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This report is a collaborative effort between two chapters of the IFSA Asia-Pacific (APAC) Region, **IFSA IIT Kharagpur** and **IFSA Hansraj.**

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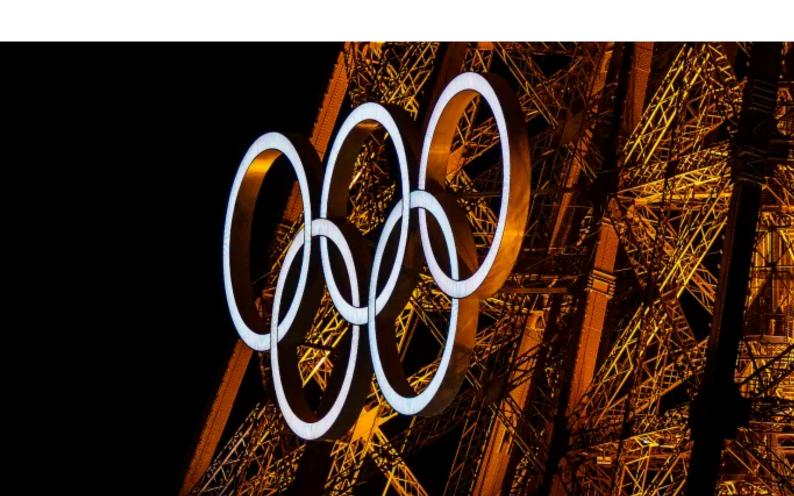
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Olympic Bid Submission and Preparations: At the inaugural of the 141st International Olympic Committee (IOC) session in Mumbai on October 14, Prime Minister Narendra Modi declared India's plans of hosting Olympic Games preferably in 2036. He also expressed the desire of India for hosting Youth Olympic Games that according to existing calendar is due for 2030 but this participant said it should be 2029 instead.

Up to the present, only three Asian countries have had the opportunity to host the Olympics, these are China, South Korea and Japan with Japan hosting the games twice, first in 1964 and 2020. India's bid has made the list of at least six confirmed countries with interest in hosting the 2036 Games while nine more countries are reported to be in the process of preparing their bids or having preliminary discussions with the International Olympic Committee. The Ahmedabad Games, if successful, would be the first large-scale multi-sport event in India since the roller coaster of the 2010 Commonwealth games marred by controversies. India's bid is therefore not merely a sporting endeavor, but perhaps another opportunity for the country to regain its image on how it is capable of hosting such events.

BIDDING SYSTEM & BUDGET OVERRUNS

Historic Bidding Process:

Letter of interest:

Cities would submit a letter of interest to the International Olympic Committee (IOC) through their national Olympic committees.

Questionnaires: Bidding cities completed a series of questionnaires that were evaluated by the IOC.

IOC Evaluation Commission:

The IOC Evaluation Commission scrutinized the bids.

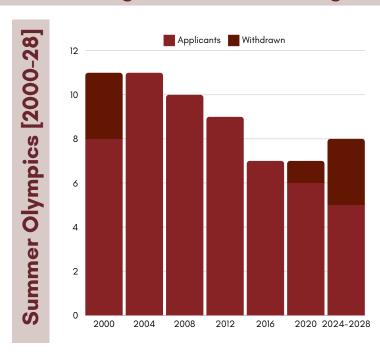
Venue inspections:

The IOC inspected all venues before the final bids were put to a vote.

IOC session:

The final bids were put to a vote at an IOC session, and the host city was decided seven years in advance.

Diminishing Interest in Hosting the Olympics



The IOC received applications from 11 cities for the 2004 Athens Olympics, 10 for the Beijing Olympics in 2008, and 9 for the London Olympics in 2012. After London, interest declined sharply. The 2016 Olympics went to Rio with just 4 bids, Tokyo secured the 2020 Games with 3 bids, and only 2 cities submitted bids for 2024. This trend highlights a growing reluctance among cities to take on the financial and logistical burdens of hosting the Games.

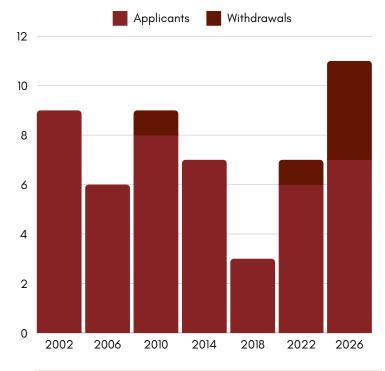
This led to lowering of bids as the International Olympic Committee (IOC) granted the Olympics 2028 to Los Angeles amidst the remaining contender for the Olympics 2024.

The decline in interest is majorly attributed to negative perceptions held by the public. It was thought widely that the 2004 Olympics held in Athens resulted in the financial crisis that entangled Greece. A few months after the Games, Greece informed the eurozone that its true debt and deficit levels were actually much higher and so ensued years of suffering. The unemployment rate, especially for the youth increased significantly to 58% and 400,000 people and above had migrated out of the country.

The public is also concerned with the idea that the cost of accessing services will be shifted to the taxpayers. For instance, Montreal, the host of the 1976 games incurred a record US\$ 1.1 billion on constructing a new stadium and took ages to pay the debts.

Concerns of huge costs led Boston and Budapest out of the race for the 2024 games' hosting due to the lack of public support as well as political resistance. Boston's then-mayor, Martin Walsh, said that while he wants to host the event, he cannot do this at the cost of risk to the city's finances. In Budapest alone, more than 250 000 people stated their refusal to support the bid and demanded investments into modern hospitals and schools to be made instead.





Winter Olympics [2002-26]

Why Budget Consistently Overruns



Limited Long Term Benefits:

If the host city considers long-term growth in tourism, there is evidence that the macroeconomic outcome is inferior compared to other cities. Olympic excitement can fade rapidly, and the world stage can bring positive and negative publicity, raising issues such as overcrowding and local violence

Growing Scale and Infrastructure Demands:

The Olympic Games have really expanded dramatically. More than 12,000 athletes participate in the Summer Olympics. More than 3,000 athletes participate in the Winter Olympics. This kind of size requires enormous infrastructure in terms of venues, Olympic villages and media centres. A good number of these places have become 'white elephants' and cannot be used in the post-Olympic period. Such huge costs are meant to facilitate high prices





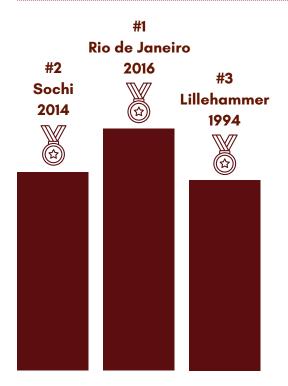
Escalating Costs and Security Concerns:

Since 1990, security costs for the Summer Olympics have risen to over \$1.5 billion, six times what they were then. Much weaker price controls have also caused prices to go up an average of 156% between 1960 and 2016, creating that "arms race."

Bidding Wars and Inflated Costs:

The initial budget for the 2020/21 Tokyo Olympics was \$7.3 billion; the final came out to around \$30 billion. Overpayment is inescapable even though there are few visitors due to COVID-19. and other changes implemented to reverse the problem, but the "new policy" would save money while increasing security, however most modern consol continue to be \$10 billion losers.





