

Project Management for Global Sporting Events:

Lessons from London and South Africa

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Sao Paulo, March 2010

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Approaching 30 years working in
Sports Sector



OUR FIRM




DLSI is a leading **global construction consultancy**, providing managed solutions for clients investing in **infrastructure, property and construction**.

The firm has over **5,000** people in **105** offices worldwide.

Our three core services – **program management, project management and cost management** – are augmented by a comprehensive range of specialist services

OUR GOAL



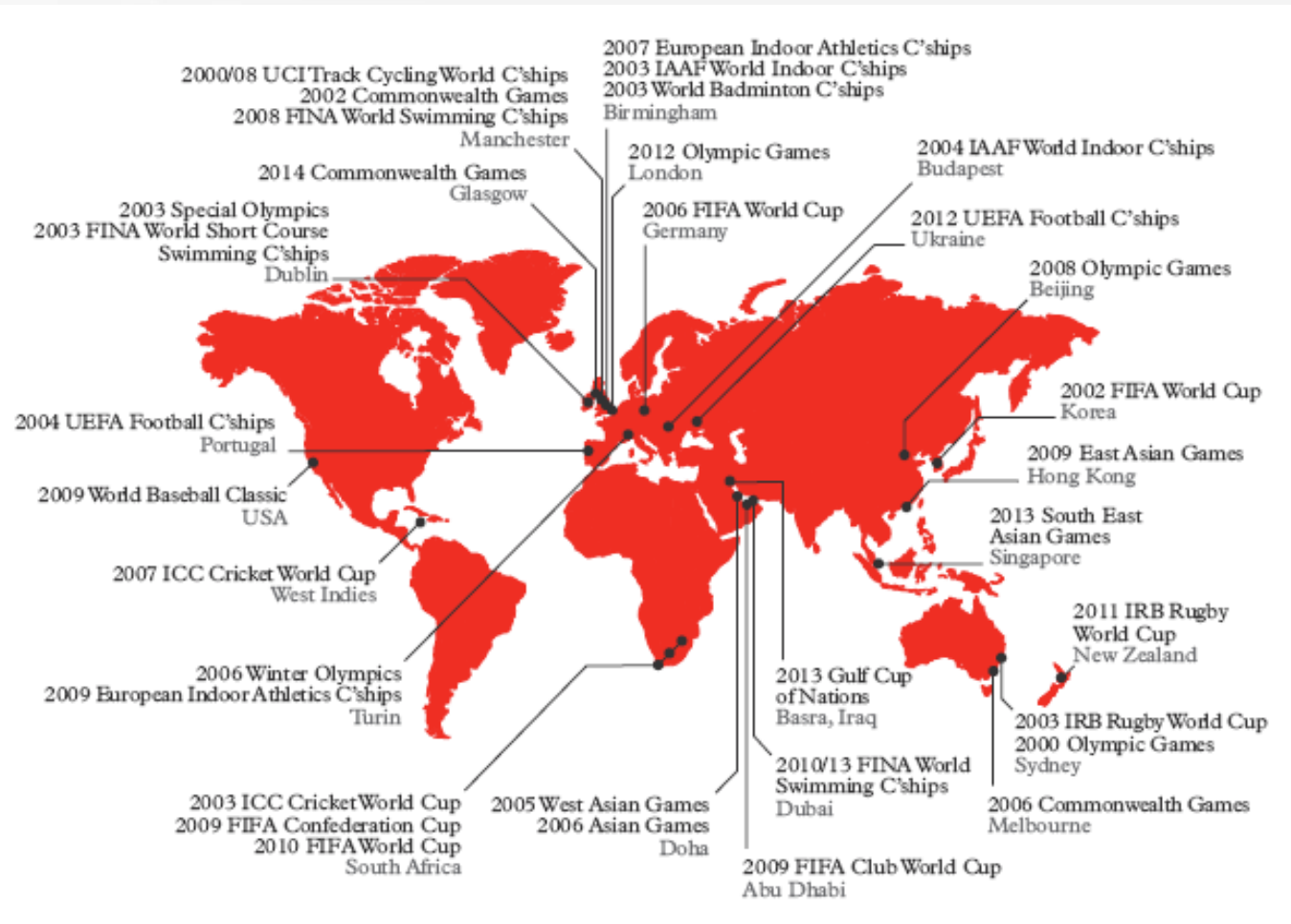
Our benchmark is **not simply good performance**,
but rather **out-performance** in each and every
market where we operate.

