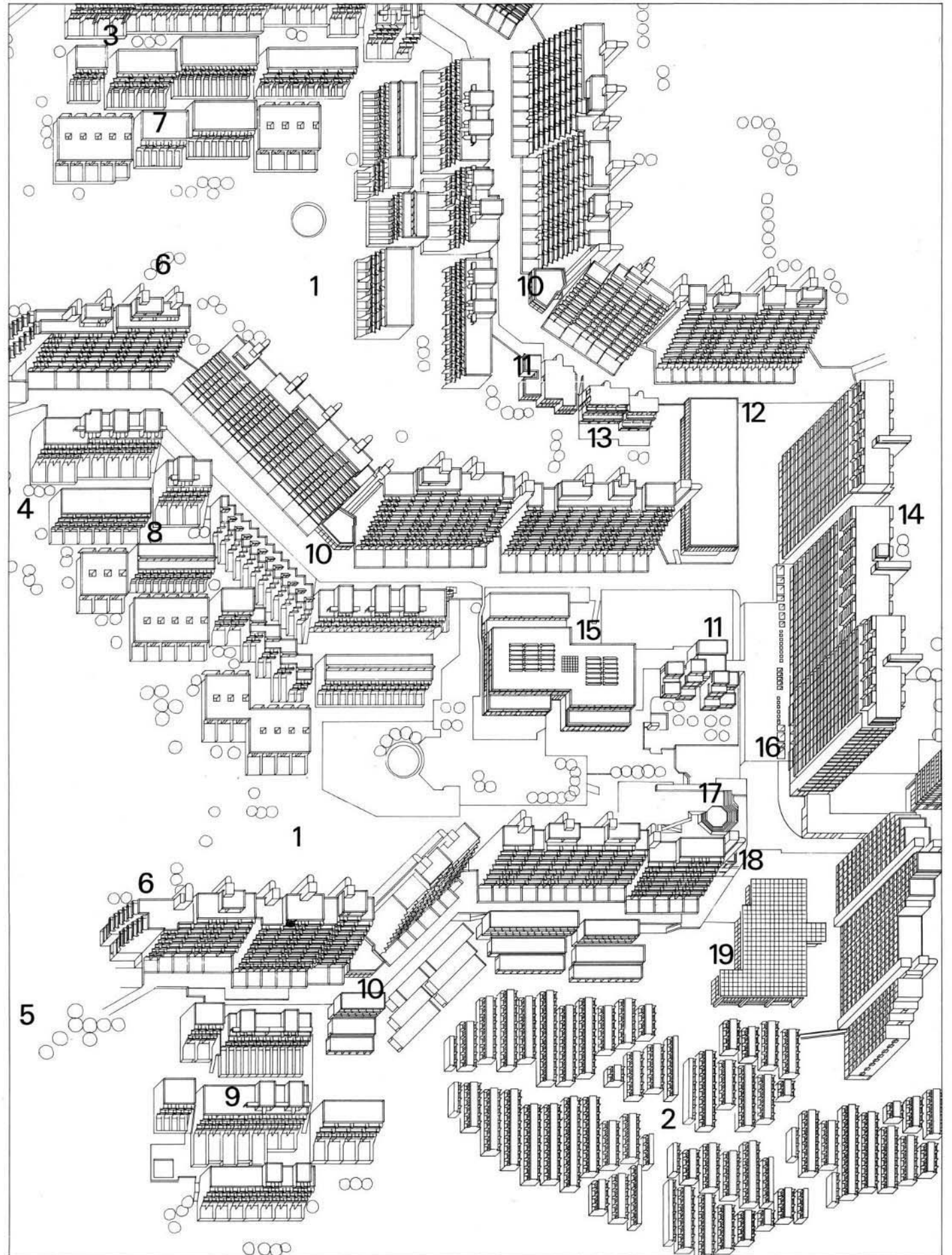
For this reason it was obvious to the organizer that he would have to include certain reserves so that he would not be faced with an unsurmountable problem due to a miscalculation in the large number of participants expected. This case did not occur.

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 12,000 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.

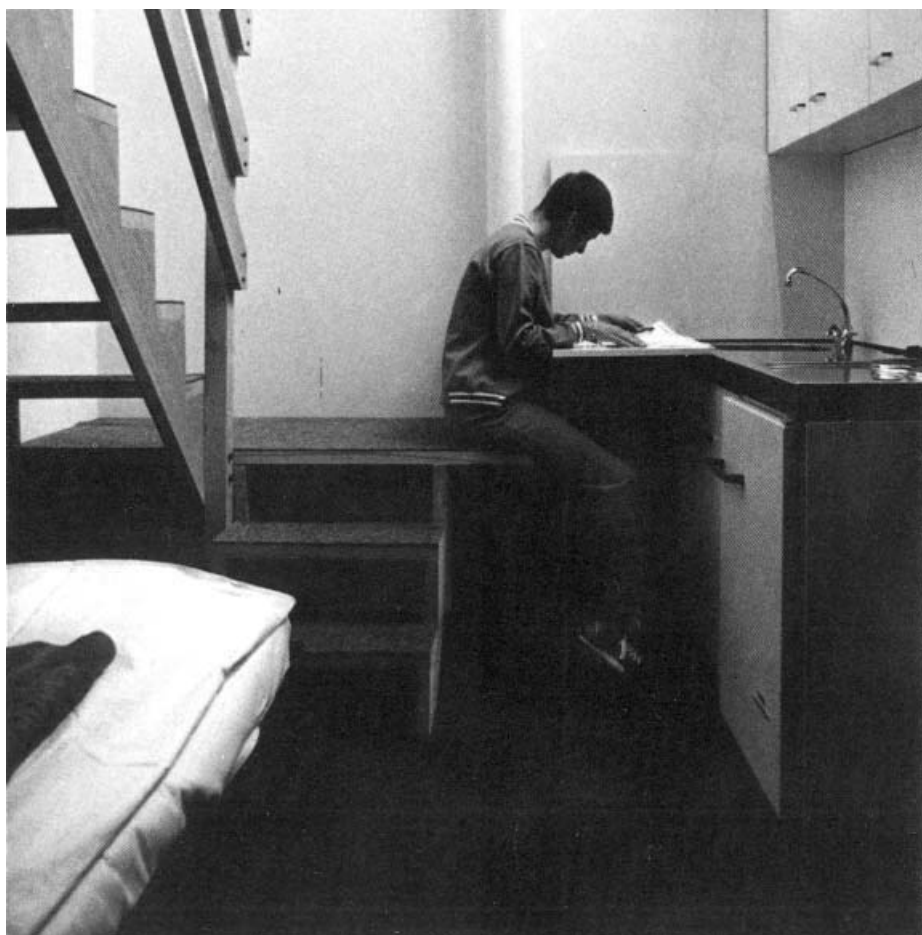
1. Men's Olympic Village

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 1/2-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
2 1/2-room apartment	62.7 to 68.2 sq.m.	96	4	384
2 1/2-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
2 2/2-room apartment	80.23 to 108.5 sq.m.	85	5	425
2 2/2-room apartment	80.23 to 108.5 sq.m.	473	6	2,838
2 3/2-room apartment	87.7 to 107.9 sq.m.	92	5	460
2 3/2-room apartment	87.7 to 107.9 sq.m.	220	6	1,320
2 3/2-room apartment	140 sq.m.	17	7	119
3 1/2-room apartment	108.85 sq.m.	24	6	144
2 4/2-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
4 1/2-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

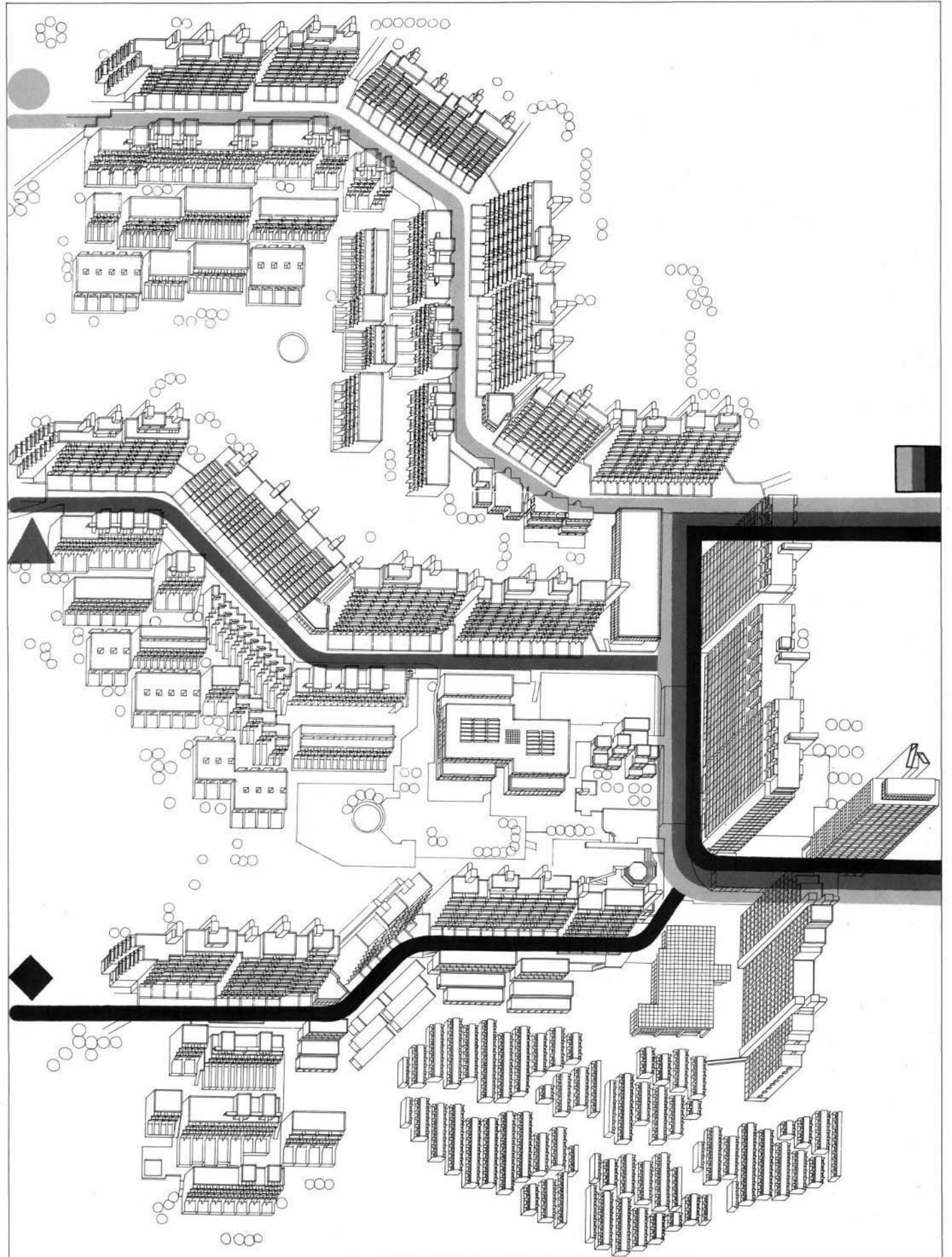


Nadistrasse



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	8,710
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.

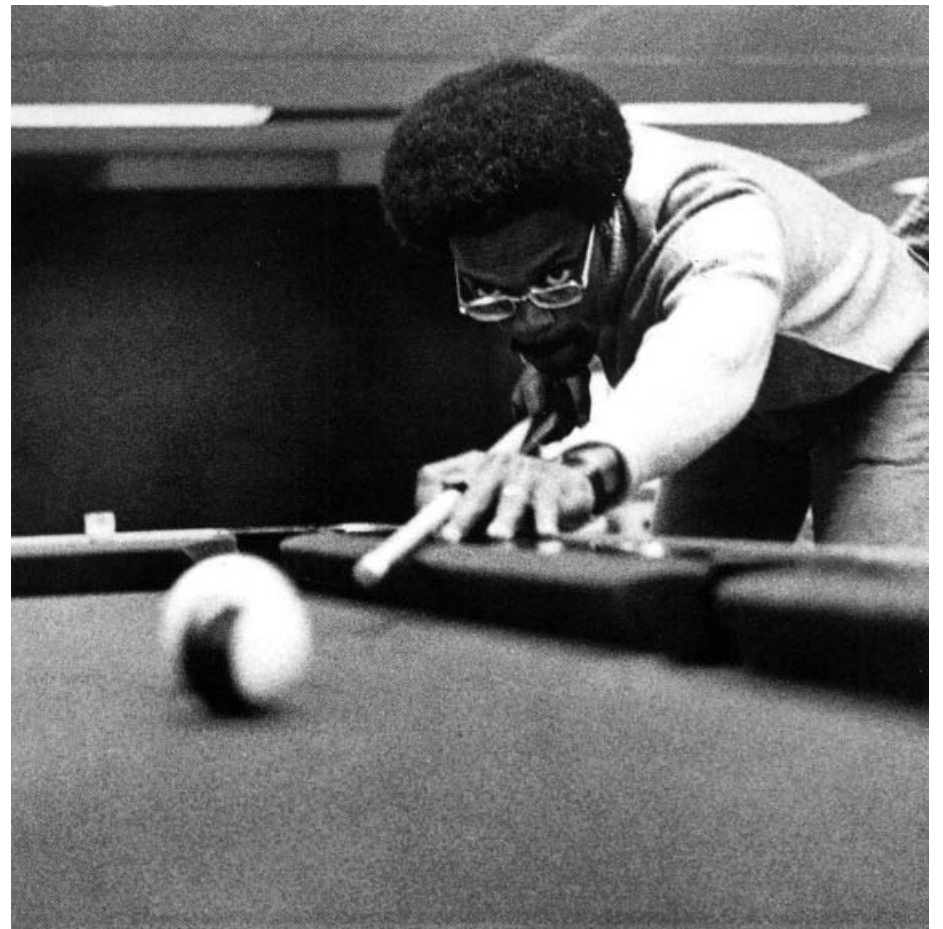
The post office was the largest service operation with 75 clerks on two shifts each day in the amusement center. It guaranteed complete postal services as well as the sale of Olympic commemorative stamps.

