



INTERNATIONAL OLYMPIC COMMITTEE

**Olympic House
Presentation to SMP**

Nicolas Rogemond

15 October 2019

Agenda

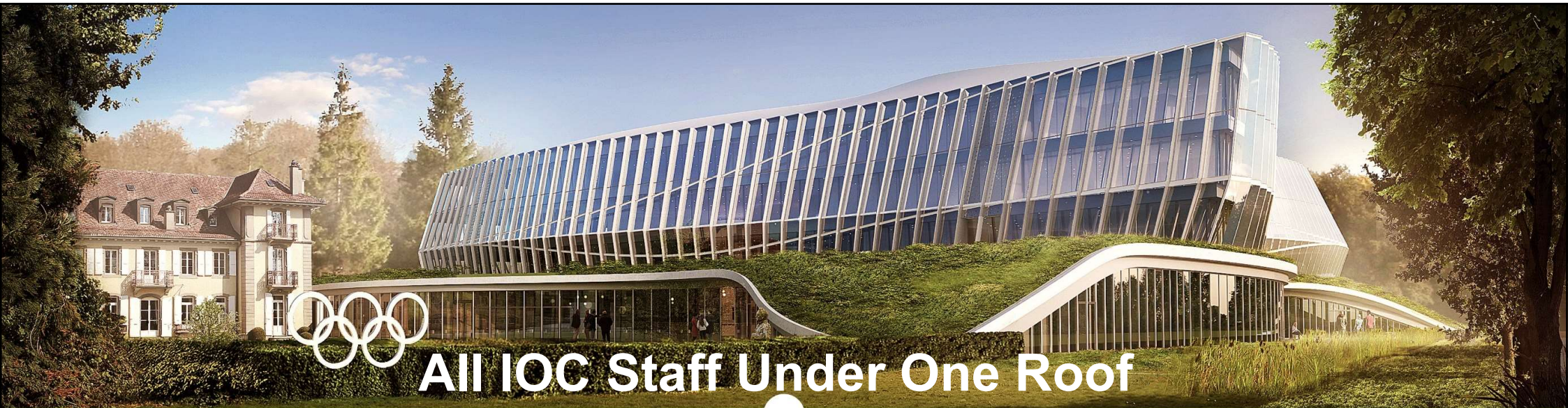


- **Context**
- **Project Management**
- **Change Management**
- **Take away**

**6 years ago, the IOC was offered a great opportunity:
look into the future and invent its new Headquarters**



<http://www.olympic.org/olympic-house>



All IOC Staff Under One Roof



In 2013, several studies were carried out to define the IOC's needs and produce the briefing for architects



Laurence, Frequent Traveler

LAURENCE Department: Olympic Games
 During key cycles, Laurence spends at least two weeks per month travelling to visit the COCOs. When based at Vidy, she spends the majority of her days in project meetings with colleagues from Sports or IMS.

In the Office 60% **Out of office** 40%

Desk: 48% Open: 5% Room: 7%

Sandrine, Mobile Office Worker in Lausanne

SANDRINE Department: Technology & Info
 Sandrine travels occasionally but spends the majority of her time working in Lausanne. Her work means that she needs to engage across all the departments in the IOC and she spends the majority of her time in formal meetings or taking part in informal discussions with colleagues around her desk.

In the Office 70% **Out of office** 30%

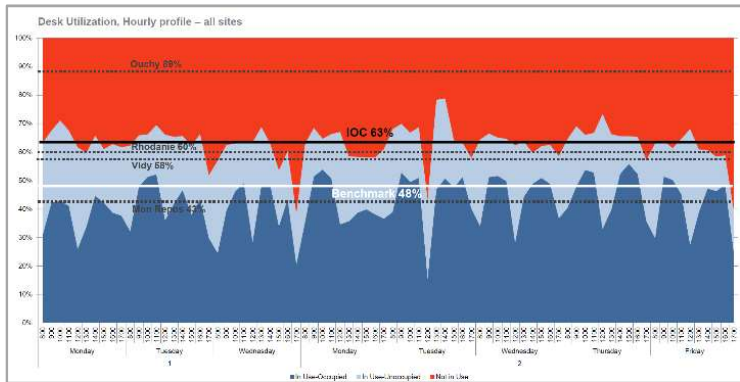
Desk: 35% Open: 10% Room: 25%

David, Resident

DAVID Department: Legal
 David spends most of his working day at the desk conducting concentrated work. For this he needs a quiet working environment, enough space to review documents and a certain amount of privacy. He attends biweekly meetings with other members of his department, which tend to be formal in structure.

