

Turning 17 Days into 17 Years

Leveraging the Olympics and
Creating Legacy for All

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2020 Tokyo Olympic and Paralympic Games

Rio Olympic Games Closing Ceremony – set the scene for Japan 2020

What should the world expect from Tokyo?



- The brand positioning of Tokyo as the global center of innovation, technology and culture will culminate in 2020

Image source: The Indian Express (22 August, 2016)

2020 Tokyo Olympic and Paralympic Games

- Japan has the experience and knowledge of hosting mega sporting events.
- More issues to consider in order to hold a successful event in today's changing environment.



High expectations mean that:

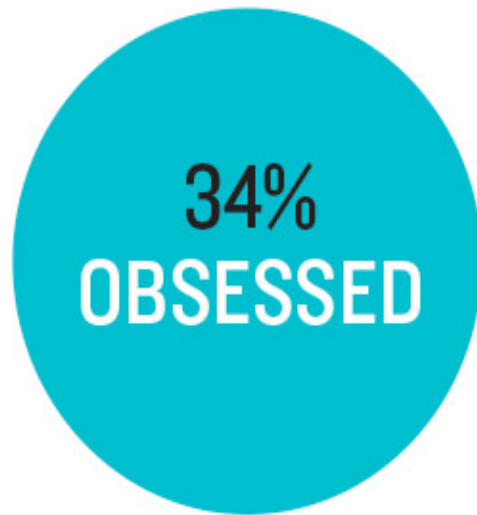
1. All activities from now on will be scrutinized
2. Any deviance or small errors are likely to be magnified and criticized
3. Tokyo must deliver an Olympic Games that exceed fans' and athletes' experiences in Rio



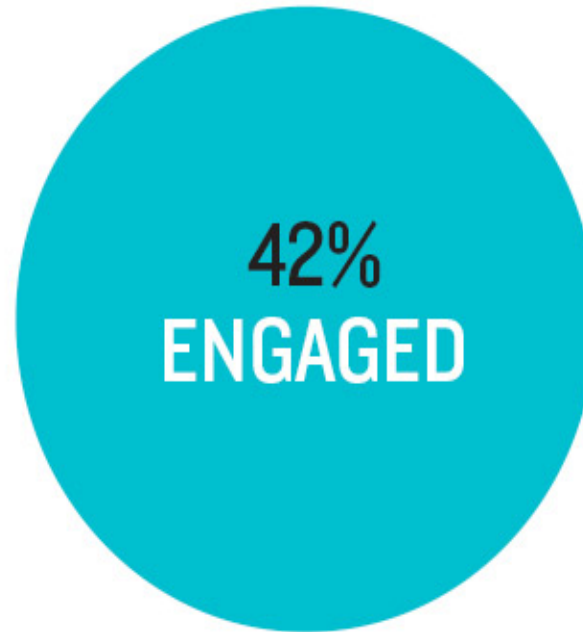
The Games are Evolving – New Sports for Tokyo 2020



