

Miquel de Moragas and Miquel Botella, Editors

The Keys to Success

*The social, sporting, economic
and communications impact of
Barcelona'92*

*Centre d'Estudis Olímpics i de l'Esport
Universitat Autònoma de Barcelona
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THE PARTICIPATION OF THE SPANISH OLYMPIC COMMITTEE IN THE SUCCESS OF 1992

MANUEL LLANOS¹

The experience acquired in Spain in the years before the Olympic Games, with the organization of large sporting events, and especially the Soccer World Cup in 1982, convinced the Spanish Olympic Committee and other sports institutions in the country of the need for the Spanish Olympic Team to come up with dignified results in the Barcelona Olympic Games. If this did not occur there was the risk that in spite of the great organizational effort, the Spanish public could be disappointed.

In 1987, the Spanish Olympic Committee (COE), independently from its participation in the governing bodies of the COOB '92, set out various plans to initiate the following five programs, whether on its own initiative and or in concert with other institutions:

- ADO '92 Program, the authentic engine of the sports success obtained by Spanish athletes.

- Organizational and Logistical Support Program, through which the situation and material resources of the Spanish Olympic Team were guaranteed in accord with the effort made over a five year period.

- The Technical Information and Control Program, through which support was given on a daily basis to directors, trainers and athletes, before and after the celebration of the Games, by gaining exhaustive knowledge of all circumstances and details that went with the competition itself. Furthermore, as much true and objective information as possible was offered to the mass media, which was fundamental in creating the atmosphere of «controlled euphoria» so necessary for success, something the Spanish Olympic Committee was assured of once the previously described programs had been carried out.

1. Manuel Llanos Riera. Degree in Physical Education from the National Institute of Physical Educational of Madrid. Member of the Technical Commission of the ADO'92. Director of Sport for the Spanish Olympic Committee. Executive Director of the Master in Elite Sports Achievement of the Autonomus University of Madrid.

— Program of Assessment and Support of the Press Office to the Information Media.

— Support and Consulting Program for the Spanish Olympic Family.

1. ADO '92 PROGRAM: AN INITIATIVE FOR COMPETITIVE SPORT

The Program of the Olympic Sports Association (ADO '92) came to life in 1988 as a basic initiative for the support of competitive sports with the events of Barcelona '92 in mind. This support was seen in the participation of private sponsors for the first time in the history of Spanish sport, making possible the financing of specific plans for Olympic participation.

The Olympic Sports Association was made up of three organisms —the Spanish Olympic Committee (COE), the Supreme Sports Council (CSD), and Radio Televisión Española (RTVE)— which made up a non-profit association focussed towards the attainment of financial resources to support the Spanish Olympic preparation. Representatives of these three bodies made up the board of ADO '92, which was the guiding body of programs meant to adjust the Olympic preparation to the resources available.

ADO '92 worked as a private administrative entity that managed and supplied to each federation the economic resources that came from sponsors, while controlling the development of the different sports plans that these federations presented each year.

In 1988, after various months of work and interchange of ideas of the team organized by Javier Gómez Navarro, the Secretary of State for Sport, the Spanish Olympic committee joined in. Fundamental here was Carlos Ferrer Salat as its head, with his entrepreneurial experience and vision, and the organizational model based on the very notable technical participation of Spanish sports federations.

One of the elements that the initial partners (the CSD and the COE) of the ADO '92 Program saw most clearly was that this project had to be financed solely by private enterprises through the sponsorship of different Olympic sports that were on the program of Barcelona '92.

28 different disciplines needed 28 enterprises willing to set out on a journey that was until then unknown for most of them. The difficulty was to unite a select group of enterprises willing to invest an average of 100 million pesetas per year from 1988 to 1992.

Compensations for the Sponsor

A fundamental aspect was the question of what could be offered to the sponsor to make the idea attractive. An alternative emerged immediately: a third partner was needed that would offer something new and truly attractive, and this partner was none other than television.

In that moment Televisión Española (TVE) was the third basic point of the program, given that the benefits in publicity that the enterprises of ADO '92 could see over the following years, could be greater if one of the partners in the project could guarantee the highest audiences in the world of sport. If to this we add the fact that Televisión Española offered an attractive discount for sponsors in its advertising rates, there was no question that the option of having it participate was not only a good idea but a necessary one.

