RHINE-RUHR 2025

FISU WORLD UNIVERSITY GAMES SUMMER



FINAL REPORT

RHINE-RUHR 2025 — FISU WORLD UNIVERSITY GAMES



TABLE OF CONTENTS

1 Overview 4
1.1 Introduction 6
1.2 Welcome Messages 8
1.3 Host Cities and States 12
1.4 The Rhine-Ruhr 2025 FISU World University Games at a Glance 14
1.4.1 Manifesto of the Rhine-Ruhr 2025 FISU World University Games 14
1.4.2 The Rhine-Ruhr 2025 FISU World University Games Brand 18
1.4.3 Our Corporate Values 20
1.4.4 Key Performance Indicators 21
1.4.5 Milestones, Events and Dates 24
1.5 Venues and Infrastructure 26
1.6 Sports 36
1.7 Opening and Closing Ceremony 46
1.8 FISU World Conference 2025 50
1.9 Cultural Programme 52
1.10 Communications 56
1.11 Legacy & Sustainability 60
1.12 Volunteers 61

2 The Organisation of the Rhine-Ruhr 2025 FISU World University Games 64
2.1 Candidature Phase and Founding of the Organising Committee 66
2.2 Organisational Structure 70
2.3 Stakeholder and Partner Engagement 74
2.4 Budget 84
2.5 Planning Phase 86
2.6 Readiness and Test Phase 90
2.7 Delivery Phase 94
2.8 Post-Games and Wind-Down Phase 98

3 Annex 100
3.1 Medal Table 102
3.2 Sports Equipment Overview 104
Imprint 114

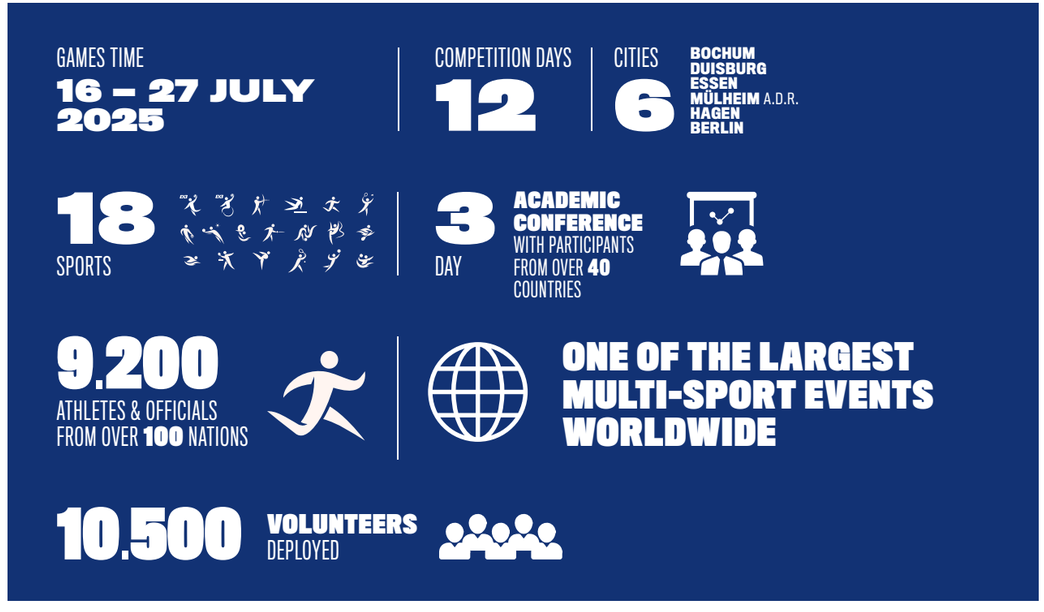
01 OVER-VIEW

1.1 INTRODUCTION

From 16 to 27 July 2025, the Rhine-Ruhr 2025 FISU World University Games were held across five cities in North Rhine-Westphalia and Berlin — making them Germany's largest multi-sport event in more than 50 years, with over 9,200 participants from 102 nations. In front of an enthusiastic audience, 234 medal events were contested across 18 sports, framed by a rich cultural and academic programme. In addition to the elaborate Opening and Closing Ceremonies, this included festivals, concerts, participatory activities and the FISU World Conference, which addressed topics such as sustainability, mental health and inclusion. The event's reach and resonance is reflected in the 1.2 million visitors it attracted.

DOrganising an event of this scale is an enormously complex undertaking. To plan and deliver the Games, Rhine-Ruhr FISU Games gGmbH was established, with the German University Sports Federation (Allgemeiner Deutscher Hochschulsportverband; adh) as its sole shareholder. The guiding vision was a sustainable, innovative event with short distances and a minimal ecological footprint, supported by a broad range of stakeholders and contributors: the International University Sports Federation (FISU), the adh, federal and state ministries, municipalities, universities, numerous sports clubs and federations, international partners, foundations, sponsors, and not least 10,500 volunteers.

For all of these parties to pull in the same direction, clearly defined structures and standardised processes are indispensable — while at the same time allowing for the flexibility needed to respond to the dynamic demands of the various project phases. This requires unambiguous assignment of responsibilities and a consistent, up-to-date information base, so that rapid decisions can be made when circumstances change. A structured onboarding process proved its worth in this context. Another key success factor was cross-functional, interdisciplinary communication and collaboration. The importance of stakeholder management as a central coordination tool — one that aligns heterogeneous political, administrative and societal interests — should likewise not be underestimated. Data quality also emerged as a critical factor, something that should be factored into the recommended readiness exercises. The lessons learned from preparing and delivering the Rhine-Ruhr 2025 World University Games can profitably inform the organisation of future multi-sport events.







1.2 WELCOME MESSAGES

Photo: Bundesregierung / Steffen Kugler



Welcome message from Dr. Christiane Schenderlein,
Minister of State for Sport and Voluntary Service

Dear athletes, dear friends of sport,

At the Rhine-Ruhr 2025 FISU World University Games, we witnessed far more than outstanding high-performance sport, far more than a string of new records and breathtaking medal battles across 12 days and 18 sports: above all, we felt the extraordinary energy and power that sport has to bring people together — students with sport, with academia, and with one another across an entire region. The World University Games on the Rhine, the Ruhr and the Spree were a shared international celebration, offering vital impulses for fewer barriers, more inclusion, greater sustainability, and deeper mutual respect. The event cast Germany in the light of an open and professional host.

My thanks go to the organising team, the German University Sports Federation, the states of North Rhine-Westphalia and Berlin, the participating municipalities, and the many partners from business, academia and sport.

It is now up to us to pass on this spirit and this enthusiasm to the next generations and future hosts. The benchmarks have been set — for example, in terms of sustainability, academia and education: Why should the next host not include even more Para competitions? Or why shouldn't the educational projects be equally rewarding for the next host country? And would it not be very worthwhile to preserve and continue the valuable exchange formats in the academic and cultural programme?

At future sporting events, we will once again see countless volunteers whose outstanding dedication and passionate commitment made the World University Games possible in the first place. There were over 10,000 of them — that is simply remarkable!

My outlook on Germany's future as a sport nation — not only for Team Studi — is thoroughly positive: we will not stop championing further outstanding sporting events in our country. Our compass in that endeavour is also the bid to host the Olympic and Paralympic Games here in Germany.



Dr. Christiane Schenderlein

Foto: Land NRW / Tobias Koch



Welcome message from Hendrik Wüst,
Minister-President of the State of North Rhine-Westphalia

Ladies and gentlemen, dear athletes,

The Rhine-Ruhr 2025 FISU World University Games demonstrated powerfully what sport is capable of. It connects people across all boundaries and, in combination with culture and academia, makes a profound contribution to our society.

The Rhine-Ruhr 2025 FISU World University Games have impressively reaffirmed North Rhine-Westphalia's reputation as an excellent host for major international sporting events and further strengthened the state's global profile. Once again, the Rhine-Ruhr metropolitan area presented itself impressively as a young and dynamic region of research and academia, one that convinces through its diversity, capability and strong sense of community.

The combination of existing infrastructure and innovative, sustainable concepts in particular will serve as a model for international sporting events, as will the inclusive approach to disability sport lived out at the FISU World University Games. Here again, it was demonstrated that Para Sport has long since become a natural part of a modern understanding of sport — and how much it inspires and enthuses athletes and audiences alike.

I would like to thank everyone who contributed to making these Games a success: the organising team, partners from politics, business, academia and sport, and above all the many volunteers. Their commitment and enthusiasm made them outstanding ambassadors for North Rhine-Westphalia as a land of sport.

The Rhine-Ruhr 2025 FISU World University Games provide vital impulses for university sport worldwide and will have an impact far beyond 2025. We in North Rhine-Westphalia are proud to have been their host. Until next time!



Hendrik Wüst MdL

1.2 WELCOME MESSAGES



Welcome message from Karla Borger,
Chairwoman of the Board of Trustees — Rhine-Ruhr 2025 FISU World University Games

The Rhine-Ruhr 2025 FISU World University Games were an impressive experience — for sport in Germany, for the region, and for everyone who had the privilege of being there in person. As Chairwoman of the Board of Trustees, I had the honour of experiencing the event at close quarters and witnessing how athletes, volunteers, organisers and spectators together shaped an extraordinary sporting occasion.

Throughout the Games, I had the opportunity to attend countless competitions, events and encounters, and to draw on my own experience as an active professional athlete for comparison. The enthusiasm that connected people was palpable everywhere: students from around the world, officials, helpers — all of them contributed to making the Rhine-Ruhr 2025 FISU World University Games a true celebration of sport, encounter and exchange. This special atmosphere, defined by openness, fairness and team spirit, will endure long in the memory.

The Games also held special significance for sport in Germany. They showed that we are capable of delivering major events at the highest level while placing sustainability, diversity and innovative concepts at the centre. At the same time, they generated momentum for a potential future bid for Olympic and Paralympic Games in Germany, made talented athletes visible, strengthened international partnerships and offered a vivid demonstration of the connecting power of sport.

I am proud of what we have achieved together. The infrastructure, partnerships and structures created for this event will remain and have a lasting effect well beyond 2025. On behalf of the entire Organising Committee, I thank all supporters for their trust, enthusiasm and tireless commitment. You helped us write this remarkable chapter in sporting history together. Here's to many more shared sporting moments,



Karla Borger



Welcome message from Niklas Börger,
Chief Executive Officer of Rhine-Ruhr 2025 FISU Games gGmbH

The Rhine-Ruhr 2025 FISU World University Games were an extraordinary event whose impact extended far beyond sporting achievement. After years of intensive planning, close collaboration and genuine passion, the summer of 2025 brought us a sports festival that united people from across the world and left a lasting impression. For this successful delivery, my heartfelt thanks go to everyone involved.

I am especially grateful to our funders at federal, state and local level, without whose support this major event would not have been possible. The host cities of Essen, Duisburg, Bochum, Mülheim an der Ruhr, Berlin and Hagen brought great dedication and commitment to laying the foundations for the success of the Games. The Funding and Strategy Advisory Board accompanied our work with expertise and a strong sense of responsibility. The Federal Government and the State Chancellery of North Rhine-Westphalia played a decisive role in turning the vision of the Games into reality through their support and trust.

My particular thanks also go to our shareholder, the German University Sports Federation (adh), and to our further partners from business, academia and sport, as well as to the universities and higher education institutions that actively supported the Games. And a very special word of thanks must go to the many volunteers — whose commitment, creativity and passion formed the backbone of the Games. Their contribution was decisive in making the Rhine-Ruhr 2025 FISU World University Games an unforgettable experience for everyone involved.

These Games demonstrated powerfully what happens when sport, education and society come together. We experienced not only outstanding sporting performances, but also encounters, friendships and cultural exchange — across borders and disciplines alike. The Games created an environment in which student-athletes from around the world could give their best, both on and off the competition floor.

I am proud of what we have achieved together. The infrastructure, partnerships and structures created for this event will endure and have a lasting effect well beyond 2025. On behalf of the entire Organising Committee, I thank all supporters for their trust, enthusiasm and tireless commitment. You helped us write this remarkable chapter together.



Niklas Börger

1.3 HOST CITIES AND STATES

THE RHINE-RUHR REGION

With around 14 million inhabitants, the Rhine-Ruhr region is by far Germany's largest metropolitan area, accounting for well over half of the 18 million residents of the state of North Rhine-Westphalia. The existing infrastructure — whether in the hotel and tourism sector, transport or sports and event venues — is perfectly suited to meeting the demands of a major event such as the FISU World University Games. In total, more than 17,000 sports clubs with over five million members are affiliated to the Landessportbund NRW in the region, making it one of the most sports-enthusiastic regions in Germany.

Thanks to its central location in Europe, the Rhine-Ruhr region enjoys excellent connections to other major European regions and cities. The region is also home to Düsseldorf International Airport, which served as the official Port of Entry for participants in the Rhine-Ruhr 2025 FISU World University Games and provides worldwide connectivity. The region covers an area of 7,110 square kilometres and is shaped by the two rivers that give it its name: the Rhine and the Ruhr. Historically, these rivers formed the economic backbone of a region whose life was defined well into the 1960s by mining and heavy industry, particularly in the Ruhr area. In recent decades, structural transformation has fundamentally reshaped the region's character. Today, the economic focus lies on education, research and services — making the FISU World University Games a natural fit for the region's forward-looking orientation. The Rhine-Ruhr 2025 FISU World University Games concept encompassed the core region with the municipalities of Bochum, Duisburg, Essen, Hagen and Mülheim an der Ruhr. Several sporting competitions were also held in the federal capital, Berlin.

BOCHUM

Located in the east of the host region, Bochum provided two venues for the Rhine-Ruhr 2025 FISU World University Games: the Lohrheidestadion and the Jahrhunderthalle. Bochum covers an area of 145 square kilometres and has over 375,000 inhabitants. The city was founded as early as 1321 on the banks of the Ruhr and became widely known beyond the region through the coal and steel boom of the first half of the twentieth century. Today, only museums, mining trails and winding towers serve as reminders of that past. Over the last 50 years Bochum has undergone a profound transformation and now focuses on the close integration of science and business. Around 56,000 students are enrolled at the city's eight higher education institutions, which, with several thousand employees each, rank among the largest employers in the region. The universities and their associated technology centres symbolise the structural change that the city and the wider region have undergone in recent decades.

DUISBURG

As host of the Summer Universiade in 1989, Duisburg demonstrated its organisational capabilities and passion for university sport to a global audience more than 30 years ago. It again played a central role in the Rhine-Ruhr 2025 FISU World University Games, hosting Water polo, Rowing and Beach volleyball competitions at Sportpark Duisburg as well as the Opening Ceremony at Schauinsland-Reisen-Arena. The city lies at the confluence of the Ruhr and the Rhine and, with around 500,000 inhabitants covering 233 square kilometres, is the fifth-largest city in North Rhine-Westphalia. In the nineteenth century, Duisburg developed into a major industrial centre — particularly for the iron and steel industry — thanks to its favourable location on the river, the world's largest inland port and its proximity to the Ruhr coalfields. To this day, Duisburg is Germany's most important steel centre and the second-largest in the world. The city's skyline is shaped by industrial facilities, some still in operation, others converted into parks or cultural venues. Landschaftspark Duisburg-Nord, on the grounds of a former steelworks, is particularly striking: it combines industrial heritage, imposing architecture, nature and a wide range of leisure opportunities, attracting around one million visitors a year. For the Rhine-Ruhr 2025 FISU World University Games, it served as the official venue for the Closing Ceremony. Beyond its industrial significance, Duisburg has a vibrant cultural life and a strong higher education landscape. In 2003, the merger of the universities of Duisburg and Essen created the University of Duisburg-Essen, one of the largest universities in North Rhine-Westphalia, with over 42,000 students and 3,400 employees. Duisburg also has a great deal to offer in terms of sport: in addition to numerous long-established clubs, there are almost 500 amateur sports clubs with more than 110,000 members. Particularly noteworthy is the Sportpark Duisburg, which includes a football stadium, a swimming centre, an athletics stadium and one of the most modern regatta courses in the world.

ESSEN

Essen is located at the heart of the Ruhr area and the Rhine-Ruhr region. As the fourth-largest city in North Rhine-Westphalia, it served as host of nine sports across six different venues, making it the central cluster of the Rhine-Ruhr 2025 FISU World University Games. With over 590,000 inhabitants spread across 210 square kilometres, Essen lies between Mülheim an der Ruhr and Bochum. Essen was named European Capital of Culture in 2010 and Green Capital of Europe in 2017. As a major industrial and economic hub, the city is home to a number of well-known companies (including E.ON SE, RWE AG and thyssenkrupp AG) and is also a significant centre of academia through the University of Duisburg-Essen. The Messe Essen exhibition centre attracts around 1.5 million visitors to more than 55 trade fairs and exhibitions each year, ranking it among Germany's top ten exhibition venues. Its 110,000 square metres of indoor space and 20,000 square metres of outdoor area were used as competition and event spaces for the Rhine-Ruhr 2025 FISU World University Games.

MÜLHEIM AN DER RUHR

Mülheim an der Ruhr lies around 12 kilometres east of the mouth of the Ruhr, between Duisburg and Essen, and has around 170,000 inhabitants covering an area of 91.28 square kilometres. Once known for leather processing, mining, and iron and metal industries, Mülheim has developed into a modern, versatile economic centre. The city on the banks of the Ruhr is now a sought-after location for trade, services, research and technology. It is home to major companies, the Max Planck Institutes for Coal Research and Chemical Energy Conversion, Hochschule Ruhr West, a water research centre and an innovation and technology centre. Despite its industrial past, more than 50% of the city's area consists of parks and woodland today, making it a genuinely green city. On the sporting side, Mülheim was the host city for badminton competitions at Westenergie Sporthalle for the Rhine-Ruhr 2025 FISU World University Games — a venue that regularly hosts international tournaments and is located directly adjacent to the Federal Training Centre for Badminton and the headquarters of the German Badminton Association.

HAGEN

Hagen is situated in the south-eastern part of the Ruhr area, between the Rhine-Ruhr metropolitan area and the Sauerland — a green city with a rich history, covering around 160 square kilometres with approximately 190,000 inhabitants. By forest area, Hagen is considered the greenest major city in North Rhine-Westphalia. Several rivers — including the Ruhr, the Lenne and the Volme — run through the city, underscoring its affinity with nature. The city is also a significant centre of industry and education, in particular through the FernUniversität in Hagen, Germany's only state-run distance-learning university, which gives the city national prominence. A modern highlight is the Arena am Ischeland (Ischelandhalle) — home ground of Basketball Bundesliga club Phoenix Hagen and the official venue for basketball group-stage competitions at the Rhine-Ruhr 2025 FISU World University Games. The German Basketball Federation is also headquartered in Hagen.

BERLIN

Berlin, the capital of Germany, lies in the north-east of the country and simultaneously constitutes a federal state in its own right. Covering around 891 square kilometres with approximately 3.9 million inhabitants, it is Germany's largest and most populous city. Berlin is the country's political, cultural and economic hub — home to the Bundestag, the Bundesrat and the official residence of the Federal President. International, the city is renowned for its vibrant cultural scene, world-class museums, theatres, festivals and its globally famous club and music scene. The city's history is equally significant — from the Prussian era through the division during the Cold War to its role as a symbol of German reunification following the fall of the Berlin Wall in 1989. Landmarks such as the Brandenburg Gate, the Reichstag building and the East Side Gallery attract millions of visitors every year. Berlin is also a leading centre for science and research, with numerous universities, colleges and institutes. Diversity, openness and dynamism make Berlin one of Europe's most exciting metropolises — a city that is constantly reinventing itself. Berlin was included in the concept of the Games for sustainability reasons, which made it possible to avoid temporary structures and one-off investments, among other things. At the Rhine-Ruhr 2025 FISU World University Games, Berlin hosted volleyball competitions at four venues including the Max-Schmeling-Halle, as well as swimming and diving at the Schwimm- und Sprunghalle im Europasportpark (SSE).

Universities and Students

North Rhine-Westphalia has a diverse higher education landscape — 68 institutions in total offering a broad spectrum of academic education. These include 14 publicly funded universities, 16 public universities of applied sciences, 7 colleges of art and music, 5 public administration colleges and 26 recognised private and church-affiliated institutions.

In the 2024/25 winter semester, more than 700,000 students were enrolled — including over 100,000 international students. This means around one quarter of all students in Germany are registered in North Rhine-Westphalia — the highest concentration in any single region in the country.

1.4 RHINE-RUHR 2025 FISU GAMES

At the heart of every successful event lies a clear vision and mission. They form the solid foundation on which all further considerations and measures are built. A clear vision describes the overarching goal to be achieved with the event, while the mission maps the route to that goal and establishes concrete guiding principles for implementation.

All measures and elements of the event — from concept through communications to detailed planning — were aligned with this guiding vision.

1.4.1 MANIFESTO OF THE RHINE-RUHR 2025 FISU WORLD UNIVERSITY GAMES

THE PROMISE / WHY

We are organising a colourful, loud and extraordinary summer sports festival that pursues sustainability and brings together the core themes of sport, culture and academia.

› A SUMMER CUM LAUDE!

THE ATTITUDE / HOW

We draw on the attributes of the region — geographical proximity, character, rough charm, enthusiasm for sport and the capacity for transformation — and we are:

› PASSIONATELY CONNECTED!

THE GUIDING IDEA / WHAT

We are transforming the region into:

› GERMANY'S BIGGEST PLAYING FIELD!

THE CLAIM / HOW WE DO IT

We celebrate diversity by being open and accessible and invite everyone — truly everyone — to take part:

› EVERYBODY IS ALL-IN

VISION

The promise to deliver an outstanding summer of top sporting competition, unforgettable experiences and international encounters. A belief in the transformative power of sport, academia and culture, and in change and innovation through enthusiasm.

MISSION

A young and modern event with a festival character — colourful, loud and exuberant. An event of strong contrasts and character, with enthusiastic visitors, packed sports venues and many new friendships.



TRANSFORMING THE REGION INTO GERMANY'S BIGGEST PLAYING FIELD

The Rhine-Ruhr 2025 FISU World University Games built on the distinctive qualities of the Rhine-Ruhr metropolitan area — a place shaped by geographical proximity, cultural diversity, passion for sport and authentic industrial character. With the largest number of sports clubs in Germany and the highest density of universities in Europe, the region offers unique opportunities for integration, accessibility and transformation.

The motto was to be »passionately connected« with local communities, universities, athletes and volunteers. Together, stadiums, venues, streets and university campuses were transformed into the biggest and most vibrant playing field Germany has ever seen.

FOUNDATIONS OF DELIVERY

The planning and delivery of the Games followed a bottom-up strategy centred on participation, experience and empowerment. The aim was for every participant and visitor to feel welcome and valued. To achieve this, the following core principles were adopted:

1. Strong visitor orientation: The needs of visitors were central to the design of venues and programme elements. A particular focus was placed on barrier-free access, a wide range of sports and cultural offerings, and varied supporting programmes. Visitors were not merely guests but active co-creators who played a decisive role in shaping the unique atmosphere of the event.

2. A celebration of youth and culture: The sporting competitions were accompanied by a young, modern cultural programme with a festival character. Music, art, performances and academic exchange brought additional variety, energy and meaning to the Games — reaching far beyond sport itself.

3. Openness and accessibility: From barrier-free access to multilingual signage and inclusive offerings, every effort was made to ensure that people of all backgrounds, abilities and origins could participate in the Games. Everyone was invited to be fully part of the experience.

4. Honest and clear communication: Transparency and authenticity were at the heart of the communications strategy. Open, accessible information across a wide range of analogue and digital channels fostered trust and strengthened a sense of community.

5. Targeted audience engagement: A broad yet clearly focused audience was reached: university communities, athletes, students and academic institutions alongside the general public — with a particular focus on families, sports and culture enthusiasts, and regional stakeholders.

6. Involvement of clubs and universities: Local sports clubs and universities were an integral part of the Games from the outset — from hosting partnerships to volunteer programmes. Their commitment and local knowledge fundamentally shaped the spirit of the Rhine-Ruhr 2025 FISU World University Games.

FROM REGIONAL IMPACT TO GLOBAL REACH

Building on a strong local foundation, the reach of the Games extended beyond regional and national borders. The Rhine-Ruhr 2025 FISU World University Games served as a platform to address globally relevant topics, including:

Sustainability: environmental responsibility through intelligent use of infrastructure, low-emission mobility and circular economy concepts
Diversity and inclusion: valuing the individuality of each person while fostering community
The value of sport and education: making the social power of both fields visible — for inspiration, development and connection
Intercultural exchange: promoting dialogue, understanding and peace through the encounter of international participants





LOGO
Passionately connected through fire and water

Fire and water reflect the soul of the region: industrial culture meets transformation. Together they symbolise passion, movement and connectedness — forming a bold new identity.

Five shapes represent the original host cities.

The flame embodies the region's heritage and passion.

The water lines symbolise both the region's origins and its transformation.