In the Office 80% **Out of office** 20%

Desk: 60% Open: 7% Room: 13%



INTERNATIONAL OLYMPIC COMMITTEE
 Confidential

Report

**Olympic Campus: a new headquarters for the IOC
 Architecture Competition Programme**

International Olympic Committee
 28 July 2013

Marie Salois Dembreville, Nicolas Rogemond – Office of the Director General

Disclaimer
 This report summarises the emerging requirements, assumptions and aspirations for the new IOC headquarters. Material contained herein is to be shared only with parties directly responsible for the preparation of an architectural competition submission. This material and information are the property of the IOC and may not be disclosed to third parties or the general public, whether in whole or in part, without the prior written approval of the IOC.

Table of Contents

Foreword 3

1. Vision: Olympism at Work 4

2. The International Olympic Committee (IOC) as a catalyst for collaboration... 7

2.1 The Olympic symbol, visual ambassador of Olympism for billions of people 7

2.2 Olympism: a philosophy of life 8

2.3 The International Olympic Committee (IOC) as a catalyst for collaboration 9

3. Leveraging the Vidy location to develop the Olympic Campus 11

3.1 Lausanne: the Olympic Capital City 11

3.2 Vidy: a recreational neighbourhood 12

3.3 The Olympic Campus: a phased development 13

3.4 Integration within the City of Lausanne 14

3.5 Opportunities and limitations of current building lot 15

4. Commitment to Sustainability 19

4.1 Context 19

4.2 Level of ambition 19

5. The IOC Workplace of the Future 21

5.1 Key principles 21

5.2 Headquarters user groups 22

5.3 Olympic Movement stakeholders – a home for the Olympic Movement 23

5.4 IOC workforce – a daily working environment 24

5.5 General public – a point of interest 26

6. Types of Space 27

6.1 Definition and key principles 27

6.2 Primary work space 28

6.3 Secondary work space 29

6.4 Meeting space 30

6.5 Social space 30

6.6 General public space 32

6.7 Support space 32

6.8 Headquarters zoning & area 33

6.9 Suggested space budget 34

7. Operations 35

7.1 Disaster prevention 35

7.2 Energy use 35

7.3 Accessibility 35

7.4 Security considerations 36

7.5 Parking 38

7.6 Business continuity during construction 36

Key Success Factors

- Symbolism
- Respectful integration
- Collaboration & Human Excellence
- Flexibility & Agility
- Commitment to sustainability

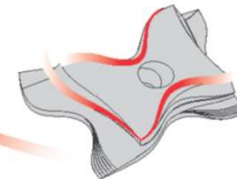
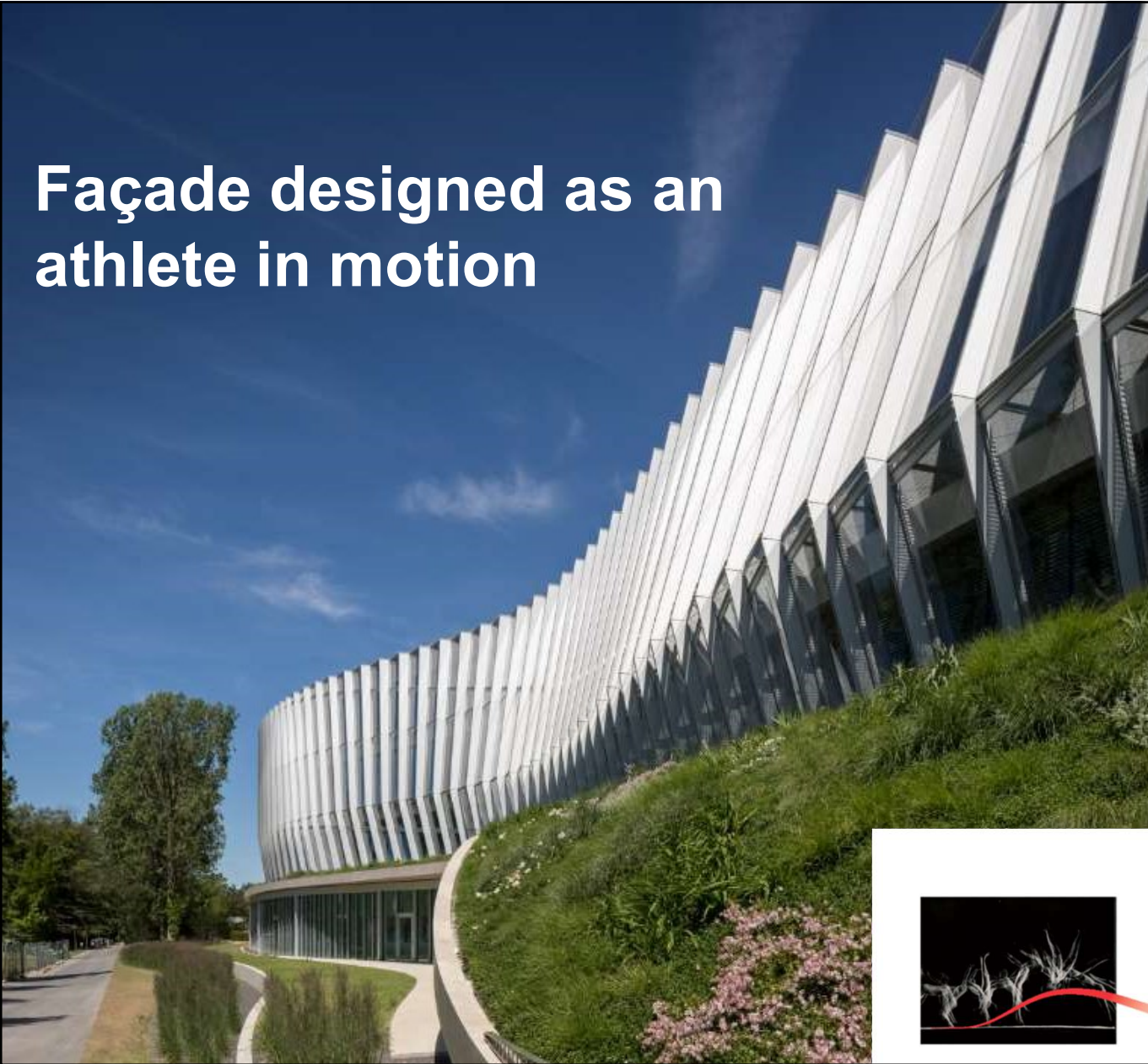
User-centric approach driven by 5 key success factors

