

Customer Relationship Management for the Tokyo 2020 Games

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Customer Relationship Management (CRM) was implemented for the Olympic and Paralympic Games Tokyo 2020 to connect with the spectator and build a bond with the Olympic and Paralympic Games Tokyo 2020. Unique ID, the so-called TOKYO 2020 ID, for Olympic and Paralympic Official Ticket Sales and official online shop sales, was implemented as a communication channel for ID registrants. Information was provided through the portal site, so-called My TOKYO 2020 and TOKYO 2020 email magazine. This article introduces CRM initiatives put into practice at Tokyo 2020 Games such as the first-ever data synchronization between TOKYO CRM and IOC CRM.

Keywords : CRM, TOKYO 2020 ID, My TOKYO 2020, TOKYO 2020 email magazine, IOC collaboration, Legacy

1. Introduction

This article first introduces the “background and approach” of the project from its launch to the Games period. Next, the channels “My TOKYO 2020”, “TOKYO 2020 email magazine”, and various collaborations that practiced CRM. Then “TOKYO 2020 ID”, which synchronized various systems, “IOC collaboration”, which was the first attempt in history, and “Legacy”, which will be inherited after the end of the Olympic and Paralympic Games Tokyo 2020 (hereinafter referred to as “Tokyo 2020”), will be introduced.

2. Background and Approach

2.1 Project Launch Period

As of 2016, the results of various surveys indicated that ticket sales for the Tokyo 2020 Games were in danger of slumping, given that the intention to watch the Tokyo 2020 Games at venues had not increased, and the ticket sales rate for the Rio 2016 Games was 91%^(Note 1), which was low. There was a possibility that ticket holders would not come to the venue for the TOKYO 2020 Games. In the past Games, there was an incident where ticket holders did not come to the venue even if purchased, and it seems to be applied to Tokyo 2020 Games. A CRM project was launched to solve these problems with the goals of “selling out tickets” and “achieving full stadiums” for the Tokyo 2020 Games. The project aimed to conduct sales promotions to increase the intention of spectators to attend the Tokyo 2020 Games, identify potential spectators, and distribute appropriate information to spectators. In response to the low user-friendliness of the multiple IDs used in past

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The Journal of The Institute of Electronics, Information and Communication Engineers, Vol.105, No.8, Supplement, pp.188-196, August 2022
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(Note 1) Adapted from OLIMPIC MARKETING FACT FILE 2021 EDITION.

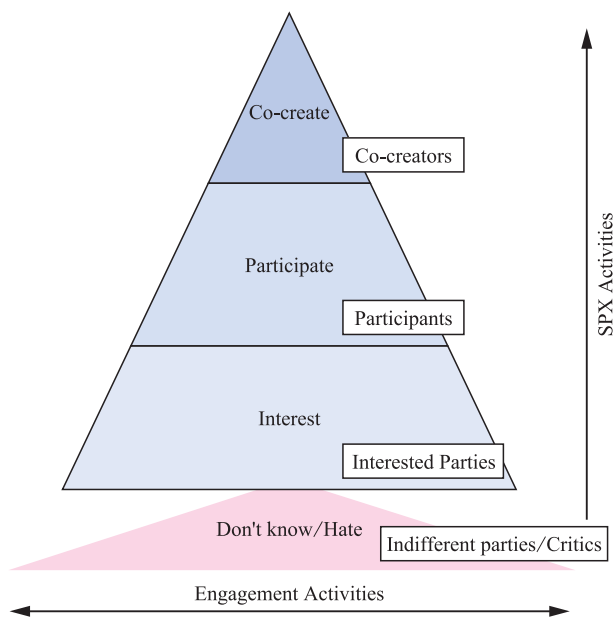


Figure 1 CRM Strategy

Games, we implemented an integrated One ID for Tokyo 2020 for centralized information management.

The CRM strategy (Figure 1) was to provide information about the Tokyo 2020 Games to generate interest, encourage participation in events, and increase involvement. This is because maximizing both engagement activities to broaden the base of interest and Spectator Experience (SPX) activities to increase involvement in the Games would increase the number of people who work together to create the Tokyo 2020 Games.