Obtaining financial resources

The intervention of COE president Carlos Ferrer Salat with some of the largest enterprises of the country was essential in assuring ADO '92 resources of about 2,300 million pesetas for 1988, while at the same confirming that elite sport in our country would be backed up economically in an important way, not only by the Program III or the CSD, but also by private enterprise. With this program a form of financing had been born that would undoubtedly be what elite sport would need in the future so as to not depend excessively on government contributions.

Sports operation of the program

Once financing had been achieved, the basis of the ADO '92 Program was —as is logical— the sports structure that was going to be followed. The problem was not simply to receive more money from an enterprise and pass it onto the corresponding federation to increase its annual budget, but, in contrast, to take care to ensure that these resources would be used effectively in the preparation of the best athletes in each specialty.

In order to do this, the Technical Commission of ADO '92 —comprised during the Olympic period of Manuel Fonseca (1987), Alfredo Goyeneche (1987-1992), Fernando Sánchez

| <i>Sponsor</i> | <i>Contribution in millions of pesetas</i> |
|---------------------|--|
| Coca-cola | 1.445 |
| Castellblanch | 117 |
| Banco Exterior | 681 |
| Freixenet | 367 |
| Seat | 722 |
| Hispano Americano | 867 |
| Endisa | 285 |
| Banesto | 722 |
| Seguros La Estrella | 577 |
| Leche Pascual | 867 |
| Cuétara | 462 |
| BBV | 292 |
| Uralita | 88 |
| Renfe | 578 |
| Unesa | 578 |
| Bimbo | 722 |
| Pikolín | 231 |
| Tabacalera | 1.054 |
| Nestlé | 578 |
| Nutrexpa | 231 |
| Camp | 155 |
| BCI | 156 |
| Huarte | 40 |
| Banco de Santander | 104 |
| ONCE | 403 |
| Kelme | 95 |
| Iberia | 120 |
| Santa Lucía | 60 |
| Total | 12.597 |

ADO sponsors, Barcelona'92 program.

Bañuelos (1988-1992), Manuel Llanos (1988), Ramiro Merino (1989), Francisco Guzón (1990-1992), and Stephan Pasczyk (1991-1992)— held a series of meetings with each of the federations to find out their needs and adjust the annual quantities to be received to the importance of the sport and its levels of expenditure.

Once these quantities were established and the sponsors assigned to each sport, a double-sided economic and sports program began to be elaborated with each federation, that

would be the basis for the action of the ADO '92 and the federations themselves for their annual operations. In these programs the federation heads proposed the areas where funds were needed to ADO '92, along with the sports objectives that they hoped to fulfill in order to continue working within the program.

Needless to say, during the first year especially this new way of working brought about certain problems in relations with different federations that were not very used to such a strict control of their expenditures and their sports results; yet this was a logical adjustment that with time was fine tuned until it worked almost automatically in the majority of cases.

In its sports aspects, the ADO '92 Program was not based simply upon specific grants for the best athletes of each discipline. The proposals for assistance included the following elements:

- annual designations for athletes in function of their needs, oscillating from a minimum of 840,000 pesetas to a maximum of 7,800,000 pesetas (the average was at about 3,000,000 pesetas in 1992);

- hiring of the best coaches in each discipline to prepare the athletes with the most advanced techniques;

- financing to participate in competitions, both in Spain and outside of the country, according to the necessities of each sport;

- financing to acquire the most technologically advanced material;

- highly specialized biomedical controls made by the unit working under the auspices of ADO '92, and through the various controls carried out by the medical team of the COE.

Technical control

The sports department of ADO '92 was not satisfied simply with the cold analysis of results or the frequent meetings of the Technical Commission with the federations. Over these years a team of professionals from the world of Physical Education carried out occasional controls of each of the sports in their most important competitions and in training sessions. The resultant reports, together with the final results of each competition as they appeared in the annual program of the federations, lead as a result to an analysis of each discipline on the part of the Technical Commission, which was then transferred to the Board of Directors where the corresponding decisions were made.

