

Name and dates of the Championships, and the name of the Organising Committee are as of the time of the establishment of the Master Plan.

**19th FINA World Championships 2021 Fukuoka
19th FINA World Masters Championships 2021 Fukuoka
Master Plan**

May 2019

FUKUOKA 2021

Perspective of Master Plan

The 19th FINA World Championships 2021 Fukuoka will be held from July to August 2021 and the 19th FINA World Masters Championships 2021 Fukuoka will be held in August 2021.

This master plan provides a framework to facilitate the preparations for the event steadily during the period prior to the Championships. In addition to the event concept and characteristics, it also specifies necessary preparations for the event, expected achievement through the event, and system establishment to that end.

This master plan explains a specific implementation plan in each field and reinforces collaboration system with related parties to advance the preparation of event.

The master plan consists of five chapters:

Chapter 1 Policy

A common concept for both the 19th FINA World Championships 2021 Fukuoka and the 19th FINA World Masters Championships 2021 Fukuoka, as well as five guidelines for action have been formulated.

Chapter 2 Outline

This chapter describes outlines and characteristics for both Championships.

Chapter 3 Functions

This chapter sets out twenty-two functions for event management and writes about each mission, each key objective and each operation that is based on the event concept.

Chapter 4 Driving Force

This chapter defines driving forces such as the structure of Organising Committee (OC), cooperation with related parties, and division of roles to promote integrated efforts both internal and external to the organisation. Also, it makes clear the road map towards holding the event.

Chapter 5 Appendix

This chapter explains frequently appearing terms in this master plan.

Contents

Perspective of the Master Plan	1
Chapter 1 Policy	4
1.1 Introduction	
1.2 Concept	
1.3 Action Guidelines	
Chapter 2 Outline	8
2.1 The 19th FINA World Championships 2021 Fukuoka	
2.1.1 Features	
2.1.2 Event Title	
2.1.3 Organisers	
2.1.4 Scheduled Event Period	
2.1.5 Number of Prospective Participants	
2.1.6 Number of Prospective Visitors	
2.1.7 Programme	
2.1.8 Broadcasting	
2.2 Outline of Programme Venues	
2.2.1 Swimming / Artistic Swimming Venue	
2.2.2 Diving Venue	
2.2.3 Open Water Swimming / High Diving Venue	
2.2.4 Water Polo Venue	
2.3 The 19th FINA World Masters Championships 2021 Fukuoka	
2.3.1 Features	
2.3.2 Event Title	
2.3.3 Organisers	
2.3.4 Scheduled Event Period	
2.3.5 Number of Prospective Participants	
2.3.6 Programme	
2.4 Outline of Programme Venues	
2.4.1 Swimming Venue	
2.4.2 Swimming Venue	
2.4.3 Diving Venue	
2.4.4 Open Water Swimming Venue	
2.4.5 Water Polo Venue	
2.4.6 Artistic Swimming Venue	

Contents

Chapter 3 Functions	14
3.1 Management	
3.2 Facilities	
3.3 Entry—General Management System (GMS)	
3.4 Immigration Control	
3.5 Accreditation Control	
3.6 Accommodation	
3.7 Transportation	
3.8 Security	
3.9 Doping Control	
3.10 Medical System	
3.11 Opening / Closing Ceremonies	
3.12 Brand Identity	
3.13 Market Street	
3.14 Ticket Sales	
3.15 Public Relations	
3.16 Volunteers	
3.17 Media Services	
3.18 Broadcasting	
3.19 Marketing	
3.20 Financial Management	
3.21 Protocol	
3.22 The 19 th FINA World Masters Championships 2021 Fukuoka	
Chapter 4 Driving Force	38
4.1 Structure of Organising Committee	
4.2 Structure of Secretariat	
4.3 Schedule	
Chapter 5 Appendix	42
5.1 List of Abbreviations	



Chapter 1 Policy



FUKUOKA 2021

Chapter 1 Policy

1.1 Introduction

The 19th FINA World Championships 2021 Fukuoka are being held on a milestone year, 20 years since the last Championships were held in Fukuoka in 2001.

The year 2021 will be one that follows several major sports events held successively in Japan—the Rugby World Cup in 2019 and the Olympic and Paralympic Games Tokyo 2020. Enthusiasm for sports in Japan is expected to peak, which will create a unique opportunity for the world of swimming and make the Championships a historic event of high caliber.

It is also a prime opportunity for Fukuoka, as the first Asian city to hold the World Championships twice, to promote and showcase to the world the growth potential of the city, which has further developed over those twenty years and advanced to a new stage.

The last Championships in Fukuoka had a substantial impact on subsequent swimming competitions: the city boasted the world's first temporary 50-meter pool and utilised various visual technologies for broadcasting, earning it high praise from FINA. It is Fukuoka's mission to surpass the achievements of 2001 and be at the forefront of the swimming world once again.

To make the Championships an unforgettable event it aims: to provide the best possible stage to enable athletes to give their best performances; to supply a venue where spectators can share their enthusiasm and amazement; and to generate and share inspiring moments with the rest of the world.

1.2 Concept

WATER MEETS THE FUTURE

Water Meets The Future
The future awaits.

The most innovative and open
Championships ever will create
a new vision for aquatic sports
a new vision of Fukuoka
and show all involved the future.

FUKUOKA 2021 STATEMENT

The Championships' concept of "Water Meets the Future" expresses the hope that all the participants will meet the future. The event takes aim to create the future of swimming through innovative technology, and also create a future for the region by connecting various people.

The goal of this Championships is to go beyond the competitors and fans, and encourage as many people to take action towards a bright and healthy future, therefore advancing the Championships from an event that simply entertains to an event that moves people over the 20 years since 2001.

Five action guidelines to make this a reality have thus been drawn up.

Chapter 1 Policy

1.3 Action Guidelines

1 Pursuing an athlete-first competition environment

The Championships will strive to run events that provide a competition environment where athletes can show their full potential. This lays the foundations to achieve world records and creates an event that can be passed down to future generations.

2 Establishing a new standard through technology

The Championships will inherit the technical innovations for spectator sports from the Rugby World Cup 2019 and the Olympic and Paralympic Games Tokyo 2020, and further develop these techniques. The event will actively cooperate with local technology companies and create a new standard for the World Championships by developing each programme.

3 Spreading the unique attractions of Fukuoka

The Championships will take advantage of lesser-known local attractions and become an event through which visitors can make new discoveries. Also, it will create a special festival atmosphere and unite the whole region through the participation and aspirations of local people.

4 Improving quality of life

The Championships will be the beginning of a bright and healthy future. The event supports activities that extend healthy lifespans by enjoying swimming and cultural activities with an international scope. Preparations are being made with this in mind before the event and this will create connections to other large movements in health and culture.

5 Power and independence

The Championships will host events in which diverse groups of individuals can come together and share the same spirit. The event operations will proactively go beyond culture and class, and it strives to be an event that creates a great sensation across the Kyushu region, Japan as a whole, and Asia and the world.



Chapter 2 Outline

Chapter 2 Outline

2.1 The 19th FINA World Championships 2021 Fukuoka

2.1.1 Features

The FINA World Championships 2021 Fukuoka utilises the compact urban structure of Fukuoka and strives to maximise the value of the event through the city's unique layout. It will save time on travel for athletes to liven up the event, and efficiently run the competition by utilising special temporary pools, aggregate venues and market streets.

