

## INSIGHT

### Atos Origin's Olympic Experience Builds Brand Image and Benefits Enterprise Customers

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#### IDC OPINION

Atos Origin's acquisition of the Sema Group from Schlumberger earlier this year was an important strategic move that strengthened the company's presence in key markets. However, as part of the acquisition Atos Origin inherited a major flagship project that offers enormous marketing and branding potential. In 1998, the International Olympic Committee awarded SchlumbergerSema the contract to become Worldwide IT Partner for the following eight years. This contract was to cover the winter and summer games in Salt Lake City (2002), Athens (2004), Turin (2006), and Beijing (2008). Atos Origin will now take on the Worldwide IT Partner mantel for the next three games beginning with Athens in August 2004.

While numbers alone do not do justice to the scale and complexity of the Olympic Games, they provide some idea of the enormity of the challenge that will be faced by Atos Origin. Some of the key figures for the Athens games are:

- ☒ 200,000 accreditations
- ☒ 23,000 landline phones
- ☒ 13,000 mobile phones
- ☒ 10,500 computers
- ☒ 9,000 two-way radios
- ☒ 4,000 results system terminals
- ☒ 2,000 fax machines and copiers
- ☒ 2,000 printers
- ☒ 900 servers (Intel and Unix based)

In addition, Atos Origin will manage a team of 3,400 IT workers (90% of whom are volunteers) located across 62 competition and non-competition locations.

There are few higher-profile events than the Olympic Games, and Atos Origin is well aware that from August 13, the eyes of the world will be on it. Success will be highly visible and will demonstrate Atos Origin's ability to handle highly complex and demanding projects — equally, any failures will be painfully obvious. Overall, the Olympic contract is a tremendous opportunity for Atos Origin to demonstrate its capabilities and build brand awareness globally. From a marketing perspective, IDC believes that this is a dream ticket, and will be a powerful tool that Atos Origin can leverage to help realize business growth objectives.

## IN THIS INSIGHT

This Insight will examine the role being played by Atos Origin in providing IT coverage for the 2004 Summer Olympic Games to be held in Athens, starting August 13.

## SITUATION OVERVIEW

Providing IT systems and support for an Olympic Games is a huge and complex task. In its role as Worldwide IT Partner, Atos Origin is responsible for IT planning, project management, systems integration, software development and IT security. An element of this role involves coordinating the involvement of more than 15 companies that play a secondary role — these companies include Dell, Eastman Kodak, Sun Microsystems, Swatch, and Xerox.

Preparations for the Athens games have been ongoing for the last few years, with knowledge and experience gained from the Salt Lake City Winter Olympics of 2002 being reused to facilitate development and planning for 2004. Much of the support for the 2004 games will be delivered from five key technical sites that have been set up specifically for this purpose. These are:

- ☒ **The Athens 2004 Integration Lab**, which has been used to integrate and test the IT infrastructure, information security systems, and software applications required for the games. In addition, the Integration Lab has been used to train the 4,000 people who will run the IT systems during the games.
- ☒ **The Technology Operations Center (TOC)** — the nerve center of the 2004 games.
- ☒ A **PC Factory** to ensure that all equipment is configured and secured before being deployed at the various venues.
- ☒ **Two Redundant Data Centers** to provide support for key IT systems during the games.

Much of the development work for the 2004 Athens Games has centered around the development of two systems, which will be at the core of the overall IT infrastructure. These systems, which are customized suites of Atos Origin applications, are the **Information Diffusion Systems (IDS)** and the **Games Management Systems (GMS)**.

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## **Information Diffusion Systems (IDS)**

The Information Diffusion Systems are used to relay results and athlete information to the 10,500 athletes, coaches, officials, 21,500 media representatives, and an expected 4 billion TV viewers. The key components of the IDS are:

### **INFO2004**

INFO2004 is an intranet that is available to accredited Media and the Olympic Family of athletes and IOC officials — a total of 200,000 accredited users.

- ☒ INFO2004 features more than 50,000 pages of information in three languages — English, French, and Greek. It includes 11,000 biographies as well as historical results dating back to the first Olympic Games of the modern era, held in Athens in 1896.
- ☒ Over 1,600 kiosks across the Olympic Games venues will provide access to the application.

### ***Commentator Information System***

The Commentator Information System (CIS) is a browser-based application that displays results on touch-screen PCs at the venue broadcast sites in a fraction of a second, so they can be instantaneously dispatched across the globe.

- ☒ CIS quickly provides event results to broadcasters.
- ☒ "Color" for the commentary is provided by 300 sport-specific screens.
- ☒ 1,500 terminals at 20 Games venues provide access.

### ***Central Repository and Print Distribution***

A centralized database rapidly communicates event data and results to the ATHENS2004 Web site, the world press agencies, Internet data feed, and the Olympic Games officials.

- ☒ More than 50 million pages of qualified results are printed and delivered to Olympic officials throughout the Games.

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## **Games Management System**

### ***Accreditation System***

The Accreditation System (ACR) identifies the accredited participants for the various events, manages registration, assigns access privileges and other rights to individuals, and provisions access control information.

- ☒ Over 200,000 Olympic athletes, coaches, officials, staff, volunteers, and media will require privileged access to the Olympic Games and must be registered and granted security clearance.
- ☒ The system includes physical (photo) ID badges, scanning functionality, and back-office applications for processing.