3XN
IttenBrechtbühl

- **Symbolism**
- **Collaboration & Human excellence**
- **Flexibility and Agility**
- **Commitment to sustainability**
- **Respectful integration**



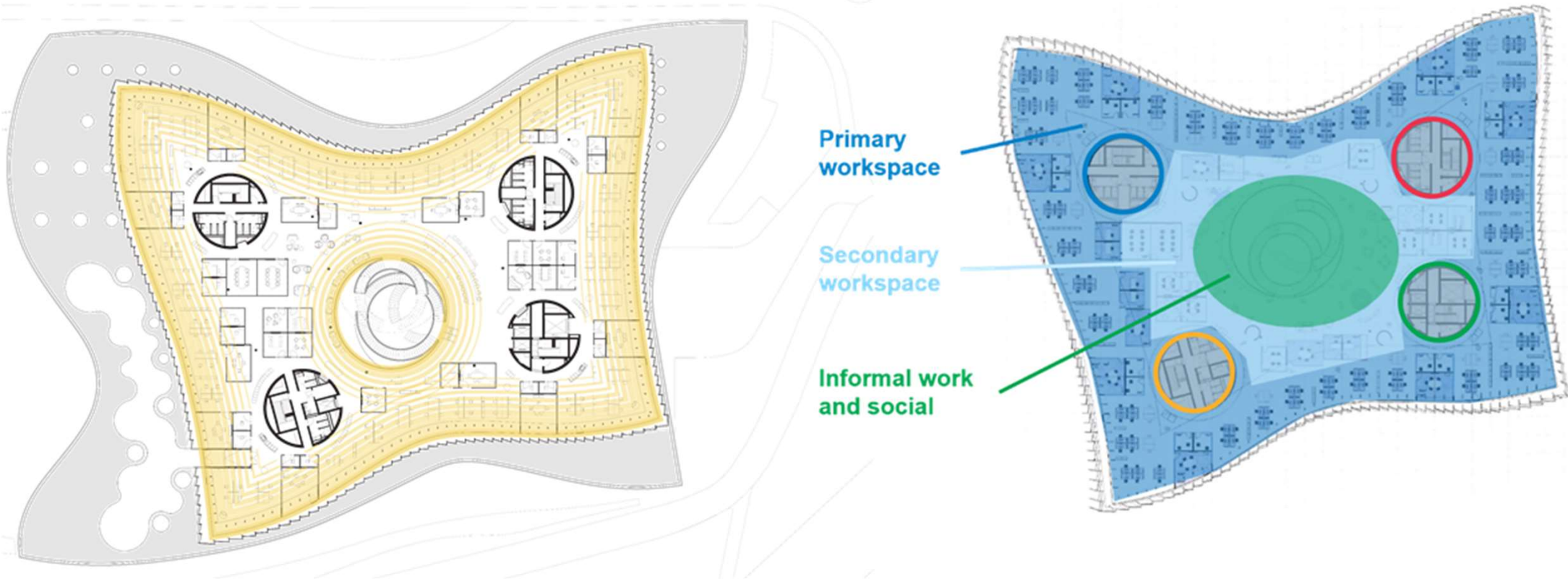
Façade designed as an athlete in motion



Collaboration and human excellence



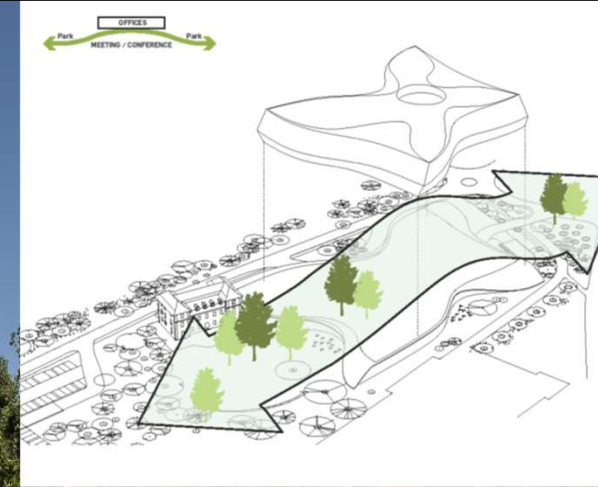
Flexibility and agility



Commitment to sustainability



Respectful integration

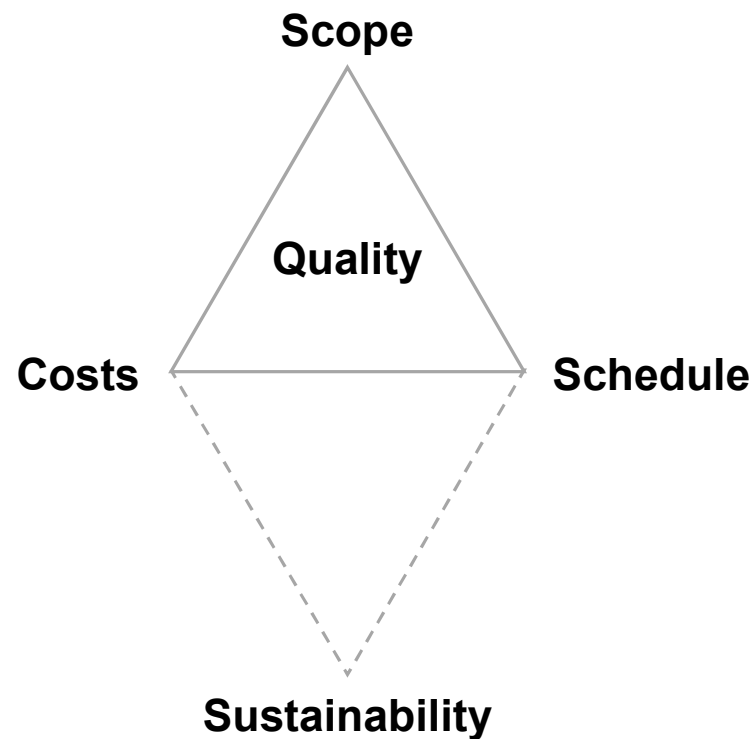


Agenda

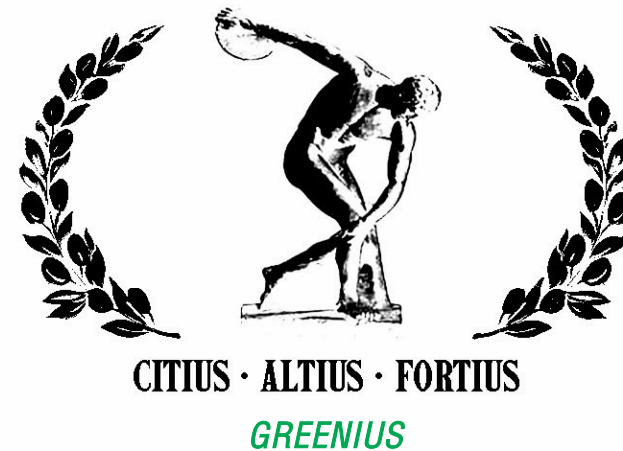


- **Context**
- **Project Management**
- **Change Management**
- **Take away**

In terms of project management, Olympic House went beyond the traditional “golden triangle”



