

BRISBANE ORGANIZING COMMITTEE **2032 OLYMPICS & PARALYMPICS**

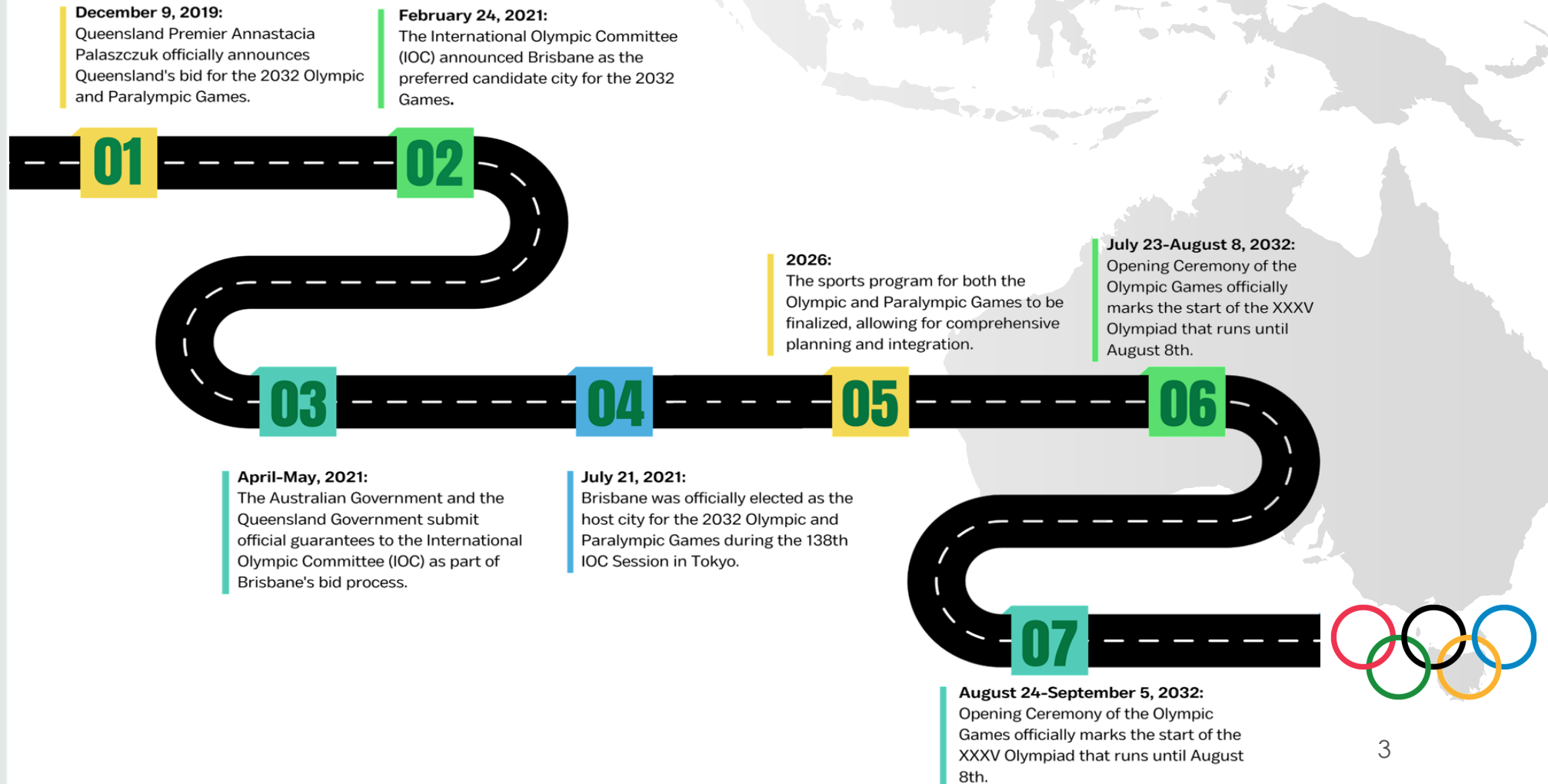
INFORMATION CONSULTING – TEAM 1

The slide features a decorative header on the left with five vertical bars in red, green, black, orange, and blue. The background is a light gray map of Southeast Asia and Australia. The word 'AGENDA' is written in a large, bold, dark blue font at the top center.