SIZE AND COMPOSITION OF THE POTENTIAL OLYMPIC FANBASE



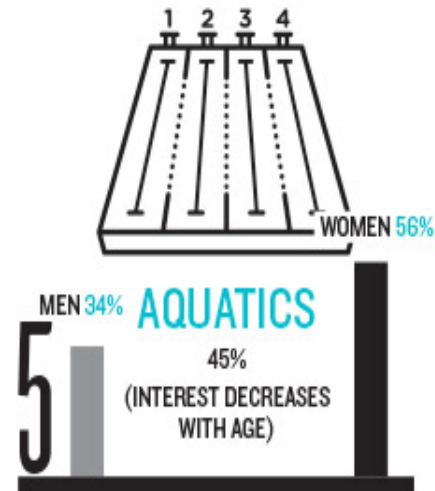
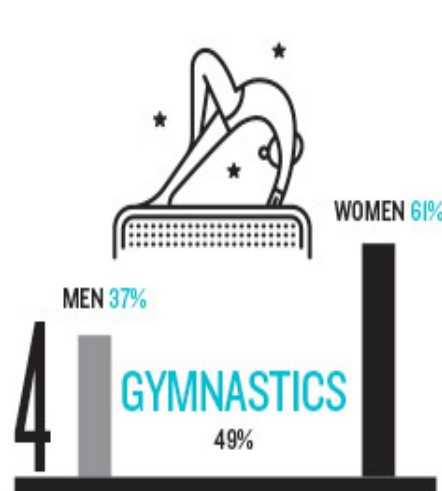
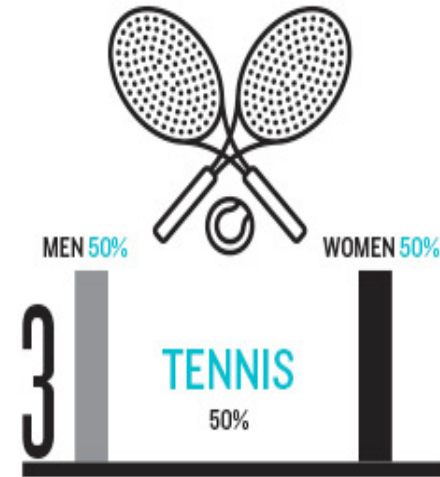
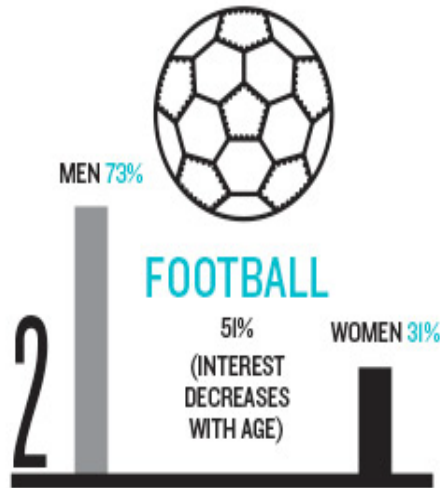
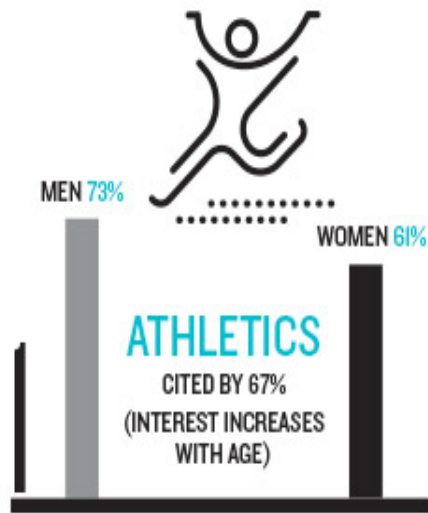
58% OF MALES,
AVERAGE SALARY £34K,
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49% OF MALES,
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MOST POPULAR OLYMPIC SPORTS

(% WHO EXPRESSED AN INTEREST)



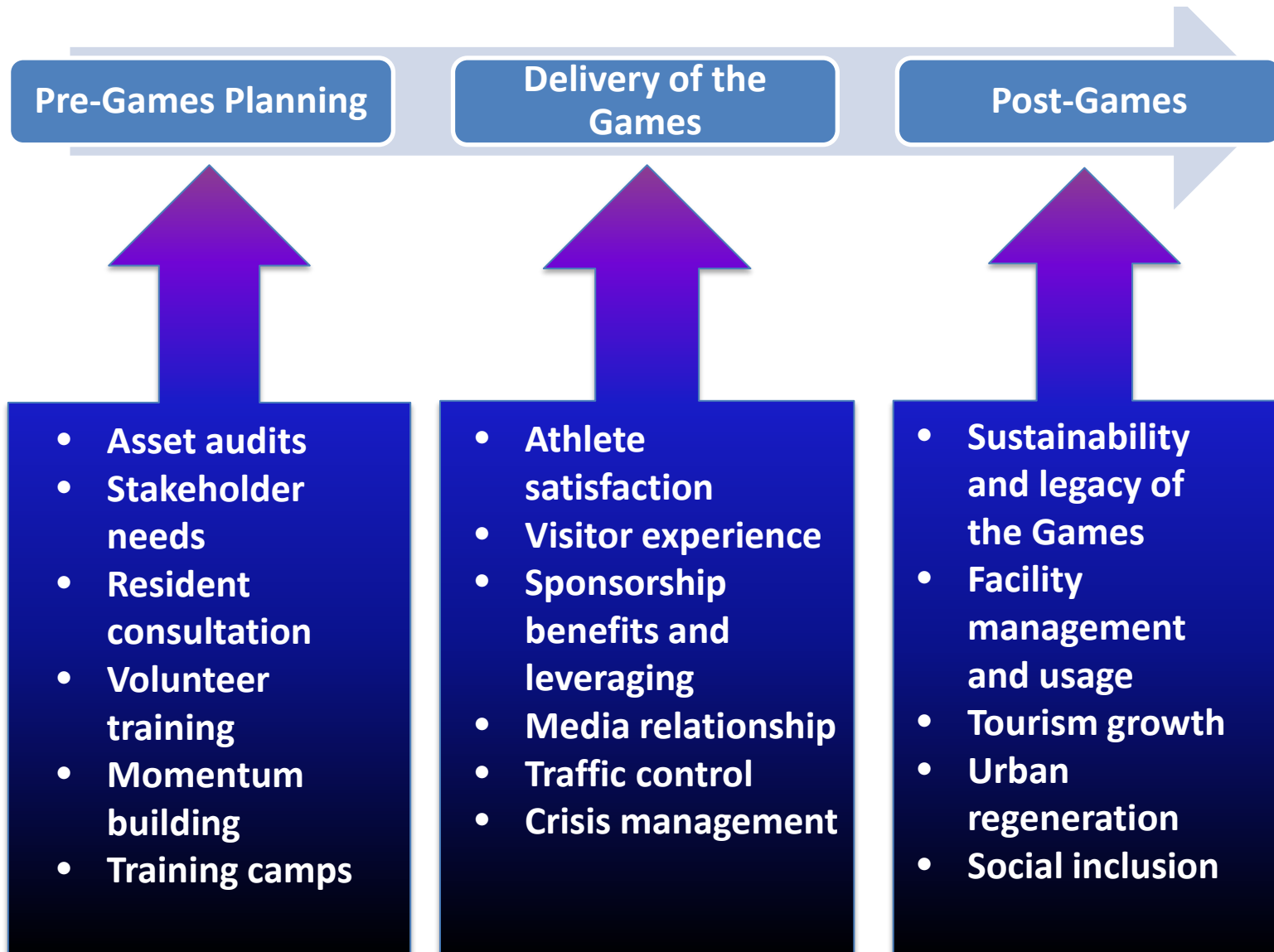
THE MOST POPULAR LOCATIONS FOR WATCHING THE OLYMPICS