Cost Overrun (as a % of the budget at the time of bid, excluding non-sports infrastructure) of Olympic Games since 1992, total final cost (\$B)

City	Cost Overrun %	Total Cost (\$B)	Year
Barcelona	266	9.7	1992
Atlanta	151	4.1	1996
Sydney	90	5.0	2000
Pyeongchang	86	13.0	2018
Turin	80	4.4	2006
London	76	15.0	2012
Tokyo	74	12.7	2020

Reform Attempts and Future Considerations:

The IOC has tried to address the issue with reforms like "Agenda 2020" and the "New Norm," aiming to reduce costs and improve sustainability. However, many recent hosts still face losses exceeding \$10 billion. One potential solution is to designate permanent host cities to avoid the costly cycle of building new infrastructure every four years.

New Bidding Process

The new IOC bidding process was approved at the 134th IOC Session on 24 June 2019 in Lausanne, Switzerland. The key proposals, driven by the relevant recommendations from Olympic Agenda 2020, are:

- Establish a permanent, ongoing dialogue to explore and create interest among cities/regions/countries and National Olympic Committees for any Olympic event
- Create two Future Host Commissions (Summer and Winter Games) to oversee interest in future Olympic events and report to the IOC executive board
- Give the IOC Session more influence by having non-executive board members form part of the Future Host Commissions.

Application cost for potential hosts Brisbane 2032 Olympic and Paralytic Corners Host Compared to average candidate city spend for 2018 and 2022 Application cost for potential hosts Brisbane 2032 Olympic and Paralytic Corners Host Compared to average candidate city spend for 2020, 2024 and 2028

The IOC also modified the Olympic Charter to increase its flexibility by removing the date of election from 7 years before the games and changing the host from a single city/region/country to multiple cities, regions, or countries.

Recently- elected hosts have reported spending significantly less than previous candidates To Reduce hosts' costs and limit the use of public money, the IOC provides expertise to potential future hosts.

Sr. No.	Recommendation	Background
01	Strengthen the uniqueness and the universality of the Olympic Games	Promote Olympic universality through continental representation, athlete scholarships, and gender equality. Enhance inclusivity via urban events and phygital experiences. Strengthen broadcasts with athlete-centric storytelling, innovative technologies, and media promoting diversity and inclusion.
02	Foster sustainable Olympic Games	Achieve climate-positive Olympics by 2030, protect human rights, enhance host community legacies, streamline delivery, and explore new revenue.
03	Reinforce athletes' rights and responsibilities	Enhance athlete representation in the Olympic Movement by establishing an Athletes' Department, increasing employment opportunities, and empowering Athletes' Commissions, while supporting their rights and promoting engagement throughout their journeys.
04	Continue to attract best athletes	Expand engagement with top athletes by collaborating with IFs, NOCs, and leagues to motivate current and future generations, while celebrating their role in the global Olympians community through digital and broadcast promotions.
05	Further strengthen safe sport and the protection of clean athletes	Strengthen athlete safeguarding by implementing certified positions and enhancing mental health support. Expand antidoping efforts and competition integrity education, promoting awareness among athletes and officials across the Olympic Movement.
06	Enhance and promote the Road to the Olympic Games	Enhance Olympic Qualifying events by authorizing Olympic branding, supporting athlete narratives, engaging stakeholders, and streamlining calendars with new multisport qualification opportunities leading up to Paris 2024.
07	Coordinate the harmonisation of the sports calendar	Harmonize multi-sport event planning across the Olympic Movement post-COVID-19, ensuring sustainability and incorporating athletes' perspectives in decision-making.

Sr. No.	Recommendation	Background
08	Grow digital engagement with people	Leverage Olympic digital and social media to enhance engagement by creating a centralized platform, Olympics.com, for content, communication, and data insights to benefit the entire Olympic Movement.
09	Encourage the development of virtual sports and further engage with video gaming communities	Utilize the rise of virtual sports to promote Olympic values, enhance youth engagement, and strengthen partnerships between sports and gaming communities, supporting athlete wellbeing through digital initiatives and experiences.
10	Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals	Strengthen partnerships with UN agencies and NGOs to promote access to sports, enhance infrastructure, and support social development initiatives aligned with the UN Sustainable Development Goals.
11	Strengthen the support to refugees and populations affected by displacement	Increase awareness of the global refugee crisis by ensuring access to sport for displaced individuals, supporting refugee athletes, and facilitating their participation in competitions and events.
12	Reach out beyond the Olympic community	Engage diverse social groups beyond the Olympic community by fostering dialogue through culture and education, leveraging partnerships, and reaching out to various demographics and interests.
13	Continue to lead by example in corporate citizenship	Lead in sustainability by reducing IOC CO2 emissions by 30% and promoting sustainable practices. Enhance gender equality in governance and establish a human rights framework within the IOC.

Sr. No. Recommendation Background Strengthen the Olympic Movement by updating governance Strengthen the principles, ensuring compliance across IFs, NOCs, and **Olympic Movement** 14 Recognised Organisations, and promoting transparency, through good auditing, and anti-corruption efforts through the International governance Partnership Against Corruption in Sport. Innovate Olympic revenue models by diversifying sources like e-commerce and gaming, enhancing digital broadcasting, Innovate revenue 15 strengthening sponsor partnerships, expanding the TOP generation models Programme, and developing hospitality and commercial platforms benefiting athletes and stakeholders.





Sporting complexes: Have they been re-used and generated further revenue? And how much do ticket costs actually cover in revenue?

According to a comprehensive report tracking the post-Games use of 923 Olympic venues from 51 editions, 92% of permanent venues from the 21st century are still in use, while 85% of all permanent venues remain operational. This demonstrates a strong trend towards sustainable use of these facilities, which can be repurposed for various community and sporting events.

Examples of Successful Reuse

- The London Stadium, originally built for the 2012 Olympics, has been transformed into the home ground for West Ham United, generating ongoing revenue through ticket sales and events.
- The Queen Elizabeth Olympic Park has become a hub for business and leisure activities, significantly contributing to local employment and economic growth.

- Beijing 2008: The iconic Bird's Nest Stadium has been repurposed for various events, including concerts and exhibitions. It has also been integrated into the local tourism strategy, attracting visitors interested in its architectural significance and Olympic history.
- Sydney 2000: The Sydney Olympic Park has evolved into a multi-purpose venue that hosts a variety of sports, concerts, and community events. This adaptability has helped maintain its relevance and revenue-generating potential long after the Games ended.

Historic Ticket Sales:

Barcelona 1992

Approximately 3.9 million tickets were sold, generating a revenue of \$223 million USD.

London 2012

Approximately 8.2 million tickets were sold, generating around \$988 million in revenue

Athens 2014

With 3.8 million tickets sold, the revenue was approximately \$228 million.

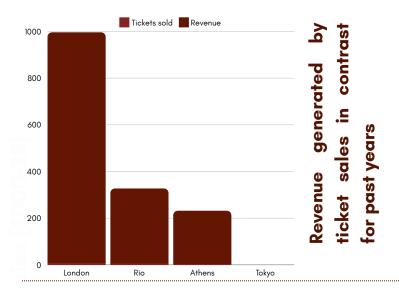
Rio 2016

The Games sold about 6.2 million tickets, leading to \$321 million in revenue.

Tokyo 2020

Due to the COVID-19 pandemic, no revenue was generated

Financial Insights on the past editions:



While exact figures vary by event, ticket sales typically account for around 20–30% of total revenue generated by the Games. This means that other revenue streams, such as broadcasting rights and sponsorships, are crucial for financial viability

Costs incurred in Olympics:

Direct Costs: These include expenses related to the construction of stadiums and the Olympic Village.

Indirect Costs: These cover renovations and improvements to public transport systems, airports, and other infrastructure, which are often necessary to accommodate the influx of visitors.