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 Pragokonzert, 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.

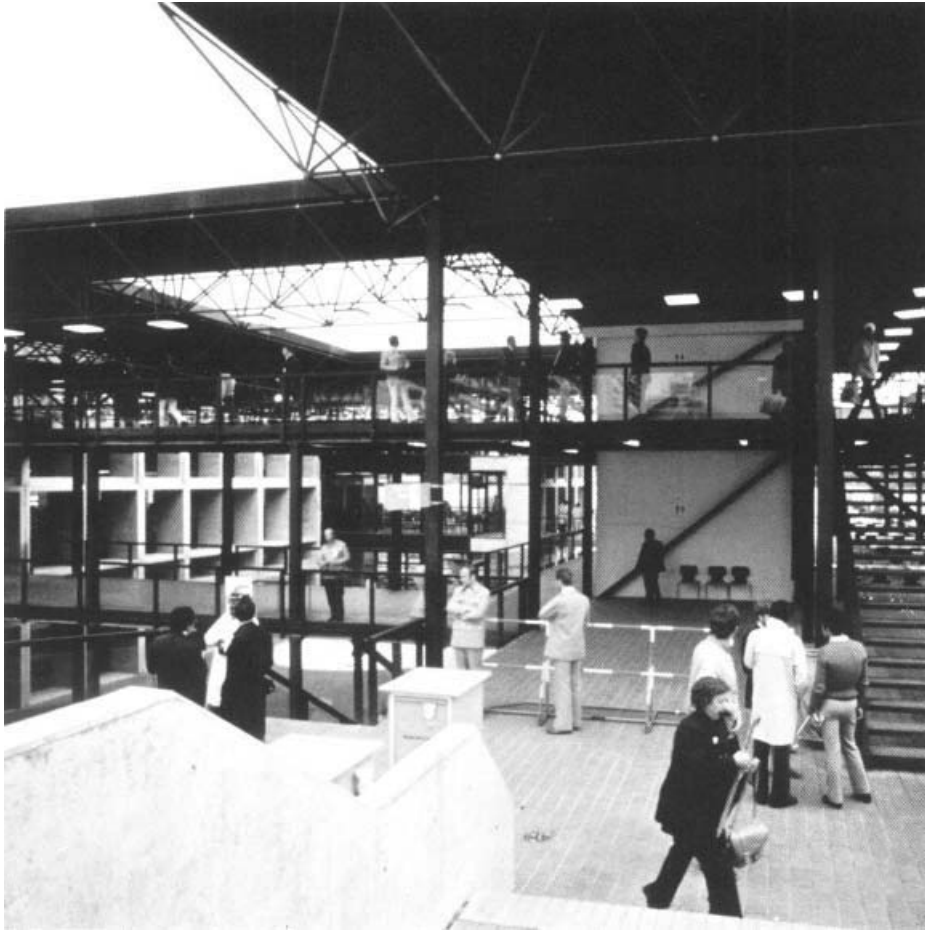
Radio and television transmissions were prearranged in a way which avoided any inconvenience for the inhabitants of the Olympic Village. The arrival of the cameras and transmission vans was organized by mutual consent in a satisfactory manner.

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 un-animously 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 Lübeck 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 Lübeck/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 cooperation 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

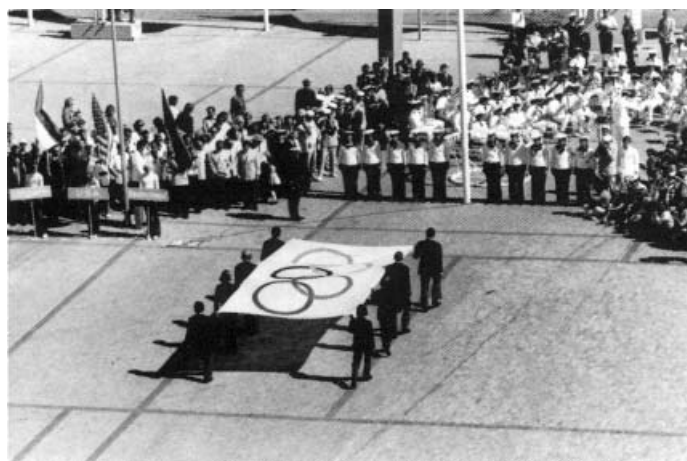
A total of 1,568 persons were necessary for the organization of the OC in Kiel. In all 721 of these people, among them 253 members of the armed forces, were only active for a short time for the OC. The OC employed 434 people as crew members for the already mentioned 235 functionary boats. A further 413 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 of 3 contestants
Dragon

Tempest each with a crew of 2 contestants
Star

Flying Dutchman with a crew of one contestant
Finn

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.

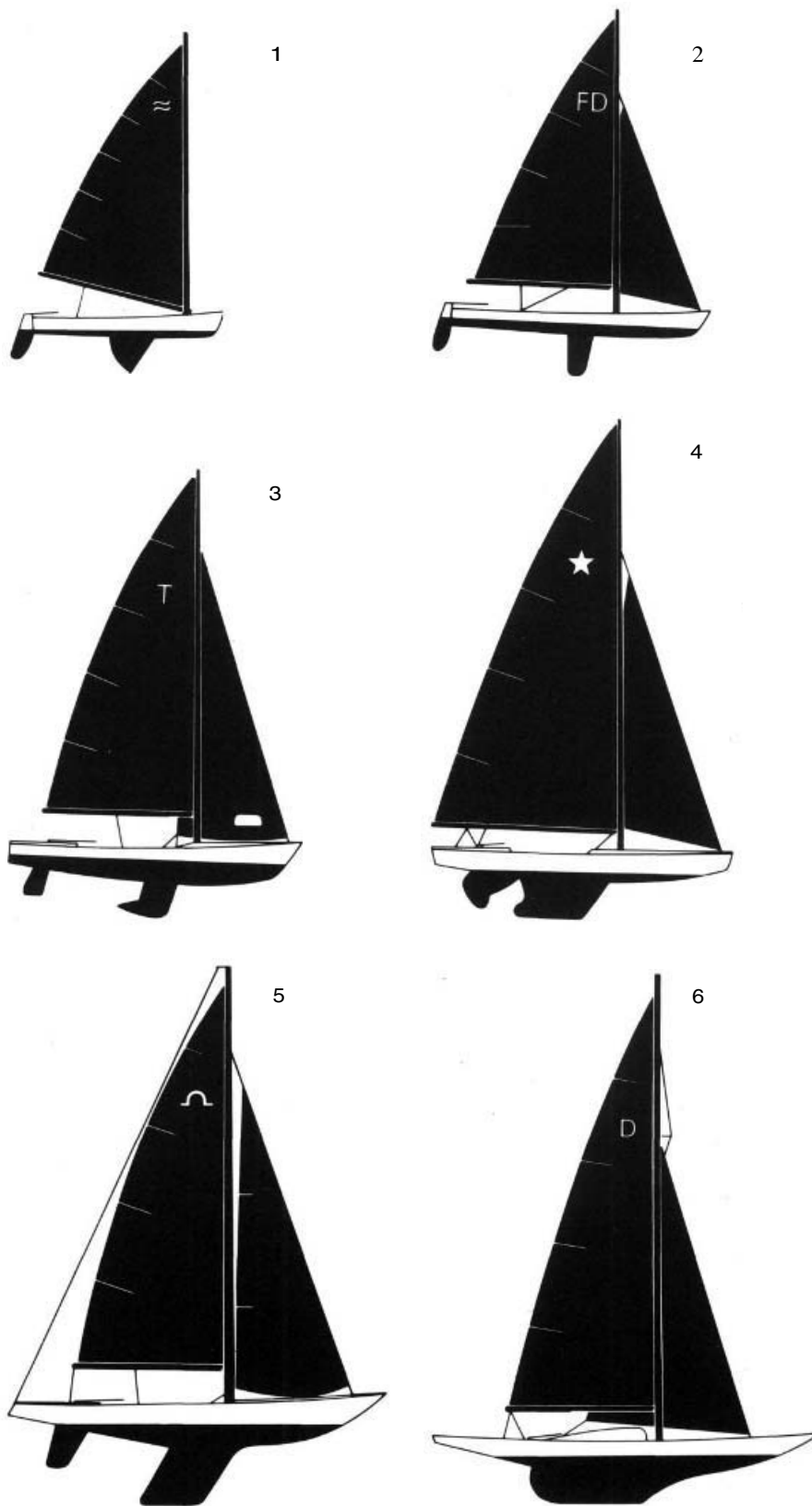
As already mentioned, the concluding ceremony along with the honoring of the winners had to be postponed for the same reasons until September 8, 1972.

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 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 unsatisfactory 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



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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 bocchia. 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" "Great Sailing Ship Parade" on September 3	118,000
Closing ceremony at the Olympic Center	350,000
	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.

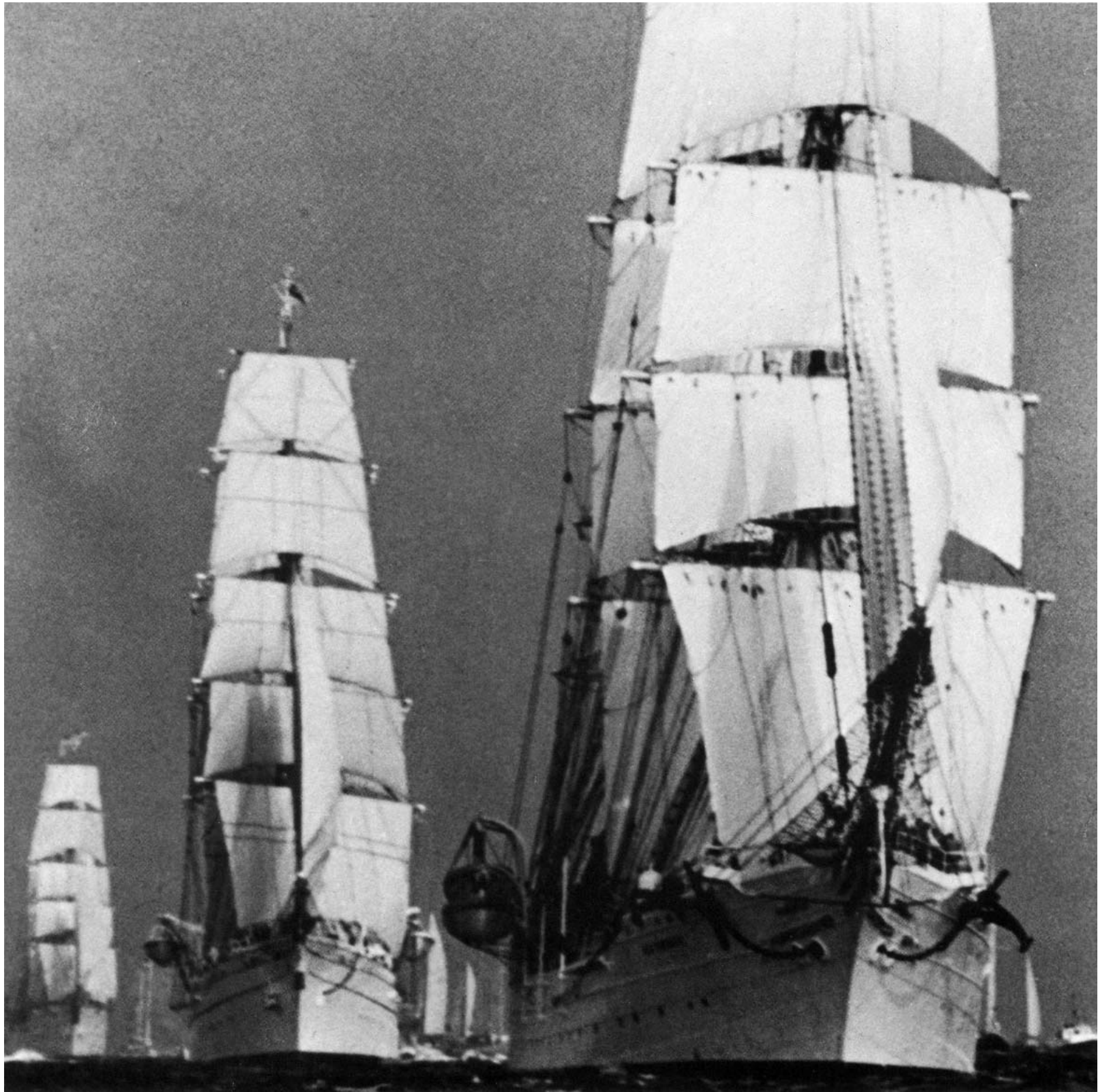
The practically perfect communication between Munich and Kiel in all areas, especially in coverage of events, information, and press, strengthened the common bond between the athletes and officials in Munich and Kiel.