AGENDA

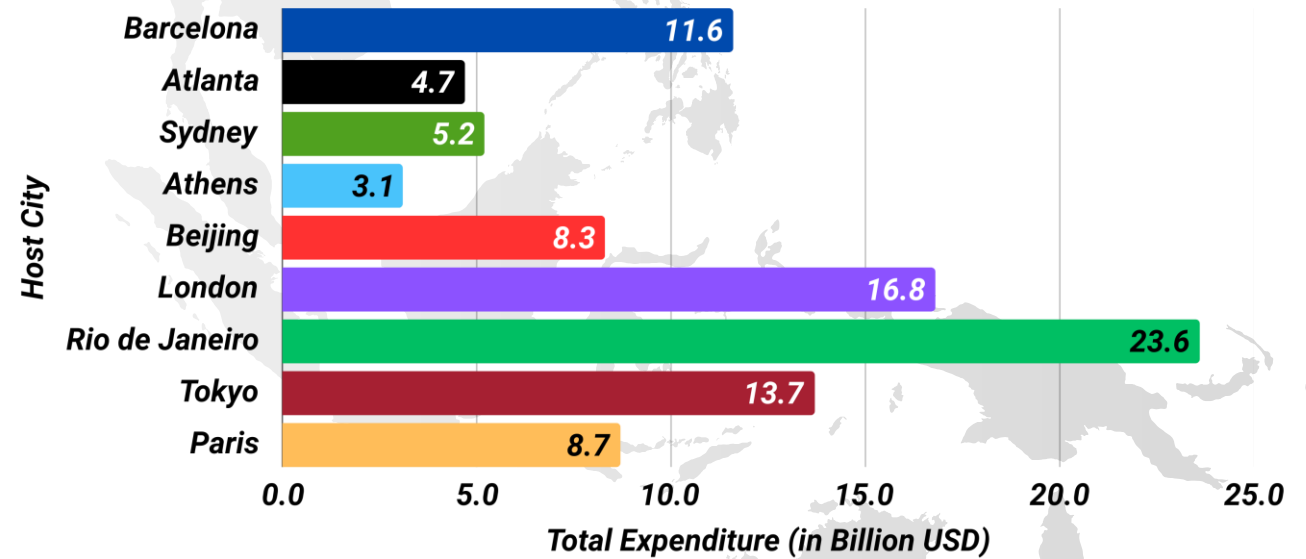
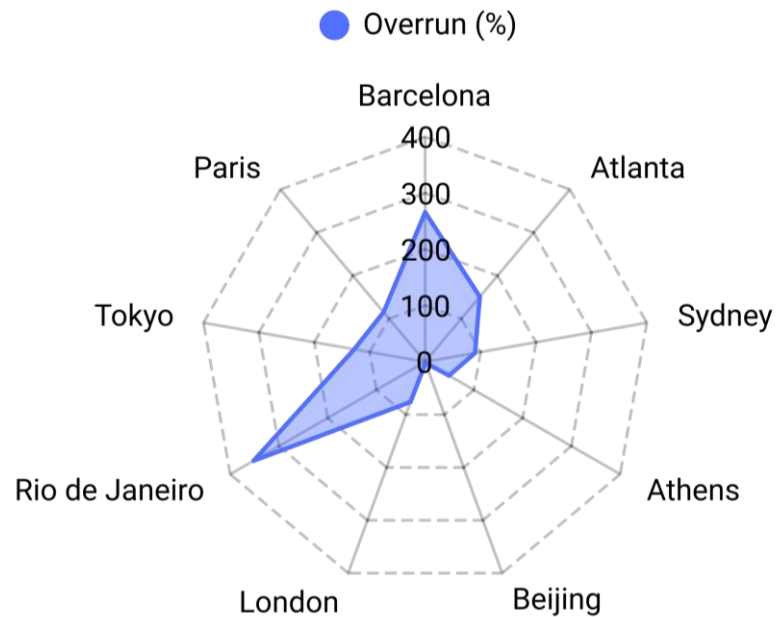
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INTRODUCTION – ROAD TO BRISBANE 2032