The knowledge of creating a proper tournament environment for the Championships at a low cost will evolve to a new tournament style, through which even cities with no pool can hold Championships. It further contributes to promoting the FINA theme of “Swimming for All – Swimming for Life”.

Moreover, the event aims to create an innovative and easy-to-follow tournament by working with local technology companies to use the latest technology.

2.1.2 Event Title

19th FINA World Championships 2021 Fukuoka

2.1.3 Organisers

Main Organiser: International Swimming Federation (FINA)

Organisers: Japan Swimming Federation (JASF), Fukuoka City, Organising Committee of 19th FINA World Championships 2021 Fukuoka

2.1.4 Scheduled Event Period

For 17 days from 16 July to 1 August, 2021

2.1.5 Number of Prospective Participants

Approximately 190 countries/regions, 2,400 people

2.1.6 Number of Prospective Visitors

Approximately 500,000 people

2.1.7 Programme

Six disciplines and 76 events:

Swimming, diving, high diving, water polo, artistic swimming and open water swimming

2.1.8 Broadcasting

TV Asahi group

Chapter 2 Outline

2.2 Outline of Programme Venues

2.2.1 Swimming / Artistic Swimming Venue

Name: Marine Messe Fukuoka

Address: Okihama-machi, Hakata-ku, Fukuoka

Pool: Two pools, 50 m × 26 m (temporary)



2.2.2 Diving Venue

Name: Fukuoka Kokusai Center

Address: Chikkō-honmachi, Hakata-ku, Fukuoka

Pool: 25 m × 16.66 m (temporary)



2.2.3 Open Water Swimming / High Diving Venue

Name: Seaside Momochi Beach Park

/ Jigyō-hama Beach Park

Address: Momochi-hama, Sawara-ku, Fukuoka

Jigyō-hama, Chūo-ku, Fukuoka

Pool: Circular (temporary)



2.2.4 Water Polo Venue

Name: New Exhibition Hall (tentative)

Address: Okihama-machi, Hakata-ku, Fukuoka

Pool: Two pools, 35 m × 25 m (temporary)



Chapter 2 Outline

2.3 The 19th FINA World Masters Championships 2021 Fukuoka

2.3.1 Features

The FINA World Masters Championships 2021 Fukuoka will be jointly hosted across three cities—Fukuoka, Kumamoto and Kagoshima—to widely spread the various effects and legacies of the event.

These include: popularising swimming for every generation; promoting interaction between participants and citizens; increasing city influence by holding the Championships; and an economic ripple effect.

The event will get more people to know the joy of sports through the concepts of “do,” “watch,” and “support” and the Masters Championships aims to be a model case for the promotion of sports participation and realization of a lifelong sport society that hands down a legacy in each and every place it influences.

The Masters Championships promotes enjoyment and a sense of wonder which stays in cities through not only the athletic events but also other events and programmes.

2.3.2 Event Title

19th FINA World Masters Championships 2021 Fukuoka

2.3.3 Organisers

Main Organiser: International Swimming Federation (FINA)

Organisers: Japan Swimming Federation (JASF), Fukuoka City, Organising Committee of 19th FINA World Championships 2021 Fukuoka

2.3.4 Scheduled Event Period

10 days from 3 August to 12 August, 2021

2.3.5 Number of Prospective Participants

Approximately 100 countries/regions, 10,000 people

2.3.6 Programme

Five disciplines:

Swimming, diving, water polo, artistic swimming and open water swimming

Chapter 2 Outline

2.4 Outline of Programme Venues

2.4.1 Swimming Venue

Name: Marine Messe Fukuoka

Address: Okihama-machi, Hakata-ku, Fukuoka

Pool: Two pools, 50 m × 26 m (temporary)



2.4.2 Swimming Venue

Name: Fukuoka Nishi civic pool

Address: Nishinooka, Nishi-ku, Fukuoka

Pool: Two pools, 50 m × 25 m, 25 m × 14 m



2.4.3 Diving Venue

Name: Fukuoka Kokusai Center

Address: Chikkō-honmachi, Hakata-ku, Fukuoka

Pool: 25 m × 16.66 m (temporary)



Chapter 2 Outline

2.4 Outline of Programme Venues

2.4.4 Open Water Swimming Venue

Name: Seaside Momochi Beach Park

/ Jigyō-hama Beach Park

Address: Momochi-hama, Sawara-ku, Fukuoka

Jigyō-hama, Chūō-ku, Fukuoka



2.4.5 Water Polo Venue

Name: Aqua Dome Kumamoto

Address: Arao, Minami-ku, Kumamoto

Pool: 50 m × 25 m, 25 m × 18 m, 25 m × 23 m



2.4.6 Artistic Swimming Venue

Name: Kamoike Park Swimming Pool

Address: Kamoike, Kagoshima

Pool: 50 m × 25 m, 25 m × 17.4 m, 25 m × 23 m





Chapter 3 Functions

Chapter 3 Functions

3.1 Management

【Mission】

Make thorough efforts to provide a competitive environment that prioritizes athletes participation during the Championships, in order for the athletes to remain comfortable and be able to demonstrate their abilities fully in both the competitions and training, while also providing a fantastic environment in which athletes and spectators can share their feelings of exhilaration.

【Key Objectives】

- To work closely with the International Swimming Federation (FINA), the Japan Swimming Federation (JASF), the Japan Masters Swimming Association (JMSA) and related organisations, and create an operating system to manage the Championships smoothly.
- To provide an athlete-first environment and plan the Championships schedule for athletes to maintain a high level of motivation.
- To establish a system where FINA, the JASF and the OC can collaborate with related parties to supply equipment efficiently.
- To create a new sports presentation using innovative technologies in collaboration with relevant organisations and parties.
- To develop human resources such as the International Technical Officials (ITO), National Technical Officials (NTO) and volunteers so they can organise competitions at the top international level. This will be done in collaboration with FINA, the JASF and swimming associations of each prefecture in the Kyushu region to pass on an intangible legacy after the event.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Championships schedule】 ・Plan all competition schedules ・Receive FINA's approval																								
【Championships management system】 ・Formulate a management policy for the Championships																								
【Championships operation staff】 ・Formulate a basic policy for Championships operation staff ・Select Championships operation staff ・Hold training sessions for volunteer staff																								
【Championships equipment】 ・Organise Championships equipment ・Arrange and manage Championships equipment																								

Chapter 3 Functions

3.2 Facilities

【Mission】

Utilise Fukuoka's compact urban environment, and maximise the value of the event itself through making the concept of “*Compact in Size, Big in Enthusiasm*” a reality. This will save travel time for athletes, encourage enthusiasm for the Championships, and operate the event efficiently by utilising special temporary pools and aggregating venues with the market street into a compact area.

【Key Objectives】

- To pursue a competitive, athlete-first environment where athletes can concentrate on the competitions stress-free through securing suitable competition facilities of FINA standards and creating room plans and traffic lines to manage the Championships smoothly.
- To arrange competition venues and market streets in a compact area, and design high-quality venues that can bring excitement to the event in preparation for creating an environment in which visitors and citizens are united and enthusiastic about the Championships and enjoy the whole day.
- To limit the financial burden by ensuring the optimal specifications based on the form of usage, reusing equipment and facilities from other events, and adopting the best methods for raising capital.

