



YEARBOOK 2012

# São Paulo

Outlook

# CREATIVE CITY

AN OVERVIEW OF THE BUSINESS SECTOR THAT WILL SPUR SÃO PAULO'S GROWTH

## Overview

The third edition of the publication offers an x-ray of the city that is the 10<sup>th</sup> largest economy in the world

## Transformation

31 URBAN PROJECTS UNDER WAY THAT WILL TRANSFORM SÃO PAULO

500 economic facts AND SOCIAL INDICATORS THAT EXPLAIN HOW THE METROPOLIS WORKS

Façade of Masp museum in São Paulo

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São Paulo  
Outlook  
creative  
CITY

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COVER PHOTO: EDSON GRANDISOLI/PULSAR IMAGENS

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*São Paulo Outlook 2011 is an independent publication developed by Análise Editorial with the support of São Paulo city government and SPTuris*



**PRESENTATION**

# FROM INDUSTRIAL POWERHOUSE...

**S**ão Paulo city was previously the capital of Brazil's industrial sector. In the 30s, the city witnessed the creation of industrial empires, such as that of the Matarazzos, and profited from the need to replace imports after WWII. The heart of local production was in the city, however, the progress of the global economy in the 50s, after the emergence of the auto making complex in Sao Paulo's ABC district - a process that reversed in the following decades - changed the profile of the city.

São Paulo lost its factories and warehouses but kept the head offices and the centers of intelligence of the companies. While industrial production spread around Brazil in search of raw material, ports and labor, the city sheltered the decision-making power and consolidated

its vocation as a financial and service center. In 2011, the city was home to more than 60% of the head offices of multinational companies based in Brazil, the São Paulo stock exchange (BM&FBovespa), the world's third largest stock exchange in market value, as well as major law offices, publicity and advertising agencies, hospitals and universities of Latin America.

The change was radical: in four decades, São Paulo went from a city in which industrial activity represented half of the GDP to a city that concentrates 80% of its revenue in service and trade sectors. The progress of São Paulo's economy rivals that of the world's greatest financial hubs such as New York, London and Berlin.

The city is now a step closer to economic growth as a result of an expansion in services, a concentration of high value-added intellectual activities that favor the intensive use of technology, art and cultural integration. The creative economy is a concept that includes a se-



# ...TO CREATIVE METROPOLIS


*São Paulo, which was the heart of local industry, is a global financial and service center. Currently, the city prepares itself to add a new creative layer to its economic growth*

ries of activities that, at its core, revolve around creation and the development of new ideas. The sector began to be discussed in a structured way at the end of the 90s in Europe. The latest estimates show that in 2011, creative economy-related activities represented between 7% and 10% of the global GDP and the expectation is that this slice will double by 2020. Starting on page 20, this edition presents some unprecedented initiatives in the city such as the Virada Cultural weekend. The event attracts 4 million people for 24 consecutive hours of cultural attractions and shows at many different points in the city.

The main reference used by this publication to define creative economy was the study produced by the Administrative Development Foundation in 2011 for the City Government of São Paulo. It was the first in-depth analysis of the subject in the capital city. The estimates showed that 2.5% of Brazilian GDP derives from the creative economy – the UK, one of the more prolific cities,

reaches 5.6%. São Paulo state is above average with a rate of 3.7% and the capital city has 10% of its wealth deriving from creativity, the same as its neighbor, Buenos Aires. London registers 15% and Barcelona, which develops a program aimed at the creative sectors since it hosted the Olympic Games in 1992, registered 25% in 2011.

One of the challenges for São Paulo to reach similar levels is the development of creative labor. Some professionals were able to make use of the cultural diversity and the consumers to create and manage prominent businesses that won over Brazil and are now exporting products.

This is a summarized version of the third edition of SÃO PAULO OUTLOOK. The full publication offers a panorama of São Paulo's creative economy and continues to be the definitive guide to understanding the city, which is the seventh largest and the tenth wealthiest city in the world. The publication is available in Portuguese, English and Spanish. For more information, go to [www.spoutlook.com.br](http://www.spoutlook.com.br). 

MOACIR LOPES JUNIOR/FOLHAPRESS

# SÃO PAULO IN NUMBERS

ON THIS PAGE: 1 POPULATION, 2 SP AMONG THE TEN BIGGEST CITIES, 3 POPULATION PYRAMID, 4 PRICES

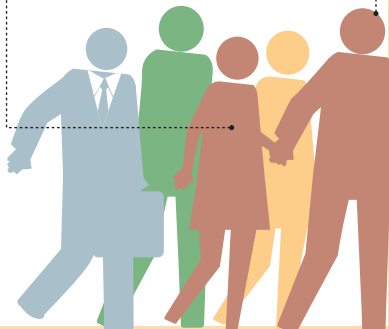
## 1 POPULATION

Floating population	11 mln
Resident population	11.2 mln
Men	5.3 mln (47%)
Women	5.9 mln (53%)
Population growth per year (2000/2010)	0.75
Birth rate	15.6/K inhabitants
Death rate	6.1/K inhabitants
Life expectation (data of 2010 referring to 2009)	75 years old
HDI	0.841
Gini coefficient	0.45

6% of population of Brazil

Equal to the population of Greece

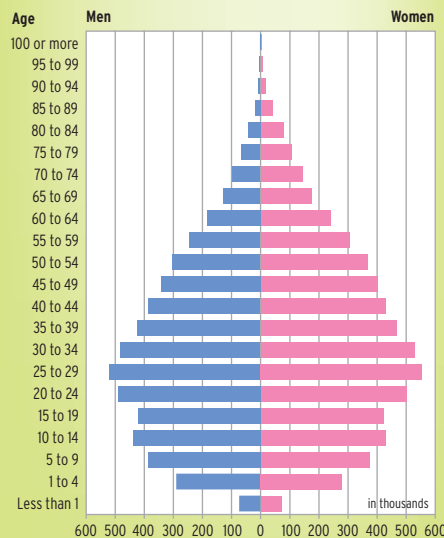
Largest Japanese, Spanish and Portuguese colony outside of their own countries



## 2 SÃO PAULO AMONG THE TEN BIGGEST CITIES

City	Country	Population
1 Shanghai	China	22 mln
2 Istanbul	Turkey	13,2 mln
3 Karachi	Pakistan	13 mln
4 Mumbai	India	12,5 mln
5 Beijing	China	11,7 mln
6 Moscow	Russia	11,5 mln
7 São Paulo	Brazil	11,2 mln
8 Canton	China	11 mln
9 New Delhi	India	11 mln
10 Seoul	South Korea	10,5 mln

## 3 POPULATION PYRAMID OF SÃO PAULO



## 4 PRICES

Cheapest car	R\$ 24,000
Car rental (compact car)	R\$ 80/day
Limousine rental	R\$ 750/hour
Monthly parking	R\$ 259
Daily parking	R\$ 13
Taxi from airport to downtown	R\$ 90
Bus ticket	R\$ 3.00
Subway ticket	R\$ 3.00
Driver (monthly average)	R\$ 1,600
Cook (monthly average)	R\$ 1,800
Nanny (monthly average)	R\$ 1,800
Maid (monthly average)	R\$ 850
Starbucks coffee	R\$ 3.20
500 ml Coca-Cola	R\$ 2.34
Big Mac	R\$ 10
Movie ticket	R\$ 18
Broadband 1MB	R\$ 30/month
iPhone 4	R\$ 2,600
Ermenegildo Zegna Business Suit	R\$ 3,500
Roger Waters concert ticket	R\$ 329
School tuition (average for Morumbi, Mooca, Tatuapé)	R\$ 1,000