SETTING THE STAGE

On **July 21st, 2021**, at the **138th IOC Meet**, Brisbane was chosen as the host city for the **35th edition of the Summer Olympics**, marking the city's first major international sporting event since the **1982 Commonwealth Games**. Scheduled from **July 23rd to August 8th, 2032**, the event is expected to transform Brisbane into the **global sporting capital**, attracting millions of spectators and athletes from across the world.



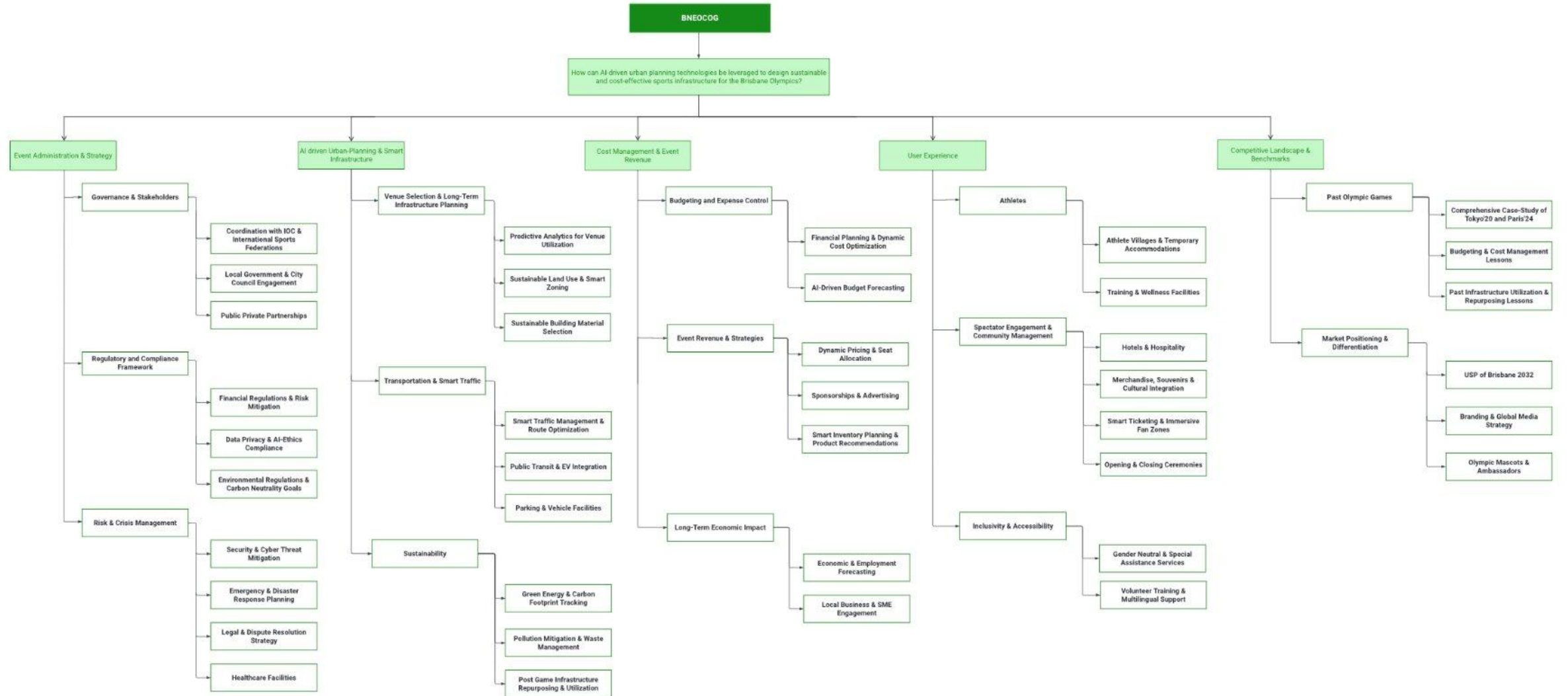
THE CHALLENGE

The Olympics have historically faced significant challenges related to **cost overruns and underutilized infrastructure**. On average, Summer Olympics have **overshot their budget by 172%**, with the **Rio Olympics (2016)** exceeding the budget by a staggering **352%**. Post-event challenges include maintaining and repurposing large-scale infrastructure, which has often resulted in **financial burdens and urban decay**. Notable failures include:

- **Athens 2004:** 21 of 22 venues now abandoned or ruined.
- **Rio 2016:** Deodoro Olympic Park became unusable within months.
- **Montreal 1976:** Took 30 years to repay a **\$1.5 billion debt**.

While some cities have succeeded in creating long-term legacies, such as **London 2012** with **Queen Elizabeth Olympic Park** and **Paris 2024's** sustainable design principles, the challenge remains to **balance infrastructure investment with long-term usability**.

ISSUE TREE



PESTEL ANALYSIS – BRISBANE 2032



SWOT ANALYSIS



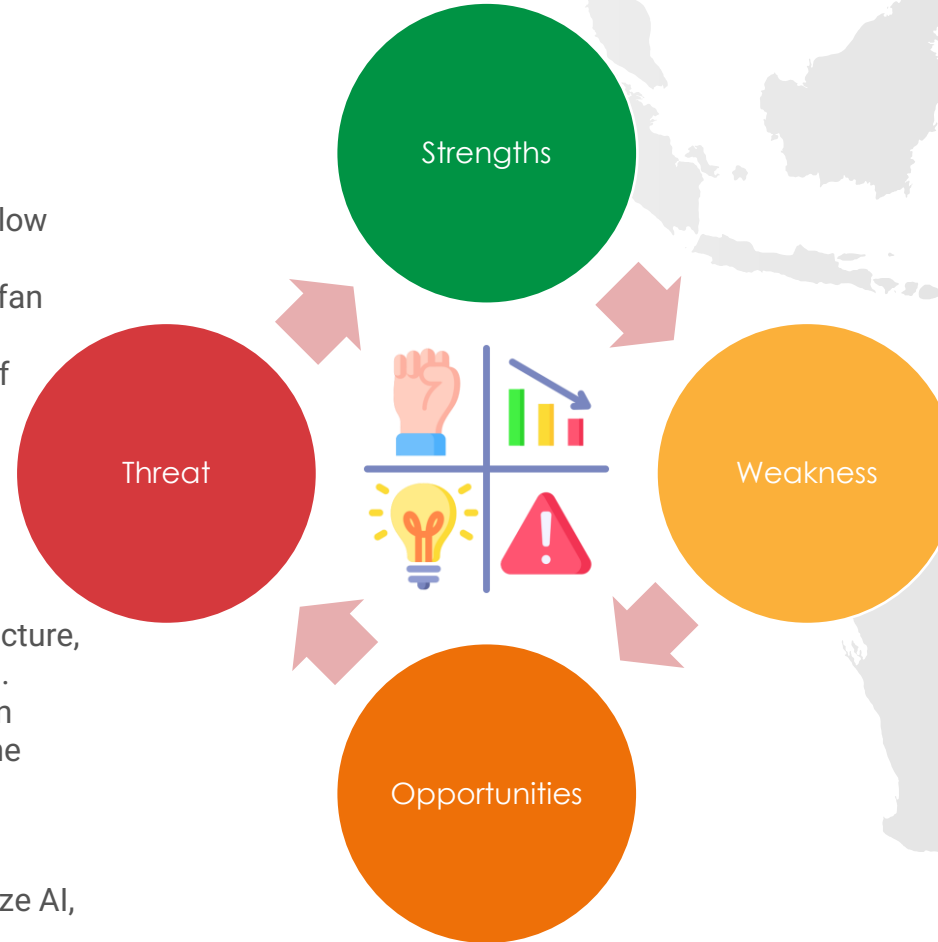
Strengths

- The government is backing projects with AUD \$7.1 billion in infrastructure upgrades.
- Strong reuse of venues (84%), helping to maintain low new-build costs.
- AI helps in planning for better prices, delivery, and fan experience.
- A very long lead time of 11 years provides plenty of opportunity for proper planning and risk reduction.



