



KEEPING THE FLAME ALIVE

Sustaining the Olympic legacy, from London to Rio and beyond

As the body that upholds the values and ideals of the Olympic movement, the International Olympic Committee (IOC) takes sustainability seriously. From the beginning of a prospective host city's bid to long after the medals have been won, the IOC works with local organizing committees to ensure that developments required for the Games are transformed into a legacy that benefits the winning city and its residents for decades to come.

"We ask what the long-term vision of a city is and how the Games can contribute to enriching and catalyzing it," explains Christophe Dubi, the executive director of the IOC. "It's about organizing the Olympics with the purpose of serving the needs of the community. It's a fundamental philosophical evolution. Sustainability is an entire way of thinking."



Rio 2016 will be fit, clean and fun

According to Michelle Lemaitre, the IOC's head of sustainability and Olympic legacy, in recent years the focus shifted from environmental concerns to the bigger idea of sustainability. The Vancouver 2010 Winter Olympics was the first Games to "put sustainability at the heart of its mission," she notes. "But London raised the bar and made it relatable to people. There was a really strong story to tell."

The former head of sustainability of LOCOG (London Organizing Committee of the Olympic and Paralympic Games), David Stubbs, agrees: "We said we would build for long-term value, to regenerate East London, construct venues that were needed and not have white elephants, and restore the ecology. That happened and continues to happen. We developed a management system that has become an international standard, ISO 20121. We worked on carbon footprinting. We put in place the sustainable sourcing code. It was all part of our business model."

"We learned a lot from London," admits Sidney Levy, CEO of the Rio 2016 Organizing Committee. "Rio's transportation network is radically different. The subway has expanded, and so have the bus rapid transit system, trains, the whole infrastructure. We could do the Games without all

that but are using them to move governments, authorities and the private sector. That is what Rio will be remembered for."

Tokyo will be next to benefit from the lessons of London and Rio to make their Games



Tania Braga, Rio 2016's head of sustainability and legacy. "Transport improvements will let people spend less time in traffic and more with their families, giving them access they did not have before to certain parts of the city. On the social side, programs

The Olympic Agenda 2020 has sustainability and legacy at its heart."

Christophe Dubi,
Executive Director, IOC

sustainable from start to finish: "We are embracing the entire concept," insists Toshiro Muto, CEO of the Tokyo Organizing Committee. "Tokyo 2020 aims to obtain ISO 20121 certification for event sustainability management. The Fundamental Principles for the Sustainable Sourcing Code give full consideration to economic rationality, fairness and equity. They will allow us to deliver a minimal-impact Games, as we strive to raise awareness."

"Our work here is to transform hearts and minds," believes

we launched in public schools in Rio are going to the whole country, allowing kids to experience different sports and impacting on their health and habits."

"If we look at Rio and what the IOC should be proud of, I'd say we have contributed to changing citizens' lives," Dubi concludes. "When you stage the Olympic Games, you generate a range of social benefits. When kids start to do sport, the effects trickle down to areas like health, social inclusion, gender balance, urban development, culture and education. That's our goal." ■

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ALL ROADS LEAD TO RIO 2016

With a projected cost of around \$11 billion, the Rio 2016 Olympics looks like a relative bargain compared with the price tag for the Sochi 2014 Winter Games, estimated at \$50 billion. Even so, in the context of the country's current economic woes, some at home and abroad have questioned how Brazil would pay for the Games without going deeper into the red.

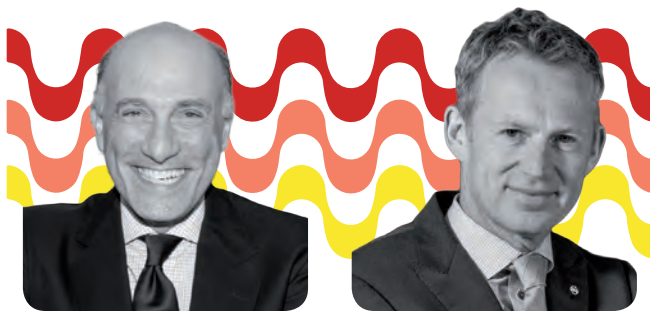
According to Sidney Levy, CEO of the Rio 2016 Organizing Committee, the answer is simple: get corporate sponsors on board early to ensure that the budget is balanced from start to finish. "It was very important for us to send a message that it is possible to run things on time, on budget and in a visible way," he says. "The reason we were able to raise so much is that sponsors bought into our story of clean, fit and fun