From quantity to quality

Almost 900 athletes received aid from ADO '92 in 1989. That decision was made to carry out a selection of the best athletes in each speciality through hard and demanding annual tests. This decision was polemical due to its rigour, but the results justified the decision of the Sports Commission. In the end the best athletes made it to the Olympic competition: 268 athletes; along the way more than 600 others had been left behind.

2. ORGANIZATIONAL AND LOGISTICAL SUPPORT PROGRAM OF THE SPANISH OLYMPIC TEAM

Once the Seoul Olympic Games had ended what was to become the Organizational and Logistical Support Program of the Spanish Olympic Team began to be organized. Previous experiences were insufficient, since the circumstances and responsibilities involved on this occasion would be very special.

One of the successful points of the COE was the fact that there was, from the very beginning, three people with experience who continued in their posts: Alfredo Goyeneche, First Vice—president of the COE, and Joaquín Dualde, Mission Head, as the institutional appointments, and Joaquín Agulla, Head of the Deputy Mission, who was given professional responsibility for the Olympic Mission.

The different areas of work were designed before beginning formal operations, and had to fulfill previously established deadlines, while trying to foresee provisional adjustments in their development. In this program five institutional officials and eighteen professionals participated.

Equipment

Two years before the Games the work was initiated on the equipment and ceremonial, free time and competition uniforms for the Spanish team. It should be pointed out that for the first time in history the Spanish Olympic Committee accepted the responsibility of preparing all the clothing for competition of all athletes and sports, however specific or technical it may have been. In this way a unified identification was ensured, which was considered very positive; in

contrast, this made the design and manufacturing of the articles more complex.

The design for free time was chosen by a commission, after carrying out different tests for textiles and colours, as well as for a large number of accessories.

The competition design had to adjust itself to the needs of each sports discipline, while maintaining a common identification for all the Olympic team, especially through colour. The various options presented for each sport and modality were selected by a commission to be later ratified by each federation.

The footwear for competition was chosen freely by athletes and teams.

Fifteen days before the beginning of the Olympic Games all of the clothing was delivered in individual packages to the athletes, coaches and officials that made up the Spanish Olympic Team. In the Olympic Village a warehouse/workshop was prepared to do changes and repairs when necessary.

In summary, it should be noted that 34,600 articles of clothing were prepared with the help of 250 different sponsors, with each member of the Olympic team receiving at least 57 articles of clothing.

Travel

Travel to Barcelona was programmed individually, following the suggestions of coaches and athletes, so that there were teams and athletes who arrived in Barcelona ten days before the beginning of the Games, and others only hours before competing. There were odd cases of athletes who attended the Opening Ceremony and returned to their training sites away from Barcelona until the day they had to compete. With this strategy the idea was to not interrupt the training programs.

Those athletes who had finished their competitions had 48 hours to return to their places of origin, so that there would not be interferences with the concentration of the other members of the Olympic Team.

Accreditations

Travel plans were perfectly coordinated with the accreditation program. The day and hour of arrival of each athlete was determined beforehand so there would not be dead times

in the access to the Olympic Village. No Spanish athlete or member of the Olympic Mission had to wait for more than fifteen minutes to be accredited.

Lodging

The Spanish mission was located in the front row of buildings facing the Olympic port, in the area where all general services were found (restaurant, bank, recreation rooms, laundries, bus stops, etc.). In the choice of the location the Athletes Commission of the COE offered their advice.

Six months before the beginning of the Games the first distribution of apartments was made according to sports, sexes and ages. One month before the opening of the Olympic Village each apartment had a specific assignment.

In summary, it can be affirmed that once an athlete arrived at the airport, he or she took between 30 and 45 minutes to be comfortably lodged in the Olympic Village.

Medical Services

Although for these Games all sports had their own doctor and physiotherapist, in the Olympic Village there was a permanent clinic (coordinated by Dr. Marcos Becerro) for the athletes and other members of the mission that needed urgent medical attention.

Pre—competition Training

Training sessions organized after the opening of the Olympic Village but before the opening of the Games were programmed in contact with the coaches of the different sports, one month before the opening, who communicated to the COOB all necessities and the most appropriate schedules, with control over this important aspect made especially for team sports and precision sports.

