



The Barcelona 1992 Games

The Legacy

■ **Introduction**

- **The Barcelona Games: A great success**
- **Impacts on the city**
- **Final considerations**

**“Barcelona won’t be the same
in the future”**

***Juan Antonio Samaranch, President of the I.O.C.
9th of August 1992, Closing ceremony BCN’ 92***

Introduction

The Games as a catalyst (I)



BCN'92 Games: Catalyst of a process of change



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graph TD; A[BCN'92 Games: Catalyst of a process of change] --> B[Foster the development of Barcelona]; A --> C[Projecting the image of Barcelona in the world]; B --> C;
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Foster the
development of
Barcelona

Projecting the
image of Barcelona
in the world

**"The Games were conceived from the beginning as
a great pretext..."**

Introduction

The Games as a catalyst (II)



"Any city grows on the base of specific platforms, special projects or "pretexts" around which you can articulate the big proposals of change "

(**Pasqual Maragall**, Mayor of Barcelona, interview done for the magazine of architecture "Cau", months before the nomination of Barcelona in 1986)

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The Barcelona Games: A great success



- “Thanks Barcelona. Thanks Catalunya. Thanks Spain. You have achieved it. **These have been, with no doubt, the best games of the whole Olympic history** ”
(Juan Antonio Samaranch, 9/8/1992. Closing ceremony Barcelona'92 Games)
- **“Barcelona, the city, was the Gold medal winner.** The athletes never had a chance; no matter how well they jumped and ran and rowed, they could never dominate these Summer Games. The people of Catalonia won the Games...”
(George Vercy, New York Times, 11/8/1992)

The Barcelona Games: A great success

Key Factors



1. The Barcelona's citizens
2. The spirit of collaboration
3. Spanish team sport results
4. The organization

Key Factors

1.-The Barcelona's citizens



Great complicity of Barcelona's citizens

Before the Games:

- 17/10/86: Massive demonstrations in the streets when BCN was nominated Olympic city
- Tacit acceptance of the works being held in the city during 6 years

During the Games:

- High participation: 34.426 olympic volunteers
- The Barcelona's citizens stayed in the city and took part of the feast
- Excellent hosting of visitors

Key Factors

2.- The spirit of collaboration



Between institutions

- The collaboration of the three public administrations (Local, Regional and National), was a key factor for the good functioning of the project

Between public and private sector

- Creation of “**Associació Barcelona Olímpica**”, to sponsor and impulse the candidacy
- Creation of “**ADO'92**”, a program to provide grants, from private companies, to Spanish athletes
- Lending **managers and staff at no cost** from private companies to COOB'92 for the Games

Key Factors

3.- Spanish team sport results



Spain's best medals table in Olympic Games history

	Gold	Silver	Bronze	Total
Moscow 80	1	3	2	6
Los Angeles 84	1	2	2	5
Seoul 88	1	1	2	4
Barcelona 92	13	7	2	22
Atlanta 96	5	6	6	17
Sydney 2000	3	3	5	11
Athens 2004	3	11	5	19
Beijing 2008	5	10	3	18



Exceeding the most optimistic sports forecasts of Spain,
of 14 medals

Key Factors

4.- The organization



- 4.1 Organizational leadership**
- 4.2 A two phase project**
- 4.3 Technology**
- 4.4 Management of the communication**
- 4.5 The opening ceremony**
- 4.6 Event without deficit**