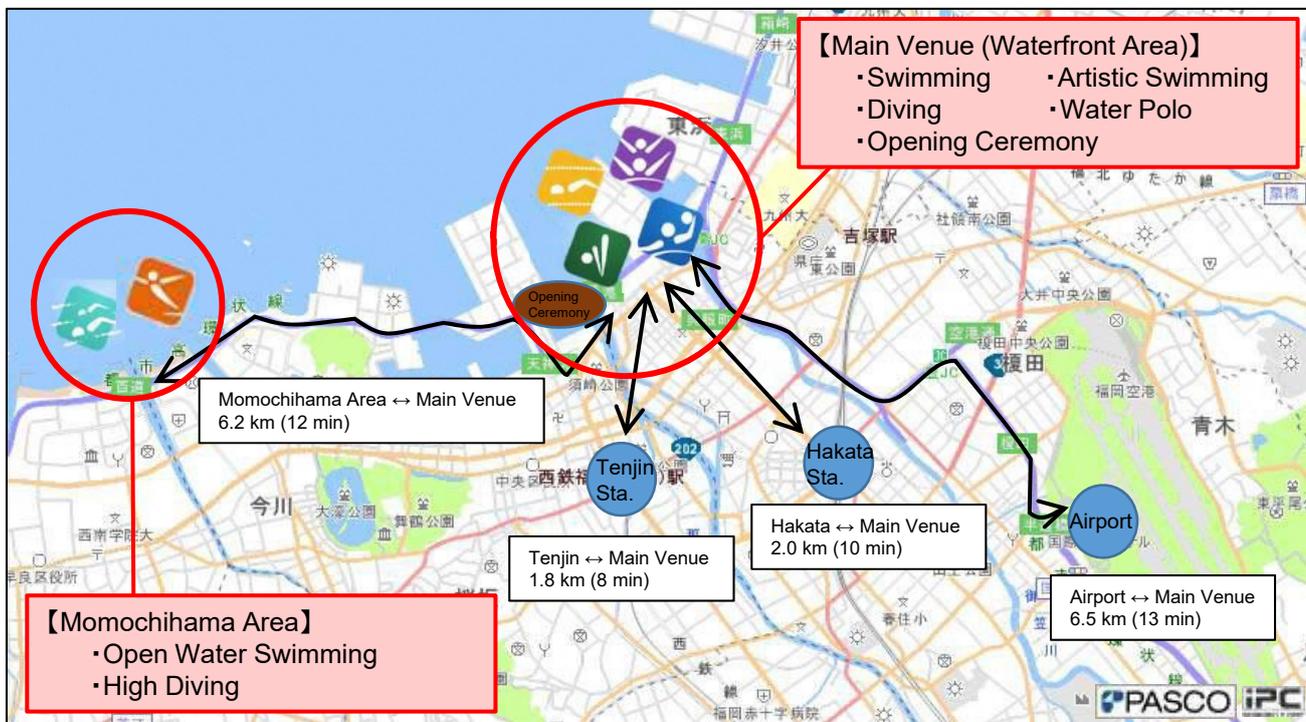
【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Facility basic plan】 ・Set up facilities for each aquatic program, consideration of a block plan ・Consider an access policy plan																								
【Facility basic design】 ・Consider maintenance issues, uses and process based on the coordination of competitions, security, transportation and other departments																								
【Implementation design & construction】 ・Detailed design planning, construction, maintenance, management and removal																								
【Venue decoration basic design】 ・Design of venue decoration																								
【Sign-related plans & construction】 ・Formulate of a basic plan for guide signs and guiding operations ・Detailed design of venue decoration and guide signs ・Design creation, construction, maintenance and removal																								

Chapter 3 Functions

3.2 Facilities

【 Venue Plan 】



Chapter 3 Functions

3.3 Entry— General Management System (GMS)

【Mission】

Use the General Management System (GMS) provided by FINA to enable smooth registration of athletes, coaches, FINA family members and related parties, thus allowing plenty of time for scheduling of registration.

Securing the data registered in GMS is the top priority. The system will be created to use GMS data safely and properly in each situation for immigration, accreditation, accommodation and transportation purposes.

【Key Objectives】

- To ensure the prompt approval of registration working alongside GMS staff of FINA.
- To develop a security control system that restricts logging in to the staff engaged in the system and implements thorough data management in order to secure GMS safety.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Establish an operation system】 ・Decide persons in charge of management																								
【Update system contents】 ・Provide event information																								
【Transmit information】 ・Transmit visa information																								
【Support registration】 ・Authorization process																								

Chapter 3 Functions

3.4 Immigration Control

【Mission】

Provide services for related parties such as athletes, coaches, event officials and spectators to help them pass through immigration smoothly without stress, according to their preferred flight schedule.

【Key Objectives】

- To provide support that allows smooth immigration control so athletes can dedicate their attention to the competition.
- To make a good impression of the Championships by providing the distinct hospitality of Fukuoka and Japan at immigration, which is important as it is the first and the last place visitors will experience in the host country.
- To imagine various situations at the time of entry and departure, and develop a system that can handle situations involving relevant parties requiring urgent attention.
- To prepare immigration documents for related parties to guarantee their smooth entry.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Formulation of an immigration plan】 ・Formulation of immigration procedures																								
【Consultation and coordination with related organizations】 ・Smooth procedures																								
【Approval by FINA】 ・Approval of immigration procedures																								
【Cooperation with transportation】 ・Means of transportation from immigration to accommodation facilities																								
【Confirmation of the final immigration date/time】 ・Confirmation of flights																								
【Final adjustments with immigration officials】 ・Explanation for immigration officials																								

Chapter 3 Functions

3.5 Accreditation Control

【Mission】

Provide a secure environment where only accredited individuals can access related areas and venues at the appropriate levels by means of accurate and efficient accreditation*¹ management. This grants related people access to the areas required to fulfill their roles smoothly.

【Key Objectives】

- To manage the Championships smoothly by setting up proper areas and access control while taking into consideration congestion prevention and each person's role at the venues.
- To create a smooth system in which GMS and the security system function together.
- To provide smooth service where the locations of accreditation centres are easy to find so related parties can receive their accreditation cards stress-free.
- To consider congestion control to give athletes the first priority.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Establishment of an operation system】 ・Decide persons in charge of management																								
【Formulation of an accreditation operation plan】 ・Set up areas and distribution centers																								
【Establishment of a system】 ・Coordinate with the security system																								
【Distribution support】 ・Distribution, confirmation work																								

【Notes】

*¹ Accreditation: Guarantees only those who have the proper qualifications can participate in the Championships, secures their arrival at the areas required, and the rights to fulfil their duties, while also restricting the access of unauthorised people.

Chapter 3 Functions

3.6 Accommodation

【Mission】

Provide comfortable and safe accommodations and services for athletes, coaches, officials of the competition, FINA family members and other related parties during the event period, as well as provide an environment that enables athletes to be prepared for the competition under the best of conditions, and provide Fukuoka's distinctive hospitality for FINA family members.