External relations

In order to make the stay in the Olympic Village comfortable and foment a serious atmosphere at the same time, the Department of External Affairs of the COE programmed and organized the visits of family members, directors, journalists and others, while keeping in mind that each athlete needed to be well—rested and remain concentrated.

As a final conclusion, it can be said that the Organizational and Logistical Support Program of the Spanish Olympic Team did not receive a single complaint concerning its activities either before nor during the Olympic Games.

3. INFORMATION AND TECHNICAL CONTROL PROGRAM OF THE SPANISH OLYMPIC TEAM

The control program for the Spanish Olympic Team was designed to fulfill two objectives:

- Obtain the most objective and complete reports possible of the development of the Olympic competition and other events related to the Spanish participation.

- Offer support to coaches and athletes through the presence of human resources tied both to their preparation and to the Spanish Olympic Committee, both during the competitions and in other situations related to the technical area.

In fulfilling these objectives a series of previously prepared measures were covered, such as the daily press conference in the Main Press Centre to offer mass media an evaluation of the COE of the performance of the Spanish Olympic Team. On the other hand, there was also a direct relation with different federation officials, coaches and athletes during this activity, and material needed for the final report was gathered on a daily basis.

The direction for this control was established by Alfredo Goyeneche, First Vice—president of the COE and President of the Competitive Sports Commission.

Phases of the program

Before the opening of the Olympic Games

On the 4th of June, 1992, a project of visits was sent to the General Director of Sports of the CSD, Manuel Fonseca, to coordinate the schedules and the head of the various Olympic installations. The program was developed, under the orders of Mr. Fonseca, by Daniel Carbonell, Director of Relations with International Federations and National Olympic Committees of the COOB '92, and by Manuel Llanos, Sports Director of the COE.

Of the different visits to the facilities the following information was required:

- Access of athletes and officials to the installations.
- Parking (public, athletes, officials, VIPs).
- Changing rooms.

- Warm—up areas.
- Competition areas and their characteristics.
- Locations for press conferences in the facilities.
- Sanitary services.
- Interior movement within the facilities.

As a consequence of these visits a chart was prepared where all information of interest concerning the venue where the Games were held was gathered; it included information of those responsible for the different areas, contact telephones, accesses, and so on. Besides, the distances and times of movement from one sports facility to another in order to anticipate any unexpected situations was observed *in situ*.

Before the beginning of the competitions, and from the 16th to the 23rd of July, different visits were programmed both to individual and team training sites and to the Olympic Village and International Press Centre, in order to analyze the functioning of the various installations and other logistic areas, and, above all, to be able to interchange views and get to know the teams that were already in Barcelona.

For the first time in history, a month before the Games the Spanish Olympic Committee had sufficient information available to be able to plan the sports activity of our representatives without last minute problems, in the same way as the Olympic Committees of countries like the U.S.A., Germany, Great Britain, Italy, and others had done for many years.

A control team was made up of the following people: Fernando Sánchez Bañuelos, Technical Director of ADO '92, Juan Carlos Razquin, an official of ADO '92, Cipriano Garro, an official of ADO '92, Nicolás Terrados, a ADO '92 doctor; Esteban Gorostiaga, a ADO '92 doctor, Silvio Rubio, a ADO '92 Doctor, and Manuel Llanos, Sports Director of the COE.

During the Games this team resided in the Olympic Village. Those belonging to ADO '92, as well as offering control and biomedical support, gave the necessary information to the COE as considered appropriate. In this program there was one institutional member and seven professionals.

During the celebration of the Olympic Games

The day to day work schedule during the Games was as follows.

The day began at 8:00 A.M. in the Hotel Princesa Sofía, where the institutional representatives of the COE resided, with the delivery to Alfredo Goyeneche (COE spokesperson)

of a report with the information of the results of the previous day and the forecasts for the day to come. Later, this document would be enlarged with commentaries and notes about the athletes, the Olympic Village, and so on, and was rounded off with a necessary medical report. At 8:30 there was a meeting in the offices of the COE in the Main Press Centre to complete the data and prepare the daily press conference.