TORCH
A symbol of change

The torch unites tradition and progress: fire and water merge as a symbol of the region's journey — from its industrial heritage towards an innovative future.

Six distinctive contours, inspired by winding towers, pay tribute to the region's roots, resilience and strong character — and at the same time stand for the six host cities of the Rhine-Ruhr 2025 World University Games.

Sweeping lines recall the gentle silhouettes of spoil heaps and waterways, representing cultural and ecological transformation.

The crown of the torch, a symbol of excellence in sport and academia, bears 18 points — one for each of the 18 competition sports.

MEDAL
A star for the world

Five continents united in a radiant form: the medal celebrates diversity, ambition and the unique character of the Rhine-Ruhr region.

Five contours: raised lines represent the five continents of the participating delegations.

Radiant star: the contours merge into a star — a symbol of unity, achievement and global connectedness.

Dynamic form: embodying movement, diversity and progress — in keeping with the spirit of a young generation.





MASCOT
Wanda the Peregrine Falcon

Fast, adaptable and deeply rooted in the region — the peregrine falcon stands for excellence, resilience and the harmony between urban life and nature.

The **fastest animal on earth**, reaching over 300 km/h in a dive.

Found **on every continent** except Antarctica, nesting in both natural and urban environments.

In western Germany, it has reclaimed its place in the post-industrial landscapes **along the Rhine and the Ruhr** — a true symbol of transformation.

1.4.3 OUR CORPORATE VALUES

APPRECIATION

People-centred: We recognise and value the contribution of each and every individual, foster diversity and cultivate respectful relationships.
Appreciation was expressed through: personally written recognition cards, involving staff in the »Everybody plays along« campaign, naming staff »Employees of the Moment«, ringing the »Bell of Achievements« when milestones were reached.

COHESION

Stronger together: We foster an environment of trust and mutual support in which teamwork and solidarity take centre stage.
Cohesion was built through: summer celebrations, Christmas parties, team events, team introductions, Lunch Roulette, weekly sporting energisers, Functional Area Cups to explore and try out the event's sports.

COURAGE

Boldly forward: We encourage one another to share new ideas and to take innovative paths in order to overcome challenges together.
Courage was fostered through: a feedback box and feedback cards, staff rotating to moderate weekly all-staff meetings.

FLEXIBILITY

Adaptable and agile: We regard flexibility as a key to success, remain ready to adjust to changing requirements and always strive for the best.
Flexibility was enabled through: flexible working hours and a flexible workplace concept.

TRANSPARENCY

Open and honest: We practise transparent communication to build trust and ensure everyone is on the same page.
Transparency was realised through: detailed onboarding processes, weekly all-staff meetings, weekly updates, internal newsletters and the Values Team.





1.4.4 KEY PERFORMANCE INDICATORS

PARTICIPATION
700.000
participants at RR25 events

ENGAGEMENT
› 100.000
spectators actively involved in side events

IMPRESSIONS
› 16 BIO
across different channels

SATISFACTION
85%
average satisfaction rate among all RR25 participants

REGIONAL VALUE
€ 130 MIO.
economic value for the Rhine-Ruhr region

DIGITALISATION
100%
of all Games information available digitally

GREEN GAMES
70%
of all journeys to the Games made by public transport

LEGACY
100%
use of existing or temporary infrastructure

Building on the overarching mission and vision of the Rhine-Ruhr 2025 FISU World University Games, a set of strategic, measurable objectives was defined — the Key Performance Indicators (KPIs). They served as guiding benchmarks to ensure that the planning, delivery and Legacy of the Games were not only visionary, but also measurable and impactful. Eight focus areas were identified to assess the success and long-term value of the event:

1. AUDIENCE ENGAGEMENT

A central objective of the Rhine-Ruhr 2025 FISU World University Games was to generate strong audience interest and fill the sports venues with energy and enthusiasm.

This ambition was impressively fulfilled: with a total of 1.2 million visitors, the Games significantly exceeded the target figure. Fully attended venues were thus a visible expression of both local and international participation — both of which were decisive for the atmosphere and Legacy of the Games.

2. PARTICIPATION AND ENGAGEMENT CULTURE

From sporting activities and cultural offerings by over 150 associations and organisations at the festival sites to open sports activities such as the Sports Diploma — the Games were designed so that visitors became active co-creators of the experience.

Major events such as the Park Festival in Essen's Grugapark, the Ruhr Games Festival at Bochum's Jahrhunderthalle, the Beach Festival on Duisburg's Dreieckswiese and numerous other interactive activities throughout the region succeeded in achieving broad public participation. Among other highlights, around 24,000 visitors took part in the Sports Diploma, 30 delegations were paired with schools and universities through the »Adopt a Delegation« programme, and over 26,000 people attended the concerts held during the Games. The target of 100,000 active participants was reached — a testament to the tremendous enthusiasm and strong engagement of visitors throughout the Games.

3. MEDIA REACH

Media visibility was crucial to communicating the impact of the Games. Through regional, national and international channels — both traditional and digital — the Rhine-Ruhr 2025 FISU World University Games conveyed powerful images, inspiring stories and real-time content that reached far beyond the host venues.

The target of 500 million impressions was clearly exceeded. A brief overview of the media results:

822 hours of broadcast time across 17 TV channels

41.24 million viewers of live broadcasts and accompanying coverage

1.075 billion event impressions via TV and OTT channels in Germany

Around 14.3 billion online views, including social media

4. SATISFACTION

Athletes, officials, media representatives, VIPs and spectators were all equally central audience groups of the Games.

A high level of satisfaction across all groups was essential to creating positive, lasting memories and anchoring the Games in the collective consciousness as a joyful, high-quality event.

During and after the event, audience-specific surveys were conducted for evaluation purposes. Respondents included visitors, delegation members, volunteers and FISU Family members. A satisfaction rate of 86% was achieved — a clear indicator of the event's positive reception and lasting impact.

5. REGIONAL VALUE

The economic effects of the Rhine-Ruhr 2025 FISU World University Games were calculated exclusively for the Rhine-Ruhr metropolitan area. In total, the Games generated 193.3 million euros in expenditure and, after adjustment, a regional primary impulse of 147.4 million euros, which multiplied to 196.4 million euros through multiplier effects — clearly exceeding the level of public investment.

The main driver was the Organising Committee, whose expenditure over several years generated a total effect of 141.4 million euros. Investment contributed 40.8 million euros to the regional economy, while additional private visitor spending added 9.5 million euros. In total, 3,929 years of employment were created, along with 5.8 million euros in additional tax revenues. Particularly strong impulses were seen in the pre-event phase, reinforced by regional procurement and infrastructure investment.

Long-term effects will also arise from Organising Committee staff members who have chosen to remain in the region. Berlin-related expenditure was not taken into account. The complete detailed results and descriptions of the data collection methodology are contained in the Post-Games Paper.

6. DIGITALISATION

The Rhine-Ruhr 2025 FISU World University Games positioned themselves as a forward-looking event. All relevant information — from competition schedules and transport times to meal plans and services — was made fully available to all participants in digital form.

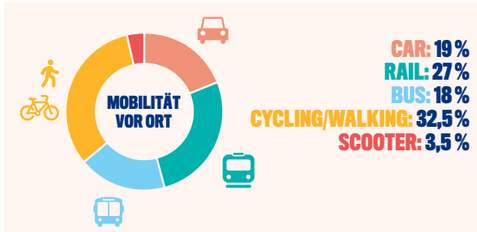
In addition, innovative technologies such as NFC systems and the use of artificial intelligence (AI) helped to simplify information exchange and tailor content to the specific needs of the different audience groups.

7. GREEN GAMES

The event set new standards in sustainability, with a particular focus on integrating public transport and reducing the environmental impact across all operational areas.

Over 15,000 accredited participants, including delegations and volunteers, were able to use public transport free of charge. All ticket holders were additionally entitled to travel to the venues using public transport at no extra cost with their event tickets — making a significant contribution to environmentally friendly mobility and reducing the carbon footprint.

The modes of transport used on site can be broken down as follows:



82% der Branding-Elemente, darunter Banner, Fahnen und Wegweiser, wurden nach der Veranstaltung recycelt und 1% wurde durch Upcycling Projekte wiederverwendet. Ebenso wurden 66% des gesamten Beschaffungsvolumens durch Mietlösungen beschafft und 32% der Merchandise Artikel wurden aus recycelten Materialien hergestellt.

Well-maintained furniture, IT infrastructure and sports equipment from previous events were also used to furnish the Organising Committee office and the Sports Venues. Following the closure of the office premises, furniture and event equipment will be resold or passed on to cities, clubs and schools in the region for continued use.

8. LEGACY

A central element of the sustainable event concept was the responsible use of infrastructure. A deliberate decision was made not to construct new permanent sports facilities exclusively for the Games. Instead, 100% of the arenas and halls used were provided either as existing or as temporary structures.

For the sporting competitions, 14 existing and nine temporary venues were used. At some existing sports facilities — such as the Lohrheidestadion and the Regattabahn Duisburg — extensive renovation works were carried out, enabling national and international championships to continue to be held there at a high level in the future.



1.4.5 MILESTONES, EVENTS AND DATES

Overarching milestones were set in the course of the Rhine-Ruhr 2025 FISU World University Games. These milestones, along with further events and dates, marked important progress in the project and served as reference points for strategic and operational work.

Date	Milestone
14 May 2021	Founding of the Organising Committee Rhine-Ruhr 2025 FISU Games gGmbH
16 Jul 2022	Finalisation of the Master Plan
01 Nov 2022	Relocation to OC Headquarters
31 Jan 2023	Development of Client Journeys / Experience Mapping
20 Apr 2023	Launch of the official logo
26–27 Jul 2023	FISU Executive Committee Meeting in Chengdu
8 Aug 2023	Official FISU Flag Handover in Chengdu
17–18 Nov 2023	FISU General Assembly in Geneva
16 Jan 2024	Technical Handbooks (1st version)
28 Feb 2024	Start of volunteer registration
1–2 Mar 2024	FISU Executive Committee Meeting in Lausanne
1 Mar 2024	500 days to go
12 Mar 2024	Executive FISU Visit
30 Jun – 25 Jul 2024	2nd ITC Visit
16 Jul 2024	1 Year to go
21–22 Jul 2024	FISU Steering Committee Meeting in Düsseldorf
Sep 2024	Start of ticket sales
5 Sep 2024	Publication of Regulations for the Rhine-Ruhr 2025 FISU World University Games
16 Jul 2024	RRegistration Step 1: Letter of Intent from delegations (NUSFs)
27–28 Sep 2024	FISU EC Meeting in Rabat
16 Dec 2024	Start of ticket sales for Ground Passes
16 Dec 2024	Registration Step 2: General Entry — Individual Sports & Team Sports/Events
11–12 Jan 2025	FISU Executive Committee Meeting in Turin
14 Jan 2025	Presentation of the Torch and start of the Torch Relay during the Torino 2025 FISU World University Winter Games
28 Jan 2025	OC-wide Readiness Exercise
18–20 Feb 2025	Rhine-Ruhr 2025 Experiences
10–13 Mar 2025	Venue Readiness Exercises
16 Mar 2025	Publication of the Media Service Guide
18 Mar 2025	Press event Legacy & Sustainability in Berlin
19–20 Mar 2025	Cluster Readiness Exercises
1 Apr 2025	First Venue operational (central warehouse)
6 Apr 2025	Torch Relay in Berlin
7–10 Apr 2025	Spring Head of Delegation Meeting incl. Welcome dinner
7 Apr 2025	100 Days to go
8 Apr 2025	Start of sports ticket sales
16 Apr 2025	Registration Step 3: Quantitative Entry
5 May 2025	Handover of the Host City Plaque in Hagen
8 May 2025	Torch Relay in Bochum & Handover of Host City Plaque
16 May 2025	Publication of the FISU Family Welcome Guide
16 May 2025	Torch Relay in Mülheim an der Ruhr & Handover of Host City Plaque
23 May 2025	Torch Relay in Essen & Handover of Host City Plaque
24 May 2025	Volunteer Kick-Off
28 May 2025	Torch Relay in Duisburg & Handover of Host City Plaque
15 Jun 2025	Final version of Policies & Procedures
16 Jun 2025	Publication of the Head of Delegation Manual (Final version)
16 Jun 2025	Publication of the Technical Officials Guide
16 Jun 2025	Publication of the Media and Broadcast Guide (Final version)
16 Jun 2025	Registration Step 4: Individual Entry
18 Jun 2025	Opening of the Uniform Distribution & Accreditation Centre (UDAC)
25 Jun 2025	Venue Safety Readiness Exercise
2 Jul 2025	Publication of Technical Handbooks (Final version)
11–13 Jul 2025	Test Event Athletics
12–13 Jul 2025	FISU Executive Committee Meeting in Düsseldorf
14 Jul 2025	FISU General Assembly in Düsseldorf
14 Jul 2025	Opening press conference
16–27 Jul 2025	Event period
16 Jul 2025	Opening Ceremony
17–19 Jul 2025	Rhine-Ruhr 2025 FISU World Conference
27 Jul 2025	Closing Ceremony
30 Sep 2025	Closure of the last venue (central warehouse)

1.5 VENUES AND INFRASTRUCTURE

OUTSTANDING VENUES AND A WELCOMING HOST

Germany is home to 84 million people from a wide variety of cultures and lies at the heart of Europe. It borders nine neighbouring countries and occupies a leading position as an industrial nation, centre of innovation and services hub. The country is equally rich in natural resources and cultural diversity. Access to education is free for all, and many of its more than 100 universities rank among the world's best.

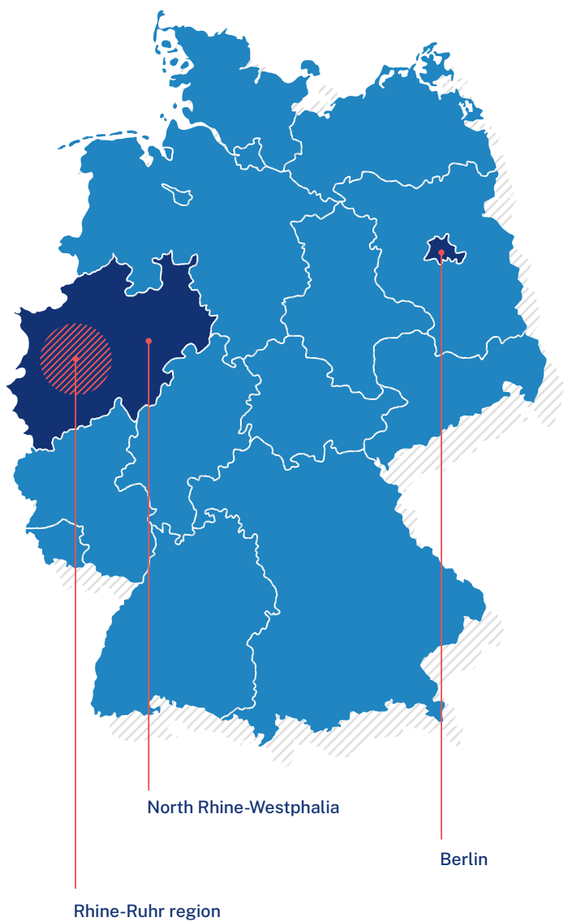
In the field of sport, Germany can draw on outstanding infrastructure, strong grassroots and youth development programmes and successful professional clubs that regularly feature in the final rounds of European competitions — and enjoys an excellent international sporting reputation.

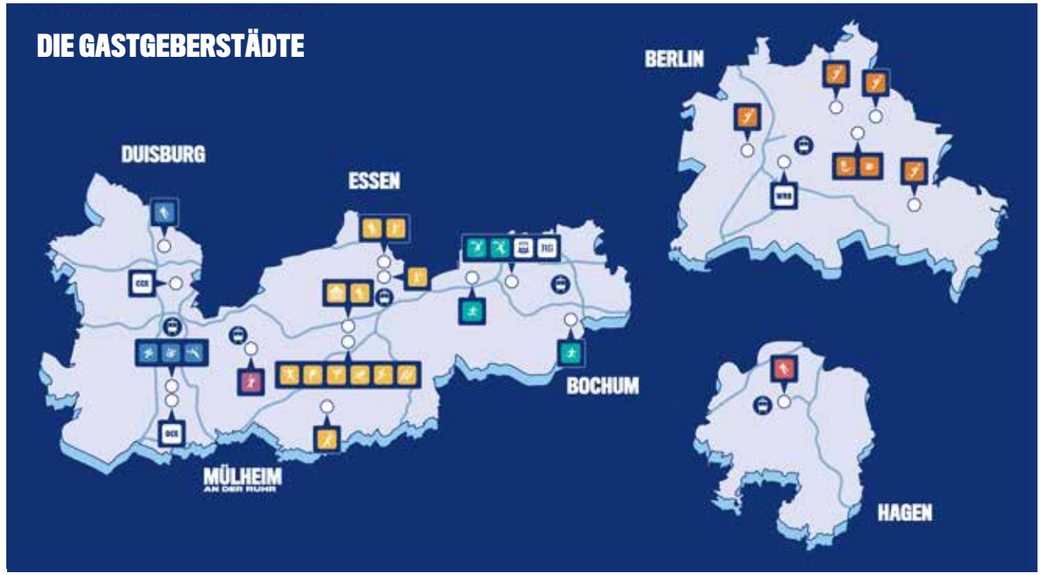
International sporting events have a long tradition in Germany: two Olympic Games, the 1972 Paralympics, three FIFA World Cups (two men's, one women's), four UEFA European Championships (two men's, two women's), the European Championships 2022, and the Special Olympics World Games 2023, as well as international championships in many sports, all testify to the country's experience as a host of major tournaments and multi-sport events. In the summer of 2025, another highlight was added: the Rhine-Ruhr 2025 FISU World University Games.

All sporting and ancillary events took place exclusively at suitable venues, which together served as the world's largest playing field for the student-athletes.

HOSTING THE RHINE-RUHR 2025 FISU WORLD UNIVERSITY GAMES

From 16 to 27 July 2025, the Rhine-Ruhr region in North Rhine-Westphalia and Berlin formed the stage for one of the world's largest multi-sport events. Around 9,200 athletes and officials from 102 countries came together for the Rhine-Ruhr 2025 FISU World University Games. Across 18 sports, 234 medals were awarded — spread across the cities of Bochum, Duisburg, Essen, Mülheim an der Ruhr and Hagen in North Rhine-Westphalia, as well as Berlin.





CONCEPTUAL ADJUSTMENTS DURING THE PLANNING PHASE

The planning process for the Rhine-Ruhr 2025 FISU World University Games was characterised by high complexity from the outset, requiring continuous refinement of the concept. In the course of this multi-year preparation, comprehensive adjustments to the venue selection were decided upon in June 2024; the original concept had focused on five host cities.

The modifications were based in particular on updated infrastructure assessments, on the goal of more efficient use of resources, and on the strategic decision to draw more extensively on already established, high-performing venues at additional locations. Against this backdrop, the sports originally planned for Düsseldorf were relocated to existing venues and to the newly incorporated cities of Berlin and Hagen.

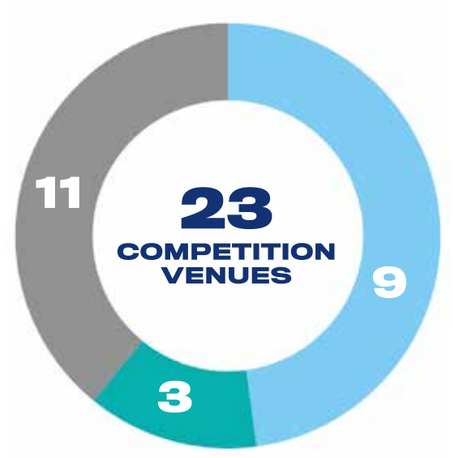
Although Düsseldorf was no longer designated as a sporting host city, the North Rhine-Westphalian state capital retained a central role within the overall network: the Welcome Centre at the airport, the FISU Family Hotel and the Organising Committee headquarters remained in Düsseldorf for organisational and logistical reasons.

The additional integration of Berlin and Hagen and the reallocation of selected sports to Bochum, Essen and Duisburg enabled optimised use of existing capacities and enhanced planning and delivery security for the overall project. At the same time, the short-notice restructuring entailed increased coordination requirements among the stakeholder community. Nevertheless, the adjusted concept ensured that all sports originally planned were staged as intended.

SUSTAINABLE USE AND MODERNISATION OF EXISTING SPORTS VENUES

The Rhine-Ruhr 2025 FISU World University Games were held at 23 Competition Venues in the Rhine-Ruhr region and in Berlin. The decentralised concept was fundamentally based on a deliberate decision not to build any new permanent sports facilities. Instead, existing venues were used, supplemented by temporary structures and targeted modernisation and, in some cases, renovation works. The selection of venues and the allocation of individual sports were made in accordance with the bid and based on three central criteria:

- **long-standing experience**
- **sustainable development**
- **compact ecological footprint**



The most extensive modernisation works were carried out at the Lohrheidestadion in Bochum and the Regattabahn in Duisburg. Both facilities were brought up to international standard — both for the purposes of the event and with a view to long-term use. The ETUF tennis facility in Essen also underwent comprehensive renovation and is now, among other things, fully wheelchair-accessible. These investments underline the commitment to sustainable usability and inclusion.

Several venues stood out for their symbolic power and resonance: Westenergie Sporthalle in Mülheim an der Ruhr was a natural choice as a proven venue for international badminton competitions, while the UNESCO World Heritage Site Zeche Zollverein served as an extraordinary setting for the Archery finals. The Swimming and Diving competitions were held at Europe's largest aquatics facility, the SSE in Berlin. The state-of-the-art Max-Schmeling-Halle provided an impressive setting for the Volleyball competitions, including all the finals. All venues were presented with a Venue Plaque by the Organising Committee during the preparatory phase to make their affiliation with the event visible.

Messe Essen formed the beating heart of the Games: it served as the competition venue for six sports and also housed key facilities including the Main Information Centre, the International Broadcast Centre, the Main Press Centre and the Main Operation Centre. The adjacent Grugahalle set another highlight in the venue cluster with several high-profile Basketball matches — including all medal games.

Throughout the entire event period, all venues were equipped with consistent branding and attractive signage that underlined the distinctive look and atmosphere of the Games. Over 27,000 square metres of material were deployed across the competition venues and the participating cities — including directional signage, information boards and partner presentation areas.

CONNECTING SPORT, ACADEMIA AND CULTURE

The overall venue concept also reflected the vision of bringing sport, science and culture together. Many of the facilities used are multifunctional: they serve not only as sports venues but also provide space for educational and cultural events. One example is the Jahrhunderthalle in Bochum, which during the Games hosted the sporting competitions in 3x3 Basketball and 3x3 Wheelchair basketball, the Ruhr Games side events, and the FISU World Conference 2025.

By making use of existing infrastructure and targeted enhancements, the Rhine-Ruhr 2025 FISU World University Games presented a forward-looking and sustainable venue concept. The investments made will continue to benefit local communities and sports organisations well beyond the Games.

DOCUMENTATION OF KEY MODERNISATION MEASURES AND THEIR LEGACY



ETUF: For the Games, the tennis facility of Essener Turn- und Fechtklub e. V. (ETUF) underwent comprehensive modernisation. The Centre Court was fully resurfaced, access routes were made barrier-free and additional accessible sanitary facilities were created. This resulted in a high-quality competition venue that hosted the UTR Pro Tennis Tour as early as September 2025. The modernisation was funded by the club (35,000 euros), the City of Essen (70,000 euros) and the State of North Rhine-Westphalia (695,000 euros).



REGATTAANLAGE: The Regattabahn in Duisburg underwent comprehensive modernisation following the 2023 Canoe Sprint World Championships. The works included the start and finish tower as well as the main grandstand, bringing the facility to a world-class standard. The regatta course, which had already hosted the 1989 Universiade, was renewed with 12 million euros in state funds and 18 million euros in municipal funds. Aspects of barrier-free access and sustainability were taken into account throughout.



LOHRHEIDESTADION: Prior to the Games, the stadium underwent comprehensive renovation and expansion. The new photovoltaic installations make it largely energy self-sufficient, while rainwater harvesting and geothermal energy make it a resource-efficient facility. The modernisation covered all areas, from the grandstands to the athletics track and the full roof covering, and now offers high user comfort. On 11 July 2025 the stadium was officially reopened and is now the only venue in NRW capable of hosting German outdoor athletics championships. It should be noted, however, that the new artificial turf pitch carries overall negative ecological impacts, even though it is socially positive as it can be used year-round. The total project volume for the renovation and surrounding works amounted to 51.5 million euros, including a state subsidy of 30.9 million euros.