【Key Objectives】

- To enhance cooperation with related accommodation business operators to provide appropriate FINA standard accommodation facilities and services, then taking preliminary steps for acceptance.
- To create a system for advancing the preparation together with accommodation-related business operators, mainly primary travel agencies, to ensure that the experience of receiving people from abroad during this Competition will leave a valued legacy to be used for future international events.
- To provide various accommodations and price range and services to fit multiple needs of athletes, coaches, FINA family members, media and related parties.
- To utilise GMS data and building a system for smooth reservation management.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Formulation of accommodation plans】 • Plan accommodation arrangements and acceptance procedures																								
【Consultation and coordination with accommodations】 • Coordinate price and service contents																								
【Approval by FINA】 • Receive approval for accommodation and price range																								
【Cooperation with GMS registration】 • Arrange cooperation with GMS data and accommodation reservations																								
【Final room reservations / confirm payment process】 • Confirm the number of reservations, and billing details																								
【Formulation of a manual for accommodation / training】 • Explain and consider accommodation business providers																								

Chapter 3 Functions

3.7 Transportation

【Mission】

Provide rapid and safe transfer by means of public transportation, arrangement of special buses and parking spaces, and efficient parking management for related parties' vehicles.

【Key Objectives】

- To formulate an environmentally-friendly transportation plan by collaborating with local transportation companies to avoid drastically impacting general citizens' lives by with transporting spectators and related parties.
- To provide appropriate access and guidance for athletes, related parties, and visitors, and to prevent traffic jams in the surrounding area by providing a public transportation system mainly for general visitors, for the main purpose of providing safe and smooth transportation for all related parties.
- To collaborate with all related parties to provide a comfortable and smooth environment with special transportation services and understandable guide signs on the way between ports of entry/departure and accommodation facilities.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Transportation plans】 ・Formulate transportation plans for spectators and related parties																								
【Operation】 ・Operate additional special transportation services																								

Chapter 3 Functions

3.8 Security

【Mission】

Operate a safe, secure and smooth event for athletes, VIPs, spectators, media and all other related parties by working closely with related organisations and taking necessary safe measures.

【Key Objectives】

- To work closely with police, fire department, medical institutions as well as related departments in OC, and establish a strong and systematic security system.
- To plan and conduct safety measures by identifying possible risks including emergency situations prior to and during the event and the subsequent removal period, as well as plan proper access control by collaborating with related sections for smooth event operation.
- To create smooth and secure safety measures and a system for guiding visitors by sufficiently training private security guards and volunteer staff.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Basic security plan】 ・Designate access control areas ・Consider staff and equipment allocation policy																								
【Security implementation plans】 ・Formulate a facility security plan ・Formulate a security plan for related parties, spectators, VIPs, and VVIPs ・Formulate an access control plan using accreditation cards, tickets, and vehicles (Connect with persons in charge of GMS and accreditation) ・Coordinate with police and related organisations																								
【Security implementation】 ・Create a security manual ・Distribute security equipment ・Coordinate with security companies in advance, implement security measure																								

Chapter 3 Functions

3.9 Doping Control

【Mission】

Collaborate with the World Anti-Doping Agency (WADA) and the Japan Anti-Doping Agency (JADA) under the leadership of the Doping Control Officer (DCO) to build a clean and fair Championships management system.

Establish education and training systems in cooperation with WADA and JADA to prevent doping, and leave a legacy as an event that contributes to international anti-doping activities.

【Key Objectives】

- To cooperate with WADA, JADA and organisations of the Olympic and Paralympic Games Tokyo 2020 to train anti-doping inspectors for international competitions and build the necessary inspection system.
- To create an environment where fair-play athletes can fully show their power by collaborating with WADA and JADA to block doping athletes discovered through unannounced testing and blood tests in advance.
- To improve education and training for related parties including doctors and pharmacists as well as athletes and support staff.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Doping control basic plan】 ・Formulate a doping control policy ・Arrange doping control duties																								
【Staff of doping control】 ・Coordinate and arrange dispatch of doping control staff ・Provide pre-event training for doping control																								

Chapter 3 Functions

3.10 Medical System

【Mission】

Build a sufficient cooperation system with related organisations under the leadership of the Chief Medical Officer (CMO) and also create a medical management system to rapidly respond to all conditions to deliver an event that all related parties as well as athletes can join safely.

【Key Objectives】

- To collaborate with FINA, JASF, and related organisations, select a CMO and establish an emergency medical and first-aid plan.
- To cooperate with medical institutions and the Fukuoka Fire Department, Fukuoka Prefectural Police, and the Japan Coast Guard, then preparing an environment for conducting rescue and medical services even during an emergency.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Medical staff】 ・Select CMO ・Coordinate medical staff (Staff for first aid, emergency life-saving technicians, nurses, physical therapists etc.)																								
【Medical device】 ・Arrange necessary medical equipment																								
【Medical facility】 ・Prepare of medical areas																								
【Medical system】 ・Formulate a medical system in cooperation with related organisations ・Provide advance training for related staff																								

Chapter 3 Functions

3.11 Opening / Closing Ceremonies

【Mission】

Formulate a story-rich opening and closing ceremony policy that embodies the concept of the Championships. Also, be conscious of spreading Fukuoka's distinct charm and bring a sense of expectancy for holding the Championships for the second time in 20 years.

Provide an impressive experience by holding a ceremony that a diverse range of people can share a sense of enthusiasm and unity.

【Key Objectives】

- To adopt elements that provide unique Fukuoka charm and using the occasion to promote the city brand to attendees from around the world.
- To develop an atmosphere that provides momentum to the Championships for attendees and media, and attracting a large number of visitors.

【Primary Tasks】

		2018					2019					2020					2021								
		1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
Venue and production	【Venue basic plan】 ・Verify existing facilities, verification and review of refurbishment requirements ・Decide zoning plans, and consider congestion	■	■	■	■	■	■																		
	【Venue and production basic design】 ・Consider whole planning process based on coordination with each department in charge of guests, security, production, and others							■	■	■	■	■	■												
	【Implementation design, implementation】 ・Detailed design and construction of facility refurbishment ・Detailed design for production, construction, implementation, management and removal													■	■	■	■	■	■	■	■	■	■	■	■
Venue decoration	【Venue decoration basic design】 ・Create a basic policy for venue decoration, guide signs and traffic guidance, and design proposals							■	■	■	■	■	■												
	【Venue decoration construction】 ・Detailed design, construction, maintenance and removal													■	■	■	■	■	■	■	■	■	■	■	■

Chapter 3 Functions

3.12 Brand Identity*¹

【Mission】

Stipulate the principle of brand identity, which is one of the foundations of the event's management, and places it as the most fundamental value.

Embody the event's concept and provide event value to all stakeholders*² as well as FINA / FINA partners / National sponsors.

【Key Objectives】

- To make the brand identity, which is composed of each element and shows coherence and unity, the driving force of Championships, as each element of emblems and mascots etc. demonstrates the event's concept and makes it easy for viewers to become familiar and empathise with the brand.
- To ensure coherence and unity of brand usage to protect and raise the value of the event. Also, to formulate brand regulations*³ to guarantee stakeholders and event partners use the brand appropriately.