"We have no debt and no loans. Our legacy is to prove it is possible to run economically sustainable Games."
Sidney Levy, CEO, Rio 2016 Organizing Committee

Games. Clean because everybody is transparent. Fit because there is no waste. And fun because we are in Rio."

In February 2012, after six months of negotiations, Nissan

signed on as the fifth tier-one partner and automotive sponsor for the Rio 2016 Olympic and Paralympic Games. The agreement included the provision of 4,500



Sidney Levy, CEO, Rio 2016 Organizing Committee

electric and conventional vehicles from Nissan's range to transport athletes, officials and partners around the city. At the same time, the Japanese automaker committed to developing social programs leading up to and beyond the celebration of the Olympics this summer, to make a lasting contribution to the Games' legacy.

"We sponsored the Olympics in Brazil because we want to really grow here," explains Roel de Vries, Nissan's corporate vice president and global head of marketing and brand strategy. "It's a strategic market for us. First, we built a big factory in the Rio area. Then, we sponsored the Olympics to position ourselves as a brand that is committed to Brazil, in Brazil and for Brazil."

Nissan has long linked its promotional efforts to sports, sponsoring soccer, with the UEFA Champions League; basketball, via the NBA in China; the Cricket



Roel de Vries, Corporate VP, Global Head of Marketing and Brand Strategy, Nissan

World Cup; and college sports in the U.S., to reach huge numbers of sports fans and potential car buyers worldwide. "Innovation that excites' is our tagline," de Vries notes, "and we feel sports are a very good match. Athletes continuously innovate to win or set records, which in turn creates exciting moments to watch. In this case, we are targeting a wide Brazilian audience with a specific message around our commitment to the country."

Nissan has only been present in Brazil since 2000 but has already made major investments for the long term. It has built a network of 160 dealerships nationwide to sell its local range of cars, trucks and SUVs, designed to appeal to every market segment. Nissan's first domestically manufactured vehicle rolled off the assembly line at the Renault-Nissan Alliance plant in Paraná State in 2002. Since April 2014, the company has been producing its March and Versa models, as well as two dual-fuel engines, at its \$730 million Resende Industrial Complex in the state of Rio de Janeiro.

Nissan is committing much more than capital to the country. In its first sponsorship year, the company created Team Nissan to

support Brazilian athletes on their road to the Games. Mentored by former medalists like basketballer Hortência Marcari and swimmer Clodoaldo Silva, 31 Olympians and Paralympians have been given financial help with training and other costs in their quest to bring home medals of their own.

In June 2013, the automaker set up the Nissan Institute to oversee its social responsibility activities in Brazil, the first body of its kind the corporation has established worldwide. Focusing on mobility, sustainability and community issues, the Nissan Institute provides free education and vocational training to improve healthcare and social support services across the country.

"If you want to build a brand, you need to be part of people's lives."
Roel de Vries, Corporate VP, Global Head of Marketing and Brand Strategy, Nissan

"We want to do something for the people of Brazil," de Vries insists, "to be part of making the Games successful and be part of the local community, part of the discussion."

Nissan's newest model, the Kicks crossover, made its Olympic debut on May 3, with 40 cars accompanying the torch relay to 300 towns and cities on its journey from the capital, Brasilia, to the opening ceremony in Rio on August 5, coinciding with its global launch. The official car of the Rio 2016 Olympic and Paralympic Games, the Nissan Kicks is a bigger and more muscular version of Nissan's successful Juke: "We feel this is a fantastic strategy to get into the hearts of Brazilians," de Vries says, "and to give them the car that is hot at the moment." ■



Zero Emission

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Jeffery L, UK, LEAF Owner



100% ELECTRIC NISSAN LEAF. ELECTRIFY THE WORLD.