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 "overtchnologizing" 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

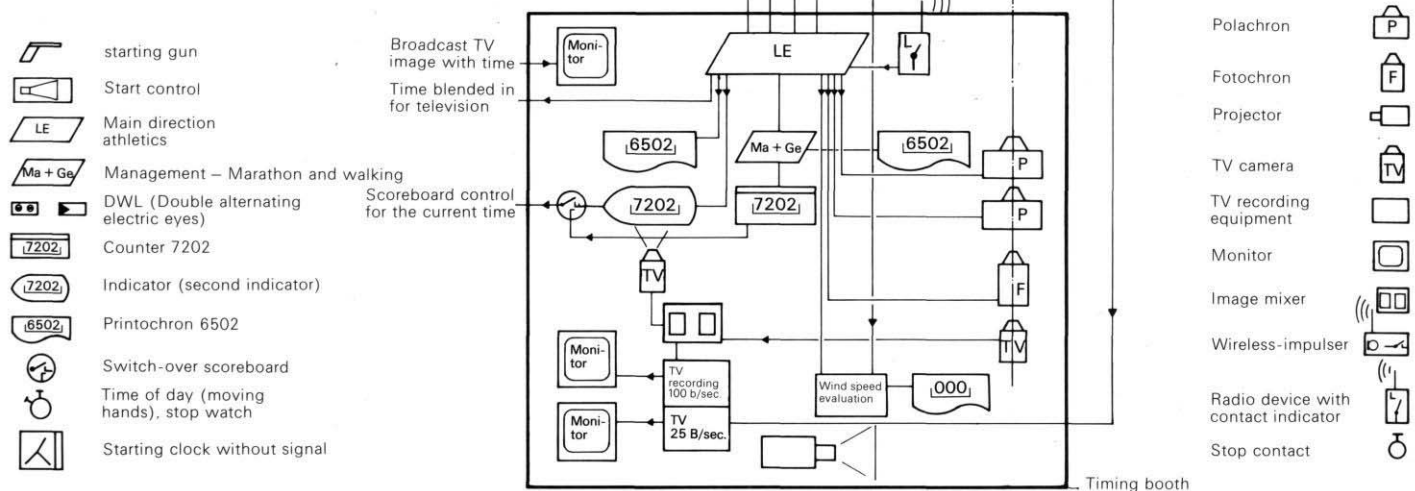
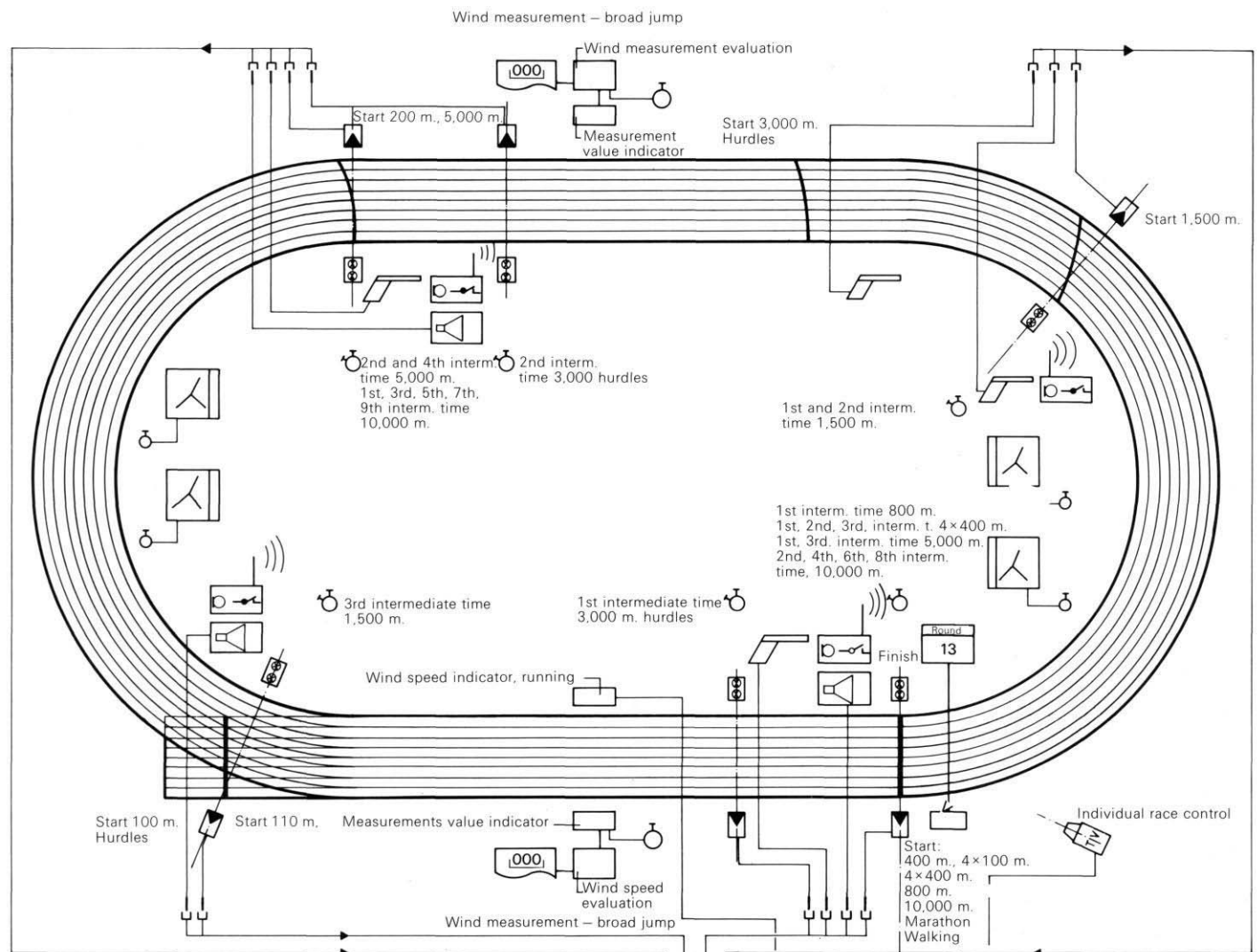
Basketball
Boxing
Fencing
Weight Lifting
Handball
Judo
Modern pentathlon with swimming and fencing
Cycling
Wrestling
Swimming
Gymnastics

Both firms obliged themselves to use only proven technology.

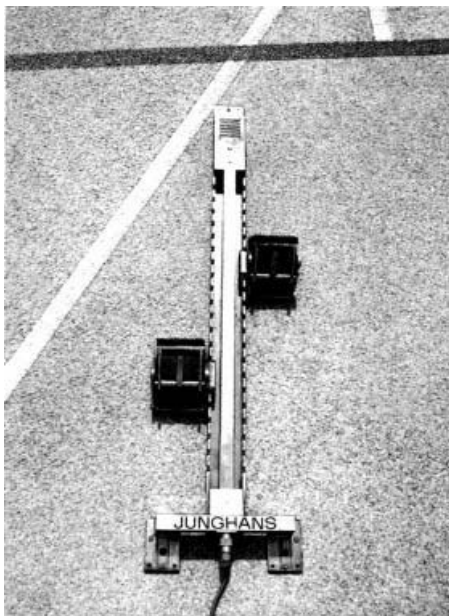
—Thus they guaranteed to use the international technical standards of the year 1972. They also agreed to forego any advertising on the premises of the sports facilities. Only the name of the manufacturer and the trademark were allowed to appear in the normal size, on the individual pieces of equipment.

—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.

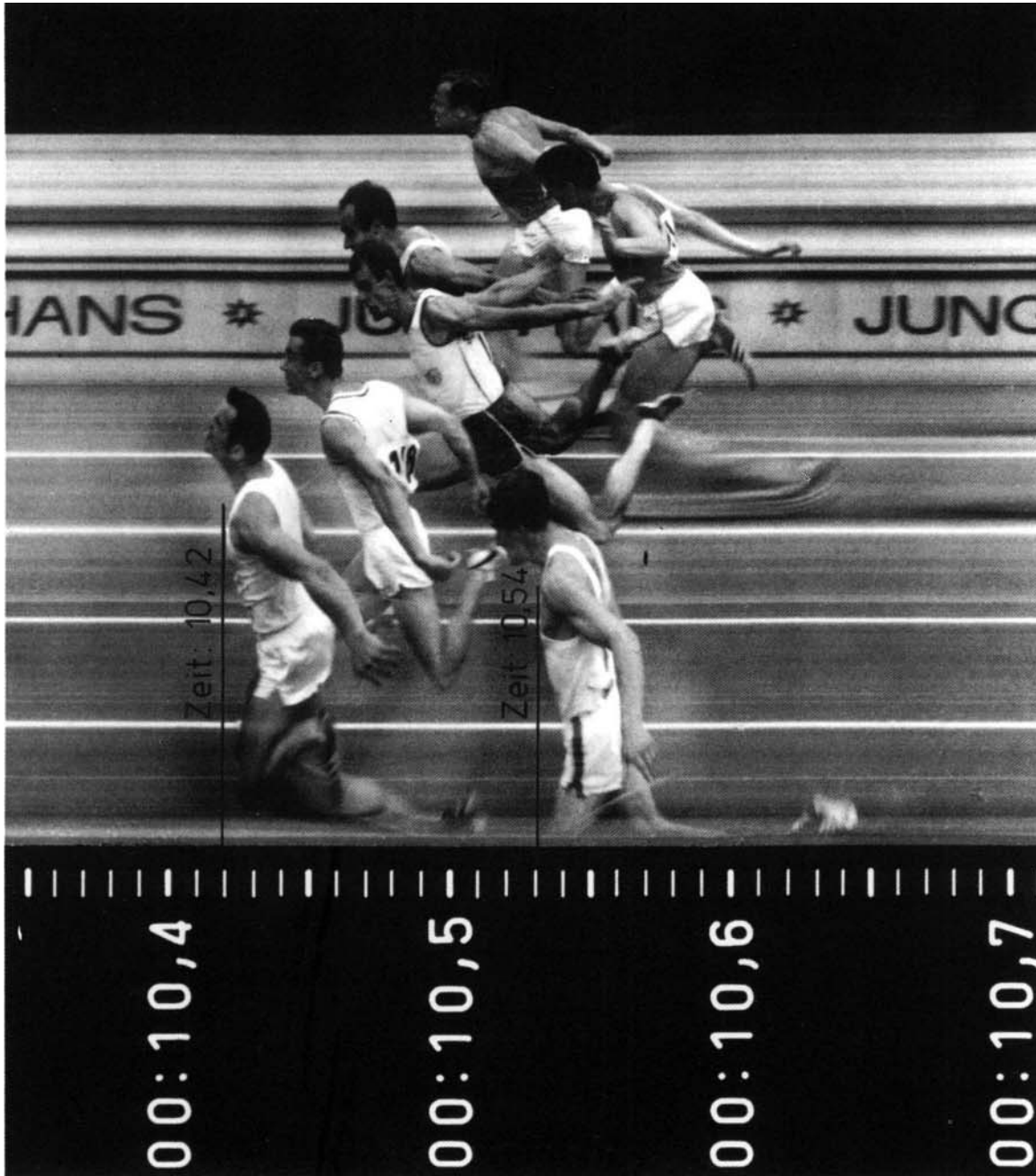
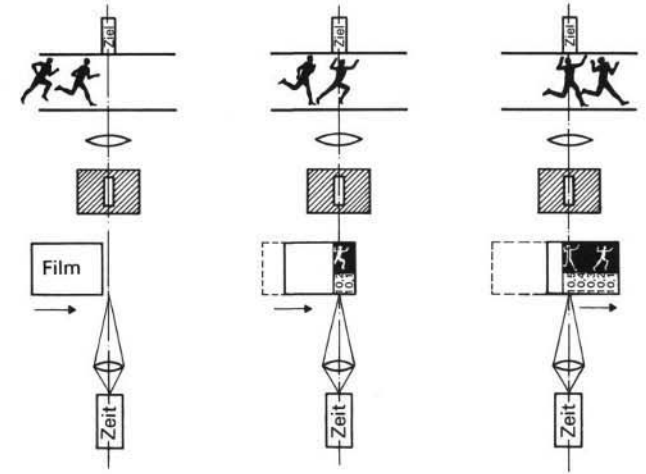


Photo finish of a 100 m race



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.