TOKYO 2020 ID was established in July 2016, before the Rio 2016 Games began, and information distribution via email magazine started in August of the same year. In July 2018, a promotion was started to promote the registration of TOKYO 2020 ID under the concept of “Be one of the miracle makers”. As a result, we fostered momentum for the Games, and a significant increase in the number of TOKYO 2020 ID registrants and access to TOKYO 2020-related sites was predicted. The number of registered IDs exceeded approximately 2 million as of March 2019, enabling us to identify a significant number of potential spectators for the Tokyo 2020 Games before ticket lottery sales.

2.2 Olympic First Lottery and Additional Lottery Sales Period

An official ticket sales website was launched in preparation for the first round of ticket sales. PR events,

such as the lottery application start event, were held to increase exposure and generate buzz. In addition, information was provided through My TOKYO 2020 and the TOKYO 2020 email magazine, mainly to those who intend to purchase tickets, leading to an increase in lottery applications. In addition, we sought to build momentum by disseminating information on ticket sales through official media such as SNS. As a result, access to the ticket sales website was flooded, and a long waiting period ensued, generating such a tremendous response that additional lottery sales were conducted.

The number of tickets sold in the first lottery was approximately 3.22 million, and approximately 350,000 tickets were sold in the additional lottery. Seventeen types of regular demand were selected for CRM and were the target of focused communication for the second lottery sale.

2.3 Paralympic Games First Lottery Sales Period

As with the first Olympic Games lottery, approximately 600,000 tickets were sold due to the combined implementation of various measures. Twenty-two types of regular demand were selected as the target of focused communication for the second lottery sale.

2.4 Olympic Second Lottery Sales Period

Based on the first Olympic Games lottery results, PR activities were conducted to promote the attractiveness of each sport in the second lottery so that people could apply for not only popular sports but various other sports. The distribution of TOKYO 2020 email magazines by segment and publication of special features on My TOKYO 2020 and the TOKYO 2020 official website also took place. Approximately 900,000 tickets were sold. The supply-demand balance was analyzed again, the potential to sell-out was calculated, and nine types of regular demand were selected as the target of priority communication for first-come-first-served.

2.5 Paralympic Games Second Lottery Sales Period

For the second Paralympic lottery, PR activities were conducted to build momentum for the Paralympics as a whole and to promote the appeal of the Games, digital measures, distribution of TOKYO 2020 email magazines by segment, and special features on the games on My TOKYO 2020 and the official Tokyo 2020 website. Approximately 370,000 tickets were sold. Twelve types of regular demand were selected as the target of focused communication for first-come-first-served.

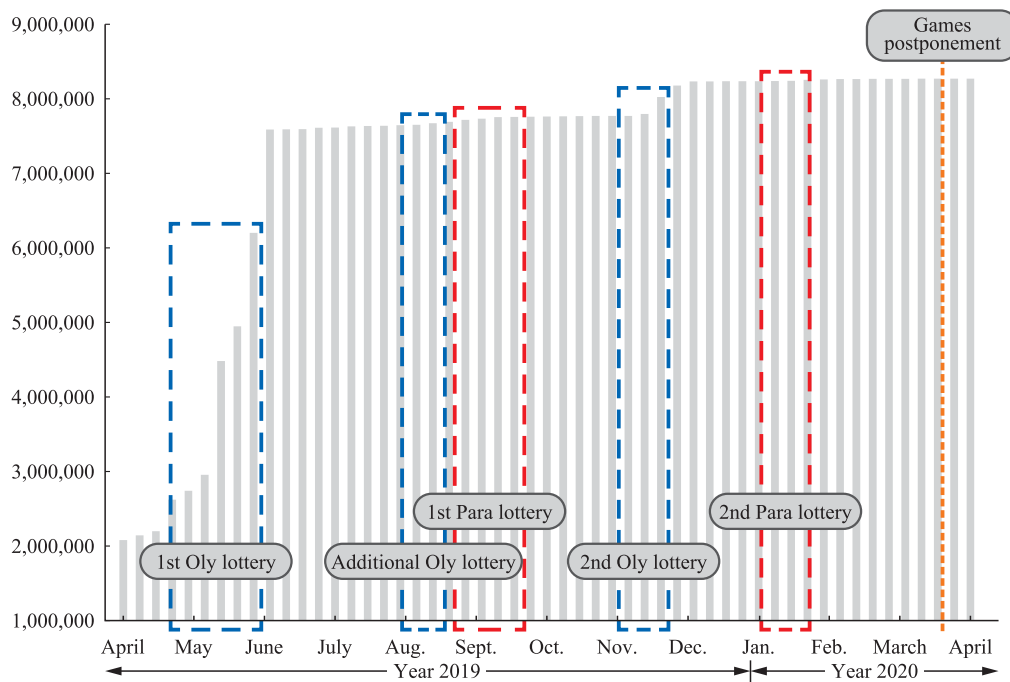


Figure 2 Number of TOKYO 2020 ID Registrants

As of January 2020, after the second lottery was completed for the Paralympic Games, TOKYO 2020 ID registrants exceeded approximately 8.2 million (Figure 2). This record far surpasses the 4 million people registered for the London 2012 Games, which was the highest ever.