### **Transportation System**

The Transportation System (TRS) provides the programming, planning, and scheduling of transport services and fleet management for the Olympic Family and allocates the available transportation resources according to the service levels established for each athlete and group.

### **Sports Entries and Qualification System**

The Sports Entries and Qualification System (SEQ), along with the athlete qualification system, collects data on each athlete and processes who is eligible to compete based on the qualification marks in the results system. It also supports the confirmation process in the Welcome Center.

- ☒ This system maintains the criteria for qualifying individual competitors, pairs, relays, or teams, based on the minimum and maximum qualification standards for any event, types of qualification, and quotas, combining around 1,000 different criteria across all the events.
- ☒ 16,000 qualification entries are compiled prior to the Olympic Games for the 10,500 athletes and 301 events in 35 sport disciplines.

### **Protocol**

The Protocol System (PRO) assists with coordinating, scheduling, and providing appropriate services for VIPs, including registration of VIPs, VIP events, and other VIP arrangements.

### **Medical Encounters**

The Medical Encounters System (MED) gathers information relative to the different levels of healthcare, generates reports for the medical management organizations (IOC Medical Commission, Department of Health, and others), and provides an online summary of each case history.

### **Arrival and Departure**

The Arrival and Departure System (ADS) gathers the expected arrivals and departures data for the Olympic City and provides the information to the groups responsible for managing the travel arrangements for the Olympic Family as well as the welcome greetings for the delegations.

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## The Expected Benefit for Enterprise Customers

Apart from the obvious financial reward such a large project brings with it, and the enormous marketing and branding potential, Atos Origin indicates that the depth of knowledge and experience that comes with managing such a complex product can be extensively leveraged to provide value to its enterprise customers. According to Atos Origin, the key issues relating to the Olympic Games contract that will benefit other customers are:

- ☒ **Knowledge capture and reuse** — As the Winter and Summer Olympic Games are held alternately every two years, reusability of knowledge and applications is an important element of guaranteeing success and maximizing efficiencies. According to Atos Origin, its Olympics program uses extensive reuse facilitated by systematic knowledge capture methods and disciplined systems integration practices to redeploy large applications into new environments every other year. This experience, the company feels, can be extensively utilized to help enterprise clients carry out major systems implementations while minimizing costs and risks.
- ☒ **Integrated and holistic approach to security** — The Olympic Games will always be a target for information security-related attacks, such as hacking and denial of service, but physical security, related to identity, athlete protection, and access to facilities, will also be critical issues. During the Salt Lake City games, Atos Origin indicates that the IT infrastructure experienced four intrusion attempts per second. Many observers believe that, given the current world geopolitical situation, the Athens games will be extensively targeted and the information security systems will be severely tested. Atos Origin believes that the security strategy and implementation policy for the Olympics is something that enterprise customers can learn from.
- ☒ **Partner and program management** — Atos Origin is the lead integrator, and will manage a wide consortium of partners during the Olympics program. As a consortium approach is often needed when dealing with complex enterprise issues, the company feels that this management experience is usable in any large multivendor project, and that this will bring value to clients.
- ☒ **Intensive operations management** — For the Athens games, Atos Origin will set up a team of 3,400 IT personnel, which will then break up after 16 days when the games finish. Management and training of these personnel is deemed critical, and the company believes that the experience gained in both people and process management is reusable in any intensive IT project.
- ☒ **Balancing real-time results systems with background systems** — The results systems, broadcast data systems, Web feeds, and telephone broadcasts associated with the Olympics must be continually fed with accurate and reliable data. This data may be related to any number of events occurring in real time or be mixed with background and archival data needed to complement the needs of broadcasters. Atos Origin believes that managing the balance between real-time business data and stored or legacy data is an issue faced by many enterprises. The company feels that the experience gained during the Olympics will be a positive example to customers of how this balance can be achieved.

## **FUTURE OUTLOOK**

If Atos Origin executes successfully during the 16 days from August 13, most of us will be none the wiser because its success will be masked by the spectacle and excitement of the Games themselves. If Atos Origin does not execute successfully — if the results are not available, if journalists can not file their articles, if security is compromised — we will all know immediately.

Taking on a project of this magnitude, complexity, and visibility, with no room for error, requires a strong and confident integrator. Atos Origin has assumed responsibility for this project following its acquisition of Sema, and a huge amount of effort has gone into getting it right, including a major testing program in June covering a number of venues.

As Atos Origin continues to integrate the resources of Sema, IDC views the Olympics as a huge opportunity for the company to build its brand image as an organization willing and able to take on large, complicated projects with a substantial amount of risk associated. The fact that the company is able to articulate how the Olympic experience can benefit enterprise customers is a good start, but Atos Origin must move fast to make the most of the opportunity. Atos Origin has won some solid outsourcing deals in Europe in the last 18 months, and is beginning to establish itself as a real leader among the tier 2 services players. In addition, a renewed focus on BPO through the recently formed Atos Worldline division provides an indication of the company's longer-term direction. The Olympics is a unique branding opportunity that should be leveraged to build new business. If Atos Origin can successfully ride the Olympic wave, it will have gained a significant competitive edge on its direct competitors in its key geographies.

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