

2018

# 9<sup>th</sup> INTERNATIONAL SPORT BUSINESS SYMPOSIUM

## ABSTRACTS



INTERNATIONAL SPORT  
BUSINESS SYMPOSIUM

**21. February 2018**  
**Chuncheon**

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**1 Gangwondaehak-gil**  
**Seoksa-dong, Chuncheon, Gangwon-do,**  
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## 9<sup>th</sup> INTERNATIONAL SPORT BUSINESS SYMPOSIUM

The Olympic Games are the most prestigious sporting event in the world, providing extraordinary sporting, social, cultural, and environmental opportunities for the host city and the region. Hosting the Games has several positive effects on the city such as boosting businesses, creating new enterprises, improving relationships between the city's stakeholders, promoting its international image, accelerating urban redevelopment, and much more. It can enable changes, which might normally take several decades. This opportunity, however, comes with possible negative effects appearing throughout the preparation, operation, and legacy phases of the Games. Mismanagement, crowding-out, sunk costs, and displacements of parts of the community are examples of negative aspects, which should also be considered when hosting the Games.

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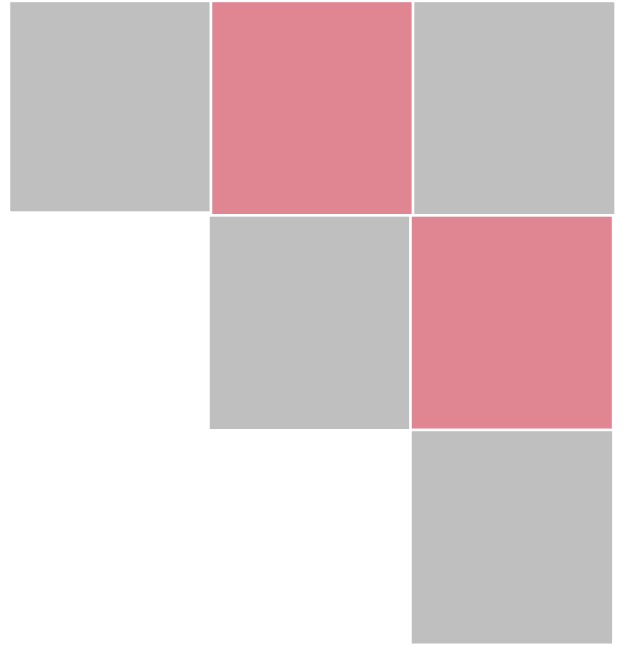
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INTERNATIONAL **SPORT**  
**BUSINESS** SYMPOSIUM



# **Key Note: The Elusive Concept of Legacy**

**Key Note: Richard W. Pound (CAN)**

## The Elusive Concept of Legacy

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A word very much on everyone's Olympic lips in recent years has been "legacy." Hosting an edition of the Olympic Games, whether summer or winter, should result in a "legacy" for the host city and host country – or so it is said. And it is said – over and over again. No one promoting an Olympic bid would dream about not including the word in virtually every public statement made in support of the bid, which might otherwise appear to be naked without such a protective shield. Legacy is part of the Olympic mantra, which may be all well and good – provided that we know what it means and how it should be measured.

### What is a Legacy?

Apart from a gift of property or money transmitted by will, legacy in its larger sense is defined as "anything handed down from the past, as from an ancestor or predecessor." So, an Olympic legacy will be something handed or passed down as a result of an edition of the Olympic Games having been celebrated in a host city or country. The notion of causality is implicit in the concept of legacy, going beyond the faulty logic expressed in the Latin maxim: *post hoc ergo propter hoc* (after it, therefore because of it).

A blend of the dictionary definitions of legacy can apply in the case of Olympic legacies, combining the pre-planning that makes possible, for example, a legacy conferred by a will – the testator accumulated sufficient property or money during his or her lifetime, considered what to do with it, and then disposed of it by will, conferring the benefit of the testator's foresight and planning on persons or institutions of his or her choice. In the more generic sense of legacy, the same elements of planning, accumulation and targeting are also applicable. The key question, of course, is what is sought to be accomplished, and how will the fruits of that accomplishment be handed down?