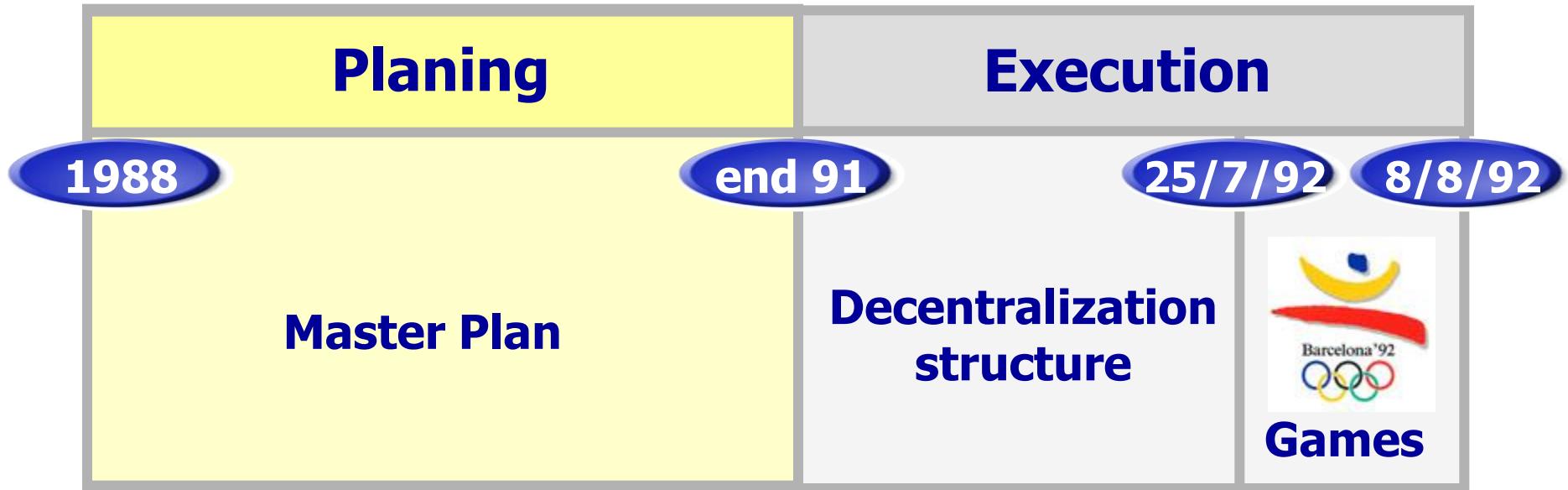


Two Great Leaders:

- **The Mayor of Barcelona and President of the COOB'92:**
 - Creating the space for all different political options
 - Obtaining the collaboration of the rest of political actors
- **The CEO of COOB'92:**
 - Effective management avoiding political interferences
 - Obtaining the implication and total dedication of his team
 - Extreme accuracy and transparency in the economics of the Games



Project with 2 very different stages





Strategic decision: Innovation but avoiding unnecessary risks

- Innovative applications based on proved technologies
- Great effort to prove all the applications beforehand
- Special projects, only if we had time and resources

Key Factors: The organization

4.4.- Management of the communication



**What we
did?**



**What we
got?**

Before the Games	During the Games
<div data-bbox="227 461 498 532">1988</div> <div data-bbox="981 461 1251 532">July 92</div> <p>Permanent communication of COOB to explain the project:</p> <ul style="list-style-type: none">• Permanent news• Press meetings• Travelling around the world	<p>Press Operations</p> <p>Global attention:</p> <ul style="list-style-type: none">• Accomodation• Transportation• Food & Beverage• Services & Equipment
<p>Local Media: Excepticism or critical support</p> <p>International Media: Positive attitude</p>	<p>Local Media: Unconditional support</p> <p>International Media: Positive attitude</p>

4.5.- The opening ceremony



The great succes of the opening ceremony was decisive to create a “moral of victory” among the staff of COOB’92. We had the feeling that almost half of the job was done!