Opportunities

- Green Olympics legacy via carbon-neutral infrastructure, green housing, and improved public transportation.
- Massive economic growth expected — \$17.6 billion contribution and more than 122,000 jobs across the country.
- Strong potential for public-private partnerships (sponsorships, PPPs, naming rights).
- Chance to become the first Olympic Games to utilize AI, promoting international branding.



Weaknesses



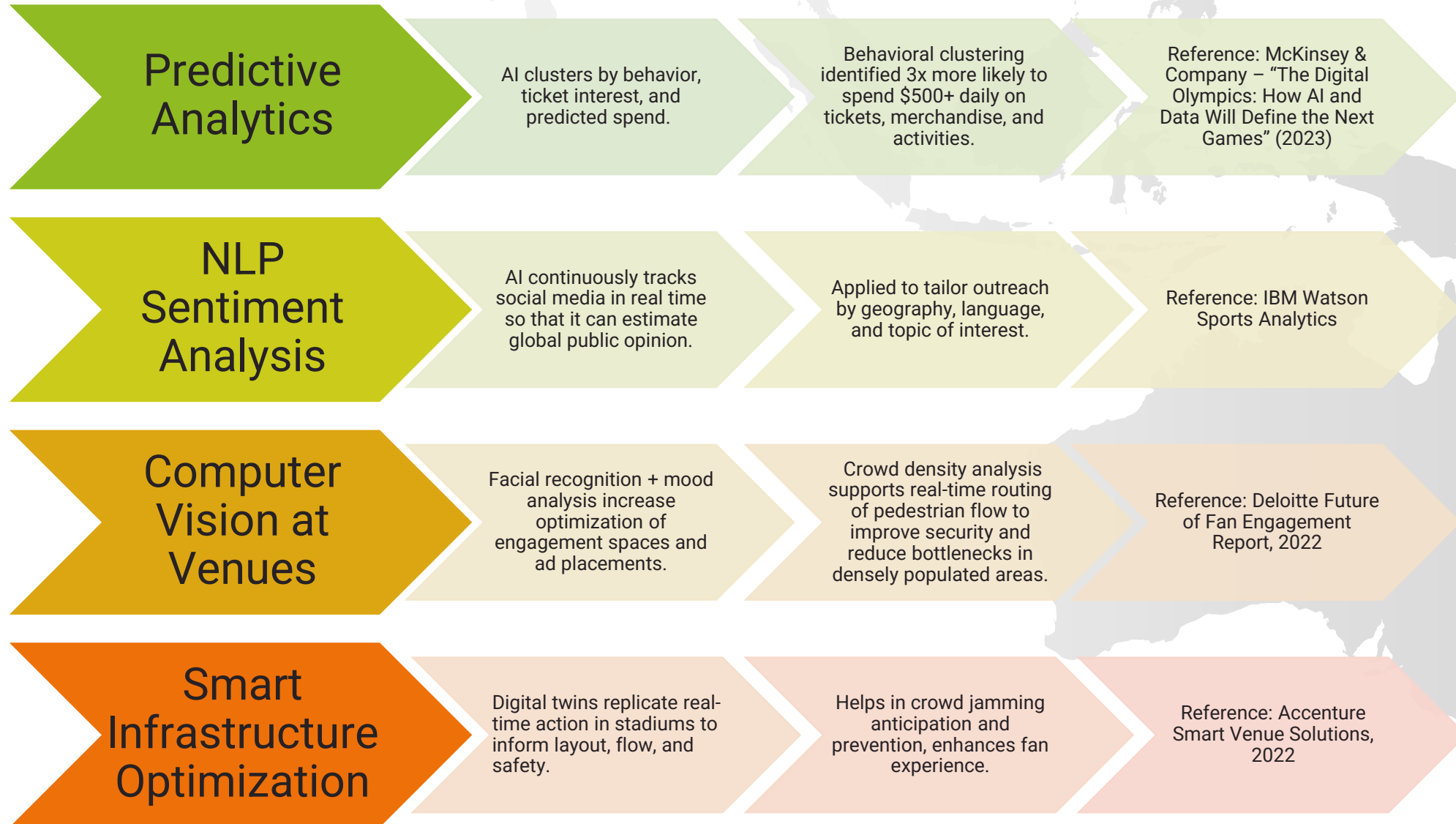
- Recent leadership changes and budget uncertainties have resulted in project delays.
- Brisbane's small population poses a quiet yet critical challenge — limiting local demand for tickets, workforce, and legacy venue use. It's the "elephant in the room" for long-term viability.
- Inadequate legacy planning and few confirmed stakeholders for the post-Games use of the facilities.