We must, in examining the question of Olympic legacies, not shy away from the Elephant in the Room: not all legacies are necessarily "good" legacies. Some may well be unfavorable, even "bad," legacies. There are many available examples, some anecdotal and some more rigorously analyzed, of both types of legacies. If there has been a tendency to date, especially in the public mind, but often equally so in the minds of public officials, it has been to rely on the anecdotal examples: after all, they are far more easily digested and are far less rigorous from the perspective of hard data and factual analysis. This leads to understandable confusion and, ultimately, to decisions that are not based on reliable data.

### How to go about Creating an Olympic Legacy

At the inception of every Olympic bid, all stakeholders initially connected with it (and recognizing that others, with possibly different perspectives, inevitably join as the bid progresses) have in mind something beyond merely 17 days of exciting sport. While 17 days of superb international sport may be an intriguing prospect, of and by itself, the same sporting excitement could always be generated if the Games under contemplation were to be held somewhere else, without the need to undertake the necessary preparations in one's own city or country.

The gamut of possible hosting motives is broad indeed: ranging from the prestige of organizing and delivering arguably the foremost and most complex event celebrated on the planet, to national pride, to political positioning, to economic stimulus, to infrastructure development, to regional development, to general improvement of sport, to community involvement, and to increased

tourism, with the attendant national and economic impacts. Not all are equally important, nor need all be made explicit, but all have their place in the matrix of hosting the Games – before, during and after the event.

Some of the complexity arises from the nature of the Games themselves and the expectation that everything will work properly and without failure, which calls for high degrees of back-up and redundancy. After all, one cannot congratulate the winner of the 100 meters, but then ask him or her to re-run the event because the timing system failed.

Different community stakeholders may well also have differing motivations and perspectives. Thus, for example, in a federal state, the national government will almost certainly have objectives that differ in intensity and application from those of state or provincial governments and municipal governments, as well as other segments of the community, all without necessarily detracting from the undoubted importance of the Games to each of the societal segments.

The aspirational content of each such societal segment's implication in organizing and delivering the Games shapes the overall concept and content of the "legacy" aspect of the Games. Sport will have its objectives of improved sports facilities, coaching advancement, increased funding and improved field-of-play performance, measured on the international scale. The public sector may well look for improved infrastructures, upgrading or replacement of certain aspects of basic societal elements, such as public transit, road, rail and air transportation, showcasing technical and communications infrastructure and increased international relationships. Industry will seek benefits from anticipated increased economic activity derived from the preparations for the Games and momentum thereafter. Tourism officials will welcome the worldwide publicity regarding the Games and the creation of opportunities for the host country or area to become a destination of choice. All of these (and more) are natural possibilities for hosts of the Games.

Olympic legacies (as with other legacies) do not, however, just "happen." They must be well conceived, carefully planned and competently delivered. Failure in any one of these essential elements will inevitably diminish the impact, or even existence, of sought-for legacies.

An additional consideration when examining the matter of Olympic legacies is that perspectives differ. One person's legacy may be another's White Elephant: an unused sports facility constructed for the purposes of Games competitions may end up as something entirely different, unconnected from sport. That may be disappointing to sports enthusiasts, but not necessarily for the eventual beneficiary.

### **The Matter of Cost vs. Investment**

Yet another consideration is the proper allocation of the so-called "Olympic costs" incurred within the host country or city. Many such "costs" are, in reality, investments that will accrue to the benefit of the community for many years following the Games. If a facility constructed for use during the Games will be used for, say, thirty years thereafter, is it intellectually rigorous (or even honest) to allocate the entire cost to the two or three months of its initial Olympic use? Thus, if such a facility costs \$30 million, assuming that the entire first year of its existence is devoted to the Olympic Games, but that it is used for the next 29 years for pre-planned community purposes, would it not be more reasonable to designate the cost of the "Olympic" portion to be \$1 million, rather than the entire capital cost of the facility? It is facile, especially when resisting the idea of Olympic hosting, for spokespersons to attribute the entire costs as "Games" costs. Anyone conducting what purports to be a serious analysis of Olympic costs and legacies must be certain to apply defensible analysis of such (among others) issues.