2.6 Postponement to Games TimePeriod

On March 24, 2020, as the coronavirus disease 2019 (COVID-19) spreads worldwide, the postponement of the Tokyo 2020 Games for about one year was announced, and it will be officially decided to postpone until the summer of 2021. This decision, less than four months before the opening of the Olympic Games, was the first postponement in the history of the Olympic and Paralympic Games. The CRM communication was shifted from sales promotion to providing safe and secure opportunities to watch the games, and the project was restarted.

Information on “safe and secure Games operations”, “spectator and ticket handling policies”, and “maximizing spectator value” was disseminated through My TOKYO 2020, the TOKYO 2020 email magazine, and the IOC email magazine for the Games period.

As the postponement of the Games has been decided, interest in the Games has diminished, and cautious views have increased. So, the TOKYO 2020 email magazine

has collaborated with the public relations bureau chief media (Tokyo 2020 official website, SNS) and the event “One Year to Go” and sent positive messages for the Games. As a result, the opening rate of the email magazine remained the same as before the postponement of the Games, and the number of positive comments increased significantly on social media, showing the strong impact of the Games on users.

During the Games Timeperiod, daily competitions such as “live blog” and “medalist interview”, along with athlete information, “guidelines for the COVID-19 infection control”, and “request to refrain from watching roadside games”, etc., for safe and secure competitions Information was provided.

On the other hand, the Tokyo 2020 Games also strengthened collaboration with the IOC to enhance user convenience by centrally disseminating information related to the Olympic and Paralympic Games. A single sign-on mechanism with the IOC’s Olympic ID was introduced to the TOKYO 2020 ID in April 2021.

From September 2020, the Organising Committee commissioned the IOC to distribute an email magazine under the supervision of the Organising Committee to TOKYO 2020 ID registrants and email subscribers. TOKYO 2020 ID registration information, such as area of residence, gender, age, interest in the games, and ticket purchase information for some spectators during

Table 1 Percentage of Ticket Applications

		Olympics First Lottery Sales Period	Olympics Second Lottery Sales Period	Paralympics First Lottery Sales Period	Paralympics Second Lottery Sales Period
User base	My TOKYO 2020 + Feature Articles Contribution CV rate (excluding TOKYO 2020 Email Magazine only)	34.6%	32.9%	23.0%	21.9%
	My TOKYO 2020 + Feature Articles + TOKYO 2020 Email Magazine Contribution CV Rate	45.5%	38.1%	50.0%	47.2%

the Games, was linked to disseminate targeted information. A wide range of information was distributed, including emails focusing on specific themes such as “Torch Relay” and “Countdown Event”, as well as emails covering multiple themes related to the Games, such as “Athletes”, “Competitions”, and “Safe and Secure Games Management”. During the Games period, daily information was provided, including information on competitions and athletes, such as “Today’s Highlights” and “Featured Athletes”, as well as information related to building momentum, safety and security, such as “Guidelines for the COVID-19 Infection Control” and “Request for Voluntary Restraint from Spectators Along the Roadside”.

3. My TOKYO 2020 and TOKYO 2020 Email Magazine

3.1 Overview

3.1.1 My TOKYO 2020

My TOKYO 2020 was launched in January 2019 as a common My Page for TOKYO 2020 ID registrants. It consolidated and disseminated information on official Olympic and Paralympic Games ticket sales, Tokyo 2020 officially licensed products, Tokyo 2020 competitions, events and athletes, and TOKYO 2020 PASS allowing TOKYO 2020 ID registrants to enjoy benefits at the National Federation, partner events, etc. Contents were posted following the attribute information registered by TOKYO 2020 ID registrants, such as “gender”, “age”, and “area of residence”, as well as their preferences, such as “favorite sports”.