=



Olympic House was delivered on Time



Move in of the IOC Staff
27 May 2019



Official Inauguration
23 June 2019

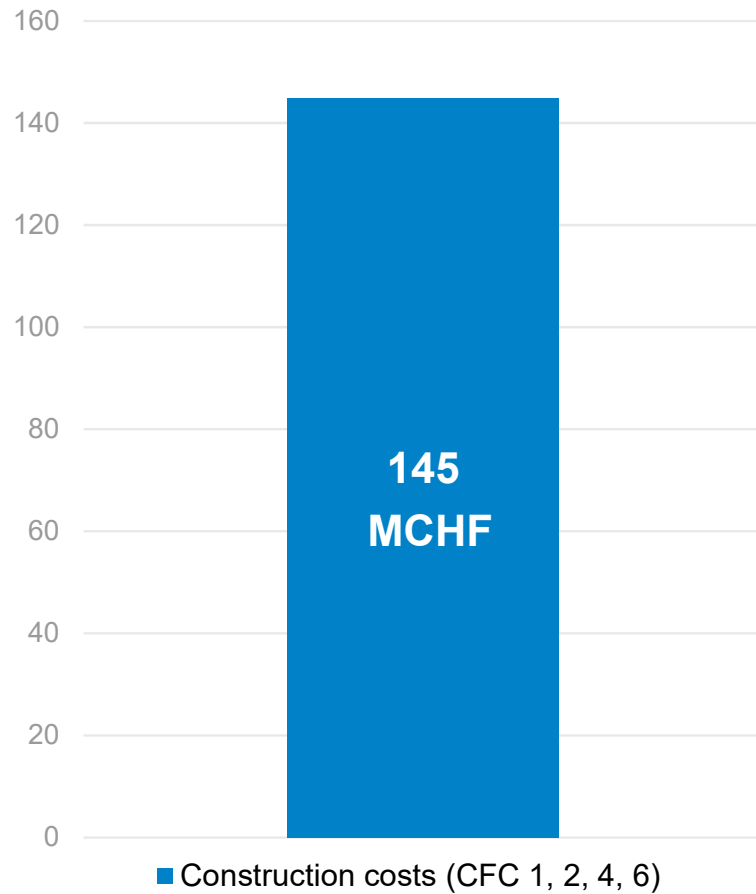
Applying Lean methods to the construction of Olympic House



- Collaborative approach
- Tasks in parallel rather than in sequence
- Central buffer managed collectively
- All companies work at a given rhythm which improves predictability