【Primary Tasks】

		2018					2019					2020					2021								
		1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
Construction and management of the event's brand identity* ¹	【Plan of event emblems, mascots】 ・Stipulate the event's concept ・Create the event's emblems and mascots ・Create the event's look ・Formulate brand regulations																								
	【Plan of finishing carpentry work and products】 ・Plan decorations, guide signs for interior and exterior of venues ・Plan various products (take proper steps relevant to PR)																								
	【Finishing carpentry work and products, design and implementation】 ・Finish venue decoration, construction, control and removal of guide signs ・Finish various products production																								
Licensing activity	【License control】 ・Select licensees, planning and operation of shops																								
Operation of the event's brand identity	【Brand management】 ・Manage property / approval* ⁴ (for operation of the bureau)																								

【Notes】

- *¹ Brand identity (BI) : It expresses the value and vision of the event through its concept, emblem and mascot.
 Brand identity look : The basic visual package that expresses the above in the same manner.
 *² Stakeholders : All people, companies, and organisations who relate to event operation.
 *³ Brand regulation : Necessary rules for operation of the brand identity (look)
 *⁴ Property (management) : This refers to the assets of this Competition (management), and the assets refer to the brand of this Competition.
 Approval (management) : Managing each type of approval.
 Requesting for FINA confirmation on creations.

Chapter 3 Functions

3.13 Market Street

【Mission】

Share the thrills and enthusiasm of the Championships in the venues and in various parts of the city throughout the event period. At the same time, for the purpose of helping people become familiar with and enjoy swimming, provide various events such as public viewing, food vendors, introduce swimming competitions and so on at event spaces around the competition venues and transportation bases, as well as promoting unique Fukuoka charm for visitors, in order to encourage them to become more interested in the Championships.

Work on enhancing the level of satisfaction of spectators and participating athletes with the hope that it will make them become regular visitors to Kyushu. This is to be achieved by setting up a tourist information booth within the venue to provide support for visitors staying in Fukuoka during the event period and encourage them to sightsee in the Kyushu region, so that spectators and participants from around the world will be satisfied, feel safe and have fun whenever they come visit the market street.

【Key Objectives】

- To formulate a plan that any generation and nationality can enjoy to unite the whole region and manage the event smoothly by reinforcing collaboration with public transportation organisations, area management organisations, and commercial facilities.
- To expand measures for efficient management and attracting visitors to satisfy market street sponsors.
- To provide multi-lingual and cashless shopping services so that people from around the world can enjoy the market street.
- To organise a wide variety of events in the market street to convey the appealing aspects of Fukuoka and Japan so visitors can enjoy spending a long time there.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Inspection of the Market Street】 ・Inspect FINA World Championships Gwangju 2019																								
【Formulation of a Market Street plan】 ・Implement site, method of implementation, contents, business operators etc.																								
【Coordination for implementation】 ・Coordinate Market Street sponsors																								
【Formulation of an operation manual for Market Street】 ・Confirm of details such as the operation schedule etc. ・Construct, implement of operation																								

Chapter 3 Functions

3.14 Ticket Sales

【Mission】

Consider ticket sales methods, sales start times, price ranges etc. to allow many people to watch the Championships, and create an atmosphere in the venues where athletes and spectators come together.

Contribute to healthy event management by maximising ticket sales revenue.

【Key Objectives】

- To select ticket agents knowledgeable on international sports events, then formulating a smooth and efficient ticket sales plan to sell and manage based on the plan.
- To promote a ticket sales plan which connects with ~~plan~~ of public relations plans for appropriate and effective announcement, advertisement and promotion relating to ticket sales.
- To understand the number of available seats in each venue and considering the adequate number of tickets to be issued.
- To consider the ticket price, number of seats, and categories of seats to maximise the revenue of the tickets.
- To familiarise customers with how to purchase and receive tickets, ticket issuance and the ticket price, and establish a ticketing system that enables them to purchase tickets easily.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Formulation of ticket sales plans】 ・Formulate sales and PR plans																								
【Coordination with ticket agencies】 ・Coordinate price range, seat allocation, sales start time																								
【Approval of FINA】 ・Receive approval from FINA on sales plans, sales numbers, design etc.																								
【Create a sales manual】																								
【PR for ticket sales】 ・Perform PR linked to ticket sales																								
【Handling of tickets for FINA】 ・Handle FINA family targeted tickets																								
【Ticket sales】 ・Sales management, sales report, operation of a call centre																								

Chapter 3 Functions

3.15 Public Relations

【Mission】

Conduct PR and promotion activities to arouse curiosity and draw an increasing number of visitors and TV viewers, also for recruiting volunteers and for promoting entry registration for the FINA World Masters Championships 2021 Fukuoka.

Enhance the partnerships with each stakeholder to contribute to the value improvement of the Championships.

Provide opportunities for people to experience swimming and other aquatic sports and provide them with a chance to engage in swimming as a lifelong sport, in order to contribute to enhancing the quality of life as part of promotional activities.

【Key Objectives】

- To conduct strategic planning that considers the priorities and characteristics of the area to arouse interest in the event.
- To consider planning from the view of city marketing of the host city, Fukuoka.
- To verify effective and efficient methods through the application of technology such as digital media and SNS.

【Primary Tasks】

		2018					2019					2020					2021										
		1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11		
Entire business	【PR basic plans】 ・Formulate PR and promotion plans																										
	【Plan and operation of WEB and app】 ・Operate the official event website and official app																										
PR	【Plans of PR contents】 ・Implement public relations and promotion ・Implement of event activation ・Exhibit at sports events (Such as related to FINA and JASF, local sports events)																										
Dealing with the press	【Advance PR】 ・Deal with the press including press conferences as the Organizing Committee																										
	【PR during the event】 ・Deal with the press centering on sending information to FINA, sponsors and international media																										

Chapter 3 Functions

3.16 Volunteers

【Mission】

Respect the diverse abilities of human resources and their independence to make the event a great experience for the volunteers who play essential roles for the safe and smooth operation of the event.

Foster a volunteer culture that supports sports events while collaborating with relevant organisations, and preserve the diverse human resources involved in operating the event as a valuable legacy.

【Key Objectives】

- To formulate schedules and policies, and also an efficient plan especially for the media in coordination with the Championships' PR plans, which will provide momentum to the event.
- To be clearly aware of the human resources necessary for the operation of the event, and create a promotion system for each phase.
- To encourage people to actively participate in the event as volunteers to improve quality of life, and secure diverse human resources collaborating with other projects or organisations such as the Rugby World Cup 2019, Fukuoka Marathon, and Convention & Visitors Bureau for knowledge and human resources.
- To provide high-quality training to encourage volunteers' proactive participation to cultivate the abilities necessary for event operations.
- To collaborate with various companies and universities, investigate projects that enhance the motivation of volunteers.
- To collaborate with FINA's supporting companies regarding uniforms, which fulfill an important role as a symbol of the event, including considering gender equality.
- To consider multi-language services using IoT.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Volunteer plan formulation】 ・Formulate a layout plan and secure necessary human resources working with each operation plan, such as site planning and competition planning																								
【Volunteer recruitment plan】 ・Implement recruitment linked to sports event projects such as the Fukuoka Marathon																								
【Volunteer training plan】 ・Create a training manual ・Conduct general training, leadership training, group training and individual training																								
【Collaboration with related organizations】 ・Establish a volunteer organization at each school and organization level ・Coordinate and collaborate with universities for recognition of credits																								
【Cooperative business with related organizations】 ・Coordinate with various partners ・Create volunteer uniforms																								

Chapter 3 Functions

3.17 Media Services

【Mission】

Provide a suitable environment and services for the international media for real-time news coverage on thrilling races during the Championships.