Sporting Complexes: Many venues have been repurposed for future use, generating additional income.

Broadcasting and revenue percentages.

Financial Contributions from Broadcasting

The revenue from broadcasting rights has seen substantial growth over the years. Here are some key figures illustrating this trend:

- 1992 Barcelona: Approximately \$441 million in broadcast revenue.
- 2008 Beijing: Estimated at \$1.737 billion, showcasing a significant increase due to rising global interest and viewership.
- 2016 Rio: NBC alone generated \$1.2 billion in national ad sales, marking it as the most lucrative media event in U.S. history at that time.
- Tokyo 2020: NBCUniversal reported \$1.76 billion in revenue, despite the challenges posed by the pandemic, which limited live audiences and affected viewership ratings. This revenue was bolstered by higher advertising prices and expanded digital offerings through platforms like Peacock.

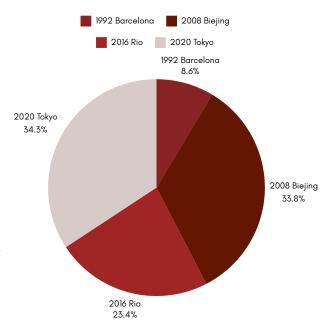
Percentage of Total Revenue

In the 2017–2020 quadrennium, broadcasting revenue reached approximately \$4.544 billion, contributing to a total revenue of \$6.839 billion when combined with the Olympic Top Programme (TOP) sponsorships.

The distribution of broadcasting revenue is structured to support various components of the Olympic Movement:

49% goes to the Organizing Committees for the Olympic Games (OCOGs) to support the staging of the Games.

51% is distributed among National Olympic Committees (NOCs), International Federations (IFs), and the IOC itself, ensuring financial support across the Olympic ecosystem.



For Paris 2024 Total Revenue: NBCUniversal is projected to exceed \$1.25 billion in advertising revenue, setting a new record for Olympic advertising.

Viewership: The Games are expected to deliver 30.6 million viewers across NBCU platforms, representing an 82% increase from Tokyo. This surge reflects a renewed interest in the Olympics and effective marketing strategies.

Digital Engagement: Paris 2024 is anticipated to achieve 23.5 billion minutes of streamed content, a 40% increase over all previous Summer Olympics combined, showcasing the growing trend towards digital consumption.

In focus: Investment approaches used in Olympics

Transport and Urban Development: Investments in transport infrastructure, such as upgrades to public transport systems and airports, often yield long-term benefits. For instance, the improvements made for the London 2012 Games enhanced connectivity and accessibility, leading to increased property values and business opportunities in the surrounding areas.





Temporary Structures: The trend towards using temporary venues is gaining traction. For instance, Paris 2024 plans to utilise 95% existing or temporary venues, minimising new construction and focusing on sustainability. This approach not only reduces costs but also ensures that facilities can be dismantled and reused post-Games, aligning with environmental goals/

Comparative Analysis: Paris 2024 vs. LA 2028

The upcoming Olympic Games in Paris and Los Angeles illustrate contrasting approaches to venue usage and sustainability:

Paris 2024: The Games will leverage existing infrastructures, such as the Stade de France and Roland-Garros, while also incorporating temporary venues designed for reuse. This strategy aims to create a lasting legacy for local communities and minimise environmental impact

LA 2028: In a more radical approach, LA organisers have committed to not constructing any new permanent venues, focusing entirely on retrofitting existing facilities. This "retrofit Olympics" model emphasises sustainability and cost-effectiveness, aiming to set a new standard for future Games.



The Olympic Legacy

Hosting the Olympics can have far-reaching economic implications that last well beyond the closing ceremonies. While the Games promise to bring global attention and spur local development, the reality often falls short of expectations. Many host cities find themselves grappling with massive debt long after the Olympic flame is extinguished, as the anticipated economic boost fails to materialize. Instead of the financial windfall, cities often face ongoing financial burdens, questioning whether the prestige of hosting the Games is worth the long-term cost.

Olympic Dreams: A Double-Edged Sword

In the early 20th century, hosting the Olympics was a prestigious and manageable task for wealthy nations, focusing on sport and culture rather than profit. However, by the 1970s, the Games had grown larger and more expensive, with increased security and infrastructure demands pushing costs to new heights.

Los Angeles' successful 1984 Games, which turned a profit, reignited global competition. Cities around the world began to compete fiercely for the honour of hosting, with bids becoming more ambitious and expensive.

Many host cities find themselves grappling with massive debt long after the Olympic flame is extinguished, as the anticipated economic boost fails to materialise. These expenses often leave host cities burdened with debt and long-term economic challenges, making the once-coveted honour of hosting the Olympics a costly gamble. These massive expenses often leave host cities with lingering debt and economic

challenges, raising the question: Is Olympic glory worth the financial burden?

Building Dreams: The Infrastructure Legacy of the Olympics

Benefits

Hosting the Olympics brings major infrastructure improvements, such as new roads, public transport, and world-class sporting facilities.

1964 Tokyo Olympics: A Nation Reborn:

In the bleak aftermath of World War II, Japan was a nation struggling to recover, with Tokyo lying in ruins from the devastating bombings. But in 1959, a glimmer of hope emerged—Japan won the bid to host the 1964 Olympics. This momentous victory became the catalyst for an extraordinary transformation in Tokyo. Over the next five years, the city underwent a rapid metamorphosis. Ten

thousand new buildings sprang up, eight overhead expressways wove through the city. A vast and modern subway system was constructed. And then there was



Tokyo's rapid transformation from a city in ruins to a cosmopolitan hub



the bullet train—sleek, fast, and symbolic of Japan's cutting-edge technology—connecting Tokyo to distant regions with unprecedented speed.

This monumental effort didn't just prepare Tokyo for the Olympics; it redefined the city as a symbol of Japan's resilience and technological prowess. The transformation was so profound that it has been celebrated as one of the greatest urban renewals in history.



Atlanta Olympic Stadium before and after the Olympics



Drawbacks

The Cost of Maintaining Olympic Venues

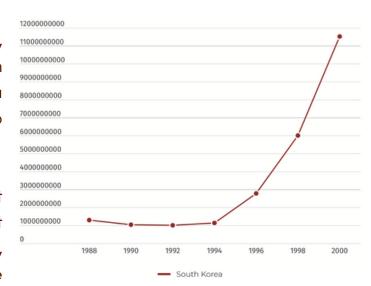
Hosting the Olympics involves not only building state-of-the-art venues but also bearing long-term maintenance costs. For example, **Sydney's Olympic Stadium** costs \$30 million annually, while **Beijing's Bird's Nest** requires \$10 million yearly to maintain. The problem worsens when these venues go underused after the Games, becoming costly, underutilized structures. These once-celebrated stadiums often turn into financial burdens, highlighting the long-lasting expenses cities face when hosting the Olympics.

The Economic Power Play of the Olympics: Transforming Cities and Economies

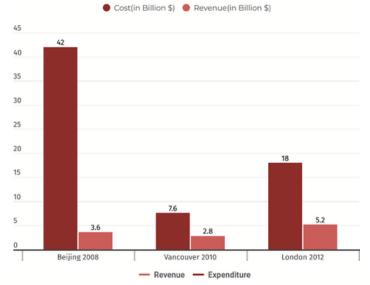
Benefits

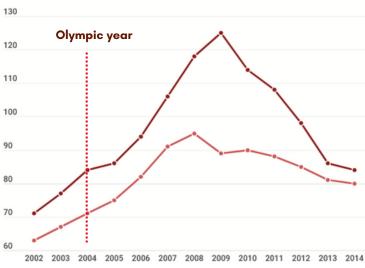
The Olympics create thousands of jobs, especially in construction and tourism. London 2012 generated 42,000 jobs, while Barcelona 1992 halved its unemployment rate. This job creation boosts local economies.