THE MOST POPULAR OLYMPIC MOMENTS WATCHED ON TV ARE:



4 More Years To Go – Is Japan Ready?



Building Brand Equity and an Olympic Legacy for All

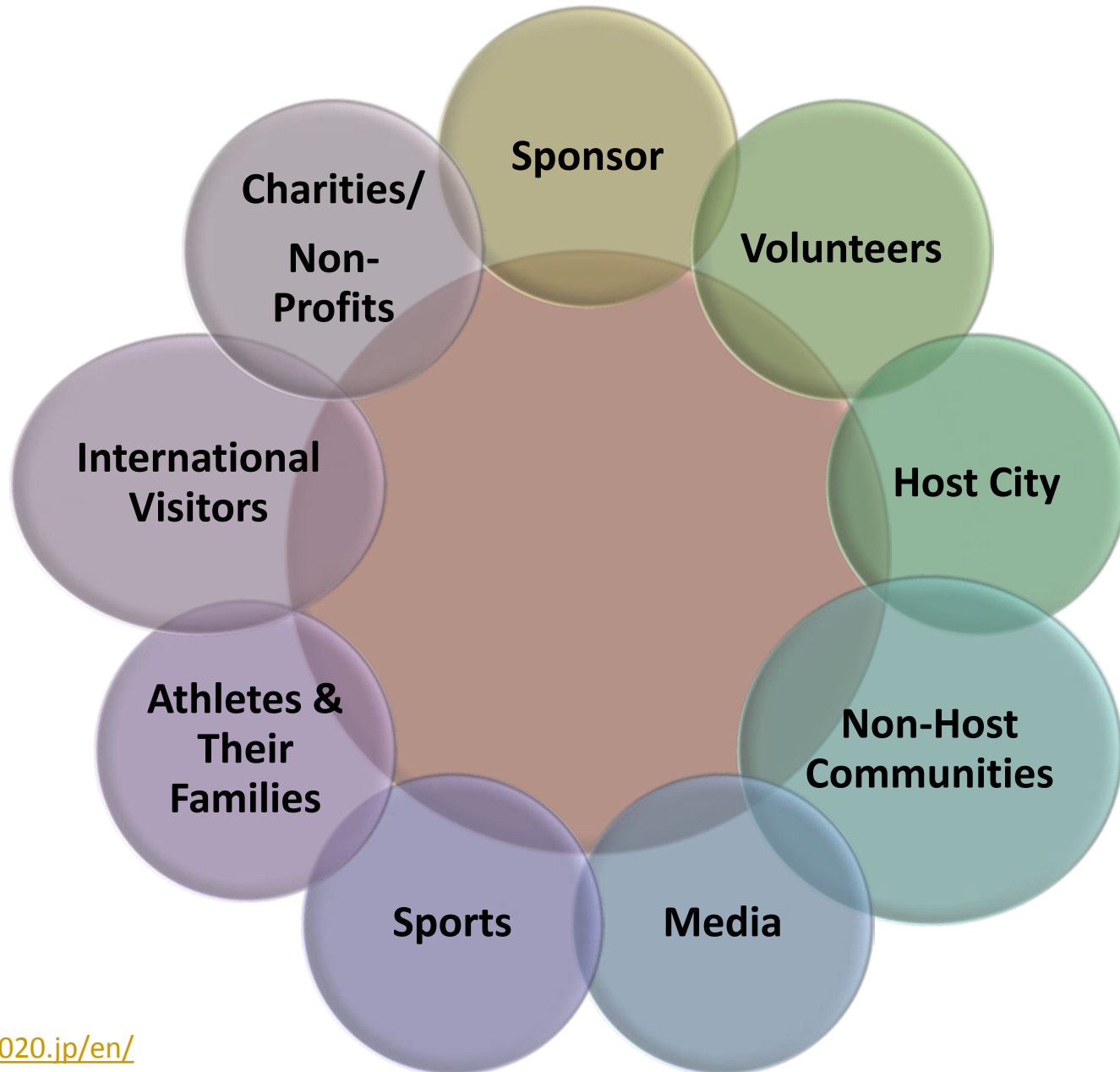


Image source:

<https://tokyo2020.jp/en/>

Key Stakeholder – Host City

Tokyo

- Mature destination and capacity constraints
- Further enhance the city's brand equity
- Consider both infrastructural and non-infrastructural outcomes, especially for socially excluded groups



Key Stakeholder – Host City

Image source: http://www.choosebrisbane.com.au/corporate/brisbane-marketing/what-we-do/g20?sc_lang=en-au

Global Café (#BNEGlobalCafe)



International center of thought leadership: more than 2000 live audience across two days and thousands live streaming.

Wayfinding



A destination welcoming and wayfinding program for visitors, including multilingual physical signs and geo-tagged digital applications.

Brisbane Welcomes the World program



Free and specialized training and information offered to more than 2000 service and tourism staff.

Key Stakeholder – Non-Host Cities

Image source: <http://www.visit-dorset.com/>

- **What's in it for me? Spillover effect from the Games and host city.**
- **“Put our city on the map” – Destination awareness, brand positioning and unique selling propositions**
- **Resident consultation and international research needed.**

Case Study: Weymouth and Portland, England

- A “social dilemma” of residents – interest of individual resident vs. the collective benefits of the community
- Concerns may arise over negative impacts associated with the event or increased tourism, e.g., rising costs of living, disruption for daily life, crowding and noise, traffic problems, crime.
- Exposure to event-related communications play a key role in influencing resident support.

Key Stakeholder – Athletes and Their Families

- Accommodation
- Degree of separation from families and friends
- Diet and relaxation options
- Social vs Risk tensions
- Quality of training facilities
- Health and physical safety and security

Key Stakeholder – Sports

- Wanting to leverage Olympic profile and success stories for objectives including:-
 - Increased awareness
 - Brand image
 - Increased participation
 - Sponsorship and consumer revenue
 - Media
- Governance requires a multi-stakeholder perspective and relinquishing control to IOC and TOCOG
- Reputational risk

Key Stakeholder – Sponsors

- How sponsorship works
- Activation and portfolio review