Area **1,500 km<sup>2</sup>**  
Is the largest city in the Southern Hemisphere

Population density **7,400 inhabitants/km<sup>2</sup>**

City budget in 2011 **R\$ 35.6 bln**  
Public investment **R\$ 3 bln**  
Annual collection in 2011 **R\$ 31.7 bln**

# The population and the economy

ON THIS PAGE: 5 ECONOMY, 6 INCOME DISTRIBUTION, 7 EAP, 8 SP AMONG THE TEN RICHEST CITIES

## 5 ECONOMY

GDP (in 2008)	<b>R\$ 389 bln (US\$ 192 bln)</b>
Services (in 2008)	<b>R\$ 230 bln</b>
Industry (in 2008)	<b>R\$ 63 bln</b>
Commerce (in 2008)	<b>R\$ 64 bln</b>
Agriculture (in 2008)	<b>R\$ 19 bln</b>
Annual variation (2009/2010)	<b>6.9%</b>
GDP per capita	<b>R\$ 36,700</b>
Family income (average in 2010)	<b>R\$ 2,200</b>
Worker income (average in 2010)	<b>R\$ 1,400</b>
Minimum wage	<b>R\$ 622</b>
Companies	<b>1 mln</b>
New companies (in 2010)	<b>115,000</b>
Export (in 2010)	<b>US\$ 3.6 bln</b>
Imports (in 2010)	<b>US\$ 14.1 bln</b>

**12%**  
of Brazilian  
GDP

**Same**  
as GDP of  
Algeria

**Same**  
as exports of  
Thailand

**21**  
billionaires,  
the 6th city  
in the world

**30**  
thousand  
millionaires,  
60% of Brazil

**2<sup>nd</sup>**  
largest stock  
exchange  
in the world

## 7 EAP

	<b>10.7 mln</b>
Services	<b>4.9 mln (52%)</b>
Industry	<b>1.7 mln (18%)</b>
Commerce	<b>1.5 mln (16%)</b>
Others	<b>1.3 mln (14%)</b>
Motorcycle couriers	<b>300,000</b>
Lawyers	<b>224,000</b>
Accountants	<b>141,000</b>
Doctors	<b>50,000</b>
Trash Collectors	<b>20,000</b>
Car Watchers	<b>15,000</b>
Architects	<b>10,000</b>
Voters	<b>8.5 mln</b>

## 6 INCOME DISTRIBUTION

Minimum wage	Population
Up to 1	11%
From 1 to 2	19%
From 2 to 3	17%
From 3 to 5	23%
From 5 to 10	18%
From 10 to 20	9%
More than 20	3%

## 8 SÃO PAULO AMONG THE TEN RICHEST CITIES

City	Country	GDP (US\$ bln) <sup>(1)</sup>
1 Tokyo	Japan	1,479
2 New York	USA	1,406
3 Los Angeles	USA	792
4 Chicago	USA	574
5 London	England	565
6 Paris	France	564
7 Osaka	Japan	417
8 Mexico City	Mexico	390
9 Philadelphia	USA	388
10 São Paulo	Brazil	388

(1) Estimates of PricewaterhouseCoopers for metropolitan regions in 2008

## City Council in 2011



Number of  
town councilors  
**55**



Bills  
presented  
**772**



Laws  
enacted  
**163**



City council  
budget  
**R\$ 472 mln**



**5** Regions

**31** Subdistricts

**96** Districts

**58** Voting Zones

# SÃO PAULO IN NUMBERS

ON THIS PAGE: 9 COMMERCE, 10 SANITATION, 11 REAL ESTATE MARKET, 12 HOUSING

## 9 COMMERCE

Total number of stores	240,000
Pet shops	5,000
Drugstores	4,000
Bakeries	3,200
Gas stations	1,700
Bank branches	2,400
Gyms	1,000
Open-air markets	900
Supermarkets and hypermarkets	840
McDonald's stores	147
Starbucks coffee houses	21
Mont Blanc stores	5
Ferrari dealers	1
Malls	53
Mall stores	12,000
Rented spaces in malls	1.9 mln m <sup>2</sup>
Street vendors (registered in the city government)	2,100

59 streets with specialized shops

864 mil credit card transactions per day



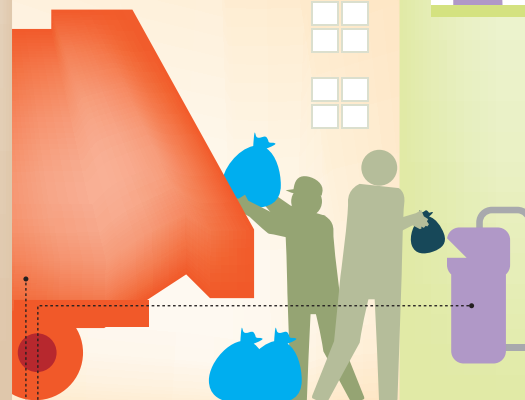
## 11 REAL ESTATE MARKET

Homes built (in 2011)	37,000
Homes sold (in 2011)	28,000
Offices built (in 2011)	7,300
Home rental m <sup>2</sup> (average in April 2011 in Downtown area)	R\$ 22
Office rental m <sup>2</sup> (average on Faria Lima, Itaim, Paulista, Vila Olímpia and Berrini)	R\$ 145
<b>Office rental m<sup>2</sup> by region</b>	
Faria Lima	R\$ 145
Itaim	R\$ 135
Paulista	R\$ 120
Berrini	R\$ 107,5
Vila Olímpia	R\$ 135
Vacancies in office buildings	5%
Growth of home rental prices (2010/2011)	18%
Growth of office rental prices (2011/2012)	18%

São Paulo has the 3<sup>rd</sup> largest supply center

## 12 HOUSING

Homes	3.9 mln
Slums (in 2009)	1,636
Homes in slums (in 2009)	400,000
Residents of slums (in 2009)	1.3 mln



## 10 SANITATION

### Homes serviced

Water	100%
Sewage collection	97%
Sewage treatment	75%
Garbage collection	100%

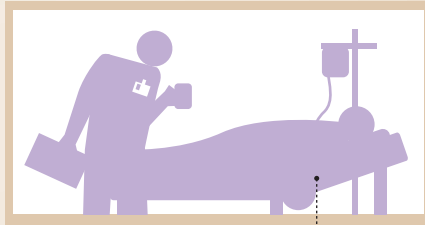
### Trash collected/day (in tons)

Household	19,000
Recyclables	214
Hospital waste	91
Paper and cardboard (in 2010)	84

Glass (in 2010)	25
Plastic (in 2010)	29
Aluminum (in 2010)	16
Number recyclables coops	21



ON THIS PAGE: **13** HEALTH, **14** EDUCATION, **15** CRIMES,  
**16** GARDEN AREAS, **17** SECURITY



## 13 HEALTH

Healthcare establishments	2,500
Hospitals	205
Beds	35,000
Vaccine doses applied (in 2010)	15 mln
Doctors	49,000
Doctors per thousand inhabitants	4.3
<b>Vacancies in hospitals</b>	
Private system	61%
Public system	39%
Organ transplants (in 2010)	2,500
Hospitals qualified to perform transplants	60

