



Singapore 2010 Youth Olympic Games Games Impact Study



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Executive Summary





“The Youth Olympic Games vastly exceeded my highest expectations... The list of things that exceeded expectations is extensive, which is why Singapore ranks right up there in terms of the best Olympic Games I have ever attended.”

Jacques Rogge

President, International Olympic Committee

1.1. Introduction

This Triple Bottom Line assessment of the inaugural Youth Olympic Games (YOG), Singapore 2010, by Deloitte, was commissioned by the Singapore Youth Olympic Games Organising Committee (SYOGOC). In making an overall evaluation of the event, the study leveraged separate assessments of the net economic, social and environmental impacts of the Games undertaken by other agencies. The intent of this report is to provide a systematic, thorough and objective assessment of the impacts the Games had on Singapore's profile, economy and society.

It is with pleasure that we conclude Singapore 2010 was a considerable success. It was well organised and created an abundance of positive benefits to Singapore and its citizens at large. It would also deliver positive financial benefits in the longer term. International visitors who were in Singapore to participate in or watch the Games generally had a good experience. The economic benefits of the Games in the long run are estimated to outweigh the overall costs. This report opines that the Games had achieved the objectives set out by the Singapore Government in hosting the Games, and has incorporated suggestions of potential improvements for the delivery of future major events.

1.2. Background

Singapore was selected to host the inaugural YOG which was held from 14 to 26 August 2010 – the first new Games that the Olympic Movement has introduced in 80 years. One of the objectives of creating the YOG is to inspire young people to achieve sports excellence, and at the same time, adopt and live by the Olympic values of Excellence, Friendship and Respect in their everyday life. It is not just about competitive sport, but for young people to balance sport, culture and education. (Olympic.Org, 2009)

Similar to the Olympic Games, the YOG has a cycle of 4 years, with the first Summer YOG hosted in Singapore in 2010 and the first Winter YOG in Innsbruck, Austria in 2012. It is a sport event for young people, balancing sport, culture and education. Young athletes will participate in high-level competitions alongside a Culture and Education Programme (CEP) that focuses on the five themes: Olympism and Olympic values; skills development; well-being and healthy lifestyle; social responsibility; and expression through digital media. Non-athletes (young ambassadors, young reporters etc.) also participated in the CEP activities with young athletes.

All 26 Summer Olympic sports are played in the YOG. In addition, Singapore 2010 also introduced several



youth oriented formats, such as the head-to-head kayak and the 3-on-3 basketball. New team formats such as mixed gender and mixed National Olympic Committee (NOC) teams were also included for the first time with the intent to encourage greater interaction (Olympic. Org, 2009).

1.3. Conduct of Study

1.3.1. Triple Bottom Line Approach

This study adopts the Triple Bottom Line approach to measure the impact of hosting the Games in three

aspects, namely economic, social and environmental. The objectives measured under each of the aspects are summarised in the Figure 1-1.

1.3.2. Surveys and Studies

Prior and during the Games, several groups and organisations were appointed to conduct both quantitative and qualitative surveys, and collect statistics from different groups of participants. These findings were analysed and contributed to the final analysis of this study. Table 1-1 summarises the different surveys where the results were used in the analysis of the impact of the Games.

Figure 1-1: Triple Bottom Line Approach

Economic	Social	Environmental
<ul style="list-style-type: none"> • Measure the financial benefits generated for Singapore from hosting the YOG through an Economic Impact Assessment • Examine the longer term benefits to Singapore in terms of future tourism spending, potential to host future events, etc • Measure media and sponsorship value 	<ul style="list-style-type: none"> • Measure the short term impact of the YOG on Singapore in terms of Youth and Sport Development • Measure the short term impact of the YOG on Singapore's international exposure and social legacy 	<ul style="list-style-type: none"> • Review the environmental endeavours undertaken • Examine outcomes using selected environmental indicators

Table 1-1: Summary of Surveys and Studies undertaken

Survey / Study	Target Group / Scope	Surveyor	Sample Size
<ul style="list-style-type: none"> • International Visitor Spending • Experience during the Games • Desire to revisit Singapore 	<ul style="list-style-type: none"> • International Team Officials • International Athletes • International International Technical Officers / Technical Delegates • International Media • International Spectators 	<ul style="list-style-type: none"> Forbes Research Pte Ltd 	<ul style="list-style-type: none"> 370 370 240 240 380
<ul style="list-style-type: none"> • International Consumer Perceptions 	<ul style="list-style-type: none"> • Australia • China • Canada • France • Germany • Greece • India • Italy • Malaysia • Mexico • Philippines • Senegal • Singapore • Spain • UAE • UK • USA 	<ul style="list-style-type: none"> Ogilvy Public Relations Worldwide 	<ul style="list-style-type: none"> 330
<ul style="list-style-type: none"> • International and Local Media Perceptions 	<ul style="list-style-type: none"> • Africa • Australia • China • Germany • Greece • India • Japan • Korea • Mexico • New Zealand • UAE • UK • USA 	<ul style="list-style-type: none"> Ogilvy Public Relations Worldwide 	<ul style="list-style-type: none"> 56 Media
<ul style="list-style-type: none"> • Reactions to Singapore 2010 • Impact of the YOG on intention to take up new sports • Volunteering for the YOG 	<ul style="list-style-type: none"> • Singaporeans 	<ul style="list-style-type: none"> Singapore Sports Council 	<ul style="list-style-type: none"> 4,124
<ul style="list-style-type: none"> • Sponsorship Impact 	<ul style="list-style-type: none"> • Spectators from Suntec Singapore International Convention & Exhibition Centre, Singapore Indoor Stadium, Toa Payoh Sports Hall, Jalan Besar Stadium and Bishan Sports Hall • Public from Jurong Point, Bugis Junction, Causeway Point and Tampines Interchange 	<ul style="list-style-type: none"> Temasek Polytechnic 	<ul style="list-style-type: none"> 903 Spectators 445 Public
<ul style="list-style-type: none"> • Impact of the YOG on Students 	<ul style="list-style-type: none"> • Primary, secondary and pre-university students 	<ul style="list-style-type: none"> Ministry of Education 	<ul style="list-style-type: none"> 15,531 Primary 37,645 Secondary 14,049 Pre-University
<ul style="list-style-type: none"> • Media Coverage 	<ul style="list-style-type: none"> • International and local broadcast, print and online presence from November 2009 to September 2010 	<ul style="list-style-type: none"> SYOGOC (COM division) 	<ul style="list-style-type: none"> 9,439 media articles
<ul style="list-style-type: none"> • Media Coverage 	<ul style="list-style-type: none"> • International and local viewership and media presence between 1 to 30 August 2010 	<ul style="list-style-type: none"> Fisheye Analytics commissioned by IOC 	<ul style="list-style-type: none"> 61,381 media mentions 266 million reach US\$45 million editorial marketing value

In terms of the direct impact of the YOG over the 13 days, Singapore attracted more than 31,000 international visitors, including 3,180 international athletes and 3,865 international officials.

1.4. Key Highlights of the Impact Studies

1.4.1. Impact on the Singapore Economy

There are a number of ways in which major events such as Singapore 2010 could impact the local economy. Firstly, there are the direct effects, which include increased tourist expenditure, accelerated or increased spending on sports infrastructure and equipment locally before, during and after the Games. Secondly, there are indirect effects resulting from the flow-on of expenditures through the economy such as new businesses and sustenance of employment opportunities. Lastly, there are intangible effects that may translate into direct and indirect impacts in the near or long term, such as the building of portfolios, networking and goodwill created by business dealings and tourism.

In terms of the direct impact of the YOG over the 13 days, Singapore attracted more than 38,000¹ international visitors, including 3,400 international athletes and 2,695² international officials. The estimated gross expenditure from these international visitors was about S\$68.1 million and the resulting value-added benefits to the Singapore economy amounted to S\$41.9 million. Close to 81% of surveyed visitors also expressed interest to revisit Singapore within the next three years. The value added benefits from these returning visitors for the next three years is estimated to be S\$32 million.

In September 2010, Visa³ announced that foreign Visa branded payment cards recorded S\$154 million worth of sales in Singapore based on spending recorded from 11 to 16 August 2010. This represented a 38% increase as compared to the spending recorded between 11 and 26 August 2009. (Press-Release, Visa, 2010) As there

is no conclusive evidence that the owners of the credit cards were in Singapore as a result of Singapore 2010, this amount was not taken into consideration when estimating the net economic impact the Games had on the Singapore economy. Nonetheless, the 28% increase in foreign spending on Visa branded cards suggested that more foreigners visited Singapore during Singapore 2010.

It is also noteworthy that through a conscious effort to include local enterprises to provide goods and services for the hosting of the YOG, out of the total budget of S\$387 million, S\$260 million worth of contracts were awarded to local businesses. This additional local spending during the recession had immense impact in both business and job sustenance.

From a longer term perspective, many of the Singapore 2010 events were strategically planned to showcase Singapore's iconic skyline, attractions and tourist destinations. The opening and closing ceremonies were held at the Float@Marina Bay, where the new Marina Bay Financial Centre and the Marina Bay Sands formed part of the city skyline in the background. This was intentional to make full use of the global media coverage to showcase Singapore's spectacular skyline to a world audience. (Chan, 2010)

More significantly, with the participation of 205 NOCs⁴ in Singapore 2010, representatives from an extensive number of territories traditionally excluded from the outreach of Singapore's marketing efforts gained first-hand experience of Singapore's culture and attractions.

¹Refer to Table 2-1 for the breakdown of international visitors.

²Includes 1,853 international team officials and 842 international technical officers/ technical delegates.

³VISA was the official credit card of Singapore 2010

⁴Extracted from Singapore 2010 Official Report – Blazing the Trail

Singapore 2010, with its introduction of several new sports to Singapore, piqued the interest of the Singapore population and inspired them to be more active to take up new sports.

1.4.2. Contributions to the Singapore Spirit

1.4.2.1. A Platform to Bond

Singapore 2010 witnessed one of the biggest gatherings of nations in the history of Singapore. It presented a unique window of opportunity for Singapore to demonstrate the nation's values, passion and commitment to the rest of the world. SYOGOC's large workforce of mostly Singaporean volunteers demonstrated the Singapore Spirit, by working together to support one another, during the bid, preparation and delivery of the Games. Singapore 2010 was truly a platform for the promotion of national cohesion, bonding and harmony as Singaporeans from different age groups, ethnic and professional backgrounds united for a common cause – to deliver the best Games possible.

Through a survey commissioned by the Ministry of Education (MOE), the responses collated from primary, secondary and pre-university students showed that sport has a positive impact on social cohesion and promotes inter-racial and inter-religious harmony. These findings were further supported by a separate survey of the general public, conducted by the Singapore Sports Council (SSC), where 81% of the respondents agreed that sports bring people together regardless of race.

The national pride of Singaporeans that bonded the nation as a whole was best witnessed during the Journey of the Youth Olympic Flame (JYOF). The all-inclusive approach of the Games, the spirit of Olympism, touched an estimated 208,000⁴ locals from all walks of life, generating excitement and leaving lasting memories within the community that would be cherished in the years to come.

The strong display of the Singapore Spirit was echoed by a survey conducted by SSC, where 85% of Singaporeans indicated they are proud to see Singapore host the inaugural YOG.

1.4.2.2. Showcasing Singapore

As a milestone event for Singapore, Singapore 2010 was a good platform to raise the profile of sports in Singapore and promote the adoption of sports as an integral part of the Singapore lifestyle. The Singapore Government also intended to leverage Singapore 2010 to promote growth in the sports industry and garner support for sport events in order to better position as the regional sports hub.

With this in mind, SYOGOC promoted the YOG and the learning of different cultures and sports with maximum reach by employing various broadcasting channels and mediums. This included traditional avenues such as television, radio, outdoor and print advertisements, as well as new digital media like website, online news and broadcast, and social media, which had the most effective reach to the YOG's primary target audience with an age group of 12 to 24.

The media coverage not only promoted the Games but also enlarged the visibility and media attention on Singapore, presenting it as a peaceful, diverse, efficient and dynamic city. This image contributed to the positive impression on potential investors and organisers of mega events, who may consider Singapore as a location of choice for their upcoming projects.



1.4.2.3. The Legacy Beyond the Games

Singapore 2010, with its introduction of several new sports to Singapore, piqued the interest of the Singapore population and inspired them to be more active to take up new sports. Three new National Sports Associations (NSAs) for handball, wrestling and cycling were set up in preparation for the Games. Structured programmes to groom young athletes for future sport events were also enhanced.

Further, the Ministry of Community Development, Youth and Sports (MCYS), SSC, a number of government agencies, as well as non-governmental organisations (NGOs) were also actively promoting sports participation to youths and the general community at both recreational and competitive level.

To sustain the momentum generated by the YOG beyond the Games, the Singapore Government also gave its support to promote sports in Singapore through various means – funding and providing support-in-kind to NSAs, local and international events; developing programmes such as the Satellite Centre for Sports Development (SCSD); and holding the first Singapore Biennial Games.

Combined with the accessibility of world-class sports infrastructure, the Singapore Government hoped that these would facilitate a greater appreciation for sports

and more people would adopt sports as an integral part of their lives.

Singapore 2010 received tremendous support from the local community with more than 20,000⁴ people from all walks of life offering their services as volunteers. With the knowledge and experiences gained from the training, interaction with international and local experts and hosting of the Games, Singaporean officials, volunteers and staff are now better equipped to host and manage world class international sport events.

With the considered efforts to grow a sizeable core group of resources in the sports arena, a large pool of Singapore officials have been trained and are now qualified to officiate in world-class competitions. Singaporean athletes have also been inspired to push themselves to the next level in the international competitive arena.

The YOG also left behind several physical legacies to commemorate the historic event, including the Youth Olympic Park (YOP) and the Olympic Walk. These physical legacies would serve as constant reminders of Singapore's historic contribution to the development of the Olympic movement. The hosting of the first ever Youth Olympic Games has and would continue to instil a strong sense of national pride amongst Singaporeans over the next few generations.



SINGAPORE 2010
YOUTH OLYMPIC GAMES



DAYS

118

07

HOURS

40

MINS

15

SECS

to the opening ceremony on
14th August 2010



OMEGA

OFFICIAL TIMEKEEPER

GIORGIO ARMANI

1.4.3. Reinforcement of Singapore's Environmental Efforts

SYOGOC had two broad objectives in the environmental aspect: to organise the YOG in an environmentally friendly, economically viable and socially responsible manner; and to use the YOG as a platform to increase the general awareness of environmental protection and conservation amongst Singaporeans and participants of the YOG.

To achieve these objectives, eight programmes were developed to generate environmental awareness among the different groups of participants, as well as incorporating environmental considerations into the planning and execution of the Games.

Education was identified as the key to raising awareness and changing attitudes towards environmental issues. Publications highlighting good environmental habits were distributed, and talks, workshops and training were conducted for the public and participants of the YOG. Sponsors, government agencies, NGOs, community groups and student bodies were also engaged in leading and organising activities to promote environment protection and conservation.

In addition, activities and initiatives were introduced to promote appreciation of urban greeneries. For example, activities were implemented to engage athletes via the Exploration Journey at the HortPark. The athletes also had the opportunity to learn more about responsible water management and how Singapore managed its water supplies during a visit to the Marina Barrage.

Further, a Tree Dedication Ceremony for the 205 NOCs and International Sports Federations (IFs) at the Marina Bay Waterfront Promenade served as efforts to remind athletes and officials about the need to do their part in conserving nature and the environment.

In total, 2,444⁴ people participated in the environmental related initiatives and programmes and 15,745⁴ pledges for the environment were received. Participants brought home the environmentally friendly habits and key environmental messages, which could influence those around them. More significantly, the environmental programmes were in line with Singapore's efforts on sustainable development for the environment, and further reinforced Singapore's efforts as a responsible nation for the environment.

1.5. Conclusion

Hosting the YOG, after only two and a half years of preparation, was not an easy feat given the amount of logistics and coordination required. In this aspect, Singapore did well to demonstrate its capabilities to organise a mega event, garnering support not only from the public sector, but also the private sector and more importantly the community at large. The success of the YOG provided Singapore with the credentials to be considered as one of the prime locations for hosting future sport events, as well as meeting, incentive, convention and exhibition (MICE) events.

The YOG served as a platform to propel Singapore on a new growth trajectory in the pursuit of sports excellence, strengthening its sporting culture and growing the sports industry. International standard sports infrastructure – combined with the support and promotion of the Games and sports in general – has led to a greater interest in sports participation, and a more active sporting culture amongst Singaporeans, hence enhancing the ecosystem for a sporting career.

Singapore 2010 has also contributed significantly to the social fabric, providing a common cause for Singaporeans to come together to deliver with the Singapore Spirit. It has been a catalyst to better social graciousness, and has contributed to social bonding as well as instilled a strong sense of national pride.

Fulfilling its promise to host a green YOG, SYOGOC focused its environmental initiatives on existing conservation and environmental programmes, with an emphasis on educating and creating awareness among the athletes, officials and general public to achieve the goal of a sustainable Singapore. These initiatives should reap long term benefits both locally and globally when participants adopt the environmentally friendly habits and subsequently influence their friends and families.

With the positive long term economic impact, the spur to the development of the sports industry and a sporting culture in Singapore, as well as the long term benefits from the awareness on conservation and environmental issues created amongst the YOG participants and the general public, it would be fair to conclude that SYOGOC had indeed achieved the objectives it had set out for itself, in organising Singapore 2010.

Economic Impact





2.1. Key Highlights

2.1.1. Increasing Operating Costs

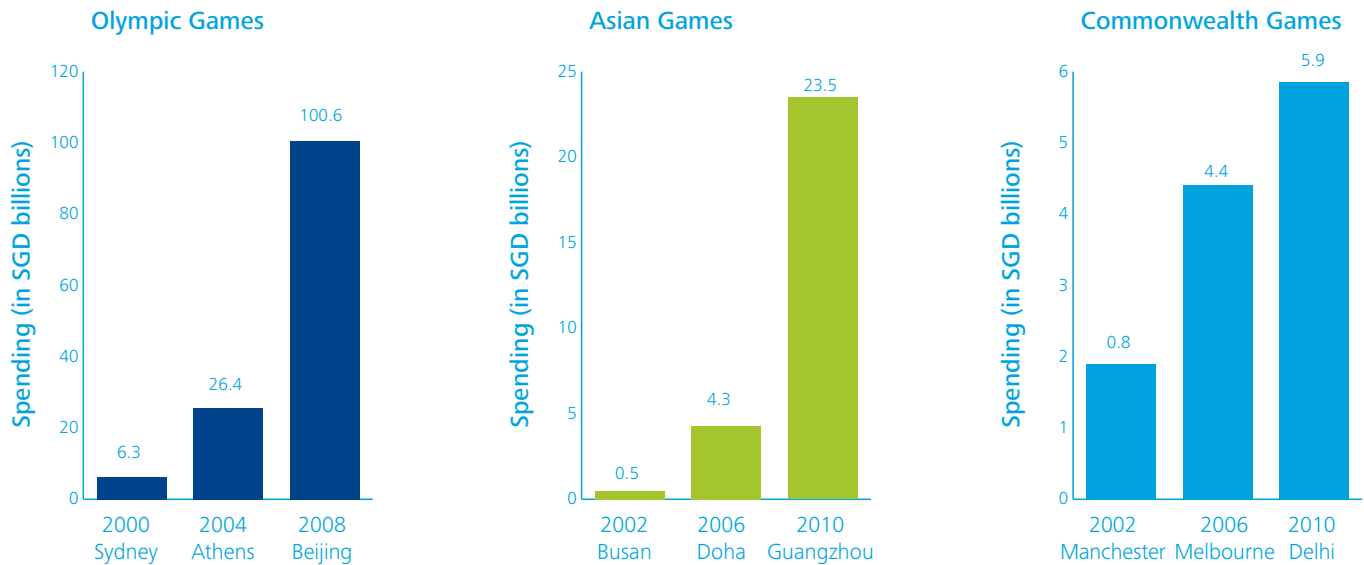
Operating costs of the Olympic Games have been steadily increasing. Beijing allegedly spent S\$100.6 billion¹ hosting the 2008 Olympic Games. This was almost four times the amount spent by Athens in 2004, which was S\$26.4 billion². Prior to these two Games, Sydney was reported to have spent S\$6.3 billion³ hosting the 2000 Olympic Games.

The escalating trend of operating costs has also been observed in other smaller scale sport events such as the

Asian Games and the Commonwealth Games. As host cities for the Asian Games, Doha spent S\$4.3 billion⁴ for the two-week competition in 2006, while Guangzhou reported a spending of S\$23.5 billion⁵ in 2010.

Similarly, host cities of the Commonwealth Games have experienced significant increases for the 2002 and 2010 editions. The organising committee for the Delhi 2010 Games spent S\$5.9 billion⁶, an amount that was 3.1 times that of Manchester (2002, S\$0.8 billion⁷), and about 1.35 times that of Melbourne (2006, S\$4.4 billion⁸).

Figure 2-1: Olympic Games, Asian Games and Commonwealth Games Spending



¹US\$70 billion @ historical exchange rate (x-rates.com) on 31 December 2008 of 1.4377 (Source: <http://www.bloomberg.com/news/2010-11-25/china-to-close-asian-games-with-budget-topping-london-olympics.html>)

²€13 billion @ historical exchange rate (x-rates.com) on 10 August 2005 at 2.03223 (Source: <http://www.greekembassy.org/Embassy/content/en/Article.aspx?office=3&folder=200&article=15561>)

³AUS\$6.5 billion @ historical exchange rate (x-rates.com) on 31 December 2002 of 0.976049 (Source: <http://www.parliament.uk/briefingpapers/commons/lib/research/briefings/sns-03790.pdf>)

⁴US\$2.8 billion @ historical exchange rate (x-rates.com) on 29 December 2006 of 1.5338 (Source: <http://www.ameinfo.com/47814.html>)

⁵US\$18.3 billion @ historical exchange rate (x-rates.com) on 31 December 2010 of 1.28244 (Source: <http://www.bloomberg.com/news/2010-11-25/china-to-close-asian-games-with-budget-topping-london-olympics.html>)

⁶US\$4.6 billion @ historical exchange rate (x-rates.com) on 31 December 2010 of 1.28244 (Source: <http://www.2point6billion.com/news/2010/10/15/delhi-cwg-vs-beijing-olympics-7618.html>)

⁷£300 million @ historical exchange rate (x-rates.com) on 31 December 2002 of 2.7928 (Source: <http://www.independent.co.uk/sport/general/others/commonwealth-games-corruption-chaos-amp-a-race-to-avert-a-crisis-2057234.html>)

⁸US\$2.9 billion @ historical exchange rate (x-rates.com) on 29 December 2006 of 1.5338 (Source: http://www.thebigopportunity.org.uk/uploads/4/0/0/1/4001782/econ_impact_report_of_melbourne_games.pdf)

Singapore 2010's revised budget was publicly announced on 7 July 2010. Although the revised budget was about three times the original bid budget of S\$114 million⁹, even at S\$387 million¹⁰, it is an indication of the relative prudence in comparison with other major Games (Table 2-4), notwithstanding that there were no major constructions for Singapore 2010.

It should also be noted that S\$260 million (96% of the budget increment) in contracts were awarded to local enterprises for goods and services for the Games. This deliberate effort to choose local enterprises had not only provided them with an opportunity to enter into the global sports industry but also gave them valuable experiences which enriched their portfolio. The additional business in a year of recession would also have a positive impact on the local economy, such as sustaining employment for Singaporeans during the 2008/2009 global economic crisis.

2.1.2. Direct Economic Impact During the Games

It was estimated that Singapore attracted more than 38,000 international visitors during the Games including 3,400 international athletes and 2,695¹¹ officials. When surveyed, close to 81% of these visitors expressed interest to revisit Singapore again within the next three years.

The conservative estimated gross expenditure from these visitors, over the 13 days when the YOG was held was S\$68.1 million (Table 2-2) and the resulting value-added benefits to the Singapore economy amounted to S\$41.9 million. These estimates were made using data from a survey conducted by Forbes Research Pte Ltd (Forbes) during the Games period.

According to a press release issued by Visa¹² in September 2010, foreign Visa branded payment cards recorded S\$154 million worth of sales in Singapore based on spendings made from 11 to 16 August 2010. This was 28% more than the spendings recorded between 11 and 26 August 2009. (Press-Release, Visa, 2010) As there was no conclusive evidence that the owners of the credit cards were in Singapore as a result of the YOG, this amount was not taken into consideration when estimating the net economic impact.

Nonetheless, the increase in foreign spending on Visa branded cards suggested that more foreigners visited Singapore during the YOG.

2.1.3. Brand Equity of Singapore as Prime Location for Sport and MICE Events

Many of the Singapore 2010 events were strategically planned to showcase Singapore's iconic skyline, attractions and tourist destinations. The opening and closing ceremonies were held at The Float@Marina Bay, against the backdrop of the city skyline which included the new Marina Bay Financial Centre and the Marina Bay Sands. This was intentional to make full use of the global media coverage to showcase Singapore's spectacular skyline to a global audience comprising potential tourists and investors.

Hosting Singapore 2010 after only two and a half years of preparation was by no means an easy feat, given the amount of logistics and coordination required. In this aspect, Singapore clearly demonstrated its capabilities to organise mega events, garnering support from the government, private sector and the community at large. The success of Singapore 2010 was a strong credential to Singapore's claim as one of the prime locations for hosting mega sport events, as well as MICE events.

2.2. Economic Impact Assessment (EIA)

2.2.1. Introduction

In a quest to create a vibrant sports industry in Singapore, SSC and the Singapore Economic Development Board (EDB) are jointly working towards the goal of the sports industry contributing an amount of S\$2 billion to the nation's Gross Domestic Product (GDP) by the year 2015. One of the tactics to achieve this target was for Singapore to host international sport events. The hosting of major Games is expected to inject vibrancy to the sports industry, as well as contribute positively to the Singapore economy in the long run.

In this sub-section, the report will focus on the assessment of the economic impact of hosting the YOG in Singapore from 14 to 26 August 2010 by measuring the direct and indirect economic contributions made.

⁹US\$75 million @ historical exchange rate (x-rates.com) on 10 August 2007 of 1.5235 (Source: Singapore Candidature File Volume 1)

¹⁰Source: <http://www.insidethegames.biz/youth-olympics/2010/10526-singapore-admits-it-got-budget-for-youth-olympics-qwrongq>

¹¹Includes 1,853 international team officials and 842 international technical officers/ technical delegates.

¹²VISA was the official credit card of Singapore 2010

2.2.2. EIA Methodology

The Ministry of Trade and Industry (MTI) and Singapore Tourism Board (STB) were consulted on the EIA methodology and their experience in the economic impact analysis of events being held in Singapore.

The economic impact is estimated using value-added¹³ (VA) multipliers for the various expenditure items derived from the Input-Output tables. A multiplier measures the impact on the total economy as a result of an initial autonomous change in any of the final demand components. The total VA multiplier encompasses both the direct economic benefits made to companies that directly supply goods and services to foreigners, and the indirect economic benefits to other industries as a result of demand generated by those companies directly affected. For this study, VA multipliers used were obtained from MTI, calculated based on the latest Input-Output tables 2005.

According to the established methodology used in MTI's studies of economic impact of public sector activities, only capital injected into Singapore from international visitors¹⁴ would be considered in the economic impact analysis. Expenditures by SYOGOC and other Singapore entities in preparation of the Games, and local spectators for Singapore 2010 are to be excluded, because these represented displaced expenditure that could have been spent elsewhere in the Singapore economy, if not spent on Singapore 2010.

2.2.3. Background on EIA for Singapore 2010

Prior to Singapore 2010, STB projected an estimated economic benefit of S\$29.05 million using a similar methodology as described previously. The estimated number of foreigners attending the events was provided by SYOGOC, and expenditure figures were estimated using the per diem expenditure captured in the survey conducted by STB.

A trial EIA was conducted by SSC for the first Asian Youth Games (AYG) that was held in Singapore from 29 June to 7 July 2009. The report was completed with inputs from MTI and STB. The full report, which included the questionnaire, methodology and learning points of the experience, was shared with SYOGOC and it was decided that the same methodology would be deployed for the Singapore 2010 EIA. Forbes was engaged to carry out the fieldwork. In addition to some adjustments to the questionnaire, SYOGOC decided to omit surveying international VIPs, sponsors and international volunteers, as their expenditures were not representative of the spending of a usual Games visitor.

2.2.4. Survey Operations and Response Rate

Using the AYG's questionnaire as a basis, SYOGOC and Forbes developed the questionnaire for the EIA and performed the fieldwork and data entry to collect and tabulate the survey responses, with a sampling error of 5% to 6%. The response rates and associated margins of error are shown in Table 2-1, extracted from the report submitted by Forbes.

2.2.5. Total Economic Impact

Based on survey results, the average expenditure per visitor throughout the stay in Singapore was estimated for the different groups of visitors. The total expenditure incurred by each group was then estimated by extrapolating the expenditure per visitor for the estimated population in the group. Multipliers obtained from MTI were applied to the different expenditure items within each group to obtain the VA contribution to the Singapore economy.

From this basis, the total VA contribution was estimated at S\$41.9 million (Table 2-2, extracted from the report submitted by Forbes). Tables AppA 1 to AppA 8 in Appendix A show the detailed breakdown in expenditure items for each group and the multipliers applied for the different expenditure items.

¹³Value-Added (VA) is the amount of wealth created by a company by taking into account net sales less the cost of bought-in goods and services. It corresponds to the company's contribution to the overall Gross Domestic Product (GDP) of the economy.

¹⁴International visitors refer to individuals who reside outside Singapore and came to Singapore either specially for the YOG 2010 (Induced Visitors), or spent on YOG while they were visiting Singapore for other purposes (Base Visitors). For Base Visitors, only expenditures on the extended days of stay in Singapore due to YOG 2010 would be considered for economic impact. This excludes foreigners who have obtained Permanent Residence in Singapore, and foreigners with work permit/employment pass/student pass/dependent pass in Singapore.

Table 2-1: Response Rates and Associated Margins of Error (Breakdown by Groups)

	Estimated Population	Number of Valid Responses	Margin of Error ¹⁵
International Team Officials	1,853	370	4.7%
International Athletes	3,400	370	5%
International International Technical Officers/ Technical Delegates (ITOs/TDs)	842	240	5.5%
International Media	1,170	240	5.8%
International VIPs & Sponsors ¹⁶	1,301	Not surveyed	Not applicable
International Volunteers ¹⁶	490	Not surveyed	Not applicable
International Spectators ¹⁷	29,500	380	5.1%
TOTAL	38,556	1,600	

Table 2-2: Total Economic Impact (Breakdown by Groups)

	Expenditure (S\$) (exclude GST)	Value Add (VA) to Economy (S\$) ¹⁸
International VIPs & Sponsors	\$1,827,808.47	\$1,065,280.92
International Media Officials	\$6,017,098.91	\$4,216,835.44
International Athletes	\$998,537.83	\$357,225.04
International Team Officials	\$1,427,397.45	\$552,453.45
International Technical Officials	\$644,078.04	\$286,158.17
International Spectators	\$47,776,285.45	\$29,003,309.44
International Volunteers	\$713,674.16	\$402,629.84
SYOGOC Financial Receipts from IOC:		
Catering & Kitchen	\$6,610,000.00	\$4,362,600.00
Housekeeping & Laundry	\$2,090,000.00	\$1,651,100.00
TOTAL	\$68,104,880.31	\$41,897,592.30

¹⁵Calculated with the formula $e2 = [(N/n) - 1]/N$

¹⁶International VIPs, sponsors and volunteers were not surveyed. The expenditure of international VIPs and sponsors was estimated using the projected per diem expenditure of typical international business associates. International volunteers were assumed to take on similar spending pattern as a visiting tourist. Both figures were obtained from STB Research and Statistics Department for year 2010.

¹⁷Total number of international spectators was estimated based on the following methodology – A total of 45,725 tickets were identified to be sold to international visitors throughout the duration of Singapore 2010 (data from SYOGOC on 30 March 2011). Since the survey did not ask how many events did each international spectator attend, estimation based on survey of international spectators during AYG 2009 was applied at an average of 1.55 events per spectator. It was thus estimated that about 29,500 unique international individuals attended the YOG events.

¹⁸Weighted average of multipliers for the different groups was derived based on the different expenditure items within each group. Some groups may have a lower multiplier due to higher proportion of spending on expenditure items that have lower multipliers, e.g. shopping. Please refer to Tables AppA-1 to AppA-8 for the breakdown by expenditure items for the different groups.