Fuel consumption figures for Nissan LEAF: CO₂ while driving: 0 g/km. MPG: N/A. Model shown is US MY16 SL/Premium edition.



The Nissan Kicks is the official car of the 2016 Games in Rio

CORPORATE PARTNERS CHAMPION THE OLYMPIC LEGACY

The IOC's 2016 Olympic Marketing Fact File reveals that revenue from The Olympic Partners (TOP), sponsors and supporters of the Games reached nearly \$2.79 billion in 2009-12. There are 12 worldwide TOPs—all in Rio, save Toyota, whose deal starts with Tokyo 2020—plus seven official sponsors and 11 supporters for this year's Games. "They are very important in ensuring successful Games," insists Christophe Dubi, the IOC's executive director. "Many are active in sustainability and legacy."

GE has been a worldwide TOP since 2005, providing infrastructure solutions at every Games from the Turin 2006 Winter Olympics through Tokyo in 2020. For Rio 2016, GE has been collaborating with the city's Organizing Committee on all kinds of sustainability projects, from power generation and distribution to water and sewage treatment, and from lighting to transportation management.

"We started working with Rio in 2010," recalls Christopher Katsuleres, GE's director of Olympic and sport marketing. "It is a long lead time, but most organizing committees are doing this for the first time. GE provides perspective about best practice. Their success is our success. Rio will be our second-biggest Games. We are looking at 125 projects that cross the breadth



A cloud-based version of GE Healthcare's Centricity Practice Solution

of GE, with eight business units actively engaged."

Katsuleres insists GE's interest in the country goes far beyond what it is doing in Rio: "We see Brazil as a key long-term market for GE. We are committed to the partnership and have a huge number of projects we want to deliver."

The added generation capacity we are bringing to the grid will provide long-term benefits."

Christopher Katsuleres, Director of Olympic and Sport Marketing, GE

After supporting the Olympics for three decades, in 2010 the Dow Chemical Company signed up as a TOP and the Official Chemistry Company. At Rio 2016, Dow is overseeing efforts to mitigate greenhouse gas emissions and reduce the Olympics' carbon footprint, helping the world's biggest sporting event leave as positive an

quality. That is a perfect match for our Olympic partnership."

"We are working on a zero-waste-to-landfill goal in Latin America," explains Christine Karbowski, chief administrative officer, chief risk officer and executive vice president of Bridgestone Americas. "In 2012, we committed to reducing CO² emissions by 35% by 2020. Our legacy to Brazil and beyond is to continue to deliver on our sustainability goals."

As an official supporter of Rio 2016, IT giant Cisco is providing technology solutions to the Games, including cellular and fixed broadband connectivity solutions, data center servers and network management. Last December, Cisco won the IOC Trophy under the Sport and Innovation theme and has premiered a raft of initiatives in Rio, leveraging local knowledge from its Innovation Center in the city.

"We established the Olympic Integration Center, using our collaboration technology that has transformed interactions at the Games," says Karen Walker, Cisco's chief marketing officer. "We launched the Cisco

If you digitize the city, it allows businesses to rethink how they innovate."

Karen Walker, Chief Marketing Officer, Cisco

Challenge for Urban Innovation, bringing together entrepreneurs, developers, startups and academia to create connected experiences and transform the lives of citizens and visitors. We are also expanding our educational program. We have over 300 training centers nationwide and plan to double student numbers to 50,000 by 2017. We are very proud of that." ■



Cisco is the first official partner of the Rio 2016 Abraça Sustainability program

Our program shares our knowledge and experience to enable digital transformation."

Marta Sanfeliu, COO, Olympics and Major Events, Atos

We have been a sponsor of the Olympics for 40 years and are dedicated to sustainable Games."

Tak Kosugi, Head of Worldwide Olympic and Paralympic Marketing, Panasonic

We have sponsored over 1,000 Olympic hopefuls with financial or marketing support."

Chris Curtin, Chief Brand and Innovation Marketing Officer, Visa

As Rio's carbon partner, we are delivering 500,000 tons of greenhouse gas reductions."