- Regulatory frameworks- local, international and Olympic centric (e.g., Ambushing)
- Media sponsors: framing the expectation and public perception
- Non-sponsors- creative integrated marketing communications

Risk and Impact Measurement

- Significant risks now surround mega events including terrorism, natural disasters and scandal
- What are the typical KPIs of hosting a mega event?
- Are there synergies derived from hosting two events consecutively?
- Methods for measuring impacts- long and short term

The risk is significant, growing and largely uncontrollable

In 2002, the IOC's Olympic Games Study Commission reported "...the growth and size of the Olympic Games have reached the point where they present significant operational and organisational risks".



Governance is problematic

- Increase in financial liabilities for a diverse set of stakeholders
- Increased economic incentives for deviant activities such as ambushing and doping
- New risks associated with moving into emerging economies- corruption, safety, political stability

Central Tokyo District

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Source: http://www.haneda-tokyo-access.com/en/transport/pdf/routemap_en.gif

External Risk

- Mega-events have been a direct target of terrorism such as the Munich 1972 and Atlanta 1996 Olympics
- Collateral damage from external events, including climate change
- Pandemic outbreaks and civil unrest have hit preparations for mega-events in the past.



Globalisation as a Threat

- Economic, social and technological terms
- Accelerates the transmission of infectious diseases across borders
- Increases interconnectedness of economic risks
- Provides a platform for breakdown of technological systems or attacks upon them.
- Threat to international sports from illegal betting and match fixing – the dark web



Dynamic system Perspective

Complex interaction of infrastructure, operations and populations means small disturbances can be amplified across the system.

Mega events are reliant on the resilience of such networks



Risk Mitigation

- Risk mitigation is now integrated into decision-making and operations, and no longer treated as just an input into the calculation of insurance premiums.
- Mega-event authorities such as the IOC and FIFA have increasingly adopted the role of 'risk manager
- Knowledge management is critical



Source: <http://myshake.berkeley.edu/img/handphonemapupdatesm.png>

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