2.3. Visitor Spending

2.3.1. Pre-Games and Games Time

The Singapore economy saw a boost in international visitor spending during Singapore 2010, with spending on international Visa branded payment cards reaching S\$154 million based on spendings recorded from 11 to 16 August 2010. This was a 38% increase as compared to the spendings recorded between 11 and 26 August 2009. (Press-Release, Visa, 2010)

In the lead up and the first two days of the Games (11 to 15 August 2010), more than S\$57 million¹⁹ was spent by international visitors to Singapore on Visa branded payment cards, a 45% increase from the same period in 2009. Top contributors to visitor spending in Singapore on Visa branded payment cards included Australia, China, Indonesia, Japan, Malaysia, the United States (US) and the United Kingdom (UK).

Visa also reported that on 14 August 2010, the opening day of Singapore 2010, more than S\$11 million²⁰ was spent by international visitors on Visa branded payment cards in Singapore, an increase of nearly 50% over the same day in 2009. (Press-Release, Visa, 2010)

2.3.2. Beyond the Games

As part of the impact analysis survey, the respondents were asked if they would revisit Singapore in the next three years. Table 2-3 summarises the response from each target group, extracted from the report submitted by Forbes.

Based on the results in Table 2-3, the economic benefits of hosting Singapore 2010 would not end with the Games. Conservatively, the economic benefit from the returning international visitors for the next three years

was estimated at S\$51.9 million and the corresponding VA to the economy was estimated at S\$32 million. This estimate excluded additional foreigners who plan to visit Singapore after watching the YOG overseas.

Most Summer Olympic Games host cities expect the economic impact of the Games to last 20 to 50 years. Host cities of Summer Olympics such as Sydney and Beijing have reported an increase in the number of tourists following the end of the Olympic Games. Reports from the China Academy of Tourism indicated that the Olympic impact would last for three to five years, with a 7% increase in inbound travellers every year. (Wang, 2008) As Singapore is the first city to host the YOG, the Games legacy is expected to carry on for the next few decades.

2.4. Singapore 2010 vs Other Games

2.4.1. Budget vs Actual

The upward revision of the original budget is not a process that is new to the International Olympic Committee (IOC). In fact, host cities of the Olympic Games have always been very optimistic when drafting the budget for their bid submission. Sydney managed to keep its operating costs close to their original estimate. Athens and Beijing each incurred an additional cost of S\$16.8 billion and S\$97.6 billion respectively on top of what they had originally budgeted for (Table 2-4).

In the case of Singapore, more than 96% of the additional budget was paid to local enterprises, which created job opportunities locally during the 2008/2009 global financial crisis. The additional benefits of this increased local spending (such as upgrading works to existing sports facilities and equipment) will be described in detail in Section 3 Social Impact.

¹⁹US\$42.5 million @ historical exchange rate (x-rates.com) on 19 August 2010 of 1.35112 (Source: http://www.visa-asia.com/ap/sea/mediacenter/pressrelease/NR_SG_190810.shtml)

²⁰US\$8.3 million @ historical exchange rate (x-rates.com) on 19 August 2010 of 1.35112 (Source: http://www.visa-asia.com/ap/sea/mediacenter/pressrelease/NR_SG_010910.shtml)

Table 2-3: Summary of Desire to Revisit Singapore in the Next Three Years

	Survey Population Size	Yes	No
International Media Officials	238	69.7%	30.3%
International Athletes	370	90.8%	9.2%
International Team Officials	369	84.3%	15.7%
International Technical Officials	239	74.1%	25.9%
International Spectators	380	77.9%	22.1%
Total Population / Weight Average Response	1,596	80.6%	19.4%

Table 2-4: Comparison of Budget against Actual with other Olympic Games

	Original Budget Submitted with Bid Documents	Actual / Estimated Operating Costs	Difference Between Actual and Budget	% increase in Costs Over Budget
Sydney 2000	S\$3.047 billion ²¹	S\$6.328 billion ²²	S\$3.281 billion	108% ↑
Athens 2004	S\$9.622 billion ²³	S\$26.419 billion ²⁴	S\$16.796 billion	175% ↑
Beijing 2008	S\$2.955 billion ²⁵	S\$100.6 billion ²⁶	S\$97.645 billion	33,044% ↑
Singapore 2010	S\$115 million	S\$387 million	S\$272 million	237% ↑

Table 2-5: Comparison of Demographics of the Various Games

	Duration	Number of International Athletes	Number of Sports	Number of Participating Nations	Net Economic Impact	% of VA Over Expenditure
Singapore 2010	13 days	3,400	26	205	S\$41.9 million	11%
AYG 2009	9 days	1,200	9	45	S\$2.7 million ²⁷	18%
Vancouver 2010 (Winter Olympic) ²⁸	17 days	2,566	16	82	S\$3.2 billion ²⁹	132%
Asian Games 2010	15 days	9,704	42	45	Not applicable	Not applicable

²¹AUS\$3.014 billion @ historical exchange rate (x-rates.com) on 31 December 1998 at 1.01091 (Source: <http://www.audit.nsw.gov.au/publications/reports/performance/1999/olympics/olympics99.pdf>)

²²AUS\$6.484 billion @ historical exchange rate (x-rates.com) on 31 December 2002 at 0.976049 (Source: <http://www.audit.nsw.gov.au/publications/reports/financial/2002/vol2/costofolympicgames.pdf>)

²³€4.5 billion @ historical exchange rate (x-rates.com) on 13 November 2004 at 2.13822 (Source: <http://www.greekembassy.org/Embassy/content/en/Article.aspx?office=3&folder=200&article=14269>)

²⁴€13 billion @ historical exchange rate (x-rates.com) on 10 August 2005 at 2.03223 (Source: <http://www.greekembassy.org/Embassy/content/en/Article.aspx?office=3&folder=200&article=15561>)

²⁵US\$1.6 billion @ historical exchange rate (x-rates.com) on 31 December 2001 at 1.847 (Source: <http://www.china-embassy.org/eng/gyzg/t157967.htm>)

²⁶US\$70 billion @ historical exchange rate (x-rates.com) on 31 December 2008 of 1.4377 (Source: <http://www.bloomberg.com/news/2010-11-25/china-to-close-asian-games-with-budget-topping-london-olympics.html>)

²⁷Extracted from the Economic Impact of the Inaugural Asian Youth Games (AYG 2009) report

²⁸Impact was accumulated from January 2003 to March 2010.

²⁹CS\$2.5 billion @ historical exchange rate (x-rates.com) on 31 December 2010 of 1.28629 (Source: <http://www.calgaryherald.com/sports/Vancouver+Olympics+generated+billion/3997570/story.html>)



2.4.2. Games Statistics

Based on the net economic impact computed for the AYG by SSC in August 2009, the economic impact from Singapore 2010 was 15 times higher than the AYG. This was mainly due to the difference in the profile of the Games – Singapore 2010 had more participating countries, athletes, spectators and officials, a longer duration, and a higher number of international spectators than the AYG (Table 2-5).

It was estimated that the incremental economic impact (from January 2003 to March 2010) of hosting the 2010 Winter Olympic and Paralympic Winter Games in British Columbia, Vancouver amounted to S\$3.2 billion²⁹, of which S\$1.6 billion³⁰ was spent on venue construction and construction by third party investors. 45,500 additional jobs were created and incremental tourism amounted to S\$596 million³¹.

The 2010 Asian Games in Guangzhou was held for 15 days with a total of 9,704 athletes from 45 countries participating in 42 sports (28 Olympic and 14 non-Olympic sports). Guangzhou spent S\$23.5 billion³² to host the 2010 Asian Games, of which S\$21.2 billion³³ was for the construction of new infrastructure (including a metro system, roads, and environment protection and water treatment projects). Out of the S\$2.6 billion³⁴ that was budgeted for the Games competition, S\$1.2 billion³⁵ was budgeted for the construction of 12 new stadiums and upgrading of 58 existing structures. At the end of the day, the Games operations budget worked out to be S\$1.4 billion³⁶.

In comparison, the S\$387 million budgeted expenditure for Singapore 2010 stood at 27.6% of the operations budget for the Asian Games in Guangzhou, making Singapore 2010 more cost efficient on a “spending per sport per day” or “per athlete per day” basis.

Singapore recorded S\$12.3 million in revenue, with S\$5.9 million³⁷ from ticket sales, S\$5.8 million³⁸ from the sale of merchandise and S\$0.6 million³⁸ from royalty as of December 2010. Comparatively, the IOC and the Sydney Organising Committee for the 2000 Olympic Games (SOCOG) reported approximately S\$5.2 billion³⁹ of revenue from 1997 to 2000 from the marketing of the Games.

2.5. Value for Home-Grown Enterprises

Of the S\$387 million spent by SYOGOC, S\$260 million⁴⁰ worth of contracts were awarded to local companies such as Cityneon Holdings and Pico Global Services for events and exhibition services, ComfortDelGro for transport services, Singapore Food Industries and Select Group for catering services, Certis CISCO for provision of auxiliary police, NCS for software system and data centre management services, and Purechem Veolia for cleaning services.

Over the course of preparing for the Games, SYOGOC called for 128⁴¹ tenders of which 102⁴¹ were awarded in whole or in parts to local or locally registered contractors. Figure AppA-1 in Appendix A shows the list of local contractors appointed to work with SYOGOC (Table 2-6).

Table 2-6: Award of Contracts to Local Enterprises

	Total	Awarded to Local Enterprises	Percentage
Amount Spent	S\$387 million	S\$260 million	67%
Number of Tenders	128 tenders	102 tenders	80%

²⁹C\$1.22 billion @ historical exchange rate (x-rates.com) on 31 December 2010 of 1.28629 (Source: http://www2.news.gov.bc.ca/news_releases_2009-2013/2010FIN0070-001556.htm)

³¹C\$463 million @ historical exchange rate (x-rates.com) on 31 December 2010 of 1.28629 (Source: http://www2.news.gov.bc.ca/news_releases_2009-2013/2010FIN0070-001556.htm)

³²US\$18.3 billion @ historical exchange rate (x-rates.com) on 31 December 2010 of 1.28244 (Source: <http://www.bloomberg.com/news/2010-11-25/china-to-close-asian-games-with-budget-topping-london-olympics.html>)

³³109 billion yuan @ historical exchange rate (x-rates.com) on 31 December 2010 of 0.194241 (Source: http://www.chinadaily.com.cn/china/2011-03/04/content_12113064.htm)

³⁴13.6 billion yuan @ historical exchange rate (x-rates.com) on 31 December 2010 of 0.194241 (Source: http://www.chinadaily.com.cn/china/2011-03/04/content_12113064.htm)

³⁵6.3 billion yuan @ historical exchange rate (x-rates.com) on 31 December 2010 of 0.194241 (Source: <http://www.chinahourly.com/bizchina/12558/>)

³⁶7.3 billion yuan @ historical exchange rate (x-rates.com) on 31 December 2010 of 0.194241 (Source: <http://www.chinahourly.com/bizchina/12558/>)

³⁷Obtained from SYOGOC

³⁸Extracted from Singapore 2010 Games Manual – Licensing & Merchandising (LNM)

³⁹US\$3 billion @ historical exchange rate (x-rates.com) on 29 December 2000 of 1.7315. (Source: http://www.olympic.org/Documents/Reports/EN/en_report_250.pdf)

⁴⁰Source: http://app.mfa.gov.sg/pr/read_content.asp?View,15185,

⁴¹Source: SYOGOC list of tenders awarded

As service providers for Singapore 2010, local companies were given a global platform to showcase and enhance their capabilities and track records. Through the products and services provided, they gained valuable experiences and exposures to an international audience. Additionally, the association with an Olympic event added credibility to their list of corporate credentials. These in turn enhanced their brand and industry standing, hence providing them with an added advantage when the need to bid for contracts in local and international markets arises.

On a national level, hosting Singapore 2010 has also raised the profile of Singapore in the international media spotlight. This has enhanced the value proposition of Singapore as a desirable destination for future mega events, sport-related or otherwise, which is expected to contribute to the Singapore economy in the longer term. In sport events alone, Singapore is planning to host the Li-Ning Singapore Open Super Series for badminton and World Netball Championship. The prospect of hosting the ITTF Women's World Cup and the FIVB Beach Volleyball World Tour is also being explored.

Furthermore, with Singapore being showcased as an efficient and reliable venue for large scale events

through the YOG, more MICE opportunities for Singapore is likely to come its way. In the case of Sydney, by using the Olympic Games as a means of differentiating themselves as a MICE destination, they managed to secure 202 bids for MICE events from the time the Olympic bid was won to the end of 1999. This resulted in an estimated economic value of S\$12 billion⁴² and increased MICE opportunities for Melbourne as well. (Chan, 2010)

2.6. Media Value

2.6.1. New Media and Traditional Media

Engaging the youth was one of the main themes adopted by SYOGOC when planning their marketing and communications strategy. As the primary target audience (aged 12 to 24) was more effectively reached through digital media, 77% of the S\$3.5 million media budget was specifically spent on online media (Table 2-7).

Various online executions such as banner advertisements (static and expandable flash versions), video banners and other online formats were developed and posted on online media such as the Singapore 2010 website (<http://Singapore2010.sg>) and the WhyOhGee microsite (<http://www.whyohgee.sg>).

Table 2-7: Media Value from Singapore 2010 Promotion Campaign⁴³

Media	Channels	Region / Country	Budget Spent	Total Media Value	ROI
Online	MSN, Yahoo, Facebook, Tribal Fusion, Admax, Viacom	Asia, UK, France, Germany, Netherlands	S\$2,669,553	S\$5,390,018	2.0
TV	MTV	Asia	S\$400,00	S\$1,971,969	4.9
	MediaCorp – Channel 5, Channel 8 and Channel U	Singapore	S\$190,000	S\$441,700	2.3
Outdoor	SBS Buses	Singapore	S\$80,835	S\$119,850	1.5
Radio	Class 95 and Yes 93.3	Singapore	S\$122,019	S\$215,772	1.8
TOTAL			S\$3,462,407	S\$8,139,309	2.4

⁴²AUS\$9.2 billion @historical exchange rate (x-rates.com) on 31 December 2010 of 1.3045. Source: http://qmss.columbia.edu/files_qmss/mce_shared/Chan_Michelle.pdf
⁴³Extracted from Singapore 2010 Youth Olympic Games Advertising Campaign Report

In addition, a YOG themed Personal Expression Pack – using the YOG mascots Lyo and Merly as backgrounds, display pictures and 3-dimensional emoticons and animations in live chats – was developed in collaboration with MSN Messenger. The campaign with MSN which took place from late January to early March 2010 generated over 1.5 million downloads of the Personal Expression Pack by users of MSN Messenger from Australia, China, Hong Kong, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Thailand, Taiwan and UK.

For the traditional media, a total of 45 versions of the TV commercial were produced in different durations (60-second, 30-second and 20-second) with language subtitles for use in various media platforms, including broadcast, outdoor screens, online and rights holding broadcasters, international sport federations and all local government agencies. The youth theme adopted in these commercials was very well received by the public.

Additionally, print advertisements were placed in sponsored local media spaces while posters were distributed in electronic form to all public schools and government agencies. Tactical posters were also distributed and displayed at all McDonald's outlets, authorised ticketing outlets and official merchandise stores.

2.6.2. Viral Campaign Videos

As a promoter and precursor for the YOG, the viral campaign video featuring one of the fastest men in history and Jamaican Olympic gold medallist, Asafa Powell, was seeded online on 6 April 2010 through social networks such as Twitter, MySpace, Facebook and YouTube. Using different personas to seed relevant discussions, the viral started at a slow pace but the momentum picked up gradually. The campaign helped to increase the traffic to the Singapore 2010 website and subsequently raised greater international awareness

of the event. Within 14 days, the viral video generated more than 320,000 views from 31 countries (Table 2-8).

After two weeks, a second video by Asafa Powell was revealed with a message supporting Singapore 2010. The reveal video was posted on the Singapore 2010 website on 28 April 2010. With the different online personas driving traffic to the Singapore 2010 website, the reveal video garnered more than 40,000 views from more than 15 countries (Australia, China, Hong Kong, Germany, India, Indonesia, Japan, Korea, Malaysia, New Zealand, Philippines, Singapore, Thailand, Taiwan, and UK).

2.6.3. Commencement of Marketing Campaign

The Singapore 2010 marketing campaign commenced in January 2010 through online media and public bus advertisements. These were supported by advertisements on TV and radio which took place in June 2010.

From the initiation of the marketing campaign, online media was heavily utilised to reach out to the youth as it is the most cost-effective medium especially to the international audience. The online campaign placed strong emphasis on reaching the target audience through social networks such as Facebook and MSN Messenger.

Through the online campaign, approximately 1.6 billion impressions⁴⁴ and 3 million click-through⁴⁵ to the Singapore 2010 website were made (Table 2-9). The average click-through rate (CTR) across the campaign is 0.63%, which is 163% above the industry norm based on Eyeblander's Global Benchmark 2009, a research on the effectiveness of online campaigns. (Note: the results from the campaign on Facebook are excluded as it was a cost per click campaign, therefore the impressions served were significantly higher.)

⁴⁴According to the "Basic Advertising Measures," from FAST, a coalition of the Internet Advertising Bureau, an impression is "The count of a delivered basic advertising unit from an ad distribution point." Impressions are how most Web advertising is sold and the cost is quoted in terms of the cost per thousand impressions. (Source: http://whatis.techtarget.com/definition/0,,sid9_gci211535,00.html)

⁴⁵A click-through is what is counted by the sponsoring site as a result of an ad click. (Source: http://whatis.techtarget.com/definition/0,,sid9_gci211535,00.html)

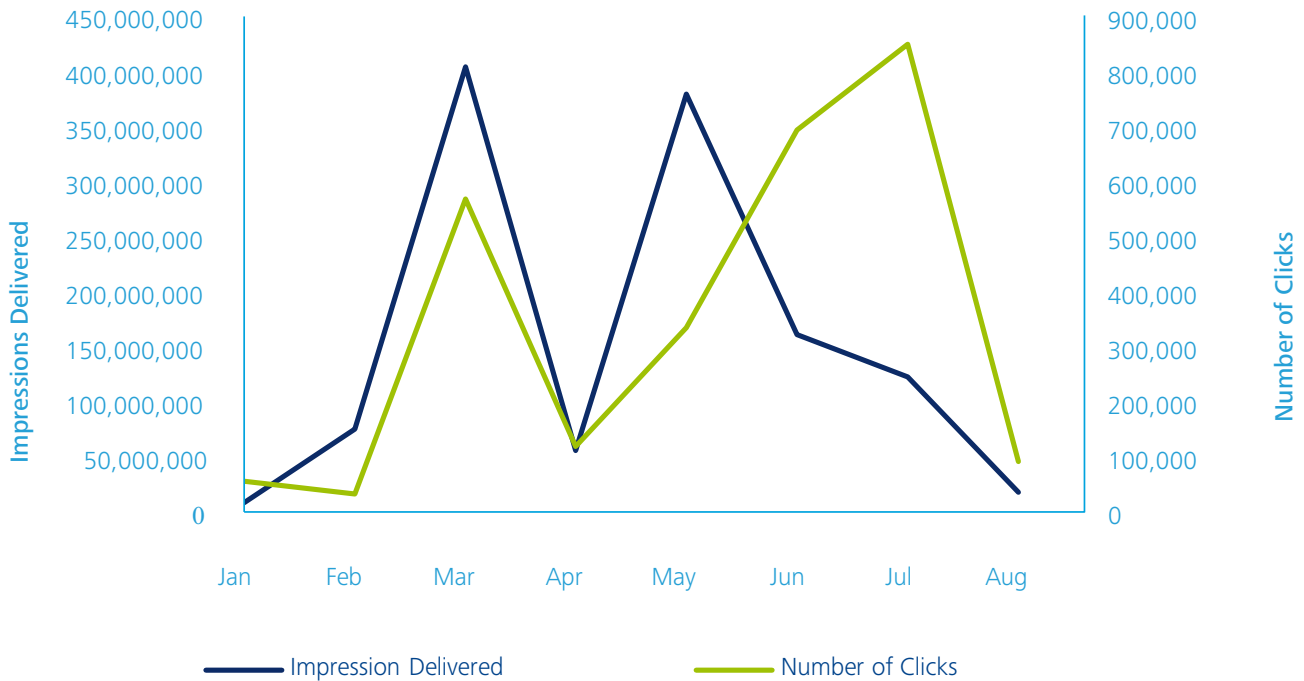
Table 2-8: Viral Campaign Statistics Video Statistics⁴³

Channel	Number of Views	Countries
YouTube	31,510	<ul style="list-style-type: none"> • Asia – Singapore, Malaysia, India, China, Australia, Vietnam, Philippines, Japan, Korea, Saudi Arabia, Thailand, Indonesia, New Zealand • Europe – UK, France, Spain, Portugal, Italy, Romania, Germany, Czech Republic, Russia, Scandinavia • Africa – South Africa, Egypt, Algeria • Americas – US, Canada, Argentina, Columbia, Brazil
MySpace	267,555	
Facebook	21,663	
TOTAL	320,728	31 countries

Table 2-9: Summary of Online Media Campaign Results⁴³

Countries	Impressions Delivered	Total Click-Through	Click-Through Rate
UK	72,894,259	442,289	0.61%
France	15,396,435	260,582	1.69%
Germany	15,382,831	348,039	2.26%
Netherlands	15,516,505	240,837	1.55%
Australia	68,938,485	86,926	0.13%
China	118,520,424	117,195	0.10%
Hong Kong	210,789,333	116,807	0.06%
India	5,484,446	53,067	0.97%
Indonesia	177,603,456	188,749	0.11%
Japan	100,001,905	61,291	0.06%
Korea	41,975,562	71,586	0.17%
Malaysia	188,260,999	143,271	0.08%
Philippines	97,932,133	163,624	0.17%
Taiwan	152,210,812	162,628	0.11%
Thailand	153,689,913	203,934	0.13%
Vietnam	74,921,006	220,694	0.29%
Singapore	142,438,274	105,931	0.07%

Figure 2-2: Breakdown of Impressions Delivered and Number of Clicks by Month⁴³



To extend the reach of the Singapore 2010 marketing campaign, more than S\$16 million worth of sponsored media space (based on rack rates) was secured in Singapore and Hong Kong. Priority was given to media spaces that provided airtime on outdoor electronic screens, including cinemas, hotel rooms and taxis in Singapore. This helped to maximise visibility of the Singapore 2010 TV commercials and theme song, while keeping production costs low.

Out of the five versions of commercials featured, three were focused on the brand aspects while two versions

provided ticketing and merchandise information. Poster spaces offered by various malls and store outlets were also utilised to promote ticket sales and official merchandise.

From April to August 2010, a total of S\$11.9 million worth of media space was utilised by SYOGOC while S\$3.7 million worth of media space was offered to sponsors. A remaining S\$907,723 worth of media space was unutilised due to the high production costs required. Table 2-10 provides the breakdown of the sponsored media channels.

Table 2-10: Utilisation of Sponsored Media Value⁴³

Sponsor	Media Channel	Duration	Sponsored Media Value	Sponsorship Utilisation
Changi Airport Group	Poster Space	1 Jul - 31 Aug	\$188,280	\$188,280
Cathay Cinema	TVC, Poster Space, EDM	7 Apr - 31 Jul	\$184,800	\$166,500
Clear Channel	OOH Space	May - Aug	\$440,000	\$240,000
Eng Wah Group	TVC, Poster Space, EDM	7 Apr - 30 Aug	\$353,000	\$351,000
Focus Media (Hong Kong)	TVC	11 Apr - 30 Aug	\$264,000	\$264,000
Focus Media (Singapore)	TVC	11 Apr - 30 Aug	\$2,132,000	\$2,132,000
Frasers Centerpoint Malls	Poster Space	15 Apr - 31 Aug	\$34,797	\$34,797
PSA	Banner Space	1 Apr - 31 Aug	\$382,663	\$0
Kingsmen Media	TVC	15 Mar - 29 Aug	\$129,000	\$129,000
Singapore Airlines	Digital signage, Print Ads	1 Mar - 31 Aug	\$500,000	\$301,240
Singapore Tourism Channel	TVC	10 Apr - 31 Aug	\$413,000	\$413,000
Singpost	TVC, EDM, Web Banner, Digital Signage	15 Apr - 31 Aug	\$559,600	\$559,600
SMRT	TVC	1 Jul - 31 Aug	\$64,000	\$64,000
SPHMBO	TVC	15 Mar - 29 Aug	\$233,750	\$233,750
Suntec ICC	TVC, Poster Space	15 Mar - 29 Aug	\$9,199,090	\$9,093,090
TTG Media	Print Ads, Web Banner	Apr - Aug	\$312,250	\$312,250
UZoneMedia (iCab)	TVC	10 Apr - 31 Aug	\$1,060,000	\$1,060,000
TOTAL			\$16,450,230	\$15,542,507



Closer to Games time, a total of 3,537 spots were purchased on the MTV Asia channel to target viewers in China, Japan, Korea, India, Indonesia, Malaysia, Philippines and Singapore. MTV enhanced the marketing campaign by airing support messages from popular artistes from around the world including Bon Jovi, Backstreet Boys, Rihanna, Stereophonics, Boys Like Girls and Raygun. Other regional artists like Glen Fredly, VJ Daniel, Maliq and The Essentials, D'Massiv from Indonesia, Pop Shuvit from Malaysia and Show Lo from Taiwan also expressed their support for the Games.

Furthermore, 165 spots were purchased from Mediacorp's Channel 5, Channel 8 and Channel U to reach the Singapore viewers. To further extend the reach to the youth, 334 spots were purchased on Mediacorp Network radio stations, Class 95 FM and Yes 93.3 FM, which are the most popular radio stations amongst Singapore youth (Table 2-11).

2.6.4. Media Coverage in August 2010

SYOGOC did an initial study internally and collated a total of 9,439 media coverage that featured or mentioned Singapore 2010 in the form of print, broadcast and online articles from June to September 2010. In an effort to estimate the value of the media exposure, Fisheye Analytics (FA) did an assessment of the

online media coverage on Singapore 2010 from 1 to 31 August 2010.

The study included articles published on Sina News, BBC, Times of India, De Standaard, and so on. The total number of articles that featured or mentioned Singapore 2010 was 61,381, of which 96.5% of them were with positive or neutral tone. The articles were mainly from news websites and personal blogs.

The report also estimated the viewership for online news sources during August 2010 was more than 266 million, although there was no breakdown of viewership by geographical location. FA used Hype Index and Involvement Index as a proxy to the activity within social media such as Twitter and blogs. Involvement Index and Hype Index both climaxed on 14 August 2010 (opening day for Singapore 2010) at 7,000 and slightly above 12,000 respectively (Figure 2-3).

Finally, the study indicated that aggregated Editorial Marketing Value (EMV), which is used to measure the equivalent advertising value of an editorial mention in a news source for traditional and social media, amounted to S\$61,159,424. The breakdown of EMV for the respective categories is shown in Figure 2-4.

Table 2-11: Results of the Marketing Campaign⁴³

Channel	Number of Spots / Impressions	Period	Countries / Region
MTV Asia	3,537	1 June to 8 August	China, Japan, Korea, India, Indonesia, Malaysia, Philippines, and Singapore
Mediacorp TV	165	1 June to 30 July	Singapore
Mediacorp Radio	334	7 July to 30 July	Singapore
Online	1,651,956,778	25 Jan to 23 August	Asia, UK, France, Germany, Netherlands

Table 2-12: Summary of Online Presence⁴⁶

Mention	Reach	EMV
61,381	266,379,343	S\$56.7 million ⁴⁷

⁴⁶Extracted from Singapore 2010 Official Report – Blazing the Trail

⁴⁷US\$45,105,814 @ 1.25704 (Source: [http://www.todayonline.com/Singapore/EDC110407-0000426/YOG-had-a-S\\$56.7m-marketing-value--Report](http://www.todayonline.com/Singapore/EDC110407-0000426/YOG-had-a-S$56.7m-marketing-value--Report))

Figure 2-3: Involvement (Blogs) Index and Hype (Twitter) Index⁴⁸

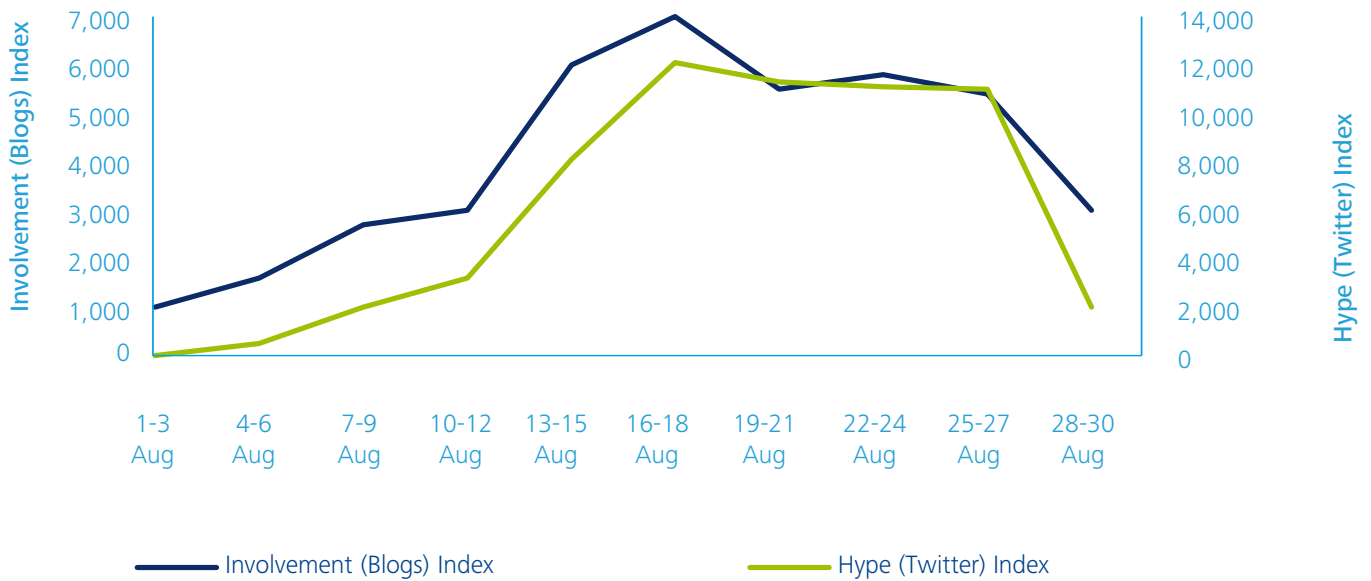
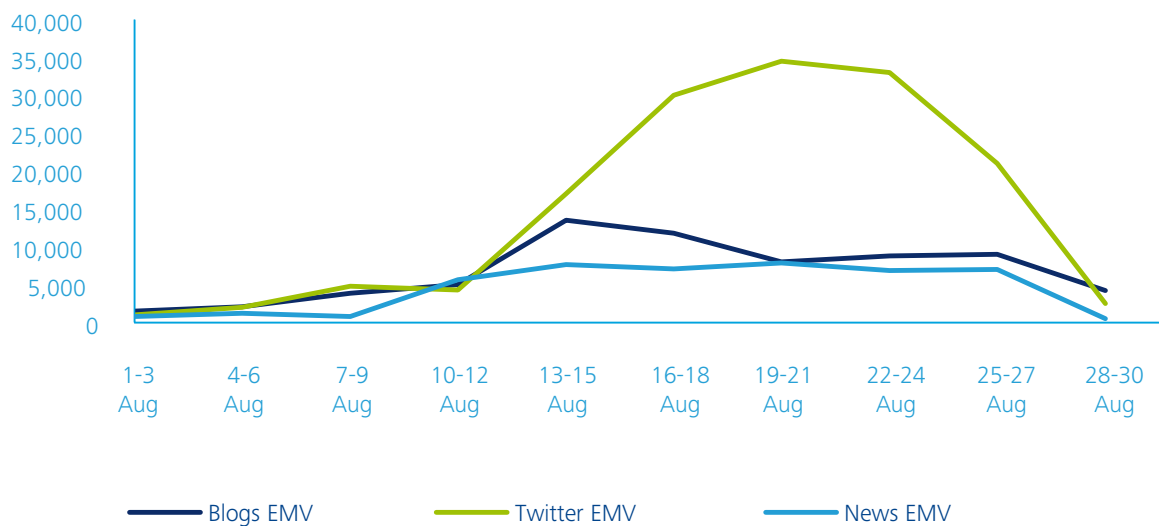


Figure 2-4: EMV for Blog, Twitter and News⁴⁸



⁴⁸Extracted from General Media Analysis Report on Youth Olympic Games by Fisheye Analytics

As of September 2010, the media coverage generated a total of 4,032 news clippings, which yielded an advertising value equivalent of S\$15.7 million.