The Olympics have also been known to boost foreign direct investment (FDI) in the host country. A notable example is South Korea, where FDI surpassed the \$1 billion mark for the first time during its Olympic year in 1988. This momentum continued, with FDI increasing to \$11.51 billion by the year 2000.



FDI saw a significant rise in South Korea throughout the 1990s.





National finances of Greece (in billions of €)

Drawbacks

Hosting the Olympics may seem like a great opportunity for a city, but it often leads to a heavy financial burden. Cities frequently exceed their initial budgets, leaving them with significant debts long after the Games conclude.

The Olympic Debt Trap: The Greek Debt Crisis

Greece's 2004 Athens Olympics, intended to mark prosperity, became a case of financial mismanagement. Costs soared to €9 billion, funded largely by government borrowing, public worsening debt. Expected economic benefits, like tourism, failed to offset the expenses, contributing significantly to Greece's 2009 debt crisis and economic instability.

Cultural impact: Weaving National Identity Through Olympic Ceremonies

Benefits

Olympic opening ceremonies are more than grand spectacles; they are platforms for nations to project their identities. The Beijing 2008 and Tokyo 2020 Olympics, for example, were not just about sports—they were showcases of China and Japan's histories and aspirations. Through meticulously crafted performances, these nations connected their present with an idealized past, creating compelling global narratives. This aligns with constructivism, where nations shape their identities on the international stage.

Barcelona 1992: A Fusion of Culture and Innovation

The 1992 Barcelona Olympics began with a spectacular opening ceremony that brilliantly merged modernity with Catalan heritage. The highlight was a dramatic moment when Catalan archer Antonio Rebollo lit the Olympic cauldron with a flaming arrow, symbolizing Barcelona's



historic ties to archery and adding grandeur to the event. The ceremony also featured a grand display of local culture, including traditional costumes and performances, reflecting Barcelona's rich artistic heritage while embracing its future. This blend of innovation and tradition not only captivated global audiences but also set a new benchmark for Olympic opening ceremonies.



Beijing 2008: A Spectacle of Ancient Heritage and Modern Triumph

The Beijing 2008 Olympics, the most expensive opening ceremony in history at \$100M, was a masterful display of China's rich heritage and modern ambitions. Held at the iconic Bird's Nest stadium, the ceremony was significant in Chinese

culture. It blended ancient traditions with cutting-edge technology, featuring tributes to historical figures like Admiral Zheng. The Games not only showcased China's cultural depth but also boosted its international image. The Olympics were a pivotal moment in China's transformation into a major global player.

The impact of the Olympic Motto: Branding on a Global Stage

The Olympic motto, "Citius, Altius, Fortius" Higher, (Faster, Stronger), inspires individuals to strive for personal excellence. resilience, and unity. promotes perseverance, sportsmanship, and cooperation, encouraging people to push their limits while fostering global peace through friendly competition. Its impact extends beyond sports, shaping a positive, aspirational mindset.



Uniting a Nation: The Social Impact of the Olympics



The Olympics is a powerful force for social unity. As people come together to support their country, a sense of national pride and solidarity emerges. This effect is amplified when a country hosts the Games, as the entire nation becomes part of the global spectacle.

Hosting the Olympics instills pride in the population, uniting citizens in a shared moment of history. This pride can create a lasting legacy, inspiring healthier lifestyles and greater participation in sports. The Games highlight the importance of exercise and well-being, encouraging people to adopt these practices daily.

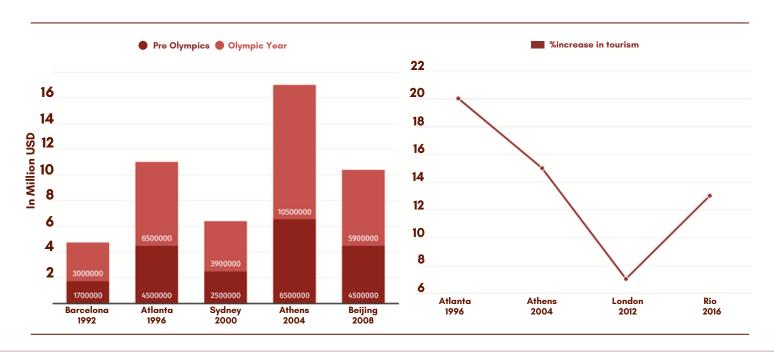
The Olympic Effect: Unleashing a Tourism Boom

The Olympics are more than a celebration of sports—they're a catalyst for tourism that can transform cities for years. The global spotlight draws millions of visitors eager to explore the host city's culture and attractions, fueling local economies and boosting businesses.

London 2012 saw a tourism surge of 31 million visitors, lifting local businesses. **Rio 2016** welcomed 6.6 million tourists, bolstering Brazil's reputation worldwide.

Barcelona 1992 is a standout: once the 11th most visited city in Europe, it now ranks 6th, with tourism jumping from 1.7 million to 7 million annually. The Games turned it into a global destination.

From **Athens 2004** to **Atlanta 1996**, the Olympics have proven to be powerful drivers of tourism, sparking growth long after the final medal is awarded.



The Olympic Gamble: Glory or Financial Strain?

Hosting the Olympics brings both opportunities and challenges. On the positive side, it drives infrastructure upgrades—improving transport, roads, and sports facilities—which boost tourism and create jobs, as seen in London 2012 and Barcelona 1992. It also allows nations to rebrand and shine on the global stage, enhancing their reputation.

However, the financial toll can be steep. Cities like Montreal 1976 and Rio 2016 faced soaring costs, leading to long-term debt. Many Olympic venues become costly burdens post-Games, with underutilized facilities turning into financial liabilities. Athens 2004 and Tokyo 2020 struggled with this, where economic gains fell short of expectations.

In the end, hosting the Olympics offers growth but comes with significant financial risks, leaving a mixed legacy.



Paris, a city deeply woven into Olympic history, first hosted the Summer Games in 1900, followed by another successful bid in 1924. The city also played a significant role in the Olympics' broader history with the 1924 Winter Games held in Chamonix, the inaugural Winter Olympics.

A Centennial Celebration

The 2024 Games marked Paris' *third* time as an Olympic host, making it only the second city, after London, to achieve this honor. This centennial celebration reflected Paris's enduring Olympic spirit and its ability to adapt through changing times.

The Drama Behind the Paris 2024 and LA 2028 Bids

The quest to host the 2024 Summer Olympics began with five cities—Budapest, Hamburg, Los Angeles, Paris, and Rome—each envisioning itself as the epicenter of global sports. However, the competition quickly became fraught with drama. Hamburg and Rome were the first to withdraw, overwhelmed by political and financial pressures. Hamburg's bid faltered due to local opposition and financial strain, while Rome's Olympic dreams crumbled under similar challenges. Budapest, despite initial enthusiasm, faced a public backlash over the potential economic burden, leading to widespread

protests and its eventual withdrawal. This left Los Angeles and Paris as the final contenders.