3.1.2 TOKYO 2020 Email Magazine

From August 2016, email magazine started to send emails to those who had given their consent. Similar to My TOKYO 2020, Olympic and Paralympic official ticket sales, Tokyo 2020 competition information,

Table 2 TOKYO 2020 Email Magazine Open Rates

	Overall	Ticket-Related Information Posted	Spectator Experience Related Information Posted
Average open rate	49.6%	50.2%	48.9%

events, athlete information, etc., were informed. There were several types of emails. One is for all-target emails, which were delivered to all email subscribers, and the other is segment emails that were based on attribute information such as “gender”, “age”, “residential area”, and preference information such as “favorite competition”.

3.2 Achievements

3.2.1 Ticket Application Ratio in Each Lottery Period

Table 1 shows the results of ticket applications made via My TOKYO 2020 and the TOKYO 2020 email magazine during each lottery sales period, indicating that many users applied for tickets through the channels where CRM was implemented.

3.2.2 TOKYO 2020 Email Magazine

Table 2 shows the average open rate of the TOKYO 2020 email magazine. The email magazine attracted significant interest from users throughout the period.

4. TOKYO 2020 ID

4.1 Overview

TOKYO 2020 ID is an ID authentication platform that has been operating since July 2016. 4. now we will mainly introduce the new ID infrastructure that started operation in January 2019 (Figure 3).

A significant increase in the number of TOKYO 2020

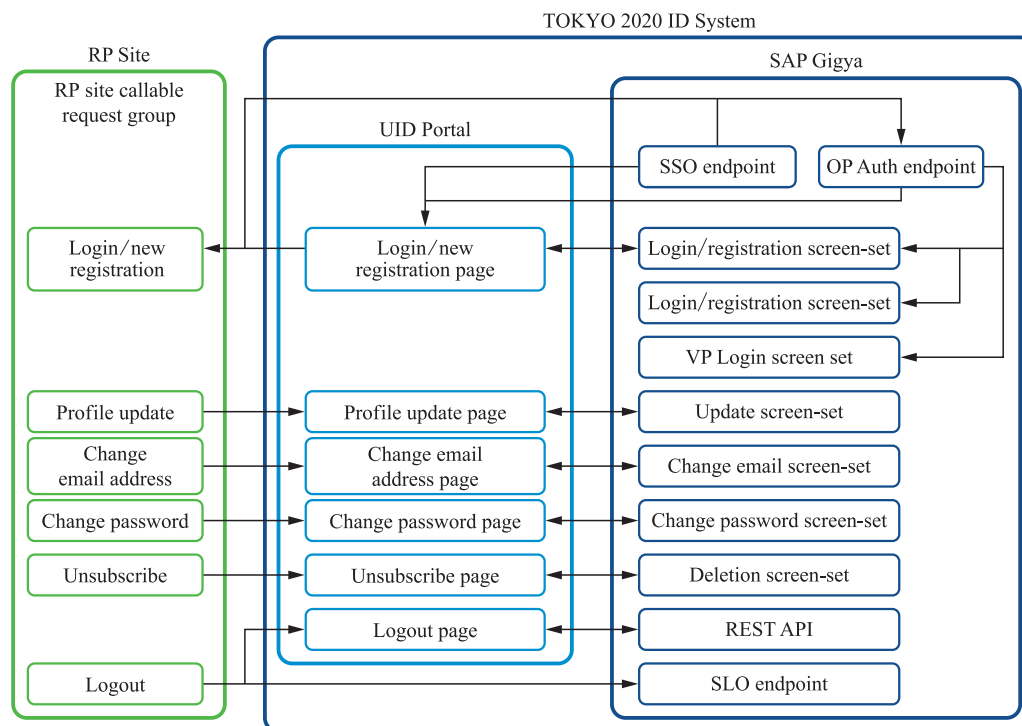


Figure 3 Overview of TOKYO 2020 ID Federation

ID registrants and a rapid increase in the number of accesses to the site during the critical period was expected from the forecast during promotion planning. It was also planned that TOKYO 2020-related websites, including ticket sales, would be established, and services would be expanded sequentially in preparation for the Games. These issues were managed by constructing a new ID platform, and data migration from the old ID platform was implemented.

This system provided single sign-on to the following TOKYO 2020-related websites until late December 2021.

- My TOKYO 2020
- Official ticket sales for the Olympics and Paralympics
- Official online store sales
- Capacity limitation site
- 2020 CARD application site
- Olympics.com (social login linkage with Olympic ID)

4.2 System Configuration

The old ID platform used SAML as the authentication protocol. Since single sign-on integration with many sites related to TOKYO 2020 and implementation of

social login with other ID providers were planned, the new ID platform uses OpenID Connect (hereinafter referred to as OIDC), which is more suitable for consumer-oriented services.