In February 2010, SYOGOC appointed Ogilvy & Mather (Singapore) to develop and implement a global communications plan to generate international media coverage in 13 key markets, namely, Australia, China, Germany, Greece, India, Japan, Mexico, New Zealand, Republic of Korea, Senegal, the United Arab Emirates (UAE), US and UK. The initiatives undertaken included:

- Singaporeans who are located overseas, such as those who met the SYOGOC representatives in Seoul, Berlin and Auckland, were invited to be part of the City Celebration programme to welcome the Youth Olympic Flame. They also helped to host the international communities in their respective cities.
- Engaging Athlete Role Models (ARMs) appointed by IOC in the media road shows hosted by STB in London and Beijing to profile Singapore as a great city to live, work and play, as well as to throw spotlight on Singapore 2010 and Singapore's capabilities to host an international multi-sport event.
- Short clips, interviewing people who came from the JYOF cities and currently residing in Singapore, were produced to share their experience with those back home. The videos were shown during the City Celebrations at the respective JYOF cities.

- JYOF was the main international publicity vehicle for Singapore 2010, with coverage in the five JYOF cities – Berlin, Dakar, Mexico City, Seoul and Auckland, and beyond.
- Arrangement for SYOGOC officials to meet the Japanese media to share about Singapore 2010 when attending the Asia Sports Coach Forum in Japan in March 2010. This resulted in about 40 press clippings whereas previously there was no media interest in the YOG prior to the visit.
- Coverage of the US Young Ambassador of Singapore 2010 on Cosmogirl.com in April where she talked about her role in Singapore 2010 and what she was looking forward to at Singapore 2010.
- Feature of Germany's Young Ambassador of Singapore 2010 in German media, Reisenews, in May where she mentioned that Singapore has a diverse mix of cultures and how she was fascinated by "how friendly and multi-cultural a single city can be".
- Lining up more than 10 media interviews with senior SYOGOC officials during the Sport Accord conference in Dubai in April 2010. This resulted in extensive coverage in the major UAE English and Arabic dailies, e.g. Gulf Today, Emirate Business 24-7, Gulf News, Khaleej News, etc on the Games, and Singapore's preparations to host the event.

As of September 2010, the media coverage generated a total of 4,032 news clippings, which yielded an advertising value equivalent (AVE) of S\$15.7 million. (Wee, 2010)

2.6.5. Broadcast Coverage

The first ever YOG in Singapore had multiplatform coverage across the globe as shown in Table 2-13.

2.6.6. Other Marketing Efforts

The outcome of the YOG advertising campaign was positive as shown from the statistics in Table 2-14, which summarises the number of visitors to the various website and online content on Singapore 2010.

Table 2-13: Coverage of Singapore 2010 Across the Difference Platforms⁴⁶

Description	Statistics
TV Broadcast	<ul style="list-style-type: none"> • 400+ hours of live coverage • 8 live feeds • 336 hours of coverage via the Youth Olympic News Channel • 15 days of continuous broadcast • 247 million TV audience reach • 160 territories carried the broadcast on TV
Online	<ul style="list-style-type: none"> • 20 to 30 daily highlights clips on YouTube • 4.4 million video views on live and video-on-demand webcast (www.youtholympicgames.org) • 341,773 unique visitors to live and video-on-demand webcast (www.youtholympicgames.org) • 6.3 million video views on IOC's YouTube channel (www.youtube.com/olympicsingapore2010) • 799,038 peak unique visitors to IOC's YouTube channel (www.youtube.com/olympicsingapore2010)

Table 2-14: Visitorship to Website and Online Content on Singapore 2010⁴⁶

Description	Statistics
Official Singapore 2010 website visitorship (www.singapore2010.sg)	<ul style="list-style-type: none"> • 5.9 million visits • 3.5 million unique visitors • 19.1 million page views • 530 articles published
WhyOhGee microsite (www.singapore2010.sg/whyohgee)	<ul style="list-style-type: none"> • 1.3 million visits • 1 million unique visitors • 2.5 million page views • 320 articles published
Million Deeds Challenge ⁴⁹ /WhyOhGee community (www.singapore2010.sg/milliondeeds) (www.singapore2010.sg/community)	<ul style="list-style-type: none"> • 82,556 deeds shared • 14,833 registered users
Singapore 2010 Odyssey visitorship (www.singapore2010.sg/o)	<ul style="list-style-type: none"> • 334,995 visits • 302,421 registrations • 91,831 repeat users • 403,072 hours spent in-world
Wordpress blog visitorship (whyohgee.wordpress.com)	<ul style="list-style-type: none"> • 64,050 views • 297 posts
Flickr photo hosting visitorship (www.flickr.com/photos/singapore2010)	<ul style="list-style-type: none"> • 2,898,384 views • 14,488 images uploaded
YouTube video hosting visitorship (www.youtube.com/singapore2010)	<ul style="list-style-type: none"> • 1.4 million views • 1,152 subscriptions • 442 videos uploaded
Twitter usage	<ul style="list-style-type: none"> • 5,982 followers • 4,042 tweets
Facebook usage	<ul style="list-style-type: none"> • 82,745 likes
Games Information System	<ul style="list-style-type: none"> • 13 million page views
Digital Concierge	<ul style="list-style-type: none"> • 505,356 page views
Mobisite	<ul style="list-style-type: none"> • 1.2 million page views

⁴⁹The million deeds challenge aims to attract youths to share their experience on the YOG values of Excellence, Friendship and Respect where youths post meaningful deeds where they exhibit the YOG values. This serves to engage and link up youths from all over the world virtually, and raise awareness of the YOG.

The beauty of sports sponsorship is that the brand is at the heart of the action rather than during a commercial break, or inside the back cover of a lifestyle magazine – both of which could be easily missed or ignored.

With the hype created through the marketing campaign, SYOGOC put in an equally aggressive effort to bring the Games to an international and local audience. On 12 August 2010, SYOGOC announced that 29 Rights-Holding Broadcasters were given the Singapore 2010 broadcasting rights to carry live feeds, daily highlights and/or the 24-hour Youth Olympic News Channel.

Consequently, it was estimated that about 2 billion viewers watched the Games via the Olympic Broadcasting Service network. (Chan, 2010) This is a conservative estimate given that 4.7 billion viewers were recorded for the 2008 Olympics in Beijing and 3.9 billion viewers for Athens 2004 and 3.6 billion viewers for Sydney 2000. In total, Singapore 2010 was given more than 400 hours of live coverage, through eight live feeds, and SYOGOC estimated that these were watched by 247 million TV audience. This created an extraordinary opportunity for Singapore to showcase its diverse culture, efficiency and organising capabilities to the world.

Live and Video On Demand (VOD) webcast on IOC's YOG website (www.youtholympicgames.org) hit 4.4 million video views with 341,773 unique visitors, indicating that an average viewer visited this site on 12 occasions, watching different sport events. VOD on IOC's YouTube Channel (www.youtube.com/olympicsingapore2010) recorded 6.3 million video views with 799,038 unique visitors and counting. In addition, the 13-day sport event (inclusive of the Opening and Closing Ceremonies) attracted 283,788 ticketed spectators.

2.7. Sponsorship Value

2.7.1. Sports Sponsorship

SSC reported that sports sponsorship in Singapore hit a record S\$72 million in 2010, due in part to the country staging the inaugural YOG. Although this figure is unlikely to be matched in 2011, SSC expected the upward trend to continue as indicated by the increment in sponsorship by almost 20% from S\$25 million in 2008 to S\$31 million in 2009.

According to SSC, the Singapore sports scene has seen an accelerated growth over the last few years, resulting in many Singaporeans taking a greater interest in and placing greater importance on sports. Similarly, sponsorship of local athletes and events has grown. A prime example is table tennis, which has secured several sponsorships totalling more than S\$2 million in 2010.

Along with this trend, some sponsors have sought innovative ways to spend their advertising dollar on sports. For example, Canon signed up as a sponsor of the Singapore National Olympic Council (SNOC) and partnered with Brawn GP for the Singapore Grand Prix in 2009. (Singh, Sports sponsorship hits record S\$72m in 2010, 2011)

There are many benefits that could be associated with sports sponsorship. It could deliver above-the-line awareness together with below-the-line activation. It touches hearts as well as minds with emotional marketing, which is one of the best ways to appeal to the consumers. When times are hard, the offer of a free ticket is be a powerful incentive to provide.

Through sports sponsorship, companies also have the opportunity to build strong brand awareness and loyalty which would ultimately impact their market share. A successful sponsorship links the brand with the passion of its target consumers. For example, Barclays is the title sponsor of the Singapore Open because it has identified golf as the sport which is most closely aligned with its brand values and the interests of its clients, who are typically from the high-net worth sector.

The beauty of sports sponsorship is that the brand is at the heart of the action rather than during a commercial break, or inside the back cover of a lifestyle magazine – both of which could be easily missed or ignored. Sports can help marketers to strengthen their relationship



capital with their consumers as customer loyalty that is built through an emotional bond can last a lifetime and is not vulnerable to the vagaries of the economic cycle. (New, April 2009)

Over the years, the Olympic Rings has become the premier “heritage brand” in the era of experiential marketing. Companies like Coca-Cola and Visa took wing and flew to even greater success on the high power updraft of the Olympics. This is despite the concern that the return on investment for sponsoring an Olympic Games may not be as apparent because of the “clean venue” policy laid down by IOC. (Knowledge@SMU, 2008)

2.7.2. Singapore 2010 Sponsorship Study

Through Singapore 2010, Singapore had the chance to position the country as a capable host of major international sport events in a scale that was impressive to the world at large, from consumers to tourists to businesses. While local companies that had made the sponsorship investment did not see a dramatic increase in sales in the short-run, it was more important to have the chance to position their organisation to the rest of the world, and set the stage for international growth. (Knowledge@SMU, 2008)

SYOGOC started approaching local enterprises for sponsorship from September 2008, nine months after Singapore won the bid to host the YOG. With the signing of the Memorandum of Intent (MOI) by the first official partner and official consultancy service provider, Deloitte Singapore, on 2 February 2009, the list of sponsors grew slowly but steadily to 74 as at September 2010, with the sponsorship revenue (in both cash and kind) totalling S\$107 million. Table 2-15 summarises the number of Singapore 2010 sponsors for each category, and the breakdown of sponsors by category can be found in Table AppA-9 in Appendix A.

Table 2-15: Breakdown of Sponsors⁴⁶

Category	Number of Sponsors
Worldwide (TOP)	9
Official Partners (Tier 1)	9
Official Sponsors (Tier 2)	19
Official Supporter (Tier 3)	38

Without a doubt, these sponsors contributed to the success of Singapore 2010 by providing the organising committee with funds to support its operating budget, as well as the materials or services given in-kind to aid the preparation and hosting of the Games, be it food and beverage for the workforce and volunteers, IT equipment, or technical expertise in running an event of this scale.

In order to quantify the impact of sponsorship on consumer behaviour on the sponsor's products/services, SYOGOC appointed Temasek Polytechnic to perform a study in this area. The study sought to understand consumers' attitudes and behaviour towards the Games and sponsors. Specifically, the study sought to find out if sponsorship increased brand awareness in the mind of the consumers due to the positive brand association with the YOG, and if so, whether it would bring about word-of-mouth and purchase intention.

2.7.3. Sponsorship Study Methodology

Due to time constraint, a pre-Games study could not be carried out for a meaningful comparison. It was decided that the study would compare on the awareness level and purchase intention of the Singapore 2010 spectators against non-spectators. The respondents were divided into groups and each group was asked questions in relation to a chosen sponsor.

The study focused on six sponsors, namely Singapore Airlines, Pilot Pen, Crocodile, SingTel, Volvo and

Energizer. Face-to-face surveys were carried out at five competition venues with 903 Singapore 2010 spectators responding, and four MRT stations/bus interchanges with 445 non-spectators responding. The survey field work was carried out between 14 and 25 August 2010.

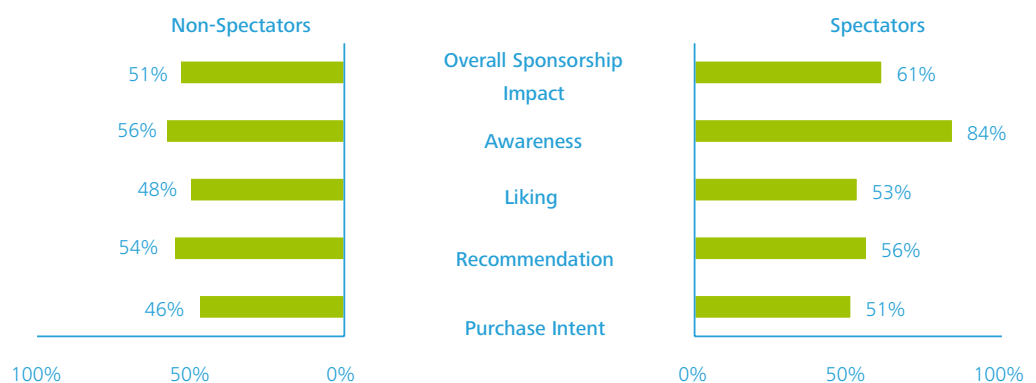
2.7.4. Overall Sponsorship Assessment

The study by Temasek Polytechnic on sponsorship impact found a direct positive impact on the awareness of the sponsor. The impact on the brand image (likeability), intention of the consumers to recommend and purchase the sponsor's product/service was significantly smaller. Figure 2-5 shows the overall results of the study, with awareness of sponsors significantly higher for spectators. The study showed that the impact on brand image (likeability), consumers giving recommendations and having purchase intention were smaller.

2.7.5. Detailed Results

Around 85% of the total respondents felt that sponsorship was necessary to help the YOG to be successful. However, only 56% of total respondents agreed that sponsors contributed valuable help towards the successful delivery of the YOG. At the same time, 45% of respondents felt that the sponsors were genuinely concerned about the development of sports in Singapore, and 43% of the respondents felt that they liked the sponsor's brand more as a result of their Singapore 2010 sponsorship. Charts showing the details of the study can be found in Figure AppA-2 to Figure AppA-13.

Figure 2-5: Overall Sponsorship Impact



More than half of the respondents indicated that:

- They would recommend products/services from the sponsors to their families and friends
- They would mention the sponsor as one of the few brands that would be mentioned in their conversation with friends/family members whenever discussing about a particular product
- They would say good things about the sponsor to other people when asked
- They feel that the sponsor is a socially responsible company because of the sponsorship
- They would buy products from the sponsor the next time they need it

However, less than half the respondents felt that they liked the sponsor's brand more as a result of the sponsorship. Most respondents also did not demonstrate the inclination to show support to the sponsors by buying their products. Lastly, close to half of the respondents felt that sponsors' product was of a higher quality because they were a sponsor of a major event such as Singapore 2010.

The results of the study indicated that the return of investment (purchase intent) of sponsoring such mega sports events would not be immediate. This is in line with the paper put up by John Davis, Marketing professor and director of the Centre for Marketing Excellence at the Lee Kong Chian School of Business, Singapore Management University: "Sponsorships are not one-time expenditures by any stretch of the imagination. If a company wants to grow internationally, it is going to take a long time; it is not going to happen overnight." (Knowledge@SMU, 2008)

2.7.6. Takeaway for Sponsors

Sponsors should look at sports sponsorship with a long-term view. Coca-Cola has been sponsoring the Olympic Games since 1928. Instead of a purely short-term focus, they review the sponsorship in the context of: "Has this contributed to the brand value of the organisation over time (not overnight)?"

Visa started sponsoring the Olympic in 1988. Visa has seen an enormous increase in transaction volume, credit card circulation and in their brand reputation. Visa is the most preferred card in the world over American Express, MasterCard and everybody else. They attributed part of

their success to the 20 years of Olympic sponsorship. They recognised the potential value of being associated with such a prestigious event, and they found a way to deploy their brand in association with the Olympics in a way that got people excited. (Knowledge@SMU, 2008)

Sponsors should also put in additional effort to bring more value to the Olympic sponsorship. Sponsors of The Olympic Partner (TOP) Programme who have spent US\$200-250 million to be associated with the Olympic Movement have implemented their own initiatives to supplement the outcome of their sponsorship. They leveraged traditional and non-traditional advertising (like digital media) to publicise their association with the Olympic Games. They have also deployed sales people in the field and invested in complex infrastructure and distribution systems. All these added up to huge amounts of money on top of the sponsorship dollars. (Knowledge@SMU, 2008)

2.7.7. Limitation of the Sponsorship Impact Study

The above approach had a number of limitations. For example, the study only targeted participants who have stayed in Singapore for six months or more. Impact of the sponsorship on foreigners or globally could not be established.

In addition, the demographics of survey participants were not correlated to a sponsor's brand, and the relevant target market of each sponsor was not taken into consideration. As a result, conclusion on the impact of this sponsorship could not be effectively drawn.

For example, Volvo, one of the leading luxury car brands, targets working adults with an established career and substantial income. Therefore, students, housewives or retirees may not buy the product even though the sponsorship increased their awareness level of Volvo as a brand. The same can be said for Singapore Airlines.

The study was inconsistent as "service quality" was added as one of the factors for consideration only for SingTel and Singapore Airlines. This approach is not reliable since service quality should be applicable for the other sponsors as well, other than Pilot Pen and Energizer. Hence, the lack of correlation between sponsor brands and participant demographics could render the study inaccurate.



After the Games, Singapore should see an increase in the number of mega events, both sport-related and non-sport related, being hosted in Singapore, and this would consequently attract more visitors to Singapore. This impact is expected to continue over the next few decades, as the legacy of hosting the inaugural YOG grows.

Finally, twice as many spectators for the YOG were surveyed compared to non-spectators. Off-venue survey results might not be substantial enough for comparison with the results from the YOG spectators.

2.8. Conclusion

Even though SYOGOC spent S\$387 million on the Games, almost two and a half times in addition to the original budget, this amount is the lowest in the past two decades as compared to other sport event of similar scale and complexity, and the fact that no construction was undertaken specifically for Singapore 2010. In addition, S\$260 million was paid to local enterprises benefiting the Singapore economy directly and indirectly by creating job opportunities during the 2008/2009 global economic crisis.

Furthermore, the association with Singapore 2010 for the selected vendors and sponsors would translate into real economic value in terms of revenue from future new projects and sales when services of similar nature are required locally or overseas. The track record of having served an Olympic event added credibility to the product/service quality of the vendors/sponsors and should place these vendors and sponsors one step ahead of their competitors.

Local sponsors also benefited from the global media reach of SYOGOC's advertising campaign, which is estimated to be worth S\$57 million. Targeted at 17 specific countries, the advertising campaign brought the names of the local enterprises and sponsors to countries as far as Germany, France and UK. This "free advertisement" for the sponsors and local enterprises should create additional business opportunities for them in the future.

Over the 13 days of the Games, Singapore attracted close to 38,600 international visitors and the expenditure net impact on Singapore's economy was estimated to be S\$41.9 million. The media exposure gained from hosting the Games showcased to the world the capabilities of Singapore as a host city for mega events. After the Games, Singapore should see an increase in the number of mega events, both sport and non-sport related, being hosted in Singapore, and this would consequently attract more visitors to Singapore. This impact is expected to continue over the next few decades, as the legacy of hosting the inaugural YOG grows.

Social Impact





Singapore 2010 called for one of the biggest gatherings of the nation in Singapore's history and presented a unique window of opportunity for Singapore to demonstrate its values, passion and commitment to the rest of the world.

3.1 Key Highlights

Singapore 2010 brought on more than just economic benefits for Singapore. The potential for positive yet intangible impact on Singapore was a significant factor in the Singapore Government's decision to bid for the inaugural YOG. This section describes the impact of Singapore 2010 on Singapore's society in the following aspects:

- **Social Cohesion:** impact on the Singapore Spirit through involvement of Singaporeans regardless of age, profession, gender, ethnic group and religion, in the preparation and celebration of Singapore 2010.
- **Sporting Legacy:** impact on sports facilities and infrastructure, short and long term local sports participation, sports development in Singapore, and sports excellence with the raising of sports standard of Singapore athletes.
- **Youth Development:** impact of the YOG and the CEP on the athletes as well as Singapore students, youth and the larger community.
- **People, Skills and Employment:** impact of the YOG on employment, volunteerism, sports expertise development and sports-related education.
- **Cultural Legacy:** impact on service standards, social graciousness and social cohesion (civic pride) as a result of hosting the Games, international visitors' perception of Singapore and the physical legacies left behind.

3.1.1 The Singapore Spirit

Singapore 2010 called for one of the biggest gatherings of the nation in Singapore's history and presented a unique window of opportunity for Singapore to demonstrate its values, passion and commitment to the rest of the world.

Singaporeans from all walks of life came together to work towards a common goal, which is to deliver the best Games possible. Through Singapore 2010, Singaporeans demonstrated all the key characteristics of the Singapore Spirit as listed by Prime Minister Lee Hsien Loong in his National Day 2010 rally speech:

- Respect for talent
- Shared loyalty
- Shared responsibility for each other
- Pride in what we have done together
- Shared dreams and aspirations

It is through this bond that Singapore managed to bring Singapore 2010 to a level beyond the expectations of the IOC and the general public. Through Singapore 2010, Singapore displayed competence, pride and discipline, the foundation that made Singapore the world-class city that she is today.





3.1.2 Sporting Legacy

Singapore 2010 was a showcase of how a mega event could be hosted without extravagance, and offered a unique element of compactness to the venues concept. Due to the relative compactness of the country, majority of competition venues were within 30 minutes' travel time of the Youth Olympic Village (YOV) and the Olympic Family hotels.

To stage the YOG in a short period, the Games venues made use of existing infrastructure retrofitted to meet international standards of the Games. While the upgraded stadiums and facilities would be advantageous to Singapore's bid for future large-scale sport events, a more immediate outcome is that these renovated facilities enabled Singaporeans to enjoy the benefits of the Games' legacy.

The Games, with its introduction of several sports new to Singapore, piqued the interest of the Singapore population and inspired the public to be more active and to take up new sports. NSAs for newer sports such as handball and wrestling were set-up in preparation for the Games. At the same time, the NSAs facilitated structured programmes to groom young athletes for future sport events.

On a national level, YOG demonstrated to Singapore that sports has the power to bring the nation closer together. For example, the Singapore boys' football team saw a sold-out stadium for the semi-final match with Singaporeans of different backgrounds rallying together to cheer for the team.

To sustain Singapore's passion for sports and develop future champions, MCYS, SSC and various other organisations actively promoted sports participation to youth and the general community at both the recreational and competitive level. More support in the form of scholarships and training funds from the government and other organisations were being committed.

To ensure that the momentum generated by the YOG could be sustained beyond the Games, the Singapore Government also gave its support to promote sports in Singapore through various means – funding and providing support-in-kind to NSAs, local and international events; developing programmes such as the SCSD; and holding the first Singapore Biennial Games.

Combined with the accessibility of world-class sports infrastructure, the Singapore Government hoped that these would facilitate a greater appreciation for sports and more people would adopt sports as an integral part of their lives.

3.1.3 Youth Development

The CEP is a critical and integral component of the YOG with the IOC placing great importance in the YOG's mission to embrace, embody and express the Olympic values of Excellence, Friendship and Respect. Throughout the period of the Games, various CEP activities were organised for the athletes in the areas of personal development, well-being, social responsibility and cross-cultural exploration. The CEP was very well received by the athletes who are now ambassadors of the Olympic values in their home countries and communities.

CEP activities were also organised for Singapore and international youth, including Singapore students. Although these activities were partly organised to celebrate YOG in Singapore, they succeeded in bringing together young people of different backgrounds and ethnicities from Singapore and other countries to learn more about each other's cultures and build lasting friendships.

For the Singapore students involved in the Friends@YOG school-twinning programme, the CEP also helped them develop a stronger global outlook, raised their cultural awareness and interest in the world beyond Singapore as they learn and understand more about other countries. The CEP activities also promoted national pride and strengthened their sense of identity as they shared Singapore's customs and culture with their overseas counterparts.

3.1.4 Sport-Related Education and Skills Development

In Singapore's pursuit to grow sports as a viable industry and increase Singapore's profile in the global sporting world, more educational institutions are offering sport-related courses which are becoming increasingly popular. Graduates from these courses would form the pipeline of Singapore's future sport talents and experts who would help map Singapore's sporting future. Another pool of sports professionals was cultivated from the SYOGOC workforce, which comprised of

The CEP was very well received by the athletes who have now become ambassadors of the Olympic values in their home countries and communities.

salaried employees and volunteers. With the knowledge and experience gained from the trainings, interacting with international and local experts and hosting of the YOG, Singaporean officials, volunteers and staff are now better equipped and qualified to host world class international sport events, as well as to prepare athletes to compete at the highest level.

Through the preparation and delivery of the YOG, the SYOGOC workforce had the opportunity to be exposed to different cultures and backgrounds as they worked closely with international visitors, officials and experts, often over long hours and in intense situations. Local volunteers were also able to share the Singapore culture and experience with a large international audience, boosting their sense of identity and pride as Singaporeans.

At the same time, the cultural exchange and global exposure added to the positive experiences gained by the volunteers during the Games, increasing their willingness to volunteer for future events and encouraging others to do so. The large workforce of mostly Singaporeans also promoted national cohesion and bonding as Singaporeans from different age groups, ethnic and professional backgrounds united behind a common cause – to deliver the best Games possible with the Singapore Spirit.

Surveys conducted by Forbes on foreigners visiting Singapore for the YOG showed a high overall satisfaction of their Singapore 2010 experience and a favourable perception of Singapore's graciousness. Many international visitors, including international spectators, officials and athletes also commented on the good organisation of the Games and hospitality of Singaporeans.

Consistent with these findings, seven out of ten international visitors plan to revisit Singapore in the near future. Not only do these future visits represent potential future income to Singapore, the positive feedback from the visitors sharing the pleasant experiences they had in Singapore when they return home would further enhance Singapore's profile to the rest of the world. On the home front, a survey of primary, secondary and pre-university students showed that sport has a positive impact on social cohesion and promotes inter-racial and inter-religious harmony. These findings were further supported by another survey of the general public conducted by SSC, where 81% of the respondents agreed that sports bring people together regardless of race.

The national pride of Singaporeans that bonded the nation as a whole was best witnessed during the JYOF. The all-inclusive approach of the Games and the spirit of Olympism touched an estimated 208,000¹ locals from all walks of life, generating excitement and leaving lasting memories within the community that would be cherished in the years to come.

The YOG also left behind several physical legacies to commemorate the historic event, including the YOP and the Olympic Walk. These physical legacies would serve as constant reminders of Singapore's historic contribution to the Olympic Movement.

The highlights summarised above are discussed with more detailed statistics and examples in the rest of this section.

3.2 The Singapore Spirit

3.2.1 Journey of the Youth Olympic Flame (JYOF)

The JYOF aimed to inspire people worldwide to embrace the Olympic values and created greater awareness and excitement for the first ever YOG. JYOF consisted of an International Leg where the Flame was lit in Ancient Olympia on 24 July 2010 and travelled across five continents before arriving in Singapore on 5 August 2010 to complete the Singapore Leg.

The climax of the Flame's journey in each city of the International Leg was the City Celebrations where youth representatives from the local country and those from the continent gathered for a torch pass to symbolise the journey of the Flame through the countries in the continent. These events provided a platform for youth to gather in unity, and served as a memorable legacy to the YOG.

From 6 to 14 August 2010, the Flame covered 328¹ km in a 6-day relay route round the island of Singapore. A total of 2,188¹ torchbearers were selected from the general public including local and international students, national servicemen, persons with disabilities, arts and culture achievers, Olympians and athletes.

For the Singapore Leg, members of the public were encouraged to cheer and witness the JYOF as the Flame travelled through the communities. In addition, 19¹ educational institutions in Singapore directly supported the JYOF while another 250¹ educational institutions participated in the "Cheer the Flame" programme. Additionally, 168¹ grassroots organisations participated in the JYOF.

At the end of each day, five educational institutions namely the Nanyang Polytechnic, Institute of Education (East), Temasek Polytechnic, Republic Polytechnic and Singapore Polytechnic hosted the Community Celebration event which took place daily.

Many heart-warming stories emerged from the island-wide relay. One of the most memorable stories was that of Low Wei Jie, a 12-year old boy who followed

¹Extracted from Singapore 2010 Official Report – Blazing the Trail



the relay caravan through the North East Community District. Wei Jie covered 15 km over 2.5 hours in flip-flops under the heavy rain and scorching heat as he wanted to experience the journey of the Flame.

Wei Jie's feat and determination caught the attention of the JYOF core management team, and stirred up the interest of many Singaporeans. His sheer courage, determination and passion were finally rewarded when he had his defining moment on 13 August 2010 where he ran as a torchbearer outside the SYOGOC headquarters.

After six days, the JYOF was witnessed by an estimated 208,000¹ Singaporeans who turned up to cheer the Flame's journey in Singapore. On top of this, Singaporeans were kept updated on the Flame's journey through the numerous media coverage of the JYOF on a daily basis.

With the all-inclusive approach to the JYOF, the spirit of Olympism was brought to the heartlands, rallying Singaporeans to unite for a common cause. For many of the youth and educational institutions who were torchbearers and partners in the Singapore Leg, the JYOF left behind lasting memories of the relay and real life displays of the Olympic values.

3.2.2 Social Cohesion

Sport has a positive impact on social cohesion. It also encourages youth to mix with people of other races and religions. During 2010, MOE progressively surveyed 67,225 students from primary, secondary and pre-university schools on various factors, and included questions to analyse their perception of sports and the impact of the YOG on them.

The students indicated an above average willingness to play sports with someone who is of a different race or religion and felt that sport is a good way to make new friends (Figure 3-1).

The findings from SSC's survey conducted for "Project Olympic: YOG Report 2010" in September 2010 with the general public revealed similar results. 85% of Singaporeans agreed or strongly agreed that they were proud to see Singapore host the inaugural YOG (Figure 3-2). The SSC survey also indicated that sports promote bonding and social cohesion as 81% of Singaporeans agreed that sports bring people together regardless of race (Figure 3-3).