Threats



- Environmental risks, including possible harm to wildlife at Fitzroy River sites.
- Historical Olympic trend of venue underuse post-Games (e.g., Rio 2016, Athens 2004).
- Urban transportation bottlenecks in Brisbane can hinder efficient crowd movement.
- Excessive risk of cost overrun — Olympic Games have always been 172% over budget on average.

OPTIMIZING CONSUMER SEGMENTATION USING AI



EXECUTIVE SUMMARY – METRICS FROM PRIOR SPORTING CAMPAIGNS

Key Metrics	London 2012	Rio 2016	Paris 2024	Qatar WC 2022
BUDGET	13.3 Billion USD	13.1 Billion USD	9.1 Billion USD	220 Billion USD
REVENUE	7 Billion USD	4.91 Billion USD	4.8 Billion USD	6.3 Billion USD
MAJOR SPONSORS	Acer Coca-Cola Dow Omega	Bridgestone Nissan McDonald's Procter & Gamble	Deloitte Intel Panasonic VISA Inc.	Anheuser-Busch InBev Hisense Qatar Airways Vivo
MASSIVE SPONSORSHIP DEAL	Adidas \$201 Million Deal & Provided clothing for 70,000 volunteers and officials (ESPN UK)	America Movil \$320 Million Deal to secure Latin - American Broadcast 9 (Reported by Independent)	LMVH \$163 Million Deal LVMH's brands like Chaumet (medals), Louis Vuitton (medal cases), and Moët Hennessy (wines) are involved in the games.	(Data Available by Region) \$1.4 Billion from Chinese Companies \$1.1 Billion from US Companies
ONE TAKEAWAY FOR BRISBANE	Brisbane should prioritize sustainable urban regeneration and community-integrated venues to ensure lasting post-Games value and local pride.	Brisbane must enforce strict financial planning and modular infrastructure design to prevent cost overruns and long-term disuse.	Brisbane can lead in sustainable hosting by leveraging AI and smart technologies for efficient, low-impact event operations.	Brisbane should adopt modular, climate-adaptive architecture powered by renewable energy to ensure sustainable and flexible legacy infrastructure.

