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From Paris 2024 to India 2036

Lessons from Paris 2024 for a Future Olympic Host

Insights from Franco-Indian Expert Interviews

Written By: French Indian Young Talents Program (Cohort 2025).
Organized By : La Chambre de Commerce et d'Industrie Franco-Indienne.

Raghav Agarwal (AXA Venture Partners) | Capucine Brossier (Product Designer) | Dr. Anandaramane Candassamy (AI Expert) | Archana Devi (Senior Policy Coordinator) | Carla Frier (ABYSSA) | Jeremie Guibert (Accor) | Axel Guyon (Choose Paris Region) | Harshit Kacholiya (iSPIRT) | Meghana Katta (ENGIE) | Ijee Mohanty (CEA France) | Hugo Pascal (Research Associate, CUCS) | Marie Peyron (Hermès Parfums & Beauté) | Dr. Priyanka Das Rajkakati (VorteX-io) | Aditya Rane (Entrepreneur) | Ahana Ravi (Global Brand Manager) | Kedar Sawant (French Development Agency) | Kunal Sehgal (CNN) | Shrutika Singh (Ring Capital) | Kartik Varma (Volvo Group) | Sophie Vincent (Laboratoires Expanscience).

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Executive Summary.

This report brings together **insights** from **interviews** conducted with professionals directly involved in the **Paris 2024 Olympic** and **Paralympic Games**, as well as **leaders active** in sport, public policy, security, and data management. It was produced in the context of the **French Indian Young Talents program** supported by the Chambre de Commerce et d'Industrie Franco-Indienne, to understand what **Paris 2024 achieved** in practice and what this **experience can mean for India** as it considers a potential bid for the **2036 Olympic Games**.

The interviews highlight that the success of Paris 2024 did not rely on scale or spectacle alone, but on **strong organization**, **early preparation**, and **clear roles** between public authorities and private actors. Security was built through decentralized site management, close coordination with the State, and the use of technology that improved both safety and spectator flow. **Data played a growing role** in daily operations, helping teams manage crowds, transport, and services in real time, even though adoption required strong support and training.

The discussions show both **ambition** and **structural gaps**. India has talent, a young population, and growing international influence, but still lacks infrastructure in many Olympic disciplines, especially at the grassroots level. Interviews stress that hosting the Games should not be seen only as an international showcase, but as a tool to accelerate long-term investments in sports facilities, education, employment, and inclusion.

The report also underlines the importance of **dialogue** between **France** and **India**. Paris 2024 has created knowledge, methods, and experienced professionals that can be shared. French Indian cooperation, supported by CCIFI networks, could help India avoid common mistakes, especially in areas such as governance, security planning, data use, and legacy planning.

Overall, the interviews converge on one point: if India chooses to pursue the 2036 Games, success will depend less on building iconic venues and more on planning early, coordinating institutions, investing in people, and ensuring that social and economic benefits are designed from the start.

Introduction and Methodology.

This report is based on **eleven qualitative interviews** conducted by the **French Indian Young Talents (Cohort 2025)**, under the Franco-Indian Chamber of Commerce and Industry (CCIFI). It examines India's potential bid to host the Olympic Games in 2036, at a time when the country's economic, diplomatic, and geopolitical role is expanding. In this context, the Olympic Games are considered not only as a sporting event but also as a test of governance, infrastructure readiness, coordination, and international credibility.

Interviews were conducted in video, virtual, and in-person formats between April 2025 in Paris, France, and November 2025 in Bangalore, Karnataka. Interviewees included professionals directly involved in the **Paris 2024 Olympic** and **Paralympic Games**, as well as **French** and **Indian experts** in sport governance, security, data, infrastructure, and public policy.

Across the interviews, several shared themes emerge. Early preparation and strong governance are consistently identified as key success factors. Effective coordination between public authorities, private actors, and technical partners is seen as essential throughout planning and delivery. **Technology** and **data** appear as core operational tools rather than support functions. Finally, **social** impact, **inclusion**, and **long-term legacy** are viewed as elements that must be planned from the start.

Theme A – Governance and Delivery: Who Decides, Who Delivers, Why It Matters.

Paris 2024: Governance, Delivery, and Outcomes.

Separating Who Builds from Who Runs the Games.

The governance model adopted for Paris 2024 was designed to address coordination failures observed in several previous Olympic Games, where **infrastructure delivery** and **event operations were managed within the same structure** (Cour des comptes, 2025). Its defining feature was a clear separation between the **entity responsible for delivering** the Games themselves and the **entity in charge of the infrastructure**, to improve clarity of roles and efficiency (Cour des comptes, 2025). Two distinct organizations were created for this purpose:

The **Comité d'Organisation des Jeux Olympiques et Paralympiques (COJOP)** was established as a non-profit association responsible for planning the Games (Cour des comptes, 2025). With an operational budget of approximately **€4.4 billion**, COJOP's mandate was to "rent" the venues and deliver the event, covering areas such as sports operations, security, transport, services, and ceremonies (Cour des comptes, 2025).

The **Société de Livraison des Ouvrages Olympiques (SOLIDEO)** was created as a public-sector establishment responsible for delivering the infrastructure (Cour des comptes, 2025). Its total budget amounted to around **€4.5 billion**, of which approximately **€1.7 billion** was public funding. This public investment was directed toward long-term legacy assets, including housing developments and transport infrastructure, rather than temporary Games operations (Cour des comptes, 2025).

A dedicated **Délégation interministérielle aux Jeux Olympiques et Paralympiques (DIJOP)** was placed under the authority of the **Prime Minister**. DIJOP was responsible for ensuring coherence in government action, coordinating individual ministries, and acting as the central interface between authorities, institutions, and Games-related bodies. It oversaw the alignment of public infrastructure programs linked to the Olympic Games (Government of France, 2024).