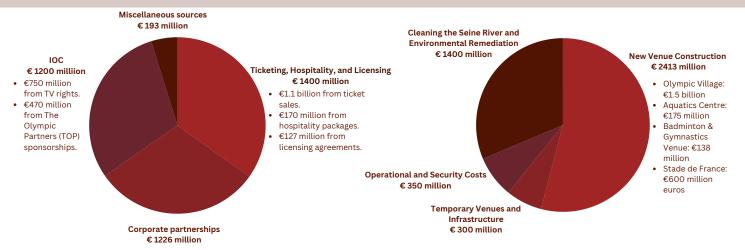
With only two cities remaining, the International Olympic Committee (IOC) confronted a daunting dilemma. The traditional competitive bidding process, once a source of excitement, now risked leaving one city disappointed and overshadowing the



Olympic spirit. In response, IOC President *Thomas Bach* proposed an unprecedented solution: award both cities. Paris would host the 2024 Olympics, and LA would secure the 2028 Games.

Financial Overview of Paris 2024 Olympics

Budget Overrun Causes



Total Budget: Approximately €9 billion.

Organizing Committee Budget: €4.38 billion.

Cheapest Olympics in Decades, How?

- Events were held across various cities in France, including Lyon, Marseille, and Nice, distributing the costs and benefits beyond Paris.
- Reuse of Existing Infrastructure:

The key to Paris 2024's cost-effectiveness was its use of existing infrastructure. With around 95% of the necessary facilities already in place, only 5% required new construction. This strategy dramatically cut expenses.

LIST OF ALL EXISTING VENUES

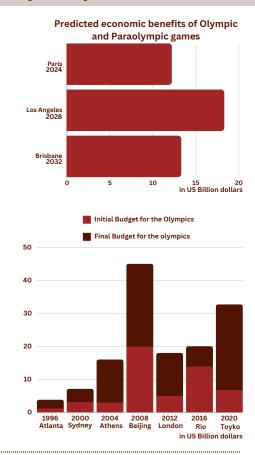
- Bercy Arena
- Bordeaux Stadium
- Château de Versailles
- Chateauroux Shooting Centre
- Marseille Stadium (Orange Velodrome)
- Nice Stadium
- Stade de France

LIST OF ALL TEMPORARY VENUES

- Trocadéro
- Aquatics Centre
- Eiffel Tower
- Champ-de-Mars
- Esplanade des Invalides
- Pont Alexandre III
- Place de la Concorde
- Place de l'Hôtel de Ville

White elephants? Sustainable shift away from temporary Infrastructure

The Paris 2024 Olympics sets a new standard in sustainability by focusing on existing venues and ecofriendly temporary structures, following the IOC's Agenda 2020. This is a significant change from previous Games like Rio 2016, which left behind costly, underutilized facilities. By renovating minimizing new constructions, Paris 2024 manages costs effectively, unlike prior Olympics burdened by extensive building projects. Integrating venues into public spaces and committing to a 50% reduction in carbon emissions highlights community engagement—a shift from past Games where facilities were often disconnected. The anticipated economic impact is considerable, with Paris expecting a net profit of \$12.2 billion, in stark contrast to cities like Athens that struggle with unused infrastructure.



Marketing Strategies of Paris Olympics 2024

Cultural Integration €30 million

audiences.

Iconic landmarks like the Eiffel Tower were promoted blending French culture with the Olympics to create a deeper

connection and attract global

Digital **Engagement**

€50 million

Paris 2024's digital marketing amassed 20 million followers and 2 billion impressions through immersive content and influencer collaborations. Social platforms like Instagram and TikTok shared realtime updates, behind-the-scenes footage, and interactive features to engage fans. Influencers and athletes helped expand reach, especially among younger audiences. 360-

degree videos, AR, and VR allowed fans to explore Olympic venues, creating a more connected experience virtually. This strategy significantly boosted global awareness and fan participation.

Global Promotion Over €100 million

Paris 2024's "Games Wide Open" campaigns celebrated inclusivity and connection, inviting the world to participate in a shared Olympic experience. Brands like Coca-Cola echoed this theme with

campaigns such as "It's Magic When the World Comes Together," using emotional

storytelling to showcase athletes'

journeys and the unity that defines enhanced fan alongside these messages.

the Olympics. These narratives connected deeply with audiences, turning the Games into more than just a sporting event—they became stories of perseverance, triumph, and community. Dynamic event marketing boosted ticket sales and engagement heartfelt

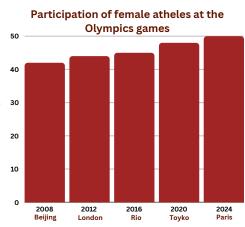
Creative promotions, exclusive hospitality packages, and strategic partnerships drew spectators into the

heart of the action, making the Paris 2024 Olympics an unforgettable experience for fans all across the globe.

Paris 2024: A Dual Perspective on Olympic Success and Challenges

The Triumphs

Paris set a new standard in Olympic hosting with its clear focus on sustainability and inclusivity. By repurposing existing venues and utilizing eco-friendly temporary structures, the Games significantly reduced the need for new construction, cost minimization, and alignment with global environmental goals. This approach contrasted sharply with the expensive, often underused facilities of





recent Games, demonstrating a commitment to sustainable development. The Olympics also achieved a historic milestone in gender equality, with the *first-ever full gender parity* in Olympic events. This landmark achievement, supported by the International Olympic Committee's (IOC) equal distribution of athlete quotas, highlighted a significant step toward inclusivity. Initiatives like "1,2,3 Nagez!" aimed at inspiring young girls to participate in sports, further underscored the Games' dedication to fostering diverse and equitable participation.

The Challenges



The Olympic Village faced a range of practical issues, including uncomfortable bedding, inadequate air conditioning, hygiene and privacy concerns, transportation issues, and water and food shortages. These logistical issues affected athletes' experiences, raising questions about whether lower costs resulted in poorer facilities.

Environmental concerns also surfaced. The Seine River, designated for swimming events, struggled with pollution despite extensive cleanup efforts. Additionally, increased development around Olympic sites led to higher traffic and pollution in surrounding neighbourhoods, raising concerns about the environmental impact on local communities.



The Paris 2024 Olympics faced criticism over social issues, such as the eviction of migrant workers and unmet promises of community benefits, exposing the gap between the event's grand ambitions and the needs of local residents. Critics argued that many communities felt sidelined or displaced by the rapid pace of development.

Cultural challenges further complicated the Games. Managing the diverse backgrounds of thousands of athletes, media representatives, and spectators required extensive intercultural training and sensitivity. There were also concerns about the impact on economically disadvantaged areas like Seine-Saint-Denis, with fears of gentrification displacement of residents. Despite efforts to involve local businesses and communities, the long-term effects remained uncertain.



Additionally, the event encountered significant hurdles in achieving its sustainability goals. Despite being marketed as the most eco-friendly Games, critics claimed that Paris 2024 fell short of its environmental promises. Numerous challenges remained, casting doubt on whether the event could truly meet its green targets.

Long-Term Goals for the 2024 Summer Olympics in Paris

Increasing SMEs



78% of the suppliers for Paris 2024 are small and mediumsized enterprises, including more

than 500 local companies. Solideo's ESS 2024 platform, which has €5 billion in contracts, gives these companies vital assistance.

Employment Opportunities



The Games are expected to create 150,000 jobs over five years, supported by a Social

Charter for inclusion and good working conditions. 60% of job seekers have benefited from recruitment already campaigns.

Increasing Travel and Hospitality



The Games are expected to attract 2.3-3.1 million visitors, SEE boosting Paris's economy by €2.6 billion. The city's hotel industry is enhancing its offerings to provide exceptional amenities, solidifying Paris's reputation as a top global destination.