The 2020 ID system consists of SAP Gigya (ID authentication provider) and the UID portal. Each of the federated sites (hereinafter referred to as “RP sites”) performs authentication using OIDC and various changes, such as updating registration information, via the UID Portal (Figure 4).

4.3 Achievements

The service sites managed a large number of accounts, approximately 8.2 million and continuously performed single sign-on authentication during each critical period. The implementation of single sign-on with OIDC has improved user convenience and contributed to improving services at each site by enabling each RP site to always retain the latest user information and status.

4.4 ID Platform Migration

After an elaborate data design, two migration rehearsals were conducted to ensure smooth data migration from the old ID platform. Approximately 850,000 accounts were migrated in January 2019, and

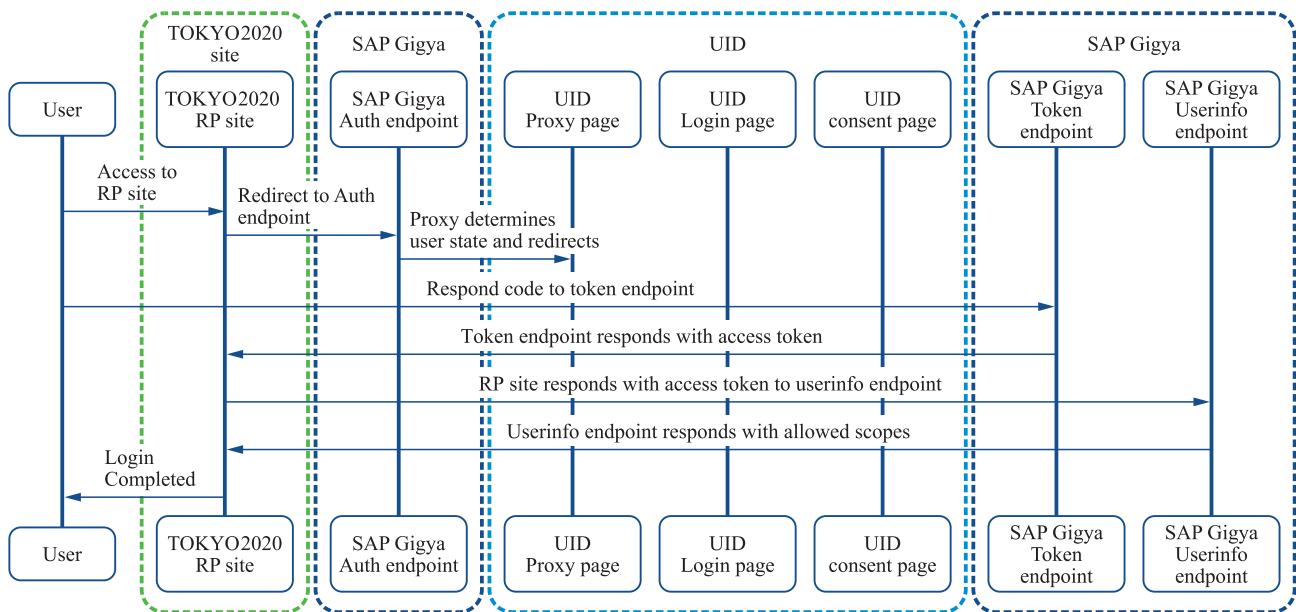


Figure 4 TOKYO 2020 ID Login Sequence (Simplified Version) Created Based on SAP Gigya Technical Information.

the new ID platform began operation. The following policies were adopted to minimize the impact on users, maintain a high level of security, and enhance communication with users during the system migration.

- Maintain the security level required from the user's perspective and configure the system UX-consciously.
- For more effective communication with users, more details should be requested for some items of the registration information.
- Minimize the procedures related to the migration of the ID platform to prevent users from leaving the site in the initial login process.
- Retain the information registered in the old ID platform to the possible extent.

By implementing a feature for processing the password hashing method of the old ID platform (algorithm, salt/pepper, number of stretches, etc.), the difference in the password hashing method between the old and new ID platforms was resolved. In addition, we have made it possible to unify the password hashing method with the new ID platform by resetting the password in the new ID platform after the first authentication.