What Actually Drove Success.

Paris 2024 separated the **cost of running the Games** from the **cost of building long-term infrastructure**. This meant that extra costs linked to catering, security, or temporary services could not be paid using public infrastructure money. This separation helped protect public funds and reduced the financial risk for taxpayers (Cour des comptes, 2025).

The **decision-makers** included the City of Paris, the Region, and the national government. Having all public actors at the same table from the beginning helped **align priorities and responsibilities** early, which limited disagreements in the project (Cour des comptes, 2025; Paris 2024 Organising Committee, 2024).

"The idea after the Games for us, France, is to use the Olympics and Paralympic experience, which was overall a big success, as a leverage to foster the cooperation with partners around the world through the sharing of expertise."

Samuel Ducroquet, Former Sports Ambassador (INT-06, 2025).

The complexity of the delivery structure is illustrated in Appendix 4 ("Governance and Delivery of Olympic Works: The SOLIDEO Model (Paris 2024)"), which maps the Olympic and Paralympic construction projects overseen by SOLIDEO and the network of public and private actors involved across multiple territories.

"You cannot run the games from a central point. You must create a capacity for people to be autonomous. The organizing committee is growing as fast, if not faster, than a very successful startup. You cannot have a decision meeting with 3,000 people. It has to get organized, and it has to be in the mood of people to understand it's going to grow."

Pascal WATTIAUX, Director, Games Technology Delivery, Paris 2024 (INT-02, 2025).

Security Built on Organization, Not Central Control.

The Paris 2024 security model shows the importance of **organization** and **trust**. According to Landry Richard, Security Manager Paris 2024, security worked because decisions were taken close to the field, with each venue having real autonomy while remaining connected to a central structure. This avoided bottlenecks and allowed teams to react quickly. For India, this suggests that security for a future Games should not be overly centralized but built around trained local teams supported by clear national coordination.

India's Present Situation and Key Constraints.

Institutional Context and Coordination Considerations.

India enters the Olympic bid phase with a federal governance structure, where sports are primarily a state responsibility, while the Olympic Games require nationally backed commitments and guarantees.

- **Current institutional arrangement**: The Government of Gujarat has established a dedicated special-purpose vehicle, the Gujarat Sports Infrastructure Development Company Limited, for planning and infrastructure development.
- **Coordination considerations**: The emerging model places significant operational responsibility at the state and city level, particularly around Gujarat and the Ahmedabad

Urban Development Authority (AUDA). As planning evolves, there may be value in exploring a complementary national-level delivery or coordination mechanism to support consistency and alignment across potential multi-city clusters (e.g., Ahmedabad, Delhi, Pune).

- **Role of the IOA**: A stable and professionally structured Indian Olympic Association (IOA) will be an important enabler of a strong bid, helping reinforce confidence in governance, continuity, and alignment with IOC expectations.

Proposed Governance and Infrastructure Framework for India.

To build trust with the IOC, India must demonstrate that its **delivery arrangements** are robust and protected against **execution risk**. Below are the elements of the Paris model that might be adapted to India's context:

Paris 2024 Practice	**Possible Adaptations for India 2036**	**Action Recommended**
SOLIDEO (Public Infra Delivery Agency)	Indian Infrastructure Delivery Authority	Act of Parliament to create a statutory body for Olympic Infrastructure. (Govt of India)
Olympic Law 2018 (Fast-track permits)	The Olympic Games Facilitation Act	Legislation enabling single-window clearance for land acquisition & customs. (Parliament)
DIJOP (Inter-ministerial Delegate)	Special Secretary (Olympics) within PMO	Appoint a senior bureaucrat with cross-ministry authority. (PMO)
Private Staffing Model (COJOP)	Hybrid Talent Pool	Recruit private sector CEOs/event pros for the Organizing Committee (IOA/Sports Min)

When creating the team, India must blend local talent with international expertise ("Games Gypsies").

"There is a population we call with much tenderness the 'Games Gypsies'... who work from one Games to another... It is a major asset because it allows us to rely on know-how and skills that effectively allowed us to save enormous time."

Landry RICHARD, Security Manager, Paris 2024 (INT-01, 2025).

Theme B – How the Games Are Financed.

How Paris 2024 Financed Their Games.

Separating Public Investment from Operating Costs.

Paris 2024 re-established the credibility of the Olympic financial model by adhering to a balanced operational budget, demonstrating that the Games can be cost-neutral to taxpayers regarding organizational costs.

Operational Budget: Finalized at approximately **€4.4 billion**. Notably, **96%** of this budget was privately funded through ticket sales, partnerships (sponsorships), and IOC contributions. Public funding was limited to 4% (mainly for the Paralympic Games organization). (Source: Cour des comptes, Rapport Paris 2024, 2025).

Infrastructure Budget (SOLIDEO): The delivery of permanent works cost approximately **€4.5 billion**, of which public subsidies were limited to **€1.7 billion**. This public investment was directed solely towards long-term legacy assets (housing in Saint-Denis, transport upgrades) rather than ephemeral sports venues.

Cost Control Mechanisms: The creation of a "Risk Reserve" (maintained until the end) and the systematic review of service levels (e.g., reducing the number of buses in favor of public transport) allowed the Committee to absorb inflation shocks without breaking the bank.

"You have to create the culture... The difficulty is coming very quickly... not everybody understands the same thing as 'good games'. It's different for different stakeholders... if you don't manage that very carefully, you're going to go through a crisis."

Pascal WATTIAUX, Director, Games Technology Delivery, Paris 2024 (INT-02, 2025).

Financial Risks and Cost Control for India.

The Risk of Overinvestment.

India's financial narrative currently leans heavily on **state-led capital expenditure**. Revenue Uncertainty: While the IPL proves India's domestic sponsorship depth, the "Olympic Product" is less tested. There is also a DATA GAP regarding realistic ticketing revenue projections for non-cricket sports (e.g., Fencing, Handball) in the Indian market.