To take a recent example, does anyone really believe the reported claim that the Sochi Olympic Winter Games in 2014 cost \$51 billion (a published, but unverified, number)? Massive infrastructure was constructed to create a national winter recreational and sport center that will be used for decades. Yes, the timing coincided with the Games, and without the Games, it undoubtedly would not have been finished within such a short period, but the “Games,” as an event, clearly did not cost the reported amount.

### **Legacy Cases in Point**

What follow are some admittedly anecdotal examples to illustrate the points already noted, as well as others treated below.

At a 2017 conference in London,<sup>1</sup> London Mayor Sadiq Khan noted that some 110,000 new jobs had been created in the 2012 Olympic host boroughs, more than three times the pace of growth forecast in 2013. In Tower Hamlets, 50,000 jobs were created since 2012 and job growth in Newham (17,000) and Hackney (25,000) has been five times larger than expected. The boom is expected to continue, with a further 125,000 new jobs across the six boroughs by 2030.<sup>2</sup> East London, a virtual disaster area since the end of World War II, now has more than two million residents, 170,000 more than anticipated in 2013. This regeneration has been led by London Legacy Development Corporation, which has overseen development of new neighborhoods, business parks and cultural areas, all of which are helping to transform a once deprived area into a key destination for culture, sport, business and education, underlining the need for cities to take a long-term view of Games legacy.<sup>3</sup> The numbers are likely objectively verifiable; it is the causality that requires similar verification.

Prior to Tokyo’s emergence on the Olympic scene in 1964, the Japanese manufacturing industry was poorly regarded by the rest of the world, and not without reason. It was low quality and non-innovative, so much so that a city by the name of “Usa” was created, enabling manufactured goods to be stamped “Made in Usa,” - even more impactful if only capital letters were employed. On the occasion of the Olympic Games in Tokyo, however, the world was shocked to experience the dramatic progress in many key Japanese manufacturing and technical sectors, including electronics, precision watches, cameras, equipment, automotive products, appliances and many others. The characterization of many Japanese goods changed, almost overnight, from shoddy to state of the art, as did the perception of a new Japan, more than capable of competing in the international industrial theatre.

Without the focus of the Games, the need to deliver them within a defined period, and the worldwide audiences produced as a result of hosting the Games, that progress would not have been as rapid and the extraordinary degree of market penetration could never have been achieved as quickly. National and sectoral priorities were achieved as a direct result of the strategy to bid for the Games.

What is occasionally overlooked is the impetus provided by Games hosting to the organization and delivery of major projects that are not subject to the normal vagaries of such projects, such as changes of governments or of government priorities. The Olympic-related projects must be delivered on time, against a pre-determined Games starting date. A plethora of international commitments are also made in reliance on the fixed Olympic schedule, including the media,

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<sup>1</sup> Leading London: London at the heart of business innovation.

<sup>2</sup> Oxford Economics study.

<sup>3</sup> See *sport intern*, vol. 49, issue 20171012.



communications systems, transportation, contracted labor, security, operational systems, sport calendars and many others. This tends to ensure that schedules are not allowed to fall behind and that there are no diversions of the resources intended for those projects.

Still in Asia, the Republic of Korea, yet another country struggling to make its mark (and hampered by the ongoing tensions on the Korean peninsula arising from the still unresolved 1950-1953 Korean War), used the Olympic platform to demonstrate that there was a new “tiger” in Asia. Between the time it was awarded the 1988 Games in 1981 and the celebration of the Games, the Republic of Korea evolved from a post-coup military dictatorship into a democracy with direct presidential elections and, in the process, practically re-invented Seoul. From two bridges across the Han River in 1981, there were some 14 by the time of the Games and the Korean chaebols were now rivalling Japan in precision optical, electronic and automotive industries. This, too, was the culmination of a plan to change the country and the world’s perception of it, based on the occasion of hosting the Games and by taking advantage of the unique platform they presented.