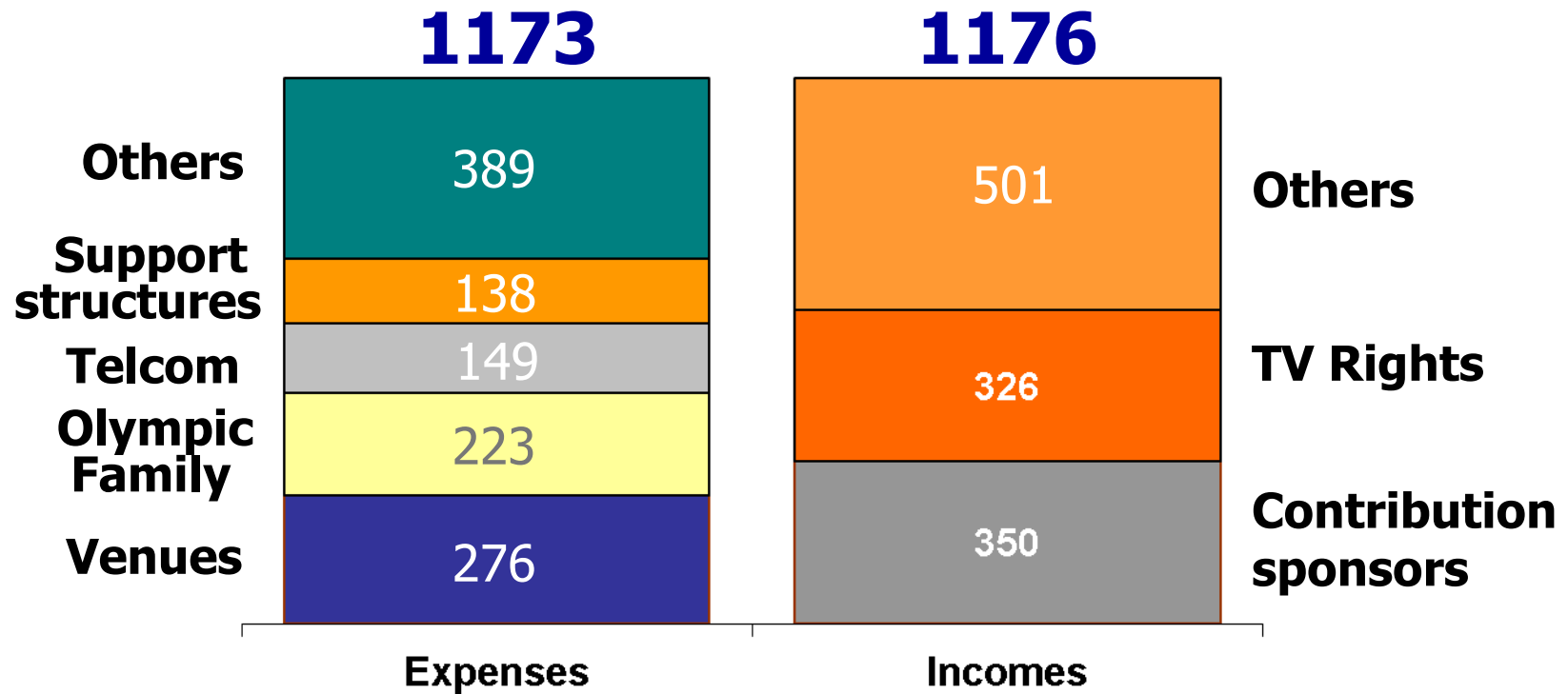
- The Ceremony used as the privileged spot to present and to change the **international image** of Spain, Catalunya and Barcelona
- Excellent treat by the **media**

Key Factors: The organization

4.6.- Event without deficit



Expenses and Incomes COOB'92 (in M. €)



Source: Ferran Brunet, Les Claus de l'Èxit

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Impacts on the city



1. City's transformation
2. Tourism & Business
3. Moral effects

Starting point:

Barcelona at the beginnings of the 80's :

- High density of population (from 1,5 M. to 3 M. from the 50s to the 70s)
- Poor infrastructures and equipments
- Radial structure of communications
- Traffic congestions



The Games as a pretext and catalyst for a qualitative jump in urbanism

A substantial improvement in the public infrastructures and equipments:

- ✓ **Opening to the sea**
- ✓ **Recovery of 400.000 m2 of public space for the city**
- ✓ **Restructuring and remodeling the network of ring roads:**

In the previous 20 years, 4 km of the "Ring Road" were constructed, whereas in 4 years before the Games they were constructed more than 40.