Dr. Nicoletta Piccolrovazzi, Global Technology and Sustainability Director, Dow

PARTNERS IN TIME: OMEGA AND THE OLYMPICS

How important is it for Omega to be an Olympic Partner?

We have been involved with the Olympics for decades, but the history of Omega's partnership is much more than marketing. We have a key role to play. Our timekeeping contribution is the highlight for the brand. It is

We have been at nearly every Olympics. It really is part of our DNA."

Stephen Urquhart, Former President, Omega

about who is best equipped to meet the IOC's requirements. The technical know-how and technology involved have a bearing on our business. In wristwatches, it all comes down to precision. That is why it is

an important association with the Olympics. We deal with time; it is part of our heritage and why we were chosen in 1932 by the Olympic Committee, because they needed a company that had the means to give them what they needed.

What are you preparing for Rio 2016?

The focus of our being there is to time the Games. They are a showcase to the world and, as official timekeeper, our brand is visible on TV and there are billions of people watching worldwide. The idea is to get as many people to live the world of Omega experience as possible. We will have an Omega House again in a cultural building on Ipanema Beach, which is the place to be. We will use it during the Games for all our activities—timekeeping and welcoming celebrities, ambassadors, retail staff and VIP customers—and, at the end, it will be handed back, completely

renovated, to the authority that loaned it to us. We will have a pretty intensive program in a very unique environment and will reveal sides of Rio that people do not necessarily know.



Stephen Urquhart, Former President, Omega

What innovations have you introduced over the years?

We have a vast array of equipment that has evolved since 1932, like electronic and computing technology. In London, we had interesting innovations like the starting pistol and starting blocks in swimming. For Rio, we have a few new things prepared. We have

an R&D department where there are scores of people working for sports. The Olympics is the pinnacle. Regarding sustainability, we are trying to protect the environment as much as possible. Everything that goes in will come out, except Omega House, which is our legacy.

What do you most enjoy about Omega's Olympic sponsorship?

Being involved in an unbelievable event that is seen worldwide. Everyone knows about the Olympic Games. It has an incredible history, which is what I love about being associated with it. At Omega, we are looking at improving on a 300-year-old system. We are not inventing new technology but applying new materials and ideas. That's what is great about this business. The Olympics is the same thing, an old dream with something new. To have such a strong past and future is unique. ■

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VISA

RIO: BRAZIL'S SMARTEST CITY

As Rio de Janeiro's mayor since 2008, Eduardo Paes has run Brazil's most iconic city through times of triumph and tragedy. In October 2009, people partied in the streets, *carioca*-style, to celebrate its winning bid for the 2016 Summer Olympics. Then, just months later, in April 2010, floods and mudslides devastated parts of the city and the surrounding state, leading Paes and his team to rethink how Rio could be better run.

By the end of the year 2010, after reaching a ground-breaking agreement with IBM, Paes opened the city's integrated operations center, bringing together 30 municipal agencies under one roof to enable Rio to react in a smarter way to every eventuality, from extreme weather to power blackouts. Now, as Rio readies for this summer's Olympic Games, Paes is helping oversee the completion of no less than 27 legacy projects, from urban transportation to education, that will provide benefits for the city's residents long after his second term ends in December.

"We are delivering 150 kilometers of bus rapid transit system, 26 kilometers of light railway train and 20 kilometers of subway," Paes says. "This has made the city

more socially integrated. We have also rehabilitated underprivileged areas, like Porto Maravilha, via a public-private partnership. It has made a huge change, building connections between downtown Rio and Guanabara Bay."

Global illumination giant Philips Lighting has been involved in many of the major projects that have changed the face of Rio in recent years. Philips' CityTouch smart LED street lighting—which, fittingly, was included on the list of

Rio is fast becoming the leading global city in South America."

Eduardo Paes, Mayor, Rio de Janeiro

100 top sustainable solutions at the Rio+20 United Nations Conference on Sustainable Development, held in the city in 2012—is just one of the improvements introduced by the Porto Novo Concessionaire to connect and control street lights in the revitalized Porto Maravilha neighborhood.