ACCESS TO THE EVENT – TICKETING

The ticketing concept was built on a flexible, fully digital, centrally managed sales operation. Three main ticket categories were at its core: the Sport Ticket provided a fixed seat for a specific sport on a specific day, with the option to also attend sports within the same venue cluster on that day. The Day Ticket granted access to all sports in a given host city on a single event day. The Ground Pass provided access to all sports on all days. In each sports venue, at least 10% of seating capacity was reserved for Ground Pass and Day Ticket holders. In addition, tickets were available for the Opening Ceremony and for concerts by well-known artists including Deichkind, Ski Aggu and Querbeat.

Ticket sales began in September 2024 via the official Rhine-Ruhr 2025 FISU World University Games online shop. Tourism associations in the host cities also served as walk-in points of sale. Partnerships with corporate benefits — the leading provider of employee benefits in Europe — and with the popular RUHR.TOPCARD extended the reach further, and sports federations also supported sales through targeted partnerships. Participating municipalities received complimentary tickets (over 1,000 per municipality) to pass on independently, for example to schools or clubs. Certain disciplines — including the Marathon and Race Walk in Bochum and selected group-stage Beach Volleyball matches at Sportpark Duisburg — were free of charge, with the aim of engaging as many people as possible with the event.

Particular emphasis was placed on a fair and family-friendly pricing structure. Prices were designed so that families, students and local residents could experience the Games as an attractive and financially accessible event. Discounts for families, students and other groups, as well as an additional group discount of 10% when booking a minimum of 10 tickets for sporting competitions, reflected this commitment.

The sports venues of the Rhine-Ruhr 2025 FISU World University Games recorded an average occupancy rate of 70%. The visitor experience was enhanced by a varied supporting programme that offered entertainment, interviews and performances by regional clubs before and between competitions. A range of services — including catering and information points at the venues — were also provided to ensure a positive spectator experience. A further focus was placed on accessibility and inclusion: audio description, hearing loop systems for hearing-aid users, sign language interpreters and wheelchairs and support services for guests with reduced mobility were all available.

Ticket Category	Full price	Concession	Youth	Children	Family 1	Family 2
Ground Pass	79.00 €	67.15 €	55.30 €	39.50 €	130.35 €	189.60 €
Day Ticket	13.00 €	11.05 €	9.10 €	6.50 €	21.45 €	31.20 €
Sport Ticket	18.00 €	15.30 €	12.60 €	9.00 €	29.70 €	43.20 €
Opening Ceremony from - up to:	29.00 €	24.65 €	20.30 €	14.50 €	59.45 €	88.45 €
	79.00 €	67.15 €	55.30 €	39.50 €	174.55 €	240.95 €
Closing Concert	39.00 €	33.15€	27.30 €	19.50 €	79.95 €	118.95 €
		Students, pupils, senior citizens, severely disabled persons	Aged 13–17	Aged 5–12 (under 5 free)	1 adult + 2 children	2 adults + 2 children



FLEXIBLE CONNECTIONS – THE TRANSPORT SYSTEM

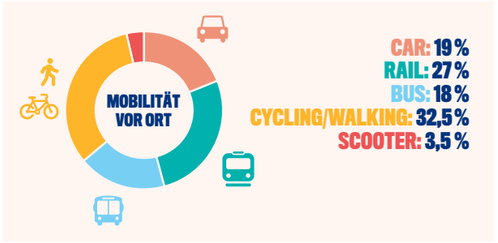
Although the sporting competitions were spread across six host cities and three larger event centres in Bochum, Duisburg and Essen, distances between the individual Competition Venues remained short. This allowed visitors to attend several competitions in a single day.

The mobility concept encompassed a wide range of transport options — including shuttle buses, team coaches, minibuses, carpooling among volunteers and technical officials, assigned vehicles for delegations, e-bikes, bicycles, e-scooters, public transport, taxis and golf carts. The primary focus was on a climate-friendly and sustainable approach alongside a high standard of service for all user groups.

- Number of buses (capacity: 50 persons each): 229 (total kilometres driven: 289,000)
- Number of cars with driver: 193 (total kilometres driven: 438,110)
- Number of rental cars: 392 (total kilometres driven: 445,066)
- Number of golf carts: 68

In keeping with the sustainability concept, most participants were able to use public transport — either directly with their accreditation cards or by purchasing an event ticket.

The modes of transport used on site can be broken down as follows:



Smooth operations for the delegations, the international technical officials and referees, and members of the FISU Family were ensured by the well-organised processes at the Ports of Entry in Düsseldorf and Berlin, the transfer to accommodation, and the wide-ranging transport services available throughout the event. Various modes of transport were on hand both for day-to-day operations and for occasions such as the Opening and Closing Ceremonies.

The greatest challenges in the planning and implementation phase stemmed from uncertainty caused by incomplete and last-minute submission of travel information, as well as the introduction of a new registration system by the international federation FISU. To ensure effective transport planning nonetheless, numerous short-notice adjustments and an increased deployment of staff were required.

DISTANCES BETWEEN HOST CITIES (KM)

	Bochum	Duisburg	Essen	Hagen	Mülheim a.d.R	Berlin
Bochum	x	35	14	22	24	478
Duisburg	35	x	19	63	8	513
Essen	14	19	x	44	9	494
Hagen	22	63	44	x	54	477
Mülheim a.d.R	24	8	9	54	x	504
Berlin	478	513	494	477	504	x

CLOSE TO THE VENUES – THE DECENTRALISED ACCOMMODATION CONCEPT

The Organising Committee consistently pursued the decentralised accommodation concept outlined in the bid — as an alternative to the traditional centralised FISU Games Village. Athletes, officials, the FISU Family, technical officials and staff were accommodated in 64 existing hotels across all host cities. Contingent bookings in selected hotels on a self-pay basis were provided for media representatives. Accommodation options were also made available for volunteers at special rates through hotel partnerships or in selected sports halls. This made optimal use of the existing regional infrastructure and significantly reduced the event's ecological footprint.

A key aspect of the concept was the sport-specific allocation of delegations to accommodation. This meant that athletes, coaches and officials from the same sport stayed together, enabling short distances to the respective competition venues. The decentralised structure also allowed participants to be distributed across the available hotel capacities in the participating cities.

Many services — including breakfast, Wi-Fi and a continuously staffed point of contact in each hotel, manned by volunteers and Organising Committee staff — supported the care of delegations and technical officials and formed an important building block of the event-wide communications concept.

The planning and implementation phase brought two major logistical challenges: first, participants submitted their final travel data only weeks or even days before the start of the event; second, numerous changes to the length of stay occurred both upon arrival and during the course of the Games. This repeatedly led to shifts in accommodation capacity and the need to adjust booking data. As with transport planning, accommodation planning was affected by the introduction of a new registration system, and data had to be processed manually in part, requiring a significantly increased staffing effort.

Through early coordination, flexible booking management and close, productive collaboration with hotel partners, all delegations and participant groups were ultimately accommodated in line with their needs and to their complete satisfaction.

OVERVIEW OF OVERNIGHT STAYS BY HOST CITY

	Overnight stays	PAX
Berlin	11.238	1.718
Bochum	11.093	2.153
Düsseldorf	3.288	63
Duisburg	4.902	893
Essen	25.851	3.637
Mülheim a.d.R	3.600	411
Oberhausen	5.856	936
TOTAL	65.829	10.161

RHINE-RUHR 2025 FISU WORLD UNIVERSITY GAMES NEIGHBOURHOOD

For the Rhine-Ruhr 2025 FISU World University Games, central retreat and meeting spaces were created for athletes and delegation members. These so-called FISU Games Neighbourhoods replaced the traditional centralised Games Village and were designed exclusively around the everyday needs of delegation members. In the Neighbourhoods, services such as catering, laundry, medical care, delegation offices and information desks were brought together in one place, easily accessible within a short distance. The largest Neighbourhood was located at Messe Essen; further central hubs were set up in Bochum, Duisburg and Berlin. A dedicated Neighbourhood with all services except a Main Information Centre was also available at Westenergie Sporthalle in Mülheim an der Ruhr.

At the heart of each Neighbourhood was the Delegation Lounge — a space for exchange, encounter and relaxation. Here, athletes and delegation members from different nations and disciplines came together, struck up conversations and forged new friendships. The relaxed atmosphere enabled both restful breaks between competitions and encounters across cultural boundaries.

To support this aim, each Delegation Lounge offered various zones — from recovery areas and activity options to a photo booth, providing a wide range of opportunities for active interaction. Those seeking quiet found a retreat in the Chill Zone. The co-working area allowed personal tasks to be completed, with comfortable seating, power sockets and Wi-Fi available. A snack station provided hot and cold drinks and light refreshments throughout the day. Official partners of the event used the area to create recovery and wellbeing offerings.

While access to the respective Neighbourhoods was primarily reserved for delegations based in that city, Messe Essen functioned as the central meeting point for all participants. Here, the Delegation Lounge in Hall 8 quickly became the heart of international exchange. The concept and atmosphere reflected the openness and diversity of the Rhine-Ruhr region, where encounter and dialogue have always been central — much like the people of the Ruhr coming together at their Trinkhallen to share stories, celebrate and make new connections.











CATERING

Catering was tailored to the different needs of all those involved — including delegations, volunteers, staff, media representatives, technical officials, VIP guests and spectators. A total of 15 catering companies were contracted, 14 of which were from the region. At some venues, existing in-house caterers were used to draw on their experience and proven processes, create synergies and make use of existing equipment.

Catering was provided across all host cities at around 80 individual stations. All catering partners were contractually required to offer vegetarian and/or vegan dishes daily — with the target that up to 30% of all food offered would be plant-based. In addition, 13 temporary drinking water stations were installed at venues with public outdoor areas, where visitors could refill their containers free of charge at any time.

In total, 199,872 meals (lunch and dinner) were served to the various participant groups, excluding spectators. The catering areas were designed as part of the respective Neighbourhoods and, through their layout, actively promoted intercultural exchange among delegation members, volunteers and staff.



1.6 SPORTS

CITY		COMPETITION VENUES			SPORTS	
BOCHUM	02	Jahrhunderthalle		02		3X3 Basketball
						3X3 Wheelchair basketball
		Lohrheidestadion				Athletics
DUISBURG	04	ASC Duisburg		04		Water polo
		Regattabahn Duisburg				Rowing
		Sportpark Duisburg				Beach volleyball
		Walter-Schädlich-Halle				Basketball
ESSEN	10	ETUF Tennisanlage		07		Tennis
		Grugahalle				Basketball (finals)
		Messe Essen	Halle 1			Table tennis
			Halle 3			Artistic gymnastics
			Halle 4			Judo
			Halle 5			Rhythmic gymnastics
			Halle 6			Fencing
		Sporthalle Am Hallo				Taekwondo
		Sportpark Am Hallo Stadion				Basketball
		Zeche Zollverein				Archery (qualification)
						Archery (finals)
MÜLHEIM A.D.R.	01	Westenergie Sporthalle		01		Badminton
HAGEN	01	Ischelandhalle		01		Basketball
BERLIN	05	Schwimm- und Sprunghalle im Europasportpark (SSE)		03		Diving
						Swimming
		Ballsporthalle Köpenick				Volleyball
		Horst-Korber Sportzentrum				
		Max-Schmeling Halle				
		Sportforum Große Halle				
TOTAL	23			18 *		

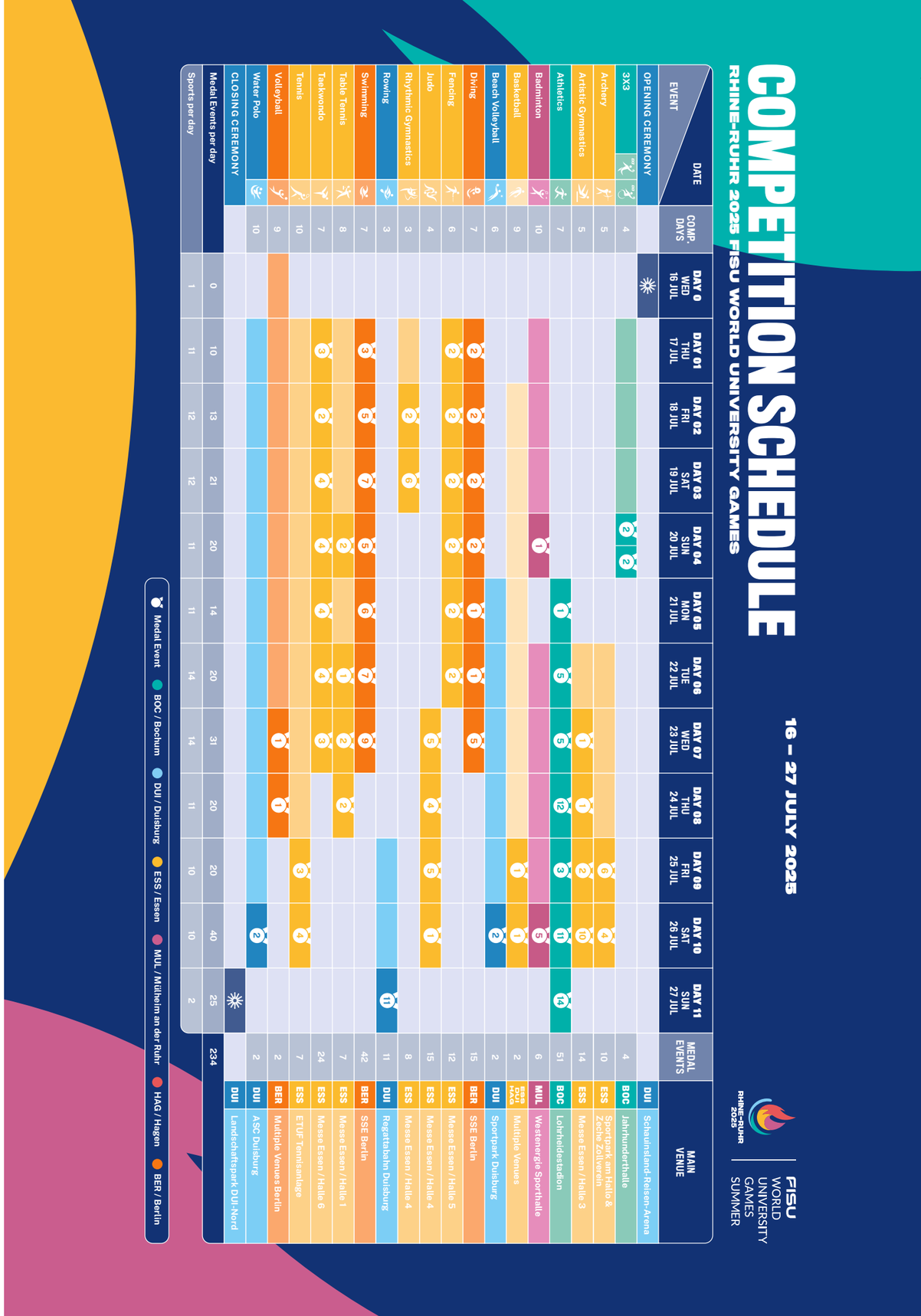
*Note: Basketball is listed under three different cities.

The sports programme of the Rhine-Ruhr 2025 FISU World University Games comprised a total of 18 sports. These consisted of 15 FISU core sports and three additional sports, which were selected by the host on the basis of various criteria — including spectator appeal and the sport's profile in the region.

For the first time in the history of the FISU World University Games Summer, Para Sport was integrated into the competition programme: 3x3 Wheelchair basketball made its debut in July 2025. Seven teams in the men's event and four in the women's event competed over four competition days in Bochum's Jahrhunderthalle in front of sold-out grandstands for medals that were reflected in the official medal table.

A key element of the sports concept was close collaboration with local sports clubs and regional and national sports federations, drawing on their expertise in the relevant sports and in the delivery of international events at first hand. Cooperation agreements for the delivery of each sport were concluded with all national federations.

In some sports, collaboration extended beyond technical advisory roles: staff from the national federations took on sports manager functions and thus played an active part in the organisation and delivery of the competitions.



Archery:

Facts and figures	Numbers
Number of medal events	**10 Medal events**
Number of participants by gender	**281 Participating athletes** 131 Women / 150 Men
Number of competition venues	**2 Competition venuesn** Sportpark am Hallo (Vorrunde) Zeche Zollverein (Finale)
Number of International Technical Officials (ITOs)	**4 ITOs**
Number of National Technical Officials (NTOs)	**12 NTOs**
Anzahl neuer FISU-Records	4 FISU-Records

Athletics:

Facts and figures	Numbers
Number of medal events	**53 Medal events**
Number of participants by gender	**1.422 Participating athletes** 682 Women / 740 Men
Number of competition venues	**2 Competition venuesn** Lohrheidestadion und Kemnader See
Number of International Technical Officials (ITOs)	**19 ITOs**
Number of National Technical Officials (NTOs)	**176 NTOs**
Anzahl neuer FISU-Records	7 FISU-Records

Badminton:

Facts and figures	Numbers
Number of medal events	**6 Medal events**
Number of participants by gender	**263 Participating athletes** 127 Women / 136 Men
Number of competition venues	**1 Competition venues** Westenergie Sporthalle
Number of International Technical Officials (ITOs)	**6 ITOs**
Number of National Technical Officials (NTOs)	**64 NTOs**

3x3 Basketball:

Facts and figures	Numbers
Number of medal events	**2 Medal events**
Number of participants by gender	**96 Participating athletes** 48 Women / 48 Men
Number of competition venues	**1 Competition venues** Jahrhunderthalle
Number of International Technical Officials (ITOs)	**9 ITOs**
Number of National Technical Officials (NTOs)	**12 NTOs** (BK3/WB3)

3x3 Wheelchair Basketball:

Facts and figures	Numbers
Number of medal events	**2 Medal events**
Number of participants by gender	**44 Participating athletes** 16 Women / 28 Men
Number of competition venues	**1 Competition venues** Jahrhunderthalle
Number of International Technical Officials (ITOs)	**13 ITOs**
Number of National Technical Officials (NTOs)	**12 NTOs** (BK3/WB3)

Basketball:

Facts and figures	Numbers
Number of medal events	**2 Medal events**
Number of participants by gender	**373 Participating athletes** 186 Women / 187 Men
Number of competition venues	**4 Competition venuesn** Grugahalle, Sportpark am Hallo, Walter-Schädlich-Halle und Ischelandhalle
Number of International Technical Officials (ITOs)	**37 ITOs**
Number of National Technical Officials (NTOs)	**56 NTOs**

Diving:

Facts and figures	Numbers
Number of medal events	**13 Medal events**
Number of participants by gender	**98 Participating athletes** 50 Women / 48 Men
Number of competition venues	**1 Competition venues** Schwimm-und Sprunghalle im Europasportpark (SSE)
Number of International Technical Officials (ITOs)	**21 ITOs**
Number of National Technical Officials (NTOs)	**7 NTOs**

Fencing:

Facts and figures	Numbers
Number of medal events	**12 Medal events**
Number of participants by gender	**460 Participating athletes** 207 Women / 253 Men
Number of competition venues	**1 Competition venues** Messe Essen/Halle 5
Number of International Technical Officials (ITOs)	**35 ITOs**
Number of National Technical Officials (NTOs)	**8 NTOs**

Artistic Gymnastics:

Facts and figures	Numbers
Number of medal events	**14 Medal events**
Number of participants by gender	**245 Participating athletes** 106 Women / 139 Men
Number of competition venues	**1 Competition venues** Messe Essen/Halle 3
Number of International Technical Officials (ITOs)	**40/52 (Q) ITOs**
Number of National Technical Officials (NTOs)	**17 NTOs**

Rhythmic Gymnastics:

Facts and figures	Numbers
Number of medal events	**8 Medal events**
Anzahl der Teilnehmerinnen	**78 Participating athletes**
Number of competition venues	**1 Competition venues** Messe Essen/Halle 4
Number of International Technical Officials (ITOs)	**32 ITOs**
Number of National Technical Officials (NTOs)	**9 NTOs**

Judo:

Facts and figures	Numbers
Number of medal events	**15 Medal events**
Number of participants by gender	**367 Participating athletes** 167 Women / 200 Men
Number of competition venues	**1 Competition venues** Messe Essen/Halle 4
Number of International Technical Officials (ITOs)	**22 ITOs**
Number of National Technical Officials (NTOs)	**38 NTOs**

Rowing:

Facts and figures	Numbers
Number of medal events	**11 Medal events**
Number of participants by gender	**571 Participating athletes** 238 Women / 333 Men
Number of competition venues	**1 Competition venues** Regattabahn Duisburg
Number of International Technical Officials (ITOs)	**19 ITOs**
Number of National Technical Officials (NTOs)	**21 NTOs**

Swimming:

Facts and figures	Numbers
Number of medal events	**42 Medal events**
Number of participants by gender	**573 Participating athletes** 245 Women / 328 Men
Number of competition venues	**1 Competition venues** Schwimm- und Sprunghalle im Europasportpark (SSE)
Number of International Technical Officials (ITOs)	**6 ITOs**
Number of National Technical Officials (NTOs)	**34 NTOs**
Anzahl neuer FISU-Records	**17** FISU-Records

Tennis:

Facts and figures	Numbers
Number of medal events	**7 Medal events**
Number of participants by gender	**177 Participating athletes** 81 Women / 96 Men
Number of competition venues	**1 Competition venues** ETUF-Tennisanlage
Number of International Technical Officials (ITOs)	**26 ITOs**
Number of National Technical Officials (NTOs)	**27 NTOs**

Taekwondo:

Facts and figures	Numbers
Number of medal events	**24 Medaillenentscheidunge:**
Number of participants by gender	**558 Participating athletes** 271 Women / 287 Men
Number of competition venues	**1 Competition venues** Messe Essen/Halle 6
Number of International Technical Officials (ITOs)	**40 ITOs** (für Poomsae, Kyorugi oder beide)
Number of National Technical Officials (NTOs)	**14 NTOs** (für Poomsae, Kyorugi oder beide)

Table Tennis:

Facts and figures	Numbers
Number of medal events	**7 Medal events**
Number of participants by gender	**253 Participating athletes** 118 Women / 135 Men
Number of competition venues	**1 Competition venues** Messe Essen/Halle 1
Number of International Technical Officials (ITOs)	**22 ITOs**
Number of National Technical Officials (NTOs)	**40 NTOs**

Beach Volleyball:

Facts and figures	Numbers
Number of medal events	**2 Medal events**
Number of participants by gender	**96 Participating athletes** 48 Women / 48 Men
Number of competition venues	**1 Competition venues** Sportpark Duisburg
Number of International Technical Officials (ITOs)	**6 ITOs**
Number of National Technical Officials (NTOs)	**64 NTOs**

Volleyball:

Facts and figures	Numbers
Number of medal events	**2 Medal events**
Number of participants by gender	**372 Participating athletes** 192 Women / 180 Men
Number of competition venues	**4 Competition venuesn** Max-Schmeling-Halle, Sportforum Große Halle, Ballsporthalle Köpenick, Horst-Korber-Sportzentrum
Number of International Technical Officials (ITOs)	**32 ITOs**
Number of National Technical Officials (NTOs)	**69 NTOs**

Water Polo:

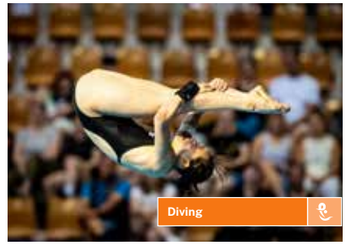
Facts and figures	Numbers
Number of medal events	**2 Medal events**
Number of participants by gender	**205 Participating athletes** 103 Women / 102 Men
Number of competition venues	1 Competition venues ASC Duisburg
Number of International Technical Officials (ITOs)	**20 ITOs**
Number of National Technical Officials (NTOs)	**23 NTOs**

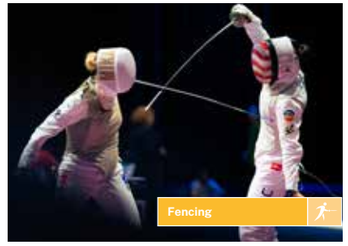


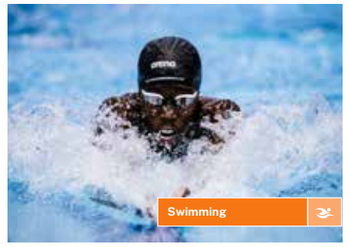


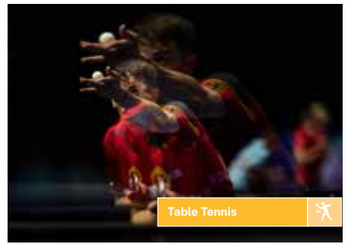




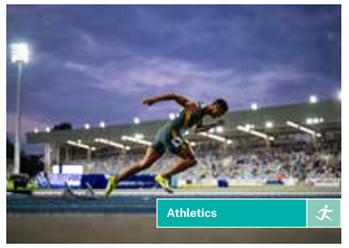






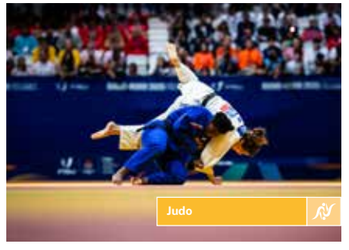


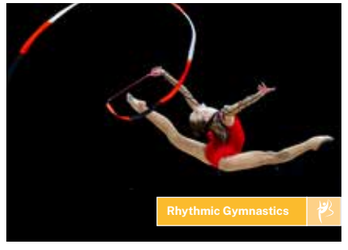




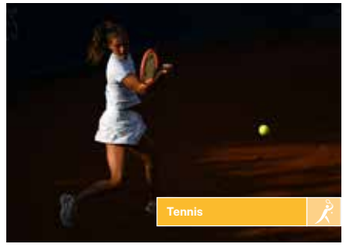




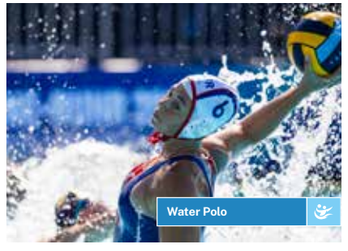












1.7 OPENING AND CLOSING CEREMONY

Opening Ceremonyr

The festive Opening Ceremony of the Rhine-Ruhr 2025 FISU World University Games on 16 July 2025 at the sold-out Schauinsland-Reisen-Arena in Duisburg was defined by a rich array of performances that impressively reflected both cultural diversity and the spirit of transformation. More than 20,000 attendees experienced an evening shaped by musical, artistic and ceremonial highlights.