To prevent incidents caused by forgetting to log out at each site, we implemented a single logout function and configured an appropriate value for the expiration of access tokens. During the ticket sales period, we

implemented additional functions so that users can be re-authenticated before specific actions, such as purchasing, to provide services with a higher security level.

To resolve the items with differences in detailedness between old and new platforms, data definition is designed with consistency. RFC-violating email addresses, which used to be allowed in the email service provided by Japanese mobile companies, were considered an issue unique to Japan and needed to be addressed. Since the old ID platform allowed registration with RFC-violating email addresses, the migrated data included accounts registered with RFC-violating email addresses. The new ID platform restricts new registrations with RFC-violating email addresses and flags registered accounts, enabling emails to be sent to these accounts from a different environment that supports RFC-violating email addresses.

4.5 RP Site Integration

The new ID platform provided each RP site with single sign-on authentication with OIDC (Figure 5). By returning the latest userinfo at the login process, the latest user information can be synced with each RP site.

Since data sync by userinfo response is only effective in the RP sites in which users logged in, data sync batches were executed daily to meet the requirements of each site.

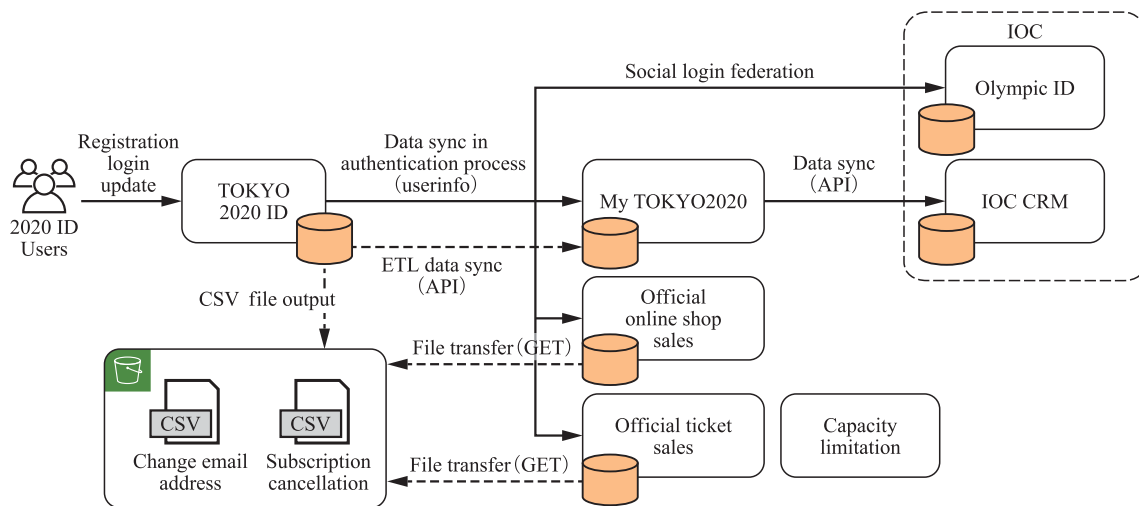


Figure 5 Overview of TOKYO 2020 ID Integration

(1) My TOKYO 2020

Requirement: All item information of accounts updated on the day

Purpose: To maintain the latest information of all accounts on My Page

Data sync method by batch: ETL sync (SFDC API)

(2) Ticket Sales and Online Shop Sales

Requirement: Email address change information and subscription cancellation information

Purpose: To properly manage delivery destinations for notification emails sent from each site

Data sync method by batch: CSV file

5. Initiatives with the IOC

5.1 Overview

To create new communication opportunities with users for the Tokyo 2020 Games and promote sports in the post-Games period, we expanded our services through various collaborations with the IOC, such as Tokyo 2020 Official Mobile Application, social login integration with Olympic ID, and distributing email magazines from the IOC.

From August 2020, data synchronization between TOKYO CRM and IOC CRM has started, and it contains "email delivery permission" and attribute information including "gender", "age", and "area of residence", and preference information such as "favorite sports". From September 2020, Tokyo 2020 commissioned the IOC to publish email magazines for e-mail subscribers under the supervision of Tokyo 2020. This is the first-ever

Table 3 IOC Email Magazine Open Rates

	~Before the Games	Pre to Olympic Games Period	Pre to Paralympic Games Period
Average open rate	26.0%	18.3%	16.8%

effort to consolidate information related to the Olympic Games and enhance user convenience, starting with the Tokyo 2020 Games and continuing with the Beijing 2022 and Paris 2024 Games.