Without a dedicated, capped OCOG budget distinct from the infrastructure budget, there is a high risk of operational costs (security, catering, logistics).

Funding and Risk Allocation: Lessons from Paris 2024 for India.

India should separate the "Host City Budget" (taxpayer investment in city/infra) from the "Organizing Committee Budget" (privately funded operations).

Paris 2024 Practice	**Possible Adaptations for India 2036**	**Action Recommended**
96% Private Funding	The "IPL Model" for Olympics	Leverage India's corporate CSR + Marketing budgets. Create a "Tier 1" domestic partner program targeting giant private firms early.
Budget Review Committee	The Cost-Audit Taskforce	Establish an independent audit committee before the bid submission to challenge every line item.
State Guarantee	Capped Deficit Guarantee	The Govt of India should provide a guarantee to the IOC, but with a statutory cap.

Theme C – Venues and Infrastructure.

Where Paris 2024 Took Place and Why.

Using Existing Sites and Temporary Venues.

Paris 2024 achieved a **95%** use rate of existing or temporary venues. This was a strategic choice to avoid venues abandoned after the Games. Instead of building a new arena for beach volleyball, Paris opted for a temporary stadium at the foot of the Eiffel Tower, while fencing was staged inside the Grand Palais. This approach reduced construction costs, enhanced television appeal, and brought Paris's architectural heritage to the forefront of the Games.

Only **two major permanent sports** venues were built: the Aquatics Centre (Saint-Denis) and the Climbing Wall (Le Bourget). Both addressed a specific local shortage of sports facilities in underprivileged areas.

The **Olympic Village** was designed first as a residential eco-district for the post-games phase, and second as athlete accommodation.

"Secure the biggest event in the world... It's an extraordinary adventure in a marvelous setting with temporary sites, a beautiful architecture... it is both exhilarating and fascinating."

Landry RICHARD, Security Manager, Paris 2024 (Source: INT-01)

Note: In his interview, Landry Richard emphasizes the unique challenge and beauty of securing temporary sites in iconic locations, validating the overlay strategy.

Infrastructure Choices That Will Define India's Olympic Readiness.

India's Infrastructure Reality: What the Interviews Reveal.

India enters the Olympic discussion with **ambition** and **several large-scale projects** already underway. However, the interviews show that the main challenge lies in building the **right type of infrastructure**, in the right places, and for the right purpose. Several interviewees stressed the difference between the infrastructure needed to host the Games and the infrastructure needed to produce athletes. While mega-venues are required for international events, long-term performance depends on accessible facilities at the grassroots level. Today, India still lacks adequate infrastructure in many Olympic disciplines, particularly outside its traditional strengths. This gap limits athlete exposure, training continuity, and medal potential.

The Risk of Overbuilding and Centralization.

The Sardar Vallabhbhai Patel Sports Enclave in Ahmedabad reflects India's ambition to create a **major Olympic hub**. While such a concentration can simplify planning, interviews highlight two key risks.

First, building permanent venues for sports with limited domestic participation creates long-term maintenance challenges. Experience from past Olympic hosts shows that specialized facilities can become underused and financially unsustainable once the Games are over (IOC, Olympic Agenda 2020+5; Cour des comptes, 2025).

Second, concentrating most venues in a single zone increases pressure on transport, security, and crowd management systems. Paris 2024 deliberately avoided this risk by spreading venues across multiple clusters, reducing congestion and operational vulnerability (Paris 2024 Organizing Committee, 2024).

Designing India's Olympic Venues Without Long-Term Burden: Lessons from Paris 2024.

One option would be to avoid building a permanent whitewater slalom venue by discussing with the IOC whether the events could be held in a neighboring state with natural rapids (such as Himachal Pradesh or Uttarakhand) or delivered using a temporary modular system. India should avoid plans for permanent stadiums and adopt the Paris "Overlay" model.

Paris 2024 Practice	**Possible adaptations for India 2036**	**Action Recommended**
Grand Palais (Fencing)	Red Fort, Taj Mahal, GIFT City	Host Archery or Boxing at Red Fort; Road Cycling around India Gate. Use backdrops to sell "Brand India."
Eiffel Tower Stadium	Sabarmati Riverfront Arena	Build temporary stands on the riverfront for Beach Volleyball/3x3 Basketball.
Aquatics Centre (Legacy)	Community Sports Hubs	Build new indoor arenas only if they convert to multi-sport community centers post-games, that need more infrastructure and encouragement.

"Tamil Nadu's Global Sports City is meant to provide infrastructure for all Olympic disciplines, so that people can experience every sport, not just cricket or hockey."

Dr. Atulya Misra, IAS, Additional Chief Secretary, Sports, Government of Tamil Nadu (INT-08, 2025).

Theme D – Environmental Considerations.

What Paris 2024 Did in Practice.

Reducing the Carbon Footprint.

Paris 2024 set out to reduce the environmental impact of the Games, with the stated objective of cutting carbon emissions by roughly half compared to previous editions such as London 2012 and Rio 2016. The target was set at around **1.58 million** tonnes of CO_2 equivalent, a level confirmed after the Games by both the IOC and Paris 2024 reporting.

This reduction was driven by choices around construction. The decision to rely largely on **existing venues** and **temporary installations** avoided an amount of emissions associated with new builds, which historically represent the largest carbon cost of hosting the Games. Energy use was also addressed through the exclusive use of renewable electricity, combining grid supply and on-site solar production. Remaining emissions were offset through investments in climate projects, following the approach publicly described by Paris 2024 as "avoid, reduce, offset" (IOC, Paris 2024 Report, 2025).