Establish a support system to help the media facilitate smooth coverage, such as setting up optional services that respond to their various needs, while developing a suitable environment to encourage each media outlet to swiftly report.

【Key Objectives】

- To set up the Media Press Center (MPC) at an easy-to-access venue and provide equipment and services necessary for covering the event so that the media can conduct coverage activities and broadcast information easily. Also, to formulate an operation plan that allows the media to move easily and comfortably around the competition venues.
- To set up coverage areas that respond to the needs of TV, paper media and online media, and consider a system that provides them with proper access rights.
- To collaborate with people in charge of transportation and establish smooth transportation systems for the media to move between the venues and MPC smoothly.
- To understand the media's needs in advance to develop a comfortable environment that meets their various needs as much as possible while improving rate card services.

【Primary Tasks】

		2018					2019					2020					2021							
		1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9
Media services	【Organising of media service information】 ・Coordinate and investigate media service related tasks																							
	【Media service operation plan】 ・Formulate a basic plan ・Select and decide the business operator of media service																							
	【Media guidelines】 ・Prepare media guidelines																							
MPC operation	【MPC basic plan】 ・Organise functions and specifications for the MPC																							
	【Construction and operation of MPC】 ・Construct and operate the MPC																							
World Broadcast Meeting	【FINA media】 ・Hold a World Broadcast Meeting																							
Planning, introduction and operation of rate cards	【Planning and operation of rate cards】 ・Plan implementation of rate cards ・Introduce and operate rate cards																							

Chapter 3 Functions

3.18 Broadcasting

【Mission】

Provide the Host Broadcasters (HB) and Rights Holding Broadcasters (RHB) with the optimal environment and services to enable them to broadcast the athletes' energetic and lively performances and the competitions' atmosphere and excitement to viewers around the world, and contribute to the establishment of a new standard for the FINA World Championships through technology.

【Key Objectives】

- To thoroughly investigate installation sites and services for the International Broadcasting Center (IBC) so that the international video signal production of the HB and domestic video signal production of the RHB can be implemented smoothly and efficiently.
- To create a system that can provide smooth services in cooperation with the HB to coordinate the operation of rate cards.
- To help the HB and RHB smoothly and easily accomplish any tasks that require coordination with relevant parties, such as setting up the TV compound*¹ and commentary positions*².

【Primary Tasks】

		2018						2019						2020						2021											
		1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11						
Various coordination for international video signal production with HB	【Coordination of HB plan】 ・Create implementation plans ・Produce international video signals, coordinate for delivery																														
Operation system, specifications management and management operations for IBC	【Formulation of IBC plan】 Organise an operation system and specifications of IBC, inspect the Gwangju Championships																														
	【Operation and construction of IBC】 ・Select and decide the business operators for IBC ・Create an IBC implementation plan ・Construct and operate IBC																														
World Broadcast Meeting	【Relevant FINA media】 ・Hold a World Broadcast Meeting																														
Plan, introduction and operation of rate cards	【Plan and operation of rate cards】 ・Plan to implement rate cards ・Introduce and operate rate cards																														

【Notes】

*¹ TV compound : Parking spaces for TV broadcast vans

*² Commentary positions : Broadcasting seats in venues

Chapter 3 Functions

3.19 Marketing

【Mission】

Develop sponsorship programmes and licensing programmes, which incorporate a wide range of sponsorship values through contributing to corporate branding and sales expansion, to improve sponsors' satisfaction and maximise marketing profits for sound event operation.

Conduct marketing activities connected with public relations in order to bring momentum to the Championships and gain publicity.

【Key Objectives】

- To formulate a sponsorship programme that enables the sponsors to understand the purpose of sponsoring the event in a bid to maximise the number of sponsors and contribute to sound financial operation.
- To formulate a marketing strategy by analysing and considering the market and merits for sponsors based on a sponsor revenue targets.
- To coordinate with FINA and sponsors to help each sponsor smoothly utilise the rights guaranteed to them by the OC and FINA.
- To increase sales profits by developing licensed goods*¹ that are unique to the Fukuoka Championships, making use of content relevant to swimming and Fukuoka, or the technology, local traditions and specialties of the various areas of Kyushu.
- To protect fair sponsor rights by disseminating the concept of anti-ambush marketing*² from the viewpoint of protecting the intellectual assets of the event.

【Primary Tasks】

	2018					2019					2020					2021								
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Marketing policy formulation】 ・Decide a target income from sponsors ・Develop a marketing strategy ・Consider and formulate a marketing plan including property, hierarchy and category issues																								
【Sponsorship sales】 ・Create a sales sheet ・Enhance sponsorship sales ・Deal with approvals																								
【Formulation of a VIK policy】 ・Collect relevant information and manage Value in Kind (VIK/goods, staff, service) ・Manage procured VIK																								
【Dealing with sponsorship】 ・Handle anti-ambush marketing																								

【Notes】

*¹ Licensed goods : Products which utilise the rights of the event's mascots and emblems

*² Ambush marketing : PR activity that uses the rights and official images of the event without having exclusive rights

Chapter 3 Functions

3.20 Financial Management

【Mission】

Check the progress of budget planning at all times in an effort to reduce costs and contribute to high-quality event operation, while also making efforts to conduct appropriate and transparent financial management and risk management.

【Key Objectives】

- To cooperate with related parties and organisations and formulate budget planning for reducing costs by utilising compact operation, a key feature of the event.
- To financially support all related tasks for smooth event operation and implement cost reduction measures through budget control.
- To obtain insurance for hedging risks and avoid exchange fluctuation risks.
- To make reports on budget execution situations and budget planning to the related parties for performing highly transparent financial control.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Formulation of event budget】 ・Formulate the event budget with lower costs																								
【Management of budget implementation】 ・Manage receipts and expenditure, accounting, implementation management etc.																								
【Cost reduction】 ・Thorough cost reduction, balance the budget etc.																								
【Financial reporting】 ・Make financial reports to related parties on a regular basis																								
【Risk management】 ・Risk management services including insurance to respond to various circumstances																								
【Proper dissolution】 ・Take necessary steps for dissolution																								

Chapter 3 Functions

3.21 Protocol

【Mission】

Provide efficient services and unique Fukuoka attractions to VIPs from FINA and each country's national federation before and during the Championships. Strive for a high level of safety and satisfactory hospitality during the event, not only at the competition venues but in VIP hotels and other event-related areas.

【Key Objectives】

- To offer meticulous services that help FINA and VIPs fulfill their roles to the best extent possible before and during the event, and provide them with VIP room hospitality and gifts that represent the appeal of the host city.
- To provide hospitality in cooperation with all the parties involved in a wide range of tasks, including sending out invitations, accompanying/catering to guests at different places such as the airport, hotels, competition venues, receptions and other official events, and establishing a security system in coordination with security guard duties.
- To establish an extensive system to welcome FINA guests and other VVIPs in accordance with a detailed hospitality plan decided after much discussion.