At the centre of the staging was a stage framed by large-format LED screens and stylised chimneys. The chimneys evoked the industrial heritage of the Ruhr region and were symbolically lit during the ceremony. Thematically, the event drew on the history and transformation of the Ruhr area. Tradition and innovation found expression in the programme, the stage design and the musical concept.

The programme featured over 900 artists, 10 choirs and the WDR Funkhausorchester, which presented a blend of classical and contemporary elements. Further musical highlights included performances by Ayliva, Montez, Querbeat and DJ Topic. Numerous dancers complemented the musical contributions and added to the overall atmosphere. The role of sport as a unifying force across cultures and walks of life was woven into the choreography. A musical centrepiece was the performance of the »Steigerlied« by around 500 participants and the WDR Funkhausorchester, which powerfully expressed the spirit of solidarity, identity and hope of the region.
The Parade of Delegations conveyed the international diversity of the FISU World University Games, as delegation members from all participating nations carried their national flags into the arena. In total, students from over 2,000 universities around the world were to compete over the following 12 days. The Schauinsland-Reisen-Arena was that evening a meeting point for people of different cultural backgrounds, providing a platform for international encounter.







The official ceremony was attended by prominent figures: Heide Ecker-Rosendahl, 1972 Olympic champion and 1970 Universiade gold medallist, carried the Torch into the arena. She passed the flame to six exceptional athletes: Sonja Greinacher, Sarah Wellbrock, Max Hartung, Mathias Mester, Nico Schlotterbeck and Alexander Wieczerzak. Together they symbolically lit the chimneys. The event was officially opened by FISU President Leonz Eder and Bärbel Bas, Federal Minister for Labour and Social Affairs and a native of Duisburg.

Flag bearers Kim Bui, Sonja Greinacher, Britta Heidemann, Sarah Wellbrock, Max Hartung, Mathias Mester, Alexander Wieczerzak and Karla Borger represented the diversity of German university sport and set a visible sign for inclusion and excellence.

In parallel, a second Opening Ceremony was held at the North Rhine-Westphalia State Representation in Berlin. Around 1,500 guests attended, including delegation members competing in Berlin. The celebrations in Duisburg were broadcast live to Berlin.













Closing Ceremony

After 12 days of sporting competition, rich cultural exchange and shared experiences, the Rhine-Ruhr 2025 FISU World University Games came to a close on 27 July 2025. The Closing Ceremony at Landschaftspark Duisburg-Nord, with its distinctive industrial setting, provided a fitting backdrop for the conclusion of the event.

In the presence of delegations and guests, outstanding moments of the event were placed in the spotlight once more — sporting highlights alongside personal encounters and experiences that had characterised the special character of the preceding days. Following an emotional review of the event, the Rhine-Ruhr 2025 FISU World University Games were officially brought to a close.

A central moment of the ceremony was the official handover of the FISU Flag: Dr. Christiane Schenderlein, Minister of State for Sport and Voluntary Service, Andrea Milz, State Secretary for Sport and Voluntary Service of North Rhine-Westphalia, Sina Diekmann, Chief Sports Officer of the Organising Committee of the Rhine-Ruhr 2025 FISU World University Games, Karla Borger, German beach volleyball player and Chairwoman of the Board of Trustees, and Svea Thamsen, student board member of the adh, returned the flag to FISU President Leonz Eder. He then passed the flag to the representatives of the next host, Chungcheong in South Korea, who will stage the FISU World University Games 2027.

The Chungcheong Organising Committee then presented a cultural performance to prepare the audience for the coming Games. The evening reached its traditional climax and conclusion with the extinguishing of the flame.







1.8 FISU WORLD CONFERENCE 2025

The FISU World Conference traditionally forms the academic centrepiece of the FISU World University Games and provides a central platform for interdisciplinary exchange and scientific innovation. In the context of the Rhine-Ruhr 2025 FISU World University Games, it took place from 17 to 19 July 2025 at another historically significant post-industrial venue, the Jahrhunderthalle in Bochum.

Around 400 international experts, scientists and students from the disciplines of sports science, psychology, medicine and sustainability were brought together — including 103 active presenters from 23 countries and 93 invited VIPs and guests. The Conference combined substantive scientific content with interactive formats and thereby contributed to fostering dialogue between academia, sport and society.











Keynote Speakers
The five keynote speakers are international experts in the fields of sports science, sports medicine, psychology and sustainability. At the 2025 FISU World Conference, they shared insights into their respective areas of expertise.



Dr. Carolina Lundqvist,
Sweden, Senior Associate Professor of Psychology and Associate Professor of Sports Sciences at Linköping University



Prof. Dr. Rosemary Purcell,
Australia, Head of Elite Sports and Mental Health Research at the Centre for Youth Mental Health at the University of Melbourne and at the Orygen Institute



Prof. emeritus Willem Van Mechelen,
Netherlands, Honorary Professor, School of Human Movement and Nutrition Sciences



Prof. Dr. Andreas Löschel,
Germany, Chair of Environmental/ Resource Economics and Sustainability at Ruhr University Bochum and Researcher at RWI – Leibniz Institute for Economic Research



Georgios C. Korellis,
Cyprus, Head of the Education Department of the Cyprus Olympic Committee, Project Manager and Executive Coach

Under the guiding motto »Competing for Change: Exploring Sustainability and (Mental) Health through Sports«, the Conference addressed current global challenges at the intersection of sport, sustainability and (mental) health.

The programme was designed to generate practice-relevant insights and translate scientific findings into concrete recommendations for action. Four thematic areas structured the academic discussions:

1. **Mental health and performance under pressure in athletes**
2. **Balancing acts: work-life balance and resilience among coaches, referees and support staff**
3. **Ecological sustainability on campus**
4. **Health and wellbeing in sport and physical activity**

The scientific programme comprised five keynote addresses, four thematic workshops (led by Kim Bui, Esther Akihary-van Nobelen, adh and the International Council of Sport Science and Physical Education) and 20 parallel sessions with 81 presentations and 31 poster presentations.

The contributions reflected a broad disciplinary diversity:

- **119 contributions from sports science**
- **96 contributions from (sport) psychology**
- **94 contributions from (sport) sociology**
- **63 contributions from sustainability research**
- **25 contributions from (sport) medicine**
- **contributions from other disciplines**

Further programme elements — including the panel discussions »Meet the Stars« with Fabian Hambüchen and Léa Krüger and »Meet the Experts« with Karla Borger, Sarah Voss and other guests — complemented the academic presentations. A particular highlight was a live podcast recording with guests Leroy Henze and Mischa Zverev. The FISU Healthy Campus Label Award, the Green Delegation Award and the Outstanding Thesis Award were presented as part of the Conference's formal Opening and Closing Ceremony.

The Conference was organised in close cooperation with FISU, the University Alliance Ruhr (UA Ruhr) as the academic partner and the adh. The event was also supported by the City of Bochum and the Jahrhunderthalle Bochum. Together these partners created a programme that not only presented cutting-edge research but also actively promoted the exchange between scientific insight, sporting practice and societal perspective. A particularly noteworthy aspect of this Conference was its close spatial integration with the sporting competitions and the cultural programme at the Bochum site. Through their physical proximity and active integration, the Conference, competitions and supporting programme were mutually enriching.



1.9 CULTURAL PROGRAMME

The festivals of the Rhine-Ruhr 2025 FISU World University Games were an integral part of the cultural supporting programme. Complementing the sporting competitions, spaces for encounter were created in three of the six host cities, inviting visitors, guests and delegations to participate.

Structure and Venues

The festivals took place from 17 to 27 July 2025, with each of the three venues characterised by its own thematic profile and individual atmosphere:

- **Ruhr Games Festival**
  (Bochum, 17–20 July 2025) at the Jahrhunderthalle Bochum, with a focus on youth, sport, culture and international encounters
- **Park Festival**
  (Essen, 21–26 July 2025) in the Grugapark Essen, with a family-oriented programme of concerts, interactive activities and further cultural events
- **Beach Festival**
  (Duisburg, 21–27 July 2025) on the Dreieckswiese at Sportpark Duisburg, in direct proximity to the beach volleyball and water sports venues, with music, entertainment and meeting zones for athletes

Programme Concept

The timetable was closely coordinated with the competition calendar to create synergies and ensure that the festivals served as a natural extension of the sporting experience. By integrating the established Ruhr Games format into the overall concept of the Games, reach, visibility and international appeal were further enhanced.
The festival programme was built around five thematic pillars, offering a comprehensive framework for participation and engagement:

Sport:
participatory activities, workshops and trend sports

Culture:
live music, artistic performances and creative workshops

Discover:
infotainment formats on education, sustainability and international exchange

Kids Zone:
family area with climbing walls, play stations and creative workshops

Comfort Zone:
relaxation space with street food, coffee and social meeting areas

Through this structure, the festivals brought together sport, culture and community into a diverse, accessible programme that enabled broad societal participation.

























Key Initiatives

Several flagship initiatives defined the delivery of the festival programme:

- The Rhine-Ruhr Sports Diploma introduced visitors to the sports of the Rhine-Ruhr 2025 FISU World University Games at 14 interactive stations, supervised by regional clubs and federations. Over 24,000 participants took on the circuit, of whom 4,200 completed it successfully and received the official diploma. The initiative not only raised the profile of local sports organisations but also offered a way to inspire children and young people towards greater activity and interest in the sports.

- The Adopt a Delegation project saw schools »adopt« delegations from the Rhine-Ruhr 2025 FISU World University Games and explore their cultural characteristics through dedicated projects. Direct contact with the teams enabled exclusive insights and fostered intensive intercultural exchange. The project was later extended to universities, leading to a rediscovery of student competitive sport in the region and a strengthening of international ties. In total, educational institutions adopted 30 delegations. Around 3,000 school pupils and 1,300 students participated, durably strengthening education, civic engagement and intercultural understanding.

- The Discover Route translated the 17 United Nations Sustainable Development Goals (SDGs) into interactive experiences. Partner stands at all three festivals offered quiz formats, participatory activities and creative actions. Visitors collected stamps and exchanged them for sustainable give-aways — a playful connection between education and practical action.

- The Kids Zone brought together safe and varied offerings for children including movement games, creative activities and supervised play areas. It became a central attraction for families and strengthened inclusion across age groups.

- Concerts and evening programmes created a special festival atmosphere. Highlights included performances by Ski Aggu (17 July, Bochum), Querbeat (20 July, Bochum), Alle Farben (21 July, Essen), Leoniden (23 July, Essen), Michael Schulte (24 July, Essen) and Deichkind (27 July, Duisburg). Alongside these headline acts, numerous regional artists, DJs and creative stage formats gave each festival evening a distinctive identity.

- The »Everybody is all-in!« call to action enabled broad civic participation: over 80 regional initiatives and artists took part with stage performances, workshops, community projects and live art actions. This made the creative diversity of the region visible and strengthened the inclusive, participatory character of the festivals.

Target Groups and Impact

The Rhine-Ruhr 2025 festivals reached a broad and diverse audience:

- international athletes who engaged with the festival outside their competitions
- spectators and families from across the Rhine-Ruhr region
- visitors to the competitions who were additionally engaged through the cultural programme
- music and culture enthusiasts drawn in by concerts and evening events

By connecting these audiences, open, inclusive meeting spaces were created that reflected the diversity of the Games. The festivals gave the Games a cultural reach extending beyond the venues, strengthened the connection between sport and society, and showcased the creativity and openness of the Rhine-Ruhr region.

1.10 COMMUNICATIONS

In the context of the Rhine-Ruhr 2025 FISU World University Games, press and public relations formed a central component of the external communications strategy. Its overarching objective was to significantly raise the event's public profile, strengthen national and international media resonance, and sustainably anchor the Games in the public consciousness. The measures were directed in particular at specialist and general interest media, the broader public, and partner organisations and stakeholders from sport, politics and civil society. The communications strategy followed a structured, three-stage approach combining strategic and operational elements:

1. Proactive media relations, including the conception, planning and delivery of press events featuring (former) athletes, official ambassadors and other relevant stakeholders.

2. Storytelling and editorial content creation, through which audience-specific content was developed and actively placed with media partners — including coverage of the Torch Relay and the presentation of brand ambassadors.

3. Reactive communication, particularly during the event period, to handle media enquiries efficiently, coordinate interview formats and maintain a consistent, quality-assured media presence. In addition, a comprehensive crisis communications plan was developed to ensure a structured and rapid response capability in the event of incidents.

Representatives of the Organising Committee were positioned as spokespersons and appeared in television and radio interviews, podcasts and print and online coverage. Media work extended throughout the entire preparatory phase and was consistently intensified during the delivery of the Games from 16 to 27 July 2025. Operational implementation took place at multiple locations in North Rhine-Westphalia and in Berlin, with overall coordination managed centrally by the communications team.

Collaboration with external agencies, media partners and other stakeholders played an important role in the planning and execution of communications activities. Publicly tendered services — including PR support, media monitoring and technical and editorial assistance for press formats — were handled by specialised service providers. The portfolio of measures included press conferences, media events with testimonials, editorial support for sub-projects and a comprehensive media service during the Games. These activities made a significant contribution to broad media coverage and substantially raised the public profile of the Rhine-Ruhr 2025 FISU World University Games.

FISU YOUNG SPORTS MEDIA TALENTS

Through the »FISU Young Sports Media Talents« project, national and international students were given the opportunity to develop their skills in three subject areas — journalism, photography and audio description — over a six-month period while gaining hands-on experience in parallel. The project built on the existing »FISU Young Reporters« format, expanded it to include two additional subject areas and also established a digital education platform.

The programme, supported by Erasmus+ and U-Media, involved 28 participants as well as an additional 10 U-Media Ambassadors serving as student reporters. In the field of photography, the young talents received further support from Nikon. Between March and June 2025, a total of eight »U-Media Expert Lectures & Workshops« took place, through which participants received professional mentoring from media professionals.

The Young Sports Media Talents were then able to apply the knowledge they had acquired as part of the accredited media team during the Games, gaining their first practical experience in the environment of a major international sporting event. A »Student Newshub« was also created on the U-Media platform, on which student articles were published during the event.

The atmosphere during the Games was marked by high levels of motivation. Feedback from participants and mentors was predominantly positive. Despite the intense event days, the Young Media Talents gained a wide range of insights and took away valuable experience from both the preparatory phase and the event days themselves. Feedback from personal conversations also indicated that a number of participants intended to continue their engagement in sports journalism, photography and audio description on a longer-term basis.

Jan. 2025
Start of the application phase and beginning of the education programme

Feb. 2025
End of the application phase

März 2025
Selection of participants and start of lectures

Mai 2025
Official announcement of participants

Juni 2025
Final briefing of participants

Juli 2025
Deployment of participants at the Rhine-Ruhr 2025 FISU World University Games





















Torch Relay

The Torch Relay from January to July 2025 provided a symbolic launch to the multi-sport event, strengthened community spirit and engagement, and carried the values of sport and education across Germany and the region. The flame was lit in Turin at the 2025 FISU World University Winter Games and then carried in 12 stages by young committed individuals and prominent figures from sport, academia and politics through the cities of Munich, Stuttgart, Heidelberg, Frankfurt, Erfurt, Cologne, Hamburg, Lübeck, Wuppertal and Dortmund. The flame was presented at day events with the participation of schools, clubs and universities in the host cities of Berlin, Hagen, Bochum, Mülheim an der Ruhr, Essen and Duisburg, and was ceremonially relit at the conclusion of the Torch Relay as part of the Opening Ceremony, subsequently burning in all host cities. Schools, universities and clubs were the main participants in the regional leg, generating awareness and enthusiasm for the event. Volunteers were invited to apply to carry the Torch as well. The municipalities were also integrated into the planning and supported the communications — with mayors also carrying the Torch.









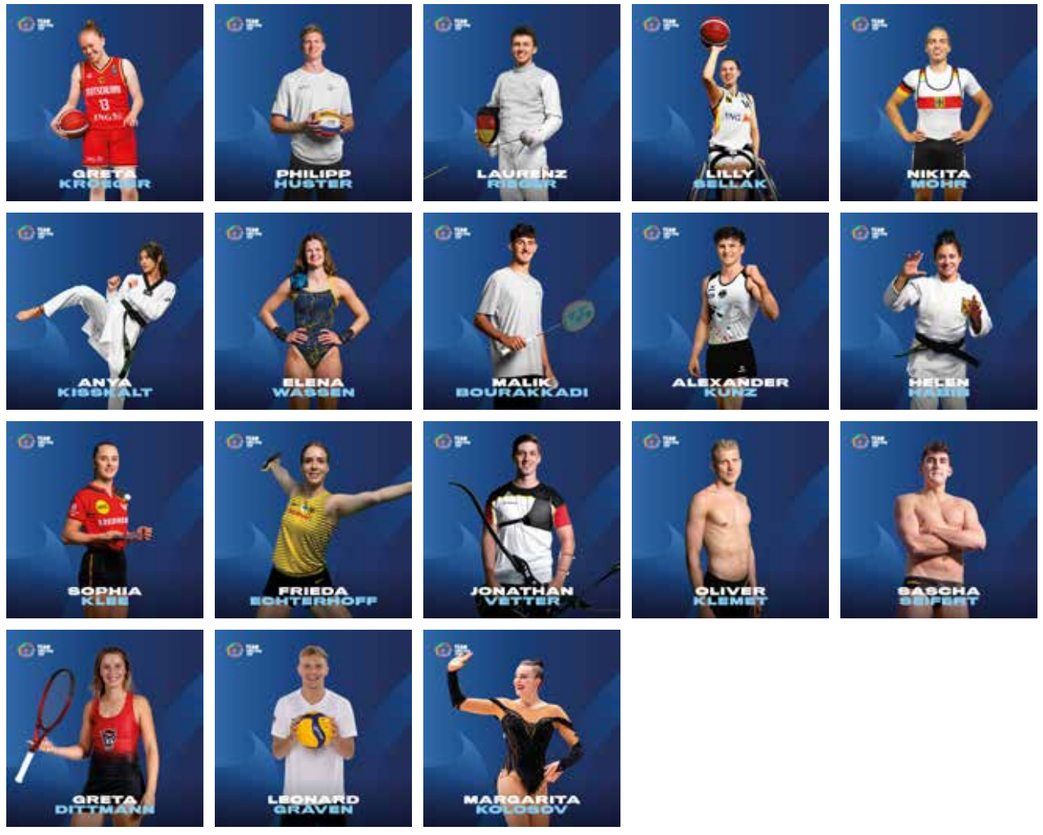




Ambassadors Programme – Rising Stars

Through the Ambassadors Programme, young, up-and-coming athletes from national teams were recruited as »Rising Stars« for Team Rhine-Ruhr 2025. In each of the 18 sports, one athlete served as an identification figure for the Rhine-Ruhr 2025 FISU World University Games. The ambassadors were themselves students under the age of 25, in some cases with a regional connection through their place of residence or club affiliation, and thus represented the world of the participants in a particularly authentic way. Through their appearances, media presence and active involvement in the run-up to the Games, they carried the energy and spirit of the event to the outside world. This not only raised the profile of the event; the Rising Stars themselves also benefited from increased visibility and at the same time served as credible role models for the next generation of sporting talent.





1.11 LEGACY & SUSTAINABILITY

Sustainability and long-term impact (Legacy) were central dimensions of the strategic orientation of the Rhine-Ruhr 2025 FISU World University Games. Under the motto »together, more inclusive, more sustainable — the SDGs are part of the game!«, ecological, social and economic aspects were integrated as cross-cutting themes into planning, decision-making and implementation processes. The aim was to align the delivery of the Games with the United Nations Sustainable Development Goals and at the same time make measurable contributions to sustainable development in the region.

The chosen approach rested on three guiding principles:

1. Responsibility towards the environment and resources
2. Participation of all societal groups
3. Use of existing structures

By using existing sports venues, consolidating competition venues and leveraging existing transport infrastructure, the ecological footprint was reduced. Complementary measures in the areas of waste management, mobility and procurement were implemented to embed sustainable standards in operational planning.



A further focus was placed on the social dimension of the Games. Accessibility, inclusion and diversity were integral elements, above all in staffing and volunteer management. The involvement of the host cities and cooperation with regional universities and academic partners supported the anchoring of the Games in society and promoted knowledge transfer beyond the event.

Unlike previous FISU World University Games, where sustainability measures were implemented individually, the Rhine-Ruhr 2025 FISU World University Games pursued a holistic approach: sustainability, human rights and Legacy were considered as an interconnected thematic complex and scientifically accompanied. Based on defined indicators, a systematic documentation of measures and their effects was carried out in the areas of environment, society, education and governance. This resulted in foundations and good practices on which future FISU World University Games and other events can build.

The Legacy of the Rhine-Ruhr 2025 FISU World University Games is evident in the strengthening of regional and institutional networks, the integration of sustainable processes into event planning, and the further development of standards for future multi-sport events.

A detailed analysis of the results achieved, data and fields of impact is set out in the Post-Games Paper on »Human Rights, Sustainability, Legacy«, which serves as the basis for knowledge transfer and the further development of international sustainability standards.

1.12 VOLUNTEERS

The Heart of the Rhine-Ruhr 2025 FISU World University Games

Alongside the athletes, the many volunteers — with their commitment and passion — formed the foundation of the Rhine-Ruhr 2025 FISU World University Games and made an essential contribution to their success. Without their involvement, neither the delivery of the multi-sport competitions in the six host cities nor the unique overall experience would have been possible. The volunteers provided support in all areas of event delivery: as warm welcome teams for delegations and guests, as inspiring motivators at the competition venues and as attentive companions for delegations — and above all as authentic ambassadors for intercultural exchange and inclusion. The latter stood, at the Rhine-Ruhr 2025 FISU World University Games, for the togetherness of all people regardless of background, age or personal circumstances.

The enthusiasm and readiness of the volunteers to go far beyond their assigned tasks created a unique atmosphere of community and celebration. With around 10,500 accredited volunteers from 122 countries, they represented the largest group within the organisation. Whether students, working professionals, retired individuals or first-time volunteers, all were united by a shared passion for sport and a belief in the motto »No Games Without U«.

National and International Volunteers – A Knowledge Pool for Major Multi-Sport Events

As early as the planning phase, the Organising Committee recognised the central importance of volunteer expertise for the successful delivery of the Games. Partnerships with universities, sports federations and international networks formed the basis for a strong involvement of both national and international volunteers. Long-term volunteers also played an important role in preparatory tasks, for example in promotion, role allocation and interview processes.

During the Games, the deployment of volunteers was supported by a clear management structure. Volunteer Managers were assigned to the respective host cities, while Volunteer Venue Coordinators ensured direct support at each competition venue. This system enabled flexible, needs-based deployment planning without losing the sense of community and shared responsibility.

This model — combining international participation, national expertise and academic partnership — proved to be the foundation for successful volunteer engagement at the Rhine-Ruhr 2025 FISU World University Games.







Key Statistics

- Applications: 15,061
- Accredited volunteers: 10,533
- Countries represented: 122
- Languages spoken: 100
- Volunteers with self-reported disability: 2%

Gender distribution:
- 56% female
- 44% male
- 7 persons identified as non-binary, 8 did not specify.

Age distribution:
- 36% aged 18–25
- 21% aged 26–33
- 43% in other age groups

Countries of birth:
- 64% born in Germany
- 8% born in other European countries
- 28% born outside Europe (of which 57% in Asia)

Place of residence:
- 85% resident in Germany
- 7% resident in other European countries
- 8% resident outside Europe (of which 53% in Asia)

Volunteer experience at the Games

87% of volunteers reported being very satisfied or extremely satisfied with their overall experience. Individual challenges — such as long travel times, unclear role allocations or communication gaps with functional areas — were addressed and resolved at all competition venues by the Volunteer Venue Coordinators.