Maximizing Long-Term Gains



Seine-Saint-Denis 80% of public funding for new homes and schools, benefiting

significantly from the Games. After the event, the Olympic Village will become a commercial and residential area, creating 6,000 jobs and housing for 6,000 people.

Overall Reaction to the 2024 Summer Olympics in Paris

Positive Features

- Excitement: The Seine River's novel opening ceremony for Paris 2024 generated significant excitement, with 10,500 participants from 206 countries, filling the city with joy.
- Cultural Showcase: The Games effectively highlighted French heritage and culture.

Controversies

- Opening Ceremony: A scene involving a "drag queen" and a reference to The Last Supper drew criticism from religious groups, sparking debates on cultural sensitivity.
- Homeless Evictions: The eviction of over 12,500 migrants and homeless people from Paris before the Games raised ethical concerns and criticism from human rights advocates.
- Pollution: Despite cleanup efforts, the Seine River's pollution led to health issues for some athletes and concerns about swimming event safety.
- Hijab Ban: A ban on hijabs for female athletes caused backlash, particularly after a
 French sprinter was excluded from the opening ceremony, leading to tensions over
 religious expression in sports.

Public Opinion

• Despite the excitement, concerns about organization, safety, and economic impact persisted, with skepticism about whether the anticipated economic benefits of €6.7 to €11.1 billion would be fairly distributed.



LA Olympics 1984 to 2028

The 1984 Summer Olympics, held in Los Angeles, are widely recognized as a pivotal moment in Olympic history. This event marked a significant shift towards the financial viability of the Games, following several instances of severe financial losses in previous editions, most notably the Montreal 1976 Olympics, which left the city with a debt of approximately \$1.5 billion, taking decades to repay.

Key Highlights of LA 1984

Privately Funded



The LA 1984 Olympics were the first Games primarily funded by private sources. Due to financial issues faced by previous hosts,

Los Angeles avoided public funding. Peter Ueberroth, head of the Organizing Committee, raised \$379 million from corporate sponsors—a groundbreaking achievement.

Corporate Sponsorship and Media Rights



The Games set a new standard in Olympic commercialization. Ueberroth's strategy of securing exclusive sponsorship deals led

to \$285 million in revenue from sponsorships alone. Additionally, the sale of television rights, primarily to American broadcasters, generated \$286 million, a record at the time.

Boycott by Eastern Bloc Countries



The 1984 Olympics were marked by the Soviet Union's boycott in retaliation for the US-led boycott

of the 1980 Moscow Games. Despite the absence of 14 Eastern Bloc nations, 140 nations participated, making it one of the largest in terms of participation at that time.

Infrastructure Utilisation



One of the key strategies for cost management was the use of existing venues. The Los Angeles Memorial Coliseum, originally built for the 1932

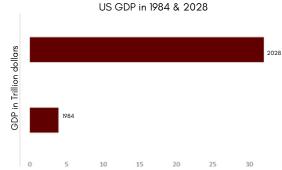
Olympics, was used once again, along with other existing facilities, keeping construction costs to a minimum. The total cost for the Games was around \$546 million, with a reported surplus of \$232.5 million.

Comparative Study: Conditions in 1984 vs. 2028

Economic Environment

• 1984: The US was recovering from a severe recession, with a GDP growth rate of 6.2% in 1984, which fostered a cautious financial environment. This caution influenced LA 1984's conservative budget and reliance on private funding to avoid public debt.

2028: In contrast, the US economy leading up to 2028 is expected to be more robust, although inflation rates and economic uncertainties, such as potential global economic slowdowns, present challenges. The budget for LA 2028 is projected to be around \$6.9 billion, which, although significantly higher than in 1984, is still relatively modest compared to recent Olympics like Tokyo 2020, which cost over \$15.4 billion.

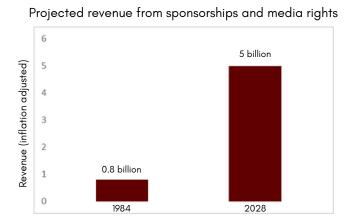


Infrastructure and Urban Development

- 1984: LA 1984's use of existing infrastructure was a key factor in its financial success. Only \$100 million was spent on new construction, with the majority of venues already in place or requiring minimal upgrades.
- 2028: LA 2028 plans to follow a similar strategy by utilising existing venues, including the newly built SoFi Stadium (estimated at \$5 billion), Crypto.com Arena, and the Los Angeles Memorial Coliseum. The strategy is designed to keep construction costs low, with the majority of the budget allocated to operational expenses rather than new infrastructure.

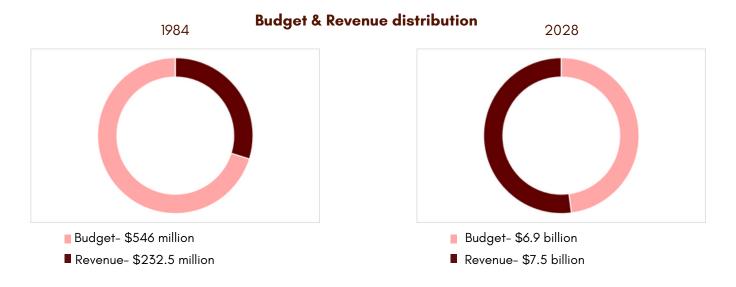
Commercialization and Sponsorship

- 1984: The 1984 Games were the first to fully capitalise on the potential of corporate sponsorship and media rights, setting a precedent for future Olympics. The \$285 million raised from sponsors in 1984 would be worth approximately \$800 million today, adjusted for inflation.
- 2028: The projected revenue from sponsorships and media rights for LA 2028 is expected to exceed \$5 billion, with over \$2.5 billion already secured through sponsorship deals. However, the changing media landscape, particularly the shift to digital streaming and on-demand content, presents both opportunities and challenges for maximising these revenues.



Profitability Potential

- LA 1984: The 1984 Olympics were a financial success, with a surplus of \$232.5 million on a budget of \$546 million, translating to a profit margin of about 43%. The surplus was used to fund youth sports programs and Olympic legacy projects in Los Angeles for years after the Games.
- LA 2028: The potential for profitability in 2028 is strong, with a projected budget of \$6.9 billion and estimated revenues of over \$7.5 billion. However, controlling costs, especially in an environment of rising inflation, will be crucial. The reliance on existing venues and the expected increase in global sponsorship and media rights revenue bode well for the financial outcome of the Games.



Given the careful financial planning, utilisation of existing infrastructure, and strong commercial backing, it is likely that LA 2028 could be another profitable Olympics. While the economic and geopolitical challenges are significant, the conditions are favourable for the Games to replicate, if not exceed, the financial success of LA 1984.





Brisbane, the first city chosen via the new method of choosing Olympic cities, has promised a Games with a 20-year Legacy Strategy aiming for a healthier, more active and inclusive society. It aims to follow the principle of building the Games around the city and the Australian state of Queensland, marking the first time a city has built a long-term fitness movement with the Olympics as its backdrop.

Brisbane's Winning Bid

Brisbane was confirmed as host of the 2032 Summer Olympics at the 138th IOC Session on 21 July 2021 in Tokyo, Japan, without any rival bid. Having been awarded the hosting rights 11 years and 2 days in advance, this is the most amount of time a host city has had in planning and organizing an Olympic Games. As per the new format of choosing future Olympic Games host cities from



the IOC's Agenda 2020, the vote was in the form of a referendum to the 80 delegates of the IOC. This will be the third time Australia hosts the Olympics, after Melbourne in 1956 and Sydney in 2000.