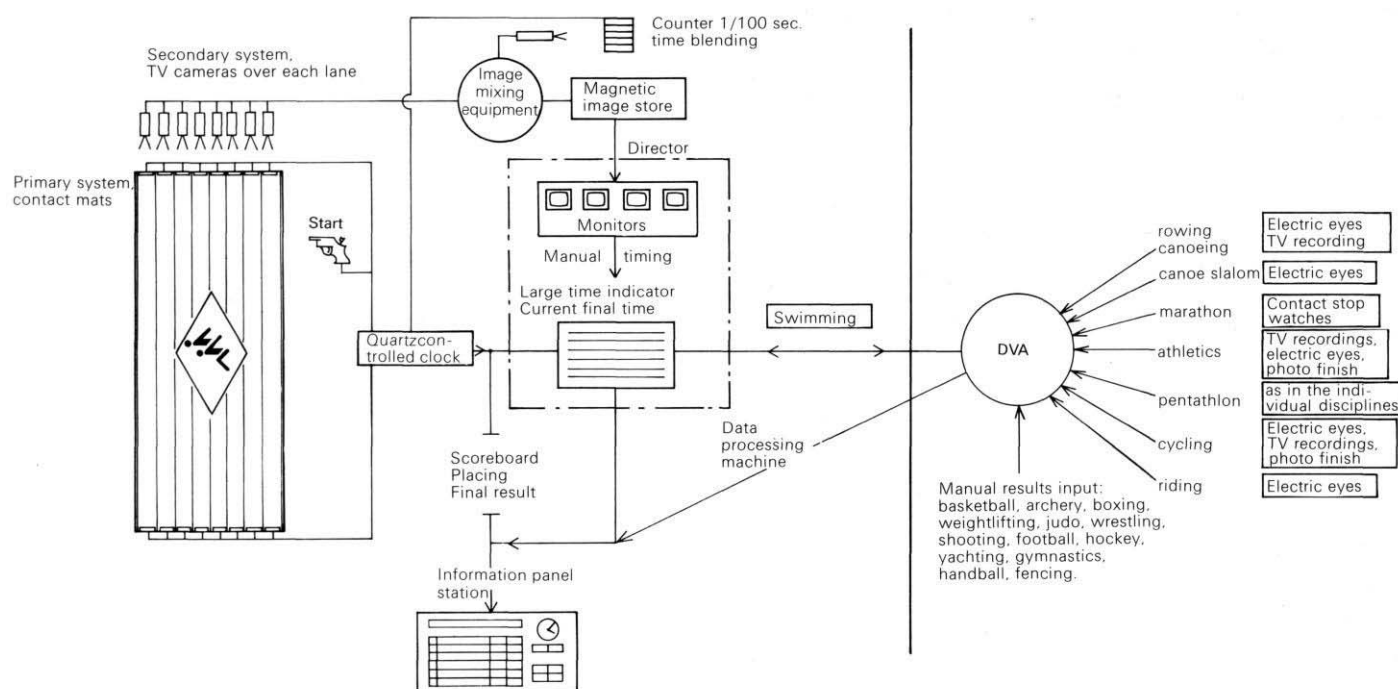
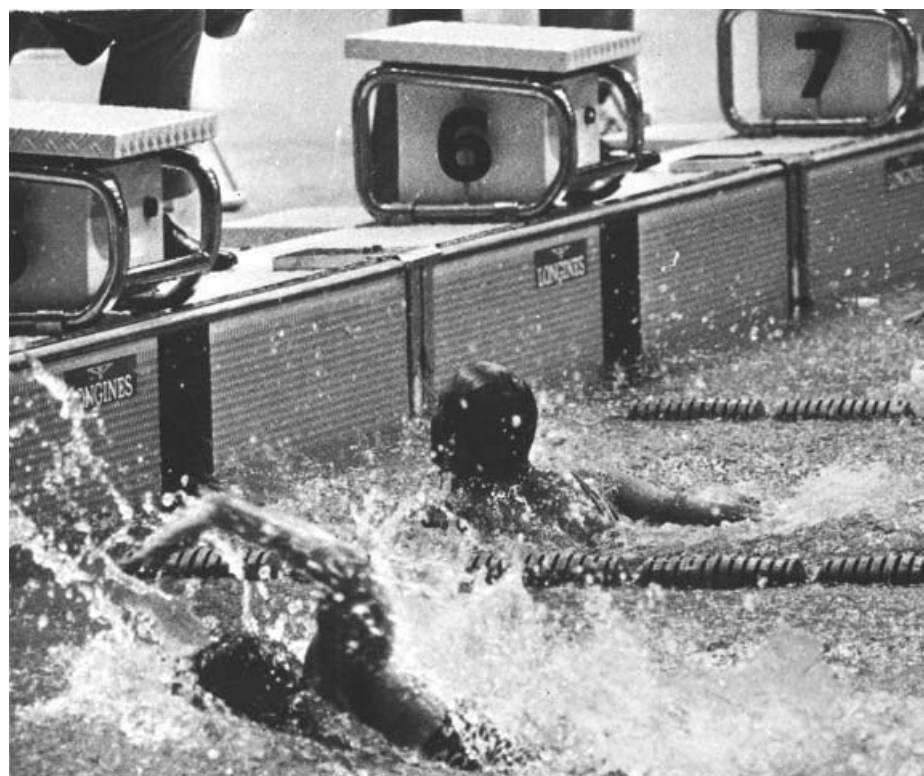


Diagram of the on-line connection timing equipment-scoreboard-central computer in the swimming hall.



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		00:
6.	INGSJÖE, 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.

11.14

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.

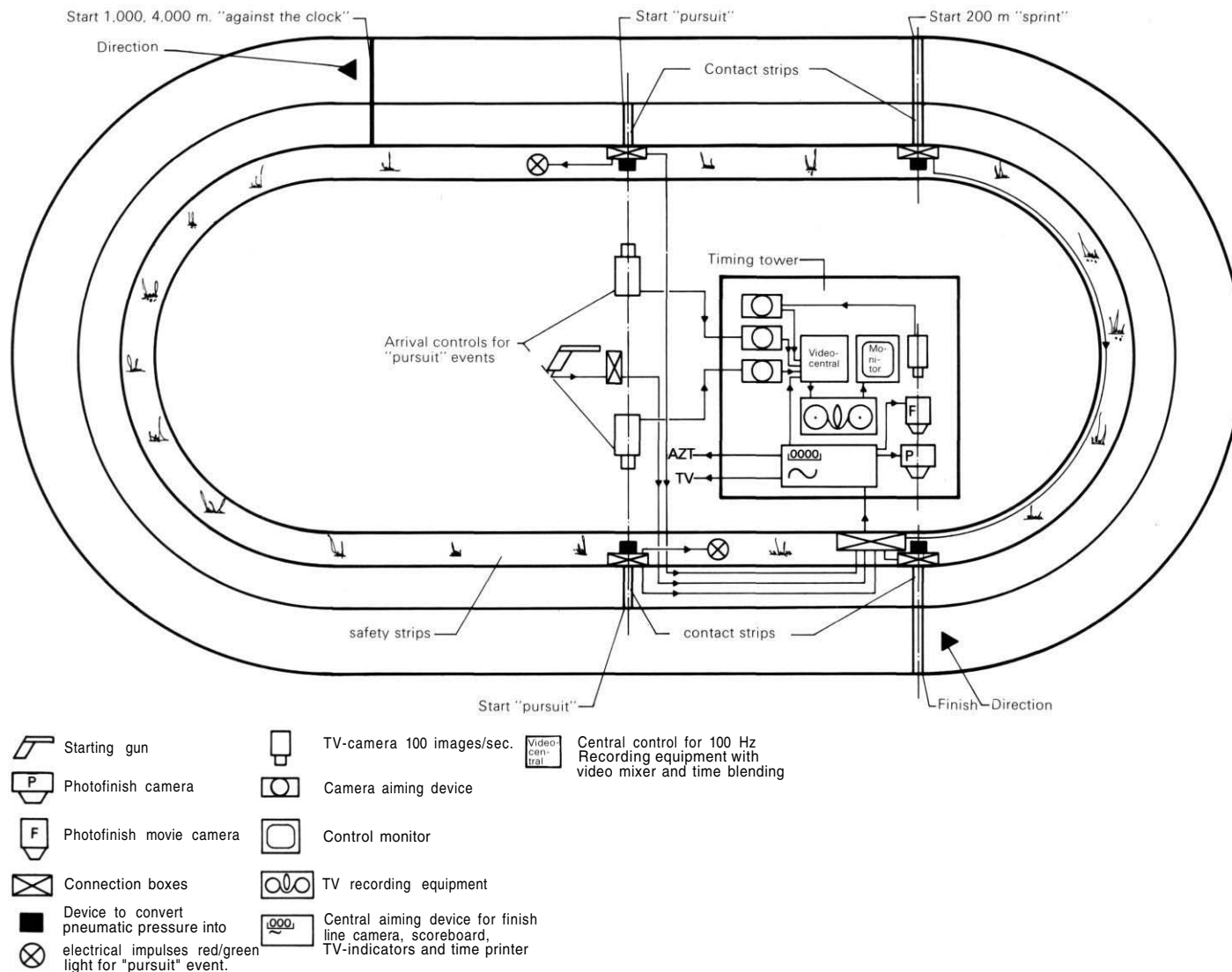


Diagram of the timing equipment in the cycling stadium.

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 close finishes.
- 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.

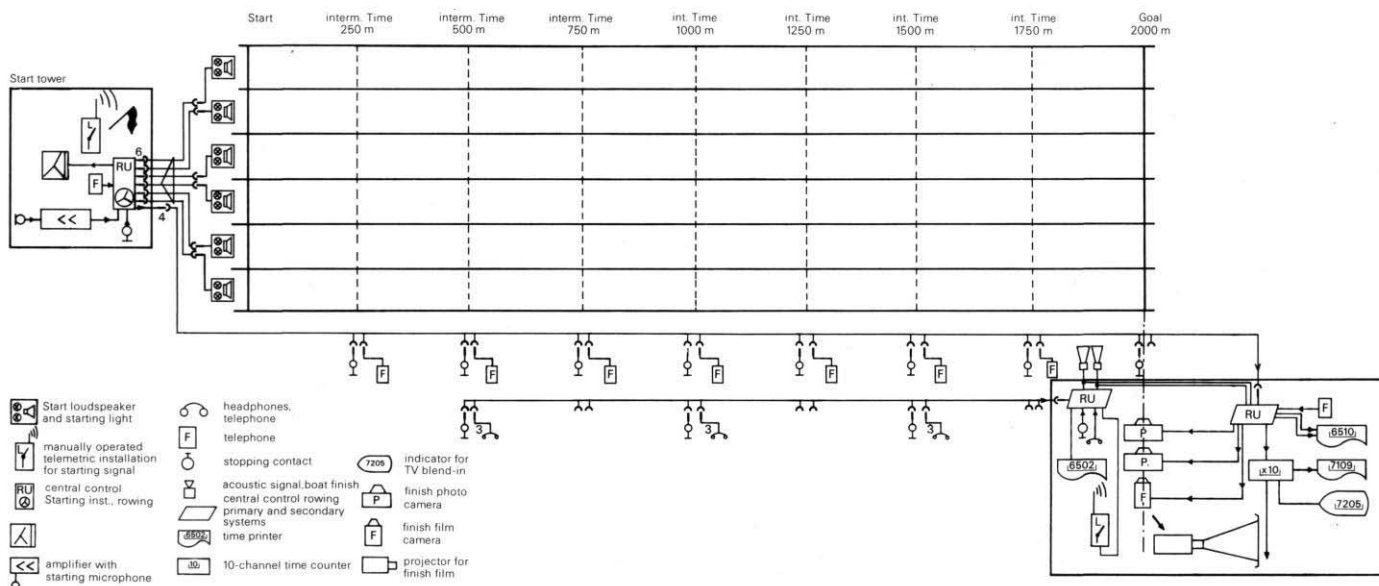


Diagram of the timing equipment for rowing

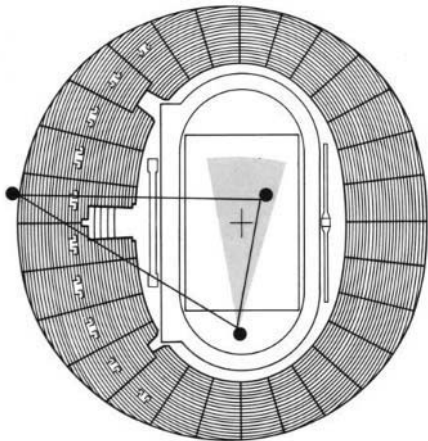
11.2 Distance Measurements

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.