OUR PERFORMANCE



DLSI is the recipient of a number of industry awards including being voted *BD World Architecture* magazine's **Top International Construction Consultant for 17 successive years.**

GLOBAL SPORTS GROUP: EVENTS



COLLABORATION MODEL: SPECIALIST KNOWLEDGE

The case for specialist knowledge

“Doing a lot of a building type gives refinement; As in music, you can’t compose unless you know your scales.”

Bill Stonor director: Faulkner Browns

COLLABORATION MODEL: SPECIALIST KNOWLEDGE



COLLABORATION MODEL: LOCAL KNOWLEDGE

Never underestimate the importance of local knowledge.



Source: HSBC advertising

LONDON 2012



Source: London 2012

SOUTH AFRICA 2010



Source: London 2012
Source: London 2012

SOUTH AFRICA 2010



Source: London 2012
Source: London 2012

SOUTH AFRICA 2010



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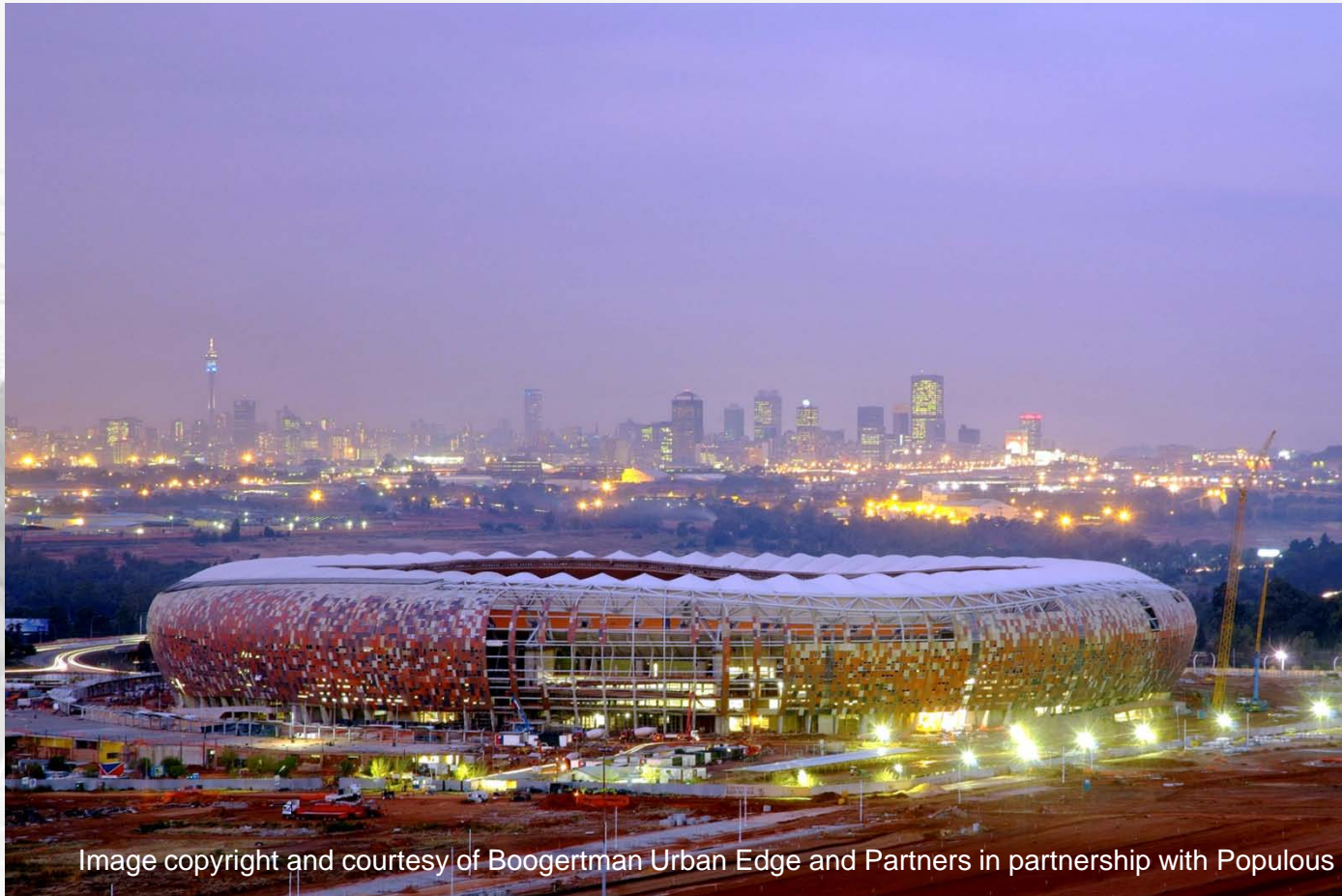