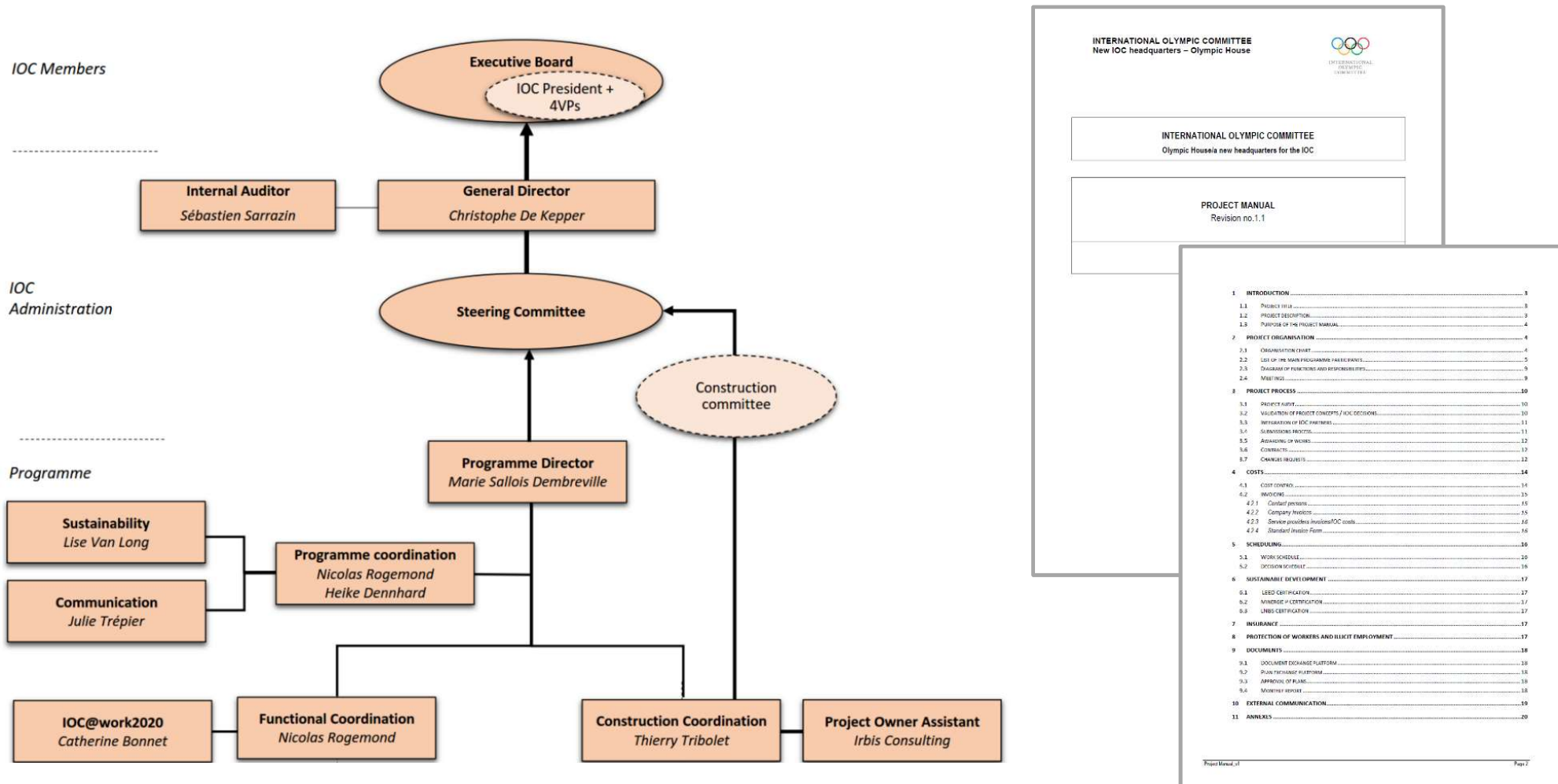
Olympic House was delivered on Budget



- **80% of construction costs spent with local contractors (<50km away)**
- **Systematic tender processes**

N.B. Costs categories as defined by Swiss Society of Engineers and Architects (SIA)

The Governance is documented in the Project Manual to make sure good governance principles are being applied



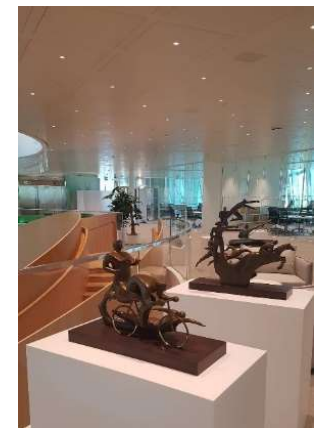
Olympic House was delivered on Scope



How to make Olympic House the Home of the Olympic Movement (and not yet another office building)?



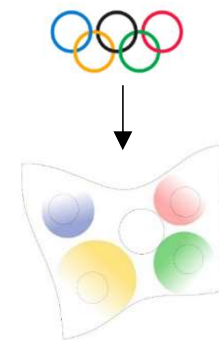
Olympic Experience



Art in the building



Taylor made furniture



Signage and Wayfinding

Olympic House was delivered on Sustainability



LEED V4 Platinum: Olympic House has received the most points (93) of any LEED v4-certified new construction project to date.

SNBS Platinum: Olympic House is the first international headquarters – and the second building overall – to obtain the highest level of the Swiss Sustainable Construction Standard (SNBS).