**In São Paulo:**  
Hospital that most performs  
**kidney**  
transplants in the world

**In São Paulo:**  
Hospital that most  
performs  
**liver**  
transplants in the world

## 14 EDUCATION

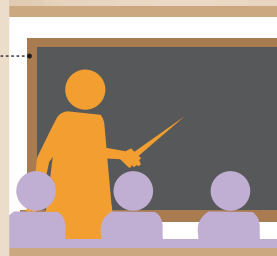
Daycare centers	1,418
Kindergartens	467
Elementary Schools	1,545
High Schools	632
Technical Schools	249
Unified Educational Centers	45
Universities	200
Distance learning courses	31
Graduates per year (in 2009)	260,000
<b>Vacancies</b>	
Daycare Centers (in 2010)	196,000
Preschools (in 2010)	186,000
Elementary schools	1.2 mln
High schools	475,000

## 16 GARDEN AREAS AND BIODIVERSITY

Amount of parks	81
Park area	29 km²
Slice of territory	2%
Public parks	6,000
Number of APAs	2
APA area	341 km²
Slice of territory	23%
Trees planted per year	260,000
Plant coverage of city	38,6%
Coverage of original Atlantic Rainforest	21%

## Species of fauna

Birds	372
Insects	126
Mammals	83
Amphibians	45
Reptiles	40
Fish	23
Arachnids	9
Crustaceans	2



## 15 CRIMES (PER 100 MIL INHABITANTS)

	São Paulo	Los Angeles	New York	London
Homicide	9	8	6	2
Theft	1,740	1,492	1,339	-
Robbery	964	317	221	450
Auto theft	732	478	127	160

## 17 SECURITY

Military police	25,000
Civil police	20,000
Municipal guards	7,000
Police cars	3,400
Police stations	93
Mobile military police stations	96
Councils in the city	272

# SÃO PAULO IN NUMBERS

ON THIS PAGE: 18 TOURISM, 19 HOTEL MANAGEMENT, 20 LARGEST EVENTS, 21 EVENTS

## 18 TOURISM

### Purpose of visit

Business	45%
Events	24%
Other	31%

**Brazilian tourists** 10.01 mln

Average stay 2.6 days

Average/day expense R\$ 570

### Origin of Brazilians

São Paulo state 29.40%

Rio de Janeiro state 16.00%

Minas Gerais state 9.50%

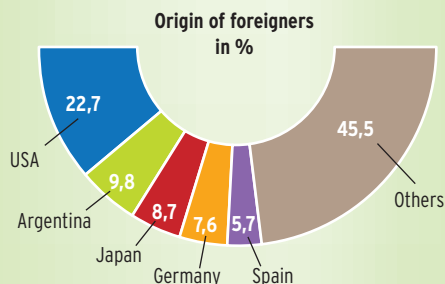
Paraná state 7.20%

Rio Grande do Sul state 7.20%

**Foreign tourists** 2.15 mln

Average stay 4.8 days

Average/day expense R\$ 464.00



## 20 10 LARGEST EVENTS

	Event	Public
1	Virada Cultural	4 mln
2	LGBT Parade	4 mln
3	New Year's on Paulista Av.	2.4 mln
4	Automobile Fair	750,000
5	Book Biennale	740,000
6	International Art Biennale	530,000
7	Motorcycle Fair	255,000
8	International Film Festival	200,000
9	GP Brazil of Formula 1	144,000
10	Carnival	110,000

5<sup>th</sup> largest zoo in the world

Holds an event every

**6 minutes**

São Paulo has the **largest** LGBT parade

## 19 HOTEL MANAGEMENT

Hotels 410

Apartments 42,000

Occupancy rate 69%

Average rate R\$ 240

### Most visited places

Museums 81%

Parks 67%

Nightclubs 56%

Theaters 37%

Concert halls 3%

24<sup>th</sup> in the world city ranking of international business events

## 21 EVENTS

Events per year 90,000

Revenue R\$ 2,9 bln

Event area 700,000 m<sup>2</sup>

Exhibitors 35,000

Visitors 4.3 mln

# Tourism, leisure and culture

ON THIS PAGE: 22 CUISINE, 23 LEISURE AND CULTURE, 24 COMMUNICATION

## 22 CUISINE

Restaurants	12,500
Bars	15,000
Pizzerias	1,500
Barbecue houses	500
Japanese restaurants	250
Delivery options	2,000

**1 mln** pizzas produced a day

**10.4 mln** loafs of bread produced a day

In 2012, São Paulo-based restaurant DOM was elected the **4<sup>th</sup>** best in the world

## 23 LEISURE AND CULTURE

Sports and leisure center	631
Soccer stadiums	9
Golf courses	12
Car racing tracks	1
Theaters	160
Theater rooms	280
Plays a year	600
Shows and concert halls	294
Museums	110
Libraries	131
Cinemas	55
Movie theaters	260
Large show venues	7

## 24 COMMUNICATION

TV channels	11
Radios channels	14
Circulation of largest daily newspaper	286,000 copies
Broadband providers	80
Cable TV providers	4
Mobile phones per inhabitant (in 2010)	1.37
Landline calls	4 mln

# SÃO PAULO IN NUMBERS

ON THIS PAGE: 25 TRANSPORT

## 25 TRANSPORT

### Fleet

Automobiles	7 mln
Motorcycles	890,000
Vans and pickup trucks	718,000
Trucks	190,000
Buses	42,000
Taxis	33,000
Helicopters	452
Subway trains	150

### Daily trips

Collective transport	13.9 mln (55%)
Collective transport	11.3 mln (45%)
On foot	12.6 mln
Automobiles	10.4 mln
Bus or busload	9 mln
Subway	2.2 mln
School bus	1.3 mln
Train	815,000
Motorcycle	721,000
Chartered bus	514,000
Taxi	91,000
Traffic jams in peak hours (average in 2010)	108 km

### Special parking spaces

Blue Zone	32,000
Spaces for senior citizens	1,787
Spaces for disabled	785

### Inspection

Traffic dept Inspectors	2,450
Fines applied	9.5 mln
Towed vehicles	455
Radar guns	423
Electronic speed bumps	153

### Airports

Airlines	44
----------	----

### Congonhas Airport

Landings and takeoffs (in 2010)	209,000
Passengers (in 2010)	16.7 mln

### Campo de Marte airfield

Landings and takeoffs (in 2010)	133,000
Passengers (in 2010)	388,000

### Daily passengers

Buses (on business days)	9.8 mln
Subway (on business days)	4 mln
Trains (on business days)	2.7 mln

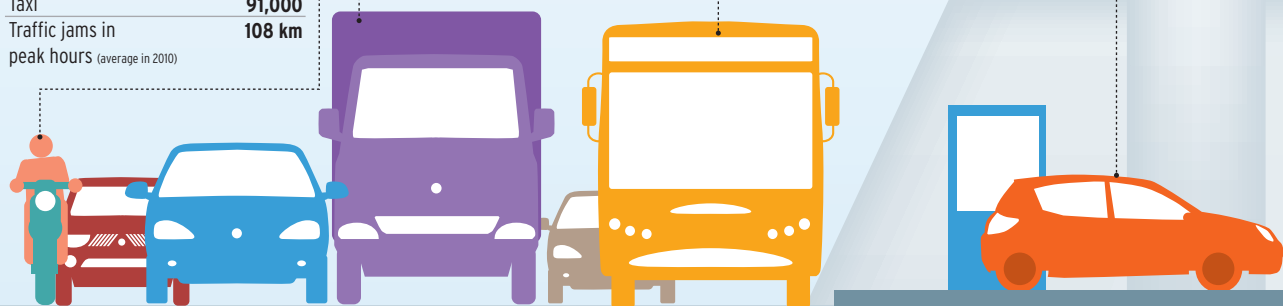
### Age of cars

Up to 1 year old	9%
2 to 5 years old	23%
6 to 10 years old	27%
More than 10 years old	41%

### Parking spaces

Own	3.2 mln
Sponsored	1.7 mln
Curbside	1.5 mln
Monthly	259,000
Daily	143,000
Blue zone	40,000