Between 9:00 and 9:10 the press conference began in the Main Press Centre. It was moderated by someone designated by the COOB and presided normally by the First Vice—president of the COE, Alfredo Goyeneche, and by the General Secretary of the COE, Feliciano Mayoral. The sequence followed was to give the sports results, along with a succinct evaluation of them. On some occasions successful athletes from the previous day were invited. When the press conference ended the field work of the day began.

The day ended at 24:00 with a meeting in the headquarters of the COE in the Olympic Village of all the control team. Each member of the team brought computerized documentation of the results of the sports they were assigned, as well as their personal evaluation; a summary document was then drafted. Finally, the program for the following day was reviewed to prepare necessary adjustments.

When the meeting ended, at 1:30 A.M. a fax was sent with the official results to the centre of the COE in the Hotel Princesa Sofía, thus completing the work day.

The press conferences were considered to be very useful since they meant that in many cases the journalists did not have to go to the Olympic Village. Once the press conference had finished, the control of competitions where Spanish teams or athletes participated began.

It can be affirmed that the work carried out fulfilled the objectives set out in the beginning. The development of the competitions was followed and reports with specific objectives were made of everything that happened in relation to the Spanish Olympic team, supplying the press with objective and adequate information, which was fundamental for the stability of the athletes. On some days the spokesperson even indicated the sport, the place and the time when success could possibly be obtained.

4. PROGRAM OF ASSESSMENT AND SUPPORT OF THE PRESS OFFICE TO THE INFORMATION MEDIA

Distribution of accreditations

Before the beginning of the Games, as the guide of the International Olympic Committee indicated, the corresponding National Committee was responsible for accrediting all national press without acquired rights.

In order to do this, and given the difficulty that the delivery of accreditations meant due to the number of requests beyond the amount conceded by the IOC, a commission was created with representatives of the COE (in the person of Antonio Bustillo), the COOB '92, the Association of Sports Journalists, the National Association of Graphic Editors, and the inclusion of Mr. Mercé Varela as the Spanish representative in the IOC Press Commission.

This commission, created a year before the Games, finally accredited 500 professionals from the mass media, satisfying almost all of the petitions received.

Work Groups

The Press Office of the COE installed two functional offices, and created a support group for the celebration of the Games.

One of the offices was installed in the Main Press Centre, as it was the centre of attention for news professionals, as well as the work area for the main newspapers and national and international agencies. Its principal task consisted of attending all requests for information referring to the Spanish Olympic Team and supplying all the information generated by the Spanish Olympic Committee.

The second office was installed in the Olympic Village, which is traditionally an unending source of news items, as on this occasion there was great demand for information on the part of the mass media. Its principal task was to regulate the access of the press to the Village and put journalists in contact with the members of the Spanish Olympic Committee, as well as supply information generated by the COE.

Necessary space was also prepared for the installation of a set for Televisión Española (TVE) and a studio for Radio Nacional de España (RNE).

The Press Office also had a support group, made up of a group of media professionals who went daily to the competition sites and drafted reports on the activity of the Spanish athletes. This work group collaborated in the same way with the offices installed in the Main Press Centre and the Olympic Village.

Press conferences

From the day before the opening of the Games to the final day, the COE offered a daily press conference at nine in the morning, through spokesperson Alfredo Goyeneche. On various occasions the President of the COE, Carlos Ferrer Salat, and the Secretary of State for Sport, Javier Gómez Navarro, as well as athletes who had received medals, came to this press conference.

Upon request of the media professionals who had come to the Games, every afternoon there was an information meeting, as a complement to the morning conferences, in which the most important news of the day and the program of participation of Spanish athletes for the following day was offered.

The Press Office of the COE also presented some of the teams participating in the Olympic Games to the media. Furthermore, a Participation Book was prepared with information on all of the components of the Spanish Olympic Team, with the original addition of a dedication by each of the athletes.

Eleven professionals and volunteers worked in this program.