Figure 3-1: MOE Survey – Impact of Sports on Social Cohesion

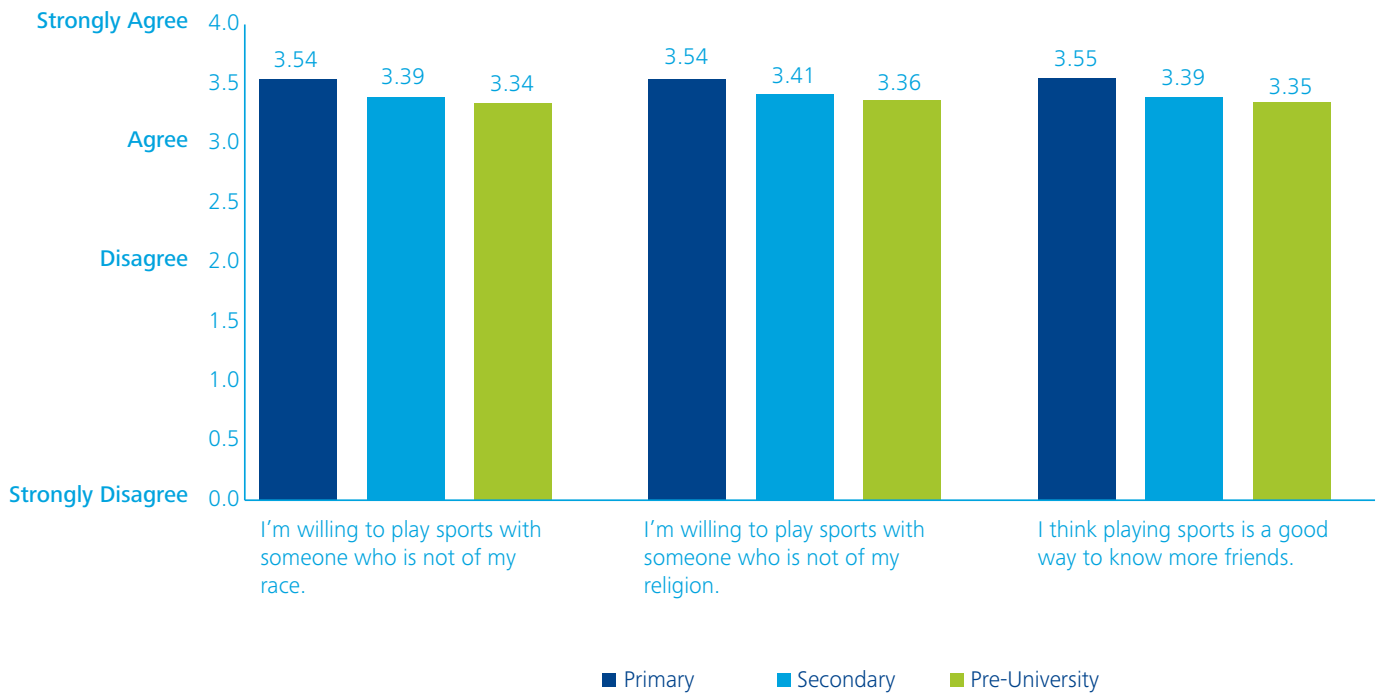


Figure 3-2: SSC Survey – Proud to See Singapore as YOG Host

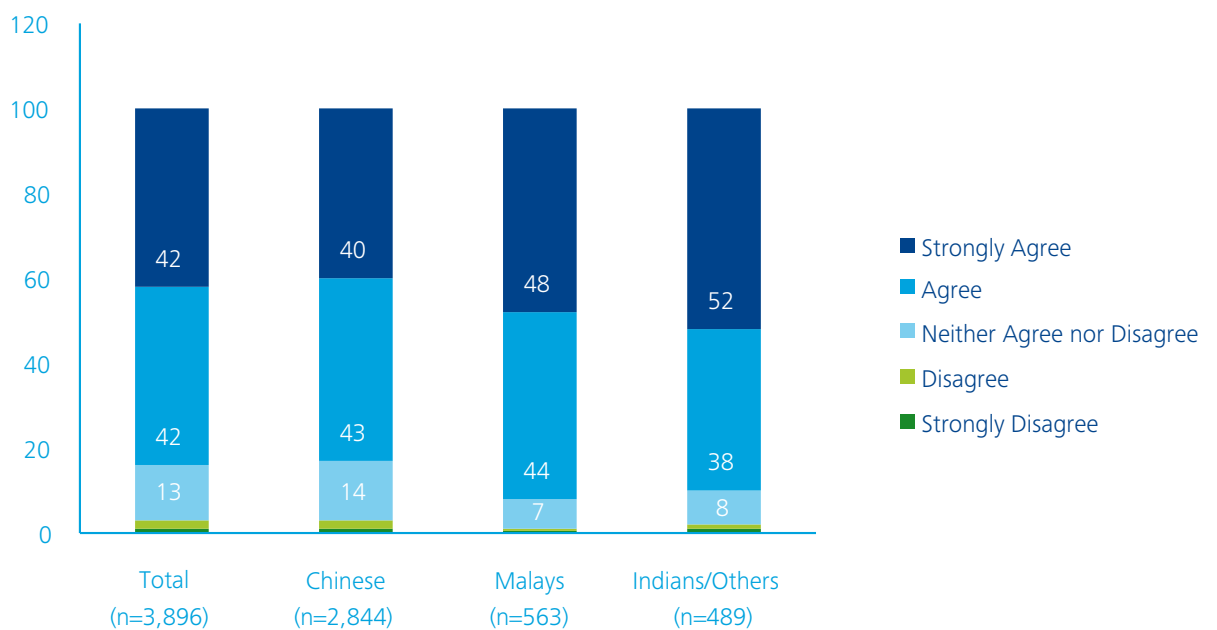
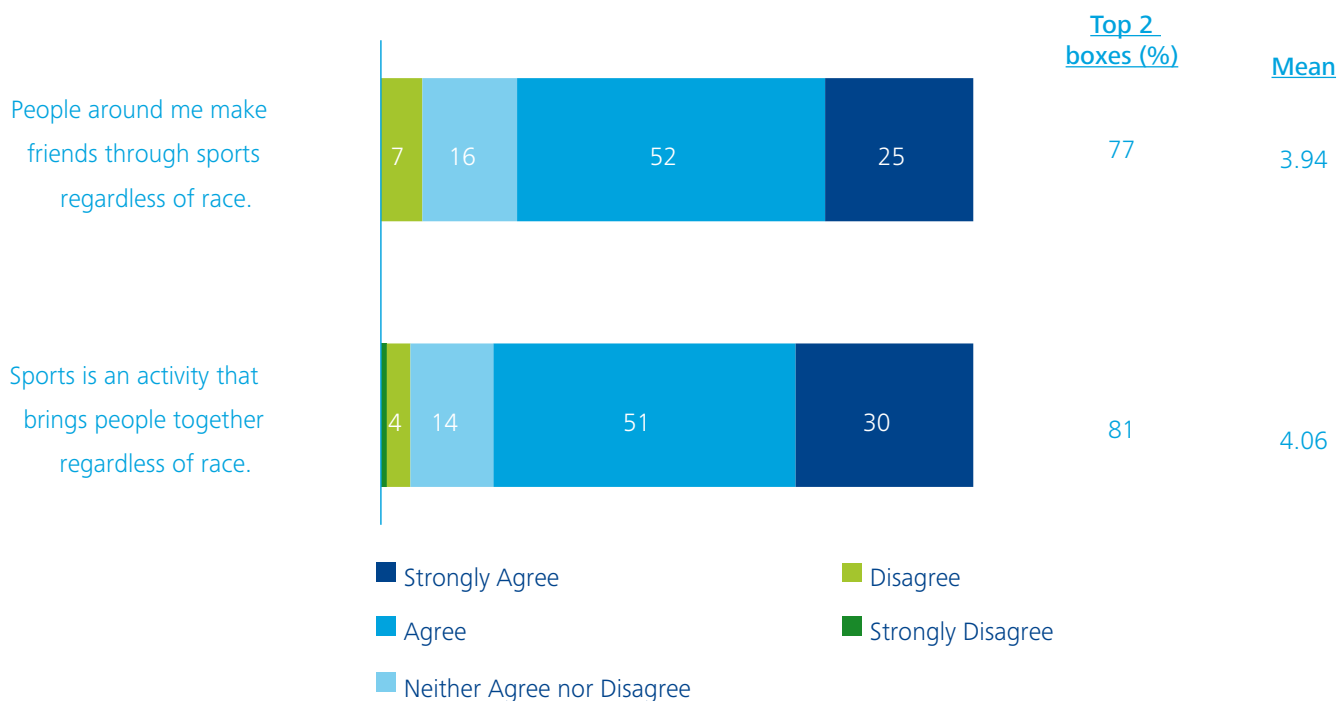


Figure 3-3: SSC Survey – Sports as a Channel to Promote Social Cohesiveness



3.2.3 The Purple Army

Singapore 2010 presented a unique opportunity for the 22,601¹ volunteers and working staff, 1,248¹ National Technical Officials, 8,062¹ security personnel, 1,767¹ venue tenants and 16,572¹ contractors across different demographic profiles and nationalities to gain invaluable experience in preparing and hosting a multi-sport event of such a large scale.

To prepare the volunteers for their roles, all volunteers had to go through nine core training modules via computer-based eLearning; up to three days of Functional Training and Venue familiarisation; and one day of Team Leader Training for selected Volunteer Team Leaders, before they were deployed. Post-Games, these volunteer leaders and salaried employees with volunteer management competencies would be able to support future volunteer management programmes.

Hence it came as little surprise when SYOGOC received tremendous support from the local community, with about 20,000 people from all walks of life, ranging from school children to retirees, volunteering their services for the YOG in various areas. Even people who had little interest in sports were intrigued by the YOG and became part of this unique, once-in-a-lifetime event (Figure 3-4).

While the large majority of volunteers were Singaporeans, there were over 480 international volunteers from 61 countries² working closely with the local volunteers to ensure the success of the Games. The YOG workforce was fondly dubbed by the press as “the Purple Army” with reference to the purple Singapore 2010 tee-shirts they donned (Figure 3-5).

²Extracted from Singapore 2010 Games Manual – HRW

Figure 3-4: Demographic Profile of Volunteers²

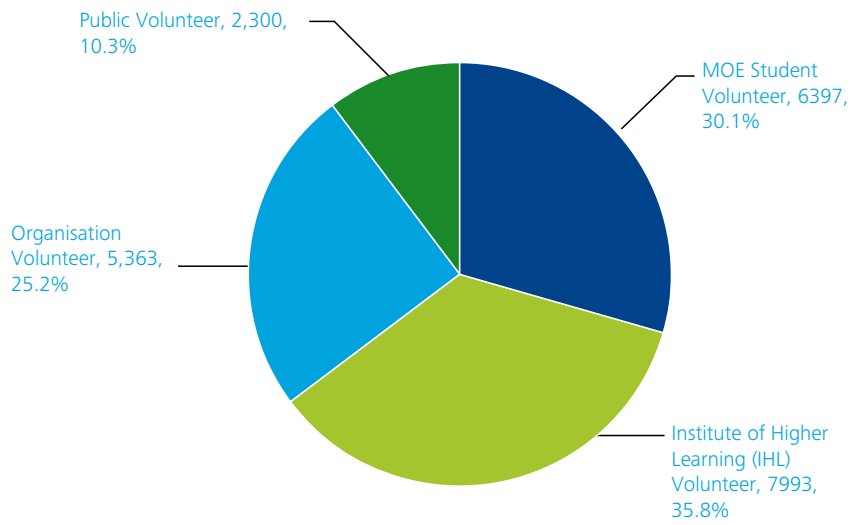
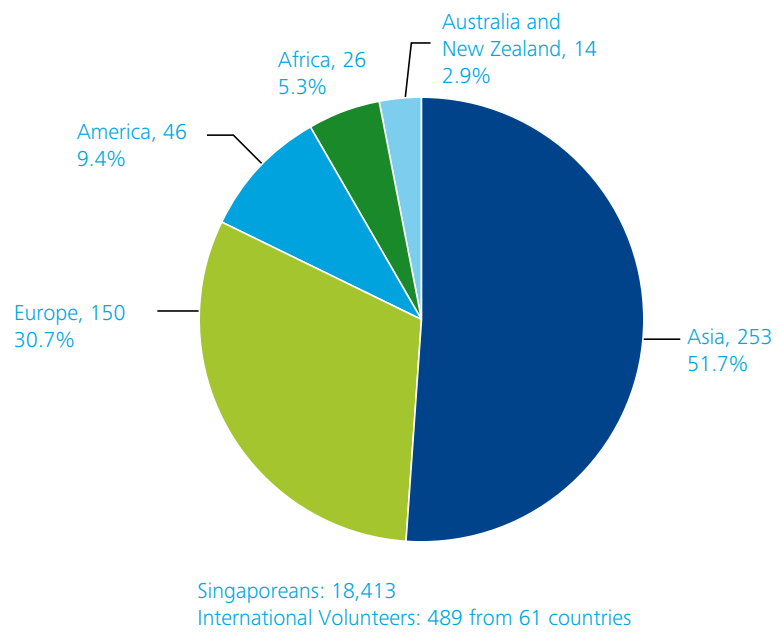


Figure 3-5: Nationality of Volunteers²



For the YOG, the Singapore Armed Forces (SAF) and the Singapore Police Force (SPF) also strongly supported the YOG and were a significant part of the "Purple Army", supporting the Games in the opening and closing ceremonies, JYOF and in areas such as security, medical, transport, logistics and other operations.

For the opening and closing ceremonies, a total workforce of 7,800³ were involved, consisting of 2,500³ Singapore Armed Forces personnel, 4,500³ Singapore Police Force, Singapore Civil Defence Force and SYOGOC personnel, as well as 800³ civilian volunteers.

In the survey conducted by the SSC for "Project Olympics: YOG Report 2010", only 4% of the 4,124 respondents have volunteered in the past year. Out of these 159 volunteers, 28% of them, i.e. 45 respondents were volunteers for the YOG and 89% of the YOG volunteers indicated that this was their first sport event volunteer experience.

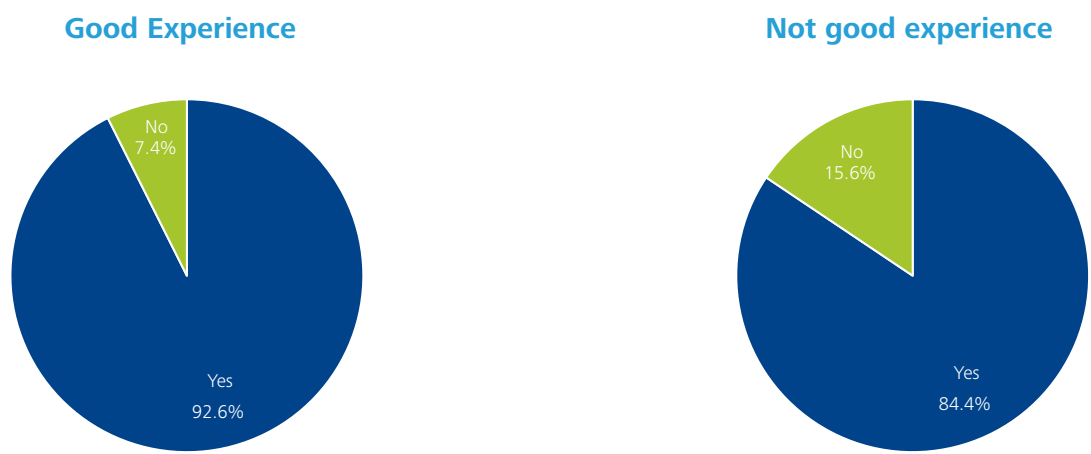
89% of volunteers strongly agreed or agreed that they

were honoured to be a volunteer for the event with none of the volunteers disagreeing with this statement. Due to the positive experience as a sport volunteer, 96% of the YOG volunteers responded that they were willing or would consider volunteering again for future sport events.

The findings of a satisfaction survey conducted by the Centre for Organisational Excellence (COE) on 3,618 of its volunteers were aligned with SSC survey's findings.

68%⁴ of respondents indicated that they would volunteer again. There was a strong correlation between volunteers' experience and their willingness to volunteer again, with nearly 93% of those with good experiences willing to volunteer again. In comparison, only 84% of those who did not have a good experience agreed with this statement (Figure 3-6). Amongst the YOG volunteers, 72% would volunteer in another sport event. For the 25 survey respondents who had also volunteered for AYG, all 25 indicated that they would volunteer again.

Figure 3-6: COE Survey – Would You Volunteer Again?



³Extracted from Singapore 2010 Games Manual – Ceremony and Functions (CAF)

⁴Out of 3,618 satisfaction surveys, 2,463 voted "Yes", 206 voted "No" and 949 did not answer this question. (Source: COE Singapore Youth Olympic Games Volunteer Satisfaction Report)



The following observations were derived from the survey results:

- Significantly higher percentage of women than men would volunteer again.
- Significantly more volunteers from the International Convention Centre and the IOC Hotel would volunteer again. Volunteers from YOV would less likely volunteer again.
- Participants at age below 20 would more likely volunteer again, whereas participants of age between 30 and 39 would less likely volunteer again, perhaps due to work and family commitments.
- Significantly higher percentage of volunteers (including Organisational Volunteers and Individual Volunteers) than Organisational Paid Staff would offer their services again.

A National Volunteer & Philanthropy Centre (NVPC) survey conducted from April to August 2010 indicated that the volunteer participation rate saw its largest increase from 16.9% to 23.3% since 2000 with the total volunteer hours doubled from 45 million hours to 89 million hours.

The occasional volunteers who made up more than half of the volunteers are expected to continue volunteering after the Games. Over a period of 12 months, the average number of hours volunteered was 45 hours calculated on the basis of five working days. Based on the age groups, the highest proportion of volunteers was from the 15 to 24 years.

Based on the survey results from COE, the willingness to volunteer again for Singapore 2010 volunteers is 9% higher than the national average.

3.3 Sporting Legacy

3.3.1 Sports Participation – Let's Play!

SYOGOC developed a Sports Initiation Programme (SIP), which built on an existing programme by SSC known as Let's Play, to create awareness of the YOG and to increase sports participation among Singaporeans. The SIP has four main components:

- Learn to Play (LTP): reach out to all age groups ranging from 5 to 75 years old with the aim of introducing 11 selected sports (such as wrestling) which are not very popular or new in Singapore.
- Learn to Compete (LTC): reach out to the public with knowledge of the seven selected sports and competition at fun and recreational level.
- Kids Sports Challenge (KSC): reach out to children to get them started and interested in selected sports through fun and play.
- Mobile Road Show (MRS): reach out to the local community for awareness, interest and participation through mobile sports stations and to sign up for sports participation.

A total of 14,116 participants were recorded for the first three components and a total of 57 mobile road shows were carried out from May to August 2010. Participation for the MRS was not measured as it was difficult to track the number of participants of the road show that was on the move (Table 3-1).

Figure 3-7: NVPC Survey – National Average Volunteer Participation Rate

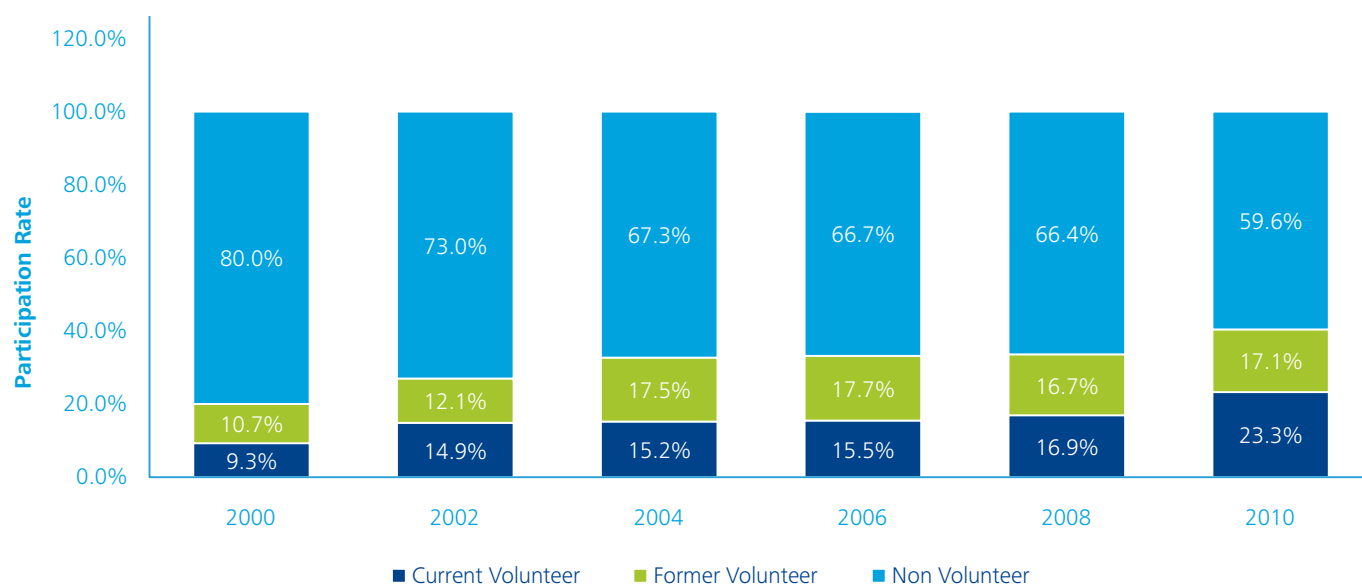


Table 3-1: Number of Participants for Sports Initiation – Let’s Play Programme⁵

Programme	Target Number	No. of Participants	Participation Rate
LTP	3000	6120	204%
LTC	1000	608	61%
KSC	6000	7388	123%
MRS	6000	No record	No record
TOTAL	10,000	14,116	141%

⁵Extracted from Singapore 2010 Games Manual – Sport Development Division



3.3.2 The Honour to Represent Singapore

The YOG introduced new sports to Singaporeans. In addition to existing NSAs for sports such as basketball, fencing, archery and gymnastics, new NSAs for handball, modern pentathlon and wrestling were set up to help prepare athletes to compete in Singapore 2010. There are currently 63 NSAs registered with SSC⁶.

A total of 130⁷ representatives were selected to represent Singapore in this prestigious competition. Extensive trials and selection programmes were carried out by the NSAs for the 26 sports competed in Singapore 2010. Regional and national level leagues and competitions were conducted in 2008 and 2009 where schools and clubs were invited to send their best athletes to compete for the glory of representing Singapore. Needless to say, the athletes themselves spent hours of additional training hours for this once-in-a-lifetime opportunity to represent their country.

3.3.3 Inspiring Singaporeans to Participate in Sports

SSC's survey for "Project Olympics: YOG Report 2010" on 4,124 individuals of different age group, ethnicity, gender and occupation indicated that 743 individuals (18% of respondents) were inspired to take up new sports within three months of the survey. Of these individuals, 37% agreed or somewhat agreed that they were inspired by the YOG. The influence of the YOG was especially prevalent in teens and Malays (48% and 53% inspired respectively).

3.3.4 On-going Efforts to Encourage Sports Participation

SSC has progressed from the traditional sports facilities manager to a promoter and developer of the sporting scene in Singapore, transforming the way Singaporeans view and participate in sports. The Sports Participation Team in SSC has developed sports outreach programmes for all Singaporeans through lifestyle marketing, collaborative partnerships with the private sector and other government agencies, and progressive improvements in the access to the best sports facilities.

Different programmes, from entry-level to competitive participation, have been offered to cater to different target groups.

Through the funding programmes provided, various NSAs have put in place structured youth development programmes to groom young athletes. Funding for NSA development programmes has seen an increase in the Annual National Sports Association Grant Exercise for the Financial Year (FY) 2011.

A total of S\$33.14 million in direct funding has been approved for 49 NSAs, of which 54.9% of the total amount would be channelled towards developing a holistic athlete development structure and programme. This is a 29.4% year-on-year increase from the S\$14.05 million of the total direct funding amount of S\$32.3 million approved in FY 2010. (Rosli, 2011)

Indirect grants to NSAs have also increased from S\$21.87 million in FY 2010 to S\$33.1 million in FY 2011. These grants include funding for the Olympic Pathway Programme and the Singapore Youth Sports Development, Sports Medicine and Sports Science support and subsidies for sports facilities. (Rosli, 2011)

Sport events are also supported by SSC through cash funding, in-kind support or consultation for event organising committees. There are plans to support both local and international events in FY 2011/12. Some of these events include the Li-Ning Singapore Open Super Series, OSIM Singapore International Triathlon, Barclays Singapore Open, World Netball Championships 2011, Nations Cup, ATP Challenger Tennis, Standard Chartered Singapore Marathon and FIVB Beach Volleyball World Tour.

Together with the People's Association (PA) as co-organiser, SSC is planning for the first Singapore Biennial Games in 2012 to maintain the momentum generated by the YOG. It is proposed that 10 to 15 of the 26 Olympic sports would be played in the first Games, with the aim to create a strong club culture and a sporting culture that spans across families, neighbourhoods and schools.

⁶Source: http://www.ssc.gov.sg/publish/Corporate/en/our_services0/Information_Resources/Directories/Directory_of_NSAs.html

⁷Source: http://www.teamsingapore.com.sg/content/major_games/olympics_games/singapore_2010_youtholympicgames/commemorative_book.html

3.3.5 Sports Infrastructure / Equipment

The concept of Singapore 2010 was developed around the proximity of venues due to the relative compactness of Singapore. Majority of the venues for Singapore 2010 are existing infrastructure retrofitted to meet international standards of the Games. This concept created an inclusive sport event that allowed any Singaporean to participate actively as a spectator or volunteer.

In preparation for the YOG, S\$13.2 million was spent on permanent works to venues and another S\$9.8 million on sports equipment. Besides works required on the sporting facilities to meet international competition standards, the upgrading of stadium facilities also enabled local athletes and weekend sports enthusiasts to enjoy the benefits of the Games legacy after Singapore 2010 (Table 3-2).

Table 3-2: Upgrading Works at the Competition and Training Venues⁸

Competition / Training Venue	Upgrading Works
Toa Payoh Swimming Complex	New floodlight of broadcast standard Upgraded diving platform to latest FINA specification Upgraded toilet and changing room Retiling of pool deck
Singapore Sports School	Upgraded floodlight to broadcast standard Construction of new shooting range
Bishan Stadium	Upgraded floodlight to broadcast standard Resurfaced running track to IAAF Class 1 standard Upgraded toilet and changing room Upgraded football field
Jalan Besar Stadium	New floodlight of broadcast standard Upgraded toilet and changing room
National Sailing Centre	Upgraded toilet and changing room Upgraded breakwater to minimise sand built-up over slipway
Kallang Tennis Centre	New floodlight of broadcast standard 1400 semi-permanent seating New coating to all tennis courts Upgraded toilet and changing room
Kallang Field	New perimeter fencing
Bishan Sports Hall	New floodlight of broadcast standard Air-conditioned sport hall Upgraded toilet and changing room
Toa Payoh Sports Hall	New floodlight of broadcast standard Upgraded toilet and changing room
Choa Chu Kang Stadium	Renovated toilet and changing room
Jurong West Stadium	Renovated toilet and changing room
Jurong East Stadium	Renovated toilet and changing room

⁸Obtained from SYOGOC Sports and Venue Division

Competition / Training Venue	Upgrading Works
Singapore Polytechnic (Football)	Upgraded toilet and changing room Upgraded floodlight to broadcast standard
Jurong West Swimming Complex	Renovated toilet and changing room
Jurong West Sports Hall	Renovated toilet and changing room
Jurong East Sports Hall	Renovated toilet and changing room
Rhythmic - Catholic High School	Recoated sport hall Upgraded floodlight to broadcast standard Upgraded toilet and changing room
Artistic -Raffles Institution	Upgraded toilet and changing room Upgraded air-conditioning system to sport hall
Trampoline -Raffles Junior College	Upgraded toilet and changing room Recoated sport flooring
Raffles Junior College	Resurfaced running track Upgraded toilet and changing room New floodlight to warm-up field
Singapore Polytechnic (Badminton)	Upgraded floodlight to broadcast standard Air-conditioned sport hall Recoated sport flooring
YOV Basketball Courts 1-3	Upgraded toilet and changing room
YOV Boxing Hall 1-3	Resurfaced sport flooring
YOV Fencing Hall	New synthetic turf
YOV Hockey Pitch	Upgraded toilet and changing room Repair of field
NTU Swimming Pool	Upgraded swimming complex
NTU Track and Field	Resurfaced running track
NTU Basketball Courts 4-6	Upgraded floodlight
NTU Boxing Hall 4-5	Upgraded toilet and changing room
NTU Judo Hall	Resurfaced basketball court
NTU Tennis Courts 1-6	Resurfaced tennis court
NUS Hall 6 (Table Tennis)	Upgraded toilet and changing room
NUS Hall 6 (Taekwondo)	Upgraded toilet and changing room

These upgrades not only extended the useful lives of these venues, more importantly, they provided both athletes and weekend sports enthusiasts with an environment conducive for higher sports participation in the nation. With these world-class equipment and facilities, Singapore is also well-placed to host future international competitions.

Beyond infrastructure and hardware, NSAs also benefited from the sports equipment purchased for the YOG. For instance, most of the 38 horses that were brought in for the YOG Equestrian Show Jumping event would remain in Singapore for future use.

The YOG has also catalysed the launch of SCSD for sports competed in Singapore 2010. Targeted at youth aged 6 to 16, the government is spending S\$2.5 million over the next two years on SCSD, which would serve as the launching pad for youth to learn new sports in a safe community setting.

Through the satellite centres, youth would have multiple opportunities to participate in a diverse range of sports and at the same time, play regularly with their peers in a structured sports programme.

The satellite centres would be set-up mainly in existing sports facilities such as schools, sport and recreation centres and community centres located in the heartlands. The centres would be rolled out in phases with seven centres already introduced for badminton, basketball, sailing, wrestling, archery, hockey and equestrian. The SCSD programmes are coordinated and managed by the respective NSAs. (Singapore Sports Council, 2010)

3.3.6 Sports Excellence

Singapore won a total of seven medals, two silver and five bronze medals at the inaugural YOG. The Singapore team also performed well with 30 medals at the 2009 AYG (nine gold, six silver and 15 bronze), 11 medals at the 2008 Commonwealth Youth Games (two gold, five silver and four bronze), and 17 medals at the 2010 Guangzhou Asian Games (four gold, seven silver and six bronze).

To nurture young sporting talents and sustain passion for sports, NTUC FairPrice Foundation offered scholarships between S\$17,500 and S\$50,000 for individual medal winners and between S\$20,000 and S\$150,000 for team medal winners at Singapore 2010.

(Foong, 2010) The scholarships would be disbursed via the SNOG, and used for training equipment, camps, sports medicine and science, and coaching.

In addition, SYOGOC launched the Singapore Youth Olympic Scholarship (SYOS) as Singapore's YOG legacy. Funded by MCYS, the SYOS offers recipients to study and train at the Singapore Sports School. The SYOS is also supported by SNOG and the Olympic Solidarity.

Six full scholarships (one from each of the five continents and one from Singapore) will be offered at each Summer Youth Olympic Games. (Red Sports, 2010) It consists of integrated sports training and education at the Singapore Sports School, specialised coaching in a sport or discipline and full board accommodation. (Singapore Sports School, 2010)

There were 54 applicants from 30 NOCs who applied for the six scholarships offered at Singapore 2010. Besides publicity for Singapore sports and the Singapore Sports School, the SYOS provides increased diversity and a bigger pool of training talents at the Sports School to level up the sports standard of local athletes.

Furthermore, SNOG launched the Singapore Olympic Foundation (SOF) in 2010 to train local athletes for major multi-sport events like the Olympic Games, YOG, and Asian Games. The SOF raised over S\$12 million from individual donors and Singapore-based companies, many of which are small-and-medium enterprises. With the Peter Lim scholarship, the SOF hoped to provide up to 300 promising young athletes the opportunity to fulfil their potential. (Singh, 2011)

To place Singapore in the international sports scene and as the centre of sports for Asia, the Singapore Government has various plans and initiatives in the pipeline, supported by comprehensive sports programmes and marketing strategies.

One initiative is the Singapore Sports Hub, Singapore's largest and flagship Public Private Partnership (PPP) project of this nature and the largest sports facilities infrastructure PPP project in the world. The aim of the Singapore Sports Hub is to draw international events to its world-class facilities and to encourage large numbers of people to participate in various land and sea sports and to make sports an integral part of their lives. (Singapore Sports Council, 2008)



3.4 Youth Development

3.4.1 The Athletes

The CEP is a unique and integral feature of the YOG. IOC President Jacques Rogge explained that the CEP is as important as the competition itself in YOG. In line with the YOG’s mission to educate, engage and inspire young athletes to play an active role in their communities, the CEP aims for the athletes to embrace,

embody and express the Olympic values of Excellence, Friendship and Respect.

SYOGOC developed more than 50 interactive activities, revolving around five educational themes and conducted in seven formats at locations within and outside the YOY during the Games. A summary of the CEP themes, format and participation statistics is shown in Table 3-3 and Table 3-4.

Table 3-3: CEP Educational Themes⁹

CEP Educational Themes	Description
Olympism	Traces the origins, philosophy, structure and evolution of the modern Olympics.
Skills Development	Considers various facets of a professional athlete’s career such as personal development and management of the transitional phases in life.
Well-being and Healthy Lifestyle	Promotes healthy eating and deals with stress management and the issue of doping in sport.
Social Responsibility	Considers the environment, sustainable development and community relations in the context of being a responsible global citizen.
Expression	Activities include learning and interaction opportunities via the digital media and evening festivals at the YOY.

⁹Extracted from Singapore 2010 Games Manual – Culture and Education Programme

Table 3-4: CEP Formats and Participation Rates⁹

Format/ Activity	Description	No. of Athletes Participated
Island Adventure	Athletes spend a day outdoors and enjoy what the Island Adventure can offer. Athletes work in teams to go through confidence-building courses, take part in water activities, and overcome physical challenges. Athletes who may be competitors in the sports arena learn that teamwork, mutual respect and friendship are essential in overcoming these challenges under the guidance of trained instructors.	1,046
Chat with Champions	Athletes have the opportunity to get up close with Athlete Role Models including Sergey Bubka, Yelena Isinbeyeva and Alexander Popov and hear them share personal and inspirational stories about the Olympic values of Excellence, Friendship and Respect.	1,444
Discovery Activity	Athletes explore topics relevant in their journeys towards becoming champions in life. Through interactive exhibitions and workshops, athletes can learn interesting facts about the history of Olympism, find out more about important health and nutrition matters, careers in sport, and learn about key global issues.	17,800
World Culture Village	The World Culture Village, located in the YOY Village Square, is a focal point for international visitors to interact with one another. There are cultural booths hosted by Singaporean youths, featuring each of the participating National Olympic Committees and their cultures. Each booth gives visitors the chance to explore different cultures and take part in fun activities and traditional games.	14,100
Arts and Culture	Athletes enjoy an exciting mix of music performances, dance acts and inspirational artwork. Residents of the YOY can join in the fun during the evening festivals and get to appreciate different Olympic-themed art installations. These Arts and Culture activities aim to bring out the celebration of youth, cultures and friendships forged at the Games.	1,600
Community Project	Athletes and local community participants do different fun activities together like community drumming and circus acts. Through these activities, athletes get to make friends with the local community participants, learn about social responsibility and are encouraged to contribute back to their own communities.	4,037
Exploration Journey	Athletes embark on a green adventure in the half-day Exploration Journeys to HortPark and Marina Barrage, with the aim of promoting greater awareness of environmental protection and sustainable development in the young athletes. Participants get a chance to build mini-gardens enclosed in glass bottles and enjoy spectacular views of the city and Singapore's waterfront, the Marina Bay.	1,077

Various international organisations, including three UN agencies, the International Federation of Red Cross and Red Crescent Societies, the World Anti-Doping Agency, the International Olympic Academy and the International Fairplay Committee also provided support to the IOC and SYOGOC to implement these activities.