A bi-articulated bus can seat **190** passengers

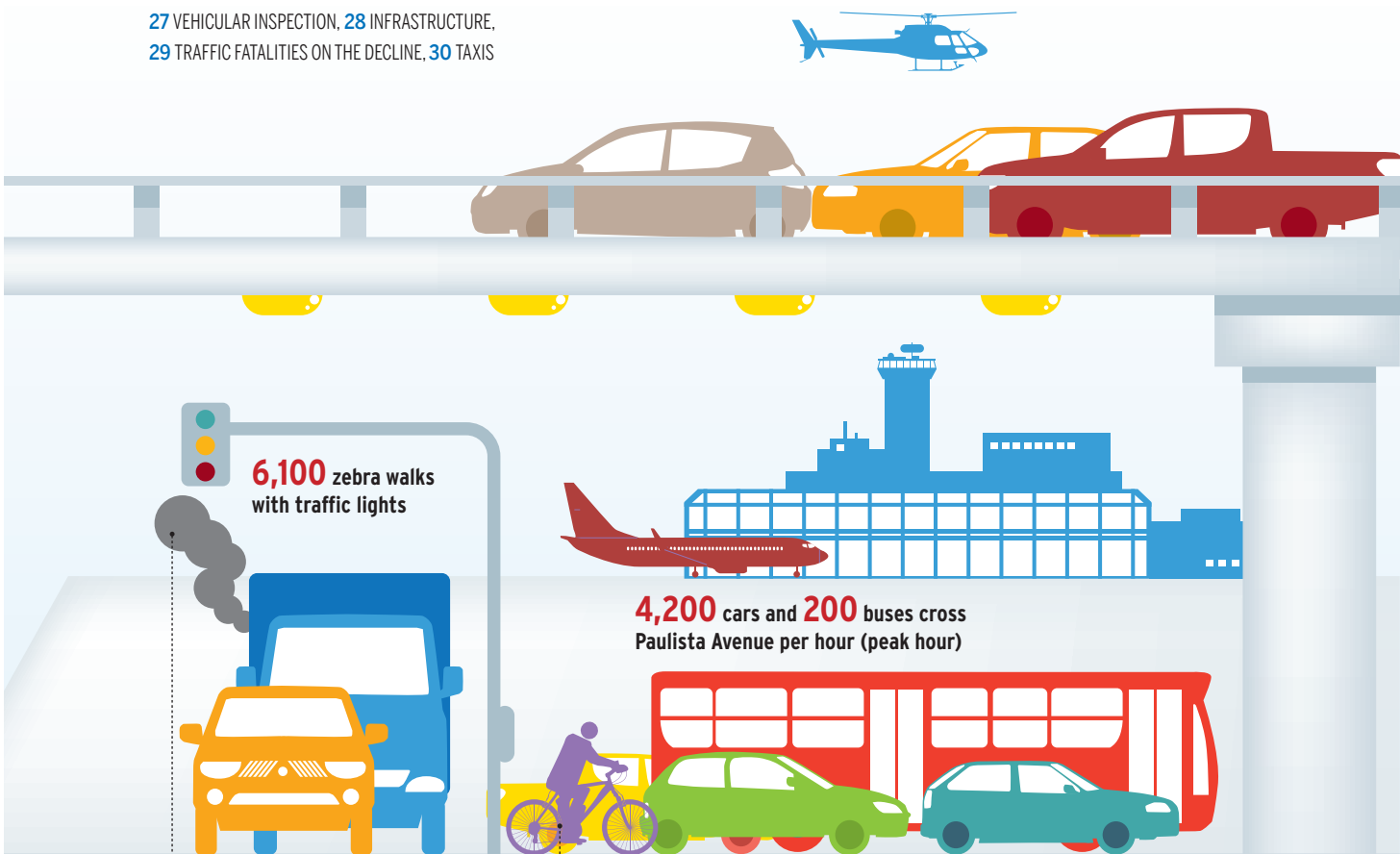


### Public transport

Bus	15,000
Operators	26
Bus depots	31
Bus corridors	10
Bus lines	1,300
Extension (in km)	4,400 km
Stops	19,000
Subway stations	67
Subway lines	5
Extension of subway lines	74.3 km
Train stations	98
Train lines	6
Extension of train lines	260 km

# Mobility and transport

ON THIS PAGE: **26** CO<sub>2</sub> EMISSION, **27** VEHICULAR INSPECTION, **28** INFRASTRUCTURE, **29** TRAFFIC FATALITIES ON THE DECLINE, **30** TAXIS



**6,100** zebra walks with traffic lights

**4,200** cars and **200** buses cross Paulista Avenue per hour (peak hour)

**26 CO<sub>2</sub> EMISSION**

CO<sub>2</sub> emitted (inventory reference of 2005 in ton equivalents) **15.7 mln**

**Buses that use renewable fuel**

Biodiesel	15,000
Electric	200
Ethanol	60

**Cyclists**

Bicycles	250,000
Bike racks	38
Bike paths	54,4 km
Bike lanes	67 km
Daily trips	156,000

**27 VEHICULAR INSPECTION**

■ 2009 ■ 2010 ■ 2011

**Carros**

2009	1,2 mln
2010	2,7 mln
2011	2,7 mln

**Motorcycles**

2009	26,700
2010	266,000
2011	268,000

**Trucks**

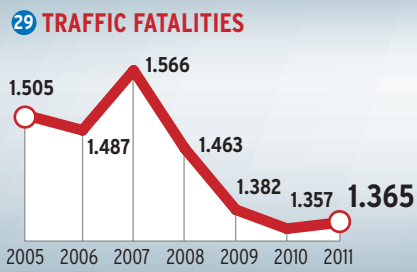
2009	67,000
2010	21,000
2011	53,000

**28 INFRASTRUCTURE**

Paved roads	17,200 km
Bridges	47
Overpasses	136

**Energy consumption**

Total	27,300 GWh
Residential	11,100 GWh (41%)
Commercial	9,200 GWh (34%)
Industrial	4,000 GWh (15%)
Other	3,000 GWh (10%)
Public lighting	570,000 lamps
Distance from port of Santos	77 km



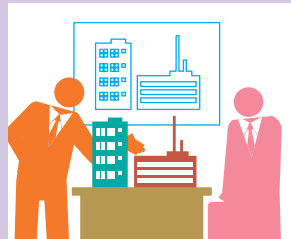
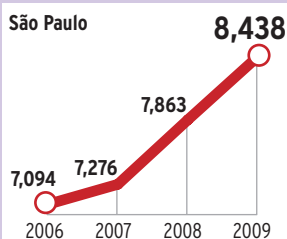
**30 TAXIS**

	Car/1,000 inhab.	Basic taxi fair	Per km
São Paulo	3	R\$ 4.10	R\$ 2.50
Buenos Aires	10	R\$ 2.20	R\$ 1.10
London	3	R\$ 5.70	R\$ 7.20
New York	1.5	R\$ 4.00	R\$ 3.00

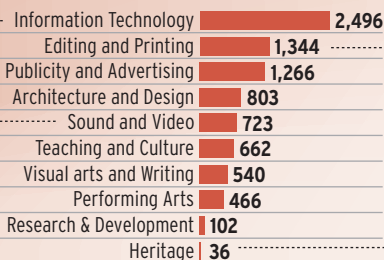
# SÃO PAULO IN NUMBERS

ON THIS PAGE: **31** CREATIVE COMPANIES, **32** SECTORS OF THE ECONOMY, **33** CREATIVE ROLES, **34** JOBS IN THE SECTOR, **35** PRODUCTION COMPLEXES