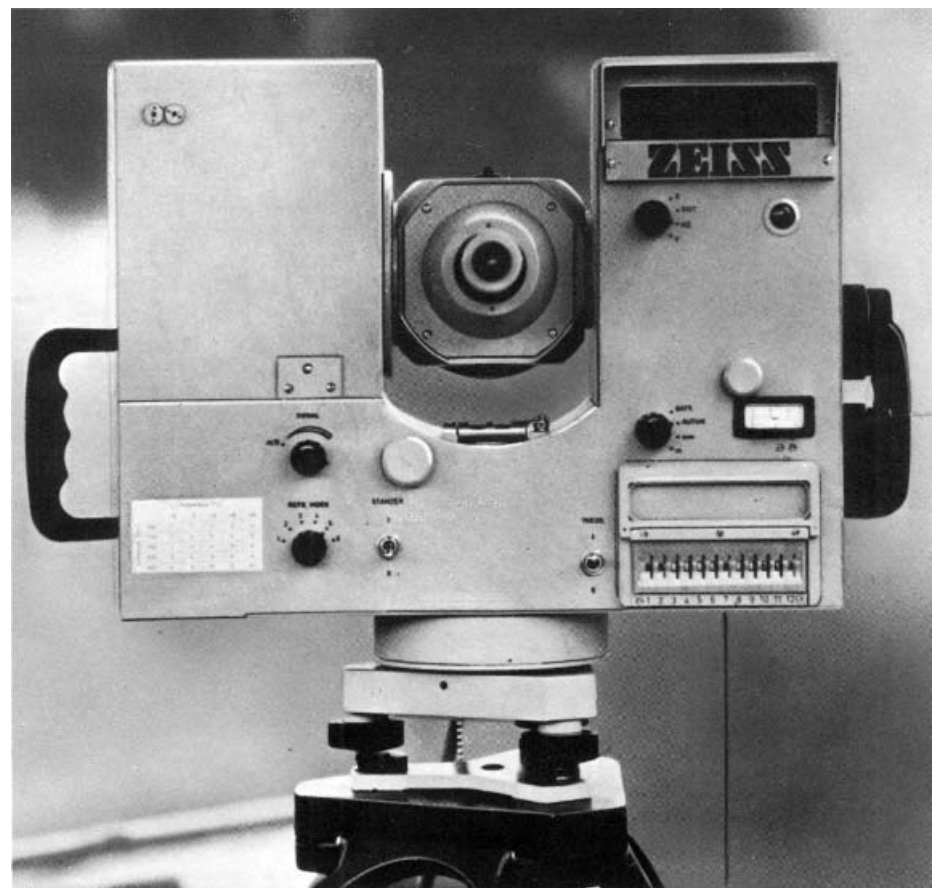
11.2.2 Jumping

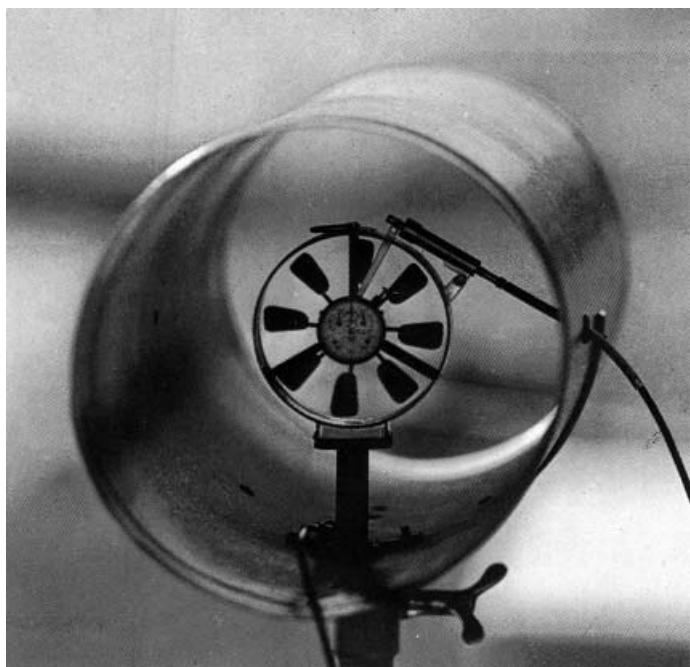
Already at the 1968 Olympic Games, the distances jumped were measured by a telescope that could be pushed along a measuring rod. It took the bearings of the marked landing point, and the horizontal displacement of the telescope measured the distance jumped. This measuring device had two possible sources 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

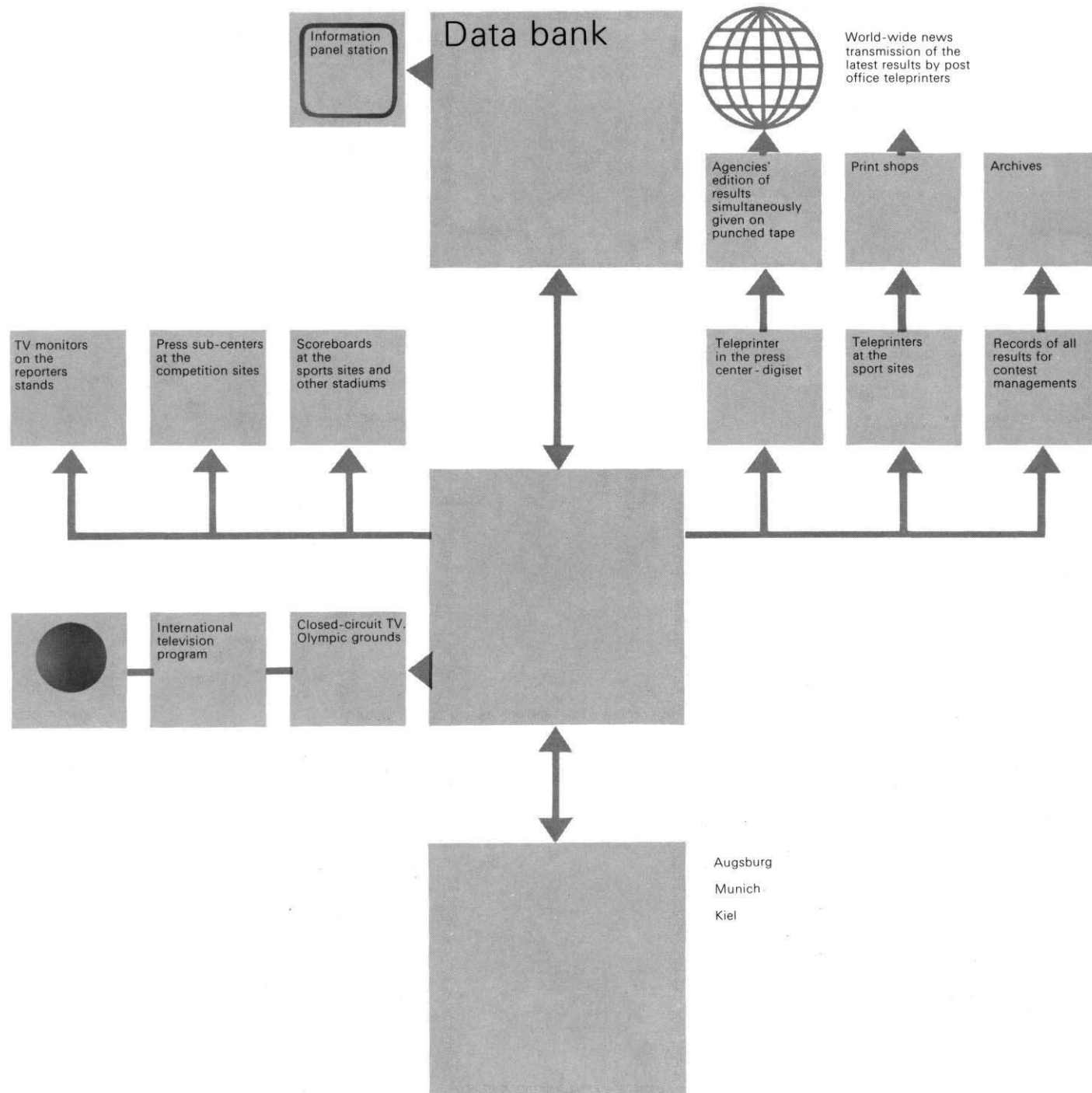


Diagram of the
preparation and
distribution of
contest data

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
Meldeformular Einzelmeldung

Date limite d'inscription
Closing date for entries
Meldetermin

Août
August 15, 1972
August

Halterophilie
Weightlifting
Gewichtheben

1000606

C.N.O.
NOC
NOK

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
Geburtsdatum

Taille/cm
Height in cm
Größe/cm

Poids/kg
Weight in kg
Gewicht/kg

Groupe Sanguin
Blood Group
Blutgruppe

Athlète
Athlete

Arbitre
Referee

Entraîneur
Coach
Trainer

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 Coq - 56 kg incl. Bantamweight Bantamgewicht	G H D 1
Poids Plume - 60 kg incl. Featherweight Federgewicht	G H D 2
Poids Léger - 67,5 kg incl. Lightweight Leichtgewicht	G H D 3
Poids Moyen - 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 - 110 kg incl. Heavyweight Schwergewicht	G H D 7
Poids Super Lourds - 110 kg Super-Heavyweight Superschwergewicht	G H D 8

Performance de
Qualifying
Performance

Date de
Qualification
When Qualified

Lieu de Qualification
Where Qualified
Qualifikationsort

KA
74,75
4,4

Meilleure Performance
Best Personal Record
Persönliche Bestleistung

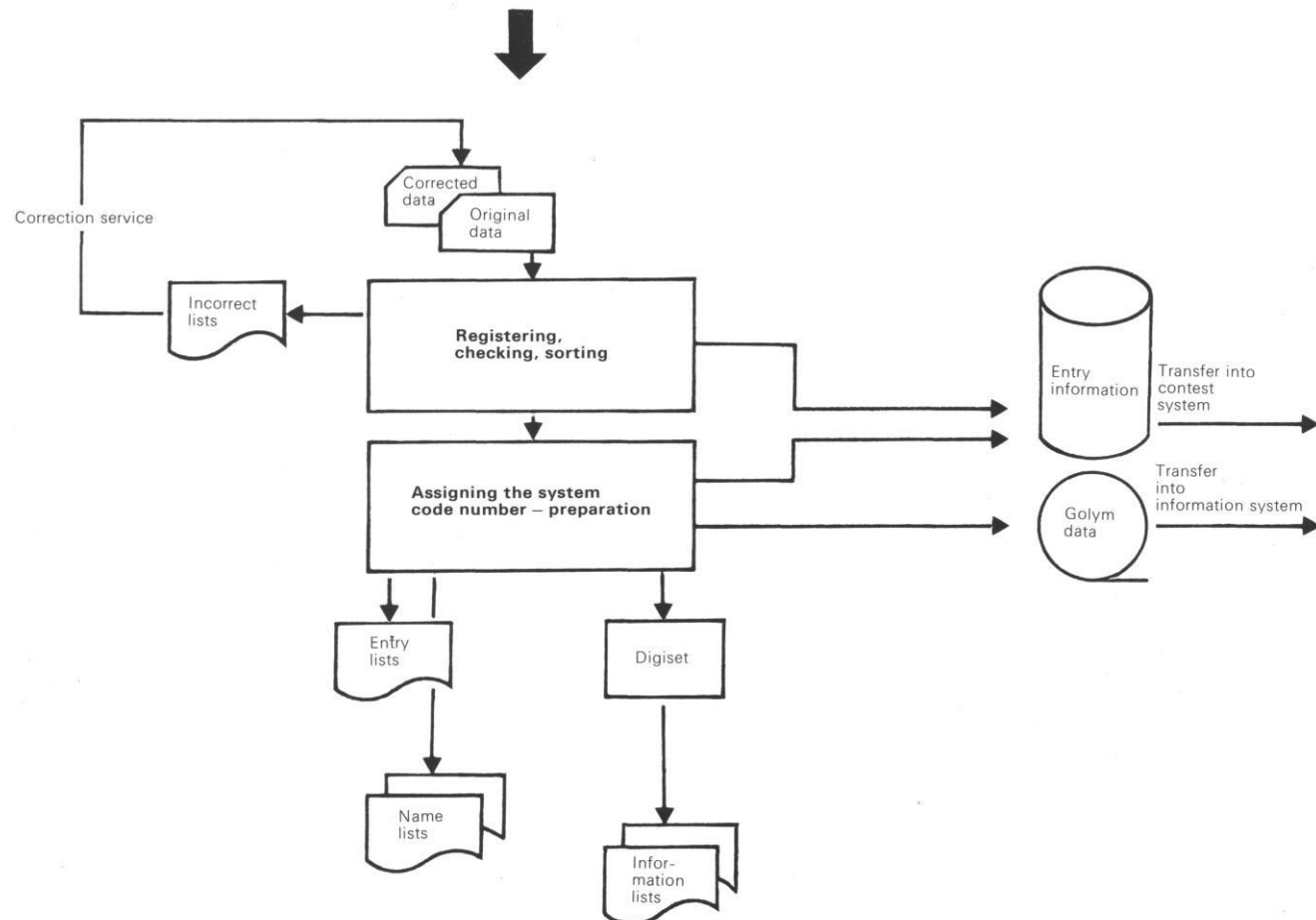
KA
74,75
3,5

Date
Datum

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 contest 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 F 7 K 0 0 0 H D

① Nation

②

No.	Reiten	Fechten	Schießen	Schwimmen	Laufen
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Name Nation

No.	Reiten	Fechten	Schießen	Schwimmen	Laufen
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Name Nation

No.	Reiten	Fechten	Schießen	Schwimmen	Laufen
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Name Nation

③

No.	Ersatzmann
<input type="checkbox"/>	<input type="checkbox"/>

Name Nation

Erstmann

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
Igrý XX Olimpiády
Spiele der XX. Olympiade

Listenanstoss - Standard - Bezieht

Sportart / Disziplin

Listenart

Entscheidungsebene

A

Zusatzinformation

①

Bogen	<input type="checkbox"/>
Fechten	<input type="checkbox"/>
Geschützen	<input type="checkbox"/>
Judo	<input type="checkbox"/>
Radsport	<input type="checkbox"/>
Reiten	<input type="checkbox"/>

Medienanstoss

②

A	Gezeit	<input type="checkbox"/>
D	Direkt Ausgabe	<input type="checkbox"/>
S	Sport Organisation	<input type="checkbox"/>
L	Laufende Zus-Fassung	<input type="checkbox"/>
M	München Report	<input type="checkbox"/>
A	Aktuelle Ausgabe	<input type="checkbox"/>
G	Golym	<input type="checkbox"/>
T	Internes Fernsehen	<input type="checkbox"/>
A	Agentur Meldung	<input type="checkbox"/>
A	Anzeige Tafel	<input type="checkbox"/>

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.