Additional initiatives such as the Volunteer Kick-Off Events in Essen and Berlin, a welfare programme offering the option to stay overnight in sports halls near the deployment sites free of charge, free use of public transport and access to all sporting competitions, discounts and leisure activities — for example, language or sports courses run by volunteers for volunteers — as well as the final Volunteer Thank U Party all made a decisive contribution to fostering cohesion within the volunteer community.

The volunteers not only contributed to the smooth running of the Games but also served as cultural ambassadors who gave athletes, delegations and visitors lasting memories. Their collective commitment demonstrated powerfully that the spirit of the Games comes alive through them — and that the Rhine-Ruhr 2025 FISU World University Games would not have been possible without them.



02

THE ORGANISATION OF THE RHINE-RUHR 2025 FISU WORLD UNIVERSITY GAMES

2.1 CANDIDATURE PHASE AND FOUNDING OF THE ORGANISING COMMITTEE

From Vision to Reality

The FISU World University Games (known as the Universiade at the time the bid process began) rank among the largest and most prestigious sporting events for students worldwide. For Germany, hosting the 2025 edition marked an important milestone in a long-term strategy of positioning itself as a leading venue for major international sporting events, promoting international exchange and strengthening the ties between education and sport at a global level.

The path to the Rhine-Ruhr 2025 FISU World University Games stretched from the initial idea through the national selection process and the official bid to the founding of the Organising Committee. Strategic, political and organisational decisions combined to secure the award for Germany and to establish the necessary delivery structures.

Initiation and Strategic Framework

In 2018, the Federal Government included the hosting of the FISU World University Games in its coalition agreement as part of a comprehensive strategy for promoting major international sporting events in Germany. This initiative reflected the growing recognition that staging global sporting events not only promotes sporting excellence but also strengthens Germany's role as a leading educational nation and actor in international sports diplomacy.

A position paper published by the German University Sports Federation (adh) in May 2018 highlighted the wide-ranging opportunities of a Summer Universiade in Germany. Beyond the sporting aspects, the paper emphasised that such an event would showcase Germany's commitment to high-quality education, its modern sports infrastructure and its capacity to unite academic and sporting communities from around the world. At the same time, the event was seen as a catalyst for regional development.

Engagement of Key Stakeholders

In the early planning phase, the Federal Government, the adh and other key actors began a series of fundamental discussions on the feasibility and significance of a bid. Key consultations took place with the Bundestag, the Federal Ministry of the Interior (BMI), the German Olympic Sports Confederation (DOSB), the national federations, the German Rectors' Conference (HRK) and business partners to evaluate opportunities and challenges.

This early alignment was decisive in bringing together political, sporting and academic institutions behind a shared vision. The adh took a leading role by involving its members in national discussions and consultations. As a result of these discussions, the adh's general assembly resolved to officially explore the possibility of bidding for the Rhine-Ruhr 2025 FISU World University Games.

Identification of Potential Host Cities

Following the decision to submit a bid, a structured selection process was initiated to identify suitable host cities or regions. In the first half of 2019, a systematic analysis of potential venues within Germany was carried out.

Assessment of the locations was based on a multidimensional set of criteria that included existing sports infrastructure, logistical capabilities and strategic coherence with national objectives in sport and education.

Assessment criteria included, among others:

- **Sports infrastructure:** availability of modern sports venues across a range of disciplines
- **Transport links:** accessibility for international athletes, officials and spectators by air, rail and road
- **Accommodation capacity:** sufficient hotel beds and alternative housing for several thousand participants and guests
- **Experience with major events:** demonstrable competence in managing international sporting events
- **Potential for sports development:** sustainable use and long-term benefit of the Games for the region
- **Strategic fit:** alignment with Germany's overarching goals in sport, education and international cooperation

In the course of this analysis, several cities and regions were shortlisted and examined for their individual strengths and potential:

- **Berlin**
- **Frankfurt**
- **Hamburg**
- **Leipzig**
- **Munich**
- **Stuttgart**
- **Rhine-Ruhr/NRW**

Workshops with Interested Candidates

Following the initial shortlisting, structured workshops were conducted with representatives of the selected cities and regions. These served to analyse key dimensions of delivery in greater depth — particularly with regard to the further development of sports infrastructure, accommodation and mobility capacities, and the integration of the Games into existing regional structures and long-term development strategies. The workshops also provided bidding regions with the opportunity to present their strategic visions and hosting concepts.

The interactive formats contributed to a differentiated assessment of region-specific performance profiles and allowed for refinement of the selection criteria. As a result, Berlin and the Rhine-Ruhr region in North Rhine-Westphalia emerged as the remaining principal candidates.

Location Selection: Rhine-Ruhr/NRW

In the further course of the selection process, both Berlin and the Rhine-Ruhr region demonstrated high competitiveness. However, owing to timing constraints related to infrastructure works and scheduling conflicts with other major events in 2025, Berlin withdrew its candidacy shortly before the conclusion of the selection process.

The process then focused on the Rhine-Ruhr region, which was convincing above all through its capable infrastructure, proven experience in staging major events and strategic relevance at the intersection of education and sports policy. The region was consequently nominated as Germany's official bidder for the FISU World University Games 2025 — a key milestone in the journey to realising the Games.

Infrastructure Planning and Requirements

A central objective of the planning process was the consistent use of existing infrastructure alongside the initiation of supplementary infrastructure measures with a sustainable legacy perspective. In this context, a number of large-scale sports facilities in the Rhine-Ruhr region were identified as potential competition venues. In addition, the use of temporary structures and additional facilities was envisaged to cover the infrastructural requirements of all disciplines — from gymnastics and swimming to archery — as well as the cultural and academic supporting programmes.

Infrastructure planning was carried out in close coordination with municipal and state political actors. The focus was on identifying necessary investment needs and developing concepts for the long-term use of the sports facilities, with the aim of enabling a sustainable infrastructural Legacy beyond the event.



The Bid Concept

With the Rhine-Ruhr region designated as the national bidder, the development of the formal bid concept began. The central element was the Bid Book, which set out in a systematic manner Germany's strategic orientation, the planned competition venues, logistical and organisational concepts, sustainability approaches and a financing framework.

A particular emphasis was placed on the social and educational embedding of the event. The Games were conceived not solely as a major sporting event but as a multidimensional format designed to promote international academic exchange, cultural diversity and knowledge transfer.

The concept was developed in close cooperation with regional stakeholders, the International University Sports Federation (FISU) and representatives of the Federal Government, the state government of NRW and the universities. It documented Germany's organisational capabilities and its ability to deliver a high-quality, coordinated and forward-looking major event.

Financial Planning and Stakeholder Coordination

A shared financial planning process formed a central component of the bid. The Federal Government, represented by the BMI, the State of North Rhine-Westphalia and regional partners developed a financing concept that integrated public and private funding. Coordination of this process was managed by a dedicated Funding and Strategy Advisory Board, which ensured overarching alignment between the parties involved.

Approval of the financial framework by the relevant political and institutional bodies was a key prerequisite for formally submitting the bid. Despite pandemic-related uncertainties, political support remained intact, and the complete bid dossier was submitted to FISU by the end of May 2020.

Adjustments Due to the COVID-19 Pandemic

The COVID-19 pandemic caused significant delays in the bid process. Originally, the submission of documents was planned for May 2020 with a decision in summer 2020. As a result of the global crisis, the FISU timeline was adjusted, extending the Bid Book submission deadline to April 2021 and postponing the award decision to May 2021.

Founding of the Organising Committee

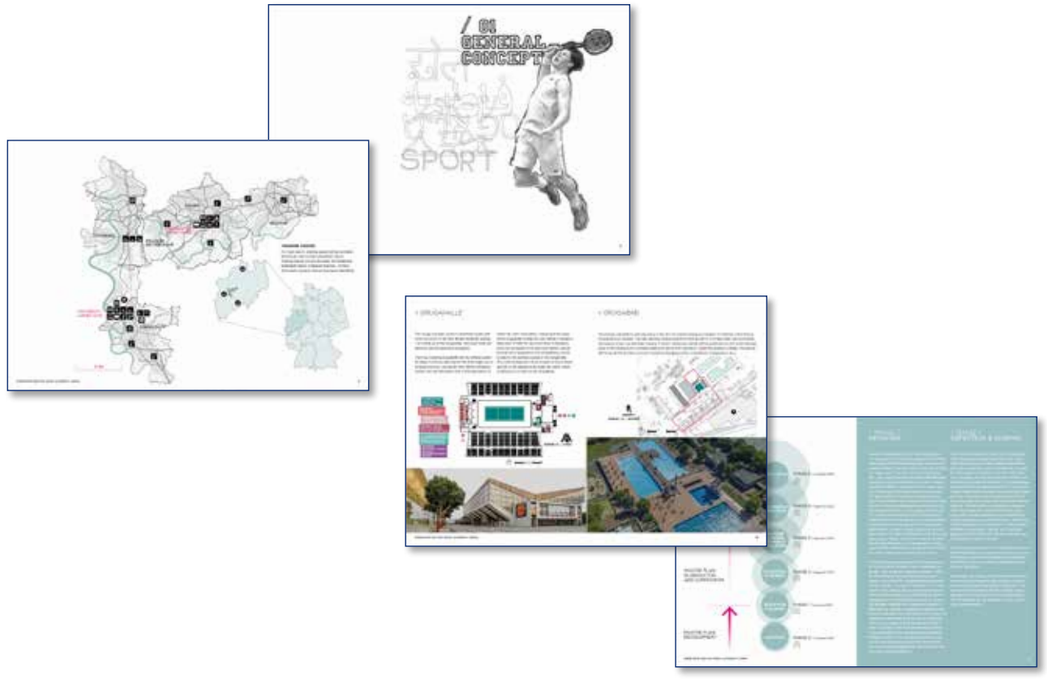
Following the successful award to the Rhine-Ruhr region, the Organising Committee was formally established. To ensure efficient and transparent delivery, the organisational structure was designed as a non-profit limited liability company (gGmbH), which combines the entrepreneurial flexibility of a GmbH with the tax and ideational advantages of a non-profit organisation.

The adh was named as the sole shareholder of the gGmbH. The founding was accompanied by the Funding and Strategy Advisory Board to ensure equal involvement of federal, state and regional stakeholders in governance and oversight.

Staffing Leadership Positions and Building Structures

In the second half of 2021 — following the official award of the Games — the first organisational structures were established. An interim management team took on the coordination of the early planning phase, the building of internal processes, the recruitment of key personnel and coordination with FISU, the Federal Government and the State Government.

In this start-up phase, a core team of experts in the areas of project management, marketing, sport and operations was assembled. This team laid the operational foundations for the delivery of the Games and played a decisive role in translating the strategic planning vision into concrete operational structures.



2.2 ORGANISATIONAL STRUCTURE

Developing an appropriate organisational structure for the Rhine-Ruhr 2025 FISU World University Games was a complex and multidimensional process. The structure had to integrate a wide range of requirements, including FISU's international standards, national legal and administrative frameworks, the specialist expertise of the parties involved and internal organisational principles. Accordingly, it was continuously evaluated, adjusted and optimised throughout the project lifecycle.

Diversity of the Organising Committee

323 total staff members

52 female (%)

48 male (%)

0 non-binary (%)

47 different nationalities

6 continents

31,3 years average age

Age distribution:
>65 = 2 // 51-60 = 19 // 41-50 = 18
31-40 = 73 // 21-30 = 199 // 15-20 = 6

Leadership Team

With the founding of the gGmbH, the leadership team was built up incrementally and initially structured around four key roles: Chief Executive Officer (CEO), Chief Operations Officer (COO) with additional responsibility for Marketing and Communications, Chief Technology Officer (CTO) and Chief Sports Officer (CSO). A fifth position — Chief Administration & Finance Officer — could not be filled. This function was instead assumed by a departmental head who, owing to the role's strategic relevance, remained continuously involved in internal leadership and stakeholder meetings. In the course of a restructuring in 2022, the leadership team was reconstituted and subsequently comprised the CEO, CSO, COO, CTO and a Chief Marketing & Communications Officer (CMO).

From August 2024, the management team consisted solely of the CEO and CSO. Management structures were streamlined, with Strategy & Administration, Communications, Games Operations and Operations reporting to the CEO, and all sport-related functions to the CSO. Internal competencies were simultaneously expanded, responsibilities transferred and accountabilities restructured to ensure organisational stability and sustained leadership.

Functional Areas (FAs)

In the early planning phase, various structural models were examined, including the bundling of work packages and an agile organisational design. However, as the team grew and operational activity increased, the need for clear delineation of responsibilities and precise functional definitions became evident, in order to promote transparency and efficient collaboration. Departments were progressively differentiated to consolidate specialist competencies, clarify accountability and increase organisational visibility. Departmental heads were granted authority to take decisions independently within their area of responsibility, in order to relieve pressure on the management tier. Implementation varied depending on the experience and management style of the respective leaders.
The organigram shown represents the final organisational structure, which proved fit for purpose for the Organising Committee at this stage. The structure comprised a total of 48 Functional Areas, each — at varying levels of the hierarchy — under the leadership of a responsible individual.
To support the Functional Areas and create clear interfaces, a central Programme Management function was established. It coordinated operational processes, ensured collaboration between areas and facilitated alignment within the organisation.

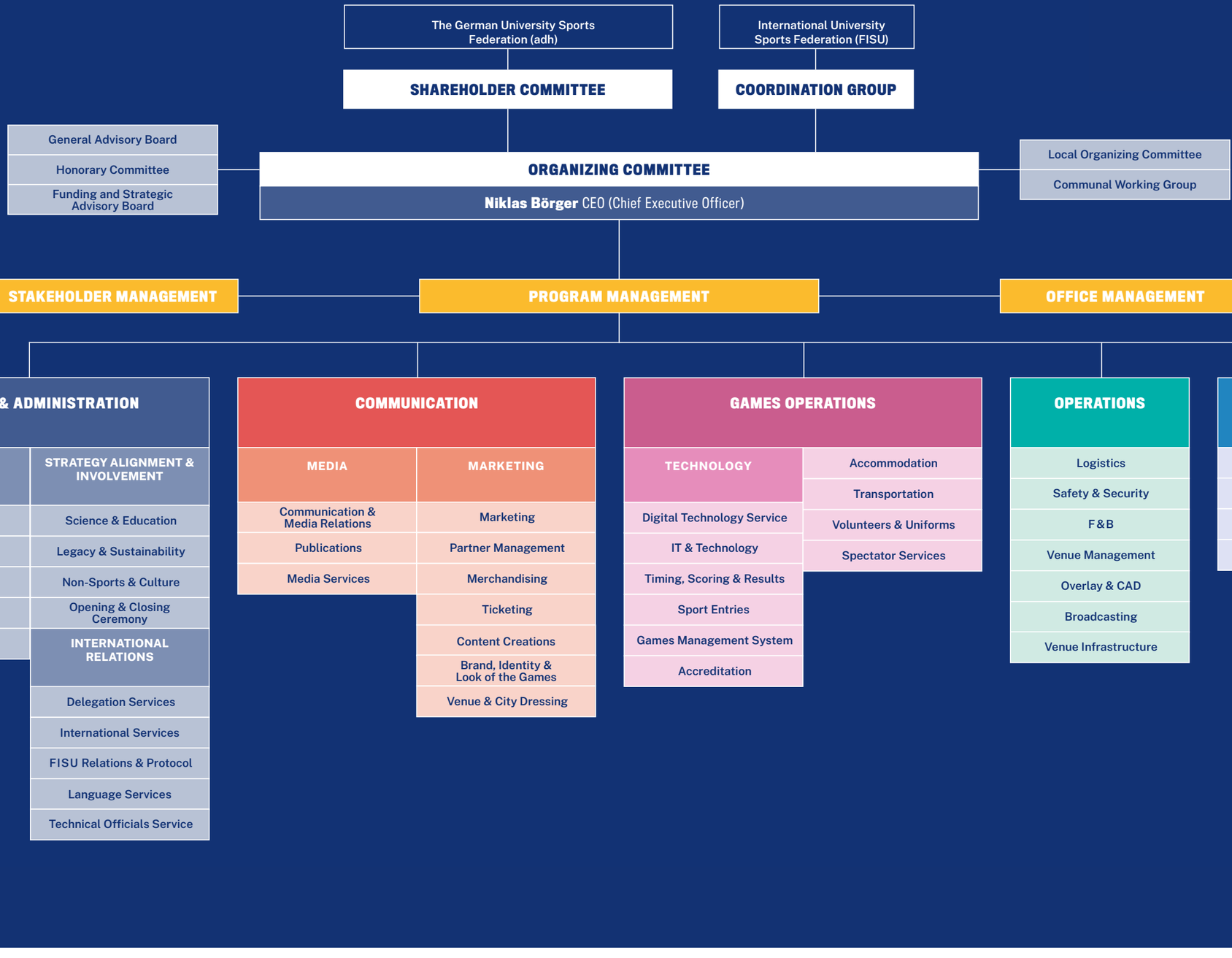
In the course of development, three central requirements for the structure became clear — each of them essential for managing a project of this complexity and dynamism:

1. **Clear delineation and comprehensibility of responsibilities.**
   The Organising Committee comprised an interdisciplinary and international team that grew significantly in the run-up to the Games. A clear and easily understood structure was needed to assign tasks unambiguously, avoid duplication of effort and facilitate the onboarding of new staff. The use of internationally recognised functional designations also aided orientation and comprehensibility for both internal and external stakeholders.

2. **Transparent hierarchical structures.**
   A characteristic feature of international multi-sport events is the temporary organisation established exclusively for the event in question and subsequently wound down. This temporary structure poses a particular challenge, since hierarchies must be clearly represented and responsibilities precisely defined to ensure efficient decision-making processes and transparency despite high levels of dynamism.

3. **Flexibility within the organisational structure.**
   The project cycle passed through several phases with shifting priorities and personnel adjustments, as is customary in major projects. This dynamism necessitated continuous adaptation of the organisational structure and established flexibility as a central element of the organisational culture.

Organigramm



2.3 STAKEHOLDER AND PARTNER ENGAGEMENT

Stakeholder management served as the central coordination tool for aligning the diverse political, administrative and societal interests involved. It connected strategic and operational levels, secured information flows and created the basis for coordinated action among the various partner institutions. Its aim was to ensure a coherent overall strategy that guaranteed both political legitimacy and operational efficiency.

As a cross-cutting function, stakeholder management operated between political governance, technical delivery and public perception. In this role, it performed a mediating, advisory and integrating function that went beyond pure communications tasks. The area was substantially responsible for building trust among the parties involved, structuring decision-making processes and promoting transparency in complex coordination processes.

A central focus of stakeholder management was the systematic identification of stakeholders. These included in particular funders and partners at federal and state level (such as the BMI and the State Chancellery of NRW, as well as the ministries involved), the shareholder (adh), the participating municipalities (including Bochum, Duisburg, Essen, Mülheim an der Ruhr, Hagen and Berlin) and FISU as the organising body of the FISU World University Games.

In total, around 1,200 contacts and stakeholders were identified and actively managed over the course of the project. These included, among others, one shareholder, two central funders (at federal and state level), eight participating state ministries, five Local Organising Committees (LOCs) with a total of 85 members, and 16 interdisciplinary working groups supporting the substantive and operational delivery across various subject areas. Cooperation was also maintained with numerous other partners — including sponsors and business partners (e.g. chambers of commerce, municipal economic development agencies), sports institutions (such as federations, foundations and sports policy organisations), tourism organisations and voluntary structures, e.g. the German Foundation for Engagement and Volunteering.

A key concern was ensuring transparency, accountability and mutual trust. To this end, various committees and working groups were established and coordinated, including the LOCs, the inter-municipal steering group, the Board of Trustees, the inter-ministerial working group (IMAG), Task Force Moving, the Funding Advisory Board and the Strategy Advisory Board. Coordination of the committee work was managed through agreed scheduling cycles to ensure efficient communication and decision-making. This included, among other things, regular meetings with the municipalities (LOCs, quarterly), with funders (weekly), with the shareholder (fortnightly and in shareholder assemblies), and with overarching bodies and ministries (e.g. quarterly status reports, bi-annual IMAG meetings). Continuous exchange was additionally maintained with further partners, including universities, sports institutions (Landessportbund NRW, Sportstiftung NRW, DOSB) and non-sporting organisations such as Tourismus NRW, the Regional Association Ruhr (RVR), the RAG Foundation and IGA. A targeted communications strategy was developed and implemented that adapted to the specific requirements of the different stakeholder groups. Communication took place via diverse channels — including email, newsletters, meetings, reports and press conferences — along defined communications milestones.

Initiated by the new management in spring 2023, stakeholder management was formally integrated into the Organising Committee structure in August 2023 — as a direct response to structural deficits and political challenges relating to the strategic overall coordination of the project. The formal establishment of the Functional Area Stakeholder Management thus took place retrospectively and relatively late in the project timeline. Stakeholder management occupied a central strategic role within the organisational structure and developed over the course of the project into an elementary coordination instrument.

A central challenge was the high complexity of the stakeholder landscape. The large number of diverse actors — including federal and state ministries, municipalities, universities, international bodies such as FISU, and institutional and commercial partners — brought with them a wide variety of expectations, interests and decision-making logics. At the same time, the structures needed to systematically manage this diversity were absent at the start of the project.

To address this challenge, a structured stakeholder analysis was carried out in which actors were prioritised according to their influence and interest. Political expectations were translated into operational requirements, ensuring that strategic objectives were adequately reflected in the work of the Functional Areas. The complex multi-level structure required a high degree of diplomatic skill and institutional understanding. Building on this, clear communications formats and strategies were developed and implemented.

It is recommended that the Stakeholder Management function be built up and established early in the structures of the Organising Committee, in order to be able to ensure relationships and communications channels with stakeholders, the associated systematic documentation and central coordination from the very outset.

2 funders

8 participating state ministries

16 interdisciplinary working groups

5 Local Organising Committees (LOCs)

85 LOC members

6 continents

1.200 stakeholders/contacts

2.500 invitations extended to VVIPs and VIPs during Games Time

Sitzungstermine ab August 2023

Datum	Meetingformat
24.10.2023 / 23.04.2024 / 27.08.2024 / 03.12.2024 / 30.04.2025 / 02.10.2025	**LOC meetings — City of Essen**
06.09.2023 / 16.01.2024 / 21.05.2024 / 11.09.2024 / 10.12.2024 / 30.04.2025/ 30.09.2025	**LOC meetings — City of Bochum**
07.12.2023 / 18.04.2024 / 09.05.2024	**LOC meetings — City of Düsseldorf**
14.08.2023 / 29.11.2023 / 15.04.2024 / 29.08.2024 / 11.12.2024 / 29.04.2025/ 02.10.2025	**LOC meetings — City of Mülheim an der Ruhr**
16.08.2023 / 06.12.2023 / 04.10.2024 / 28.08.2024 / 04.12.2024 / 29.04.2025/ 02.10.2025	**LOC meetings — City of Duisburg**
17.08.2023 / 20.09.2023 / 19.10.2023 / 18.01.2024 / 05.03.2024 / 18.04.2024 / 29.04.2024 / 19.06.2024 / 04.07.2024 / 31.10.2025 / 23.01.2025 / 26.02.2025 / 19.05.2025 / 23.09.2025	**Funding Advisory Board**
17.08.2023/ 20.09.2023 / 23.10.2023 / 25.01.2024 / 05.03.2024 / 18.04.2024 / 29.04.2024 / 04.07.2024 / 08.05.2024 / 10.05.2024 / 16.05.2024 / 04.06.2024 / 11.06.2024 / 17.06.2024 / 25.06.2024 / 04.07.2024 / 31.10.2024 / 07.02.2025 / 10.04.2025 / 23.09.2025	**Strategy Advisory Board**
12.12.2023 / 31.01.2024 / 12.06.2024 / 23.09.2024 / 28.11.2024 / 07.05.2025	**Inter-municipal Steering Group**
21.05.2024 / 17.09.2024 / 11.12.2024 / 28.04.2025 / 02.2026	**Board of Trustees**
15.11.2023 / 11.04.2024 / 17.09.2024 / 16.05.2025	**IMAG**
15.12.2023 / 17.06.2024 / 03.07.2025	**Shareholder Assembly**
20.11.2023 / 01.02.2024 / 19.06.2024 / 18.09.2024 / 04.07.2025	**Task Force Moving**
14.07.2025	**Site meeting Messe Essen**

Shareholder

The adh was a central stakeholder in the hosting of the Rhine-Ruhr 2025 FISU World University Games. As the national representative of university sport in Germany, it played a decisive role both in the strategic planning and in the substantive and conceptual shaping of the Games. As the sole shareholder of the Organising Committee, the adh was also primarily responsible for the governance and overall accountability of the event. Working closely with the Organising Committee, the federation contributed its many years of experience and expertise in university sport as well as its extensive network of universities. The adh was involved in numerous strategic bodies; ad hoc consultations with the management and other departments took place as needed. At the heart of the joint work was the aim of shaping the Rhine-Ruhr 2025 FISU World University Games as a sustainable sporting event with a positive societal impact. In this context, the adh placed particular emphasis on the themes of sustainability, long-term impulses for university sport, social participation and inclusive structures.