Climate conditions themselves became a concrete operational issue. Paris faced some **heatwave risks** during the Games, particularly in the Olympic Village. Rather than relying on conventional air-conditioning systems, which would have significantly increased energy demand, the Village was equipped with an underground cooling network using geothermal river water. This solution reduced emissions, while national delegations were allowed to bring portable air-conditioning units if they considered it necessary for athlete comfort. This situation illustrated the balance Paris sought to strike between **environmental objectives** and **operational realities** (International Olympic Committee, 2025).

Climate and Heat Risks in India.

Climate Constraints on Hosting the Games.

India's climate creates specific constraints that were not present for Paris 2024. In many potential host cities, summer temperatures regularly exceed safe thresholds for outdoor sport. Extreme heat would affect athlete performance, medical risk, working conditions, and visitor comfort. Any Olympic bid would need to address seasonality, scheduling, and venue selection, rather than treating climate as a secondary issue. Prolonged exposure above 40°C increases the risk of heat exhaustion and heat stroke, especially in endurance sports. This would require adaptations such as early-morning or night competitions, shaded venues, increased medical capacity, and possible relocation of certain sports to cooler regions. These **adjustments** would have implications for **logistics** and **athlete preparation**. These climate constraints also raise questions about how new Olympic

infrastructure should be designed and delivered, particularly in cities facing extreme heat and rapid urban development.

> "For infrastructure development towards a potential 2036 bid, especially in Ahmedabad, the government must take a more sustainable approach and follow the principles of reduce, reuse, and recycle."
>
> Pragnya Mohan, Professional Triathlete (INT-11, 2025).

Water Stress and Food Safety.

Water availability is a factor for cities such as Ahmedabad. Hosting the Games would increase demand for cooling, sanitation, and food services. Meeting IOC sustainability standards might require investment in water recycling, reuse, and efficiency systems. Without additional measures, delivering the Games would be difficult in water-stressed areas.

High temperatures can increase risks across the food supply chain. Storage, transport, and preparation become more complex when heat levels are high. Ensuring safe and culturally adapted food for athletes would require highly reliable cold-chain systems, strict traceability, and reinforced quality controls. This is especially important if local sourcing is prioritized as part of the Games' social and economic objectives.

Health as an Operational Priority.

Heat and climate conditions can affect staff, volunteers, security teams, and visitors. Large-scale events held in difficult conditions increase pressure on emergency services and healthcare infrastructure. As a result, health planning for an Indian Olympic bid might need to be treated as a key function, linked to climate adaptation, scheduling, and venue design.

Climate, Heat Mitigation, Energy Strategy: Lessons from Paris 2024 for India.

Where conditions allow, endurance events could be scheduled in locations with more **moderate climates** or at times of day with **lower heat exposure**. This could complement other measures aimed at reducing heat stress, rather than relying on cooling systems alone.

Paris 2024 Practice	**Possible Adaptations for India**	**Action Recommended**
River Cooling (Seine)	Sabarmati Cooling Grid	Invest in district cooling using river thermal exchange for the SVP Enclave.
100% Renewable Energy	Utilizing solar energy	Power the event via the Renewable Energy Parks (Gujarat). Make it a showcase of India's solar capacity.
Carbon Budgeting	Mandatory Carbon Cap	Assign a "Carbon Budget" to every functional area (Transport, Food) alongside the financial budget.

Theme E – Security and Risk Considerations.

Why Security Planning Mattered at Paris 2024.

Early Preparation as a Success Factor at Paris 2024.

Paris 2024 relied on **strong coordination** across **security forces**. At peak periods, security operations involved around **45,000 police** and **gendarmes**, **18,000 military personnel**, and approximately **20,000 private security staff** per day, with no major security incidents reported during the Games (French Ministry of the Interior, 2024; Cour des comptes, 2025).

One difficulty emerged during preparation when recruitment of private security staff progressed more slowly than expected. To address this shortfall, the State increased the deployment of military forces through Operation Sentinelle, ensuring continuity of security coverage in the final phase before the Games (Cour des comptes, 2025).

As noted by a senior security official involved in Paris 2024, anticipation played a decisive role. Risks needed to be considered in advance and reflected in staffing plans, coordination mechanisms, and the overall security concept presented during the candidature phase (Richard, 2025).

The Importance of Security Coordination.

Cybersecurity was another area of exposure. Paris 2024 faced millions of attempted cyberattacks, none of which resulted in operational disruption. This resilience was largely attributed to a central command structure integrating physical security and cyber monitoring, allowing threats to be detected and managed in real time (Paris 2024 Organizing Committee, 2024).

To support **crowd monitoring** during the Games, France authorized the temporary use of algorithm-assisted video surveillance, limited in scope and duration. This legal adjustment was presented as an **exceptional measure** linked specifically to the scale and risk profile of the Olympic event, rather than a permanent change in public surveillance practices (IOC, 2024).

"I would advise India to very well border its security aspects through the anticipation of risks... It is far away [2036] and yet we must already imagine them... show in the candidature that you have foreseen everything... whether in staffing or in the art of securing the games."

Landry RICHARD, Security Manager, Paris 2024 (Source: INT-01)

India's Security Landscape in the Olympic Context.

Geopolitics & Crowd Density.

India would face a **security context** that differs from that of Paris. While Paris 2024 focused primarily on internal risks such as protest activity, India would need to consider the overall **regional geopolitical environment** – likely to require a **stronger security** presence around venues and transport hubs, with stronger involvement of state forces (Cour des comptes, 2025; French Ministry of the Interior, 2024). **Crowd behavior** is another critical factor. Crowd dynamics in India differ from those observed at European sporting events. The risk of crowd surges has been recognized by Indian authorities as a risk category. This has implications for venue design, including wider access points, adapted circulation flows, and crowd pressure management measures (National Disaster Management Authority of India, 2014; Ministry of Home Affairs, Government of India, 2022).