Perceptual legacies emerged from the choices of Rome, Tokyo and Munich as host cities of the Games. In each case, countries on the losing side of World War II were fully reintegrated into international society by reason of the imprimatur of hosting the Games. The return of Germany (even though still divided in 1972) was marred by the Black September Palestinian terrorist incident that spoiled an otherwise splendid organization of the Games. An unintended legacy of that incident was the message that terrorism would not cause a cancellation of the Games. Another, unfortunately, was that security became a greater concern than it ever had been prior to the Munich incident, only to be followed by a further paradigm shift, as a result of the September 2001 attacks by al-Qaeda in New York, shortly before the 2002 Winter Games in Salt Lake City and (from a security perspective), the far more problematic 2004 Games in Athens. In the latter case, however, the unprecedented international security cooperation and sharing of information and techniques allowed Greece deliver incident-free Games, as well as to upgrade its own security capacities beyond whatever they might otherwise have been.

It is generally more difficult to assess the impact of legacies in huge Olympic host cities. Thus, in cities the size of Paris, London, Beijing, Los Angeles and Mexico, even an event of the magnitude of the Games does not dominate everyone’s attention nor, often, represent a significant (in relative terms) financial or national commitment.

Athens was a problematic host city, even well before it became a host city. In 1990, it bid for the Centennial Games of 1996, losing eventually to Atlanta. Had it won those Games, there would have been an organizational and financial disaster, not to mention a political one. Greece had the smallest economy in recent Olympic history. Greece, at the time of bidding, was not yet a member of the European Community and had no access to the credits available for the necessary major infrastructure development. Its Athens airport was among the most dangerous in Europe. This had changed somewhat by the time it bid for and won the 2004 Games. German contractors had built a fine new airport (although for several years, it was not connected to Athens by any meaningful highway system). Greece now had access to EC financing. The domestic political scene was, predictably, chaotic and remained so throughout the entire Olympic project. Construction was lackadaisical at best and organized labor was in no hurry. Every time pressure was put on Athens for accelerated construction progress, bombs would be detonated. Every construction site seemed to have archeological significance, resulting in even slower progress. It was a last-minute affair.

Almost no planning had gone into the matter of post-Games use of many of the sports facilities. The outcome is that many are unused and in a state of decay. Greece has an emotional connection, barely short of obsessive, with the concept of the Olympics as a whole, but, despite that, has minimal interest in many of the sports on the Olympic program. A number of the sports facilities, therefore, were built with little enthusiasm and only because they were required for the Games.

On the other hand, there were (and are) some significant positive legacies. One is the new airport, already mentioned. Another is a working Light Rail Transit line. The second line that had been planned to be completed prior to the Games was never built. The road system in and around Athens has been significantly upgraded, eliminating some of the previous gridlock. Many aspects of life in Athens are better than they would have been, absent the Games. The Greeks themselves are generally satisfied with their 2004 Olympic experience, even if many others around the world are not. Whose legacy matters most?

### **Today's Mega Projects**

In today's world, mega projects such as (but not limited to) the hosting of Olympic Games are increasingly difficult to organize. Leaving aside the fact that, in general, some 25% of the people are against everything, all the time, there may well be justified concerns about "costs," especially if no legacy investment plans have been made and articulated. People's attention spans are shorter and they are uncomfortable with long term plans that appear to produce no short-term or immediate outcomes. One has only to look at deteriorated infrastructure throughout the world, not maintained by public officials, as evidence of passing on present responsibilities to future generations, simply because there is no immediate gratification to be derived from expenditures on maintenance. Maintenance and prevention are not politically sexy.