Minergie P: Swiss standard for energy-efficient buildings



Olympic House is one of the most sustainable buildings in the world



<https://youtu.be/-Ph5bEpFfqk>

Agenda



- **Context**
- **Project Management**
- **Change Management**
- **Take away**

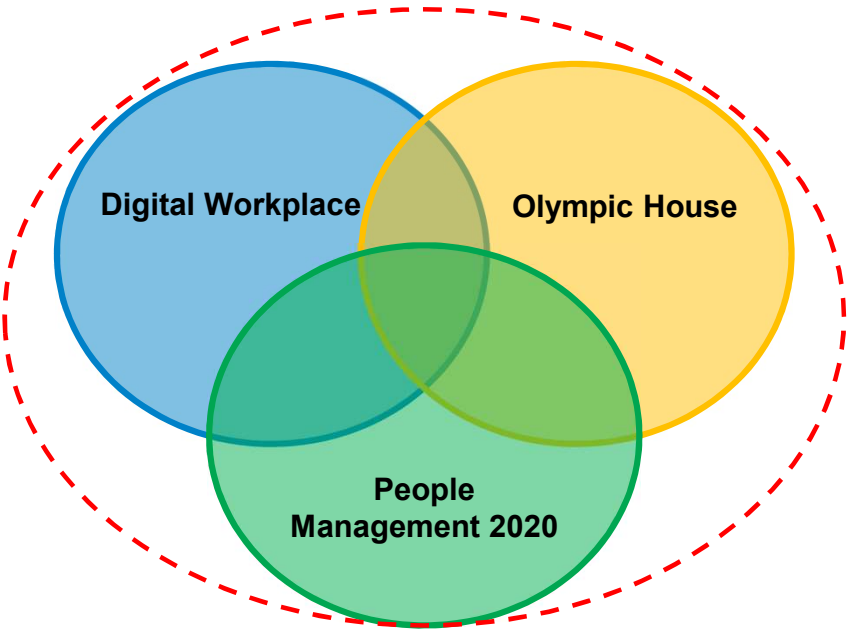
Main challenge: with 4 generations and 40+ nationalities at work, how to meet everybody's needs?