Alongside Brisbane itself, the adjoining regions of Gold Coast (host of the 2018 Commonwealth Games) and Sunshine Coast will also be hosting events.

Elevate 2042

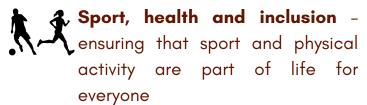
The delivery partners for the Olympic and Paralympic Games Brisbane 2032 have published Elevate 2042, a strategy that sets out how the organisers plan to make the most of their status as hosts to benefit the host cities and the wider Queensland region, both

ELEVATE 2042

The Brisbane 2032 Legacy Strategy

before and after the Games. It follows a year of community consultation resulting in more than 14,000 suggestions. "We are planning for a new kind of Games legacy, one that responds to Olympic Agenda 2020+5," reads the Strategy. "Central to this approach is the idea that the Games fit into the host city and region and not the other way around; and that their impact in the 10 years before and the decade after aligns with its future direction."

Stated Objectives of Elevate 2042





A better future for our environment – showing how every person, their decisions and their behaviours can make a difference





Economy of the future – building innovation systems and creating next-generation opportunities.



"Making our region better, sooner, together through sport"

Cost Estimate

The 2032 Brisbane Olympic and Paralympic Games are estimated to cost around \$11.5 billion. This includes:

- Venue infrastructure: The Queensland and federal governments are spending \$7 billion on new venues and upgrades.
- Administration: The administration budget is estimated to be around \$4.5 billion.
- Economic benefit: The economic benefit is estimated to be \$8.1 billion for Queensland, and \$17.6 billion for Australia.

The majority of venues are existing or temporary, which helps to reduce the overall cost and environmental impact. New and upgraded facilities are designed to meet the needs of the local community first, and then converted for the Games.

Cancellation Scare and the Path Ahead

The Australian state of Victoria had initially been announced as the host of the 2026 Commonwealth Games in April 2022. On 18 July 2023, the Victorian state government cancelled its plans due to escalating cost projections. The city of Gold Coast, Queensland, briefly offered to co-host the event but later withdrew for similar reasons.

This led to speculation that the 2032 Brisbane Games might be headed towards a similar fate. However, the Queensland and Australian Governments were quick to ensure that no such thing would happen and that the Brisbane Games were entirely on track.

As per its latest update at 8 years away from the Games, the Brisbane Team has confirmed that their preparations and infrastructure projects were on track, and that they are on the path to deliver a great Games true to their brand positioning of 'Shine brightest. Together.'



India 2036

India's bid to host the 2036 Olympics, presumably in Ahmedabad aims to transform the city into a **major global sports hub** with a lasting infrastructure legacy. The master plan features a vast sports enclave that includes **multiple stadiums**, an aquatic center, and a range of indoor arenas.





The Ahmedabad 2036 Olympics plan **emphasizes sustainability** with renewable energy and multifunctional venues. It aims to **boost sports facilities, tourism, and economic growth.** The Olympic Village design will follow the host city decision, with potential International Broadcast Centre sites. This initiative aims to establish Ahmedabad as a global sports hub.

Infrastructure Ahmedabad for the 2036 Olympics: A Vision of Excellence



As per the current plan, India plans to build the following infrastructure in Ahmedabad:

Outdoor Arenas:

53,000-Seat Football Stadium 12,000-Seat Aquatic Center 18.000-Seat Basketball Arena

Indoor Arenas:

12,000-Seat Handball Arena 10,000-Seat Volleyball Arena

Further plans are in place to upgrade the city's transportation system with bullet trains and metros providing seamless travel across the city. The aim is to boost tourism, enhance sports infrastructure, and elevate Ahmedabad's status as a global sports destination.

Exploring Alternatives: Bhubaneswar as a Contender for hosting the 2036 Games



Kalinga Stadium: A key venue with 15,000 seats

Kalinga Stadium in Bhubaneswar, known for its advanced facilities and large seating capacity, is a key asset for hosting the 2036 Olympics. Its modern infrastructure, including versatile sports arenas will support a range of events, boosting the overall success of the Games and showcasing India's sports capabilities on a global stage.

Bhubaneswar's success in hosting the Men's Hockey World Cup showcased its capability for major international events. achievement underscores the city's readiness to host the 2036 Olympics, demonstrating its advanced infrastructure and organizational excellence, enhancing its bid as a potential host city.



wikipedia



thehindu.com

Bhubaneswar's adept execution of the Asian Athletics Championship illustrated its proficiency in hosting significant sporting occasions with remarkable efficiency. This triumph bolsters the city's potential for the 2036 Olympics, highlighting its premier facilities and operational excellence, thereby significantly enhancing its candidacy as a leading future host

As India sets its sights on hosting the 2036 Summer Olympics, Bhubaneswar, the vibrant capital of Odisha, emerges as a leading contender to Ahmedabad. With its rich sporting heritage, impressive infrastructure, and enthusiastic community, Bhubaneswar is uniquely positioned to host this monumental event and showcase its potential as a global sports hub.



Commonwealth Games 2010: A Case Study

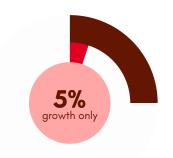


The **2010 Commonwealth Games (CWG)**, hosted in **Delhi**, promised to showcase India's infrastructure and economic potential. However, its economic outcomes have been subject to much scrutiny. Despite the scale and ambition of the event, it revealed several economic challenges.

Foreign Exchange and Investment Impact

The Commonwealth Games (CWG) fell short of expected foreign exchange gains, with tourism growing by only 5% instead of the projected 20–25% and broadcasting and sponsorship revenues contributing little. High infrastructure imports widened the trade deficit, while corruption scandals and governance issues weakened FDI. CWG had minimal long-term impact on foreign exchange reserves and failed to boost exports or investor confidence, highlighting the need for better governance in large-scale projects.

Growth in Tourism



Employment and Infrastructure Development



Construction at Jawaharlal Nehru Stadium

The Commonwealth Games initially boosted employment in construction, logistics, and hospitality, but the gains were short-lived, leaving many jobless post-event. Poor long-term planning led to underutilized sports venues, finances strainina due high to maintenance costs. While Delhi saw urban improvements in transport and property values, funds were diverted from essential projects like housing and healthcare.

Fiscal Deficit and Economic Strain

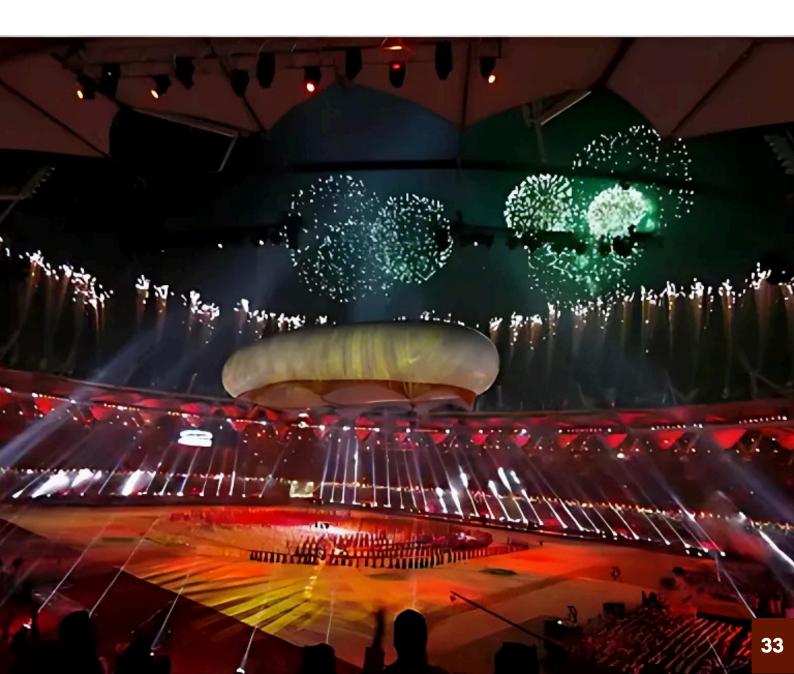
The Commonwealth Games' budget overruns, rising from \$2 billion to \$4.1 billion, increased government borrowing, raising the debt-to-GDP ratio and limiting fiscal flexibility. This debt crowded out private investment and strained public spending in key

sectors like healthcare and education. Mismanagement also eroded public trust and investor confidence, resulting in long-term reputational and economic costs.