To motivate the athletes to participate in the CEP, the Athletes' Challenge was created to recognise each athlete's personal CEP experience. Each athlete was given an Athletes' Challenge Passport at the start of the Games, which they used to track and record their participation in CEP activities and interaction with other athletes. Upon completion of requirements stated in the Athletes' Challenge Passport, athletes were able to redeem up to a total of five exclusive collectibles. A total of 10,265 redemptions were made by the end of the Games.

With thousands of athletes participating in the CEP, the long term aim of the CEP was to promote the Olympic values beyond the duration of the Games and the athletes who participated in the YOG. As IOC President Jacques Rogge explained, "success depends on to what extent the athletes are willing to accept and embrace the information they receive. It is our great hope that the athletes will act as ambassadors and be active in their communities by sharing what they learn when they return home from Singapore." (Olympic Org, 2010)

3.4.2 The Youth

Two global initiatives – the Young Ambassadors Programme and the Young Reporters Programme – were set up by the IOC to engage youth other than the athletes:

- The Young Ambassadors Programme appointed 29 young people to help promote the YOG in their regions and communities, as well as support athletes before and during the Games, including their participation in the CEP. The Young Ambassadors, between the ages of 18 and 28, were nominated by their NOCs and came from a variety of backgrounds. Working alongside the Young Ambassadors during

the Games were CEP Champions, who were representatives from Singapore to promote and facilitate the athletes' participation in the CEP. During the Games, the Young Ambassadors also took on the role of mentoring the athletes on what it means to be an Olympian, and how aspiring stars should behave on and off the field of competition. (Olympic Org, 2010)

- The Young Reporters Programme provided budding young reporters from each of the five continents with a cross-platform journalist-training programme and on-the-job experience during the YOG. The programme encouraged the Young Reporters who are students or novice journalists to blog about YOG topics in the run-up to and during the first YOG. The training and assignments during Games were facilitated by highly qualified and renowned professionals in broadcast and print journalism, social media and photography. (Olympic Org, 2010)

During the Games, the IOC and SYOGOC also held the first IOC Youth Session. Participants had the opportunity to meet with IOC President Jacques Rogge and listen to his personal and inspirational stories on the Olympic values of Excellence, Friendship and Respect. Athletes were also given the platform to share their personal experience at the YOG and what they had learnt in the fields of sport, education, culture and society through the experience. The session was attended by 147 athlete representatives from the NOCs, 29 Young Ambassadors, as well as 23 Singapore 2010 youth volunteers.

As part of the initiative to train and develop expertise in Singaporean youth, SYOGOC awarded the sponsorship value study to Temasek Polytechnic, giving the students an opportunity to use the theory they have learnt in school in a practical situation. In consultation with their lecturers, the students involved planned the approach, conducted the study and presented the results to SYOGOC. This was a good learning experience for the students who would not have this opportunity under normal circumstances.

The Singapore 2010 CAN! Festivals sought to involve young people to create their own initiatives to celebrate the inaugural YOG in Singapore, and in the process create enjoyable, lasting memories of their own Singapore 2010 experience.

3.4.3 Both the Youth and the Community

During the lead up to the Games, the “Create. Action. Now!” (CAN!) Festivals¹⁰ were launched by the young people in Singapore to involve other local youth and the community in the preparation for the YOG. The five CAN! Festivals held between January 2009 and March 2010 had four themes:

- January to March 2009: CAN! Launch Event
- April to June 2009: CAN! Discover (Culture & Heritage)
- July to September 2009: CAN! Click (Digital Media)
- October to December 2009: CAN! Green (Environment)
- January to March 2010: CAN! Arts (Arts & Culture)

Each festival was co-organised with a number of community partners. Notably, the CAN! Launch Event was organised by a committee of students from the four universities in Singapore. The Singapore 2010 CAN! Festivals sought to involve young people to create their own initiatives to celebrate the inaugural YOG in Singapore, and in the process create enjoyable, lasting memories of their Singapore 2010 experience. Stemming from this, a total of 204⁹ initiatives were organised by the youth and community, and the festivals brought together 143,000⁹ participants.

Other than the CAN! Festivals, the community also had the chance to participate in the CEP activities:

- **CEP at the International Convention Centre** enjoyed a total visitorship of about 14,700⁹ over the course of the Games where spectators and members of the public got a close look at 16 Summer Games Olympic Torches, which were on loan from The Olympic Museum, and the Youth Olympic Torch and medals. Members of the public also had the opportunity to try out six Olympic sports – boxing, fencing, taekwondo, judo, handball and wrestling – at the Sports Initiation zone. To round off the CEP experience, interactive stations at the Healthy Living exhibition were put up by the Health Promotion Board, while live music and dance performances provided entertainment for the whole day.
- **CEP at Singapore Indoor Stadium** hosted a display of YOG-themed videos, animations and audio clips that were winning entries of the Schools Digital Media Awards 2010.
- **CEP at Singapore Sports School (SSP)** exhibited selected works from the National Schools Photo-Art Competition 2009. ‘Youth in Action’ was the theme of the photo competition, which was a collaboration between Canberra Secondary School and SYOGOC to celebrate the YOG and Olympic education. One of the objectives of the competition was to promote the use of digital media as a tool to create awareness of today’s youth activities.
- **CEP at *scape Youth Park** had nine days of exhibitions and live performances for visitors to join in the fun during Games time. Some 2,400⁹ visitors took part in the activities. A Youth Arts Showcase where a living space furnished entirely by art, design, photography and music – all created by youth was installed. Another exhibition, “Seeds of Hope”, highlighted the interrelatedness between human beings and the environment and the positive difference one individual could make in environment protection.

3.4.4 The Students

Another initiative of the CEP, Friends@YOG was a school-twinning programme endorsed by the IOC. It offered a platform where young people of the world could come together to connect to the Olympic Movement, learn about one another’s cultures and build lasting friendship. The programme was initiated in December 2008 and involved 332 Singapore schools. It saw the successful twinning of 251 Singapore schools under MOE with 256 schools from 136 NOCs by the time the Games started in August 2010.

¹⁰Obtained from SYOGOC Cultural and Education Division



Figure 3-8: MOE Survey - Students' Awareness of Other Countries

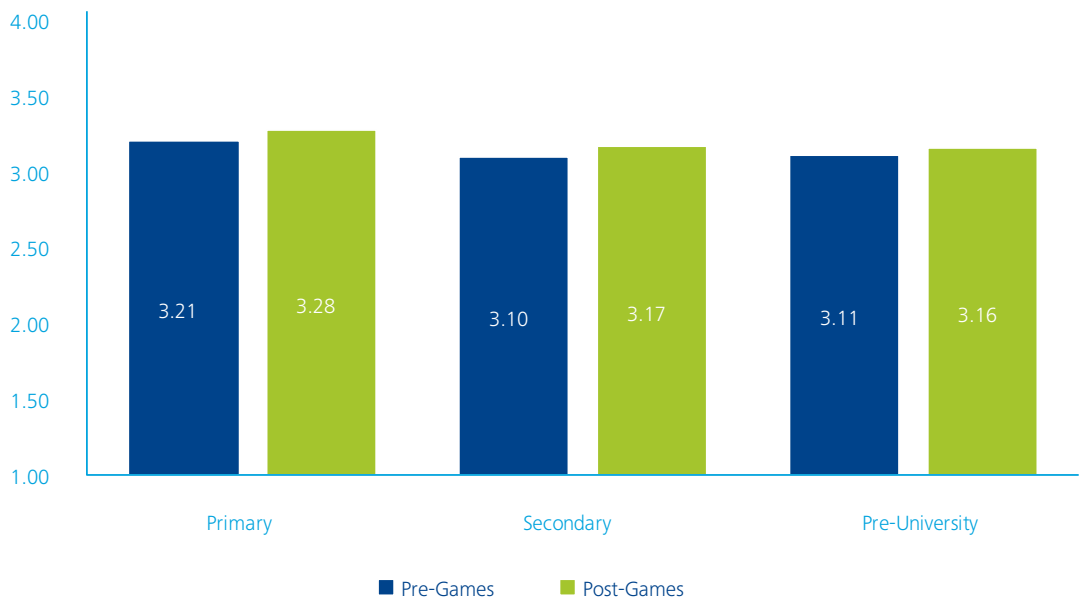


Figure 3-9: MOE Survey - Level of Knowledge and Understanding of the Olympic Values

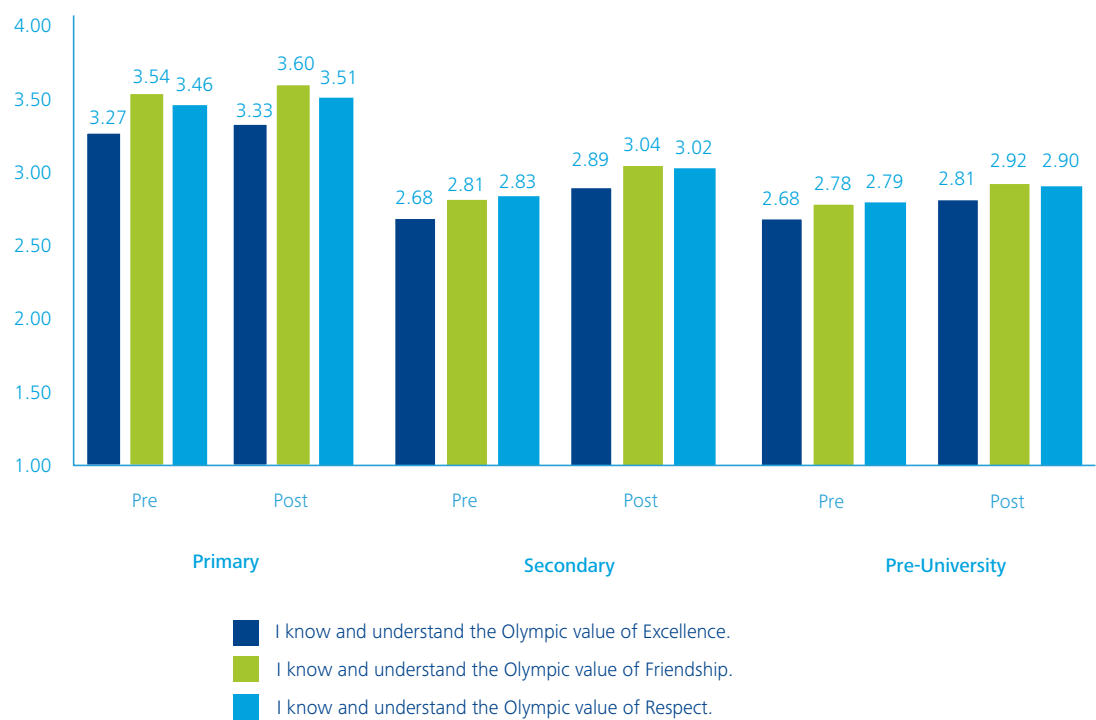


Figure 3-10: MOE Survey – Students’ Response to Actions Under the Olympic Values



Figure 3-10 shows that there is no consistent trend in the students’ response to specific actions that fall under the Olympic values before and after the Games. This may indicate the need to enhance the CEP contents to include more actionable examples and real-life scenarios which may apply in the students’ everyday life.

3.5 People, Skills and Employment

3.5.1 Sports Expertise

3.5.1.1 Perception of Sports as a Viable Career

As part of the MOE’s 2010 survey, primary, secondary and pre-university students were asked about their perception of sport as a viable career option and the level of support from their family and friends if they were to pursue that path. These questions were asked in the post-Games survey conducted.

88% of primary school students agreed or strongly agreed that sport is a viable career option and nearly the same proportion felt that their family and friends would support them in this decision (with about half of the students strongly agreeing with these statements).

Comparatively, the proportion of secondary and pre-university students who agreed or strongly agreed that sports can be pursued as a career in Singapore was lower at 77% and 54% respectively, with nearly a third of pre-university students disagreeing with this statement (Figure 3-11).

In line with these results, around three-quarters of secondary students and half of pre-university students felt that they could count on family support if they pursued a career in sport, while a higher proportion of both groups agreed that they could count on their friends for support. A summary of the results are displayed in Figure 3-12 and Figure 3-13.

These results are reflective of the growth in sports development and opportunities over the years. They indicated a need to demonstrate to older students and their family that sport as a career is becoming a viable and fulfilling option. This could be done by educating them on the various career paths in the sports industry and the benefits of working in this industry using case studies from the YOG.

Figure 3-11: MOE Survey – Pursuing Sport as a Career in Singapore

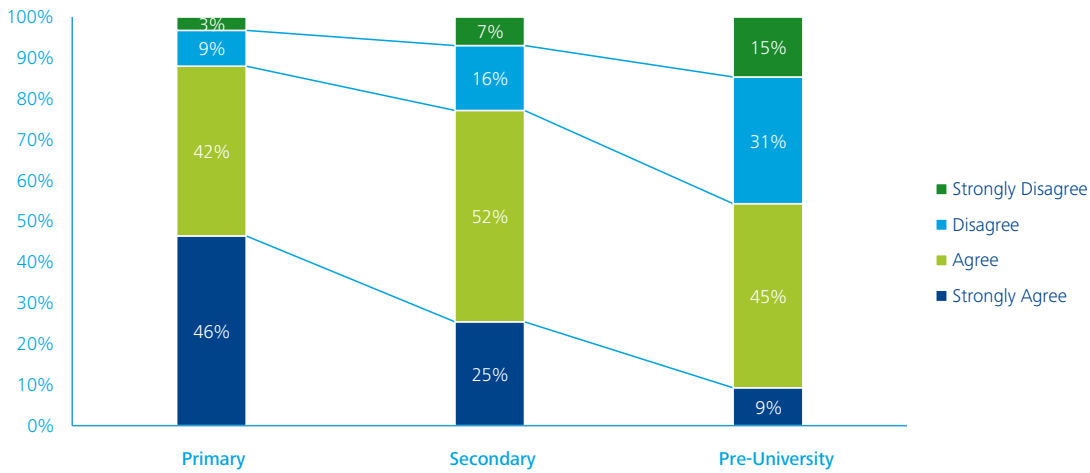


Figure 3-12: MOE Survey – Support from Family if Pursuing a Career in Sport

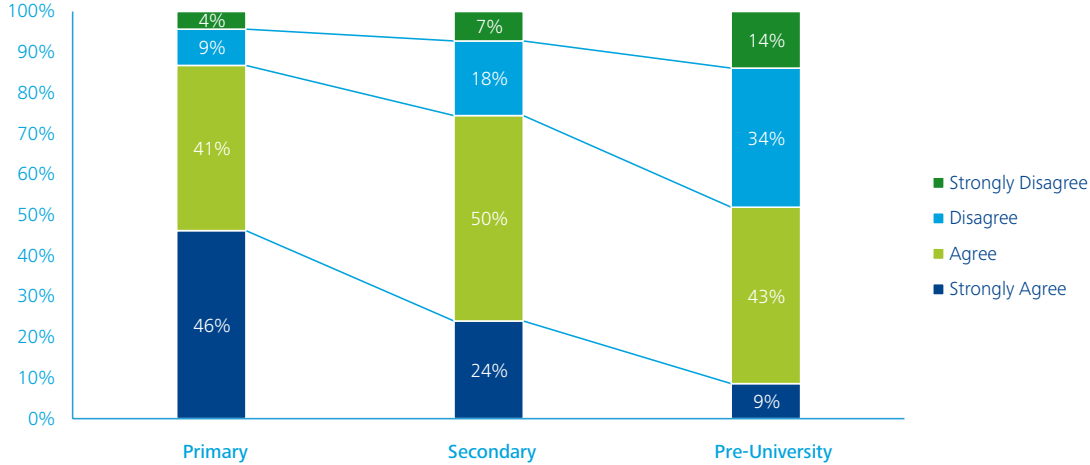
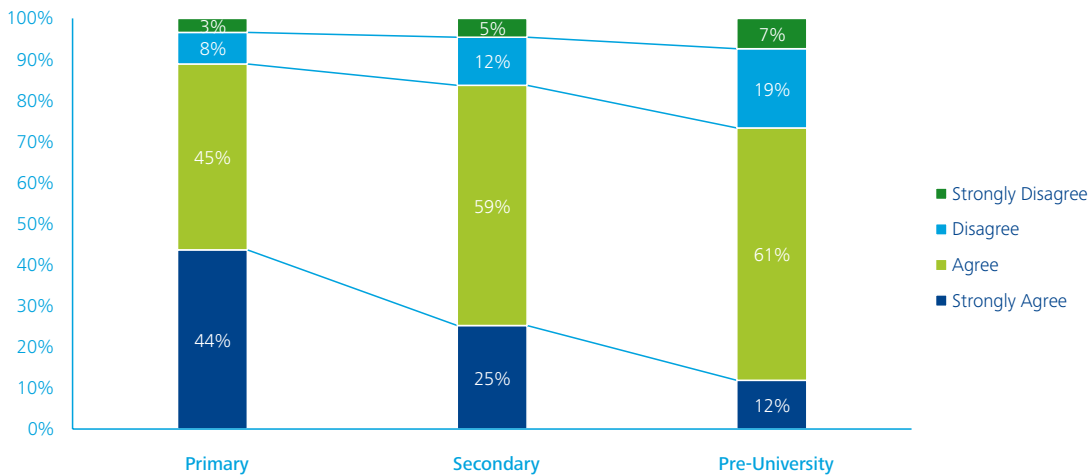


Figure 3-13: MOE Survey – Support from Friends if Pursuing a Career in Sport





3.5.1.2 Development of Technical Officials

SYOGOC made a conscious effort to build a core of technical officials who could officiate international competitions in the future. As a result, many Singaporeans were recruited and trained to be qualified as technical officials of the respective sports. In this way, YOG contributed to the development of sports expertise in Singapore through the involvement of Singaporean students, youth, volunteers and staff in various aspects of the Games, working alongside with international and local experts.

For example, by having the International Doping Control Officers from the World Anti-Doping Agency (WADA) to impart their experience and knowledge of international anti-doping standards to the local volunteers and thereafter qualifying them, Singapore now has a larger pool of well-trained Doping Control Officers to tap on for future Games or sport events.

3.5.1.3 Development of Media Personnel and Journalists

Youth Sports Presenters aged between 13 and 29 were identified and trained in the Sports Presentation Camps on vocal exercises, body language, commentary techniques, hosting etiquettes, etc. before they performed their role. These sports presenters provided announcements and commentary during the validation exercises and the YOG sport events, keeping the crowds engaged and interested throughout the event. (Singapore 2010, 2009)

The effective selection and training of these presenters were demonstrated by the fact that at least 80% of the crowds stayed for the victory ceremonies, a rare proportion in multi-sport events. The experience gained in the YOG gave the presenters a solid foundation to pursue a career in this area in future.

The Youth Olympic News Services (YONS) was provided with 120 YONS editors, reporters and writers consisting of 78 paid staff from SYOGOC's service provider (Infostrada Sports) and 42 student volunteers from various institutes of Higher Learning in Singapore. The pool of volunteers were trained by Infostrada and exposed to sports journalism by working either in the foreground at competition venues or behind-the-scenes in the Main Media Centre (MMC) to generate news stories on the Games.

YONS produced in excess of 1,800 items within the news category, and a further 1,800 "Athlete Overviews" for accredited and registered media to help them in their reporting of the Games. The YONS team acted as an internal news agency supplying editorial output such as previews, reviews, short write-ups on selected athletes, press conference highlights and so on. It is hoped that the opportunity for these student volunteers to participate in Singapore 2010 will inspire some of them to take up sports journalism as a career choice.

The Press and Broadcast Operations (PBO) functional area of SYOGOC was responsible for training its own staff and volunteers in the specific area of media operations. PBO together with the communications functional area, engaged local agencies and institutes of Higher Learning directly to recruit volunteers and additional Short-term Assigned Regular Staff (STARS) in early 2010, and trained them for deployment at the validation exercises and Games readiness exercises.

To supplement the Games time workforce, PBO also recruited 44 local and international Games time contract staff with Olympic and international sport event experience to join the MMC Press Operations, Venue Media, Photo Services and Broadcast Operations teams.

The experienced contract staff were able to execute the plans put together by the planning team with some on-site adjustments. They not only helped to enhance Media Operations' service delivery across all venues, but also provided good leadership and guidance to local managers. There was invaluable knowledge transfer to those whom they led.

As a result of the Games, Singapore now has a small pool of talents who are well-versed in Media Operations planning and a larger group who are familiar with Games-time operations. They would be valuable resource for future national events.

A team of 62 students from the Wee Kim Wee School of Communications and Information (WKWSCI) in NTU was responsible for the production of the YOV newspaper – the Young Olympian Daily (YOD) – throughout the Games from 14 to 26 August 2010. This was a school project undertaken by WKWSCI and a rare opportunity where students learnt journalism and public relations real time at an event of international scale.

3.5.1.4 Development of Sponsors and Partners

The pioneering experience of KhattarWong as a partner of SYOGOC for the provision of legal services to the sports industry has left a lasting legacy which local law firms could further develop. In addition, legal advice provided for SYOGOC partners (e.g. sponsors) in connection with the Games could be developed in the future as well.

The Singapore Sports School was established in 2004 by the Singapore Government as a premier sports and educational training institute.

As part of the sports industry eco-system, the experience gained by these local law firms would contribute to the development of Singapore as a future sports hub. Furthermore, such law firms could export their sports law expertise to other major sport events in the region.

3.5.2 Sport-Related Education

The SSP was established in 2004 by the Singapore Government as a premier sports and educational training institute. The school accepts students between the age of 13 and 17 years, with a vision to develop sports talent in Singapore. It offers a customised curriculum to allow students to pursue their sporting dreams and see them on track to becoming professionals in various sporting arenas whilst achieving academic excellence.

The school grooms sport talents in nine core sports – badminton, bowling, football, golf, netball, sailing, swimming, table tennis, and track and field. However, students talented in other sports are also accepted on a case-by-case basis whereby the school will provide a flexible academic programme and work with the respective NSAs to offer the necessary training.

Over the years, this has led to the inclusion of courses such as fencing, gymnastics, shooting, silat, triathlon, as well as wakeboarding. SSP was one of the competition venues for the YOG.

23 past and present students of SSP were among the 130-strong Singapore contingent which participated in Singapore 2010. (Ang & Tan, 2010) Two of the six individual medallists for Singapore (1 silver medal and 1 bronze medal) and half of the Singapore boy's football team, which has 18 players and won the bronze medal, were from SSP.

At the 2009 AYG, 33 athletes from SSP competed and they brought back 17 medals (5 Gold, 5 Silver, and 7 Bronze) for the nation. In the last six years, 123 students have represented Singapore as members in Singapore's national teams and have broken multiple national and international records.

Republic Polytechnic (RP), in recognising the opportunities from the Singapore Government's effort to grow sports as a viable industry, launched its School of Sports, Health and Leisure in December 2005. The School had a pioneer intake of 210 students with 21 staff in April 2006 in their Diploma in Sports and Exercise Sciences and Diploma in Sports and Leisure Management courses. For Academic Year 2010, the School offered five full-time diploma classes and two specialist diplomas in Events, Sports and Leisure Management, and Sports and Exercise Sciences to 1,180 students with 117 full-time and associate staff members.

Starting from Academic Year 2011, in collaboration with SSP, RP will offer a customised Diploma in Sports and Leisure Management to SSP's student athletes. RP will oversee the academic development of the student athletes while SSP will be responsible for the sporting development in terms of provision of coaching expertise, training facilities and sports science support.

The RP-SSP diploma differs from the other mainstream RP sports diplomas in that it is specifically designed to provide the required flexibility to SSP's student athletes to support their pursuit of both academic and sporting excellence, which will allow an uninterrupted scholastic and sporting development pathway. (Republic Polytechnic; Singapore Sports School, 2010)

3.5.3 Employment

Although the exact number of new jobs created as a result of Singapore 2010 is not available, SYOGOC engaged the following workforce consisting of salaried staff, volunteers and contractors to assist in the preparation, delivery and wrapping-up of Singapore 2010 (Table 3-5).

Other than the paid staff and contractors engaged for Singapore 2010, employment was also created by sponsors who needed to hire more people to assist in the sponsorship activities relating to the Games. Businesses to local enterprises, which amounted to S\$260 million, and Singapore-based companies also contributed to the sustained employment rate as well as new employment opportunities.

All these employment created as a result of the Games not only benefited the people that were employed by SYOGOC and the respective partners, but also eased some pressures that the global financial crisis in 2008 had put on the local economy.

Table 3-5: Breakdown of SYOGOC Workforce

Category	Number of staff
SYOGOC staff, comprising:	
Salaried staff	273
Assigned staff (from various public agencies)	189
STARS (Short Term Assigned Regular Staff from various public agencies)	1,200
Volunteers	20,939
Total volunteers and working staff	22,601
Contractors	16,572
Security personnel	8,062

3.6 Cultural Legacy

3.6.1 Service Excellence and Social Graciousness

There is a general consensus that Singapore has done a good job in hosting the inaugural YOG with an environment supported by Singaporeans who are able to communicate effectively with international visitors and are keen to learn more about other cultures and sports.

Former Olympic champion and Chairman of the IOC's Coordination Commission for the First Summer Youth Olympic Games, Sergey Bubka, was impressed by the modern settings and cleanliness of Singapore, and struck by the knowledge and friendliness of Singaporeans.

The Economic Impact Analysis and Perception Survey on Singapore 2010 conducted on international spectators, athletes, team officials, technical officials and media officials also indicated a similar favourable impression. These parties were surveyed on the following areas relating to service excellence and social graciousness:

- Overall satisfaction at the YOG
- Perception of Singaporeans' graciousness
- Willingness to revisit Singapore again in the next three years
- Provide any other related comments on their YOG experience

Figures 3-14, 3-15 and 3-16 show the results of the survey.

Most foreigners who visited Singapore for the YOG were satisfied with the overall experience, with 94.6% to 99.7% giving a "Satisfied" or "Extremely Satisfied" rating for the overall YOG experience and Singapore's graciousness. 4 out of 5 international athletes and nearly two thirds of international spectators were "extremely satisfied" with their experience and perception of Singapore's graciousness.

Common positive comments from international visitors include:

- Had an excellent overall experience (16% of international spectators, 40% of international athletes, 45% of international technical officials)
- Games are well organised (11% of international spectators)
- Great country (33% of international team officials and 24% of international technical officials)
- Hospitable people (10% of international spectators, 17% of international athletes, 22% of international team officials)

Common complaints from international visitors include:

- Difficulty in buying tickets (30% of international spectators)
- Costly; Singapore is expensive (9% of international technical officials)
- Volunteers are not efficient (9% of international technical officials and international media officials)

Consistent with the findings on the overall experience, 9 out of 10 international athletes expressed that they would return to Singapore in the next three years. 70-84% of the other groups similarly expressed that they planned to revisit Singapore in the near future.

There were an estimated 38,600 international visitors to Singapore over the Games period, including 1,170¹¹ accredited media from countries such as Argentina, Australia, Brazil, Canada, China, Korea, Malaysia, New Zealand, Thailand and Tunisia and representing 315 media organisations from all over the world.

Given their favourable responses in the survey, there is potential additional benefit on top of the positive coverage of the YOG if members of international media share their favourable personal opinions and views on Singapore to the rest of the world.

¹¹Extracted from Singapore 2010 Games Manual – Press and Broadcast Operations (PBO)

Figure 3-14: Forbes Survey - Overall Satisfaction of YOG Experience

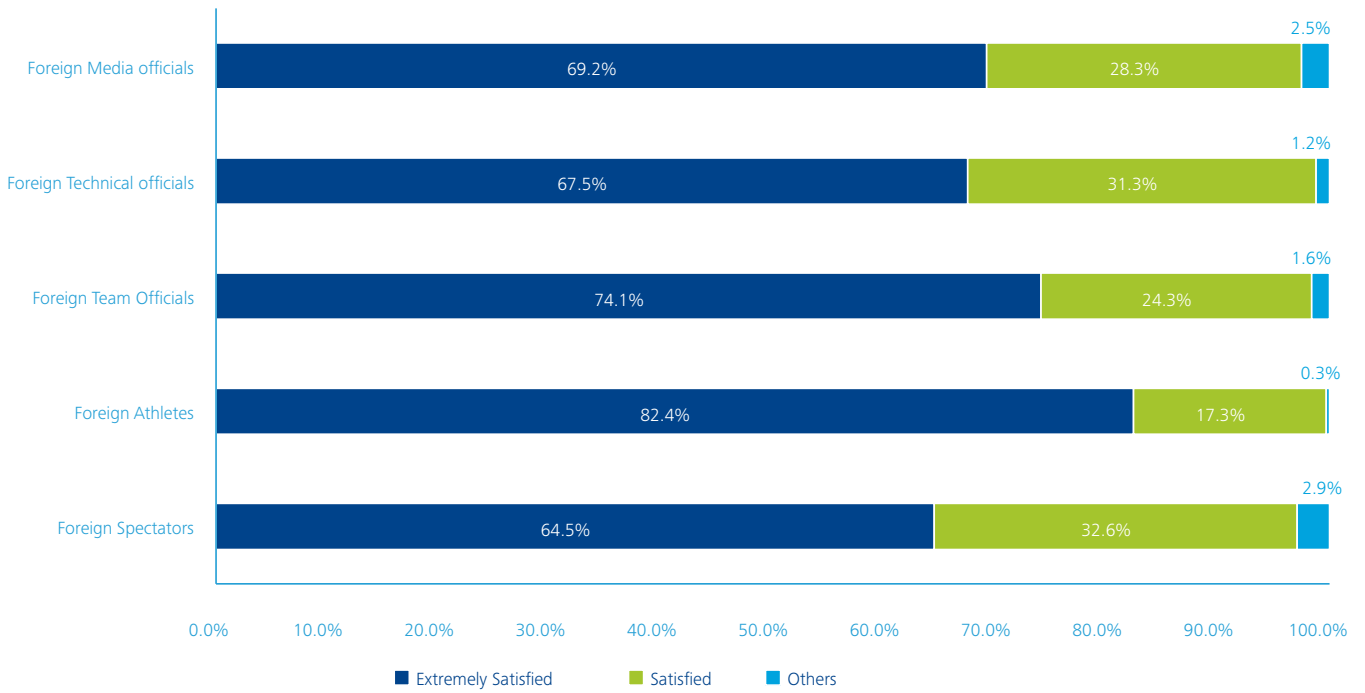


Figure 3-15: Forbes Survey - Perception of Singaporeans' Graciousness

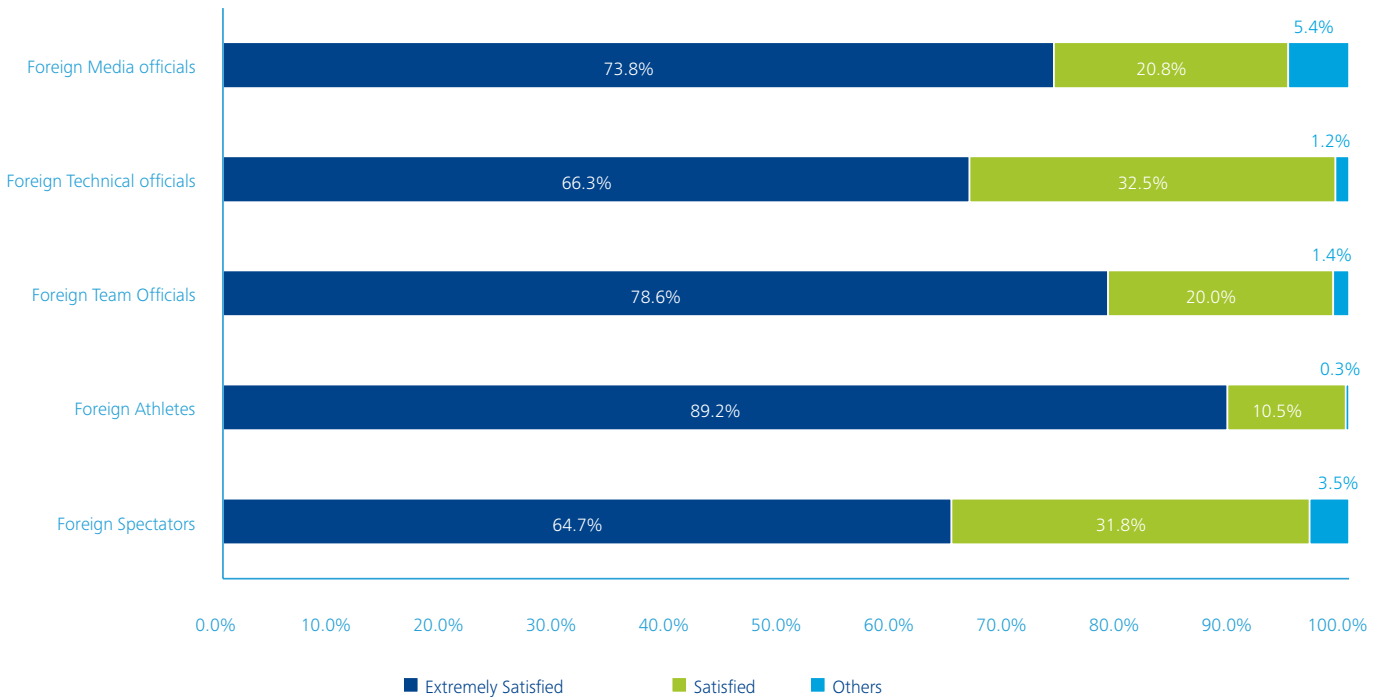
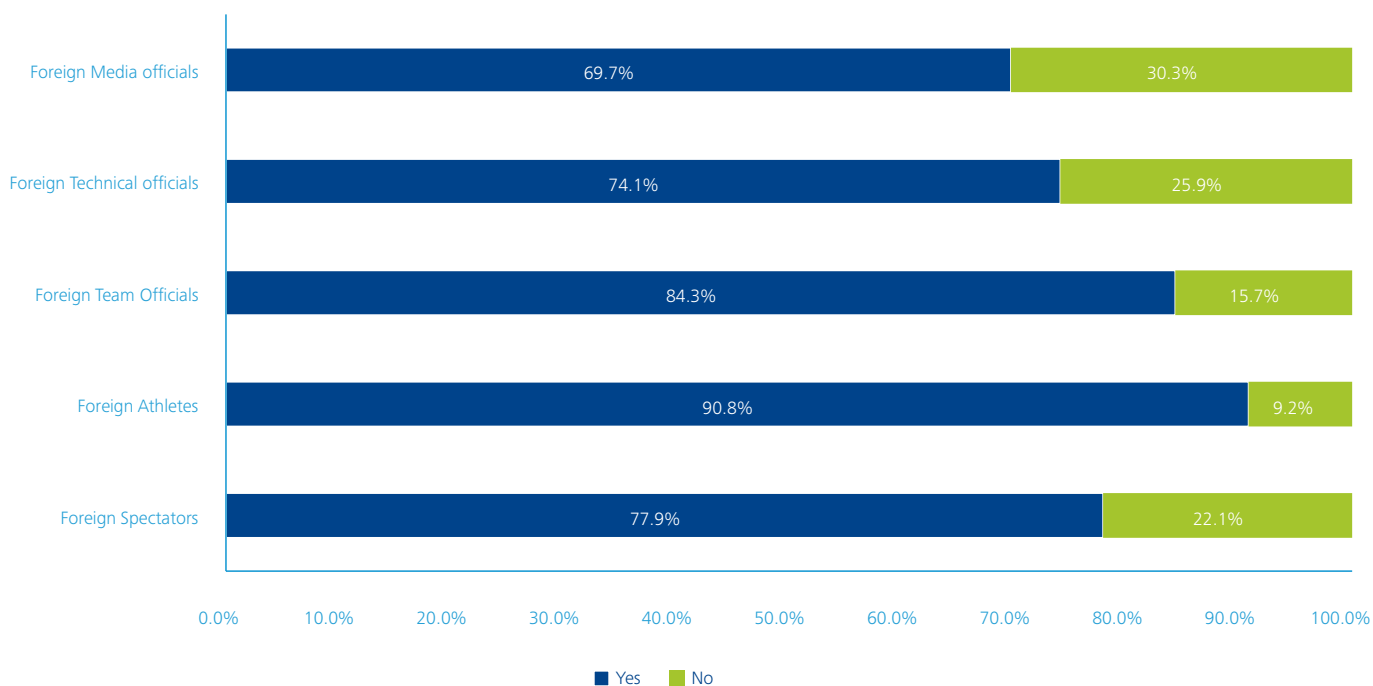


Figure 3-16: Forbes Survey – Plans to Revisit Singapore in the Next Three Years



3.6.2 Physical Legacy

Singapore 2010 left behind a few physical legacies in commemoration of Singapore’s mark in the Olympic history. The YOP situated at the high-traffic area of Marina Bay and just next to the venue of the opening and closing ceremonies, has a permanent exhibition mounted on three walls featuring the photographs of the 3,530 youth athletes who competed in the Games.