"Porto Novo is using CityTouch for the whole system," says Yoon Kim, country manager of lighting at Philips Lighting Brasil. "It allows them to manage light and use the



Rio Mayor Eduardo Paes oversees infrastructure improvements to the city right amount of energy at every moment of the day."

Another installation benefiting from Philips Lighting's expertise is the upgraded Elevado do Joá raised highway that runs along the city's coastline, connecting the South Zone to Barra da Tijuca. Philips Lighting is delivering a combination of 1,400 LED and conventional light units to illuminate the bridges and tunnels along a 10-kilometer stretch.

Almost half the 145-kilometer Arco Metropolitano highway project, which will connect the five main highways that cross Rio de Janeiro by mid-2017, will be lit by more than 4,000 solar-powered LED lights provided by Philips Lighting. "It is completely off the grid and requires very limited maintenance, just cleaning the

solar cells," notes Sergio Villalón Antuñano, senior vice president and general manager of Philips Lighting Latin America. "As a result, the city did not have to install electricity infrastructure along 71 kilometers of roadway."

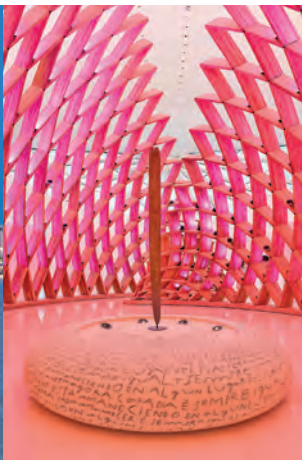
But perhaps the most visible showcase for Philips Lighting's

Lighting that can be controlled can help rejuvenate urban areas."

Sergio Villalón Antuñano, Senior VP and GM, Philips Lighting Latin America

solutions in Rio de Janeiro is the Museum of Tomorrow. Focusing on futuristic themes like sustainability and climate change, the museum, designed by Spanish architect Santiago Calatrava, opened its doors last December in Rio's regenerated port district.

The breathtaking building has a cantilevered, curvaceous exterior, cut through with louvers that let light from the inside flood out. This allows it to make the most of the possibilities offered by Philips Lighting's Color Kinetics architectural lighting system. "It has a beautiful interior design that uses our technology to change color," Villalón Antuñano says. "It not only helps attract visitors but shows how lighting has evolved." ■



Santiago Calatrava's Museum of Tomorrow uses solutions by Philips Lighting in its interior

Bringing your city to life

New connected lighting systems like Philips ActiveSite create unique city identities and enable remote control of visual effects at one or multiple sites. So cities can inspire and engage people with more dynamic lighting experiences to attract new visitors and bring the local community together. It's just one of the many ways Philips Lighting is taking light beyond illumination.

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BRAZIL: AN ECOTOURISM PARADISE

Brazil has to be experienced to be believed. The world's fifth-largest country boasts breathtaking natural wonders, such as the Amazon rainforest, the Pantanal wetlands and Iguacu Falls. It is home to incredible biodiversity, with 70% of the planet's flora and fauna. And it has a vibrant culture all its own, expressed in musical styles like bossa nova and samba, celebrated in its spectacular carnivals, savored via its unique gastronomy and shared with the world thanks to Brazilians' infectious joy.

Embratur, the Brazilian Tourist Board, is responsible for promoting the country's many attractions to a growing number of visitors through 13 overseas offices and its website, visitbrasil.com. After a strong 2014, with a 10.5% arrivals



Fernando de Noronha is a favorite ecotourism destination

jump due to the World Cup, last year Brazil welcomed around 4.67 million tourists, according to BMI Research. The company's latest industry forecast noted that Embratur's marketing efforts had paid off, with more visitors traveling beyond Rio and São Paulo to explore the rest of the country. Rio's hosting of the Olympics is expected to

provide another boost, with BMI predicting 9.9% growth in 2016.

The World Economic Forum ranks Brazil first in Latin America in tourism potential, particularly in the natural and cultural segments. Embratur has been on the road worldwide, promoting recent gains in connectivity and infrastructure, to attract overseas investment and develop services across the industry. In recent years, Brazil has also seen a surge of interest in its high-end hospitality sector, with 500 new hotels added to the market. France's AccorHotels is building 120 establishments across Brazil, and the Marriott group has 30 under construction. In the Barra da Tijuca neighborhood of Rio alone, six new five-star hotels will put the city's accommodation on a par with world-class facilities like the Museum of Tomorrow.