## 31 CREATIVE COMPANIES

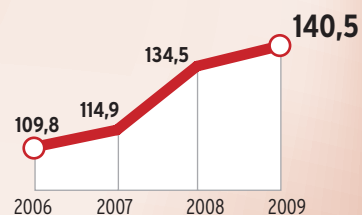


## 32 SECTORS OF THE ECONOMY

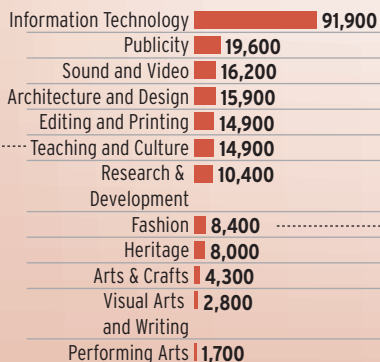


## 34 JOBS IN THE SECTOR

SP city, in thousands



## 33 CREATIVE ROLES



## 35 PRODUCTION COMPLEXES

Job concentration by sector

<b>Itaim</b>	Architecture and Design	19.6%
	Information	24%
	Technology	39.3%
<b>Bela Vista</b>	Publicity and Advertising	11.4%
<b>Vila Leopoldina</b>	Performing Arts	7%
<b>Jaguará</b>	Sound and Video	35.4%
	Editing and Printing	11.3%
	Heritage	35.4%
<b>República</b>	Teaching and Culture	9.3%
<b>Cambuci</b>	Research & Development	31.2%

ON THIS PAGE: 36 MEGAEVENTOS DA CIDADE

## 36 MEGA EVENTS IN THE CITY

### VIRADA CULTURAL

24 hours of activities  
4 million participants  
1 thousand cost-free attractions  
13 stages  
45% of the audience between 18 and 24

384 thousand people from outside the capital  
3 nights is the average stay of the tourists  
1,088 reais is how much each visitor spends in the city  
158 million reais involved in the 2011 event  
3.4 thousand security guards

### VIRADA SUSTENTÁVEL

500 thousand participants  
482 cultural and educational activities  
78 areas with programs  
27 thousand kilos of e-waste collected

### CAMPUS PARTY

7,500 participants  
160 thousand visitors  
500 hours of activities  
64 thousand square meters of area for the event

### VIRADA ESPORTIVA

3.5 million participants  
2.5 thousand sports activities  
1 thousand attractions sites  
18 options for children at the Viradinha Esportiva

2012 edition was the **largest** in the world

### FASHION WEEK

Editions per year 2  
Fashion shows per event 50  
Tourists 38,000  
Spectators since creation in 1996 3.5 mln  
Spontaneous media in Brazil 350 mln/year  
Business 1.5 bln  
Professionals involved 3,000

**5th largest** fashion week in the world

### CARNIVAL

Samba schools and clubs 78  
Schools in the Special Group 14  
Employees 5,400  
Investment in school 48 mln  
Participants of parades 106,000  
Tourists 23,000

This section shows the largest ventures, actions and projects in progress and how they have changed the face of São Paulo

### Cargo transport

## RING ROADS REDUCE NUMBER OF TRUCKS IN SP

São Paulo relies on two structural ring roads to ease traffic, mainly by removing cargo transport vehicles from the main avenues. One is known as the Ferroanel of São Paulo, a group of 211 kilometers of tracks linking the metropolitan region to Campinas and the coast. Another project is the Mario Covas ring road, which has two sections in operation and will cover 176.5 kilometers when complete. Preliminary studies for the implementation of the railway ring are underway. The project is aimed at reducing the time, cost of cargo transport and traffic jams.

The southern section will articulate the railways facilitating the connection to the states of Minas Gerais and Rio de Janeiro to the south of the country. In turn, the northern section will facilitate access between the coast and the region of Campinas, which holds about 70% of the containers for the Port of Santos. The construction of the state government's ring road began in 1998. The west section was the first to be opened in 2002. The south end was concluded in March 2010. The north and east sections are scheduled to go into operation in 2014.

### Public transport

## MORE BUS CORRIDORS AND A PLAN FOR 137 KM OF SUBWAY

São Paulo is investing in new bus lanes to speed up public transport and improve traffic. Also, in the first half of 2012, a bid is scheduled to open for the implementation of four new bus corridors totaling 39.3 kilometers of exclusive lanes. The bid, valued at R\$ 2 billion also includes remodeling two other corridors and building five bus depots and two intercity roadways.

Since 2005, city government has renovated 80% of the city's bus fleet. A total of 12 thousand new vehicles were put into circulation in 2011. With the replacements, the amount of buses with accessibility also increased. With the addition of 297 adapted buses in 2005, the total number of vehicles equipped jumped to 7.5 thousand, in 2011.

The Multi-Year Plan of the state government plans to invest about R\$ 39.4 billion in the subway and the Metropolitan Train Company (CPTM) by 2015. The subway lines are expected to increase from the current 74.3 kilometers to 137 kilometers. The inauguration of the first extension of Green- Line 2, under construction between Vila Prudente and Oratório, is planned for 2013.

### Action plan

## HOUSING AIMS TO BRING THE DOWNTOWN AREA BACK TO LIFE

São Paulo's downtown area is again receiving investments for the recovery of public areas. A total of 4.1 thousand new properties were built in 2011, up 32% over that of the previous year. In the one-bedroom sector, the increase was 111%.

The renovation of Roosevelt Square is one of the most symbolic projects. With an investment of R\$ 37 million, the project was expected to be completed in 2012.

The project Nova Luz includes plans to recover 500 thousand square meters of area and the construction of an artistic complex. The Ca'D'Oro Hotel and its surroundings are also being overhauled. The project, that started in 2009, will transform the building into a multiple-use condominium. The project will be ready for the 2014 World Cup.

### Events

## INTERNATIONAL EXHIBITION IN THE CITY'S PLANS FOR 2020

São Paulo, the Brazilian capital of trade fairs and business events, is a candidate to host the Expo 2020, the third largest event in the world, behind only the World Cup and the Olympics. The application of the capital was introduced last year, and if the city is chosen, it will be the first time that the event is held in Latin America.

The Expo is recognized as a benchmark for innovative ideas in public management and it promotes the exchange of ideas between countries. São Paulo is competing with four other cities and the announcement of the winner should occur in 2013.

### Research and education

## USP ACCOUNTS FOR ¼ OF BRAZIL'S SCIENTIFIC PRODUCTION

The city of São Paulo is home to the most important universities and research centers of the country. The University of São Paulo (USP) has been responsible for one quarter of Brazil's scientific production over the last ten years. The university is among the 70 higher education institutions with the best reputation in the world and has become an international benchmark on stem cells.

In 2012, the city has become a reference center for theoretical physicists in South America. The South American Institute of Fundamental Research, the first unit outside Europe of the International Centre for Theoretical Physics linked to Unesco was opened in the city.



## World Cup

# WITH THE WORLD CUP, THE CITY WILL OFFER FOUR STADIUMS

São Paulo is one of the host cities for the 2014 World Cup games in Brazil and it is gearing up its stadiums for the event. Through the construction and expansion projects, the city plans to have four modern large-scale arenas. In addition to the Corinthians Arena, nicknamed Itaquerao, on the east end, São Paulo will remodel the Palmeiras Stadium, the Palestra Arena, the Morumbi stadium and traditional Pacaembu.

The Itaquerao will host six World Cup matches, including the opening game and one of the semifinal matches. The arena will be able to seat 48 thousand people, 20 thousand seats will be removable in order to reach the capacity required by FIFA in the opening game. Budgeted at R\$ 820 million, the arena should be ready by the end of 2013.