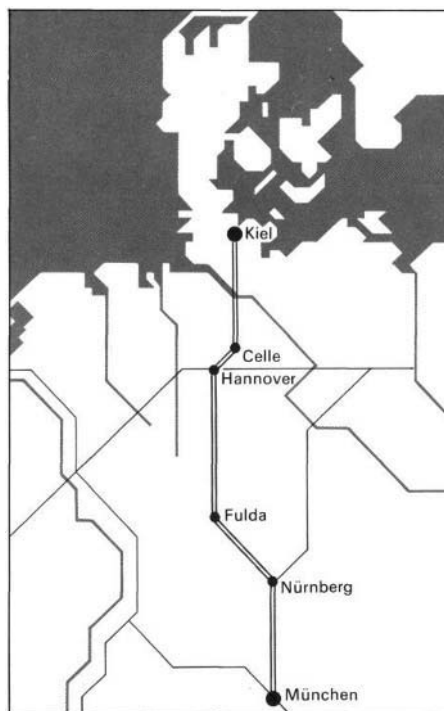


Diagram of the electronic data processing connection between Munich and Kiel

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		
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 electronic 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

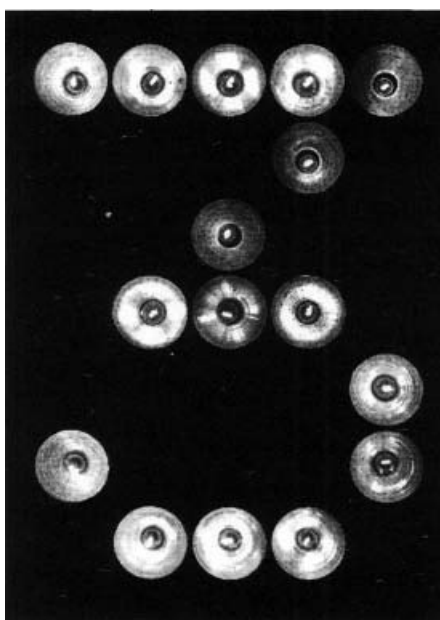
Olympic Stadium

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.

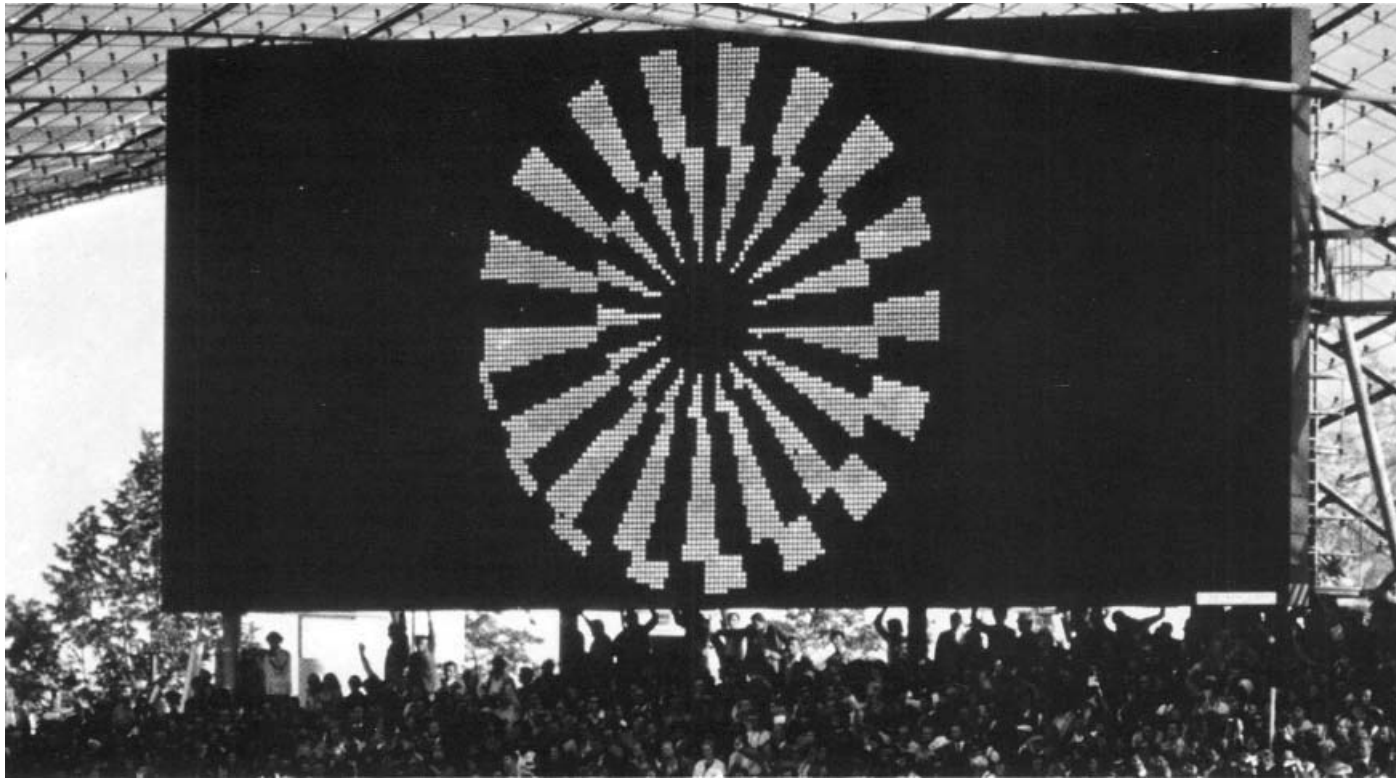
The ancillary boards (7.00 m x 2.80 m) had thirty-three character spaces of 5×7 bulbs and were constructed in the light chamber technique. Their topmost line displayed the time of day or the short time digitally. The data on the two lower lines supplemented the main scoreboard's display; for example, with the world or Olympic record in an event.



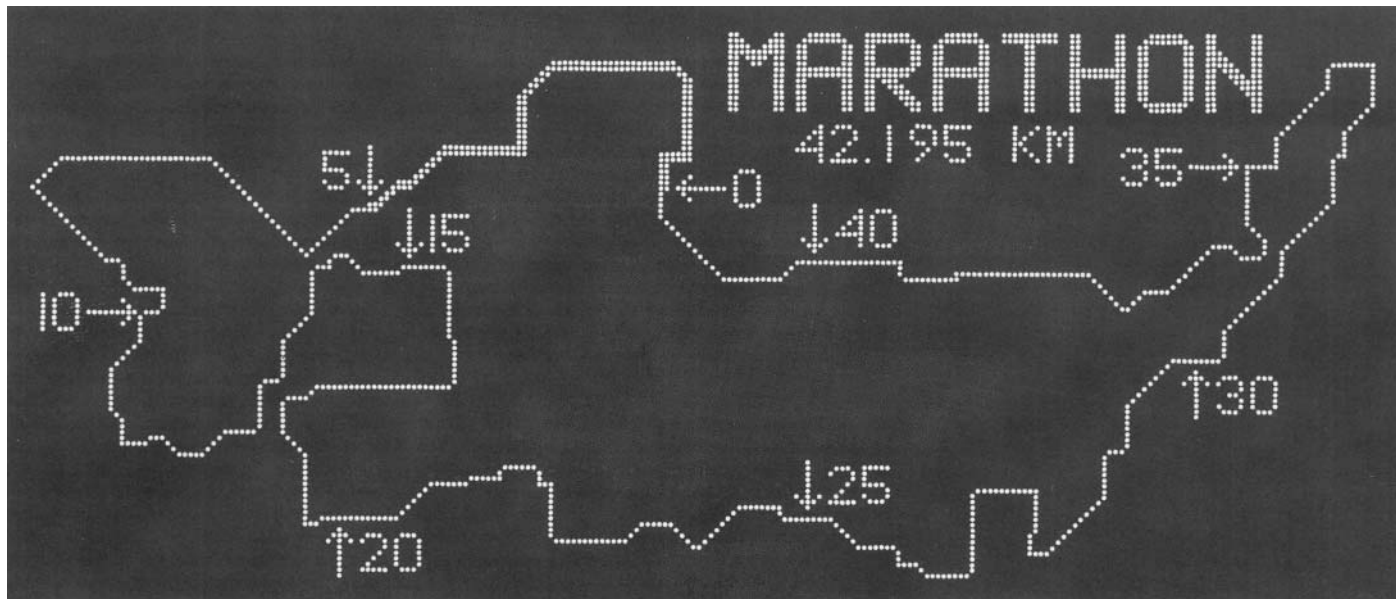
Wiring in a light chamber



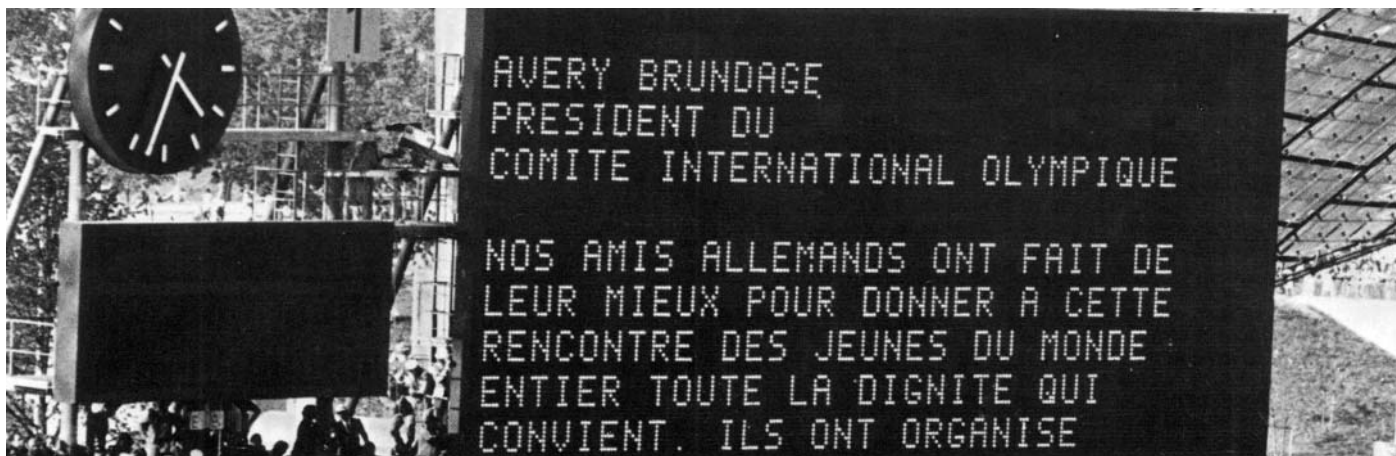
A light chamber showing the character "3"



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
ERGENIS

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	

9.9
WR: 9.9
OR: 9.9

Olympic Stadium

1500 M FREISTIL HERREN 2. VORLAUF
OR 16:38.9
WR 15:57.1

1	SMITH	HAROLD	GBR	8:35.04.4	8:40
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	HOMOIST	ERIC	SWE		
8	MORAND	JEAN	FRA		