It also contains a panel with a brief story of Singapore 2010 and numerous youth artworks inspired by the YOG, made possible by the collaboration between SYOGOC, National Parks Board (NParks) and Urban Redevelopment Authority (URA), and with contributions from Deloitte Singapore. A YOG Commemoration also recorded the first Young Olympians of the world – youth athletes who had competed in the first ever YOG.

The Olympic Walk, located along the Marina Bay Waterfront Promenade across the Double Helix Bridge, also features 205 trees dedicated to the friendships forged amongst the 205 NOCs at Singapore 2010. Each

tree is adorned with a unique plaque, specially created by students from Singapore schools twinned with the respective NOCs under the Friends@YOG programme, as an expression of their interaction and understanding of their twinned NOCs. In all, 250 schools were involved in the design and delivery of the plaques dedicated to the NOCs in the Olympic Walk.

Two Olympic-themed artworks were also installed at the Marina Bay Waterfront Promenade as a reminder of the Olympic legacy in Singapore. These artworks were commissioned by City Development Limited in collaboration with SYOGOC as part of URA’s first public art sculptures launched as part of the Marina Bay Public Art programme.

“A World United” by Huang Yifan is a circular-shaped artwork illustrating the unifying spirit of peace and sport, and symbolising mutual respect of cultures shared through sports. “Breathe” by Edwin Cheong is a moving sculpture symbolising the peace and environmental consciousness shared by nations in sport competition



and their united spirit for a truly sustainable global environment. Both are exhibited artists whose entries were selected from submissions from 30 local artists.

The Youth Olympic Mural made up of ceramic tiles handmade by athletes and workforce from Singapore 2010 is displayed at the Esplanade MRT Station to be shared with the public. Presented to the Land Transport Authority (LTA), the artwork is made possible with artistic contributions from Whampoa Community Centre and Ceramique Studios. The mural represented each athlete's and workforce's participation and their unity at Singapore 2010.

Being the first host city of the Summer YOG, Singapore was given the honour of presenting the Summer YOG Handover Flag. Through SYOGOC's persevered and persuasive efforts, IOC agreed to the proposed design which has "Singapore 2010" embossed on the bottom right of the handover flag. Known as the Singapore Flag, the handover flag is handed over from host city to host city at every Summer YOG and will have a permanent and tangible reminder of Singapore's historic and significant contributions in the YOG. The Singapore

Flag was presented by Prime Minister Lee Hsien Loong to IOC President Jacques Rogge on 13 August 2010. A replica of the Singapore Flag is displayed at the IOC Museum.

Collectively, these physical legacies instil a sense of national pride and a commemoration of Singaporeans' involvement in the inaugural YOG. They also provide a constant reminder of Singapore's contribution to the YOG, and the indelible mark which Singapore has made in Olympic history.

It is hoped that in time, the physical legacies will become significant tourist attractions as the YOG becomes an established edition of the Olympic Games. These legacies were also made possible through strong collaborations between the public, private and people sectors, which are testament to Singapore 2010 as an all-inclusive Games.

It is hoped that the concrete results and the benefits reaped from the efforts in the strong collaborations will serve as an example for future collaborations to involve the various sectors of Singapore.

3.7 Conclusion

Singapore 2010 served as a platform to bring Singaporeans together and created a powerful catalyst for change by providing a clear focal point for the various sectors to rally around. The Singapore spirit is not based on a common race, language or religion, but on shared values, respect for every talent, shared loyalty and commitment to Singapore, and the persistent doggedness to deliver successfully.

Singaporeans demonstrated the Singapore Spirit when they worked hand in hand to deliver the best possible Games to the world. Under the global spotlight, Singapore 2010 became a catalyst to boost social cohesion and instilled a sense of national pride amongst Singaporeans. If the momentum gained from this event is sustained, the Singapore Spirit would increasingly be more obvious and would contribute to a positive and lasting change for our society.

The Singapore Government envisions Singapore to be a leading city of sports in the region and wants to position Singapore as a leader in the sporting world. With the credential of hosting the first Olympic Games in Southeast Asia and the first ever YOG, Singapore's standing in the global sports arena, reinforced by endorsements from members of the IOC and the Olympic family, has certainly been enhanced.

The overall organisational success of the YOG, along with Singapore's hosting of other international events such as the AYG, the first Formula 1 night race and the Volvo Ocean Race, has placed Singapore on the world map for its facilities and organisational capabilities to host large international events efficiently.

In fact, Singapore was named world's best sport city, clinching the Gold Sport City Award at the International Sports Event Management Awards 2010

YOG has been a platform to propel Singapore on a new growth trajectory in the pursuit of sports excellence, strengthening its sporting culture and growing the sports industry.

Gala Dinner held on 3 November 2010. It is hoped that this achievement will translate into sustained future economic benefits as Singapore is seen as a preferred venue for mega international events.

YOG has been a platform to propel Singapore on a new growth trajectory in the pursuit of sports excellence, strengthening its sporting culture and growing the sports industry. International standard sports infrastructure, combined with the support and promotion of the Games and sports in general, has led to a greater interest in sports participation, a more active sporting culture amongst Singaporeans, enhancing the ecosystem for a sporting career.

Singapore 2010 has also contributed significantly to the social fabric, providing a common cause for Singaporeans to come together to deliver with the Singapore Spirit. It has been a catalyst to better social graciousness, contributed to social bonding and instilled a strong sense of national pride, constantly reminded by the legacies left behind by Singapore 2010.

Environmental Impact





4.1. Key Highlights

4.1.1. Environmentally friendly Games

To deliver a low carbon footprint YOG, the concept of Singapore 2010 called for the use of existing sports facilities and infrastructure. SYOGOC adhered strictly to this principle and no new venue was built for Singapore 2010. Recognising the facts that protecting and conserving the environment are important aspects of Singapore's long term strategy on the environment, SYOGOC further strived for minimal impact on the environment before, during and after the Games.

In its efforts, SYOGOC worked closely with the Ministry of Environment and Water Resources (MEWR), the National Environment Agency (NEA), the Public Utilities Board (PUB) and the NParks, to align with the government's approach towards the environment and adopted the strategy of sustainable development. This meant that no artificial funds would be catered for a one-time environment effort for showcasing, and that programmes and initiatives for the environment must have relevance or applications beyond the Games.

SYOGOC had two broad objectives in the environmental agenda:

- Organise YOG in an environmentally friendly, economically viable and socially responsible manner
- Use YOG as a platform to increase general awareness of environmental protection and conservation amongst Singaporeans and participants of YOG

To achieve these two objectives, SYOGOC developed two main thrusts and eight key programmes, concentrating on three focus areas to generate awareness of environmental issues amongst the different groups of participants for the Games. At the same time, it incorporated a number of environmental considerations in the planning, execution and delivery of the Games.

Various measures were taken at the competition venues to incorporate environmental considerations when getting the venues ready for the Games. The usage of reusable equipment/structures, the installation of water/energy saving devices, the deployment of energy efficient appliances and practices, and recycling

programmes were all part of an integrated management system that facilitated the hosting of an eco-friendly Games.

These initiatives brought about the following savings in water and energy consumption, and an increase in recycling efforts during Games time (Table 4-1).

4.1.2. Promoting the Green Cause

In line with the Singapore Government's approach of sustainable development in its environmental efforts, SYOGOC adopted two main thrusts in its environmental programmes. The two key thrusts of education and engagement were further supported by eight key programmes. Details of the programmes can be found in Figure 4-5.

SYOGOC recognised that education is an important aspect in the change of attitudes for a more sustainable behavioural change for environmental conservation. Publications highlighting good environmental habits were distributed, while talks, workshops and training were conducted for the public and YOG participants. Sponsors, government agencies, and NGOs for the environment, community and student groups were also engaged to lead and organise activities which promoted environment protection and conservation.

A number of activities and initiatives were also introduced to promote appreciation of urban greeneries to engage participants and spectators of Singapore 2010. For example, activities were implemented to engage athletes via the Exploration Journey at the HortPark. In addition, the athletes had the opportunity to learn more about responsible water management and how Singapore managed and increased its water self-sufficiency during their visit to the Marina Barrage. A tree dedication ceremony attended by all NOCs and the IFs at the Marina Bay area was also organised as part of the efforts to remind athletes and officials to do their part in conserving nature and the environment.

The environmental initiatives reached out to 2,444¹ participants and received 15,745¹ pledges for the environment, were anticipated to have a positive influence in the awareness and change in attitude of the participants for more environmentally friendly habits.



4.2. SYOGOC's Environmental Framework

SYOGOC was committed to organising the first YOG in an environmentally friendly, economically-viable and socially responsible manner. Its efforts focused on the following three areas:

- Establish and maintain high environmental standards through sound practices and technologies in the most cost-efficient manner.
- Host a resource-efficient Games through the implementation of energy efficient initiatives, water conservation features and measures to reduce, reuse, and recycle.
- Educate participants of the Games on sustainable practices through the inculcation of an environmental-friendly lifestyle among YOG participants and the community.

4.2.1. Programmes and Initiatives

The eight programmes were consolidated on the ground into two main initiatives – The Green Office and Living Green @ YOV – which provided the SYOGOC workforce and the YOG participants with an action programme to live green.

The Green office initiative kick-started the active environment programmes with the SYOGOC workforce adopting environmentally friendly habits in the office, procurement process and venues operations. The Living Green @ YOV initiative provided recommendations and encouraged residents to live with environmentally friendly habits.

The actual application of what was learnt, beyond education and engagement, helped in the change of attitudes and habits, and delivered tangible results in the environmental efforts for an environmentally friendly Games.

Table 4-1: Singapore 2010 Environmental Achievements¹

Description	Key Statistics
Amount of electricity saved	About 130,945 kWh ²
Amount of water saved	More than 4.8 million litres of water ³
Recyclable waste	10 tonnes

Figure 4-2: Key Environmental Programmes under the Two Main Thrusts

Promoting the Green Cause	Operating with Green Considerations
Singapore 2010 Environmental Education Programme Singapore 2010 Environment Engagement Programme	Sustainable Transport for Singapore 2010 Singapore's OK for Singapore 2010 Singapore 2010 Green Lungs Energy Efficient Singapore 2010 Towards a Zero Waste Singapore 2010 Waterwise Singapore 2010

Figure 4-3: Three Focus Areas for Environmental Efforts

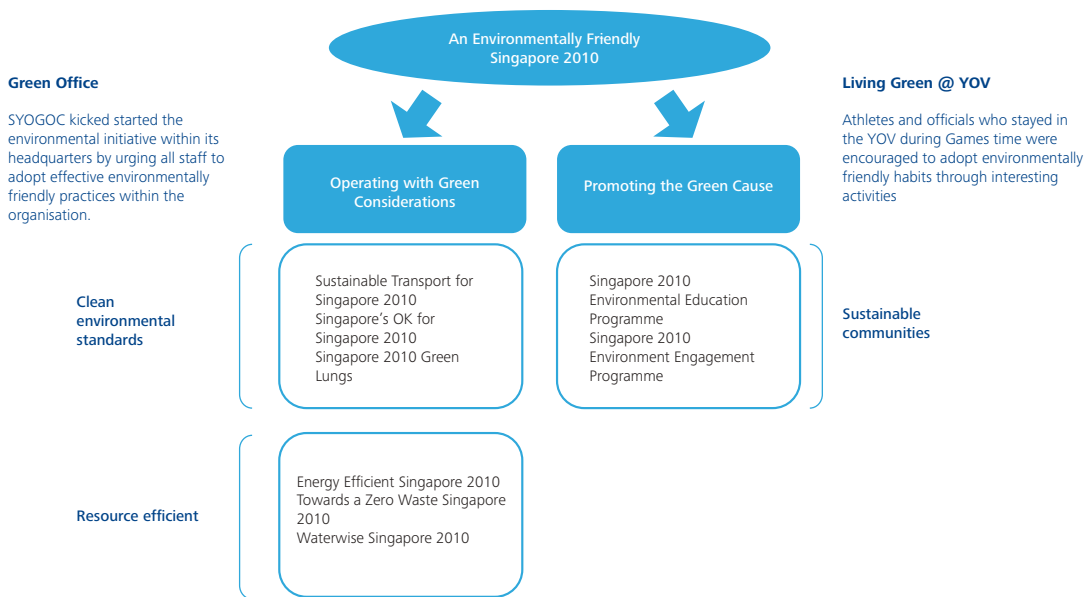
High Environmental Standards	Resource Efficient Games	Sustainable Communities
Maintain high environmental standards through sound practices and technologies in the most cost-effective manner	Implement energy efficient initiatives, water conservation features and 3R (Reduce, Reuse, Recycle) measures where applicable	Inculcate an environmentally friendly lifestyle among YOG participants and the community in support of Singapore 2010

¹Extracted from Singapore 2010 Official Report – Blazing the Trail

²Enough to power 350 four-room apartments for a month

³Enough to fill almost two Olympic-sized pools

Figure 4-4: SYOGOC Framework for Environmental Initiatives⁴



4.2.2. High Environmental Standards

In an effort to lead by setting good examples to its contractors and sponsors, SYOGOC started its energy conservation initiatives at the heart of its operations. This project encouraged a change of behaviour in all SYOGOC staff by urging them to adopt environmentally-friendly practices not only within the office but also in the planning and delivery of the Games.

In 2008, SYOGOC adopted the “Environmental Policy for Singapore 2010”. This provided the guiding principles in incorporating environmental considerations when organising events, procuring supplies and equipment, treating solid waste and dealing with the usage of water. Specific guidelines were developed for each of the four themes:

- Waste reduction
- Energy conservation
- Clean environment realisation
- Environmentally friendly practices adoption

These guidelines led to the implementation of a number of behaviours, such as:

- Reduction of printing and photocopying – when reference materials were required and needed to be acquired, electronic documents were given priority.
- Use of biodegradable wares and utensils over less environmentally friendly alternatives.
- Cessation of procurement of bottled water for the office after December 2009 with the commencement of “Bring your own cup” initiative.

SYOGOC also worked closely with the NEA to achieve its vision of a “Litter Free YOG”. Wherever possible, inputs from NEA were solicited to conduct programmes and activities in an environmentally friendly manner, thus promoting a stronger sense of social and environmental consciousness in the SYOGOC workforce.

4.2.3. Resource Efficient Singapore 2010

4.2.3.1. SYOGOC workforce and HQ

SYOGOC’s implementation of its energy and water conservation initiatives were recognised by the Singapore Environment Council (SEC) and within six months, it was awarded the Eco-Office certification for its efforts.

⁴Extracted from Singapore 2010 Games Manual – Environment (ENV)

Figure 4-5: Environmental Initiatives Details⁴

Initiatives	Description
Singapore 2010 Environmental Education Programme	Education is the key approach taken to raise awareness of environmental issues and environmental sustainability directly. This was done via materials and channels such as publications, talks, workshops and training. For the participants, a large part of these are done as part of the CEP.
Singapore 2010 Environment Engagement Programme	Engagement involved the empowerment of relevant stakeholders and partners such as sponsors, government agencies, environment NGOs and, community and student groups for them to lead and organise activities to promote environment protection and conservation.
Sustainable Transport for Singapore 2010	This included promoting the use of public transport during Games time. Workforce was discouraged to drive to the venues when performing their duties as there was a limit to the available parking spaces at venues. Shuttle buses were provided to ferry workforce from MRT stations and bus terminals to the venues. Free public transport was also provided to all ticket holders of Singapore 2010.
Singapore's OK for Singapore 2010	SYOGOC worked hand-in-hand with the NEA on an existing public health programme known as "Singapore's OK". An enhanced regime was put in place to improve the amenities, public cleansing services and public education against littering to rally Singapore residents to sustain a high standard of public cleanliness.
Singapore 2010 Green Lungs	Activities and initiatives were introduced to promote appreciation of urban greeneries. There was collaboration with NParks to implement activities to engage athletes via the Exploration Journey at the HortPark. There was also a Tree Dedication Ceremony for the NOCs and IFs at the Marina Bay area as part of the efforts to remind athletes and officials about doing their part in conserving our nature environment.
Energy Efficient Singapore 2010	SYOGOC had introduced energy efficient measures and practices that would reduce energy consumption during Singapore 2010. This included installing energy efficient appliances and devices at various venues, as well as activities to encourage more conscientious habits to cut down energy consumption.
Towards a Zero Waste Singapore 2010	SYOGOC introduced 3R (Reduce, Reuse, Recycle) practices at the YOY and competition venues. In addition, recycling efforts were stepped up at the YOY and venues, while food waste recycling was implemented at the YOY kitchen and dining areas. SYOGOC also looked into waste minimisation by implementing green housekeeping measures at YOY.
Waterwise Singapore 2010	SYOGOC worked with venue owners on implementing water-efficient measures for various venues. Athletes and workforce were encouraged to drink directly from the tap as Singapore is one of the few countries in the world where tap water is safe for direct consumption. As part of the Exploration Journey, the athletes also had the opportunity to learn more about responsible water management and how Singapore managed its water supplies during the visit to the Marina Barrage.

Figure 4-6: SYOGOC’s Resource Efficient Initiatives⁴

Initiatives	Deliverables
Working in SYOGOC	<ul style="list-style-type: none"> • Reuse existing furniture provided in the building. • Paper based stationary, such as name cards, envelopes and collaterals were printed on recycled materials. • Installation of recycling bins in areas where items were usually thrown away. Employees were constantly reminded of the office’s recycling scheme and the amount of waste recycled were tracked and monitored. • Recycling service providers were engaged to assist with the recycling of materials such as plastic bottles, glass, aluminium cans and paper. • Eco-representatives were appointed to promote environmental awareness and initiatives and to serve as Eco-ambassadors who reminded staff of environmental-friendly habits. • Employees were encouraged to adopt waste reduction measures such as: <ul style="list-style-type: none"> - Bring their cups to office and meetings - Print on both sides of the paper - Set up paper reuse trays for collection of paper printed on one side - Use notice board for office updates - Create a space on the website for publications so that reports and documents can be downloaded and viewed on screen - Compile an email distribution list to distribute electronic versions of reports and documents, etc. • Water conversation approaches, which led to the PUB awarding SYOGOC the Water Efficient Building Certification Measures, included: <ul style="list-style-type: none"> - Installation of water saving devices in toilets and pantries - Leaks in any areas were reported immediately to ensure the building maintenance team could address the issue and limit water wastage. - Reminder signs that encouraged staff to save water in toilets and pantries. • The monthly CEO and COO chit chat sessions with all staff included two sessions that were dedicated to the environmental agenda. • During Games time, employees were discouraged to drive when performing their duties. They were encouraged to use a combination of public transportation and shuttle buses provided for at Games time.
Working with Sponsors and Events	<ul style="list-style-type: none"> • Sponsors were encouraged to collect glass bottles for recycling. • Sponsors were encouraged to provide and use green equipment. • Corporate gifts bags were made from old banners used for events, which served as a means to raise the awareness in recycling when given away.
Raising Awareness	<ul style="list-style-type: none"> • GreenBLAST, a monthly electronic newsletter was circulated to all SYOGOC staff with the intent to raise the level of interest and awareness in environmental issues. The newsletter included environmental news, announcement of upcoming in-house initiatives, and the environmentally friendly practices that could be adopted in the office. • Intranet pop-ups, updated twice a week, were displayed on staff’s computers to promote environmental habits that could be adopted in the office. • SYOGOC Talk (Intranet) – a forum-style platform for publishing of articles, news or announcement was used to publicise issues relating to environmental conversation and awareness. • An environmental panel was included in the YOG Learning Centre to encourage all visitors to adopt environmentally friendly habits. Visitors were given the opportunity to understand SYOGOC’s efforts in being eco-friendly through a short brief on its efforts during the guided tour.

4.2.3.2. *Living Green @ YOV*

To further realise the green practices, the Living Green @ YOV initiative was implemented at YOV. The efforts were in the areas of upgrade and renovation, education and living habits. Green designs and appliances were incorporated in the upgrading and renovation works for YOV. Energy efficient appliances included energy efficient lightings with motion sensors, water-saving devices and energy efficient air-conditioning units. The water flow rate at YOV was also adjusted for good water conservation. These initiatives contributed to yields of reduced energy and water consumption.

Green messages and reminders were also prevalent in the Village, which contributed to the education process. Posters were put up in every room, common utility areas and other appropriate public areas to serve as a reminder for people to switch off unused appliances. Information on the environment was also screened on the numerous TV monitors located around YOV. The Digital Concierge issued to every participant to keep them updated on the Games also included environmental messages and tips. Furthermore, student volunteers from Earthlink were active in the Village Square to raise awareness and encourage a change of habits for the environment.

In terms of practice, residents were actively encouraged to adopt environmentally friendly habits. Residents lived at YOV with good practices such as switching off lights and appliances after use, reducing the frequency of the washing of bed linens and towels, and minimising wastage of water. A reporting system was also instituted so that the residents could report leaks to the facilities/maintenance offices promptly.

In addition, a common shuttle bus was provided for the athletes and officials who stayed at the YOV. Singapore's first truly green bus also made its appearance at the YOV and transported residents in an environmentally friendly manner. This hydrogen-powered bus, jointly developed by NTU and China's Tsinghua University, does not emit carbon and is "low" on noise. It is powered by a battery system and fuel cell that converts hydrogen into electrical energy and creates pure water as a by-product.

The Living Green @ YOV initiative yielded tangible results recording a below national average of water and energy consumption, and a high recycling rate.

4.2.3.3. *"Litter Free" YOG*

SYOGOC adopted NEA's "Litter Free" guidelines within its office and at YOG-related events. This approach focused on inculcating a better sense of social and environment consciousness among the participants and public to keep public areas clean by disposing waste properly.

These practices were adopted at events such as the One Year Countdown, the 99 Days Celebration, and the City Celebrations@Marina Bay, where recycling bins were placed at prominent locations and participants were encouraged to dispose of their waste properly. Going a step further, participants were encouraged to help pick up litter around them after each event in the effort to further promote the litter free habit.

4.2.3.4. *Innovative Recyclables Tickets*

SYOGOC's design of a contactless smart card as tickets for its opening and closing ceremonies were the results of innovation and the consideration of the environment. These tickets, in the form of a DBS Visa card, served as tickets to the ceremony as well as provided the ticket holders the right to enjoy complimentary public transport.

To further extend this green initiative, competition ticket holders were also issued a DBS Visa prepaid Companion Card which gave ticket holders complimentary public transport on the day of the event. This effectively encouraged the use of public transport to these venues, generating 1,228,000¹ complimentary transport trips from the prepaid card.

As the prepaid cards are valid for two years, these contactless smart cards not only encouraged spectators to go green during the Games, but also to continue to use public transportation after the Games.

4.2.4. *Sustainable Communities*

To work towards a sustainable community, the awareness and education process was extended to the greater public. Awareness and activities for the environment were created at various junctures of SYOGOC's journey to engage the various communities and stakeholders. The first significant engagement with the Singapore public was kicked off with CAN! Green. The event was held at the HortPark on the weekend of 31 October 2009, in conjunction with the Clean and Green Singapore 2009. The event promoted awareness



through art-inspired activities centering on the theme of environmental conservation.

The engagement continued during Games time when SYOGOC engaged the general public, by working with NGOs such as ECO Singapore, on environmental protection and conservation issues at the various Singapore 2010 venues. The success of the programme was evident when 15,424⁵ members of the public declared their commitment to adopt water conservation and other environmentally friendly habits as part of their daily lives. These pledges were collected at the Marina Barrage.

Sponsors also contributed to the drive in promoting awareness of environmental conservation. Panasonic Asia Pacific, the Presenting Partner for the Singapore Youth Olympic Games Environment Programme, assisted by redesigning recycling stations along Orchard Road with 'eco' ideas and tips to encourage proper use of the stations. It also developed a Singapore 2010 YOG Environment Challenge Game on Facebook, which attracted 218 fans, to encourage environmental awareness and habits.

For all the 20,000 Singapore 2010 volunteers, SYOGOC mandated that they had to go through a compulsory environment module as part of the volunteer training programme. In this module, information on the environment, efficient water and energy management, good water and energy conservation habits, and

nature conservation were provided to volunteers. These enabled them to be more environment conscious while carrying out their duties and interacting with the public during and after the Games.

Athletes from the 205 NOCs were also engaged from the moment they arrived for the Games on environmental conversation issues. At the YOV Village Square, a Discovery Activities Booth was set up in collaboration with the United Nations Environment Programme. The booth allowed athletes, officials, as well as students and volunteers, to learn about the environment and conservation issues through activities, thereby creating a more lasting impression. Student organisation, Earthlink, also set up a booth in the Village Square to promote environmental causes to the athletes. At the booth, 321⁵ young athletes pledged their commitment to adopt environmentally friendly habits through a photo-taking activity.

Further, as part of the Exploration Journey, 714 athletes visited the Marina Barrage during their stay in Singapore to learn more about Singapore's efforts in water conservation, combating water pollution, producing renewable energy and how individuals and communities could jointly conserve water and keep the waters clean.

Another Exploration Journey activity attracted 363 athletes to the HortPark. Athletes from different countries were grouped together to participate in special activities catered to impart knowledge on nature, environmental and recycling issues.

⁵Singapore 2010 Official Report – Blazing the Trail reported 15,745 pledges, which comprises of 15,424 collected at the Marina Barrage and 321 collected at YOV.

Figure 4-7: Number of Participants in Key Environmental Awareness Events⁴

Categories	Number of participants
Number of public engaged at City Celebration Site	11,550
Number of athlete visited Marina Barrage	714
Number of athlete visited Hort Park	363
Number of athlete pledged in YOY (via photos)	321
Number of public pledges at Marina Barrage	15,424

Figure 4-8: Comparison of Water Consumption Statistics

Category	Water consumption per day
Per Athlete in Residential Zone (for showering)	42.34 litres ⁴
Per Capita in Singapore (2009)	45.82 litres ⁶
Per Capital in Australia (average in 2008/09)	493.00 litres ⁷
Per Capital in US (average in 2008)	575.00 litres ⁷
Per Capital in China (2006)	86.00 litres ⁷

Figure 4-9: Comparison of Energy Consumption Statistics

Category	Energy consumption per day
Per Athlete in residential zone	8.84 kWh ⁴
Per Capita in Singapore (2009)	22.34 kWh ⁸
Per Capital in Australia (2006)	29.37 kWh ⁹
Per Capita in USA (2007)	35.41 kWh ¹⁰
Per Capita in China (2006)	5.97 kWh ¹¹

Figure 4-10: Waste Collection and Recyclables Statistics⁴

From YOY	Weight (KG)
Waste collected from waste bins	238,987
Recyclables collected from recycling bin	51,859
Total recyclables (from recycling bin and backend)	171,353
Total waste	290,846

⁴Figure was derived from taking 29% of 158 litres obtained from the website of Ministry of the Environment and Water Resources, on the assumption that 29% of water consumed in a household was used for showering. http://www.ifaq.gov.sg/mewr/apps/fcd_faqlmain.aspx and <http://www.pub.gov.sg/events/School/Pages/TeacherKit5.aspx>

⁷<http://www.greenlivingtips.com/articles/185/1/Consumption-statistics.html>

⁸Figure was obtained from SYOG and represents total household per capita estimate as separate figure on lighting and air-conditioning and lighting consumption was not available.

⁹10,720.756 kWh per capita over 365 days (Source: http://www.nationmaster.com/graph/ene_ele_con_percap-energy-electricity-consumption-per-capita)

¹⁰12,924.224 kWh per capita over 365 days (Source: http://www.nationmaster.com/graph/ene_ele_con_percap-energy-electricity-consumption-per-capita)

¹¹2,179.451 kWh per capita over 365 days (Source: http://www.nationmaster.com/graph/ene_ele_con_percap-energy-electricity-consumption-per-capita)



4.3. Conclusion

Since 1994, organising committees of the Olympic Games have progressively increased their focus on addressing the environmental and sustainable agenda in the preparations and staging of Olympic Games. All bid efforts by host cities need to have a comprehensive environmental programme that would be executed from the preparatory phase of the Games. Further, the Olympic Games are expected to make use of the opportunity created by the Games to raise the awareness and the level of eco-friendly practices adopted to leave a sustainable legacy.