Embratur is hoping visitors who travel to Brazil for the Olympic Games will find time to see at least one of the country's ecotourism treasures. Within Rio itself, the world's largest urban wooded area, the Tijuca Forest, serves as an escape from the bustle of the metropolis. Further inland, the city of Bonito is the perfect gateway to get your feet wet in the Pantanal.

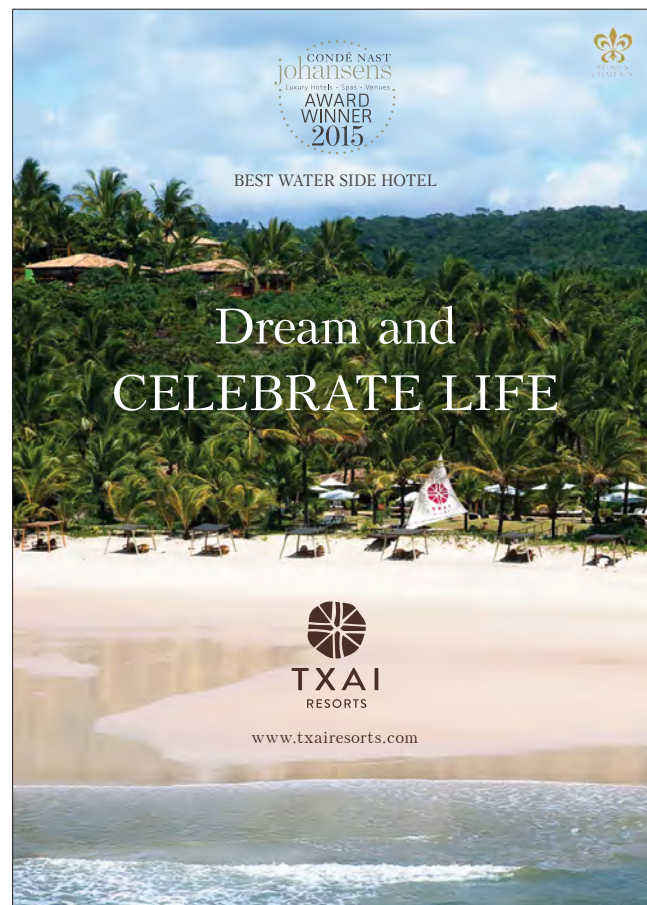
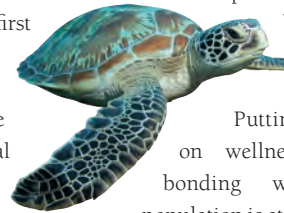
From Manaus, you can discover the depths of the rain forest from places like the Mamirauá Reserve, or simply admire the Meeting of the Waters, where the Amazon River begins.

Being green is all-important to the upscale Txai Resorts, part of the exclusive Relais & Châteaux association of outstanding hotels. Its first resort is nestled in the Itacaré Environmental Protection Area of Bahia State. On the 227-acre pristine beachfront site, Txai focuses on low-density occupation, with just 40 boutique guest apartments and bungalows.

Putting the emphasis on wellness, nature and bonding with the local population is at the heart of Txai's philosophy. "We developed a program to interact fully with the community," José Romeu Ferraz Neto, the president of Txai Resorts, explains. "We finance the production of organic food, buy it for our hotel and help sell the surplus. We bring artisans to the hotel to show their crafts to clients. We also take care of 6,000 turtles year-round under a program called Txaitaruga. I have been visiting many resorts around the world and when I go to ours I often wonder why I traveled so much."

Last year Txai Itacaré won the Relais & Châteaux award for sustainability. Building on its reputation, the brand has two more exclusive, green developments, both in prime unspoiled locations.

The Rio 2016 torch relay passes some of the country's most stunning spots, showcasing its remarkable diversity. The Games are undoubtedly the ideal opportunity for Brazil to reveal its irresistible essence to the world. ■



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Rio de Janeiro

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