With an investment of R\$ 330 million, the old Palestra Italia stadium located in the western end, will become a multipurpose arena offering 45 thousand covered seats. The construction work should end in 2013. Morumbi, in the city's southern region, was ruled out but will be remodeled with a covering for the seating area is covered, an expansion of the parking lot and the construction of a hotel.

## Cultural program

# A SINGLE FINANCING SYSTEM FOR CULTURE HIGHLIGHTS SESC

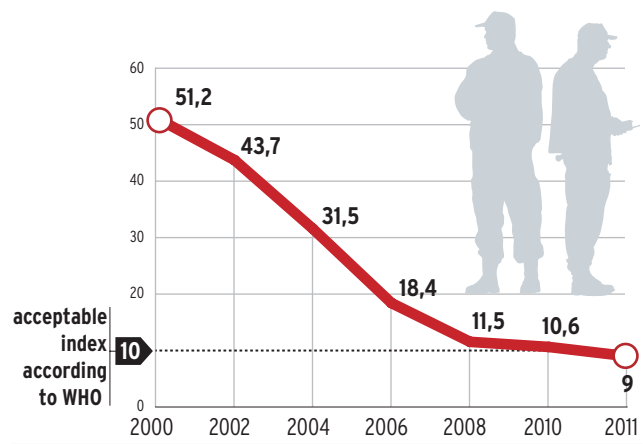
The units of the Social Service of Commerce (Sesc) are increasingly becoming more consolidated as an option for leisure and culture. The project was created by entrepreneurs in 1946 and introduced a new model of cultural action. Besides offering a wide variety activities, ensures tickets priced below the market and shows at no cost. The costs are funded by a monthly contribution from business establishments.

Among the cultural options offered are plays, concerts, film, circus acts, dance, courses and reading areas. The network has 15 units in the capital and is expanding. The next is to be inaugurated in the second half of 2013. Two Sescs were opened in 2011: one in the downtown area and one in the southern region. Another unit has already been announced and will include the redevelopment of an urban planning project at the Dom Pedro II park. Sesc Mercado, as it is now called, will be erected on the land where the now-demolished São Vito building was located.

Sesc's model was the highlight of a The New York Times article in March 2012. The newspaper said the entity is a "unique cultural group" with a budget of US\$ 600 million a year, it grows 10% a year, while organizations worldwide are having to streamline their expenses.

## HOMICIDE RATE DROPS IN SP

Index of murders per 100 thousand inhabitants



## Less violence

# HOMICIDE RATE FALLS AND REACHES THE UN STANDARD

São Paulo city's homicide index in 2011 was, for the first time, below the rate of ten murders per 100 thousand inhabitants, a level that is considered acceptable by the World Health Organization (WHO). The rate was 9 per 100 thousand, with 1,023 homicides, down 14.4%, in relation to the previous year. The average rate in Brazil is 22.3 per 100 thousand.

The reduction in crime has led the city to be mentioned in the Global Homicide Study of the United Nations Office on Drugs and Crime (UNODC) in 2011. The publication compared the evolution in the homicide indexes of São Paulo and Rio de Janeiro and showed that the capital city registered more deaths in 2001 but managed a greater drop in the homicide rate. In 2001, the state capital recorded 51.23 murders per 100 thousand inhabitants. The rate went into a sharp decline until it reached 9/100 thousand in 2011.

Who's index is considered a leading crime indicator. Home to more than 11 million inhabitants, São Paulo city registered 1,023 homicides in 2011, 173 cases less than in 2010, which places the city among those with the lowest homicide rates in the Southern Hemisphere. The decrease in crime is attributed to the intensification of preventive police action and public policies to fight violence. Security has started to receive a larger chunk of the budget and specific measures have been adopted to fight crime, such as actions to take illegal guns off the streets.

São Paulo city also recorded a drop in theft rates. In 2011, there were 963 occurrences in the capital, against 986 the previous year. The capital recorded, in the first quarter of 2012, the smallest number of kidnappings since 2001.

**Ecofrota**

**PUBLIC TRANSPORT INCREASES USE OF CLEAN FUELS**

The first 160 vehicles powered by the mix of 10% diesel from cane sugar in the B5 (5% addition of biodiesel to diesel) began to circulate in the city at the end of 2011. The city's fleet also has another 60 buses running on ethanol. In addition to São Paulo, only Stockholm has buses fueled by ethanol in commercial operation. Ethanol-fueled buses reduce by 90% the emission of particulate matter in the atmosphere as compared to diesel vehicles.

There are still 1.2 thousand buses in operation fueled by a mixture of 20% biodiesel from grains and 80% from B5 and B20 diesel. The use of this fuel reduces by up to 45% the emissions. The city government also has a plan to remodel 140 of the 200 trolley buses circulating in São Paulo.

**Two wheels**

**BICYCLES GAIN GROUND AS A TRANSPORT AND LEISURE OPTION**

São Paulo has 52 kilometers of bike lanes, which added to the leisure bike lanes, definitive lanes and bicycle routes total 168 kilometers. Projects are underway to build more than 55 kilometers of new bike lanes.

Bike lanes are trails used solely for the circulation of bicycles. The largest is on the Marginal Pinheiros freeway with 14 km. The places chosen were defined according to the search carried out by the subway, because they are areas that register more bicycle trips for work purposes. The leisure bike lane was created to encourage bicycle use. It works on Sundays and holidays from 7 am to 4 pm.

**Selective collection**

**CITY EXPANDS SCREENING OF RECYCLING MATERIAL**

The selective trash collection service of the city is maintained by the city government. Since its inception in 2003, the volume of material collected has grown eight times. At the end of 2011, a unit was opened in Butantã in the west, has the capacity to sort 460 tons of recyclable material per month in a two thousand-square-meter area. With an investment of R\$ 1.6 million, the warehouse is the largest in the system and houses a pioneering center for the training of members.

The city plans to deploy four other new screening centers: two in the west and two on the south.

The city generates daily 19 thousand tons of trash, which is sent to environmentally-controlled landfills. No waste is disposed of in the city dump.

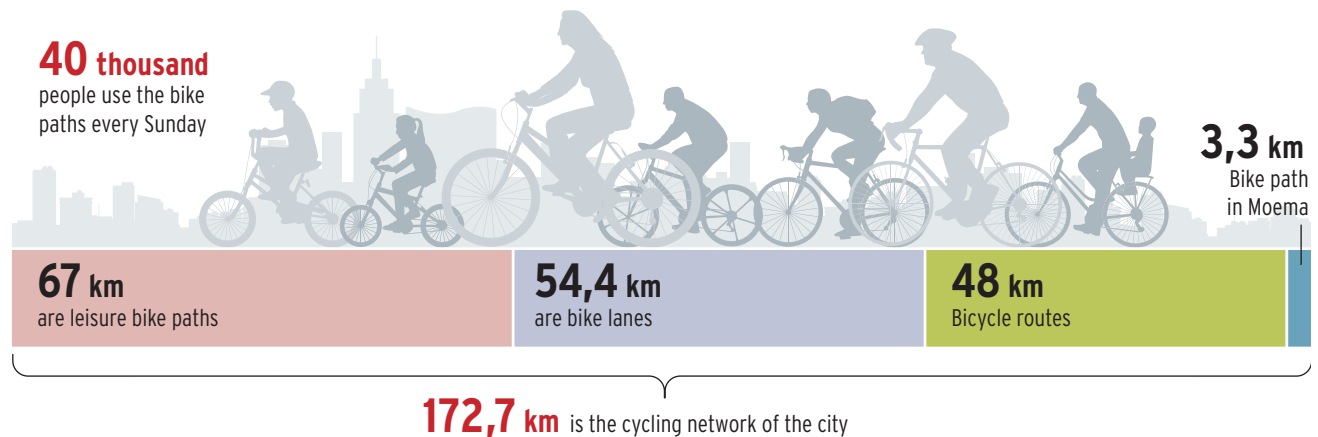
**Biogas**

**CARBON CREDITS GENERATE MONEY FOR PROJECTS**

São Paulo city has two biogas plants installed in landfills that have been closed down. The plants also produce carbon credits which are auctioned internationally and raise R\$ 74 million with the sale of 1.5 million credits. Each credit equals to one ton of carbon dioxide that is no longer released into the atmosphere.