For 2008 Olympic Games, Beijing spent a total of S\$25,063 million¹² over seven years between 2001 to 2007 to improve its environmental infrastructure, pollution control and environmental management capability. This led to a significant reduction in pollution within the city before the Games started.

Singapore has a good foundation in its environmental efforts as the government has always recognised the need to preserve greenery in Singapore, as well as the importance of conservation and being environmentally friendly. SYOGOC's efforts towards its environment objective to deliver an environmentally friendly YOG were aligned with the government's approach of sustainable development.

Singapore's environment efforts for the YOG began from its proposal that no new facilities/building would be constructed, thereby minimising the carbon footprint of the Games. Existing facilities were also upgraded or renovated with environmental considerations.

Furthermore, SYOGOC focused its environmental initiatives on existing conservation and environmental programmes. It placed emphasis on a sustainable development approach based on creating awareness and educating the athletes, officials and general public to achieve the goal of a sustainable Singapore.

To ensure success, it was also essential that SYOGOC's initiatives were action based. Consequently, the environmental efforts produced tangible outcomes and could contribute positively to a change of habits of the participants and the community for the environment over time. The change of habits would last beyond the Games to reap long term benefits both locally and globally when participants adopt the environmentally friendly habits and subsequently influence their friends and families at their respective communities. More importantly, the efforts for the environment during Singapore 2010 have edged a significant impression of Singapore as an environmentally responsible nation.

SYOGOC's efforts towards its environment objective to deliver an environmentally friendly YOG were aligned with the government's approach of sustainable development.

¹²US\$17,433 million @ historical exchange rate on 31 December 2008 of 1.4377 (Source: UNEP Independent Environmental Assessment – Beijing 2008 Olympic Games)

Next Steps





Hosting the YOG also provided a unique opportunity to bring Singaporeans together, initiate behavioural changes and engender mind-set changes which should last beyond the Games.

Compared to the excitement and immediacy of preparing for an event, post event legacy issues can seem distant and uninteresting. But they are just as important to achieving the desired long term benefits of a mega event, if not more so. Likewise, if post event legacy does not receive sufficient attention and investment throughout the lifecycle of the event, it can be difficult or impossible for the host to achieve its ambitious long term goals.

A compelling legacy vision can be a significant advantage during the bidding process. Organisations such as International Federation of Association Football (FIFA) and the IOC recognise that the legacy of abandoned infrastructure and economic ruin tarnishes their images. It also undermines their goal of sports having a positive impact on the community and host countries in general. Agencies such as SSC and MOE now need to continue to monitor whether the facilities and infrastructure are being used as previously committed in the proposal to IOC.

5.1 Strategy Alignment

With a clear vision for the Games and its impact on Singapore, each initiative created for the Games was tailored to leave a long term sustained benefit for the republic. SYOGOC aligned the benefits of hosting the YOG with the country's long term strategic direction. Hosting the YOG also provided a unique opportunity to bring Singaporeans together, initiate behavioural changes and engender mind-set changes which should last beyond the Games.

In this aspect, MCYS should consider commissioning a study to determine the impact of sport on the level

of social cohesion, especially with new immigrants, to determine if Singapore 2010 had a long term impact on social cohesion.

5.2 Volunteerism

Volunteer involvement was a large part of the Games as up to 90% of the YOG workforce was fulfilled by volunteers. By reaching out to all Singaporeans to participate and make the Games a success and by providing relevant training to volunteers, Singapore 2010 has served as a catalyst to cultivate the spirit of volunteerism among Singaporeans. SSC and NVPC should consider tracking the rate of sports volunteerism and general volunteerism in Singapore going forward to determine if Singapore 2010 has a long term impact on volunteerism in Singapore.

5.3 Social Development

The YOG was organised with a focus on the interaction amongst youth around the world. As the Games drew closer, the organisers also took the opportunity to launch a number of youth development initiatives. These programmes were intended to increase the awareness and understanding of the different culture of the participating countries. For instance, programmes such as Friends@YOG matched Singaporean schools with schools from other NOCs, while the "Young Reporters" and "Young Ambassadors" programmes brought together youth from many countries.

These programmes are in line with Singapore's long term objective of becoming a city with a wider global outlook. As such, MOE and MCYS should consider conducting longitudinal studies on individuals to determine the long term impact of hosting the YOG.



5.4 Sports Development

To leave a lasting legacy from the YOG, Singapore will be awarding six full scholarships (one from each of the five continents and one from Singapore) to outstanding youth athletes from around the world to study in Singapore at each Summer YOG. The recipients will get a fully subsidised academic and sports education at SSP for between four and six years. MCYS should consider tracking the development of these award recipients in future Games and invite them to serve as role models for students and athletes.

As a result of the YOG being hosted in Singapore, Singaporeans were introduced to a number of new sports. Consequently, new NSAs were set up to spur the development and growth of these sports resulting in sport enthusiasts given the opportunity to enjoy a greater variety of sports and sporting facilities in Singapore. SSC should consider following up on the participation rates of these new sports and the progress of these NSAs to ensure their success in the future.

5.5 Private Public Partnership

For Singapore 2010, the organising committee has not only partnered with leading brands and corporate sponsors for the Games, it has also found a network of support from local companies, public sector organisations and sports associations to partner with for various programmes.

For instance, the collaboration between a private organisation, a non-profit organisation and various government agencies has resulted in the establishment of the first YOG Learning Centre. This has attested to Singapore's commitment in promoting the Olympic education and is a prelude to setting up the Sports Information and Resource Centre at the Singapore Sports Hub. Similarly, MCYS could track the performance of the non-profit organisations involved in Singapore 2010.

Other PPP examples include a collaboration with a private educational institution to deliver Health Risk and Safety training to the SYOGOC workforce, and a partnership with an integrated conventions centre to accommodate several sport events and CEP activities. Collaborations between different Government ministries and agencies have also resulted in the launch of a three-dimensional virtual world based on an Olympic

event aimed at bringing youth from around the world together to interact and experience the Games virtually. The different agencies and ministries should continue to work together for future mega events to be hosted.

5.6 Sports Tourism

Over the 13 days of the Games, it was estimated that Singapore attracted more than 38,000 international visitors, including 3,400 international athletes and 2,695 officials¹. Close to 81% of these visitors had expressed interest to revisit Singapore within the next three years. Singapore Tourism Board should consider conducting surveys to determine the long term impact of hosting Singapore 2010 on tourism and tourism spending.

5.7 Corporate Responsibility

Singapore 2010 has encouraged a sport sponsorship culture and greater corporate social responsibility in sports among the local business community as public recognition provided more opportunities and created long term economic benefits for sports sponsorships.

A total of 66 local enterprises contributed S\$107 million (in cash and in kind) to Singapore 2010 as sponsors, thus making this event the largest sponsorship ever received from local enterprises for a single event. SSC and MCYS should consider tracking the number and value of sports sponsorship and commission studies to determine if Singapore 2010 had any impact in generating greater sponsorship of sport events.

5.8 Closing Comments

Singapore 2010 is a multi-sport mega event hosted in Singapore for the first time. SYOGOC performed well in the organisation of the inaugural YOG and garnered remarkable support from the other government agencies, private institutions, as well as the community at large.

The experiences gained by the key personnel within SYOGOC would prove to be valuable when Singapore prepares to host the next mega events, sport-related or otherwise. The respective agencies planning to bid or host future large scale events should consider engaging key personnel of SYOGOC to leverage their once-in-a-lifetime experience of delivering the inaugural YOG to the world.

¹Includes 1,853 international team officials and 842 international technical officers/ technical delegates.



SINGAPORE 2010
YOUTH OLYMPIC GAMES



Conclusion




FREDDY

YOG DNA
THE SPIRIT OF
THE YOUTH OLYMPIC GAMES



For maximum legacy benefit, the public and private sectors should take advantage of the positive economic impact of the YOG, and encapsulate the behavioural change catalysed by the YOG into the day to day spirit of the country. With sufficient foresight and follow through, the positive legacy from Singapore 2010 can endure decades after the Games.

Olympic Games are typically driven by a seven-year cycle. For Singapore 2010, Singapore had two and a half years to plan and deliver the inaugural YOG, which was a highly complex process that encompassed thousands of skill sets – all of which have to be coordinated to come together precisely as and when needed to meet immovable event deadlines. Adding to this challenge, SYOGOC had to convert the blueprints and vision of the bid committee and the expectations of the IOC into a reality, while balancing the equilibrium with the Singapore's strategic objectives.

Given this steep uphill task, SYOGOC had not only delivered a successful YOG to the world, it also sparked a level of excitement that was unparalleled by any other sport events in Singapore. More importantly, through the meticulous programmes orchestrated by SYOGOC, Singapore 2010 has effectively achieved the strategic intent of the nation to host the YOG. Furthermore, the YOG has energised Singapore's economy with enduring effects on the hospitality, MICE and sports sectors.

In this report, we have estimated the economic, social and environmental impact of hosting Singapore 2010. Our assessment is preliminary and subject to changes as some of the data from external parties used for the analysis has not been finalised and are subject to further validation. The key achievements realised through Singapore 2010 are outlined in Table 6-1.

The success of Singapore 2010 has pushed Singapore to the centre of the world stage and presented the credentials for Singapore to be considered as one of the prime locations for hosting future sport and MICE events. The final phase of Singapore 2010 has also unleashed a stunning change in Singaporeans in the social and environmental aspects.

For maximum legacy benefit, the public and private sectors should take advantage of the positive economic impact of the YOG, and encapsulate the behavioural change catalysed by the YOG into the day to day spirit of the country. With sufficient foresight and follow through, the positive legacy from Singapore 2010 can endure decades after the Games.

Table 6-1: Key Achievements Realised Through Singapore 2010

Economic

- The estimated value-add to Singapore's economy during the Games is S\$41.9 million based on an estimate of 38,600 international visitors. It is anticipated that the Games would continue to generate and create future economic benefits owing to the interest expressed by these visitors to visit Singapore again within the next three years as well as the interest generated as a result of the media coverage of the event.
- Further, the success of the Games – as experienced by the sporting and technical representatives of the 205 participating NOCs, the viewers of the telecasts, and the spectators of the Games – showcased not only Singapore's revitalised tourist scene, effective and efficient infrastructure, but also its capabilities to organise mega events.
- Consequently, the cumulative economic impact of hosting Singapore 2010 would certainly increase over the longer term with the potential of hosting more MICE events and international visitors.

Social

- Singapore 2010 was intended to be a platform to bring Singaporeans together and serve as a catalyst for change. The Games and the complementary programmes organised were intended to provide a focal point for disparate groups to rally behind Singapore, hence bonding Singaporeans through engagements and sports.
- Singapore 2010 has placed the nation on a new growth trajectory in the pursuit of sports excellence, strengthening its sporting culture, and growing the sports industry. The world class sports infrastructure for the YOG, together with the publicity generated by the Games, has also led to a greater interest in sports participation.
- The momentum from Singapore 2010 must be sustained so that it would create a positive and lasting change within the various communities and help to bind them together.

Environment

- The environment agenda for Singapore 2010 began from the bid proposal that no new facilities would be constructed, thereby minimising the carbon footprint of the Games. In addition, existing facilities were upgraded or renovated with environmental considerations.
- To achieve the goal of a sustainable Singapore, SYOGOC focused its environmental initiatives on existing conservation and environmental programmes with an emphasis on a sustainable development approach.
- Additionally, the environment initiatives for Singapore 2010 were action based, which contributed positively to a change of habits that would last beyond the Games when participants and the public adopt the environmentally friendly habits and subsequently influence their friends and families at their respective communities.



“Everyone, before this, knew that we are a safe... and efficient city. But now everyone knows we are a beautiful, vibrant, dynamic, exciting, creative global city that people from all over the world will want to visit, live, work, play and invest in.”

Dr Vivian Balakrishnan

Minister for Community Development, Youth and Sports

Appendices

Appendix A

The following figures provide the breakdown of the expenditure by items for each of the target group.

Table AppA-1: Foreign VIPs and Sponsors (Based on per diem expenditure of Business Delegates)

	Estimated per diem expenditure (exclude GST)	Estimated Length of Stay	TOTAL Estimated Expenditure (N = 1,301) (exclude GST)	Value-Added (VA)
Expenditure on Accommodation	\$118.00	4	\$614,072.00	\$485,116.88
Expenditure on Food & Beverage	\$57.00	4	\$296,628.00	\$195,774.48
Expenditure on Local Airlines	\$230.00	-	\$299,230.00	\$122,684.30
Expenditure on Local Transport	\$24.00	4	\$124,896.00	\$99,916.80
Expenditure on Sightseeing & Attractions/ Entertainment	\$4.00	4	\$20,816.00	\$13,946.72
Expenditure on Shopping	\$84.00	4	\$437,136.00	\$135,512.16
Expenditure on YOG merchandise	\$169.00	-	\$29,826.47	\$8,842.90
Expenditure on "Others"	\$1.00	4	\$5,204.00	\$3,486.68
TOTAL	-		\$1,827,808.47	\$1,065,280.92

Note: Foreign VIPs and Sponsors for YOG 2010 were estimated to take on the same per diem expenditure as an average business delegate, figures obtained from Singapore Tourism Board (STB) research department.

Length of Stay was assumed to be 4 days, as provided by SYOGOC

Foreign VIPs and Sponsors are assumed to take on the same level of expenditure on YOG merchandise as that of media officials. Based on findings from AYG 2009, approximately 13% spent on event-related merchandise. This percentage is applied to foreign VIPs & Sponsors of YOG 2010.

Table AppA-2: Foreign Media Officials (Based on total expenditure obtained from surveys)

	Average Expenditure per pax (n=240) (exclude GST)	No. of positive responses (n=240)	TOTAL Estimated Expenditure (N = 1,170) (exclude GST)	Value-Added (VA)
Expenditure on Accommodation	\$4,483.08	195	\$4,261,727.93	\$3,366,765.06
Expenditure on Food & Beverage	\$443.12	234	\$505,489.14	\$333,622.83
Expenditure on Airfare (on local airline - SIA)	\$2,003.97	20	\$195,387.07	\$80,108.70
Expenditure on Local Transport	\$119.09	130	\$75,473.29	\$60,378.63
Expenditure on Sightseeing & Attractions	\$179.97	70	\$61,414.76	\$41,147.89
Expenditure on Shopping	\$670.38	202	\$660,156.70	\$204,648.58
Expenditure on Attending Events & Entertainment	\$360.89	48	\$84,448.26	\$56,580.33
Expenditure on YOG Tickets	\$120.00	5	\$2,925.00	\$1,959.75
Expenditure on YOG merchandise	\$168.66	143	\$117,577.10	\$36,448.90
Expenditure on "Others"	\$1,794.86	6	\$52,499.66	\$35,174.77
TOTAL	\$10,344.02		\$6,017,098.91	\$4,216,835.44

Note: Not all media officials spent on all expenditure items. Total estimated expenditure for each item was thus estimated based on proportion of media personnel who spent on each item, obtained from the survey.

It was assumed that 60% of media officials paid for accommodation, based on the proportion obtained in the Asian Youth Games 2009, where media officials were prompted during face-to-face survey that they should consider the amount paid by their company for the trip.

Table AppA-3: Athletes (Based on total expenditure obtained from survey)

	Average Expenditure per pax (n=370) (exclude GST)	No. of positive responses (n=370)	TOTAL Estimated Expenditure (N = 3,400) (exclude GST)	Value-Added (VA)
Expenditure on Accommodation	\$31.78	1	\$292.03	\$230.71
Expenditure on Food & Beverage	\$96.73	10	\$8,888.70	\$5,866.54
Expenditure on Local Transport	\$28.74	59	\$15,581.74	\$12,465.39
Expenditure on Sightseeing & Attractions	\$81.40	106	\$79,288.00	\$53,122.96
Expenditure on Shopping	\$203.96	361	\$676,595.96	\$209,744.75
Expenditure on Attending Events & Entertainment	\$71.06	28	\$18,283.55	\$12,249.98
Expenditure on YOG Tickets	\$30.00	1	\$275.68	\$184.71
Expenditure on YOG merchandise	\$96.01	221	\$194,978.15	\$60,443.23
Expenditure on "Others"	\$78.97	6	\$4,354.02	\$2,917.19
TOTAL	\$718.65		\$998,537.83	\$357,225.46

Table AppA-4: Team Officials (Based on total expenditure obtained from survey)

	Average Expenditure per pax (n=370) (exclude GST)	No. of positive responses (n=370)	TOTAL Estimated Expenditure (N = 1,853) (exclude GST)	Value-Added (VA)
Expenditure on Accommodation*	\$418.13	5	\$10,470.20	\$8,271.46
Expenditure on Food & Beverage*	\$176.09	19	\$16,755.68	\$11,058.75
Expenditure on Local Transport	\$63.35	102	\$32,360.89	\$25,888.71
Expenditure on Sightseeing & Attractions	\$185.63	186	\$172,915.85	\$115,853.62
Expenditure on Shopping	\$525.08	359	\$944,047.01	\$292,654.57
Expenditure on Attending Events & Entertainment	\$198.02	48	\$47,601.87	\$31,893.25
Expenditure on YOG Tickets	\$121.67	6	\$3,656.02	\$2,449.54
Expenditure on YOG merchandise	\$161.60	238	\$192,615.84	\$59,710.91
Expenditure on "Others"	\$174.07	8	\$6,974.09	\$4,672.64
TOTAL	\$2,023.64		\$1,427,397.45	\$552,453.45

Note: Not all foreign athletes & team officials spent on all expenditure items. Total estimated expenditure for each item was thus estimated based on proportion who spent on each item, obtained from the survey.

Expenditures on accommodation and food & beverage exclude the amount paid by IOC to SYOGOC to cover expenses on accommodation, food, housekeeping and laundry services in the Youth Olympic Village. This amount would be accounted for separately under SYOGOC's financial receipts.

Table AppA-5: Foreign Technical Officials (Based on total expenditure obtained from survey)

	Average Expenditure per pax (n=240) (exclude GST)	No. of positive responses (n=240)	TOTAL Estimated Expenditure (N = 842) (exclude GST)	Value-Added (VA)
Expenditure on Accommodation	\$329.60	6	\$6,938.08	\$5,481.08
Expenditure on Food & Beverage	\$361.85	75	\$95,211.78	\$62,839.78
Expenditure on Local Airline (SIA)	\$852.00	1	\$2,989.10	\$1,225.53
Expenditure on Local Transport	\$98.64	40	\$13,842.48	\$11,073.98
Expenditure on Sightseeing & Attractions	\$146.45	114	\$58,572.68	\$39,243.69
Expenditure on Shopping	\$461.07	225	\$363,957.13	\$112,826.71
Expenditure on Attending Events & Entertainment	\$244.33	40	\$34,287.64	\$22,972.72
Expenditure on YOG Tickets	\$56.60	5	\$992.86	\$665.22
Expenditure on YOG merchandise	\$149.09	81	\$42,367.65	\$13,133.97
Expenditure on "Others"	\$322.85	22	\$24,918.64	\$16,695.49
TOTAL	\$3,022.48		\$644,078.04	\$286,158.17

Note: Not all foreign technical officials spent on all expenditure items. Total estimated expenditure for each item was thus estimated based on proportion who spent on each item, obtained from the survey.

Table AppA-6: Foreign Spectators-Induced Visitors (Primary purpose is to attend the YOG)

	Average Expenditure per pax (n=265) (exclude GST)	No. of positive responses (n=265)	TOTAL Estimated Expenditure (N = 20,572) (exclude GST)	Value-Added (VA)
Expenditure on Accommodation	\$1,089.76	173	\$14,635,501.45	\$11,562,046.14
Expenditure on Food & Beverage	\$353.33	218	\$5,979,538.25	\$3,946,495.25
Expenditure on Local Airlines (Tiger Airway)	\$1,233.33	2	\$191,487.26	\$78,509.78
Expenditure on Local Airway (SIA)	\$1,853.90	35	\$5,037,151.21	\$2,065,232.00
Expenditure on Local Transport	\$119.68	200	\$1,858,156.20	\$1,486,524.96
Expenditure on Sightseeing & Attractions	\$198.19	147	\$2,261,672.48	\$1,515,320.56
Expenditure on Shopping	\$480.18	216	\$8,051,716.22	\$2,496,032.03
Expenditure on Attending Events & Entertainment	\$240.23	60	\$1,118,946.01	\$749,693.83
Expenditure on YOG Tickets	\$126.44	218	\$2,139,792.31	\$1,433,660.85
Expenditure on YOG merchandise	\$136.56	160	\$1,696,188.57	\$525,818.46
Expenditure on "Others"	\$1,406.86	7	\$764,500.64	\$512,217.44
TOTAL	\$7,238.46		\$43,734,650.60	\$26,371,551.30

Table AppA-7: Foreign Spectators-Base Visitors (Primary purpose is NOT to attend the YOG)

	Average Expenditure per pax per diem* (n=115) (exclude GST)	No. of positive responses (n=115)	TOTAL Estimated Expenditure for 4 extended day (N = 8,928) (exclude GST)	Value-Added (VA)
Expenditure on Accommodation	\$60.47	66	\$1,239,367.88	\$979,100.62
Expenditure on Food & Beverage	\$20.11	99	\$618,249.25	\$408,044.50
Expenditure on Local Transport	\$7.87	100	\$244,394.30	\$195,515.44
Expenditure on Sightseeing & Attractions	\$17.63	86	\$470,833.22	\$315,458.26
Expenditure on Shopping	\$56.05	101	\$439,494.39	\$136,243.26
Expenditure on Attending Events & Entertainment	\$14.62	42	\$190,683.45	\$127,757.91
Expenditure on YOG Tickets	\$63.17	102	\$500,227.30	\$335,152.29
Expenditure on YOG merchandise	\$75.00	44	\$256,194.78	\$79,420.38
Expenditure on "Others"	\$264.66	1	\$82,187.28	\$55,065.48
TOTAL	\$579.58		\$4,041,631.85	\$2,631,758.14

Note: As no information on this is collected for YOG 2010, the extended number of day is assumed at 4 days. This was based on previous studies by Deloitte. Only estimated expenditure incurred during that 4 day would be taken into consideration as economic benefit yielded as a result of YOG 2010.

For YOG tickets and merchandise, the average amount obtained from the survey is used. This was not multiplied by 4 days.

Not all foreign spectators spent on all expenditure items. Total estimated expenditure for each item was thus estimated based on proportion of foreign spectators who spent on each item, obtained from the survey.

Table AppA-8: Foreign Volunteers (Based on per diem expenditure of average tourist)

	Average Expenditure per pax per day (exclude GST)	Estimated No. days when expenditure is incurred	TOTAL Estimated Expenditure (N = 490) (exclude GST)	Value-Added (VA)
Expenditure on Accommodation	\$57.00	2.6	\$72,618	\$57,368.22
Expenditure on Food & Beverage	\$40.00	8.6	\$168,560	\$111,249.60
Expenditure on Local Transport	\$16.10	8.6	\$67,845	\$54,276.32
Expenditure on Sightseeing & Attractions	\$4.00	4	\$7,840	\$5,252.80
Expenditure on Shopping	\$75.40	4	\$147,784	\$45,813.04
Expenditure on "Others"	\$26.50	8.6	\$111,671	\$74,819.57
Expenditure on Local Airlines	\$230	-	\$112,700	\$46,207.00
	Average Expenditure per pax (exclude GST)	Estimated Proportion incurring the expenditure	TOTAL Estimated Expenditure* (N = 490) (exclude GST)	Value-Added (VA)
Expenditure on YOG merchandise	\$149.09	33.75%	\$24,655.76	\$7,643.29
TOTAL	\$598.09		\$713,674.16	\$402,629.84

Note: As no information on this is collected for YOG 2010, the following assumptions were made:

1. Average length of stay is assumed to be from 10-28 Aug 2010 (the period when SYOGOC provided accommodation for the foreign volunteers)
2. Average length of extension is assumed to be 2.6 days – the average length of extension for foreign technical officials
3. Per diem expenditure is assumed to be similar to an average tourist (data from Singapore Tourism Board (STB) obtained in Nov 2009)
4. Expenditure for Food & Beverages, Local Transport and "Others" are counted for 10-13 Aug, 27-28 Aug and the 2.6 extended days (days when SYOGOC did not cover foreign volunteers' expenses)
5. Expenditure on sightseeing and shopping is capped at 4 days, as advised by STB
6. Expenditure on YOG merchandise and proportion incurring that expenditure is assumed to be similar to that of foreign technical officials

Table AppA-9: Breakdown of Sponsors by Categories

Category (Number of Sponsor)	Sponsor	
Worldwide (Top) (9)	Coca Cola Acer Atos Origin GE McDonalds	Omega Panasonic Samsung Visa
Official Partners (Tier 1) (9)	Changi Exhibition Centre Cityneon Crocodile DBS Deloitte	Fairmont Hotel Singapore Singapore Airlines Singtel Suntec Singapore International Convention & Exhibition Centre
Official Sponsors (Tier 2) (18)	Changi Airport Group City Developments Limited Energizer Focus Media Singapore Frasers Centrepoint KhattarWong Kingsmen McCann Worldgroup Neptune Orient Lines PICO	Pilot Pen Prospec Sports PSA Rebound Ace Sports Singpost SMRT Media Technogym Vatti Volvo (Wearnes) Zhongshan VATTI Gas Appliance
Official Supporter (Tier 3) (38)	Adidas Aggreko Anderco AON Budoland Sportartikelvertriebs GmbH Cathay Organisation Celton Group of Companies City Tours Clear Channel Singapore ComfortDelGro Connor Sport Court International, Inc. Cubix International Eng Wah Cinemas Freshening Industries Guangzhou Double Fish Sports Goods Group JP Nelson Equipment Laundry Network Mooto Singapore Moving Bits	Ogilvy PR Worldwide OSIM International Ltd Otto Waste Systems Positive Intentions ProGate PSB Academy Purechem Veolia Environmental Services SDS Media Select Sport Shanghai Double Happiness Shimano Singapore Sin Chew Woodpaq SPH MediaBoxOffice Stag International Sunrise & Co Top Ten Canada TTG Asia Media Watchdata Wesing Wilson

Figure AppA-1: List of Local Contractors Appointed to Work with SYOGOC

S/N	Contractor	S/N	Contractor	S/N	Contractor
1	Adrenalin Events and Education Pte Ltd	32	Fuji Signcrafts Industries Pte Ltd	63	Ritz Carlton Millenia Singapore
2	Aetos Consultant Pte Ltd	33	Honav Singapore Pte Ltd	64	Resort World Sentosa Pte Ltd
3	Aggreko (Singapore) Pte Ltd	34	Hong Seng Sports Industries	65	SBS Transit Ltd
4	Agronox LLP	35	Hype Records	66	Select Group Limited
5	Allmaster Enterprise	36	Insulglas Systems Pte Ltd	67	Showfest Pte Ltd.
6	Anderco Pte Ltd	37	Integrative Learning Corporation Pte Ltd	68	Showtec Communications Pte Ltd
7	Aon (Singapore) Pte Ltd	38	Intersurface Pte Ltd	69	Singapore Food Industries Pte Ltd
8	Ares Planner(S) Pte Ltd	39	ISS Facility Services Private Limited	70	Singapore Sports School
9	Arina International Holdings Pte Ltd	40	Kriston Food & Beverage	71	Singapore Turf Club Riding Centre
10	Arrowcrest Technologies Pte Ltd	41	Kingsmen Environmental Graphics Pte Ltd	72	Sistic.com Pte Ltd
11	Avivar Audience Communications Pte Ltd	42	Kingsmen Exhibits Pte Ltd	73	SportsHub Pte Ltd
12	AY Designs Pte Ltd	43	Koufu Pte Ltd	74	SMRT Buses Ltd
13	Brand Union	44	Laundry Network Pte Ltd	75	SMRT Light Rail Pte Ltd
14	CBM Pte Ltd	45	Liang Seng Sports Equipment Pte Ltd	76	SMRT Trains Ltd
15	Centre for Organisational Effectiveness Pte Ltd	46	Little Red Ants Creative Studio Pte Ltd	77	Spectrum Imaging Pte Ltd
16	Ceramique Studio	47	Marina Bay Sands	78	Suntec Singapore International Convention & Exhibition Centre
17	Cisco Security Pte Ltd	48	Mass Power Engineering Pte Ltd	79	Swatch Group S.E.A (S) Pte Ltd
18	Cityneon Global Projects Pte Ltd	49	McCann Worldgroup Singapore Pte Ltd	80	TCB Sports Pte Ltd
19	Coca-Cola Singapore Beverages Pte Ltd	50	Mobile Taipan	81	T.K.H. Lighting & Electrical Trading Pte Ltd
20	Consortium of McCann Worldgroup Singapore Pte Ltd, RST Communications Singapore Pte Ltd and A Group of People Pte Ltd	51	No. 1 Costume Costume Pte Ltd	82	Toll Logistics (Asia) Limited
21	Consortium of Pico Art International Pte Ltd (lead member) and Alem International Management, Inc	52	Oak 3 Films Pte Ltd	83	Tour East Singapore (1986) Pte Ltd
22	Comfort Delgro Bus Pte Ltd	53	Ogilvy & Mather (Singapore) Pte Ltd	84	Tradewinds Tours & Travel Pte Ltd
23	CSP Productions Pte Ltd	54	P'Art 1 Design Pte Ltd	85	TransPerfect Translations Pte Ltd
24	Cubix International Pte Ltd	55	Paclin Office Products Pte Ltd	86	Trek Technology (Singapore) Pte Ltd
25	Design Act Pte Ltd	56	PaMarine Pte Ltd	87	Tropical Fibreglass Co.
26	DHL Express (Singapore) Pte Ltd	57	Panasonic Systems Asia Pacific	88	UE-Tradetec (Singapore) Pte Ltd
27	DM Archery	58	Pico Art International Pte Ltd	89	Universal Displays Pte Ltd
28	Dolworth Marketing Pte Ltd	59	Purechem Veolia Environmental Services Pte Ltd	90	Unusual Productions Pte Ltd
29	Event Security Specialist Pte Ltd	60	Rich-Art Enterprises Pte Ltd	91	Vital Vision Technology/Little Red Dot Enterprise
30	Exponent Challenge Technology Asia	61	Q's Advertising Pte Ltd	92	Wormwood Films
31	Food Junction	62	RC Hotels (Pte) Ltd	93	ZenithOptimedia

Figure AppA-2: List of Local Individuals Appointed to Work with SYOGOC

S/N	Contractor
1	Ms Adeline See Hwee Khoon
2	Mr Ang Swee Aun
3	Mr David Hoong Kah Kuan
4	Mr Ho Nai Yue
5	Mr John Vallance
6	Mr Joseph Ang Chee Huow
7	Mr Joseph Lau Pub Taai
8	Mr Lee Thiam Poh
9	Mr Mager Irwan Maximiliaan
10	Mr Nicholas Ee
11	Mr Seah Liang Beng
12	Mr Tom Liaw Yong Joo
13	Mr Wee Poh Tiong

Figure AppA-3: Sponsorship is necessary to help the YOG to be successful.

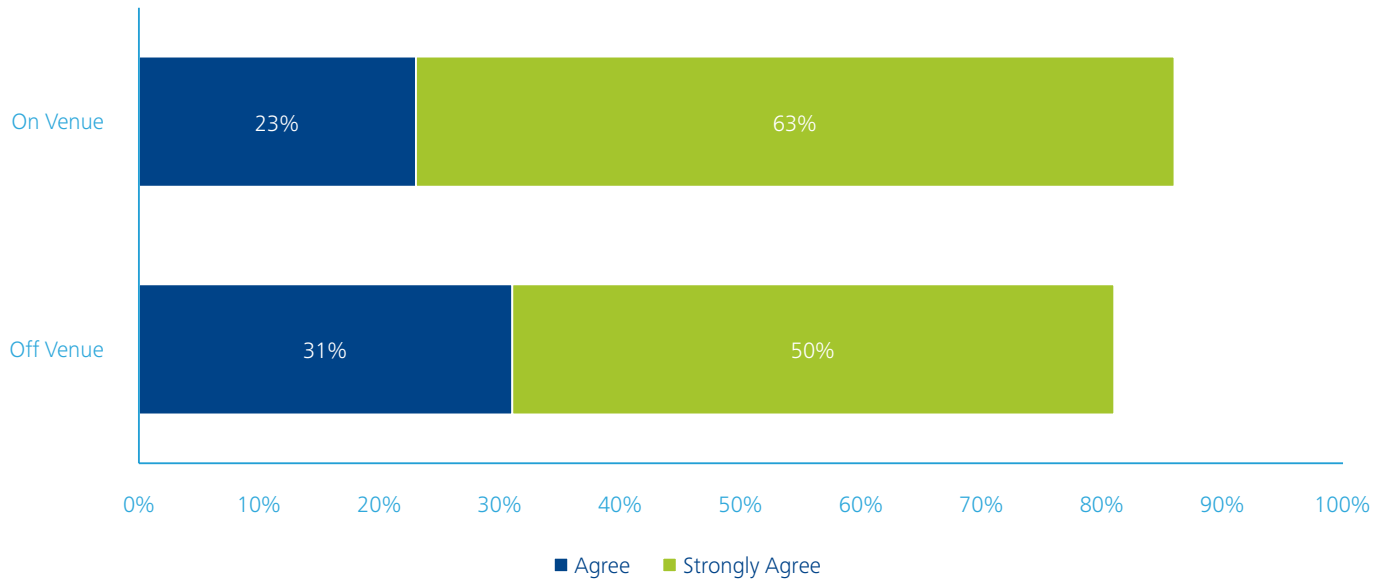


Figure AppA-4: Sponsor contributes valuable help towards the success of the YOG.