The safety of women is also a central consideration. Ensuring that women – including athletes, volunteers, staff, and visitors – feel safe would need to be an integral part of **Games-time security planning**. This issue has been addressed in Indian government frameworks on urban safety and public space security (Ministry of Women and Child Development, Government of India, 2021).

The role of the **private security sector** presents an opportunity and a constraint. India has a large private security workforce, but assessments highlight unequal levels of training and standardization. Mobilizing more than 20,000 adequately trained English-speaking security staff for an event could become a challenge without coordination and regulatory oversight (Ministry of Home Affairs, Government of India, 2022; FICCI, 2019). Measures such as gender-sensitive policing, safe transport, and accommodation might need to be central to creating a safe environment. Investments in training and awareness could contribute to improvements in women's safety beyond the Games.

Security, Technology, and Workforce Readiness: Lessons from Paris 2024 for India.

Paris 2024 Practice	**Possible adaptations for India 2036**	**Action Recommended**
Algorithmic Video (VSA)	Privacy-First AI Surveillance	Deploy India's computer vision startups for crowd management, with a legal framework on privacy (Digital Personal Data Protection Act compliance).
Private Security Shortfall	Work on Skilling Corps	Launch a Skill India mission now to train 50,000 certified event security professionals creating jobs beyond the Games.

"We analyzed 50 million data records after the games... access controls to understand the behavior of people."

Kevin MARTEL, Manager for Games Knowledge & Data, Paris 2024 (Source: INT-04, 2025).

Theme F – Technology, Data & Innovation.

How Paris 2024 Approached Technology Decisions.

Making Technology Choices at the Right Time.

Paris 2024 made use of digital tools in areas such as cybersecurity and energy monitoring. The important choice was not a specific technology, but **how** and **when technology decisions were made**. Instead of building a large IT system years in advance, the committee chose to keep systems flexible. Major technology contracts were delayed until around three to four years before the Games**,** rather than being locked in years ahead. This reduced **the risk** of relying on **tools that would be outdated** by the time of delivery and allowed Paris to adopt more recent technical standards and security practices closer to the event (Paris 2024 Organizing Committee, 2024; Cour des comptes, 2025).

This approach also shaped how data was handled. During the Games, Paris 2024 processed more than **50 million data records**, including access controls, transport flows, and ticketing information. These data were used to support daily operations in real time, but they were also organized with a long-term vision. After the Games, datasets were structured so they could be reused by the next host cities (IOC, 2024).

Paris relied on several **global technology partners** for key functions, including timing, cloud services, and systems integration. Control over who could access data, how it could be used, and how long it could be retained remained a central concern throughout the project (Cour des comptes, 2025).

"The difficulty is... people move forward fast... they may come with that great new wonderful system... but refuse to transfer it [the data]. That's a difficult decision to take early on... to say, 'I want to remain leaner longer'."

Pascal WATTIAUX, Associate Director, Games Technology Delivery, Paris 2024 (INT-02, 2025).

After the Games, the **limits of information management** also became clear. Accessing and reusing large volumes of documents and operational data across institutions proved complex. This experience has since informed changes in how the IOC organizes and retrieves Games-related knowledge.

"We sent 50 million data records after the games... The access to information when you are an organizing committee is very complicated... basically stored on a SharePoint. So, the IOC understood this and is now using LLMs... to revolutionize information retrieval."

Kevin Martel, Founder & CEO, Re.Events and Former Manager for Games Knowledge & Data, Paris 2024 Organizing Committee (INT-04, 2025)

Using Technology and Data to Run the Games.

At Paris 2024, data played a **practical role** in day-to-day operations rather than serving as a purely technical showcase. The data team worked closely with operational departments such as transport, security, and catering, using **data from previous Games**, internal data such as ticketing and demographics, and real-time field data collected during events. This allowed teams to anticipate risks, manage crowd flows, and adjust services in real time. For example, real-time monitoring of entries and exits at the Champions Park fan zone helped prevent crowd congestion, while live transaction data from food and beverage points led to changes in opening hours to improve revenue.

"We need to look at data from previous Games, identify what worked and what did not, and then adapt those lessons to the Indian context."

Rafael Schneider, Lead Consultant, Paris 2024 (INT-03, 2025).

However, the experience also revealed clear limits: many operational decisions were still driven by **intuition** rather than **data**, often due to short timelines, the temporary nature of the Games, and uneven data quality from some service providers. One lasting lesson from Paris 2024 was therefore not only the value of data itself, but the importance of **governance**, **adoption**, and **training to ensure that data is used** to support decision-making across teams (Martel, 2025).

"Most decisions are still not based on data. They are based on perception and instinct. Not because people don't want data, but because it is extremely difficult to build reliable systems for a temporary event like the Olympic Games."

Kevin Martel, Founder & CEO, Re.Events and Former Manager for Games Knowledge & Data, Paris 2024 Organizing Committee (INT-04, 2025).

Technology played a **key role in security**, but always as a support tool. Fast-entry portals were used to reduce queues and avoid systematic pat-downs, allowing thousands of spectators to enter sites smoothly. A digital platform developed with Thales provided a full 3D view of each venue, integrating infrastructure, energy networks, and live video feeds. AI tools helped detect unusual behavior, such as people lingering too long near restricted areas. For Landry Richard, the value of these tools was not surveillance, but better anticipation and a calmer experience for spectators.

India's Digital Systems: Opportunity and Risk.

Using India's Digital Infrastructure for the Olympic Games.

India has a **unique advantage** that no previous Olympic host has had: a **strong national digital system** run by the government (Ministry of Electronics and Information Technology, Government of India, 2023). This system – known as the India Stack – includes tools such as Aadhaar for identity, UPI for payments, and DigiLocker for digital documents. Together, these tools could make many Olympic operations simpler and faster. They could potentially be used for ticketing, payments, or security checks. If used well, this would allow the Games to operate with very little cash or paper. In practice, this could support a smooth experience (Government of India, 2022).