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SOUTH AFRICA 2010



Image copyright and courtesy of gmp architects

LESSONS LEARNED

1. Fundamental importance of clarity of objective:
 - Macro level – the big picture
 - Micro level

CLARITY OF OBJECTIVE



CLARITY OF OBJECTIVE



FUNDAMENTAL OBJECTIVES

“The staging of international sporting events must be as a means, not an end.”

UK Department of Culture, Media & Sport Committee Session 2000-2001

FUNDAMENTAL OBJECTIVES

So what is the end?

- National/Regional prestige and positioning
- Economic planning and development
- Developing world class skills in planning and implementing infrastructure projects
- Catalysing:
 - Regeneration
 - A city's plans for economic development
 - Infrastructure development
 - Greening
 - Social change, health and education
 - Business change – e.g. Professionalising the Brazilian football business



VENUE LEGACY

DLI South Africa Report planning
DLE LIBRARY
23 AUG 2004

Ensuring Venue Legacy: Is Scalability The Answer?

Long-term venue viability of facilities is a major consideration for events. One project management firm has used flexible solutions to help satisfy viability criteria

BY JON COXETER-SMITH, DAVIS LANGDON & SEAH INTERNATIONAL

Ours is a sometimes confusing language. In the context of major sports events the term legacy is used in two senses, often in the same piece of work. For example the Olympic Games Study Commission, in its interim report to the 114th IOC Session, highlights the "legacy for the host city/region" as a critical factor to be achieved by a successful Games. The Interim Report continues, "The Olympic Games are often a force for positive change and/or infrastructure development in the host city." Here the sense is very much about the longer-term impacts of staging a Games.

Elsewhere in its Interim Report, the Commission advises: "Use temporary facilities, if a permanent legacy venue is not viable. Legacy aspects should be given more importance. This should also be communicated to bid cities as an important criterion of the selection process."

Here the sense is more particular, relating to the future viability of the venue facility.

There are many well-known and documented examples of the impacts of events for cities and regions:

- Barcelona, and the Catalonia region, set out to use the 1992 Olympic Games as a catalyst to boost the city's and the region's economy. The strategy was to reposition the city/region as a destination for short-break tourism and has been judged successful by most commentators.
- For Atlanta, the 1996 Games afforded the city the opportunity to provide a boost to its service industry based economy. Here as a result of its staging the Olympic Games the city was able to attract corporate relocations, with the positive effect on wealth creation, and other one-off events, conventions and the like.
- Sydney too has benefited from the 2000 Olympic Games through the boosting of its international

Small print and notes

VENUE LEGACY



FROM CG STADIUM...



THROUGH THIS....