【Primary Tasks】

	2018						2019						2020						2021					
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11
【Consideration of VVIP / VIP operation】 ・Decide an operation policy for VVIPs / VIPs																								
【Planning for VVIPs / VIPs】 ・Create a lounge plan for VVIPs / VIPs ・Prepare gifts for VVIPs / VIPs																								
【Protocol-related services】 ・Select and decide protocol staff ・Create an operation manual for the protocol																								

Chapter 3 Functions

3.22 The 19th FINA World Masters Championships 2021 Fukuoka

【Mission】

Hold the Championships in the three cities of Fukuoka, Kumamoto, and Kagoshima and spread the enthusiasm and legacies of the event to the whole Kyushu region in an effort to develop a new model for the World Masters Championships.

Spread the appeal of not only Fukuoka but the whole of Kyushu to participants and visitors by hosting the Championships across the three cities.

Make the Championships an event that contributes to enhancing the quality of citizens' lives by not only encouraging them to participate in the Championships but also offering opportunities where they can experience aquatic sports.

【Key Objectives】

- To encourage the whole region to come together and create an environment where athletes can give their best performance, such as through competition management systems, sports presentations, medical aid services, accommodation and transportation systems.
- To provide sufficient Championships-related information in advance to all participants such as related parties, athletes and their families so that they can enjoy the event comfortably.
- To foster collaborative relationships with domestic and international Masters Championships and Masters Associations in a bid to promote the event widely.
- To provide an environment that allows athletes and their families to secure their accommodation smoothly by working closely with travel agencies involved.
- To collaborate with tourist associations, travel agencies and transportation systems, and develop a highly satisfactory environment for stakeholders, athletes and their families, and all the other parties involved in the Championships by offering them a tourism support system so that they can enjoy the attractions of Kyushu.

【 Primary Tasks 】

	2018					2019					2020					2021							
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9
【Championships operation】 ・Negotiate and cooperate with related parties of the Masters Championships such as the Japan Masters Swimming Association, and Kumamoto and Kagoshima cities ・Consider holding the opening and closing ceremonies in Kumamoto and Kagoshima cities																							
【Competition】 ・Establish an organisation structure with related parties of the Masters Championships																							
【Venues】 ・Select competition venues in the three cities and formulate relevant implementation plans																							
【Accommodation】 ・Formulate accommodation plans of three cities																							
【Transportation plans for related parties】 ・Formulate transportation plans of three cities																							
【Public relations】 ・Consider joint public relations of three cities / Formulate relevant implementation plans																							
【Call for entries】 ・Consider promoting / Formulate relevant implementation plans ・Organise registered information																							