BELLA: 800 M-ZW.ZEIT 8:21.5 WR 1970 J.KIL

1000-M-ZEITFAHREN

320	KUHN	MAX	SUI	0:47.41
BEST:	20.52	38.32	55.64	1:03.21

Cycling stadium

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

Canoe slalom and regatta course

DR15 BEST: 109 P1

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

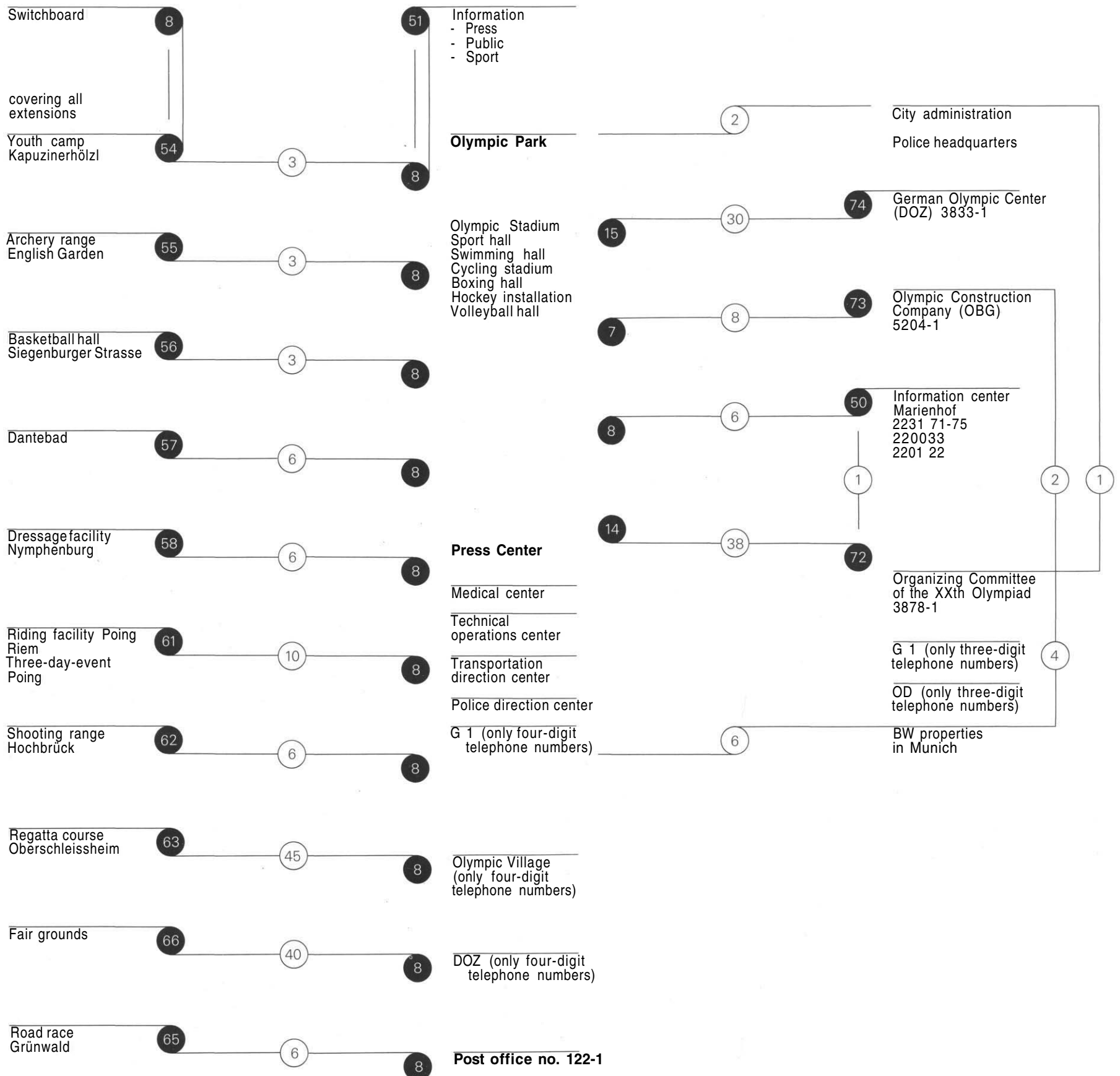
The OC installed telex connections in:
 — The OC central office and the central technical operations management. Both were connected to the public network.
 — Between the Olympic central management and the sport sites with the help of a special internal teletypes system.

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

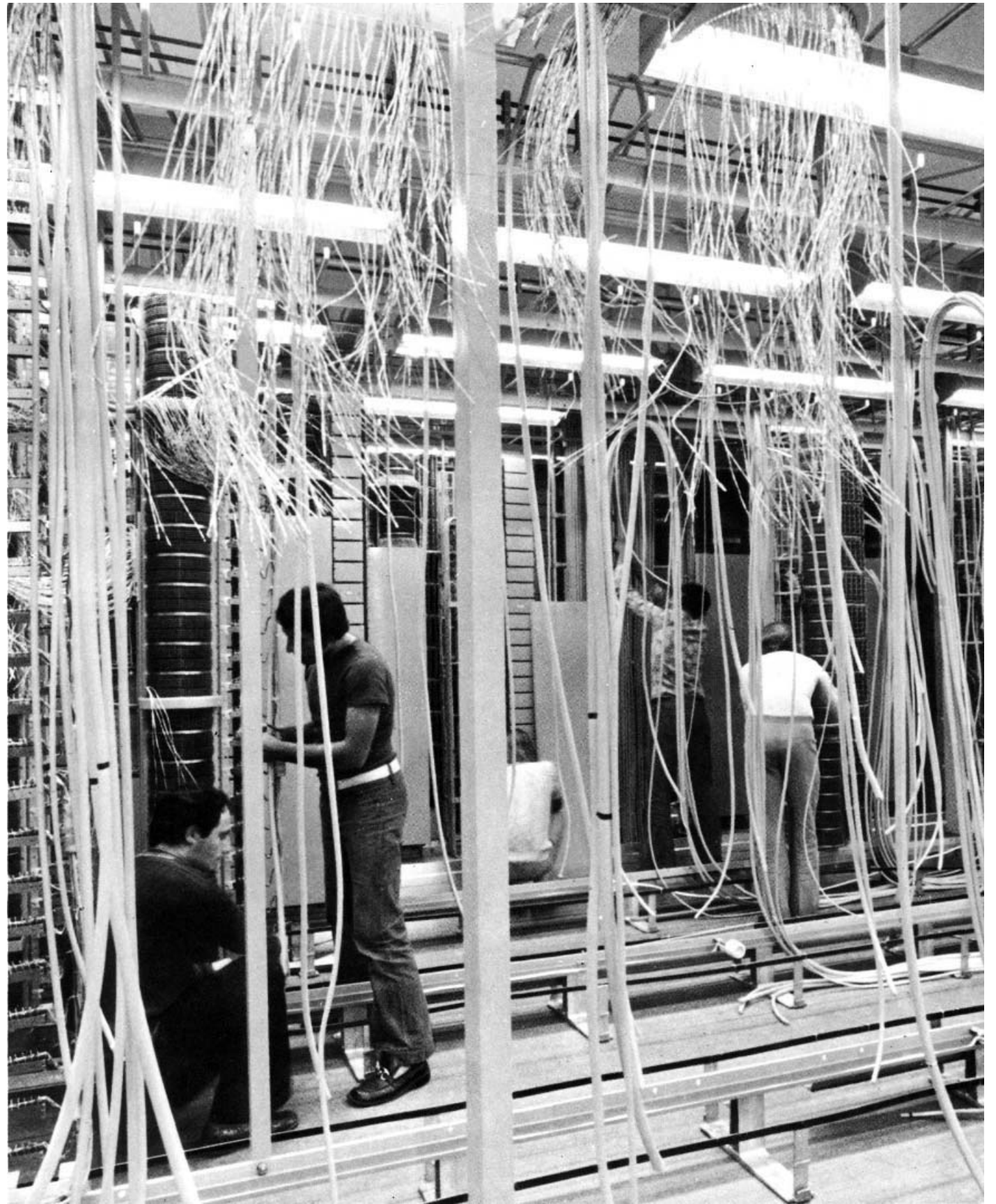
For increased safety for the sport areas and to assist the organization the OC installed clock, fire alarm, watchman control, room security and bell systems. There were also devices installed on doors to speak with callers and others.

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	—	—	—	—	—	—	—	—
E Extensions for local calls only (telephone exchange of the OC)	390	Olympic Stadium	14	275	—	—	1	152	7	10	39	24	2	75	10
C Coin-operated telephones (German Bundespost)	—	Sport hall	11	212	—	—	1	31	2	5	18	12	—	17	8
O Operator serviced telephone connections (German Bundespost)	—	Swimming hall	11	146	—	—	1	74	3	4	20	10	—	13	5
Tx Telex (Bundespost)	10	Boxing hall	2	72	—	—	1	53	3	3	12	12	—	9	3
P Post-office lines (Bundespost)	4	Cycling Stadium	4	80	—	—	1	34	3	2	8	9	—	6	2
	—	Volleyball hall	8	44	—	—	1	15	1	2	5	6	—	4	4
	—	Hockey installation	3	13	—	—	1	7	3	10	—	—	—	5	2
	10	Fair grounds	6	215	—	—	1	74	11	18	25	16	—	7	7
	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	—	—	—	—	—	—	—
	10	Olympic Village: 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

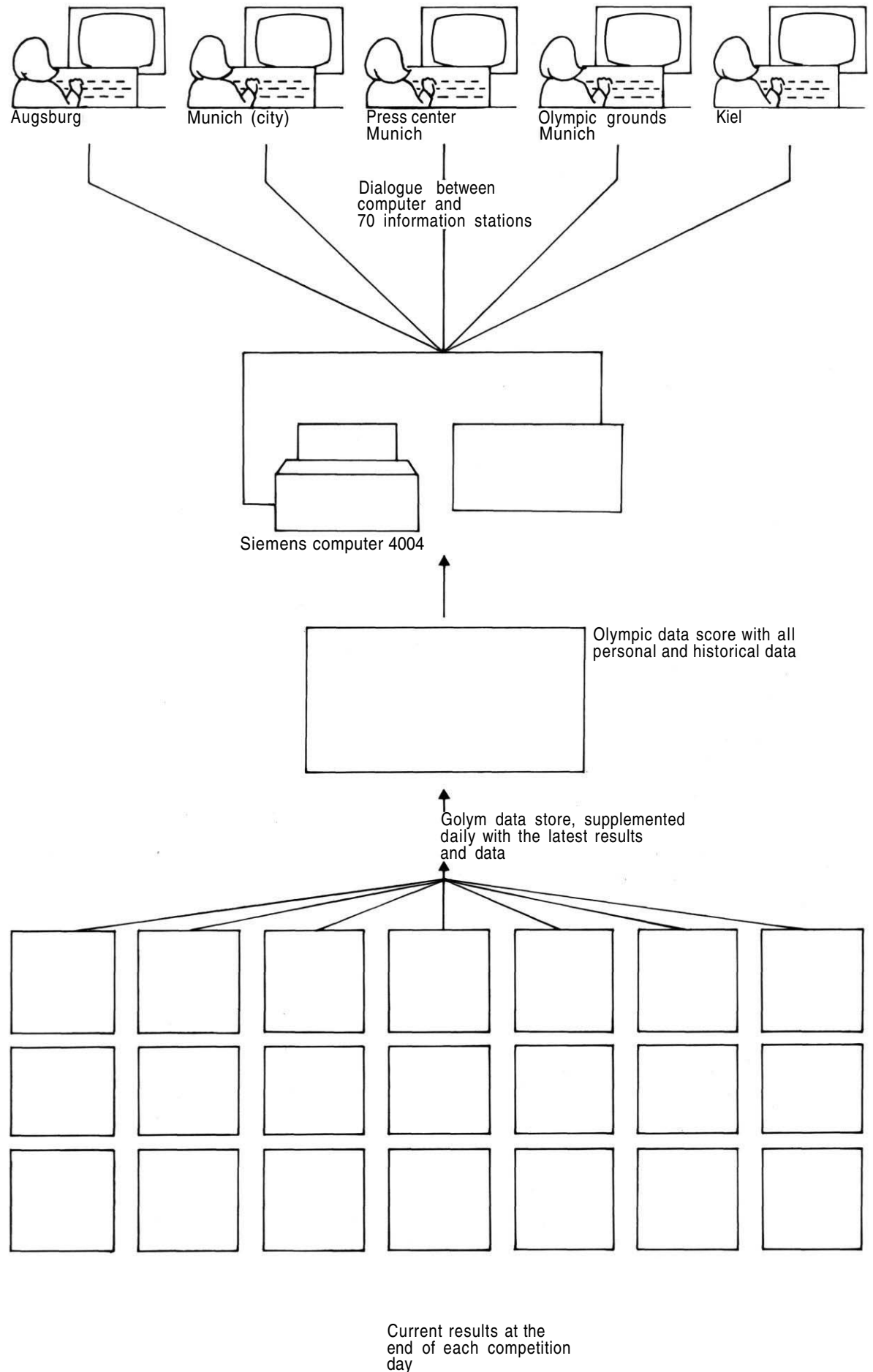
All data was usually stored in both English and German. An additional specialized dictionary with more than 20,000 important sport expressions in German, English, French and Spanish helped to overcome language problems.

Calendar 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.