TO FOOTBALL STADIUM



FIT FOR TWO PURPOSES



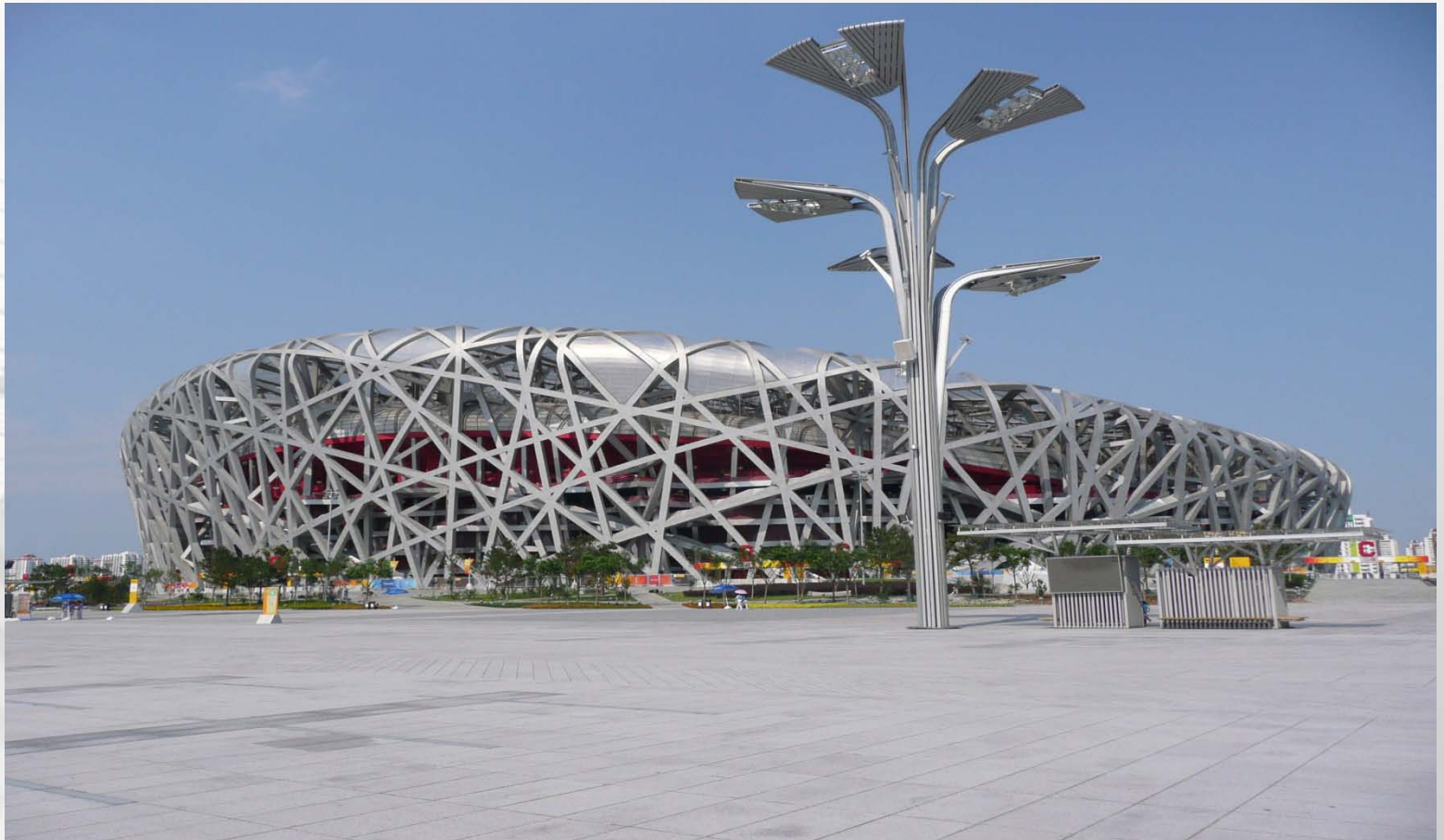
Image courtesy of Populous

FIT FOR TWO PURPOSES



Image courtesy of Populous

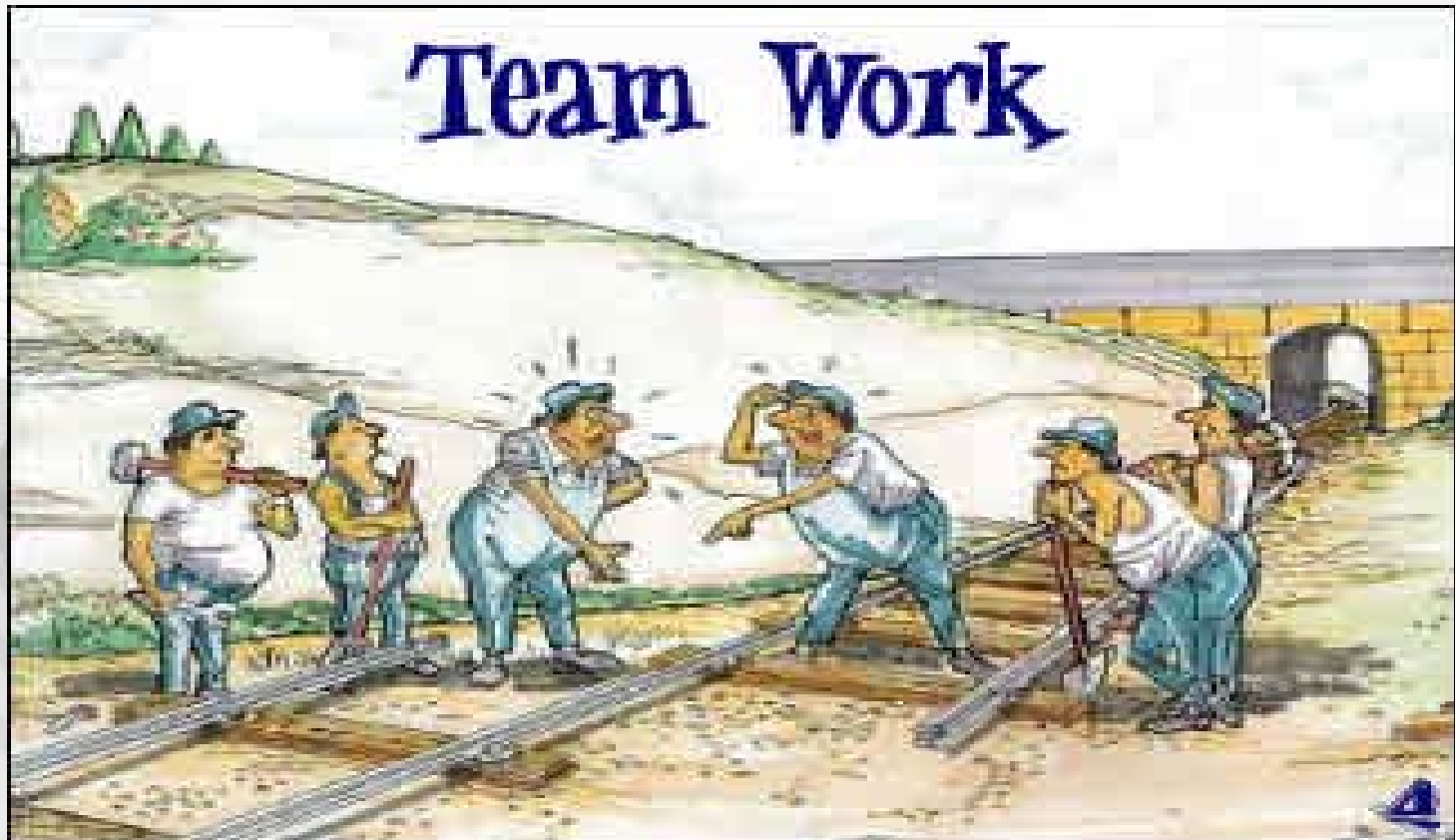
POST EVENT TRANSFORMATION



LESSONS LEARNED

1. Fundamental importance of clarity of objective:
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 - Micro level
2. Necessity for sound organisation, management and integration.