At the same time, this opportunity carries **significant risk**. Integrating government-grade digital infrastructure with the proprietary would present **diplomatic** and **technical challenges**. Issues related to interoperability, data governance, and control are explicitly recognized in IOC technology and data policies (International Olympic Committee, 2023).

Connectivity represents **another challenge**. Although 5G is being rolled out across India, it is hard to guarantee stable network connections at the scale required for the Olympic Games. The Games would generate **large volumes of data**, far beyond what most events handle today. Temporary venues often lack the permanent digital infrastructure needed to support high levels of network use (Department of Telecommunications, Government of India, 2023).

Digital Governance and Data Strategy: Learning from Paris 2024.

India should not just "adopt" Olympic tech, but it should "export" the India Stack model as the new Olympic standard for identity and payments.

Paris 2024 Practice	**Possible Adaptations for India 2036**	**Action Recommended**
SharePoint/LLM Knowledge Transfer	Olympic AI Commons	Mandate the creation of an AI-native Knowledge Management System from Day 1, not Day Final.
Late Integration Strategy	Use of update technology	Create a test-bed environment in 2030 to test interoperability between India Stack (UPI) and IOC systems (NPCI + RBI)
GDPR Compliance	DPDP Act 2023 Enforcement	Use the Games to demonstrate the robustness of India's new Digital Personal Data Protection Act to the world.

Theme G – Social and Economic Implications.

Social and Economic Outcomes of Paris 2024.

Using the Games as a Tool for Long-Term Social and Economic Change.

For Paris 2024, **social** and **economic considerations** were treated as **part of the project**. The Olympics were used as a tool to **accelerate public investment**, especially in Seine-Saint-Denis, one of France's most disadvantaged areas. Housing, transport, and local facilities were delivered faster because of the fixed Olympic deadline, turning the Games into a catalyst for long-term urban change rather than a short-term event (Tirera, 2024).

- Terre de Jeux 2024: This label allowed more than **4,500 local communities** across France to participate in the Games momentum, ensuring the event wasn't just "Paris-centric."
- Social Procurement: A deliberate strategy ("ESS 2024") directed **€500M+** of contracts to Social and Solidarity Economy (ESS) businesses and local SMEs.
- Field Reality: Over **2,000 social projects** were funded via a fund to ensure engagement.

"We had a dedicated platform... they had to answer calls for projects... We had more than 2,000 projects... we touched all of France. That's how we did it."

Slimane TIRERA, Impact & Heritage, Paris 2024 (INT-05, 2025).

Economic inclusion was a priority. Paris 2024 worked with local companies, social enterprises, and small businesses through procurement and training schemes. One example was private security, where new short training and certification pathways allowed unemployed people, students, and retirees to access jobs linked to the Games. Many of these workers remained employed afterwards, creating a concrete social legacy beyond the event itself (Richard, 2024).

Paris 2024 reinforced France's credibility as a **host country**. Delivering complex infrastructure on time, ensuring security, and welcoming foreign delegations strengthened trust among international partners and investors. As noted by Jonathan Sinivassane, the Games acted as an accelerator: projects that would normally take decades were completed within a few years, while employment, inclusion, and national pride became tangible outcomes rather than abstract promises (Sinivassane, 2024).

"India can, beyond cricket, become a true nation of sport. But, to form them means money, infrastructure… An Indian who succeeds in sport will not forget where he comes from."

Jonathan SINIVASSANE, Board Director, Paris FC (INT-06, 2025).

India's Current Social and Economic Context.

Cities, Access to Sport, and Shared Benefits.

India's social and economic results in sports are still **not equal**. The country is growing fast, has a young population, and plays a larger role on the global stage. Yet access to sport and its benefits remains limited for many people. **Sports facilities** are concentrated in a **few states** and **big cities.** Many Olympic sports still lack basic infrastructure, trained coaches, and regular competition. As noted by Dr. Atulya Misra, India's main problem is not talent but infrastructure, especially at the local level, where sport should support health, education, and social mobility (Misra, 2024).

At the city level, hosting the Olympic Games would put strong pressure on places like Ahmedabad. The challenge goes beyond building stadiums. The city would need **major upgrades** in **public transport**, especially Metro Phases 2 and 3, better **waste management,** and **urban services**. Without clear planning, Olympic development could increase gentrification, especially around Motera, and push out vulnerable communities without offering real benefits in return.

Sport also has a growing economic value in India, through jobs, tourism, manufacturing, and event services. However, this potential is not yet well organized or inclusive. As Jonathan Sinivassane explains, India needs **to invest beyond cricket** and **support a wider range of sports** such as athletics, swimming, or gymnastics, which do not have a strong commercial system built around the IPL (Sinivassane, 2024).

"The main focus should be encouraging young people to take up sport from childhood, including through school curricula, and ensuring access to sports facilities."

Sathiyan Gnanasekaran, Indian Table Tennis Champion (INT-09, 2025).

India still lacks a clear **national sports vision** that brings together states, public institutions, and the private sector. In this context, an Olympic bid should not be seen only as a sporting goal, but to speed up **infrastructure delivery**, **create jobs**, **promote inclusion**, and **strengthen national unity** – if these goals are planned from the start and not left as side effects.

"The willingness to host is one of the most important factors. No country is ever fully ready, not even the most developed ones."

Manasi Joshi, Indian Badminton Player (INT-10, 2025).

Embedding Social Impact into India's Olympic Strategy: Insights from Paris 2024.

India should make sure the Games bring direct benefits to people, not just indirect growth.