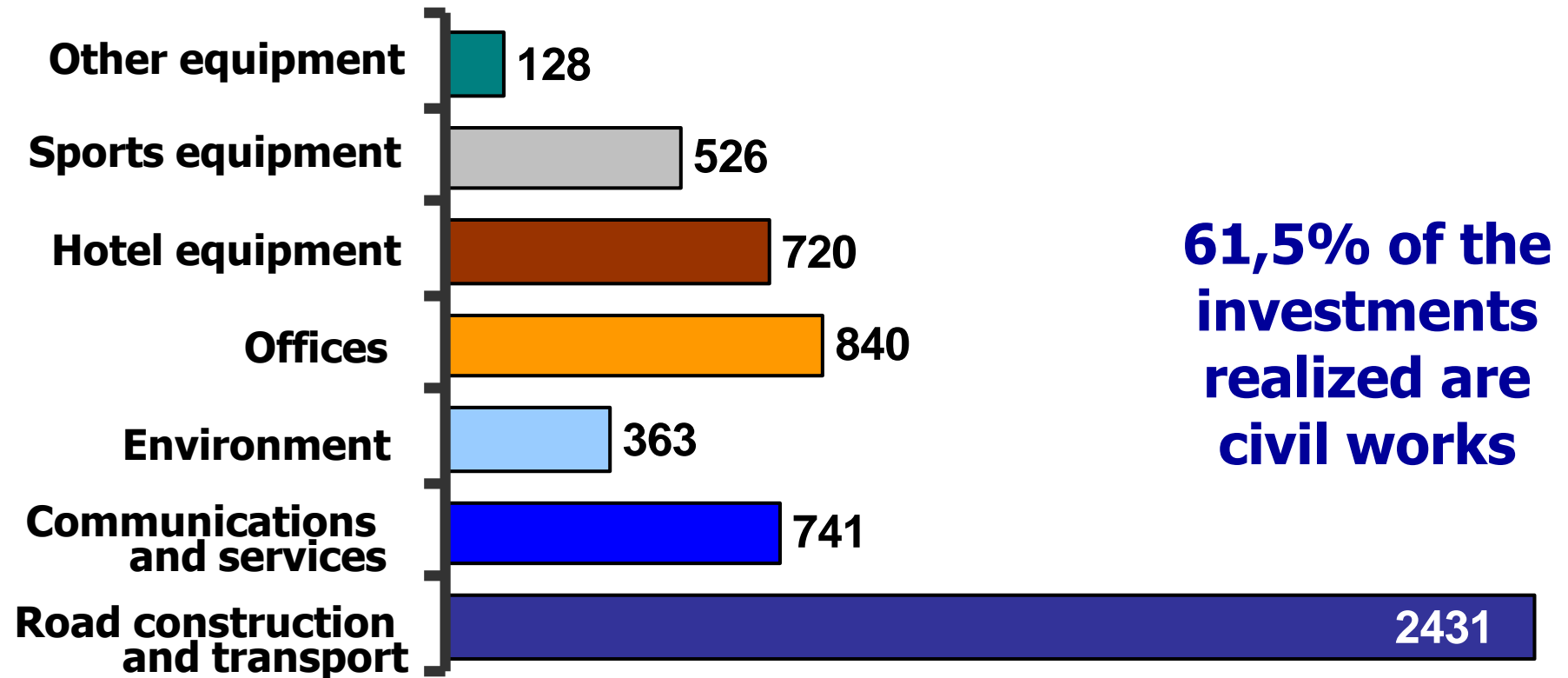
- ✓ **Construction of a new international terminal airport**
- ✓ **Construction of many sport facilities**
- ✓ **Construction of housing (Olympic Villages) & opening of 40 new hotels, creating 8.000 new beds**

Impacts on the city

1.- City's transformation (III)



Investment 86-93: 5.749 M. €



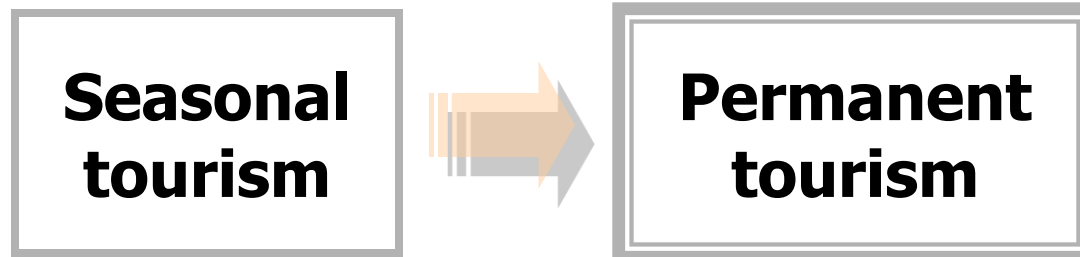
Source: Ferran Brunet, Les Claus de l'òxit

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- The Games as a way to materialise investments forseen for decades
- An active and important role of the private sector in infrastructures improvement