5.2 Achievements

The average open rate of the IOC email magazine is shown in Table 3. It remained at the same level throughout the Olympic and Paralympic Games periods, successfully attracting the same level of interest from users.

5.3 Data Synchronization

An overview of the data linkage from TOKYO CRM to IOC CRM is shown below (Figure 6).

- Start date: August 2020
- Scope of system development: Transfer and linkage of contact information managed by TOKYO2020 CRM's Service Cloud to IOC CRM
- Items to be linked:

Email address, First & Last Name, Date of birth (day, month & year), Postal code, Prefecture, Address (1 & 2), Phone number, Gender, Country, Consent to receive communication, Favorite language (email), Favorite

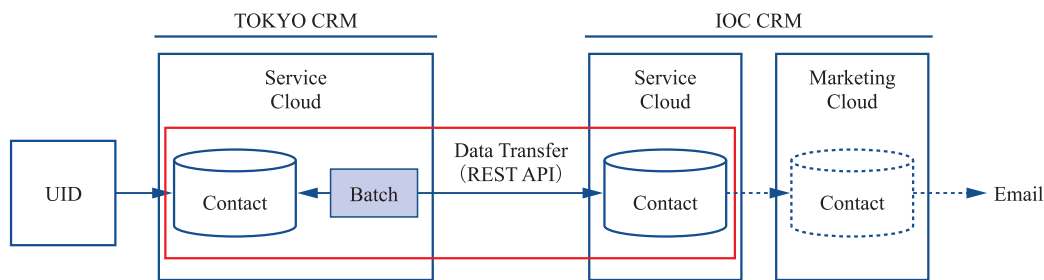


Figure 6 TOKYO CRM, IOC CRM Data Linkage

sports Olympic, Favorite sports Paralympic, Direct Marketing Delivery.

5.4 IOC Email Magazine, TOKYO 2020 ID–Olympic ID Social Login, Tokyo 2020 Official App

In October 2019, the service was changed so that users who want to receive the email magazine from the IOC can indicate their choice. Based on the discussions with the legal staff of both TOKYO 2020 and the IOC regarding the legal regulations and interpretations associated with this service change, we determined the system policy and designed the system.

In 2021, TOKYO 2020 ID–Olympic ID social login was implemented, which allowed users to log in to the IOC’s official website, olympics.com, with their TOKYO 2020 ID. An official Tokyo 2020 application was also released, enabling users to receive the latest information appropriately in the lead-up to the Games.

6. Legacy

The Tokyo 2020 Organising Committee developed a basic concept and agreed with the IOC to utilize the personal information managed by CRM during the Tokyo 2020 Games as a legacy that will remain in Japan even after the Games are over. While it is necessary to work out the details of the specific uses of the CRM data with the concerned organizations, the following sections describe the future legacy use of CRM data.

6.1 Targets and Scale of Legacy Data

- TOKYO 2020 IDs: Approximately 8.1 million people
- Volunteers (all field cast applicants): approx. 200,000

6.2 Purpose of Utilization

6.2.1 Fostering the Olympic and Paralympic Movement in Japan

To maintain the excitement of the Olympic and Paralympic Games during the Tokyo 2020 Games even after the Games are over and foster a movement toward future Olympic and Paralympic Games.

6.2.2 Sports Promotion in Japan and Contribution through Sports

In addition to promoting sports in Japan, the project will contribute to the development of Japan’s volunteer culture through sports and the resolution of social issues such as disaster recovery assistance.

6.3 Aim of Utilization

6.3.1 Utilization of Legacy Data for the Sports Promotion in Japan

Our goal is to make legacy data available to sports-related organizations. This will make it possible to reach people who have not been able to receive information directly from the data held independently by the sports organizations, thereby promoting participation and registration in sports organizations and sports events. By integrating and mutually utilizing data that has been held individually by each sports organization, even small and medium-sized sports organizations will be able to reach a wide range of users, which will reduce the amount of data maintenance work that the organizations have to do on their own.

6.3.2 Contribution of Sports to Solving Social Issues

By analyzing personal information collected in the wake of the Tokyo 2020 Games, we aim to contribute to solving social issues through sports by identifying users who are willing to participate in disaster recovery assistance and cultural events and promoting their participation.

(Received on February 28, 2022 ; Revised on March 10, 2022)



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