Political Partners

Accompanying and facilitating political decision-making encompassed in particular the collaboration between the Federal Government, the State Government and the host cities, coordination with the ministries involved and the integration of these processes into the internal and external communications structures and committee work. Regular meetings of the Funding and Strategy Advisory Board, as well as informal conversations at leadership level, ensured under very dynamic conditions that political steering inputs could be integrated into the operational work of the Organising Committee as promptly as possible.

Progress, risks and decision-making needs were continuously discussed with the BMI, the State Chancellery of North Rhine-Westphalia, the shareholder adh, the participating state ministries and municipal bodies. To counteract lengthy coordination processes and project delays, decision-making materials were prepared at an early stage, relevant information was continuously made available and the work of the political bodies was closely supported. A standardised meeting and documentation process was introduced for organisational support, encompassing systematic scheduling, the preparation and distribution of agendas and the recording and follow-up of results. This ensured a consistent, transparent approach within the given parameters, which effectively supported decision-making in the various bodies. This close coordination made it possible to take political feedback into account at an early stage and to safeguard the project at all levels.





Host Cities

A key element of the work was close cooperation with the host cities. This collaboration was highly complex, encompassing political, administrative and operational dimensions. In several municipalities, council resolutions on the foundations defined in the Bid Book had not yet been adopted at the time of delivery planning, giving rise to uncertainties. In addition, local structures, responsibilities and priorities differed considerably between the cities. The associated increased coordination and communication requirements were addressed through the introduction of regular exchange formats, central coordination mechanisms and standardised documentation processes. Despite the demanding conditions, a partnership-based collaboration at eye level developed with all host cities over the course of the project.

To ensure municipal coordination, dedicated interfaces were created in all host cities with the introduction of stakeholder management, often in the form of local coordination offices or project-specific positions. The LOCs formed the operational basis for collaboration. Their members included, among others, representatives of the city administrations, the sports and swimming pool operators, the culture and youth offices, the press and marketing departments and the disability and inclusion officers.

Collaboration between the Organising Committee and the LOCs increasingly became more informal and tailored to specific needs alongside the quarterly scheduled meetings. The inter-municipal steering group ensured that transparency, information exchange and mutual support among the North Rhine-Westphalian cities remained equally guaranteed. This close networking made it possible to take regional characteristics into account while maintaining consistent standards. Stakeholder management played a mediating role here by structuring communication processes, defining interfaces and coordinating alignment between local and central decision-making levels.



FISU

As the global governing body for university sport, FISU was extensively involved in the delivery of the Rhine-Ruhr 2025 FISU World University Games. Acting as the official organising body on the basis of its statutes and regulations, FISU monitored compliance with international standards and set the framework for the organisation and delivery of the Games. It worked closely with the LOCs and the adh and brought its long-standing experience from hosting international multi-sport events to the table.

FISU's core responsibilities centred on ensuring smooth operations, promoting the international university community and upholding the goals of university sport: internationalism, fairness, equal opportunity, education and societal exchange. FISU also places great importance on aspects such as sustainability, inclusion and the promotion of young talent.

Continuous individual coordination took place between FISU and the Functional Areas of the Organising Committee to address specific issues and respond to challenges in a targeted manner. During regular FISU visits, the Summer Games Department, together with other FISU representatives as appropriate, travelled to the Organising Committee for several days. These meetings served for intensive exchange on the status of preparations, the identification of challenges and the joint definition and review of upcoming milestones, in order to ensure a professional and coordinated event delivery. International standards and regulations established by FISU were adapted in close consultation with the Organising Committee and regional partners to the specific circumstances of the host region, and jointly tailored, practicable solutions were developed. The leadership of the Organising Committee and representatives of the adh also reported regularly to FISU Executive Meetings and General Assemblies on preparation progress, ensured transparent information exchange and closely coordinated relevant strategic decisions with FISU.

RHINE-RUHR 2025 FISU WORLD UNIVERSITY GAMES GGMBH (OC)

COMMITTEES

STRATEGY ADVISORY BOARD
BMI, Staatskanzlei (StK), adh, OC

FUNDING ADVISORY BOARD
BMI, BVA, StK, BrD, adh, OC

INTER-MUNICIPAL STEERING GROUP
Municipalities, StK, OC

TASK FORCE MOVING

IMAG

LOCAL ORGANISING COMMITTEES (LOCS):

LOK Duisburg	LOK Essen
LOK Bochum	LOK Mülheim a. d. R.

ADH

- Shareholder Assembly
- Board of Trustees
- Shareholder Advisory Board
- DC's

STAKEHOLDERS

ADMINISTRATION	COMMUNICATIONS	OPERATIONS	STRATEGIC ALIGNMENT AND INVOLVEMENT	INTERNATIONAL RELATIONS:
Federal Government	PR Federal & State	Partner Hotels	Universities & Education Institutions	President + CEO
State Government	PR & Marketing FISU & adh	Logistics Partners	Researchers	Steering Commitee
Host-& Partner-Cities	PR & Marketing Host Cities	Transport Partners	Academic Partners & Board	HUB HoD
Shareholder	Media Service Providers	Catering Partners	Sustainability stakeholders	EC / FISU Hotel / General Assembly
Regional Authority	Expert Circle & Rising Stars	Security Partners	Non-commercial Partners	Participating Delegations
BVA	Arts & Culture Partners	Volunteers	Schools & Youth Facilities	
Sports Policy (Federations & Clubs)	Business Partners	Municipal Mobility Partners		
Further Ministries	Tourism Organisations			

FISU

SPORT

- FISU Summer Department
- TCC / ITC
- Participating Federations & Clubs

Board of Trustees

The Board of Trustees was established to provide the gGmbH with advisory support on strategic and operational questions in the context of the Rhine-Ruhr 2025 FISU World University Games and to assist where needed. The central focus was on strengthening the Organising Committee through specialist guidance and providing valuable impulses for the direction of the project.

The Board of Trustees comprised representatives of the funding bodies from the political sphere at all three key levels — federal, state and municipal — as well as from the areas of sport, academia, culture, business and media. Participating institutions included, among others, the Landessportbund North Rhine-Westphalia (LSB NRW), the DOSB, the HRK and the state rectors' conference (LRK).

The overarching aim of the Board of Trustees was to promote the objectives of the event and the interest in it across the various societal spheres, thereby supporting its successful delivery. Through its broad composition, the Board of Trustees made a substantial contribution to intensifying societal networking and fulfilled an important impulse-giving function for the sustainable development of university sport and the event.







Universities and Sports Institutions

Cooperation with sports federations, universities and sport-related institutions formed a further central area of responsibility. Through the substantive involvement of the adh, a broad network of expertise and university resources was made available. Universities and academic partners contributed their thematic and methodological expertise to improving the quality of the project. They provided research findings, evaluations and practice-oriented approaches that fed into decision-making processes. This connection between research and practice strengthened the project's capacity for innovation and promoted its lasting impact.

Regular exchange with national and international federations enabled close coordination on sport-specific requirements, qualification criteria and organisational processes. Sports federations not only assumed advisory roles but were actively involved in the planning and delivery of the competitions. Committee meetings of the DOSB or federations as well as information provision for the regional sports federations were prepared in terms of content, so that the current project status could be transparently shared at any time. In addition, the federations were able to take on clearly defined packages of responsibilities in sports management through cooperation agreements, allowing specialist and local expertise to be purposefully integrated and sustainable structures to be created, since the knowledge developed remains available within the federations for future projects.

Business, Media and Societal Partners

Beyond political and sport-related actors, collaboration with partners from business, media and civil society also played a decisive role. Stakeholder management functioned here as an interface between institutional interests, public communications and economic participation.

Economic involvement was primarily effected through sponsoring and cooperation activities. Also important was collaboration with regional marketing companies, which have access to local networks, market knowledge and communications channels. These partnerships can make a significant contribution to enhancing the public profile and acceptance of the event. In addition, media partners and communications agencies were involved to ensure a consistent portrayal of the project's objectives and progress. In combination with the internal communications strategy, this allowed a coherent overall picture to emerge that took the various stakeholder perspectives into account and aligned them with one another. Collaboration with civil society organisations — including sports clubs, educational institutions, sustainability initiatives and cultural institutions — served to strengthen the social dimension of the project. Funding partners such as the RAG Foundation and the Regionalverband Ruhr (Regional Association Ruhr) were won as important supporters. Their early involvement contributed not only to the financial security of the project but also enabled strategic alignment in terms of regional development and sustainability.

These actors made contributions in the areas of participation, diversity, inclusion and environmental awareness. Through these participatory approaches, a broader societal base was created that was able to have an impact extending beyond the immediate delivery of the project. Overall, the diverse and structured involvement of external partners gave rise to an interdisciplinary network that supported the implementation of the project in terms of expertise, organisation and communication.

Sponsors and partners played a central role in financing the Rhine-Ruhr 2025 FISU World University Games. Partner management encompassed both the acquisition of commercial partners (sponsors) and the professional management of existing partners and the implementation of their rights. Acquisition was handled by the Organising Committee's Partner Management team, which succeeded in engaging companies and institutions for various partnership models.

Partners were offered comprehensive rights packages, including use of the brand rights as »Official Partner«, visibility on advertising spaces, exclusive ticket and hospitality offerings, digital communications opportunities and individually tailored special services.

A significant proportion of sponsoring income was generated by deliberately integrating partner models into the tendering processes of the various Functional Areas of the Organising Committee. These included, among others, sport, logistics, accommodation, transport, insurance, broadcasting and venue management. The targeted integration of marketing rights into the tendering documents and the active participation of all Functional Areas contributed substantially to the financial success.

The partnerships secured – often also involving political contacts – and the needs-based design of the rights packages ensured that both the financing of the Games through additional revenue and the broad visibility and involvement of strong partners could be guaranteed.

The strategy of in-house sales and the close integration with operational departments significantly improved the efficiency and impact of the sponsorship programme. Partner Management thus formed a decisive building block for the success and sustainable financing of the Rhine-Ruhr 2025 FISU World University Games.

During the Games, numerous representatives of sponsors and partners were on site to gain a comprehensive picture of the event. The Organising Committee provided personal support for these guests, giving them direct insight into the event and its operations. In addition, various activation measures – initiated by sponsors and partners – were successfully implemented, delivering tangible added value to the overall success of the event.

For the future successful implementation of effective Partner Management at major sporting events, a comprehensive overall strategy for this area of responsibility – with clear objectives, target groups and performance indicators – can provide the necessary orientation. It is also advisable to raise awareness of the financial importance of sponsorship within the organisation as a whole and to actively engage the support of all departments. The involvement of external sales expertise or agencies can create additional value and reach.

OFFICIAL PREMIUM PARTNER

REWE GROUP

FISU PARTNER

QIAODAN

OFFICIAL PARTNER

WESTLOTTO · RIEDEL · macron · BORNAN SPORTS TECHNOLOGY

OFFICIAL SUPPORTER

SIXT · Deloitte. · DHL · covestro · westenergie

VRR · unzer · WASSERMAN LIVE · BLACKROLL · Düsseldorf Airport DUS

OFFICIAL PARTNER

SafeDriver NextGen · FULFIL · DEXTRO ENERGY · LANDPARK · Nikon

YONEX · BER BERLIN BRANDENBURG AIRPORT · WAZ radio essen · WDR 1LIVE · LIVE ON FISU.TV

FRIENDS OF THE GAMES

CARDEX Event Access Solutions · SPIETH · cleverQ · REVLON PROFESSIONAL · VIENNA HOUSE BY WYNDHAM ANDEL'S BERLIN · KNOW THE DRILLS

allstar · DEUTSCHES FUSSBALL MUSEUM · BUTTERFLY · Co-funded by the European Union · DIE RUDERWERKSTATT

FUNDING PARTNERS

RAGSTIFTUNG · REGIONALVERBAND RUHR

STAKEHOLDERS AND FUNDING AUTHORITIES

FISU · ALLGEMEINER DEUTSCHER HOCHSCHULSPORT-VERBAND adh. · SPORT EHRENAMT · Gefördert durch: Bundeskanzleramt aufgrund eines Beschlusses des Deutschen Bundestages · Die Landesregierung Nordrhein-Westfalen SPORTLAND.NRW

2.4 BUDGET

The Rhine-Ruhr 2025 FISU World University Games were based on a financial framework of around 157.4 million euros, as submitted and approved in the Bid Book. This budget provided the basis for the operational preparation of the event and was systematically allocated to the individual Functional Areas in accordance with the organisational structure developed during the bid process.

The entire budget planning was carried out on a net basis. In this context, potential VAT refunds were deliberately not included as income, in order to ensure realistic, conservative and robust financial planning.

As the Functional Areas within the Organising Committee were progressively filled, the budget could be further refined and adapted to the specific professional and operational requirements of the respective areas. In parallel, the Organising Committee was compelled to respond to changing external conditions. In particular, inflation-driven price increases resulting from geopolitical developments, as well as market-driven rises in personnel and service costs, were significant cost drivers.

A planning and financing uncertainty that temporarily arose in summer 2024 had a particular impact on sponsoring processes and other revenue streams. Despite these challenging conditions, the Organising Committee succeeded in realising substantial savings through targeted management measures and consistent cost control. These included conceptual adjustments to the venue and infrastructure planning, in particular the removal of temporary infrastructure projects for sports in the city of Düsseldorf and the use of existing venues in the cities of Berlin and Hagen.

Significant efficiency and optimisation potential was unlocked in particular in the areas of Venue Management, Volunteer Management, Catering and Technology. As a result of these measures, total expenditure was reduced to around 151 million euros — kept below the originally planned budget ceiling through comprehensive conceptual adjustments.

Particularly noteworthy is the sponsoring success achieved despite limited staffing, which represented a clear signal of confidence in the Games and the host region. In the area of ticketing, significantly higher-than-expected demand for multi-day Ground Passes was also observed, enabling broad participation for all sections of the population and underscoring the interdisciplinary character of the event. Compared with the original calculation, this resulted in lower average revenues per ticket.

All financial processes were closely monitored throughout the entire project period, both through internal mechanisms of the finance department and through regular audits by state bodies. This transparent, cooperative and continuous budget oversight ensured that public funds were used economically, in accordance with their intended purpose and responsibly. The final financial audit following the Games also confirmed the savings achieved and the Organising Committee's high level of budgetary discipline.

COSTS		TOTAL
Pos.	Sector	
1.	Event Planning and Marketing	36.243.459 €
1.01.	Administration and Office Management	5.004.801 €
1.02.	Personnel / Workforce	26.706.308 €
1.03.	Project Management and C4	2.011.215 €
1.04.	Marketing and Communications	2.518.698 €
1.05.	Publications	2.438 €
1.06.	Licensing	0 €
2.	Event Delivery	73.843.816 €
2.01.	Delegation Services	593.963 €
2.02.	Protocol	900 €
2.03.	Knowledge Management	137.580 €
2.04.	Language Services	97.311 €
2.05.	Arrivals and Departures	225.922 €
2.06.	Accreditation	259.830 €
2.07.	Medical Services and Doping Control	1.584.735 €
2.08.	Security	4.189.454 €
2.09.	Ticketing	0 €
2.10.	Transport and Traffic	7.885.117 €
2.11.	Accommodation	7.597.026 €
2.12.	Venues (temp. installations, rent, operations)	31.726.132 €
2.13.	Catering	9.652.519 €
2.14.	Competition Operations / Sport	4.857.533 €
2.15.	Extended Programme	5.035.794 €
3.	Event Technology and Broadcasting	19.097.384 €
3.01.	Technology	13.357.241 €
3.02.	TV Broadcasting	5.341.551 €
3.03.	Media Services	398.592 €
4.	Event Sustainability Programmes	1.796.543 €
4.01.	Sustainability	1.796.543 €
5.	Host Fee	€ 20.495.719
	TOTAL EXPENDITURE	151.476.920 €

REVENUES		TOTAL
Pos.	Sector	
6.01.	Participation fees	6.860.605 €
6.02.	Sponsors & official partners	1.620.500 €
6.03.	Ticketing	1.484.816 €
6.04.	Licences	184.393 €
6.05.	VAT	8.514.618 €
6.06.	Sale of stocks / material / assets	281.971 €
6.07.	Delegation contributions to Technical Officials costs	- €
6.08.	Further funding programmes	321.873 €
	TOTAL INCOME / REVENUES	19.268.776 €
	FEDERAL / STATE FUNDING SHARE	136.584.114 €
	TOTAL INCOME EXCL. MUNICIPAL SHARE	149.097.296 €
	TOTAL MUNICIPAL SHARE (in-kind contributions)	5.600.000 €
	TOTAL INCOME	154.697.296 €

2.5 PLANNING PHASE

The lifecycle of the Organising Committee of the Rhine-Ruhr 2025 FISU World University Games was a complex, multidimensional undertaking. In the course of preparing and realising the Games, the Organising Committee passed through different phases, each bringing specific requirements and tasks. The following sections build on Chapter 2.1 and shed light on the individual phases that followed the award of the Games by FISU in May 2021.

The schematic phasing served as an overarching orientation framework, but could not be applied without qualification to all Functional Areas. Due to the diversity and interdisciplinary nature of the tasks within the Organising Committee, the operational timelines of individual areas sometimes differed considerably from one another — for example in the logistics and procurement departments.

Following the successful award in May 2021, the implementation phase began. It was characterised in particular by:

- **the development of an appropriate organisational structure (see Chapter 2.2)**
- **the building of a capable core team and the targeted recruitment of key personnel**
- **the establishment of basic systems and processes (including filing structures, digital platforms, central documents)**
- **the intensification of stakeholder engagement**

A major international event of this dimension is characterised by considerable complexity, arising from a combination of fixed and variable constants. The fixed constants consisted of FISU's binding regulations and requirements, which were contractually binding and ensured compliance with international standards. Over the course of the project, however, it became apparent that even these specifications required a degree of flexibility to enable timely and successful delivery in the given context. Adjustments were always made with the proviso that the sporting orientation and delivery of the competitions would not be compromised. Variable constants — such as the composition and dynamics of the organising team, the available planning time, and also the differing objectives at national, international and local levels — increased complexity and simultaneously contributed to the uniqueness of the event planning.

PHASE 0	PHASE 1	PHASE 2	PHASE 3	PHASE 4
Implementation Phase	**Planning Phase**	**Readiness & Testing**	**Games Time**	**Evaluation Phase**
• Building organisation structure & core staff • Project structuring • Stakeholder engagement • Establishing foundations	• Detailed planning • Ongoing expansion of staffing • Reporting & Controlling • Knowledge Management	• Validating plans • Creating and reviewing Policies & Procedures • Process simulations	• Proof of Concept	• Transfer of Knowledge • Creating the Final Report • Final financial audit • Legacy programme
Q3 2021 – Q3 2022	**Q4 2022 – Q4 2024**	**Q1 2025 – Q2 2025**	**July 2025**	**Q3 2025 – Q1 2026**

Against this backdrop, the central goal of the implementation and planning phase was to create a clear structure and the greatest possible transparency for all stakeholder groups involved. This enabled relevant interconnections, dependencies and impacts to be systematically identified and purposefully managed. It was of essential importance that all members of the Organising Committee had access to the information they needed for their area of responsibility and could contribute their expertise in the overall context of the event.

To meet these requirements, various framework conditions, processes and tools were introduced over the course of the implementation and planning phase, continuously evaluated and flexibly adapted to new circumstances. In this way, the foundation was laid for the successful delivery of the Rhine-Ruhr 2025 FISU World University Games.

Meeting Structures

To ensure smooth exchange of information and knowledge and efficient decision-making, structured and clearly defined meeting formats were introduced. Each meeting was prepared, facilitated and documented, in order to ensure consistent results orientation and continuous quality assurance. Over the course of the various project phases, the meeting formats in use were adapted to the specific requirements and developments of the Organising Committee.

In essence, exchange platforms were established at three levels that interacted with and were coordinated with one another. As illustrated in the following overview, these meeting formats were in close interaction with the reporting and controlling processes; the results of meetings fed directly into decision-making and coordination processes.

The experience gained during the planning and delivery of the Rhine-Ruhr 2025 FISU World University Games shows that the early and consistent implementation of clearly defined meeting structures is of key importance in effectively supporting the objectives already in the planning phase. In particular in the area of cross-functional meetings, regular structured exchange between Functional Areas proved beneficial in breaking down silos and strengthening interdisciplinary collaboration.

The involvement of external individuals and service providers in key roles of the Organising Committee posed a particular challenge, as the passing on of information and the building of a shared understanding had to be continuously coordinated. A targeted communications and coordination strategy was needed to ensure that all relevant parties had access to the same level of knowledge and acted consistently.

Over the course of the project, it also became apparent that a degree of flexibility with regard to the format, frequency and composition of meetings is necessary. Only in this way can an adequate response to the dynamic processes and changing requirements during the different organisational phases be ensured. The adaptability of meeting formats proved to be an important factor in effective coordination and collaboration within the Organising Committee.



Reporting & Controlling

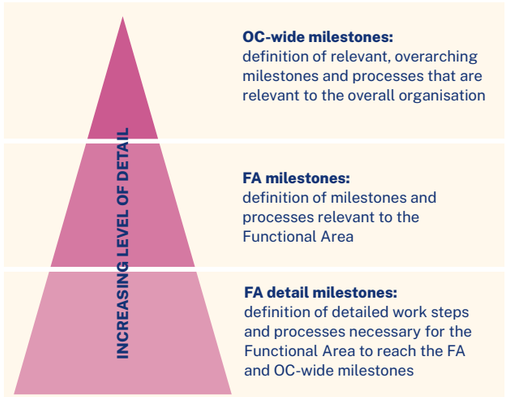
To provide information in a targeted manner at all levels of the hierarchy, a comprehensive reporting system was implemented. It included, among other things, regular reporting to FISU, stakeholder quarterly reports and internal project and milestone status reports. The latter in particular served to continuously monitor project progress, ensure results-oriented collaboration within and between Functional Areas and to prioritise important tasks. The structured preparation and provision of decision-relevant information ensured that sound decision-making bases were available both in the various meeting formats and at the level of overarching project coordination.

In addition, the Organising Committee — owing to its specific organisational and financing structure and the involvement of several host cities — had a multi-tier committee structure. This was closely linked with various exchange and reporting mechanisms and fulfilled different functions, from pure information exchange to formal approval and decision-making processes. This structure enabled targeted involvement and coordination of the diverse stakeholders and ensured effective coordination within the project.

Master Plan and Milestone Planning

The definition of key milestones and cross-departmental processes formed the backbone of the project organisation. Milestones were defined on the one hand independently of the Functional Areas; on the other hand, milestones agreed with FISU upon signing the host agreement already provided a solid basic structure. Functional Areas were supported across the board by the Programme Management in developing their area-specific milestones, making it possible to align the overall plan with the individual plans.

Three levels of milestones with differing degrees of detail were distinguished:



Regular control reviews ensured that progress was visible and risks and dependencies were identified at an early stage. A project management tool was implemented to support this, in particular mapping milestone planning and monitoring. At the same time, it served individual Functional Areas for the processing of department-specific processes such as construction schedules or logistics requests.

Information and Change Management

A central foundation of the planning phase was the creation and consistent use of a central documentation base (a »single source of truth«). For this purpose, all relevant core documents were systematically compiled and a documented change management process established to ensure consistent management of all adjustments. This meant that key documents — such as volume frameworks, service level matrices or statistical foundations — were available to all Functional Areas as a uniform, reliable reference for their respective planning. This was particularly valuable against the backdrop of a dynamically growing Organising Committee, as it ensured that all staff members could always access identical and verified planning data.

Communication of changes or key decisions took place through various information channels, including direct exchange, departmental meetings and the all-staff meeting. The »Weekly Update«, distributed on a weekly basis, became particularly well established; it concisely summarised the most important news and progress from the Functional Areas and was made available to the entire Organising Committee.



Fazit und Empfehlungen

The experience gained from the planning phase of the Rhine-Ruhr 2025 FISU World University Games demonstrates that clearly defined structures and standardised processes are fundamental for an Organising Committee of this size. At the same time, the flexibility required to respond to the dynamics and changing requirements of the individual project phases must be preserved. The interplay of commitment and adaptability proved to be a key factor in the successful overall coordination of the project.