SOUND ORGANISATION, MANAGEMENT & INTEGRATION



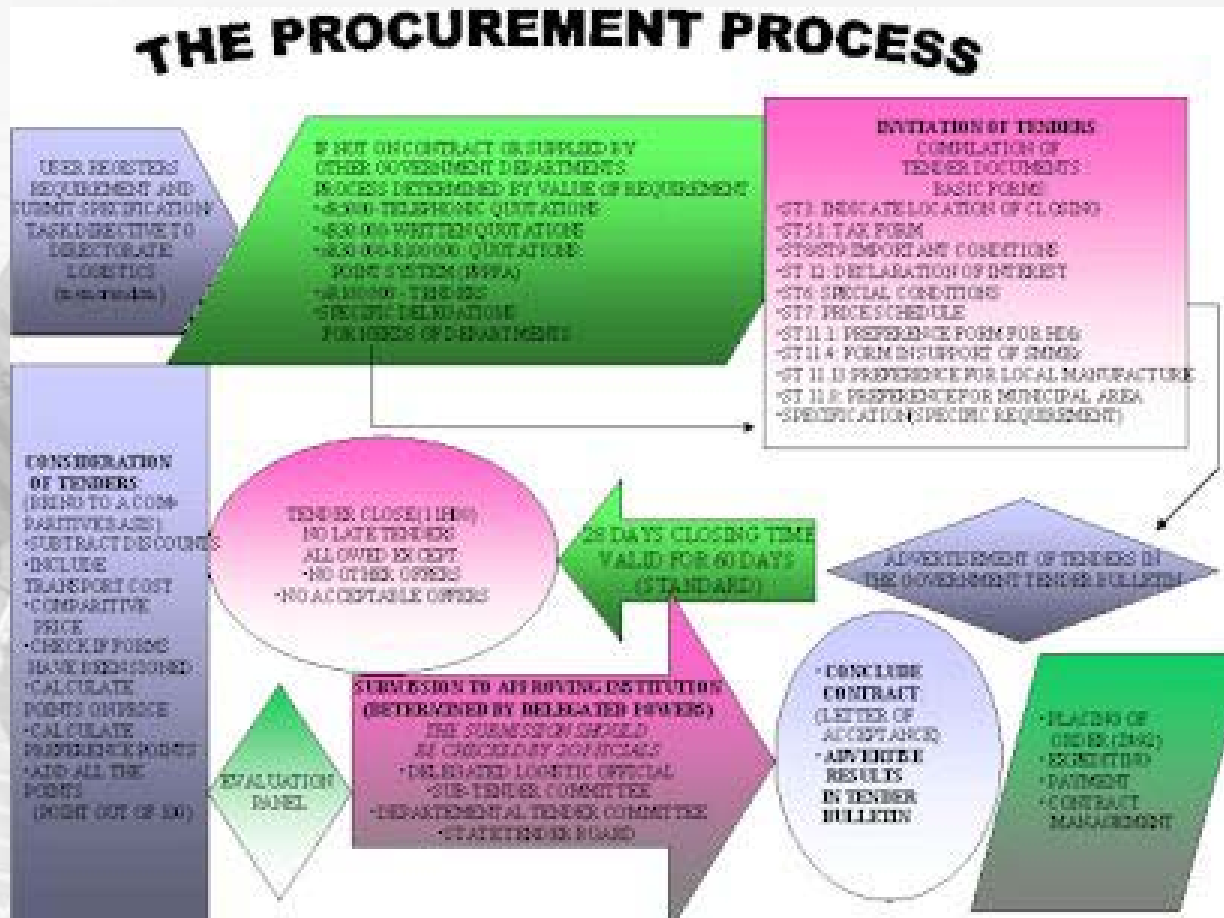
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3. The right people, the right processes.