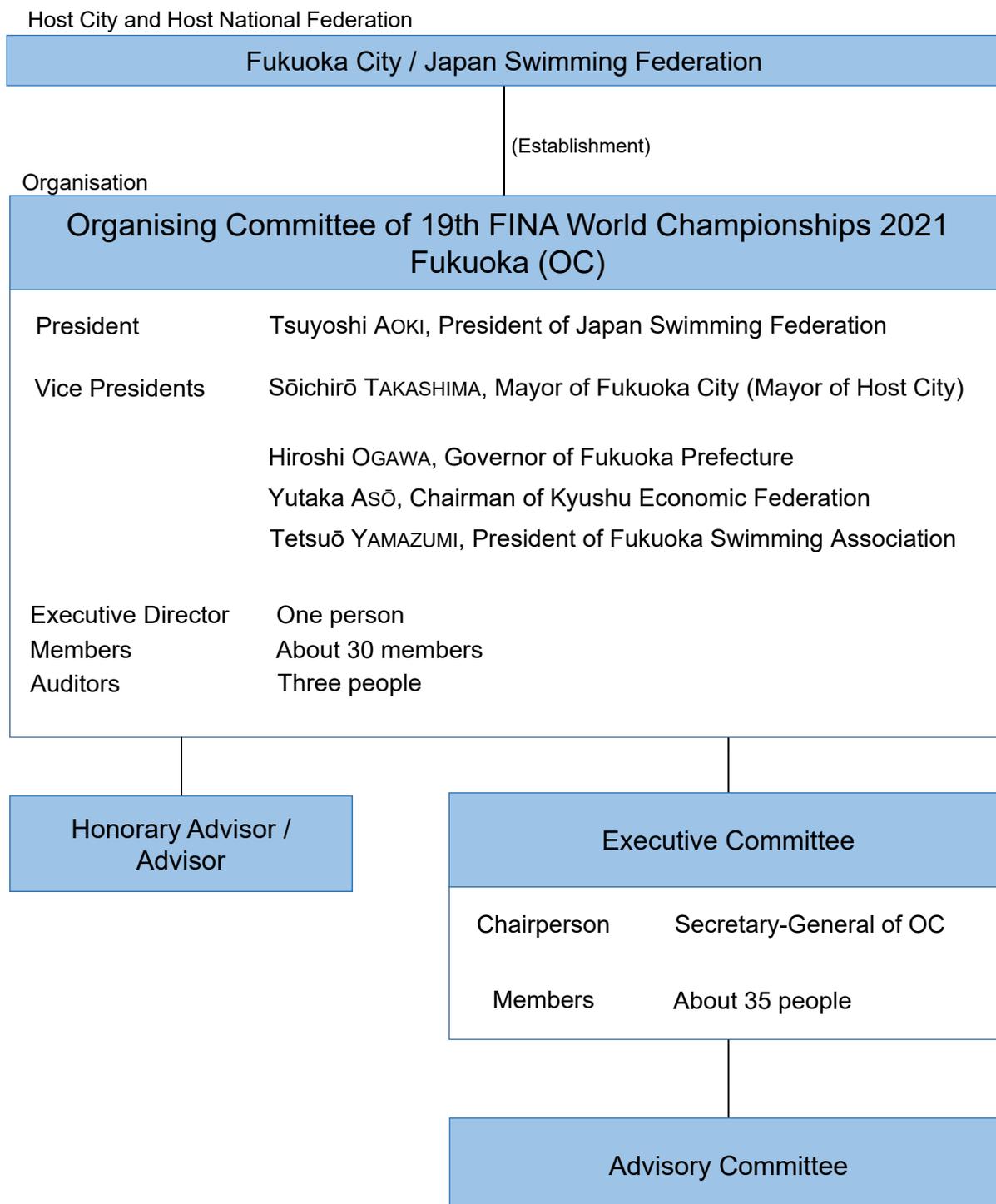
Chapter 4 Driving Force



FUKUOKA 2021

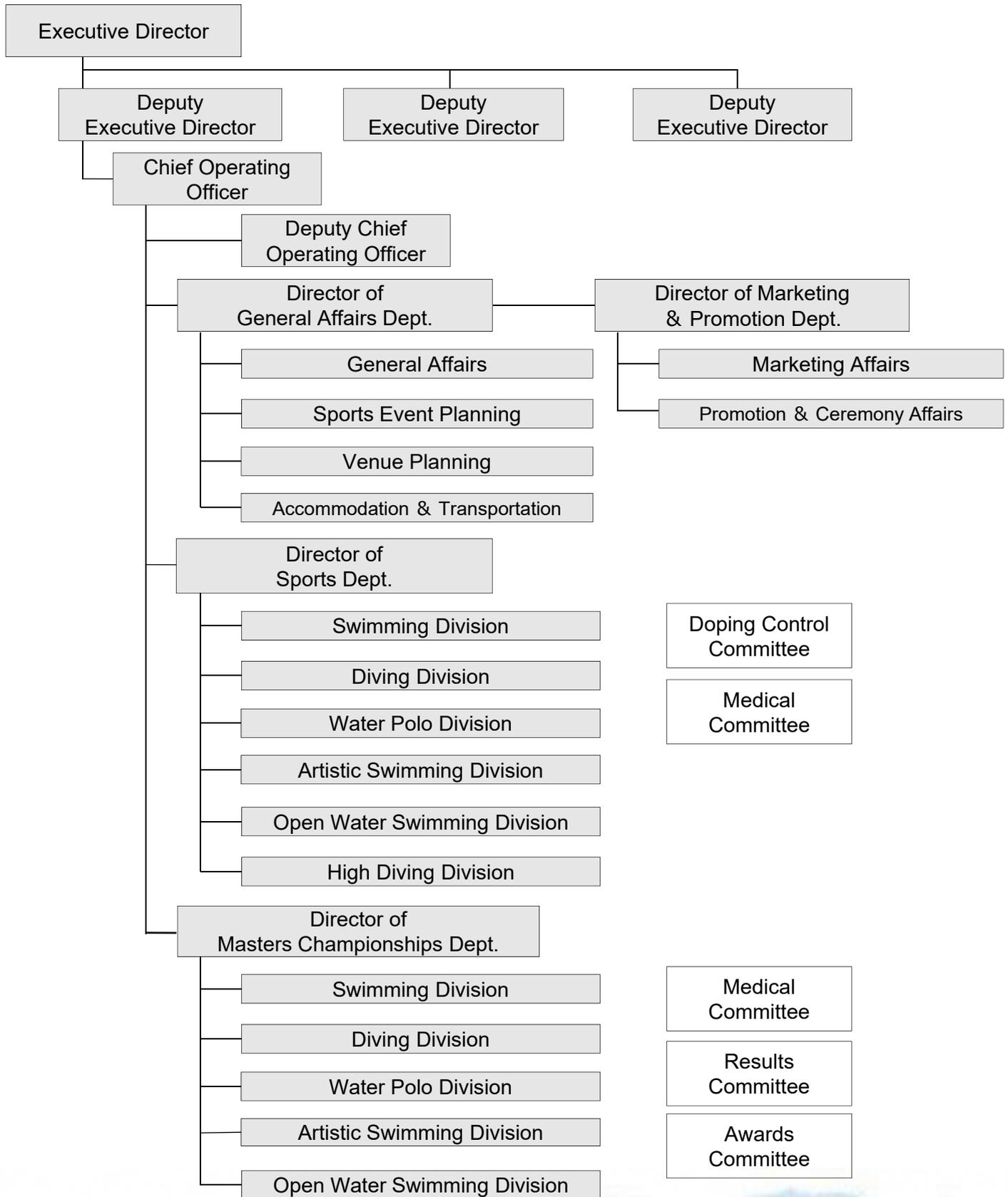
Chapter 4 Driving Force

4.1 Structure of Organising Committee



Chapter 4 Driving Force

4.2 Structure of Secretariat



Chapter 4 Driving Force

4.3 Schedule

Segment	Foundation		2018				2019				2020				2021		Event	Decommission		
	Apr – Jun	Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun	Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun	Jul – Sep	Oct – Dec	Jan – Mar	Apr	May	Jun	July			Aug	Sep – Dec
	Creation of Organising Committee		Draw up Master plan	The second meeting of Organising Committee	FINA World Champs in Gwangju	Coordinate and Adjust Competition Schedule & Zoning Plan				Launch Advertising & Marketing Programme				FINA World Masters Championships 2021 Fukuoka					FINA World Championships 2021 Fukuoka	
Main schedule	Creation of Organising Committee		Draw up Master plan	The second meeting of Organising Committee	FINA World Champs in Gwangju	Coordinate and Adjust Competition Schedule & Zoning Plan				Launch Advertising & Marketing Programme				FINA World Masters Championships 2021 Fukuoka				FINA World Championships 2021 Fukuoka		Draft Final Report
Programme	Create Competition schedule & Zoning plan		Coordinate and Adjust Competition Schedule & Zoning Plan				Launch Advertising & Marketing Programme				FINA World Masters Championships 2021 Fukuoka				FINA World Championships 2021 Fukuoka		FINA World Championships 2021 Fukuoka		Prepare to Disband Organising Committee	
Marketing	Develop Marketing plan		Coordinate and Adjust Competition Schedule & Zoning Plan				Launch Advertising & Marketing Programme				FINA World Masters Championships 2021 Fukuoka				FINA World Championships 2021 Fukuoka		FINA World Championships 2021 Fukuoka		Prepare to Disband Organising Committee	
PR	Develop Event Design (Emblem, Look, etc.)		Coordinate and Adjust Competition Schedule & Zoning Plan				Launch Advertising & Marketing Programme				FINA World Masters Championships 2021 Fukuoka				FINA World Championships 2021 Fukuoka		FINA World Championships 2021 Fukuoka		Prepare to Disband Organising Committee	
Volunteer	Develop Volunteer programme		Coordinate and Adjust Competition Schedule & Zoning Plan				Launch Advertising & Marketing Programme				FINA World Masters Championships 2021 Fukuoka				FINA World Championships 2021 Fukuoka		FINA World Championships 2021 Fukuoka		Prepare to Disband Organising Committee	
Accommodation and Transportation	Draw up Basic plan for Accommodation & Transportation		Coordinate and Adjust Competition Schedule & Zoning Plan				Launch Advertising & Marketing Programme				FINA World Masters Championships 2021 Fukuoka				FINA World Championships 2021 Fukuoka		FINA World Championships 2021 Fukuoka		Prepare to Disband Organising Committee	
Venues	Draft Basic Venue Plan		Coordinate and Adjust Competition Schedule & Zoning Plan				Launch Advertising & Marketing Programme				FINA World Masters Championships 2021 Fukuoka				FINA World Championships 2021 Fukuoka		FINA World Championships 2021 Fukuoka		Prepare to Disband Organising Committee	



Chapter 5 Appendix



FUKUOKA 2021

Chapter 5 Appendix

5.1 List of Abbreviations

FINA	(French) Fédération Internationale de Natation (English) International Swimming Federation
JASF	Japan Swimming Federation
JMSA	Japan Masters Swimming Federation
ITO	International Technical Official
NTO	National Technical Official
AD	Accreditation
GMS	General Management System
DCO	Doping Control Officer
WADA	World Anti-Doping Agency
JADA	Japan Anti-Doping Agency
CMO	Chief Medical Officer
OC	Organising Committee
MPC	Main Press Center
HB	Host Broadcaster
RHB	Rights Holding Broadcaster
IBC	International Broadcasting Center
VIK	Value in Kind