IOC@work2020: leading the transformation with the Olympic House Ambassadors



IOC@work2020



*“If you want to go fast, go alone.
If you want to go far, go together”*

Agenda



- **Context**
- **Project Management**
- **Change Management**
- **Take away**

Risk Management



- **Scope**



Additional requests and change requests made until late in the process

- **Costs**



Strict adjudication and cost control processes in place

- **Timeframe**

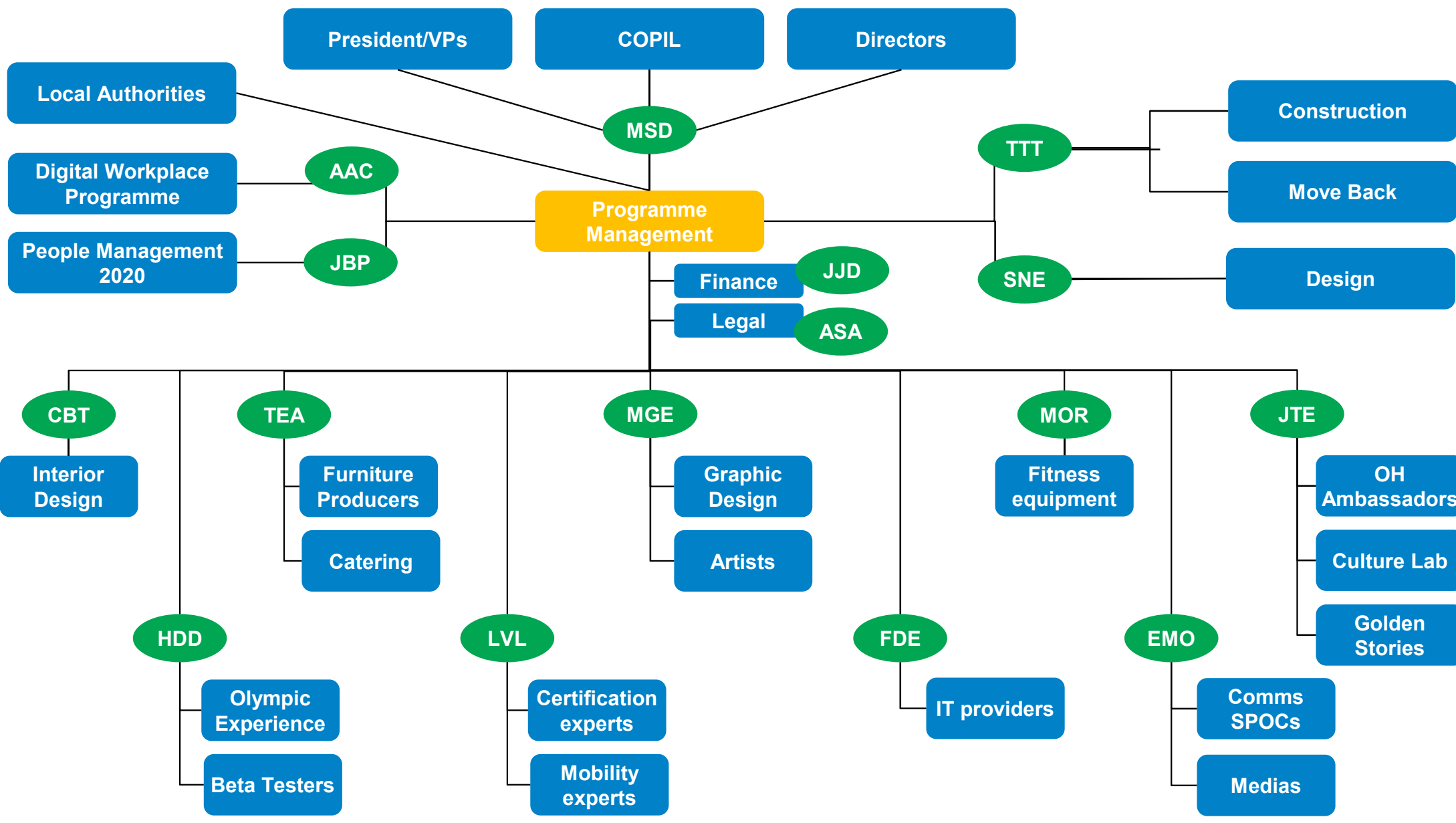


Application of Lean Management methods without any buffer

- **Adoption**



How to make sure users will adopt the new ways of working?

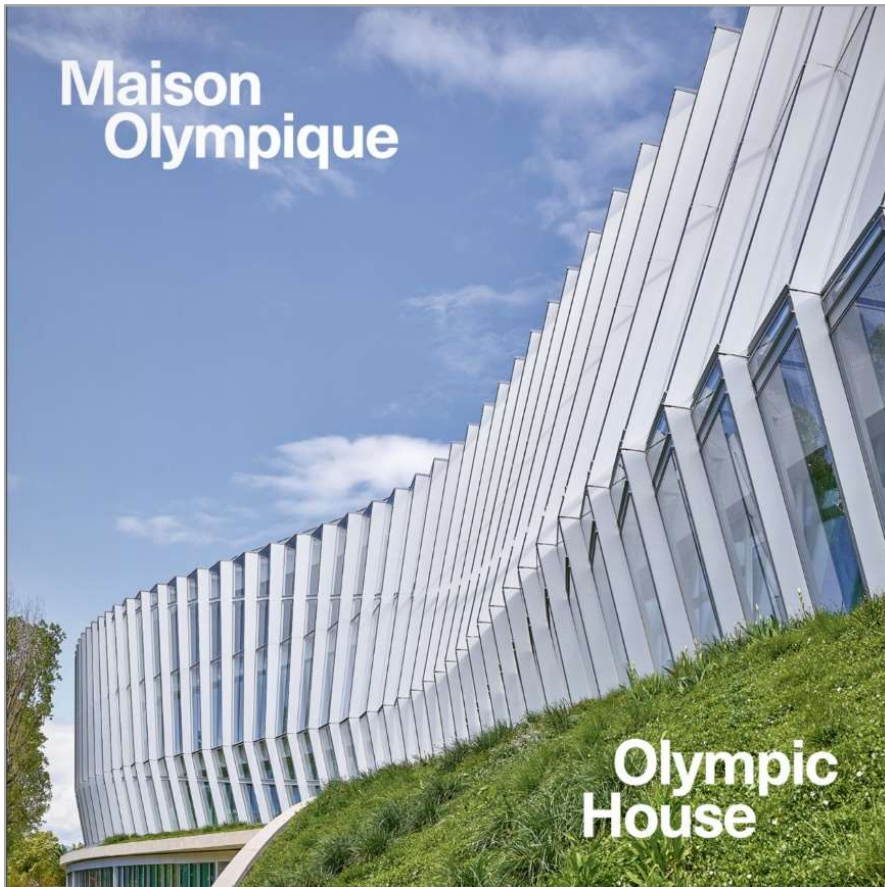


Main Take Away

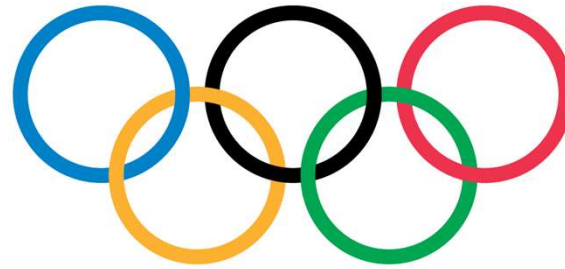


- Olympic House is a transformation programme, not a construction one
- User-centric and collaborative approach: for the people, by the people
- Do not copy others, create your own model based on your identity, your level of maturity and your objectives
- Stay positive and focused: the journey is long! 😊

Such a great adventure deserved a book to tell all the small stories behind the big one



<https://indd.adobe.com/view/843cc054-d38e-4b62-8fc7-ea5bdd9cd910>



INTERNATIONAL OLYMPIC COMMITTEE

Thank You

This presentation and/or the content herein included, is owned by or has been authorised to, the International Olympic Committee ("IOC").
Any use is limited to the context it was given by the IOC and for the purpose of that context. © International Olympic Committee.