The proceeds are invested in environmental projects in the vicinity of the landfills. Since 2008, new parks and squares have already been opened with the money from the auctions and a reception center for woodland animals is being built.

**MORE EXCLUSIVE BIKE LANES**



## Public lighting

# SAVINGS AND BRIGHTNESS AFTER LAMP CHANGE

The city government is extending the renewal of street lighting, replacing old light bulbs for more efficient and cost-saving models. The goal is to replace 255 thousand bulbs by the end of 2013, more than 11 thousand points have already been restructured. In addition, 19.3 thousand lighting units will be installed by the end of 2013, around 8% of this total was already working in early 2012.

Nine tunnels in 2011 were equipped with metal halide lamps, which provide a greater distinction of contrasts and colors, and LED, which increases brightness levels. These fixtures are cheaper and have a longer life.

With the reopening of the Municipal Theater, after the restoration work, the lighting of the region was also renewed. In total, more than 40 sodium vapor lamps were replaced by white lamps of metal halide and mercury.

The renovation of the lighting of Paulista Avenue, which received metal halide lamps, was also concluded. The city government redesigned the lighting of downtown, of the north and of the Radial Leste bike path between the subway stations of Tatuapé and Guilhermina.

The Estaiado D. Luciano Mendes de Almeida overpass in the eastern section was equipped with 16 LED projectors and can be illuminated in shades of different colors.

## Economy

# TO FIGHT WASTE, WATER IS REUSED FOR CLEANING

The city's public cleaning uses waste water in order to fight waste and preserve drinking water. Around 550 thousand liters of waste water are used a day to wash streets, sidewalks, public areas and roads that have been used for open-air markets.

The companies in charge of cleaning the streets, contracted by the Municipal Services Department, use the waste water produced by the Sewage Treatment Stations (ETE). The use of the waste water accounts for savings of 80% in the cost for use of water in São Paulo city, compared with the same amount of drinking water.

The procedures performed in the treatment stations make the waste water inert from a bacteriological point of view. The reused water can be used for many purposes, such as power generation, cooling equipment, industrial processes, vehicle washing, cleaning of roads, irrigation of green areas and clearing of sewage and rainwater networks.

Street cleaning is necessary because sweeping is not always enough for cleaning, particularly in the case of open-air fairs and flooding. Tank trucks, capable of storing up to 12 thousand liters of water, are used for the cleaning operation.

## Environment

# WITH NEW PARKS, CITY NOW HAS 81 GREEN AREAS

New green areas are planned for the city of São Paulo. In 2005, the city had 34 parks. Currently, it offers 81 public parks. Another 30 parks are being built. The opening of new green areas is part of the Program 100 Parques para São Paulo (Parks for São Paulo), which also includes linear and natural parks.

One of the goals for creating linear parks is to prevent occupations in risk areas and to fight floods and preserve and restore environmental protection areas. In turn, natural parks have an important role in preserving biodiversity.

With the city program, currently, each borough has at least one park in place, under construction or in the design stage. The municipal green areas have increased from 15 million square meters in 2005 to 29 million square meters. The goal is to reach 50 million square meters after all the planned parks have been opened.

The linear park known as Várzeas do Tietê is the world's largest, covering 107 square kilometers, and it crosses São Paulo and another eight cities in the metropolitan area. The project should only be fully completed in 2016.

The Cantareira Park in the north of the city is considered the largest urban forest in the world, with 80 square kilometers. More than half of the park is located in the capital.

## Climate

# INVENTORY ABOUT GREENHOUSE GAS EFFECT WILL LEAD ACTIONS

The city of São Paulo is a pioneer in the development of a municipal policy on climate change. The development of a new inventory for greenhouse gas emissions was announced in late 2011. The previous study measured only the amount of carbon dioxide and methane. Now, all gases covered by the Kyoto Protocol will be included.

The deadline for the new inventory is 14 months. The base year is 2009 and the survey data will go as far back as 2003. The law of climate change, enacted in 2009, is composed of environmental goals, such as a 30% reduction in the emission of gases that cause global warming by the end of 2012. Countries such as England and Germany promise this performance by 2015 or 2020. The Municipal Committee for Climate Change and Ecoeconomy, which is aimed at proposing, encouraging, and inspecting the adoption of environmental plans, was also established.

São Paulo is part of the International Council for Environmental Initiatives (Iclei) and the Executive Committee of the C40 Cities Climate Leadership Group. In 2011, hosted the fourth edition of the biennial meeting of mayors from the C40.

# A LABORATORY FOR BUSINESS AND NEW IDEAS

*São Paulo is at the forefront of the creative economy and surprises the world with new products and services; successful initiatives spur the economy, attract tourists and renovate neighborhoods*



E3 game fair in Los Angeles: games were recognized as a cultural segment and can be sponsored under the Rouanet law



**S**ão Paulo, a center of knowledge production and a reference in many creative areas, is a lab at full throttle always testing new formulas. The capital continues open to new trends and proves that creative ideas can become big business. One of the niches that is booming is that of electronic games and mobile applications. São Paulo-based companies offer solutions to the new demands of the digital world, created by the constantly increasing use of tablets and mobile

phones. The games are no longer just for fun, they are also used to train employees of companies and to advertise products.

The city has created well-rounded examples of the increasing importance of the creative economy. Once a year, it is the stage of artistic simultaneous and free-of-charge attractions that attract four million viewers. It is known as the Virada Cultural weekend, a mega event to promote culture and that fuels the creativity engine, attracting tourists and generating revenue.

Another success story is the cultural center that was opened in the northern end of the city in a crowded neighborhood that lacks any

kind of leisure option and is aimed at giving young people the opportunity to get in touch with the creative industries. More than education and culture, the Ruth Cardoso Cultural Center is a gateway for the training of creative occupations.

Former industrial neighborhoods have been reborn and taken over by the warehouses of companies in the creative sectors. Studios and galleries give new color to Barra Funda in the west end. A cluster of film and sound companies have earned Vila Leopoldina, also to the west. In the central region, samba circles and alternative theater performances enliven the region of the República.

## Games

### COMPANIES INVEST IN MOBILE GAMES AND APPLICATIONS

**S**ão Paulo, an important complex for the development of electronic games, is now also following the requirements that arise with the growth of new media. Mobile application development is the big trend for upcoming years in games as well as work tools. São Paulo has at least ten large companies working on developing applications for tablets and smart phones.

About 3 thousand professionals are directly involved in the development of games and other applications in São Paulo alone, according to 2009 data from the Annual Social Information List (Rais) of the Labor and Employment Ministry (MTE). A total of 300 local companies have been identified operating in this field. In addition to software development professionals, the games industry also employs graphic designers and programmers.

A change in the Rouanet Law in November 2011 favored the games industry and made it even more promising. Through an ordinance, electronic games have now become recognized as a cultural segment able to receive donations and sponsorships. The demand for gaming developments also increased with the social networks.