5. SUPPORT AND CONSULTING PROGRAM FOR THE SPANISH OLYMPIC FAMILY

We started to work on this program two years before the Olympic Games began, as the members of the Spanish Olympic Family, especially from the COE and the sponsors of the ADO '92, were eager to attend various Olympic events.

Tickets and accreditations

The most delicate sections before the beginning of the Olympic Games were those of ticket reservations and the request for accreditations.

The COE had the responsibility of reserving tickets for sports entities in Barcelona, Spanish and Spanish regional sports federations, the members of the COE, the sponsors of ADO '92, and the various commitments with public institutions.

The total number of reserved tickets was about 45,000, which gives an idea of the effort of the COE in this respect, increased by the need to deal with requests for accreditations by members of the Olympic Family.

COE Institutional Office in Barcelona

A week before the opening of the Games, an administrative office was opened in the Hotel Princesa Sofia, with the space ceded by Mr. Joan Gaspart without charge. This office served as the centre for institutional operations of the COE.

In this office the above—mentioned ticket reservations and accreditations were handled. All requests for information and advice from the Olympic Family were dealt with, as well as, for example: confirmation of calendar and schedules; reservation of tickets with high demand; reservation of visits to the Olympic Village; distribution of gifts and souvenirs; distribution of the automobile fleet.

Besides these aspects the office also coordinated all events sponsored by the COE and its president, organizing protocol and invitations, as well as dealing with other National Olympic Committees and International Federations.

The support to the COE from the Royal Family deserves special mention; a program of attendance of sports events was prepared with special attention. Once information was received on a daily basis from the Olympic Village, a plan of attendance of competitions was proposed, after studying schedules and in function of the forecast of results. This was without a doubt a highly gratifying task.

The program was organized by the General Secretary of the COE, Feliciano Mayoral, as the institutional representative, and Antonio Pérez de Guzmán as the professional representative. The team was made up of six professionals, three volunteers, and nine drivers.

6. REFLECTIONS ON THE SPANISH PARTICIPATION

Now that three years have passed since the end of the 1992 Barcelona Olympic Games, the sports results obtained

OLIMPIC MEDAL COUNT

| <i>Country</i> | <i>Gold</i> | <i>Silver</i> | <i>Bronze</i> | <i>Total</i> |
|----------------|-------------|---------------|---------------|--------------|
| OIS | 45 | 38 | 29 | 112 |
| US | 37 | 34 | 37 | 108 |
| Germany | 33 | 21 | 28 | 82 |
| China | 16 | 22 | 16 | 54 |
| Cuba | 14 | 6 | 11 | 31 |
| Spain | 13 | 7 | 2 | 22 |

A total of 64 National Olympic committees (countries) won medals, out if a participation of 179 NOC's (countries).

SPANISH MEDAL COUNT BY SPORTS FOR THE OLIMPICS GAMES

| <i>Sport</i> | <i>Gold</i> | <i>Silver</i> | <i>Bronze</i> | <i>Total</i> |
|------------------|-------------|---------------|---------------|--------------|
| Sailing | 7 | 2 | 1 | 10 |
| Track and field | 2 | 2 | 2 | 6 |
| Judo | 2 | | | 2 |
| Hokey | 1 | 1 | 1 | 3 |
| Equestrian | 1 | 1 | | 2 |
| Football | 1 | 1 | | 2 |
| Skeet shooting | | 1 | | 1 |
| Archery | 1 | | | 1 |
| Swimming | 1 | | 2 | 3 |
| Cycling | 1 | | | 1 |
| Tennis | | 3 | 1 | 4 |
| Canoeing | | 2 | 2 | 4 |
| Olympic shooting | | 1 | 1 | 2 |
| Boxing | | 1 | 1 | 2 |
| Gimnastics | | 1 | | 1 |
| Waterpolo | | 1 | | 1 |
| Polo | | 1 | | 1 |
| Basketball | | 1 | | 1 |
| Rowing | | 1 | | 1 |
| Total | 17 | 20 | 11 | 48 |