MAJOR PAIN POINTS FOR BRISBANE 2032

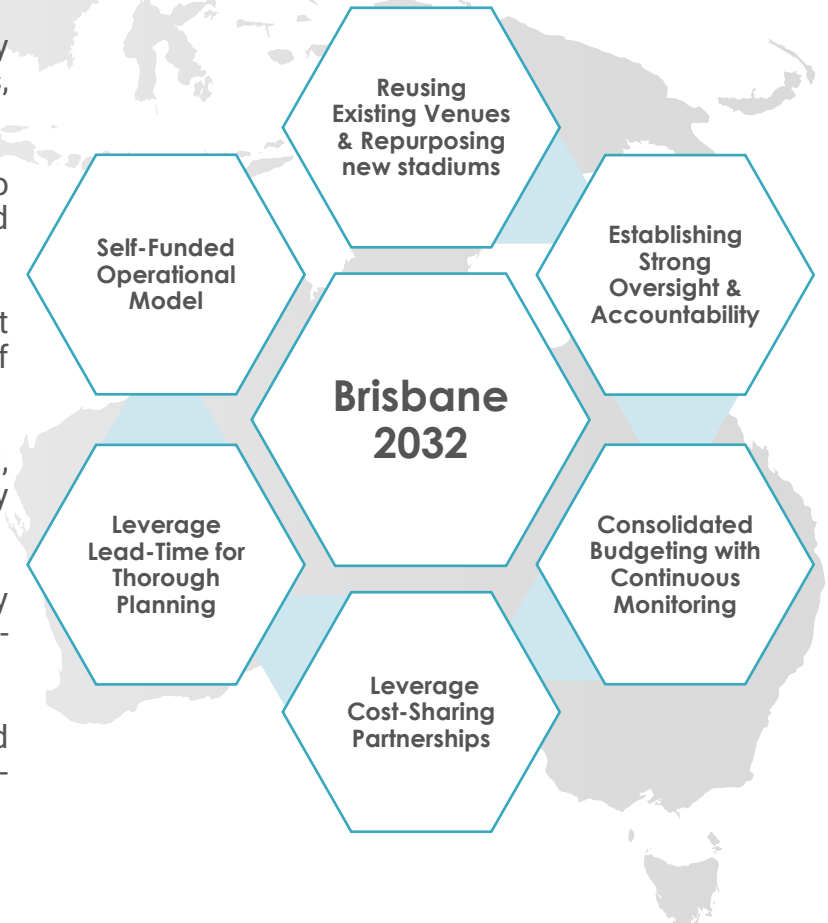
When Brisbane was chosen as the host city for the 2032 Olympics, there was a lot of excitement amongst the masses about the overall impact the event will have in revolutionizing the Australian economy and helping cement its position as an economic and sporting powerhouse. However, as the dates for the event come closer, the burden of hosting the largest sporting spectacle in the world becomes larger for the city which may not be fully equipped yet to handle all the issues. In our analysis, the following pain points stood out in challenging the event's success and credibility:

- **Infrastructure Development and Budget Constraints:** While the Queensland government has committed to a \$7.1 billion budget for Olympic venues, the delays in decision making and leadership changes has led to the reconsideration of major projects, including the proposed \$2.5 billion Brisbane Arena and the \$2.7 billion redevelopment of The Gabba stadium.
- **Venue Selection and Community Impact:** The proposal to construct a new 60,000-capacity stadium at Victoria Park has been met with universal opposition from local communities concerned about the loss of public green areas and the absence of consultation.
- **Environmental and Wildlife Considerations:** Proposals to carry out rowing activities in the Fitzroy River in Rockhampton, which is renowned for having crocodiles, raise environmental and safety issues like handling wildlife exposure.
- **Workforce and Resource Limitations:** While Brisbane is the third largest city in Australia, its population and overall workforce is way lesser than previous host cities. The construction industry in Australia is already stretched due to various other planned infrastructure projects consuming over \$100 Billion AUD in market space. This workforce shortage and resource constraints could lead to delays and increased costs.
- **Transportation Infrastructure and Urban Mobility:** Due to its nuclear structure, Brisbane is a city that lacks a good public transportation and infrastructural landscape to host the Olympics and handle the plethora of fans that swarm into the city during the Olympics. This could lead to traffic congestions accessibility issues for the locals as well as the tourists.
- **Legacy Planning:** Unlike previous host cities, the legacy planning for Brisbane presents a major challenge of finding the right stakeholders to manage the arenas once the games are over. While previous host cities had multiple sports clubs, football teams, and leagues who were ready to take over the infrastructure and management of the venues, Brisbane certainly falls short in that aspect as the number of sports teams are few and most of them lack the finances required to manage and maintain a world-class venue.



WHAT STRATEGIES CAN BRISBANE USE TO PREVENT COST OVER-RUNS?