The Games put Barcelona on the map of the great cities in the world

- ✓ Increase in quantity of Tourism
- ✓ Improvement in quality of Tourism

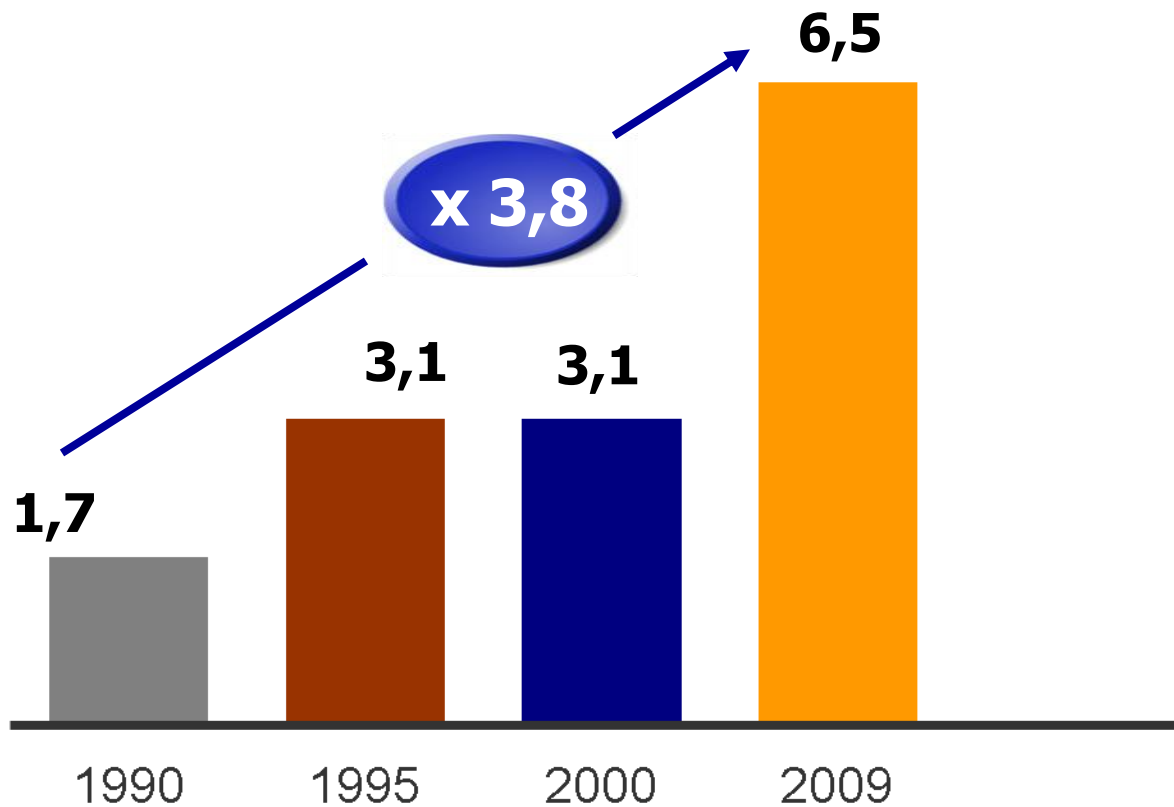


Impacts on the city

2.- Tourism & Business (II)