Games tend to be the gateway of companies in the sector. Popular games have the advantage of already having pre-established rules, which are transferred to the virtual world. With this, companies can create and develop their structures and develop their logistics to be able to take on new segments.

São Paulo stands out for the number of companies that

develop games and also for the large amount of publishers. The studios create games and publishers take care of business, purchase rights and translate if necessary. Publishers in other countries are opening offices in the capital city, keeping an eye on the Latin American market.

Technology companies need to also meet a new demand in the corporate world. A niche that is growing in São Paulo is that of learning and training games. Instead of gathering employees and making power point presentations, companies are using games to convey information to their employees.

It also increases the demand for advergames, a marketing strategy that uses games to promote brands and products. Advertising agencies often outsource the development of these games to meet the needs of their customers. São Paulo is home to the country's top agencies, which makes partnerships with São Paulo-based technology companies easier.

Additionally, the websites of companies now have to be adapted to suit the users of tablets and smart phones, which requires the work of specialized companies. Due to the rising popularity of tablets, a growing number of companies rent these devices.

Executives do not want to carry laptops and folders full of papers, schools are introducing the unit into the classroom and even restaurants are replacing their menus with the devices. The client can view the dish, its ingredients and photos, but it is the waiter who takes the order. The next step is for the customer to send the order directly to the restaurant kitchen.

## Cultural center

# INITIATIVE ATTRACTS YOUNG ADULTS TO CREATIVE ACTIVITIES

The Ruth Cardoso Cultural Youth Center, managed by the city of São Paulo, is considered a successful case of a public policy for youngsters. The initiative was evaluated in a survey made by the Administrative Development Foundation (Fundap) about the positive impact of São Paulo experiences in sectors of the creative economy.

Erected on the site where a market operated in Vila Nova Cachoeirinha in the north end of the city, the cultural center has helped to disseminate cultural expressions in a densely populated region lacking recreational facilities. With workshops and activities, it attracts young people to activities related to the creative economy.

The center was created in 2006 with the proposal to host free activities for recreation and culture and also provide space to discuss issues related to the youngster's universe, such as health, education and employment. It has a library, amphitheater, arena theater, free access to broadband internet, language lab, music recording studio, islands of video and audio editing, studio art room, workshops and a gallery for exhibitions.

The staff of employees consists of a young team of monitors and trainees who attend theoretical and practical classes at the Tomie Ohtake Institute, a cultural center in the west end of the capital, which showcases exhibitions and educational action programs, with courses and seminars.

About 600 people attend the cultural center daily. In 2009, 497 events were held, with 80 thousand vacancies in various workshops. The activities for learning foreign languages and cultures are among those most sought after by the members.

Research conducted in 2010, with users of the Ruth Cardoso center, showed that 90% of the respondents consid-

ered the service good or very good, indicating that the initiative has managed to establish itself as a unique space for young people. A large part of the users are between 19 and 29 years of age, but the center has also become an option for culture and leisure for children under 18 who have their afternoons free.

The cultural center has undergone adjustments in programming and in the management model to meet the needs and demands of the users. In addition to facilitating the access of youngsters to artistic and cultural spaces, the intention is to train them for the creative economy market.

## Virada Cultural

# EVENT PROMOTES CULTURE, TOURISM AND CREATE REVENUE

The impact of the Virada Cultural weekend in São Paulo goes beyond a wide range of free 24-hour artistic activities. The event has an economic impact to generate revenue and increase tourism in the city. In 2012, it held its eighth edition, which accounted for four million spectators.

The event has been sponsored by the city government since 2005, once a year. In 2012, it offered during the 24 consecutive hours of the event, 1.2 thousand attractions, including music concerts, theater, circus acts and other cultural activities. The shows were presented in 253 different locations in the capital, including open-air stages, cultural centers, cinemas and theaters.

Most of the larger attractions were set up in the downtown area to attract the public to that region. In 2012, the Virada week expanded its area in the downtown region by adding dance floors in the Nova Luz region and stands with renowned chefs located in the Elevado Costa e Silva, known as Minhocão.

In the 2009 edition, according to a study made by the Administrative Development Foundation (Fundap), São Paulo city's government spent R\$ 4.8 million in the event. The State Government and the Social Service of Commerce (SESC) also invested R\$ 400 thousand.

The event brings in visitors from the suburbs of São Paulo and from other states. In 2009, the Virada Cultural weekend attracted 400 thousand tourists, of which 59.9% came to São Paulo solely to take part in the event. The average spent by the tourists in the city is R\$ 349, including lodging, meals, transport and shopping. This adds up to R\$ 83 million spent by the visitors during the course of the Virada Cultural weekend.

A survey was conducted during the Virada Cultural weekend in 2011 to profile the public and assess the event. The survey was coordinated by the staff of the Tourism Observatory of São Paulo Turismo (SPTuris). According to the survey, 9.7% of the audience is made up of people from out of town, of which 99.4% of these visitors are from other Brazilian states, mainly Rio de Janeiro, Santa Catarina, Mi-

## NEW MEDIA

**3 thousand people work with games and applications**

**300 companies operate in the area in the capital**

**3 bln reais is the games market potential in the country**

**40 mln consumers is the gaming market in Brazil**

**12 bln reais is how much games turn over in the world**





DANILO VERPA/FOLHAPRESS

The show of the Man or Astro-man band on the Virada Cultural in São Paulo: the event offered 1,000 free attractions

nas Gerais and Bahia. Participants also come from cities in the state of São Paulo, Campinas, Limeira, Jundiaí, Sorocaba and Bragança Paulista.

Half of the visitors showed interest in extending their stay in the city, with 51.9% of them staying to enjoy the leisure options offered by the capital. The evening program was mentioned by 54.5% of the respondents.

According to a survey of SPTurism, the Virada Cultural weekend has a great effect on social networks. In 2011, almost 98 thousand mentions of the event were made between 11 and 18 April and 78.3% on Twitter. The repercussion of these posts reached 90.5 million Internet users.

The financial transaction is not limited to the hiring of bands, companies of actors and other artists involved with the simultaneous presentations of the Virada Cultural weekend. For a mega event of this magnitude to be successful, a large production team involving hundreds of professionals from different sectors is required.

In the 2011 edition, the work and logistics structure involved 700 people, including contracted parties for cleaning, the fire brigade and movers. For the production of the attractions and the theaters, 250 employees and 150 assemblers were called in. About 300 technicians supervised the sound, light and the projection of the shows. In the down-

town area alone, 12 big screens were installed. To meet the demand for power, 56 generators were needed.

The mega event also requires a strategic plan for security and medical care. A coordination base was created with mapping of the entire area of the Virada. This center was controlled by 250 firefighters and 38 ambulances and 15 portable intensive care units (ICUs). Police stations and four medical centers were also installed at the busiest points to serve the public. In addition to the military police and agents of the Metropolitan Civil Guard, around 900 private security guards were hired for the event.

The success of the initiative led to the creation of another two events held once a year for 24 hours: Virada Esportiva with free activities in various types of sports and the Virada Sustentável, with cultural attractions and leisure events geared towards the environment.

Virada Esportiva, which reached the fifth edition in 2011, attracted 3.5 million participants. It offered 2.5 thousand sports activities held at over one thousand different points. There were also 18 attractions for children, the so-called the Viradinha Esportiva weekend. Around 500 thousand people attended the first edition of the Virada Sustentável weekend in 2011. The schedule offered 480 attractions in 78 areas spread throughout the São Paulo city. **a**



YEARBOOK 2012

# São Paulo

Outlook