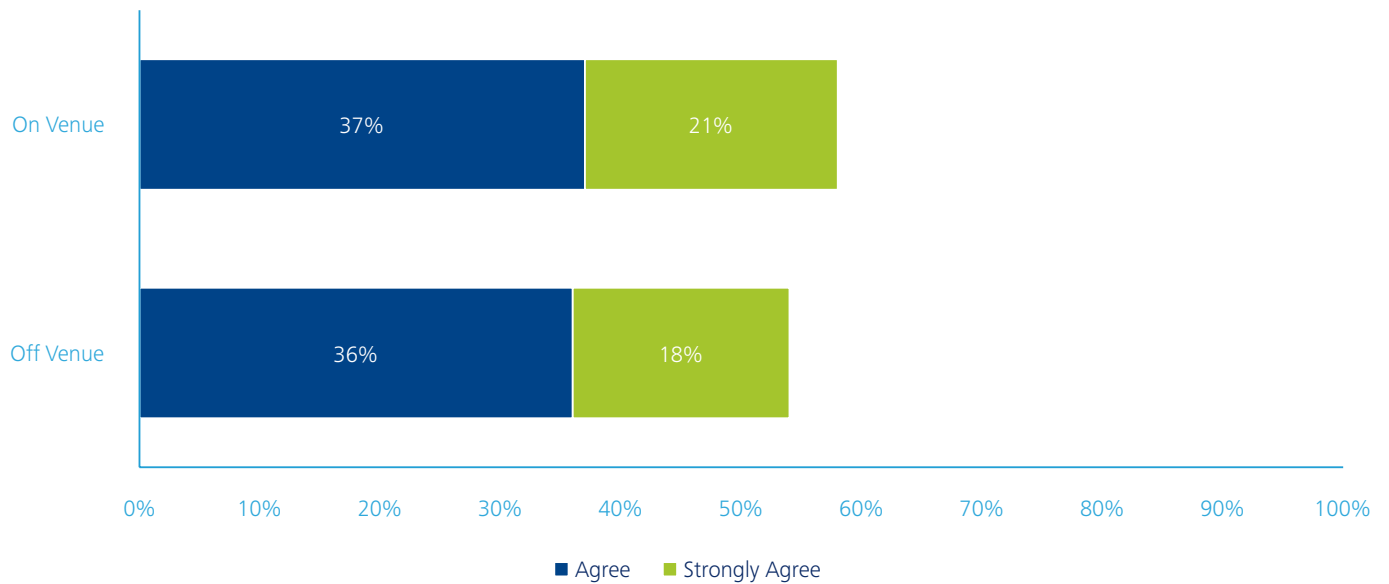


Figure AppA-5: Sponsor contributes valuable help towards the success of the YOG.

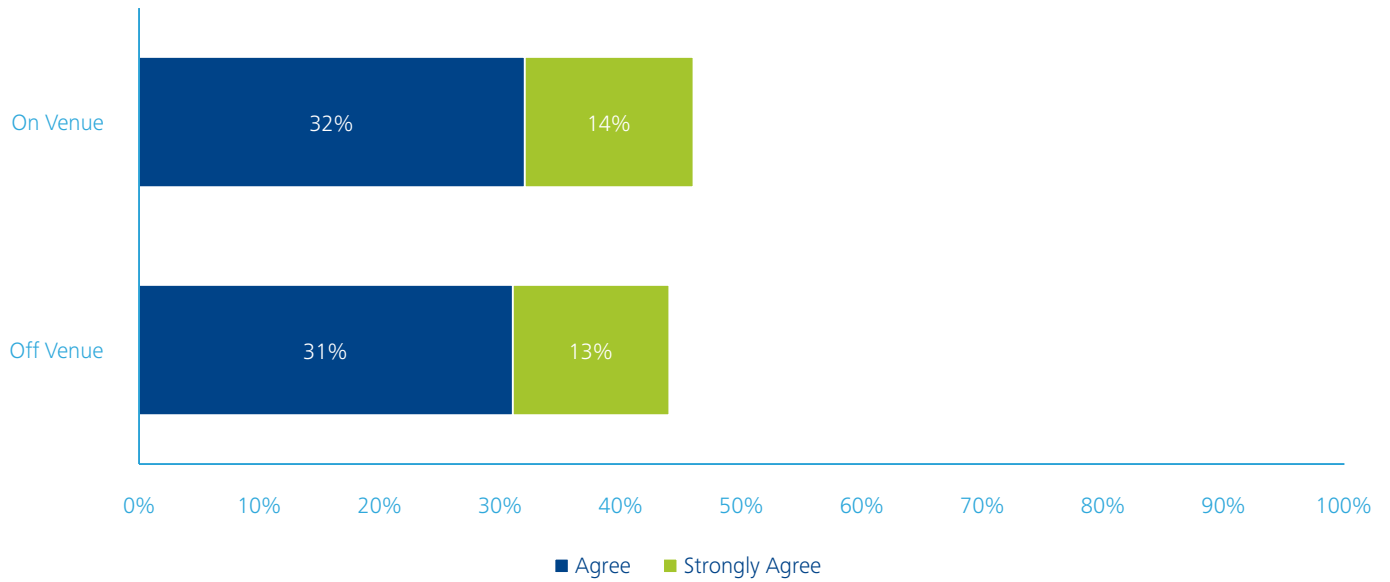


Figure AppA-6: Sponsor's sponsorship of the YOG makes me like the brand more.

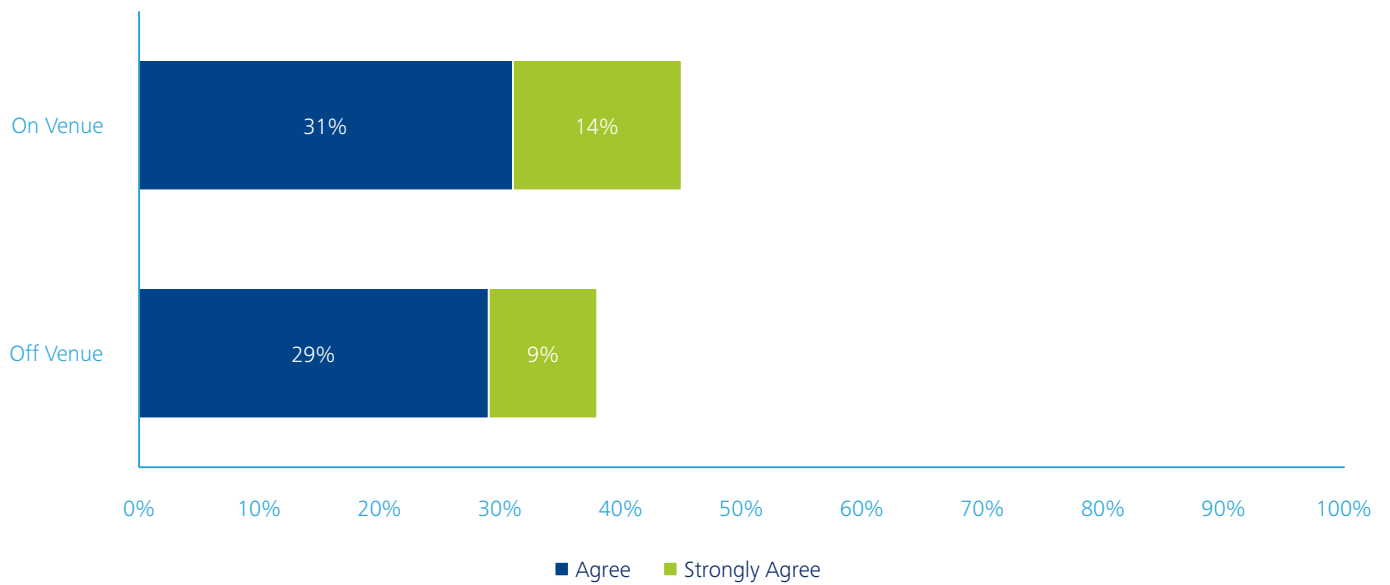


Figure AppA-7: i would recommend products from sponsor to my friends and family members.

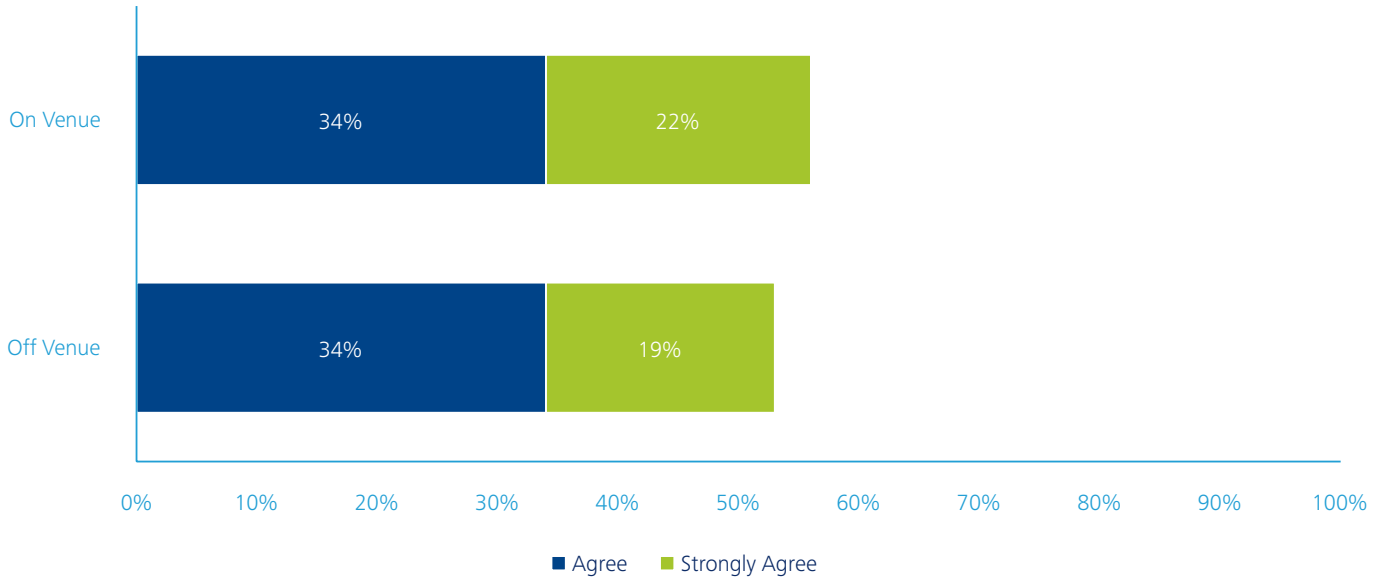


Figure AppA-8: Sponsor is one of the few brands that would be mentioned in my conversation with friends/family members whenever we discuss about a particular product.

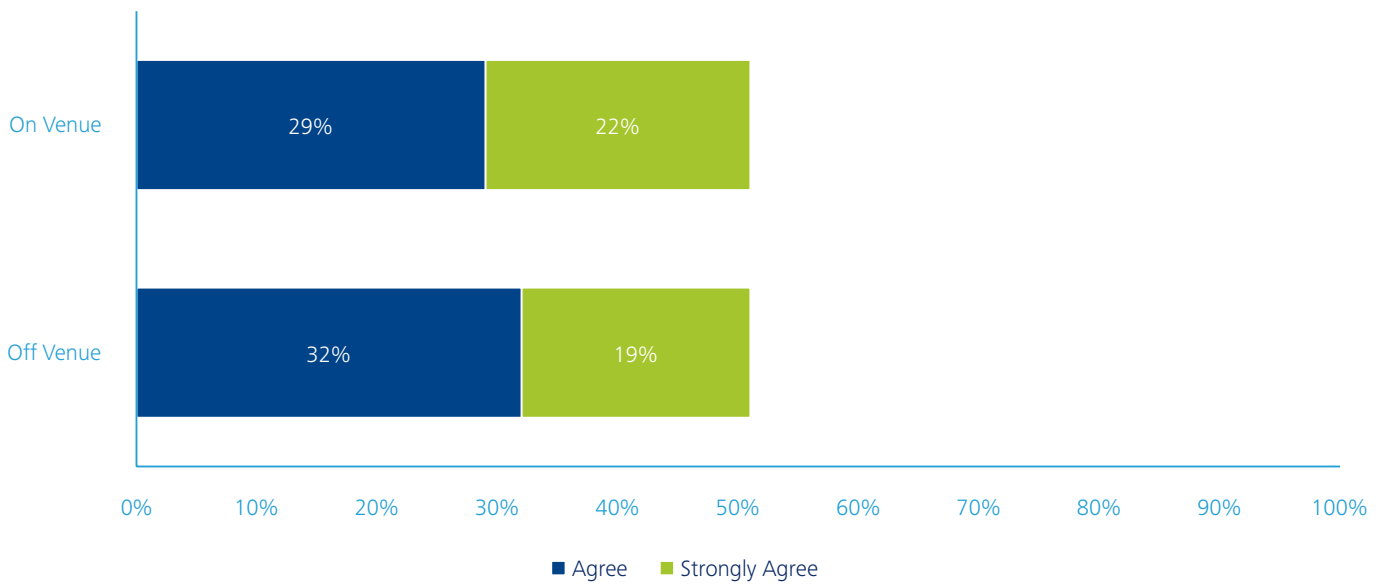


Figure AppA-9: I would say good things about sponsor to other people if they ask me for my opinion.

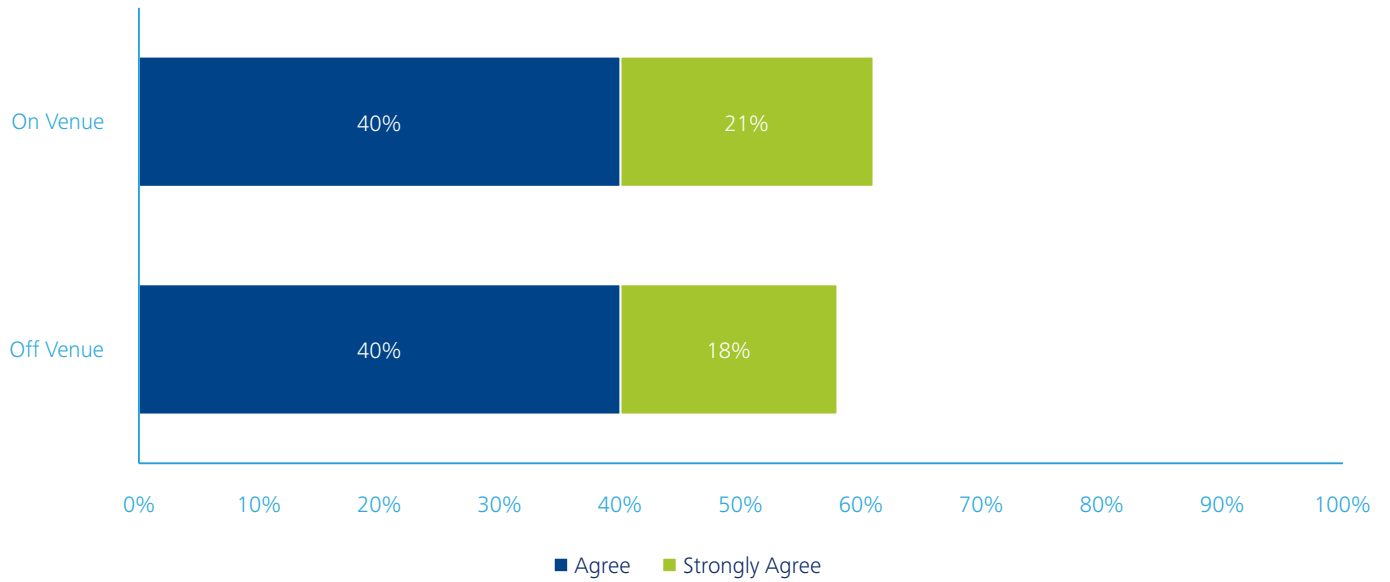


Figure AppA-10: Sponsor is a socially responsible company because it is a sponsor of theYOG.

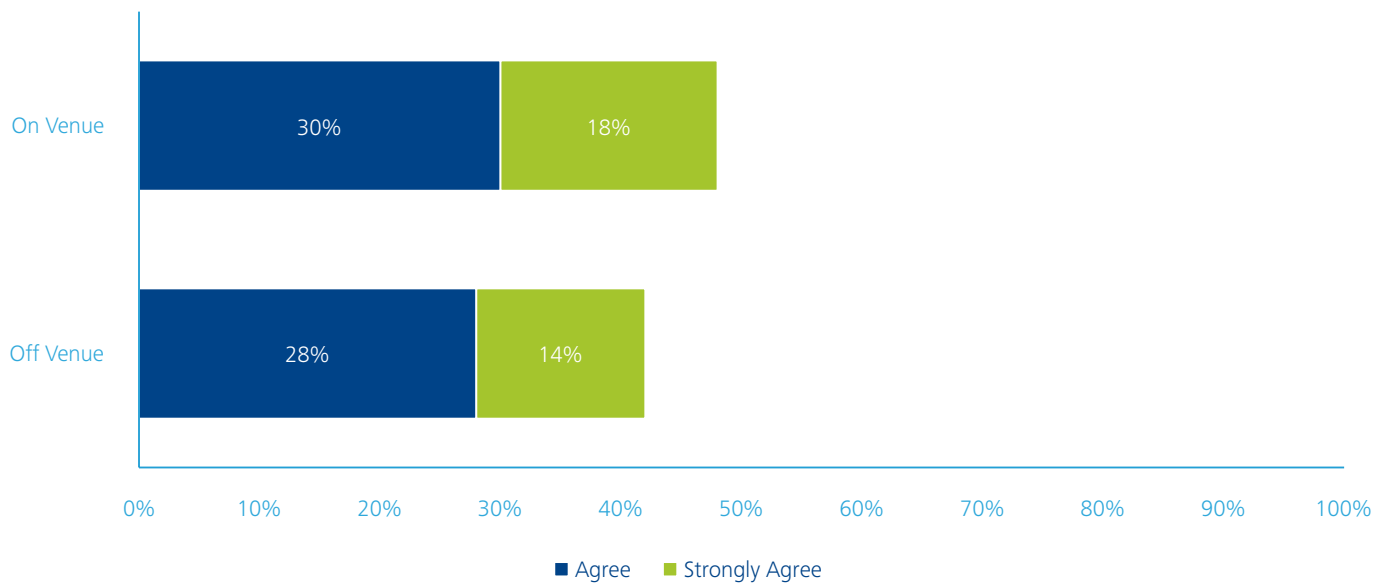


Figure AppA-11: I would buy products from sponsor the next time I need it.

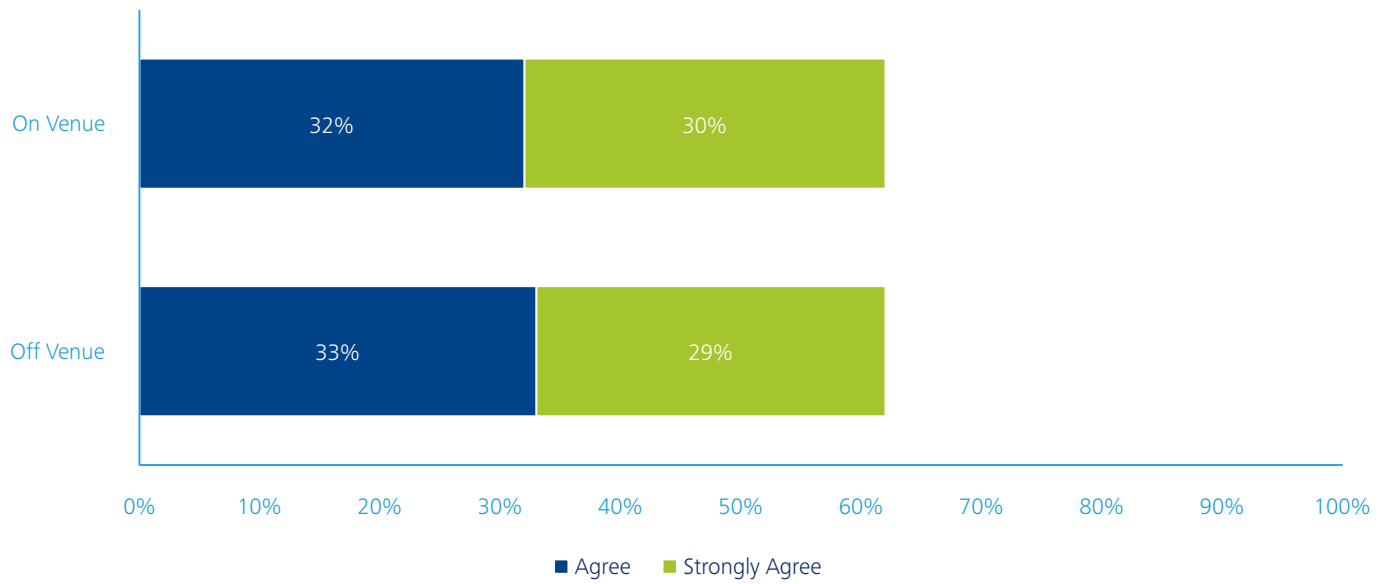


Figure AppA-12: Sponsor's sponsorship of YOG makes me like the brand more.

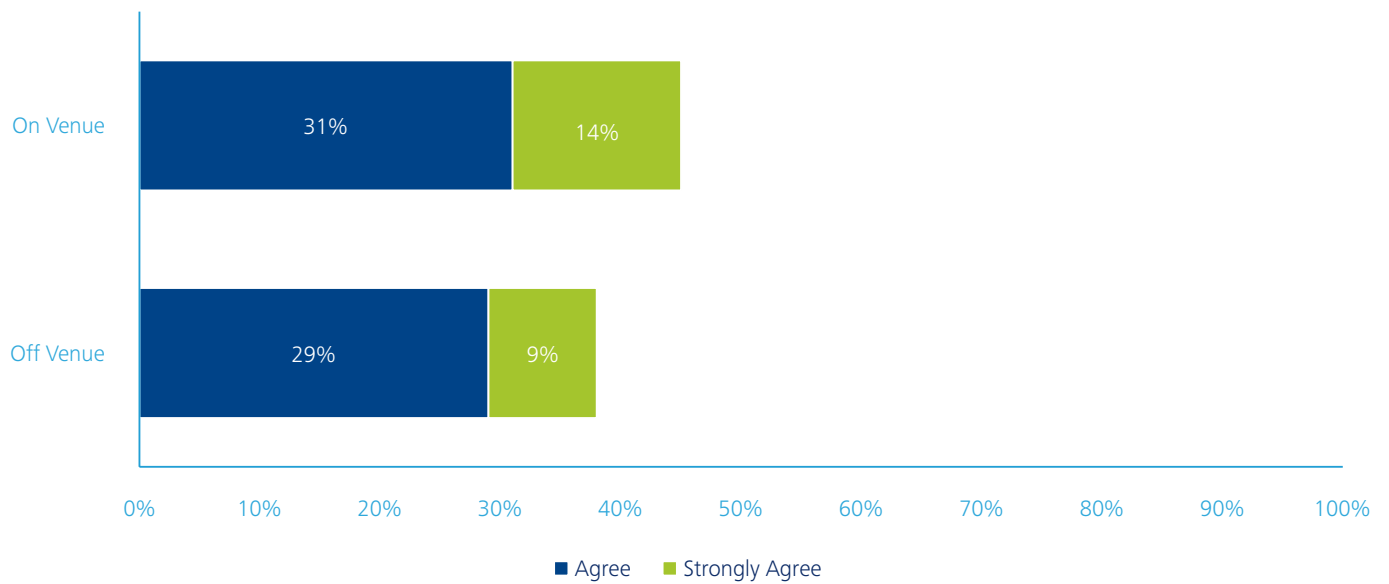


Figure AppA-13: I would try to buy sponsor products because I want to support them for being sponsors of the YOG.

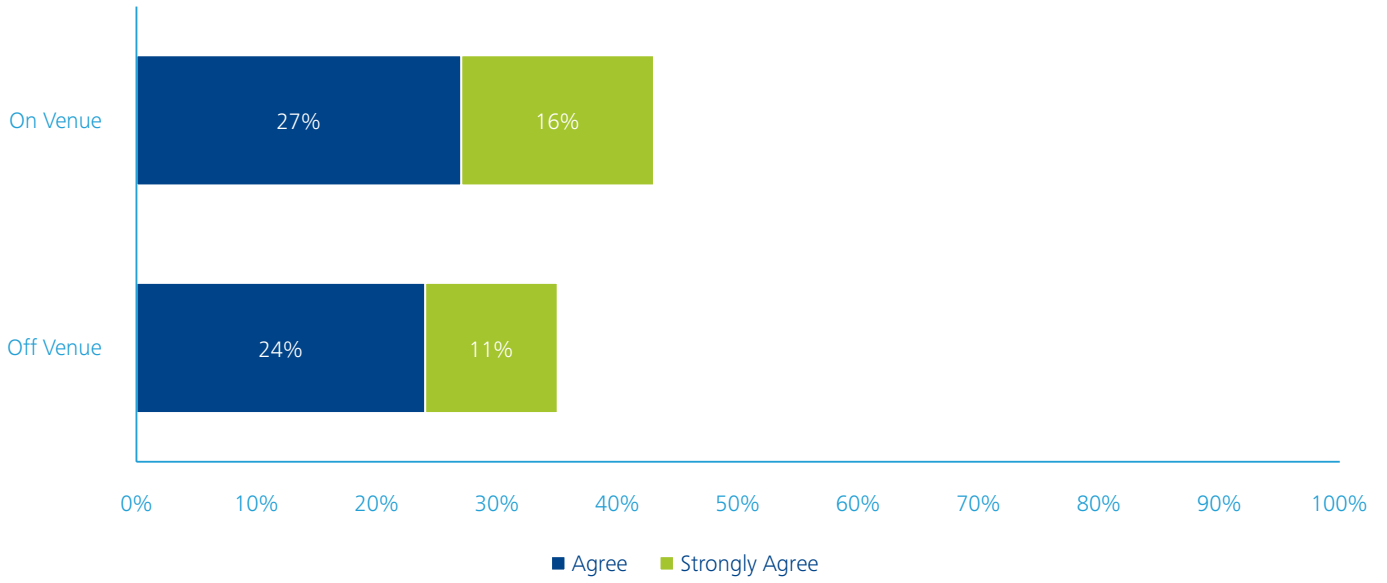
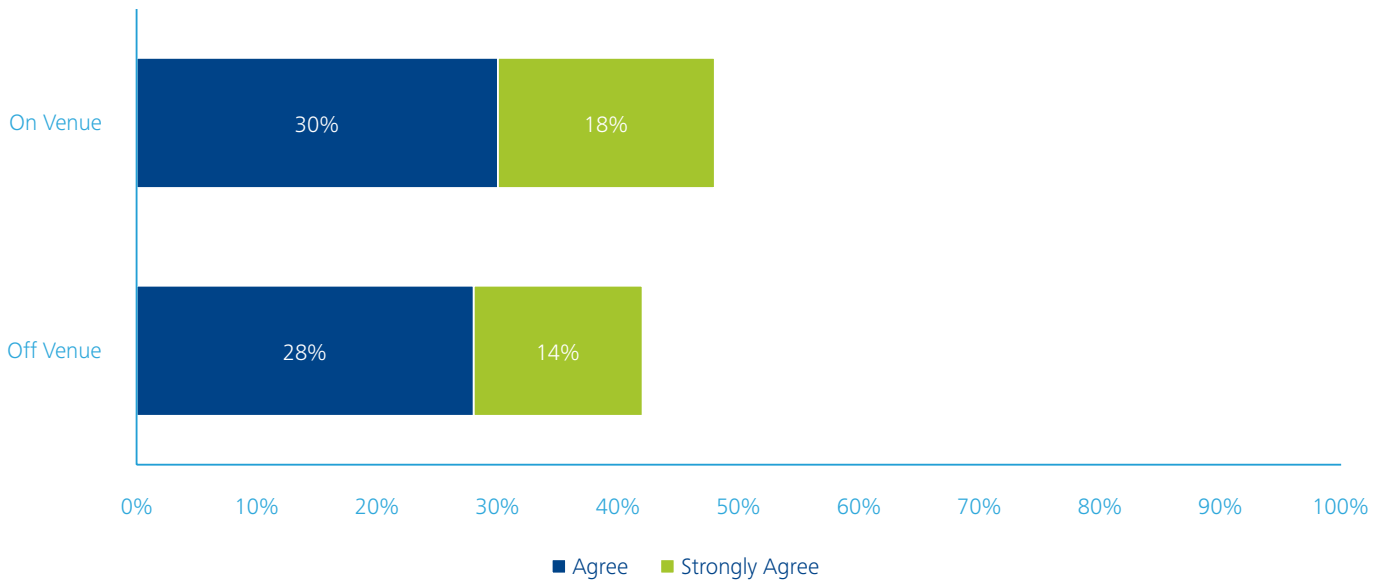


Figure AppA-14: I would think of buying sponsor products because as the sponsor of a major event such as the YOG, its products would be of a higher quality.



Appendix B

List Of Abbreviations

ARM	Athletes Role Model	NOC	National Olympic Committee
AVE	Advertising Equivalent Value	NS	National Service
AYG	Asian Youth Games	NSA	National Sports Associations
CAN!	Create, Action, Now!	NTU	Nanyang Technological University
CCA	Co-Curricular Activity	NVPC	National Volunteer & Philanthropy Centre
CEO	Chief Executive Officer	OEP	Olympic Education Programme
CEP	Cultural and Education Programme	PA	People's Association
COO	Chief Operating Officer	PBO	Publicity and Broadcast Operations
CTR	Click-Through Rate	PM	Prime Minister
DSLMM	Diploma in Sports and Leisure Management	PPP	Public-Private-Partnership
EDB	Economic Development Board	RP	Republic Polytechnic
EIA	Economic Impact Analysis	SAF	Singapore Armed Forces
EMV	Editorial Marketing Value	SCDF	Singapore Civil Defence Force
FA	Fisheye Analytics	SCSD	Satellite Centre for Sports Development
FIFA	Fédération Internationale de Football Association	SFC	Singapore 2010 Friendship Camp
FINA	Fédération Internationale de Natation	SIC	Sports Initiation – Let's Play Programme
GDP	Gross Domestic Product	SIS	Singapore Indoor Stadium
HQ	Headquarters	SNOC	Singapore National Olympic Committee
IAAF	International Association of Athletics Federations	SOE	Singapore Olympic Foundation
ICC	International Convention Centre	SOCOG	Sydney Organising Committee for the 2000 Olympic Games
IF	International Sports Federation	SSC	Singapore Sports Council
IOC	International Olympic Committee	SSP	Singapore Sports School
ITO	International Technical Officer	STARS	Short-term Assigned Regular Staff
JYOF	Journey of Youth Olympic Flame	STB	Singapore Tourism Board
KSC	Kids Sports Challenge	SYOGOC	Singapore Youth Olympic Games Organising Committee
LTC	Learn to Complete	TD	Technical Delegate
LTP	Learn to Play	TOP	Olympic Partner Programme
MCYS	Ministry of Community Development, Youth and Sports	UN	United Nations
MICE	Meetings, Incentives, Conventions and Exhibitions	VA	Value-Added
MMC	Main Media Centre	VIPs	Very Important Persons
MOE	Ministry of Education	VOD	Video on Demand
MOI	Memorandum of Intent	WKWSCI	Wee Kim Wee school of Communications and Information
MRS	Mobile Road Show	YOD	Young Olympian Daily
MRT	Mass Rapid Transit	YOG	Youth Olympic Games
MTI	Ministry of Trade & Industry	YONS	Youth Olympic News Services
NEA	National Environment Agency	YOV	Youth Olympic Village
NIE	National Institute of Education		
NGO	Non-Governmental Organisations		

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