Paris 2024 Practice	**Possible adaptations for India 2036**	**Action Recommended**
ESS 2024 (Social Procurement)	"Make in India" for MSMEs	Mandate that 25% of OCOG procurement (uniforms, catering, gifts) goes to MSMEs and Women-led Self Help Groups (SHGs).
Terre de Jeux Label	Engaging programs to instill joy and enthusiasm of the Olympics	Create a digital platform connecting every District Sports Officer (DSO) to the Olympic bid, offering micro-grants for local sports days.
Seine-Saint-Denis Regeneration	Sabarmati Riverfront Extension	Ensure infrastructure spendings target the last mile connectivity in underserved wards, not just the privileged zones.

Synthesis: From Paris 2024 to India 2036.

The Paris 2024 Olympic and Paralympic Games demonstrated that hosting the Games successfully is no longer primarily a question of visibility or monumental construction. Instead, success depends on **governance clarity**, early **preparation**, disciplined **financial management**, operational **coordination**, and the ability to integrate **security**, **technology**, and **sustainability** into daily **decision-making.**

Paris 2024 showed the value of separating who builds from who operates, protecting public investment from operational overruns, relying on existing and temporary venues, and decentralizing decision-making while maintaining strong national coordination. The Games also confirmed that environmental constraints, data governance, and health risks are no longer secondary concerns, but core operational issues that must be addressed from the bid stage onward.

For India, the lessons are both promising and demanding. India brings **unique strengths** to a potential 2036 bid, including a **young population**, growing **institutional capacity**, and a **mature digital infrastructure** that could redefine how future Games are delivered. At the same time, structural challenges remain, particularly in multi-level coordination, climate resilience, grassroots sports infrastructure, crowd management, and long-term legacy planning.

If India decides to pursue the 2036 Olympic Games, the key challenge will not be ambition, but delivery. The Paris 2024 experience shows that trust, credibility, and long-term benefits come from realistic planning, strong coordination, and clear control of costs. By combining the discipline shown in Paris with India's digital strengths and social scale, the 2036 Games could leave lasting benefits for the country, well beyond the event itself.

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We are grateful to all the professionals and experts we met during this journey who took the time to share their experience, knowledge, and perspectives. These discussions took place during the session held in Paris, France, in April 2025, as well as during the session held in Bangalore, Karnataka, in November 2025.

We sincerely thank all interviewees for their availability, openness, and valuable insights on the Olympic Games and broader sports ecosystems. Their contributions were essential in shaping this analysis and in deepening our understanding of the challenges and opportunities linked to India's Olympic ambition.

Finally, we would like to thank the Havas India team in Bangalore for welcoming us at the end of the Bangalore session and for hosting the presentation of our findings and the video summarizing key interview insights.

Appendices.

Appendix 1: Interview Register.

This report is based on interviews conducted with professionals involved in Paris 2024 and the wider Olympic ecosystem. Insights and quotations used in the report come directly from these interviews.

ID	Interviewee	Role & Organization	Main Topics	Key Insight / Contribution
INT-01	Landry Richard	Venue Security Manager, Paris 2024	Security, risk planning, public–private coordination	Paris 2024 security succeeded through early preparation, decentralised command centres, and close cooperation between state forces and private security.
INT-02	Pascal Wattiaux	Associate Director, Games Technology Delivery, Paris 2024	Technology governance, system integration	Keeping systems flexible and delaying major IT decisions reduced risk and avoided locking into outdated technologies.
INT-03	Rafael Schneider	Lead Consultant, Paris 2024	Operations, planning, venue readiness	Operational success depended on simple processes, clear roles, and constant coordination across teams rather than complex systems.
INT-04	Kevin Martel	Manager, Games Knowledge & Data, Paris 2024; Founder & CEO, Re.Events	Data, analytics, knowledge transfer	Real-time data supported operations, but the biggest challenge was adoption; training and visual tools mattered more than dashboards alone.
INT-05	Slimane Tirera	Impact & Heritage, Paris 2024	Social impact, legacy, local engagement	Social impact was treated as a core project, with funding for local initiatives and national programs to ensure benefits beyond Paris.
INT-06	Samuel Ducroquet	Former Sports Ambassador	Sports diplomacy, international positioning	The Games strengthened France's global image and required strong diplomatic coordination with international partners.
INT-07	Jonathan Sinivassane	Board Director, Paris FC; Founder, Sonali Advisory	Diplomacy, infrastructure, national mobilisation	India's Olympic bid must be national, not city-led, with strong diplomatic dialogue and clear infrastructure priorities.
INT-08	Dr. Atulya Misra, IAS	Additional Chief Secretary, Sports, Government of Tamil Nadu	Sports policy, infrastructure, sustainability	India's main gap is not talent but grassroots infrastructure; sport should support health, education, and social mobility.
INT-09	Sathiyan Gnanasekaran	Indian Table Tennis Champion	Athlete experience, training ecosystem	Long-term athlete success depends on consistent access to facilities, coaching, and international exposure.
INT-10	Manasi Joshi	Indian Badminton Player	Inclusion, para-sport pathways	Structured support systems and visibility are key to strengthening para-sports and inclusive participation.
INT-11	Pragnya Mohan	Professional Triathlete	Endurance sport, athlete preparation	Climate, heat, and training conditions directly affect performance and must be considered early in host planning.

Appendix 2: Glossary of Terms.

Olympic Governance (France).

- COJOP : Comité d'Organisation des Jeux Olympiques et Paralympiques. The private non-profit association responsible for planning and operating the Games. Funded 96% by private revenue.
- SOLIDEO : Société de Livraison des Ouvrages Olympiques. The public sector establishment responsible for delivering infrastructure (Village, Aquatics Centre). Funded partially by the State.
- DIJOP : Délégué Interministériel aux Jeux Olympiques et Paralympiques. The high-level government official coordinating all state ministries for the Games.
- Paris 2024: Shorthand for the organizing committee and the event itself.

Proposed Indian Structures.

