



# DEFINING & MEASURING SUCCESS FOR RIO 2016

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# Olympic Games Planning Framework

The Olympics provide Rio with an opportunity to make investments in infrastructure and develop programs to improve the city quality of life in the future.

Our metrics chosen intend to measure the **economic success** of the Olympic Games, its positive impact in **society** and the **environment**, and the **sustainability of the impact** in the future.

We have identified four key factors of success for the Rio 2016 Olympics:

- Social Integration
- Global Engagement
- Environment and Sustainability
- Women Sports Development



Rio 2016 will be used as a platform for improving the quality of life of the population through investing in housing infrastructure, sports infrastructure and programs, transportation and safety. Our framework will try to measure their impact.

# Key Success Factor #1: Social Integration



Brazil is the 11<sup>th</sup> worst country for income inequality by Gini Coefficient at 55%. Around 19% of Rio's population live in shanty towns called "favelas". In favelas, 62% do not complete primary schooling, only 51% are in the job market and 18.6% are unemployed. Long commutes to schools and jobs make advancement and social inclusion a big challenge.

The Olympics represent an injection of cash to address these problems and invest in transportation, housing infrastructure and job creation.

Five sub-factors define success for overcoming social integration and reducing people inequality:

- Wealth Dispersion
- Sports Involvement of Population
- Job Creation
- Accessibility to Jobs & Schools
- Social Empowerment



The number one priority for the Rio stakeholders is a positive impact of the Olympics investments on the living conditions of Rio's population.



## Wealth Dispersion

Measure

Target

Objective

Gini Coefficient by 2020

Below 45%

The Gini Coefficient has decreased from 61% in 1989 to 55% in 2007. With it we can measure the impact of the investments made in Rio during the Olympics. Success is defined by increasing opportunities for the poor to grow income and wealth.

## Sports Involvement of Population

Measure

Target

Objective

Time use of New Sports Facilities 80%

The Olympics will develop new sport facilities and training programs for the youth. The usage of these installations will provide a metric for measuring success in involving the population.

# Social Integration: Sub Factors



## Job Creation

Measure

Target

Objective

Tourism and sports related jobs by 2020

10%

Olympics will create infrastructure and job opportunities for the population. Must be sustainable over time.

## Accessibility to Jobs and Schools

Measure

Target

Objective

Average Commuting Time

20%

Transportation infrastructure from the Games should allow for easier access to jobs and schools for Rio's poor where opportunities don't currently exist.

## Social Empowerment

Measure

Target

Objective

% of Rio's population living in favelas by 2025

10%

Increasing wealth, jobs, affordable accommodations and social acceptance by middle & upper classes should create opportunities to leave life in the slums .

## Key Success Factor #2: Global Engagement



The Summer Olympics is the premier global sporting event with over 80 participating countries.

It represents an unparalleled opportunity for the hosts to deliver a message, promote tourism and spread the country's culture. It is also an easy way to gauge economic success of developments leading up to the Games.



Four sub-factors define success for the audience and attendance experience during the Olympics and their impact after it:

- Sports Events Attendance
- Audience Engagement
- Public Safety
- Tourism Impact

It is impossible to successfully deliver any social or environmental message to educate and change public behavior without successfully engaging the world in the Games.



## Sports Events Attendance

Measure	Target	Objective
Attendance as % of Capacity	80%	Audience Attendance will measure the success in getting people in the stands. Crowd participation is key for sporting events

## Audience Engagement

Measure	Target	Objective
TV Ratings Share vs. London 2012	28%	Media distributes the content worldwide. Measuring what the audience engagement on the different media channels, especially on digital platforms is the best way to understand what and how the audiences are watching the Olympics. For Beijing 2008 TV Rating Shares were 28%. Page Views around 8b and Video Streams 800 million.
Page Views	10 billion	
Video Streams	1 billion	

Sources: Sponsorship Intelligence “Games of the XIX Olympiad Beijing 2008”: Global Television and Online Media Report



## Public Safety

Measure	Target
Homicide Rate During Games	Below 10
Homicide Rate 3 yrs after Games	Below 8
Non- Violent Crimes Rating	10%
Sports Related Incidents	0

### Objective

Rio de Janeiro is one of the most dangerous cities in the world. The safety related investments should reduce the violent and non violent crime rates for the locals and tourists both during and after the Games. Sports related incidents should be non existent.

## Tourism Impact

Measure	Target
Tourists vs. London 2012	5%
Number of tourists 1 yr after	5%
Number of tourists 3 yrs after	5%

### Objective

One of the main objectives when hosting a global event is showcasing the city and the country's culture. Promoting tourism should be a key factor that determines success as it brings economic development reflected in jobs and capital investment.

# Key Factor #3: Environment and Sustainability



Despite being awarded the 2016 Olympic Games, the IOC gave several the Rio bid unfavorable environmental evaluations

- Major challenges with air and water quality
- Challenges with waste management
- Challenges with land encroachment
- High levels of air pollution



Rio's winning bid laid out the specific sub factors we value as important in bringing environmental success from the Olympics:

- Water Quality Improvement
- Air Quality Improvement
- Solid Waste Recycling Program
- Reforestation
- Green Buildings and Technologies

The Rio group specifically states that the Olympic Development group will work with the local, state, and federal governments to long term environmental improvements

## Water Quality Improvement

Measure	Target	Objective
Residents with Water Supply	10% ↑	Currently 90% of Brazilians have access to a improved water source, with only 62% of rural residents; and 84% have access to improved sanitation. Only 35% of wastewater is treated.
Residents with Sewage Treatment	10% ↑	
Volume of Sewage Treated	50% ↑	

## Air Quality Improvement

Measure	Target	Objective
Greenhouse Emissions	30% ↓	Rio's poor infrastructure and size has made it one of the most polluted cities in Brazil. The improvements from the Olympics planning process is vital to any measured success.
Other Emissions (CO <sub>2</sub> , Ozone, etc)	30% ↓	



## Solid Waste Recycling

Measure

Target

Objective

Tons of Recycled Solid Waste

30% ↑

While 146 MM tons of municipal solid waste are recycled yearly, only 7% of municipalities have recycling programs. Any Olympics related investment should address this issue.

## Reforestation

Measure

Target

Objective

# Trees Planted

3MM ↑

Brazilian rainforests have lost 93% of forest cover as favelas expand and crime worsens.

## Green Buildings and Technologies

Measure

Target

Objective

% LEED certified buildings of new infrastructure

50%

Using LEED certification system will give Rio a rigorous set of standards toward new green infrastructure.

# Key Factor #4: Development of Women's Sports



Educational Attainment and Economic Opportunity for women in Brazil ranks 63 and 66, respectively, out of 134 countries according to the World Economic Forum's 2010 Global Gender Gap Report



Rio's success in achieving development of women's sports can be gauged by:

- Women as Elite Athletes
- Youth Women's Organized Sports

Measure	Target	Objective
# of women participating in 2024 Olympics Games	25% ↑	Sports have been known to empower women and increase gender equality by increasing women's self-confidence and by shaping public attitudes towards women. This is of importance in the male dominated culture of South America including Brazil.
# of women's sports youth coaches	25% ↑	

Source: IGBE 2003 Survey on Sport

## In Conclusion



- The IOC identified key gaps in Rio's bid in the working group report evaluating potential bid cities especially concerning safety, environment and infrastructure....
- Our framework and recommendation seeks to improve on these to guarantee success of the capital investment through the following:
  - Increased Social Integration & Reducing Income Inequality
  - Engagement of the World in the Games
  - Long-term Environmental Impact
  - Empowerment of Brazilian Women through Sport