A central success factor was the structured onboarding of new staff members, with transparent communication of existing workflows and organisational structures. The early clarification of roles, processes and communications channels facilitated the integration of new team members and helped to ensure their productivity in a timely manner. It is equally essential to overcome silo thinking and to promote interdisciplinary working. The insights from the use of cross-functional meeting formats and from the reporting and controlling process demonstrate that interdisciplinary exchange platforms, consistent interface management and transparent coordination significantly improve cross-functional collaboration — enhancing the quality of decisions and strengthening the efficiency of the Organising Committee overall.

For decision-making, a clear assignment of responsibilities is indispensable. It is advisable to explicitly empower and encourage both Functional Areas and individual staff members to take decisions independently within their area of competence. A prerequisite for this, however, is that decisions are based on reliable, up-to-date and relevant information.

In summary, structure, transparency and individual responsibility — complemented by flexibility, interdisciplinary exchange and sound information foundations — can be identified as central success parameters for an Organising Committee of this size. It is advisable to apply these guiding principles consistently in the planning and implementation phases of comparable multi-sport events in the future.

2.6 READINESS- AND TESTPHASE

The readiness process played a central role in the six months prior to the event. As the overall concept did not provide for a large-scale, cross-sport test event, theoretical readiness exercises were of particular importance for testing planned processes. The aim was to prepare the relevant areas of the Organising Committee for the event by working through potential scenarios, and to test and validate the consistency of processes and the interplay between Functional Areas.

From January 2025, readiness and stress tests were conducted in various formats and participant configurations, predominantly as tabletop exercises. In these, teams worked through fictional scenarios that had not been communicated in advance, describing planned responses on the basis of current planning statuses. The Programme Management prepared the scenarios and facilitated the exercises.

At the start of the process, a full-day simulation of basic processes with the entire Organising Committee was held in January. This was followed by further formats in which the »Rhine-Ruhr Experience« of various client groups was played through in detail, as well as an exercise on planned transport services with a focus on the Opening Ceremony. In addition to the Functional Areas responsible for the respective client groups, further service-related Functional Areas participated in the exercises.

A central module of the readiness process were the Venue Readiness Exercises, held in a consolidated format over the week of 10 to 14 March, four months before the Opening Ceremony. The timing was chosen so that the operational plans for the venues had been largely finalised with the Overlay Books 3.0 and staffing plans completed in most Functional Areas, while sufficient time for adjustments before the event still remained. In around 20 workshops, the planned procedures at the venues were discussed and tested in a final face-to-face format. The key actors at each venue also had the opportunity to get to know one another and to familiarise themselves with each other's working methods before the Games. Particular value was placed on the in-person participation of the following groups:

- Organising Committee: Venue Managers, Sports Managers, Competition Managers and Technical Leads and Event Directors (where already in post); one representative from each of the operationally responsible Functional Areas of the respective venue
- FISU: one person from the Summer Games Department and — in selected sports — the respective Technical Committee Chair (TCC)
- National governing body: one representative in accordance with the federation's involvement in competition organisation
- Other: representatives of key service providers and/or venue operators (as required)

To avoid interrupting the planning phase with recurring workshops and to ensure comparability of content, all Venue Readiness Exercises were conducted within a single week. The exercises and specific risk scenarios per venue were prepared by the Programme Management and the Sports and Venue Managers. The participation was rated as highly valuable by all parties involved.
Cross-venue processes in the major clusters of Duisburg, Essen and Berlin were additionally addressed. Insights from these were transferred to the clusters in Mülheim an der Ruhr, Hagen and Bochum.
In addition to the theoretical readiness formats, on-site practical exercises were carried out particularly in the area of transport, in order to test arrivals and departures processes, bus transport and the performance of load zones, holding areas and routing. A particular focus was placed on managing parallel transport movements in the context of the Opening Ceremony and on identifying and optimising communications interfaces.

Further topic-specific Readiness Exercises served to test key processes of the Opening and Closing Ceremonies and selected processes at the Welcome Centre and the Main Operation Centre. The theoretical exercises concluded with a comprehensive Venue Safety Readiness Exercise, which aimed to create a shared understanding of how to handle risk scenarios at the venues and increase the confidence of the actors involved.

As a practical test event, the integration of the German Junior Athletics Championships U18/U20 at Sportpark Lohrheide provided a realistic testing of key operational processes, cross-functional collaboration and communications structures with the Main Operation Centre in the timely completed venue shortly before the event.

After completion of the venue set-up, decentralised dress rehearsals were carried out in the respective sports under the direction of the Event Presentation team, involving all Functional Areas and the assigned volunteers.

An elementary component of the readiness process was the systematic use of shadowing measures at national and international sporting events. Organising Committee staff accompanied operational processes in their respective Functional Areas during live events, in order to gain familiarity with processes, identify risks at an early stage and gain hands-on experience. This was carried out at, among other events, the YONEX German Open, the Europe Cup in Vienna, the Wedau Regatta and the Torino 2025 FISU World University Games; comparable measures also took place in further Functional Areas outside sport. The insights gained through shadowing were specifically incorporated into the planning and delivery of the Rhine-Ruhr 2025 FISU World University Games.

READINESS PROCESS

OVERVIEW

	Jan	Feb	Mar	Apr	May	Jun	Jul
OC-wide Readiness Exercise I. (28.01.25)	1 DAY						
Rhine-Ruhr 25 Experiences (18.–20.02.25)							
• 6 Client Groups: DLG, HG, SPE, VOL, TO, MED		3 DAYS					
• Opening Ceremony and Transport (integrated)							
MOC Readiness (June)						1 DAY	
Venue Readiness Exercises (V-REX) (10.–13.03.25)			1 WEEK				
Cluster / City Readiness Exercises (C-REX) (19.–20.03.25)			2 DAYS				
Spring HOD Meeting (06.–11.04.25)				1 WEEK			
Topic specific Readiness Exercises (May – June)							
• Bus Test I and II					Individual Sessions		
• Arrival and Welcome Center Readiness Session							
• Opening & Closing Ceremony Tabletops (show part)							
• Tech, TSR, BRD Sessions							
• more tests depending on FA preferences							
Venue Safety Training & Readiness Exercise (25.06.25)						1 DAY	
Test Event: Athletics Junior Championships (11.–13.07.25)							3 DAYS
Rehearsals (13.–26.07.25)							

Conclusions and Recommendations

The readiness process was a central module of the preparation for the event. Through targeted practical exercises, structured workshops and the early involvement of relevant actors, processes and interfaces between Functional Areas could be tested, weaknesses identified and remedied, and cross-functional collaboration strengthened. At the same time, it became apparent that readiness measures tie up considerable personnel and time capacities and should therefore be consolidated, prioritised and structured more efficiently in the future. In particular, the Venue and Cluster Exercises in March led in some cases to content overlaps; for greater added value, either stronger integration of these formats or a spread in timing is recommended — the latter enabling interim planning progress to be specifically taken into account.

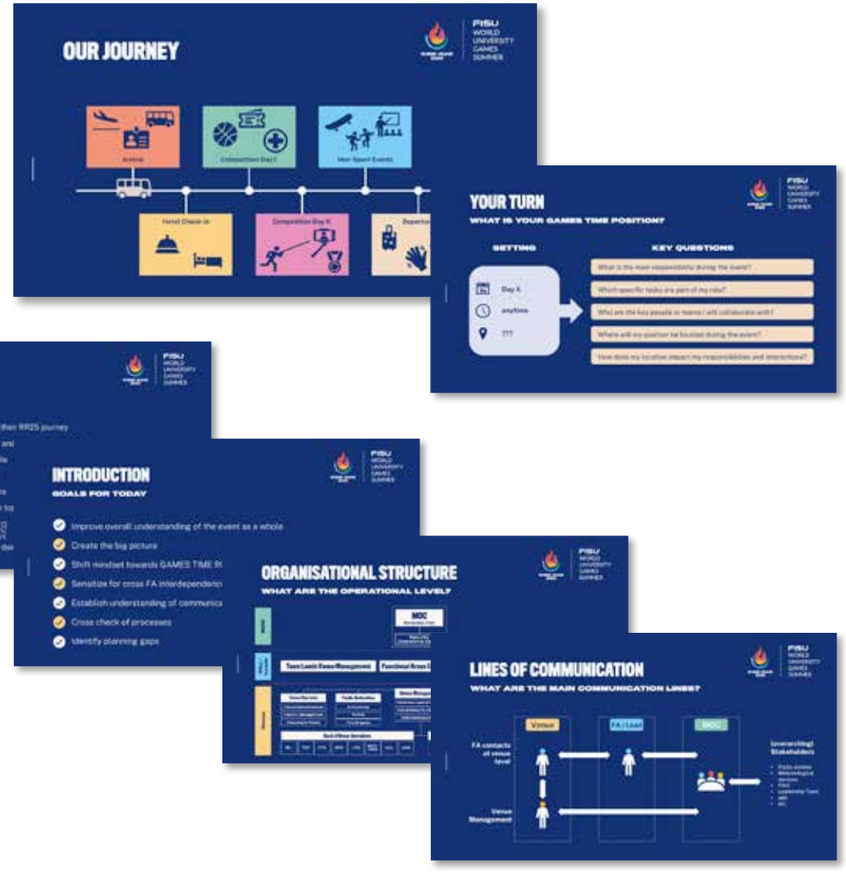
A significant, previously underestimated challenge was the insufficient data quality in the Games Management System (GMS), which led to delays in arrival, accreditation and transport processes. For future events, it is recommended to critically review the registration process and to define binding, higher requirements for the data quality of registrations. At the same time, limited data quality should be systematically integrated as a realistic risk scenario in readiness exercises.

Further recommendations for future Organising Committees:

- **Systematically anchor readiness formats:**
  Theoretical exercises such as tabletop exercises and workshops are, in particular when test events are absent, a recommended alternative for process testing and clarifying responsibilities.
- **Identify and involve key actors early:**
  Early, in-person collaboration fosters mutual understanding and builds trust for the operational phase.
- **Thematic prioritisation:**
  Critical areas such as transport, security and interface processes should be specifically targeted to enable resource-efficient and practice-oriented testing.
- **Consolidation and efficiency gains in timing:**
  Readiness phases planned to be compact in terms of personnel and time increase comparability of results and reduce burdens during live operations. A targeted limitation of the participant group also strengthens individual accountability and fosters more binding decision-making and implementation processes.
- **Plan adequate time for dress rehearsals:**
  Rehearsals should take place after completion of the set-up and involve all relevant actors.
- **Systematic observation and shadowing:**
  Participation as observer or in the context of shadowing measures at other sporting or cultural events provides valuable insights for one's own planning.
- **Examine targeted integration of a test event:**
  Large-scale test events with parallel processes offer high learning potential, but require careful weighing of time, personnel and financial resources.







2.7 DELIVERY PHASE

Dezentrale Büroräumlichkeiten

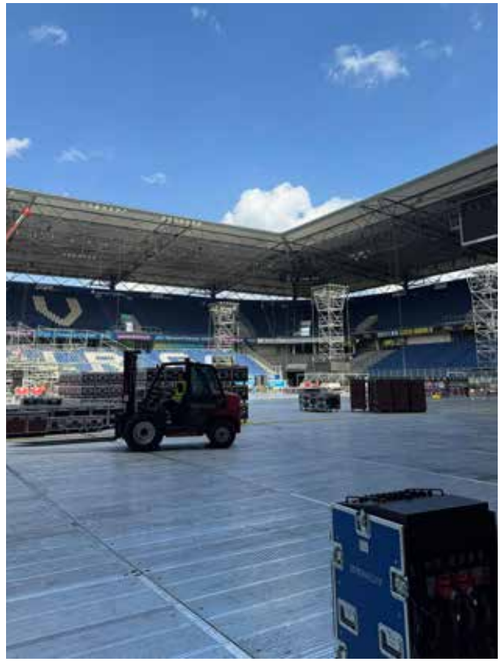
The decentralised location concept, which consistently relied on the use of existing event venues, enabled the creation of functional office spaces at selected venues already during the planning phase. The first workstations were set up at Landschaftspark Duisburg-Nord in summer 2024, followed by office spaces at Westenergie Sporthalle Mülheim in November 2024. Further locations at Grugahalle Essen and at the Lohrheidestadion in Bochum were occupied in March 2025.

Early presence at the venues proved to be a key success factor for the further course of the project. It enabled early familiarisation with local conditions and operational processes, supported the identification of potential challenges and the development of practice-oriented solutions, and fostered the building of robust working relationships with venue operators and other relevant actors. At the same time, on-site working strengthened cross-functional collaboration and the sense of responsibility within the teams. Overall, this decentralised approach made a significant contribution to risk minimisation and the efficient operational management of the venues.

Central Warehouse

The central warehouse in Duisburg was put into operation at the beginning of March 2025. After the necessary working and ordering structures had been established, deliveries could be received from April onwards, systematically inventoried and distributed as required to the venues and hotels. After the event, all materials were centrally returned and re-inventoried. They were then either handed over to the respective service provider or allocated to sustainable reuse. The final closure of the central warehouse took place on 30 September 2025.





Occupying the Venues and Build-up Works

The transition from the planning to the implementation phase took place in most areas in June 2025. During this period, the build-up works also began at Messe Essen, which served as the central hub throughout the event as the most extensive venue. In addition to several competition venues, numerous organisational units were located there, including the Uniform Distribution and Accreditation Centre (UDAC), the Main Media Centre (MMC), the International Broadcast Centre (IBC) and the Technology Operation Centre (TOC).

A characteristic feature was the flexible use of space: after the conclusion of the rhythmic gymnastics competitions, the hall was converted for the judo competitions in order to optimise hall usage.

Build-up at further venues took place in a staggered manner according to individual requirements and local conditions. Coordination was the responsibility of the Venue Management teams, which worked largely independently under the direction of the respective Venue Managers and Technical Leads, in close cooperation with the tradespeople involved. As required, they were supported by specialised event technology contacts. At the start of the event period, official Event Directors were appointed by the Organising Committee for each venue.

A key milestone in this phase was the opening of the UDAC at Messe Essen on 18 June 2025. With its opening, the starting gun was fired for accreditation and uniform logistics, initiating a key operational process for the preparation and start of the event.

The Main Operation Centre (MOC)

From 10 July, the Main Operation Centre (MOC) at Messe Essen took over the central management of the event. From six days before the Opening Ceremony to one day after the Closing Ceremony, the MOC served as the central hub for information flow and the coordination of fundamental event processes. In the temporarily established premises, teams from Programme Management and Safety & Security worked in close coordination with the areas of Sport, Venue Management, Operations, Ticketing and International Services. Further departments were involved as required.

The MOC consolidated information from all venues — including the Welcome Centre at Düsseldorf Airport and the official hotels — and thereby provided decision-making bases for incidents and necessary adjustments.

During the event period, the MOC was staffed daily from 07:00 to at least 23:00 and was reachable around the clock via a 24/7 hotline and a separate security hotline. A direct radio link to all Venue Managers and Event Directors enabled continuous communication with the Competition Venues. Daily briefings were held at 07:30 and 21:00 with the MOC core team and representatives of the Police, the Federal Criminal Police Office, FISU, the management and other relevant areas. At the end of each day, a »Rhine-Ruhr 2025 Report« was sent, containing statistics, the day's findings and an outlook for the following day.

Incidents and special occurrences were recorded by the Venue Managers and the MOC core team in a central incident management software and coordinated in the MOC. This ensured a comprehensive situational overview and a complete, traceable documentation.

Event Delivery

On 16 July 2025, the Rhine-Ruhr 2025 FISU World University Games were officially opened by FISU President Leonz Eder in the context of the Opening Ceremony in Duisburg. Among the guests were Bärbel Bas (Federal Minister for Labour and Social Affairs) and the North Rhine-Westphalian Minister-President Hendrik Wüst. The first volleyball competitions in Berlin had already begun on the morning of the same day. Over the following 11 days, 234 medal events across 18 sports were held in the six host cities. The sporting programme was complemented by a diverse supporting programme.

The final medals of the Rhine-Ruhr 2025 FISU World University Games were awarded on 27 July at the Regattabahn in Duisburg and at the Lohrheidestadion in Bochum. On the same evening, the festive Closing Ceremony was held at Landschaftspark Duisburg-Nord, officially concluding the Games.

Dismantling

Immediately after the conclusion of the respective competitions, dismantling work began at the venues. This allowed the Jahrhunderthalle in Bochum to be handed back to the operator as early as 23 July. Sportpark am Hallo, which hosted the ranking and elimination rounds in Archery, was dismantled while the final competitions simultaneously took place at Zeche Zollverein. The duration of the dismantling works varied from two days to two weeks, depending on the extent of the temporary structures. With their completion at the Lohrheidestadion on 9 August, the last venue was handed back to the City of Bochum.

The staggered approach to build-up and dismantling enabled efficient use of the available resources while minimising disruptions and delays at the individual venues.









Conclusions and Recommendations

The Rhine-Ruhr 2025 FISU World University Games were delivered overall successfully and without noteworthy incidents beyond the usual scale for an event of this kind.

Challenges identified at the outset — such as longer waiting times at the Welcome Centre and a need for improvement in wayfinding at larger venues — could be addressed and resolved promptly over the course of the event. In particular, the regulation of access rights and access controls posed a recurring operational challenge due to the Day Tickets and Ground Passes not being sold with assigned seating, and at high occupancy required daily coordinated alignment between the departments involved.

Security and medical processes ran smoothly; the safety of participants and guests and the medical care provision were ensured at all times.

The following central recommendations for future Organising Committees can be derived from the experience of the Rhine-Ruhr 2025 FISU World University Games:

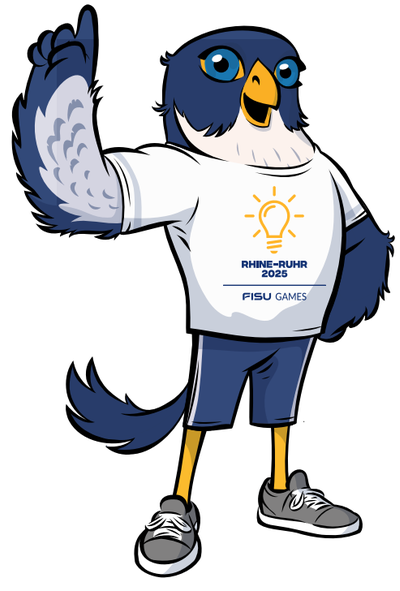
- **Optimising the registration process:**
  The FISU registration process for delegations should be fundamentally revised to ensure a valid and timely data basis. In particular, arrival times, transport needs and accommodation requests must be recorded early, in a binding manner and accurately, as they form key planning bases for schedules and operational processes. Raising the awareness of Head of Delegations regarding the importance of accurate data transmission is essential.

- **Early wayfinding concepts and signage:**
  A detailed wayfinding concept for all user groups (participants, officials, spectators, media, etc.) must be developed early for each venue, reconciled with production schedules and fixed in a binding manner. Clear, comprehensible signage is part of this standardisation.

- **Early staffing clarification at venues:**
  Key individuals at venues must be named, inducted and involved in test events and readiness exercises in good time. A personal meeting before the start of the event is recommended to define tasks, processes and communications channels in a binding manner. For the event period, working hours, workload management and shift planning must be realistically calculated; contingency scenarios must be systematically considered.

- **Main Operation Centre (MOC):**
  The concept and staffing of the MOC proved its worth. Greater physical proximity to further operational areas is recommended to increase efficiency.

- **Access and access controls:**
  Responsibilities and internal and external interfaces must be defined early. Close coordination between Venue Management, Security, Accreditation, Spectator Services and Ticketing is required to clearly define and operationalise zones, transitions and security measures.



2.8 POST-GAMES AND WIND-DOWN PHASE

With the successful staging of the Rhine-Ruhr 2025 FISU World University Games, the Organising Committee brought to a close a multi-year phase of intensive work. The systematic wind-down and evaluation phase that followed the event marks the conclusion of the project and is of central importance for completing organisational, financial and structural processes while at the same time ensuring that the insights gained are documented and passed on for future (international) major sporting events.

Staff Offboarding

After the conclusion of the Games, the Organising Committee was gradually reduced in size. The majority of staff left the organisation shortly after the event.

To ensure a systematic offboarding process, a standardised procedure was established:

- individual meetings with the HR department to complete the employment relationship
- return of IT equipment and work materials
- handover of content to the respective line managers for further processing, in order to avoid gaps in knowledge
- presentation of a farewell gift in recognition of each individual's contribution to the success of the event
- issuing of employment references

Knowledge Transfer

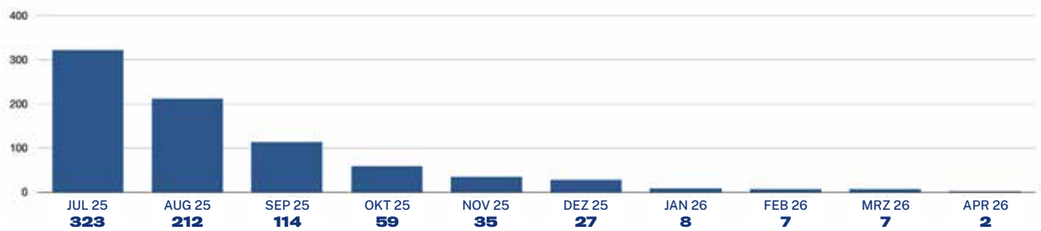
The key tasks of the evaluation phase were the securing and passing on of the experiences and insights gathered. This was ensured primarily through five formats:

1. **Final Report:**
   Each functional area produced a closing report based on a predefined template. This process was initiated as early as February 2025 in order to reduce the workload in the period immediately after the event. The most important findings are summarised in this Final Report.

2. **Post-Games Paper:**
   A Post-Games Paper was produced for the systematic evaluation of the Games, examining three central areas of impact: the ecological footprint including CO_2 emissions, the social effects, and the economic impacts. These findings are intended to serve as a basis for further knowledge transfer and the development of sustainable event standards.

3. **Official Debrief with future FISU LOCs:**
   In October 2025, the official debrief took place in Chungcheong. A delegation from the Rhine-Ruhr 2025 FISU World University Games presented the experiences gained and best practices to the Korean organising team, enabling the insights to be transferred to the next Games.

Offboarding des Personals



4. **Data submission to FISU:**
   Relevant statistical analyses and the closing reports of the functional areas were handed over to FISU so that the findings could feed into future events.

5. **Official Debrief and Knowledge Sharing:**
   Comprehensive knowledge transfer sessions were conducted with the Federal Government, Sportland.NRW, the adh and the national sports federations involved. These formats underlined the significance of the Rhine-Ruhr 2025 FISU World University Games as a milestone in the national strategy to further strengthen Germany's position as a leading host of international major sporting events, to promote international exchange, and to foster the connection between education and sport on a global level in a lasting way. The knowledge transfer also serves as a foundation for providing targeted support to future hosts of national and international (multi-)sport events and supplying them with practice-relevant insights for planning and implementation.

In this way it was ensured that the insights and experiences gained in the context of the Rhine-Ruhr 2025 FISU World University Games extend beyond the local context and remain accessible for international use.

Disposal of Assets and Sustainability

The disposal of physical assets after the Rhine-Ruhr 2025 FISU World University Games was likewise carried out in accordance with sustainable principles. Following the conclusion of the event, all event materials were collected and inventoried. A structured utilisation process was then implemented: a portion of the assets was sold, including in cooperation with an online auction company, in order to ensure the materials were reused. In addition, selected sports equipment and furnishings remained in the host cities or at specific venues to enable sustainable further use within the region.

At the end of December 2025, the Organising Committee's headquarters was dissolved. The inventory there was passed on primarily to future events in the region or donated to clubs and associations. In this way, the structured process contributed to the conservation of resources, the strengthening of regional structures and the long-term realisation of the event's sustainability goals.

This systematic approach significantly reduced the volume of waste to be disposed of and had a positive effect on the event's ecological footprint. The targeted reuse of materials also made a sustainable contribution to the circular economy, the impact of which extends beyond the staging of the Games themselves.

Financial Settlement

The proper financial settlement formed a central focus in the period following the event. Together with the Finance department, the respective functional areas reviewed all invoices and ensured they were settled in a timely manner.

The complexity of this process was increased in particular by the large number of different venues, hotels, partners and service providers involved. Added to this was the fact that the Organising Committee was reducing its headcount during the same period, and many invoices arrived with considerable delay.

Closure of the Organising Committee

The final dissolution of the Organising Committee will take place upon completion of all administrative, material and financial tasks. The final wind-down and closure of the Organising Committee is planned for 2026. In this context, all documents will be handed over to the sole shareholder, the adh.

Detailed Evaluation by the Organising Committee's Functional Areas

Following the conclusion of the Rhine-Ruhr 2025 FISU World University Games, the Organising Committee also undertook a structured evaluation process, analysing its own work, structure and development over the preceding years. In addition to a brief description of the main tasks and team structure, the reports contain an assessment of the work carried out as well as recommendations with regard to future events.