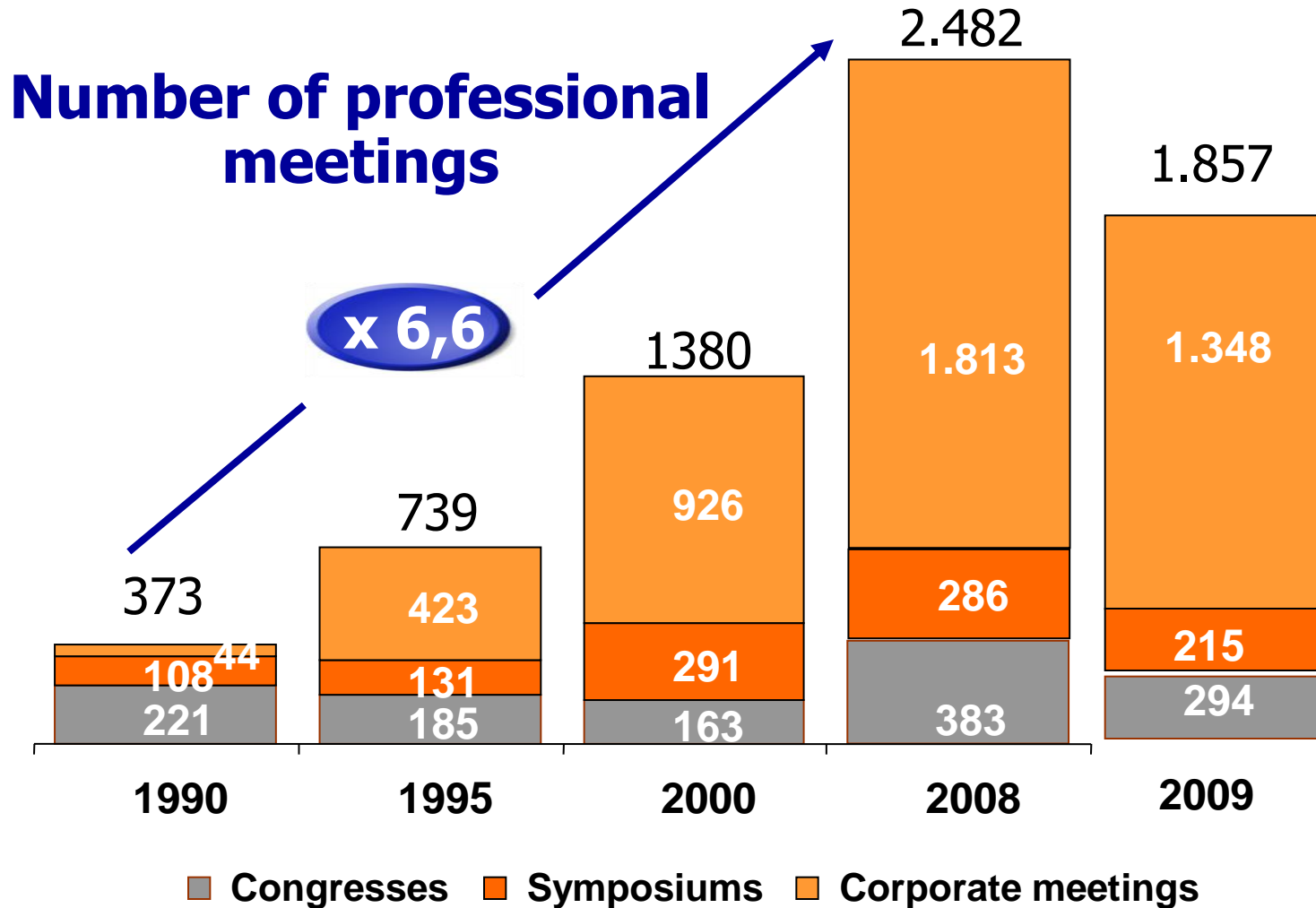
Number of tourists (in millions)



More than
4 times
Barcelona's
population

Impacts on the city

2.- Tourism & Business (V)



Source: Turisme de Barcelona

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Impacts on the city

2.- Tourism & Business (VI)



Ranking of Business Cities

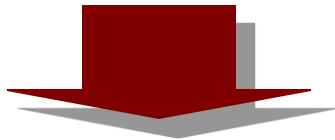
City	1990	2004	2009
London	1	1	1
Paris	2	2	2
Frankfurt	3	3	3
Barcelona	11	6	4
Brussels	4	4	5
Madrid	17	7	6
Munich	12	8	7
Amsterdam	5	5	8
Berlin	15	9	9
Milan	9	11	10

Source: Cushman Wakefield – European city Monitor

- ✓ **The society realized about its capacity to tackle unknown targets**
- ✓ **Recuperating the pride of belonging to the city**

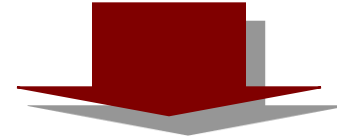
Improvement of the city

- Urbanistic transformation
- Modernization of the urban development infrastructure



Improvement of her image

- Difusion of her image around the world



A more attractive city

- Business
- Tourism

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Final considerations (I)



■ Two models of planning the Games

**Interests of
the event**

vs

**Interests
of the city**

Final considerations (II)



- **Resisting pressure from the environment**
- **Some “realities”:**
 - **Economic resources are limited**
 - **Cities are not elastic**
 - **No magic wand**

Final considerations (III)



**The appreciation of Barcelona
citizens for what was done
and their pride of belonging
to their city and their country
is still our
main prize**



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