Legacy and Return on Investment

The Commonwealth Games delivered a disappointing ROI, with major venues like Jawaharlal Nehru Stadium underutilized and revenues falling far short of maintenance and construction costs. The high opportunity cost could have been better invested in urban projects like healthcare and education, which offer long-term economic benefits. The Games highlight missed opportunities and emphasize the need for financial discipline, transparency, and long-term planning in large-scale projects to ensure lasting public value.

The 2010 Commonwealth Games is the only recent sports event of such magnitude that India has hosted. It is therefore imperative for the country to understand the mistakes of those Games and not repeat them were it to host the Olympics



What the Games in India would mean

Building the Future: Infrastructure Development

Hosting the 2036 Olympics could transform India's infrastructure with \$10-15 estimated billion an investment in sports venues, public and urban transport, redevelopment. This could create thousands of jobs and boost GDP. However, examples like Athens 2004 show that underutilized venues can lead to long-term financial strain, where maintenance costs overshadow initial benefits.



Underutilized Stadium at Athens

Diversifying the Economy: Beyond Sports

The 2036 Olympics could drive growth in sports management, tourism, hospitality, and urban development. Sports management could grow 7-10% annually, tourism revenue by 10-15%, and urban redevelopment could raise property values by 5-10%. Post-Olympics, India could see a 0.1% to 0.5% annual GDP rise, contributing \$3.5 to \$17.5 billion annually over the next decade.

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Tourist Surge: Global Visibility and Economic Impact



The Olympics would draw millions of visitors, generate significant tourism revenue, enhance India's global profile, and potentially attract FDI, as seen in China (Beijing 2008) and South Korea (Seoul 1988). However, lessons from Athens and Rio caution against over-optimistic projections, highlighting the need for careful management to ensure lasting economic gains.

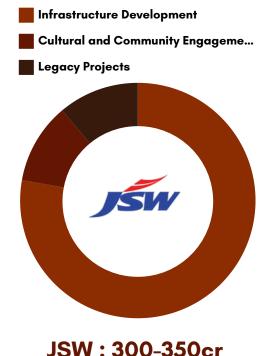
Private Partnerships May Pave the Way for India's Olympic Success

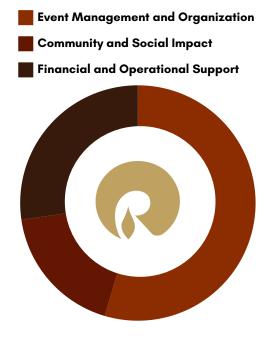
For the 2036 Olympics, Reliance Foundation is expected to play a major role in the development and management of India's primary Olympic venue, potentially named India House. For the 2036 Olympics, JSW and Reliance Foundation are set to be key private partners. Reliance Foundation will invest ₹500 crore to design, construct, and manage India House, creating a premier venue to showcase India's cultural and sports



heritage. JSW is expected to contribute around ₹300 crore, focusing on building state-of-the-art sports facilities and supplying high-quality gear for athletes. Together, they aim to elevate India's global presence and deliver a world-class Olympic experience.

2036 OLYMPIC (EXPECTED)





RELIANCE: 500-550cr

2024 PARIS OLYMPICS

For the Paris 2024 Olympics, JSW and Reliance Foundation play pivotal roles. JSW is investing ₹150 crore to create and manage India House, showcasing Indian culture and providing high-quality kits for athletes valued at ₹50 crore. Reliance Foundation is contributing ₹100 crore towards the conceptualization and operations of India House, enhancing India's global presence and Olympic experience.

Should India Host? A Critical Analysis

Marketing Potential: Enhancing Global Image and Soft Power

Hosting the 2036 Olympics allows India to elevate its global image, highlighting technological and cultural advancements. The 2008 Beijing and 1964 Tokyo Olympics successfully boosted their host nations' global standing, though at considerable financial costs.

However, the 2004 Athens Olympics burdened Greece with underutilized venues and debt. India faces similar risks, and success will hinge on addressing infrastructure, governance, and financial challenges.

India will have to plan a deft marketing strategy so as to not repeat the mistakes made during the 2010 CWG Games. The country has to market itself as one open to investments, so that economic benefits are directly drive from the Games.



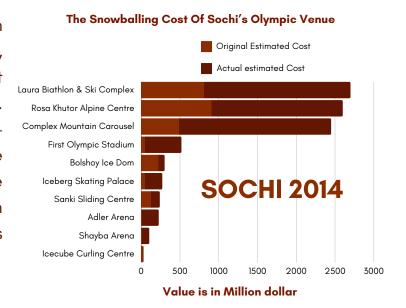
2008 Drummers performing at 2008 Beijing Olympics



The Light Show at Beijing 2008

Economic Risks: Lessons from Sochi and Athens

Sochi 2014's costs surged from \$12 billion to \$50 billion due to mismanagement, while Athens 2004 faced a 139% cost overrun, worsening its economic strain. India's estimated Olympic budget of \$10-20 billion faces similar risks. While temporary jobs may emerge, they are often short-lived and limited to urban areas, with infrastructure investments offering uncertain long-term benefits.



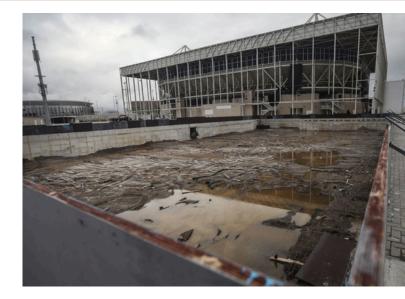
Lessons from Brisbane 2032: A Sustainable Model

Brisbane 2032 plans to use 80% of existing venues, reducing costs and environmental impact—an approach India could adopt to avoid underutilized "white elephant" structures. India could also plan a long-term strategy like Brisbane's Elevate 2042. However, India's issues with corruption, inefficiency, and infrastructure deficits could lead to project delays and cost overruns.



Attracting Foreign Investment: Challenges and Reality

While Rio 2016 cost \$13.1 billion, poor planning led to financial strain. India's high public debt (84% of GDP) and development challenges could worsen if resources are diverted from essential services like healthcare and education for Olympic infrastructure. Public-Private Partnerships (PPPs) may alleviate costs, but corruption remains a concern as seen in the Delhi Commonwealth Games.



Abandoned Olympic buildings at Rio

Is India Ready?

India must carefully assess the benefits of hosting the 2036 Olympics against substantial risks. With strategic planning, transparency, and financial discipline, the event could be transformative. Without these, it could strain finances and lead to long-term challenges.