03

MEDAILLEN-SPIEGEL UND SPORT-EQUIPMENT

3.1 MEDAL TABLE

#	NATION	G	S	B
1	Japan	34	21	24
2	People's Republic of China	30	27	17
3	United States of America	28	27	29
4	Republic of Korea (South Korea)	21	9	27
5	Italy	14	10	19
6	Germany	11	12	17
7	South Africa	6	5	8
8	Turkey	6	5	7
9	Chinese Taipei	5	13	7
10	Poland	5	11	8
11	Australia	5	3	4
12	Great Britain and Northern Ireland	4	8	6
13	Uzbekistan	4	4	7
14	Ukraine	4	3	5
15	Spain	3	7	6
16	France	3	5	9
17	Switzerland	3	4	3
18	Czech Republic	3	2	6
19	Lithuania	3	0	4
20	India	2	5	5
21	Thailand	2	4	4
22	Netherlands	2	4	2
23	Brazil	2	3	7
24	Azerbaijan	2	2	0
25	Canada	2	1	8
26	Hong Kong, China	2	1	4
27	Finland	2	1	3
28	Portugal	2	1	2
29	Republic of Moldova	2	0	0

#	NATION	G	S	B
30	Georgia	1	3	1
31	Kenya	1	2	2
32	Belgium	1	1	2
33	Norway	1	1	1
33	Slovakia	1	1	1
33	Sweden	1	1	1
36	Ireland	1	1	0
37	Kazakhstan	1	0	10
38	Kyrgyzstan	1	0	1
39	Armenia	1	0	0
39	Denmark	1	0	0
39	Israel	1	0	0
39	Luxembourg	1	0	0
39	Slovenia	1	0	0
44	Hungary	0	10	8
45	Croatia	0	2	2
46	Tunisia	0	1	2
47	Malaysia	0	1	1
48	Egypt	0	1	0
48	Kosovo	0	1	0
48	Latvia	0	1	0
48	United States Virgin Islands	0	1	0
52	Romania	0	0	4
53	Cyprus	0	0	2
53	New Zealand	0	0	2
55	Austria	0	0	1
55	Colombia	0	0	1
55	Mexico	0	0	1
55	Mongolia	0	0	1
	TOTAL	**234**	**234**	**297**



3.1 SPORTS EQUIPMENT OVERVIEW

No.	Sport	Venue	Equipment	Quantity	Certification Authority
1	ARC	SHH, ZZV	target stands	100	WA
2	ARC	SHH, ZZV	target faces	4500	WA
3	ARC	SHH, ZZV	target numbers	64	WA
4	ARC	SHH, ZZV	target pins	2000	WA
5	ARC	SHH, ZZV	wind vanes	64	WA
6	ARC	SHH, ZZV	Line markings		WA
7	ARC	SHH, ZZV	windsocks	2	WA
8	ARC	SHH, ZZV	green, red and yellow flags	3	WA
9	ARC	SHH, ZZV	Scorecards	8	WA
10	ARC	SHH, ZZV	rolls white line tape	30	WA
11	ARC	SHH, ZZV	rolls black tape	15	WA
12	ARC	SHH, ZZV	rolls yellow tape	10	WA
13	ARC	SHH, ZZV	alcohol test devices	10	WA
14	ARC	SHH, ZZV	laser distance measuring tool	1	WA
15	ARC	SHH, ZZV	start numbers	750	WA
16	ARC	SHH, ZZV	stopwatches	4	WA
17	ARC	SHH, ZZV	red & yellow cards	16	WA
18	ARC	SHH, ZZV	Megaphones	2	WA
19	ATH	LHS	Small leg numbers	6280	World ATH
20	ATH	LHS	Bib numbers	11000	World ATH
21	ATH	LHS	Waterproof clipboards	15	World ATH
22	ATH	LHS	foldable chairs	100	World ATH
23	ATH	LHS	hygrometers	2	World ATH
24	ATH	LHS	spike inspection tools	15	World ATH
25	ATH	LHS	cycling bottles	1000	World ATH
26	ATH	LHS	vomit bags	500	World ATH
27	ATH	LHS	carrying boxes	135	World ATH
28	ATH	LHS	blocks of magnesia	80	World ATH
29	ATH	LHS	towels for the thROW events	40	World ATH
30	ATH	LHS	cool boxes	7	World ATH
31	ATH	LHS	red cards	10	World ATH
32	ATH	LHS	yellow cards	10	World ATH
33	ATH	LHS	green cards	10	World ATH
34	ATH	LHS	red-black cards	10	World ATH
35	ATH	LHS	yellow-black cards	10	World ATH
36	ATH	LHS	brooms	10	World ATH
37	ATH	LHS	cups	1500	World ATH
38	ATH	LHS	sponges	400	World ATH
39	ATH	LHS	Tape in every colour		World ATH
40	ATH	LHS	safety pins for bib numbers	40000	World ATH
41	ATH	LHS	substitute spikes	800	World ATH
42	ATH	LHS	metal boxes	15	World ATH
43	ATH	LHS	shot put retriever systems	4	World ATH
44	ATH	LHS	sets of high jump stands LED	2	World ATH
45	ATH	LHS	elastic crossbars	6	World ATH
46	ATH	LHS	HighJump landing mats	4	World ATH
47	ATH	LHS	HighJump covers	4	World ATH
48	ATH	LHS	ground frames HighJump	2	World ATH
49	ATH	LHS	measuring devices HighJump	4	World ATH
50	ATH	LHS	sets pole vault stand electronic	2	World ATH
51	ATH	LHS	sets pole vault stands manual	2	World ATH
52	ATH	LHS	pole vault landing mats	4	World ATH
53	ATH	LHS	ground frame pole vault	1	World ATH
54	ATH	LHS	sets run up markers	10	World ATH
55	ATH	LHS	sand scraper horizontal jumps	3	World ATH
56	ATH	LHS	competition hurdles	100	World ATH
57	ATH	LHS	warm-up hurdles	60	World ATH
58	ATH	LHS	replacement hurdles bars	50	World ATH
59	ATH	LHS	set of steeplechase hurdles	1	World ATH
60	ATH	LHS	general purpose carts	4	World ATH
61	ATH	LHS	transport cart for steeplechase hurdles	4	World ATH
62	ATH	LHS	sets of 8 relay batons	2	World ATH
63	ATH	LHS	marking cones	100	World ATH

64	ATH	LHS	benches for athletes	12	World ATH
65	ATH	LHS	wind indicators	8	World ATH
66	ATH	LHS	measuring tapes	50	World ATH
67	ATH	LHS	judges flags	70	World ATH
68	ATH	LHS	measuring and control devices thROW implements	2	World ATH
69	ATH	LHS	sand pit covers	2	World ATH
70	ATH	LHS	stes of race walking paddles	8	World ATH
71	ATH	LHS	1kg discus	9	World ATH
72	ATH	LHS	2kg discus	9	World ATH
73	ATH	LHS	4kg hammer	9	World ATH
74	ATH	LHS	7,26kg hammer	9	World ATH
75	ATH	LHS	600g javelin	9	World ATH
76	ATH	LHS	800g javelin	9	World ATH
77	ATH	LHS	4kg shot	9	World ATH
78	ATH	LHS	7,26kg shot	9	World ATH
79	BDM	WES	YONEX shuttlecocks (AEROSENSA AS-50)	3300	BWF
80	BDM	WES	YONEX BDM courts mats (AC367 – mint green)	7	BWF
81	BDM	WES	YONEX BDM nets (AC340)	7	BWF
82	BDM	WES	YONEX portable BDM net posts (AC 357-1)	7	BWF
83	BDM	WES	YONEX Service Height Measuring Device sets (AC330)	5	BWF
84	BDM	WES	YONEX players boxes	20	BWF
85	BDM	WES	YONEX shuttle boxes	7	BWF
86	BDM	WES	umpire chairs	5	BWF
87	BDM	WES	20 mops + 100 cloths		BWF
88	BDM	WES	YONEX Stringing Service (4 stringing machines)	1	BWF
89	BDM	WES	court mat tape (green)	500m	BWF
90	BDM	WES	measuring sticks	2	BWF
91	BDM	WES	toss coins	50	BWF
92	BDM	WES	black cards	50	BWF
93	BDM	WES	yellow cards	50	BWF
94	BDM	WES	red cards	50	BWF
95	BDM	WES	manual scoreboards (not used)	10	BWF
96	BDM	WES	clipboards (not used)	25	BWF
97	BK3	JHH	courts (warm-up, training, FOP)	3	FIBA
98	BK3	JHH	Backstop units	3	FIBA
99	BK3	JHH	balls	100	FIBA
100	BK3	JHH	TSR Equipment (Shot Clock, Scoreboards, laptops etc.)		FIBA
101	BK3	JHH	Electric Ball pump	1	FIBA
102	BK3	JHH	Ball pumps	3	FIBA
103	BK3	JHH	Nanometer	2	FIBA
104	BK3	JHH	ball wagon (FOP)	1	FIBA
105	BK3	JHH	ball wagon (warm-up/training)	8	FIBA
106	BK3	JHH	wiping mops	4	FIBA
107	BK3	JHH	boxes (FOP)	8	FIBA
108	BK3	JHH	Towels		FIBA
109	WB3	JHH	courts (warm-up, training, FOP)	3	FIBA
110	WB3	JHH	Backstop units	3	FIBA
111	WB3	JHH	balls	100	FIBA
112	WB3	JHH	TSR Equipment (Shot Clock, Scoreboards, laptops etc.)		FIBA
113	WB3	JHH	Electric Ball pump	1	FIBA
114	WB3	JHH	Ball pumps	3	FIBA
115	WB3	JHH	Nanometer	2	FIBA
116	WB3	JHH	ball wagon (FOP)	1	FIBA
117	WB3	JHH	ball wagon (warm-up/training)	8	FIBA
118	WB3	JHH	wiping mops	4	FIBA
119	WB3	JHH	boxes (FOP)	8	FIBA
120	WB3	JHH	Towels		FIBA
121	BKB	GGH, SHH, WSH, ISH	backstops, 4 spare backstops	8	FIBA
122	BKB	GGH, SHH, WSH, ISH	BKB floorings	4	FIBA
123	BKB	GGH, SHH, WSH, ISH	BKBs (130 each in size 6 and size 7)	260	FIBA
124	BKB	GGH, SHH, WSH, ISH	scoresheets	8	FIBA
125	BKB	GGH, SHH, WSH, ISH	ball carts	24	FIBA
126	BKB	GGH, SHH, WSH, ISH	ball nets	16	FIBA
127	BKB	GGH, SHH, WSH, ISH	player foul markers	4	FIBA
128	BKB	GGH, SHH, WSH, ISH	electric pumps	8	FIBA
129	BKB	GGH, SHH, WSH, ISH	manual pumps	16	FIBA
130	BKB	GGH, SHH, WSH, ISH	measuring tapes	4	FIBA
131	BKB	GGH, SHH, WSH, ISH	nanometers	4	FIBA
132	BKB	GGH, SHH, WSH, ISH	kitchen scales	4	FIBA
133	BKB	GGH, SHH, WSH, ISH	humidity meters	4	FIBA

134	BKB	GGH, SHH, WSH, ISH	alcohol testing devices	4	FIBA
135	BKB	GGH, SHH, WSH, ISH	Luxmeter	4	FIBA
136	BKB	GGH, SHH, WSH, ISH	Distance meter - laser	4	FIBA
137	BKB	GGH, SHH, WSH, ISH	towel boxes	8	FIBA
138	DIV	SSE	Springboards	2	AQUA
139	DIV	SSE	Trampoline nets	2	AQUA
140	DIV	SSE	Mats	6	AQUA
141	DIV	SSE	Cardio Bike	1	AQUA
142	DIV	SSE	AirTrack	1	AQUA
143	DIV	SSE	Salto Boxes	6	AQUA
144	DIV	SSE	+ using existing infrastructure and Equipment		AQUA
145	FEN	MEE, Hall 5	podium for finalpiste	1	FIE
146	FEN	MEE, Hall 5	finalpiste	1	FIE
147	FEN	MEE, Hall 5	piste for direct elimination	8	FIE
148	FEN	MEE, Hall 5	piste for preliminary round	12	FIE
149	FEN	MEE, Hall 5	piste for warm-up/ training	10	FIE
150	FEN	MEE, Hall 5	scoring machines for finalpiste	1	FIE
151	FEN	MEE, Hall 5	slavemachines for finalpiste	2	FIE
152	FEN	MEE, Hall 5	runningscreens for finalpiste	4	FIE
153	FEN	MEE, Hall 5	scoringmachines for direct elimination phase	8	FIE
154	FEN	MEE, Hall 5	slavemachines for direct eliminations	16	FIE
155	FEN	MEE, Hall 5	runningscreenes for direct elimination pistes	32	FIE
156	FEN	MEE, Hall 5	scoringmachines for preliminary pistes	12	FIE
157	FEN	MEE, Hall 5	scoringmachines for training/ warm-up pistes	10	FIE
158	FEN	MEE, Hall 5	cable reels for all pistes	62	FIE
159	FEN	MEE, Hall 5	floor cables for all pistes	62	FIE
160	FEN	MEE, Hall 5	test weight for epee and foil	25	FIE
161	FEN	MEE, Hall 5	feeler gauges	25	FIE
162	FEN	MEE, Hall 5	FEN bag for callroom	32	FIE
163	FEN	MEE, Hall 5	self-repair stations	2	FIE
164	FEN	MEE, Hall 5	network for scoringmachines	1	FIE
165	GAR	MEE, Hall 3	FoP: full set of SPIETH apparatus WAG and MAG on podium (60cm)		FIG
166	GAR	MEE, Hall 3	Warm up area: full set of SPIETH apparatus WAG and MAG (free standing UB, SR, HB,)		FIG
167	GAR	MEE, Hall 3	Training area: full set of SPIETH apparatus WAG (free standing UB) + 1 additional UB, BB		FIG
168	GAR	MEE, Hall 3	full set of SPIETH apparatus MAG (free standing SR, HB) + 1 additional PH, PB		FIG

169	GRY	MEE, Hall 4	FoP: SPIETH RG Floor (16 x 16)	1	FIG
170	GRY	MEE, Hall 4	Warm up area: SPIETH RG Floor (14 x 14)	1	FIG
171	GRY	MEE, Hall 4	Training area: SPIETH RG Floor (14 x 14) + 4x warm up mats with 4x ballet bars	4	FIG
172	JUD	MEE, Hall 4	sub-construction	approx. 1200m²	IJF
173	JUD	MEE, Hall 4	sports flooring (FOP + Warm Up)	approx. 1300m²	IJF
174	JUD	MEE, Hall 4	Backnumber Sponsor Labels	1000	IJF
175	JUD	MEE, Hall 4	JUDgi's	40	IJF
176	JUD	MEE, Hall 4	IJF backnumbers	40	IJF
177	JUD	MEE, Hall 4	weigh-in scales	10	IJF
178	JUD	MEE, Hall 4	coach boxes	6	IJF
179	JUD	MEE, Hall 4	scoreboards	6	IJF
180	JUD	MEE, Hall 4	sokuteiki	6	IJF
181	JUD	MEE, Hall 4	ultraviolet light	5	IJF
182	JUD	MEE, Hall 4	clothes rack + 50 hangers		IJF
183	ROW	RBD	ROW boats	67	FISA
184	ROW	RBD	oars (both sculls and sweep)	approx. 200	FISA
185	ROW	RBD	pieces of warm-up equipment such as ROW machines and bikes	20	FISA
186	SWM	SSE	starting blocks (Omega OBS 11)	20	AQUA
187	SWM	SSE	backstroke ledges (omega)	22	AQUA
188	SWM	SSE	lane ropes (Malmsten Gold Racing Lane)	9	AQUA
189	SWM	SSE	backstroke turn indicators	4	AQUA
190	SWM	SSE	digital lap counters	10	AQUA
191	SWM	SSE	bells	10	AQUA
192	SWM	SSE	training clocks	4	AQUA
193	TEN	ETU	Balls	7000	ITF
194	TEN	ETU	water suction rolls	4	ITF
195	TEN	ETU	TEN nets	4	ITF
196	TEN	ETU	sweeping nets	6	ITF
197	TEN	ETU	umbrellas for umpire chairs	10	ITF
198	TEN	ETU	spare linerolls	2	ITF
199	TEN	ETU	net single stakes	8	ITF
200	TEN	ETU	pair of net poles (spare)	1	ITF
201	TEN	ETU	line brooms	6	ITF
202	TEN	ETU	manual scoresigns	10	ITF
203	TKW	MEE, Hall 6	sub-construction for FOP, Warm-Up & Training	approx. 1600m²	WT

204	TKW	MEE, Hall 6	puzzle mats	approx. 1800	WT
205	TKW	MEE, Hall 6	tape (for octagon safety zone)	approx. 160m	WT
206	TKW	MEE, Hall 6	coach boxes	8	WT
207	TKW	MEE, Hall 6	judge boxes	8	WT
208	TKW	MEE, Hall 6	buckets red/blue	8	WT
209	TKW	MEE, Hall 6	flags red/blue	8	WT
210	TKW	MEE, Hall 6	whistles	10	WT
211	TKW	MEE, Hall 6	video replay cards red/blue	approx. 40	WT
212	TKW	MEE, Hall 6	TO numbers	approx. 60	WT
213	TKW	MEE, Hall 6	stickers for Tag Team Events (numbers 1-4)	80	WT
214	TTE	MEE, Hall 1	sub-construction and sports flooring	approx. 3200m^2	ITTF
215	TTE	MEE, Hall 1	TTE tables	33	ITTF
216	TTE	MEE, Hall 1	nets	33	ITTF
217	TTE	MEE, Hall 1	three-star balls	1500	ITTF
218	TTE	MEE, Hall 1	surroundings (233*75cm) + Field of Play (from Venue Dressing)	150	ITTF
219	TTE	MEE, Hall 1	umpire tables	14	ITTF
220	TTE	MEE, Hall 1	towel boxes	28	ITTF
221	TTE	MEE, Hall 1	manual scoreboards	13	ITTF
222	TTE	MEE, Hall 1	electronic time-out devices (for Show Table)	2	ITTF
223	TTE	MEE, Hall 1	manual time-out signs	12	ITTF
224	TTE	MEE, Hall 1	umpire kits	70	ITTF
225	VBV	SPD	Nanometer (Pressure gauge ball)	4	FIVB
226	VBV	SPD	Electric pump	4	FIVB
227	VBV	SPD	Hand pump	4	FIVB
228	VBV	SPD	Ballnets for storing	8	FIVB
229	VBV	SPD	Measuring tape - long (50m)	2	FIVB
230	VBV	SPD	ball carts	4	FIVB
231	VBV	SPD	Line judge flags	20	FIVB
232	VBV	SPD	Ball needle	1	FIVB
233	VBV	SPD	Coach hitting box	2	FIVB
234	VBV	SPD	Small chairs/stool	14	FIVB
235	VBV	SPD	Manuel Scoring Board	4	FIVB
236	VBV	SPD	Judges cards	3	FIVB
237	VBV	SPD	Paddles numbered 1 & 2	3	FIVB
238	VBV	SPD	microfibre cloths	40	FIVB
239	VBV	SPD	Net posts including anchoring	4	FIVB
240	VBV	SPD	Upholstery Mesh posts & tension ropes	5	FIVB
241	VBV	SPD	Nets	5	FIVB
242	VBV	SPD	network antennas	6	FIVB
243	VBV	SPD	mesh tapes	6	FIVB
244	VBV	SPD	Playing field line marking including anchoring	6	FIVB
245	VBV	SPD	net height gauge	4	FIVB
246	VBV	SPD	sand rake	12	FIVB
247	VBV	SPD	Sand scarifier	1	FIVB
248	VBV	SPD	Ball catch net including anchoring	1	FIVB
249	VVO	MSH, SFB, BSH, HKS	Balls	400	FIVB
250	VVO	MSH, SFB, BSH, HKS	branded nets	5	FIVB
251	VVO	MSH, SFB, BSH, HKS	unbranded nets	6	FIVB
252	VVO	MSH, SFB, BSH, HKS	pairs of antennas	11	FIVB
253	VVO	MSH, SFB, BSH, HKS	sets of poles	9	FIVB
254	VVO	MSH, SFB, BSH, HKS	Nanometer	9	FIVB
255	VVO	MSH, SFB, BSH, HKS	electric pumps	11	FIVB
256	VVO	MSH, SFB, BSH, HKS	manual pumps	11	FIVB
257	VVO	MSH, SFB, BSH, HKS	Circumference measuring devices	4	FIVB
258	VVO	MSH, SFB, BSH, HKS	ball nets	30	FIVB
259	VVO	MSH, SFB, BSH, HKS	weight scales	4	FIVB
260	VVO	MSH, SFB, BSH, HKS	bottle holders	26	FIVB
261	VVO	MSH, SFB, BSH, HKS	ball trolleys	40	FIVB
262	VVO	MSH, SFB, BSH, HKS	line judge flags	50	FIVB
263	VVO	MSH, SFB, BSH, HKS	Coach Hitting Boxes	5	FIVB
264	VVO	MSH, SFB, BSH, HKS	stools	45	FIVB
265	VVO	MSH, SFB, BSH, HKS	manual scoring boards	11	FIVB
266	VVO	MSH, SFB, BSH, HKS	manual score sheets	8	FIVB
267	VVO	MSH, SFB, BSH, HKS	referee card sets	8	FIVB
268	VVO	MSH, SFB, BSH, HKS	toss coins	8	FIVB
269	VVO	MSH, SFB, BSH, HKS	thermometers	4	FIVB
270	VVO	MSH, SFB, BSH, HKS	Luxmeters	4	FIVB
271	VVO	MSH, SFB, BSH, HKS	micro towels	54	FIVB
272	WPO	ASC Duisburg	Balls	100	AQUA
273	WPO	ASC Duisburg	WPO field	1	AQUA
274	WPO	ASC Duisburg	Set of caps	1	AQUA

LEGEND / ABBREVIATIONS



VENUES

CODE	VENUE
ASC	ASC Duisburg
BSH	Ballsporthalle Köpenick
ETU	ETUF Tennisanlage
GGH	Grugahalle
GGH	Ischelandhalle
JHH	Jahrhunderthalle
LHS	Lohrheidestadion
MSH	Max-Schmeling Halle
MEE	Messe Essen
RBD	Regattabahn Duisburg
SSE	Schwimm- und Sprunghalle im Europasportpark
SMH	Sömmeringhalle
SFB	Sportforum Große Halle
SHH	Sporthalle Am Hallo
ASSPH	Sportpark Am Hallo Stadion
SPD	Sportpark Duisburg
WSH	Walter-Schädlich-Halle
WES	Westenergie Sporthalle
ZZV	Zeche Zollverein

SPORTS

ABBREVIATION	ENGLISH
BK3	3x3 Basketball
WB3	3x3 Wheelchair basketball
ARC	Archery
GAR	Artistic gymnastics
ATH	Athletics
BDM	Badminton
BKB	Basketball
VBV	Beach volleyball
DIV	Diving
FEN	Fencing
JUD	Judo
GRY	Rhythmic gymnastics
ROW	Rowing
SWM	Swimming
TKW	Taekwondo
TTE	Table tennis
TEN	Tennis
VVO	Volleyball
WPO	Water polo

RHINE-RUHR 2025
FINAL REPORT

IMPRINT

Publisher:
Rhine-Ruhr 2025 FISU Games gGmbH

Responsible in the sense of the German press law:
Niklas Börger (CEO, Rhine-Ruhr 2025 FISU Games gGmbH)

Responsible for the compilation of content:
Rhine-Ruhr 2025 FISU Games gGmbH
PROPROJEKT Planungsmanagement & Projektberatung GmbH,

Editorial:
Sina Diekmann, Robert Breitbarth, Markus König,
Neele Koch, Ramea Möller, Larissa Reutershahn,
Mirjam Scheffler, Oliver Stubbe, Jule Wagner
(Rhine-Ruhr 2025 FISU Games gGmbH)

Martin Olszowy, Andrea Standecker
(PROPROJEKT Planungsmanagement & Projektberatung GmbH)

Photo Credits:
Andrea Bowinkelmann, Iris van den Broek, Mikuláš Celta,
Michael Chisholm, Reinaldo Coddou, Fabio Deinert,
Daniel Domazer, Eugene Goh, Anthony Hanc, Liz Vivien Höser,
Conny Kurth, Tim Kramer, Vera Loitzsch, Salomée Michon-Vinçont,
Moritz Müller, Henning Rohlfs, Frederic Scheidemann,
Sophia Schempp, Lukas Schulze, Jaroslav Svoboda,
Leon Tonhäuser, Kevin Voigt, Steffi Wunderl

info@rhineruhr2025.com

FISU
ALLGEMEINER DEUTSCHER HOCHSCHULSPORT-VERBAND adh.
SPORT EHRENAMT
Gefördert durch: Bundeskanzleramt aufgrund eines Beschlusses des Deutschen Bundestages
Die Landesregierung Nordrhein-Westfalen
SPORTLAND.NRW