THE RIGHT PEOPLE



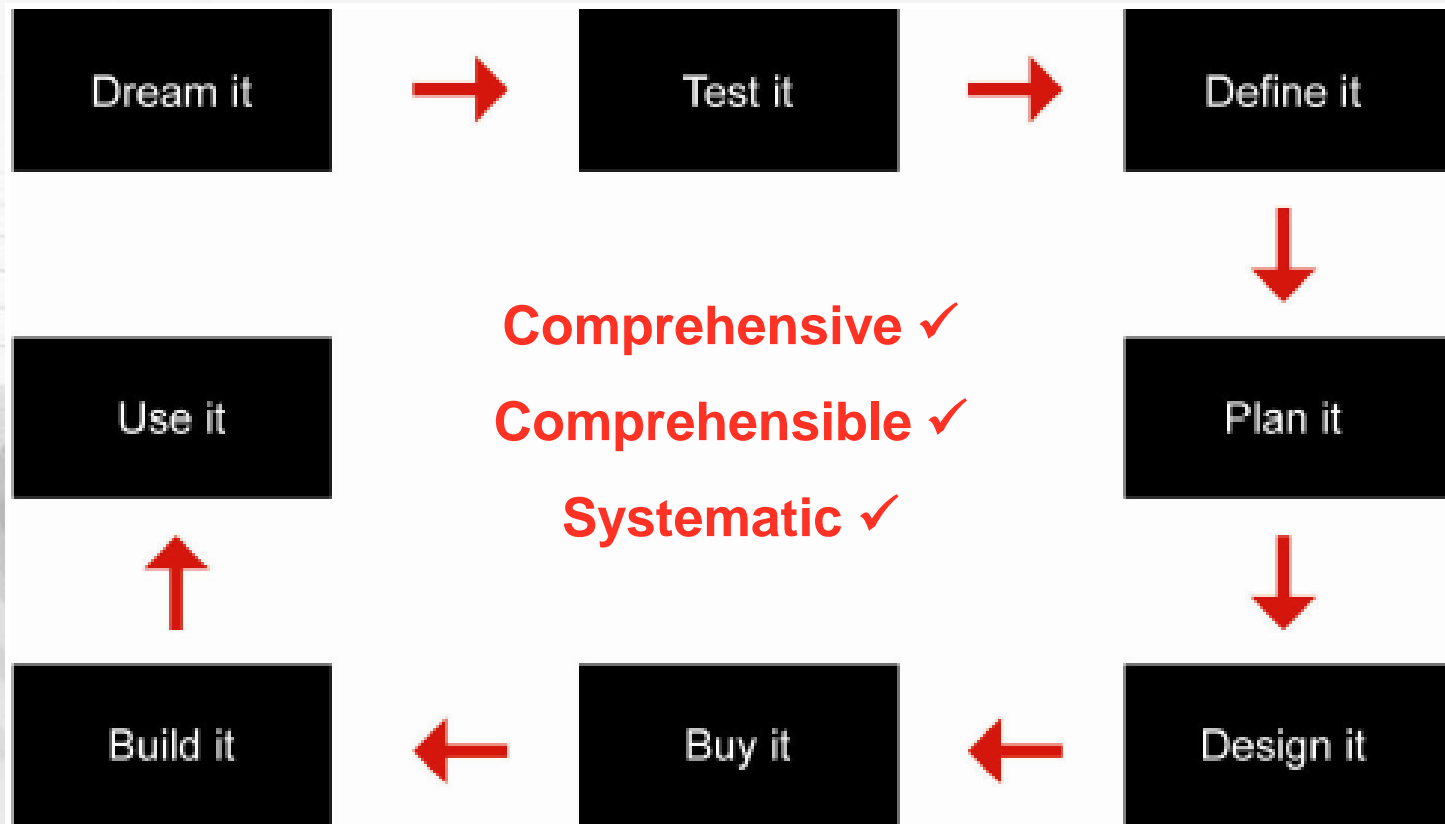
THE RIGHT PEOPLE, THE RIGHT PROCESSES



THE RIGHT PEOPLE, THE RIGHT PROCESSES



THE RIGHT PEOPLE, THE RIGHT PROCESSES



LESSONS LEARNED

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 - Macro level – the big picture
 - Micro level
2. Necessity for sound organisation, management and integration.
3. The right people, the right processes.
4. Proactive risk management.
5. Robust change management.
6. Performance aware, progress aware.
7. Remember, there are benefits to be realised along the journey.

THE LEGACY STARTS NOW

- New collaborations, political alignments
- Education, up-skilling & re-skilling
 - “Developing world class skills in planning and implementing infrastructure projects”
- Job creation
 - But how do you make sure these are permanent jobs?

LESSONS LEARNED

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2. Necessity for sound organisation, management and integration.
3. The right people, the right processes.
4. Proactive risk management.
5. Robust change management.
6. Performance aware, progress aware.
7. Remember, there are benefits to be realised along the journey.
8. The clock keeps ticking.
9. It's not easy but it can be done!

END - THANK YOU FOR LISTENING

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