SPANISH MEDALS IN THE HISTORY OF THE OLYMPIC GAMES

| <i>Year</i> | <i>Gold</i> | <i>Silver</i> | <i>Bronze</i> | <i>Total</i> |
|------------------|---------------------------|--------------------------------|-----------------------------|--------------|
| Paris 1900 | | Skeet shooting (individual) | | |
| Amberes 1920 | | Football Polo (Team) | | |
| Amsterdam 1928 | Equestrian (Team) | | | |
| Los Angeles 1932 | | | Sailing (Monotype) | |
| London 1948 | | Equestrian (Team) | | |
| Helsinki 1952 | | Shooting (Free pistol) | | |
| Rome 1960 | | | Hockey (Team) | |
| Munich 1972 | | | Boxing (flyweight) | |
| Montreal 1976 | | Canoeing (K4) | Sailing (470) | |
| Moscow 1980 | Sailing (Flying Dutchman) | Track (50 Km. Walking) | Swimming (100 m. Butterfly) | |
| | | Canoeing (K-2 500m.) | Canoeing (K-2 1000m.) | |
| | | Hockey (Team) | | |
| Los Angeles 1984 | Sailing (470) | Basketball (Team) | Track (1500 m.) | |
| | | Rowing (coxless pairs) | Canoeing (K-2 1000m) | |

| Seoul 1988 | Sailing (Finn) | Tennis (men's doubles) | Swimming (200m. freestyle) |
|----------------|------------------------------|-----------------------------|----------------------------|
| | | | Olympic shooting (skeet) |
| Total | 4 | 12 | 10 |
| | | | 26 |
| Barcelona 1992 | Track (1500 m.) | Tennis (individual) | Field (Pole vault) |
| | Track (20 K. march) | Tennis (women's doubles) | Tennis (women's single) |
| | Cycling (1K. vs. clock) | Sailing (women's Europe) | |
| | Swimming | Boxing | |
| | Judo (women's middle weight) | Track and Field (decathlon) | |
| | Judo (women's light weight) | | |
| | Sailing (women's 470) | Rhythmic Gymnastics | |
| | Sailing (Flying Dutchman) | Waterpolo (team) | |
| | Sailing (470) | | |
| | Sailing (Finn) | | |
| | Archery (team) | | |
| | Women's Field Hockey (team) | | |
| | Football (team) | | |
| Total | 13 | 7 | 2 |
| | | | 22 |

continue to cause us to reflect and, to a certain extent, allow us to extract conclusions on a daily basis so that we might continue to apply them now.

The fact that the Spanish Olympic team won 22 medals and forty diplomas, is a historic reality that was unthinkable for the Spanish public. More important that this, however, was to see how widely distributed the medals were. Medals were won in 12 sports (Athletics, Boxing, Cycling, Football, Gymnastics, Field Hockey, Judo, Swimming, Waterpolo, Tennis, Archery, and Sailing), with 14 going to men and 8 to women. At the same time diplomas were won in almost all disciplines and very good results were achieved in the three demonstration sports.

A truly significant data was the participation of Spanish athletes, with 447 individuals and team members, of which 231 obtained medals or diplomas; the proportion is very significant. Never before had a country improved its results by 500% in the Olympic Games due to the fact of being the host.

The results also confirmed the validity of a system that arose from setting out medium and long term goals, and a system of overall coordinated financing from public and private resources.

State and private funding meant an significant effort. Yet it is necessary to make clear from the beginning that private funding represented a great amount that was not merely complementary to public funding, but a supplement without which it would be impossible to meet the demands of current Olympic levels. The success of the system was seen precisely when private sponsors entered into our sport and not before.

It should not be forgotten that in 1987 Spanish Olympic sport had a given level and that the ADO '92 program did not start from zero. The Spanish Sports Federations and the Spanish Olympic Committee had carried out their roles internationally almost exclusively with public financing.

After the Seoul Olympic Games, and after ADO '92 had been under way for a year, the situation was addressed more formally with new concepts of private enterprise and initiative, establishing criteria of programs with objectives, sports profitability, public image, and degree of fulfillment. In effect, the goal was to «invest more, and better».

This change in the philosophy and culture of Spanish

Olympic sport was put into place through years of hard work from 1988 to 1992, with the contribution of private initiative something that should not be lost. Now all levels of sports promotion know or can know where, when and in what way they need to act in order to meet their goals.