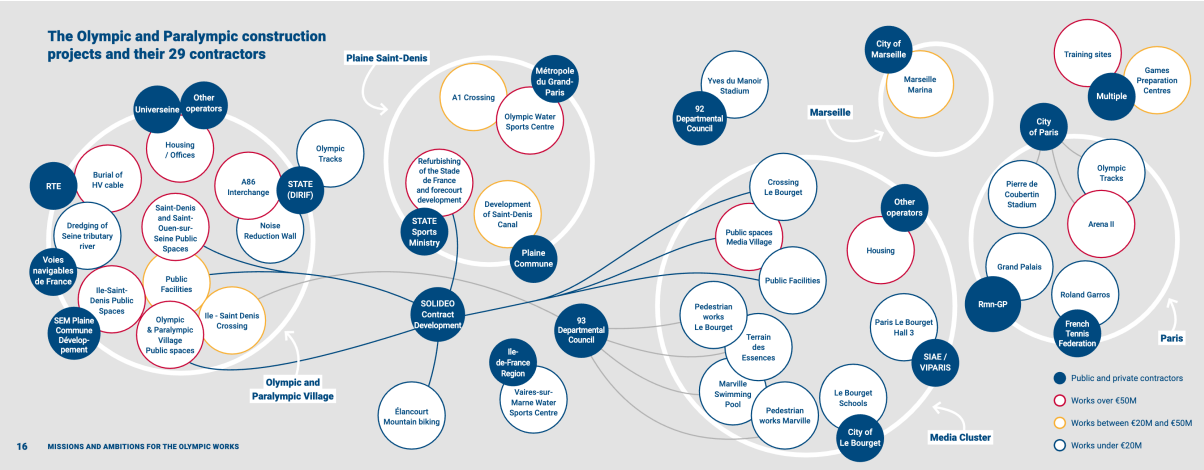
- Indian Infrastructure Delivery Authority: A proposed statutory body modeled on SOLIDEO to manage Olympic construction in India, separating it from the OCOG.
- OCOG/OC: Organizing Committee of the Games. The entity India will form to run the event.
- SVPSE: Sardar Vallabhbhai Patel Sports Enclave. The massive sports infrastructure project in Ahmedabad was proposed as the anchor for the 2036 bid.

Technical & Operational.

- Overlay: Temporary infrastructure (tents, grandstands, power) installed on top of existing sites to make them Olympic-ready.
- Venue Masterplan: The strategic map of where all sports will be held.
- Games Gypsies: International freelance experts who move from one Olympic Games to the next, carrying operational knowledge.
- DPI (Digital Public Infrastructure) India's open API-based ecosystem (Aadhaar, UPI) proposed as the backbone for the 2036 Games' digital operations.

Appendix 3: The SOLIDEO Model (Paris 2024).

This figure presents an overview of the Olympic and Paralympic construction projects delivered under the authority of SOLIDEO for the Paris 2024 Games. It highlights the decentralised nature of delivery, involving multiple public and private contractors operating across different territories and sites. The visual illustrates the scale and coordination challenge faced by the delivery authority and helps explain why Paris 2024 adopted a governance structure that clearly separated infrastructure delivery from Games-time operations.



Appendix 4: Recommended Roadmap for India's 2036 Bid.

The first phase is about setting the basics (0–18 months). This means creating one clear authority to coordinate the project and clarifying financial commitments. At this stage, choices can be made to limit new construction and rely more on existing venues, including well-known locations.

The second phase focuses on gaining experience (18–48 months). Teams can learn by working with other Olympic organizers and by observing how future Games are run. Large sports events held before 2036 can be used to test systems, coordination, and daily operations in real conditions.

The final phase is about running the Games and thinking beyond them (48 months and beyond). Digital tools can be used to manage access, payments, and services. Many people can be trained as volunteers, staff, and security workers so that skills gained during the Games remain useful after the event.

Appendix 5: Proposed Action Plan (High Impact / High Urgency).

Priority	Theme	Recommendations	Owner	Timeline
1	Governance	Pass an Olympic Games Facilitation Act to create Indian Olympic Delivery Authority and shield the OCOG budget.	PMO / Parliament	Now (Pre-Bid)
2	Finance	Cap permanent new builds to the least. Mandate 90% private OCOG funding.	Ministry of Finance	Bid Submission
3	Security	Launch a mission to train 50,000 private security personnel in crowd control and soft skills.	Skill India / Home Min	T-10 Years
4	Tech	Deploy "Olympic UPI". Create the digital rails for ticketing/access now, using National Games as a beta test.	NPCI / MeitY	T-5 Years
5	Sustainability	Propose to shift intense games to more cooler venues instead of relying heavily on air-conditioning.	IOA / IOC	Bid Negotiation

Appendix 6: Scorecard – Paris 2024 Success vs. India 2036 Readiness.

Metric	**Paris 2024 Achievement (Proven)**	**India 2036 Current Status (Assessment)**	**Transferability Action**
Public Support	High during Games (despite pre-Games skepticism). Unified political front.	High political will (PM level), but untested social acceptance for costs.	Critical: Launch nationwide consultation to secure "Social License to Operate."
Infrastructure	95% existing/temporary venues. Only 2 permanent new builds (Aquatics, Climbing).	SVP Sports Enclave + potential new stadiums.	High: Shift to temporary modular venues for non-cricket sports.
Security	0 major incidents. Integrated command (State + Private + Military).	Complex: Multi-state coordination challenges + regional geopolitical threats.	High: Adopt unified structure; train and integrate private security early (2+ years).
Carbon Footprint	1.58 Mt CO2e (approx. 50% reduction vs. London 2012).	High Risk: Heat stress + energy mix. Ahmedabad reached 45°C+ in May 2024.	Medium: Shift intense games to more cooler venues and changes in the schedule of the event.

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