- **Maximize use of existing venues and limit new builds** – Utilize a high percentage of existing or temporary venues (84% of all venues) and only construct new facilities if they fulfill long-term community needs, significantly cutting initial costs and lowering the risk of budget blowouts.
- **Establish strong oversight and accountability** – Empower an independent Games infrastructure authority to coordinate venue delivery and enforce budget discipline, ensuring projects are completed on schedule and within their allocated budgets .
- **Adopt consolidated budgeting with continuous monitoring** – Develop a single, whole-of-Games budget covering all costs and track expenditures against it in real time, providing transparency and early warning of any potential overruns for prompt corrective action.
- **Leverage cost-sharing partnerships** – Share financial responsibility through partnerships (e.g. between federal, state, and local governments or with private investors) to distribute costs and risks, easing the burden on any single entity and helping keep expenditures in check.
- **Utilize the long lead time for thorough planning** – Take advantage of the 11-year preparation period by engaging in detailed early planning, risk assessment, and contingency planning, which helps prevent last-minute expenses and costly project delays as 2032 approaches.
- **Commit to a self-funded operational model** – Plan for the Games' operating budget to be covered by secured revenues (including the IOC's contribution, sponsorships, and ticket sales), so that the event remains cost-neutral and avoids drawing on additional public funds.

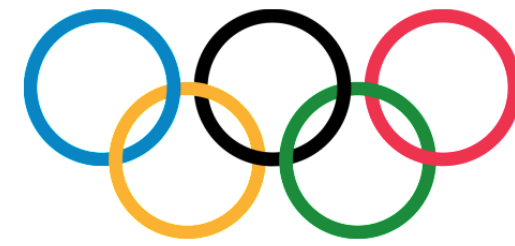


HANDLING THE POST OLYMPIC INFRASTRUCTURE

With a well-planned post-Olympic roadmap, we aim to ensure a long-term use case of the venues designed for the Brisbane Olympics. Currently, our plan includes:

- **Athletes' Villages turn into affordable housing:** After the Games, Brisbane's athlete villages will be redeveloped as affordable housing to assist in the resolution of the city's burgeoning real estate crisis. With over 3,000 new apartments in the pipeline, the shift will deliver green living solutions and community development to the area. Inspired by the success of London 2012's Olympic Village redevelopment, the vibrant residential hubs will be integrated with green solutions and essential services, ensuring lasting benefits for local communities.
- **Stadiums & Arenas can be repurposed to become Multi-Purpose Venues:** Multi-functionality will be a natural part of the design of Brisbane's major venues, including Brisbane Arena, to allow for maximum long-term use. They will easily transform from Olympic events to hosting concerts, sports, and culture. Taking lessons from London's successful reuse of Olympic Stadium and Paris 2024 community-inspired designs, flexible architecture will be prioritized to achieve economic sustainability and continued relevance.
- **Public transport improvements become the permanent upgrades for the city:** To accommodate increased demand during the Games, Brisbane will invest in modernizing rail, bus networks, and bike lanes. Taking inspiration from London 2012's transport overhaul and Paris 2024's Grand Paris Express, these upgrades will not only enhance Olympic logistics but also improve long-term urban mobility. Sustainable transit solutions will reduce congestion, promote active transport, and ensure lasting community benefits.
- **Monitoring and accountability to ensure tracking post-games Impact:** A dedicated post-Games management committee will oversee venue utilization and maintenance, ensuring continued relevance and public benefit. By implementing robust tracking systems and gathering community feedback, the committee will make data-driven decisions on adaptive reuse. Regular progress reports will enhance transparency and demonstrate the long-term impact of Olympic investments.
- **Green legacy can help bring sustainability to the forefront of the urban development of Brisbane:** Brisbane 2032 is committed to achieving carbon positivity through renewable energy, emission reduction, and efficient waste management. Following Paris 2024's example of using renewable energy for all venues and aiming for zero-waste operations, Brisbane will embed sustainability practices from the start. Designing eco-friendly venues and maintaining green public spaces will promote urban resilience and support environmental stewardship..
- **Multi-functional design for the venues can help with Community Engagement and provide better legacy use:** To prevent the risk of underutilization, Brisbane will focus on modular and temporary facilities that can be deconstructed or repurposed following the Games. From the lesson of the failures of Rio 2016 and Athens 2004, we will find a balance between temporary and permanent building to accommodate both Olympic and long-term community use. This strategy reduces the risk of finance while ensuring that venues are still worthwhile assets to the city.





THANK YOU