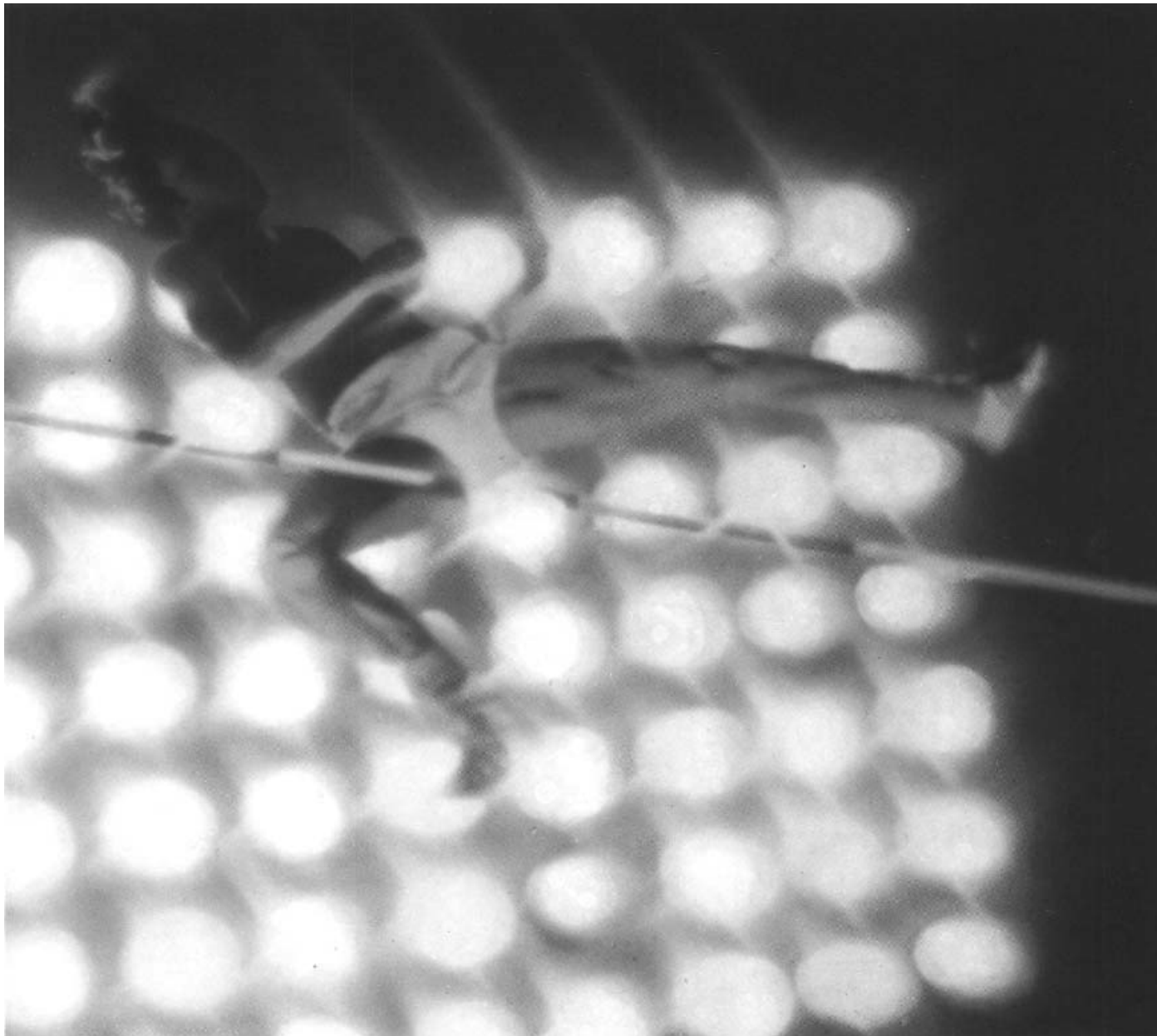
The Youth Camp

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.

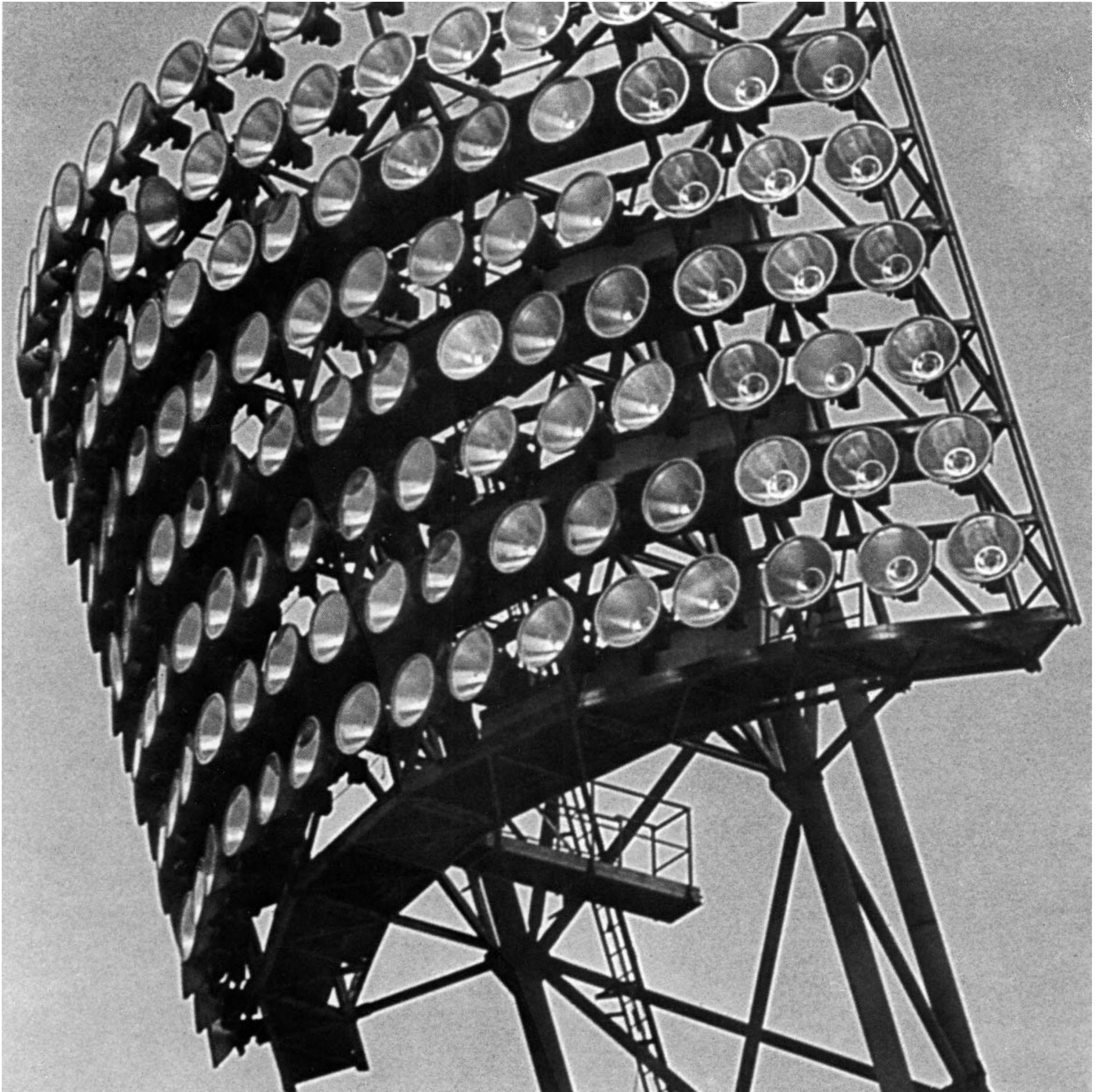
Focus Depth

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 basket-ball 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

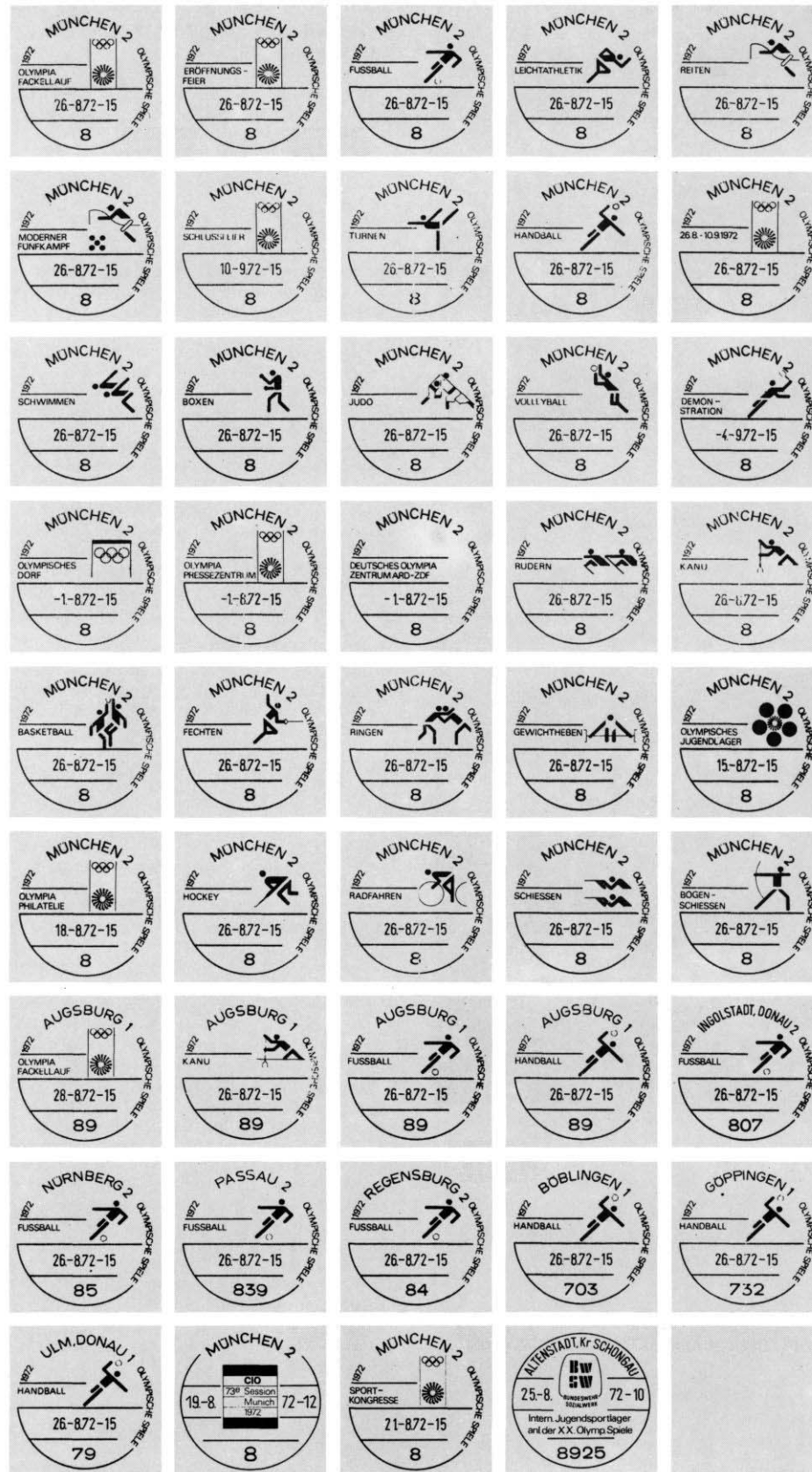
The arrangement of communication connections for the Olympic Games presented the highest quantitative demands on the electrical news media.

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

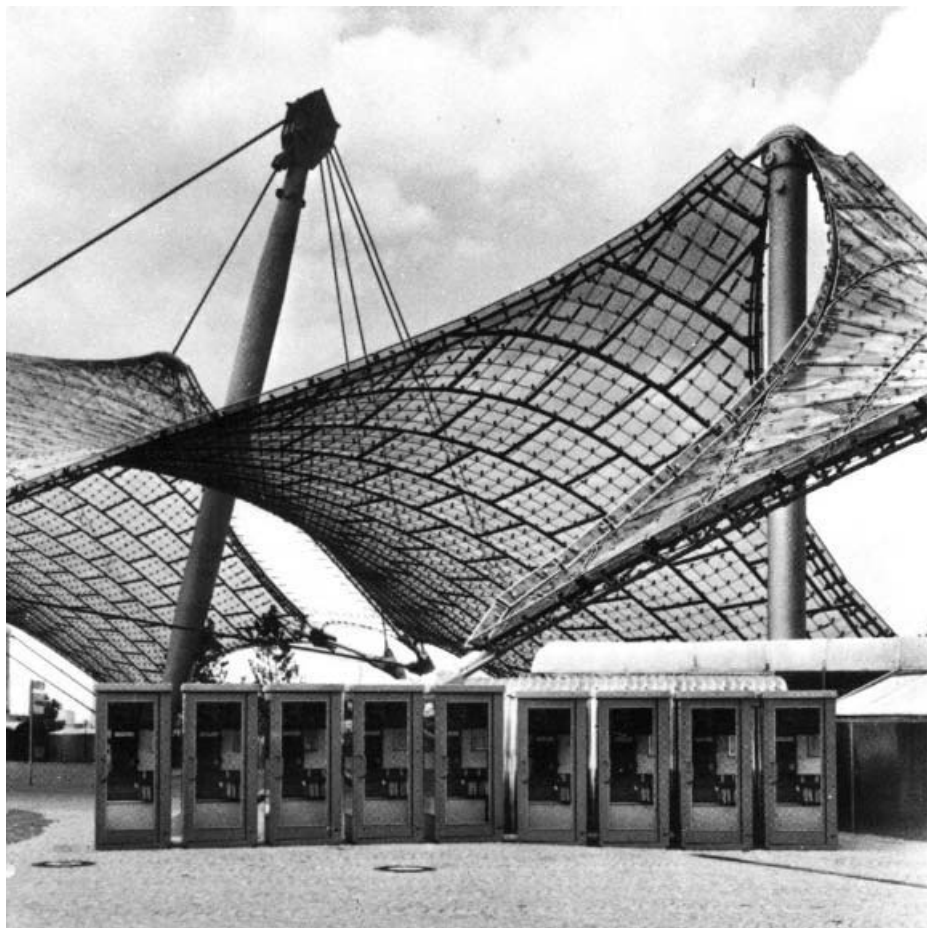
There were communication devices for the general use of the press in thirty-two buildings. Radio and television reporters could also use them. As a rule each communications service consisted of a telephone exchange, a telex exchange, pay phones and telegram service.

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 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 licencing 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.