This tendency of expecting instant gratification underlines the importance of pre-planning and of generating buy-in from the community for any large project, whether Olympic-related or other. Failure to do so in present times, particularly in democracies, will be fatal to the project.

### **Missed Legacy Opportunities**

An aspect of potential Olympic legacy that is consistently overlooked or underplayed relates to physical activity within the host country. We live in an increasingly sedentary world, in which young people are far less physically active than is necessary for good health. With a "window" of up to ten years (from Bid to preparation, to the Games, and a year or so beyond), there is an unprecedented opportunity for host countries to focus on creative programs to generate and encourage physical activity among their youth. Quite apart from the immediate boost for health, habits can be developed that will endure into adult life. While prevention, as noted above, is not regarded as politically sexy, the savings in health care for a country can be enormous if its population is relatively healthy due to physical activity. Physical activity programs are not expensive to develop, no extra sport facilities are required, they can become family practices and some increase in physical activity leads to more, with increased benefits. One might think that commitment to, and measurement of, such programs ought to be an integral part of the more collaborative current process for selecting Olympic host cities.

### **The Measurement of Legacy**

It is, in my view, also essential that a comprehensive methodology be developed for purposes of assessing and measuring the legacy aspect of any edition of the Games, so that outcomes will be demonstrably reliable and can be used both for planning and for reassuring the general public regarding costs and legacy measurement. There is a good deal of published material already available, although it suffers generally from its anecdotal nature. What is required is an interdisciplinary approach to analysis of the data (past and future) involving economists, statisticians, sociologists, engineers and others, as required, to develop generally accepted norms for measurement. Identifying the relevant factors, defining them properly, assigning appropriate weights, developing analytical formats and generating consensus could lead to a universally acceptable and applicable process with reliable outputs. This would be a huge contribution to the

assessment of major projects such as Olympic Games, but need not be limited to such events or projects. A potential outcome of such an effort might well be something comparable to the ISO certification system.

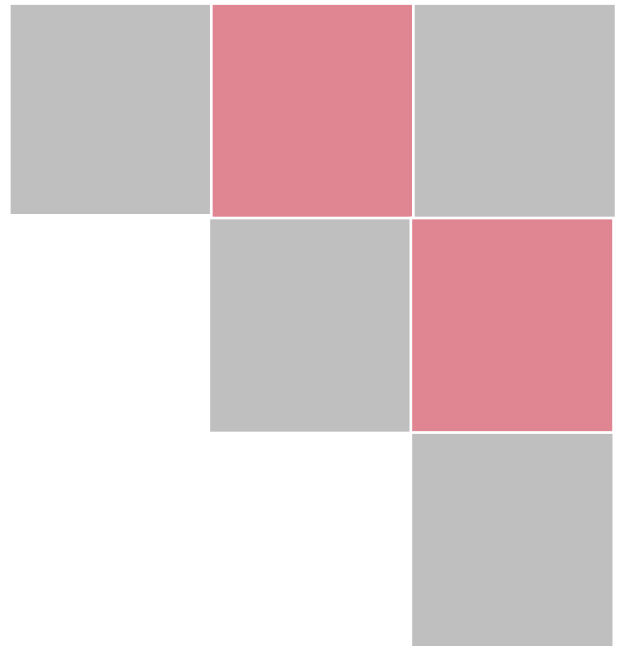
A universal system need not be required at the outset and would, likely, be very difficult to achieve. Particular aspects of Olympic legacy could, however, be identified and subsystems for measurement be established, perhaps in the form of pilot projects, especially since different data sets may well be required for different assessments. Measuring economic legacies will involve different data and analysis than measuring infrastructure or sport legacies. That said, experience with certain pilot projects can certainly inform the design of other measurements. Key will be avoiding the creation of impermeable silos that do not lend themselves to the interdisciplinary approaches needed to have a complete assessment of the entire Olympic project.

While the International Olympic Committee could contribute to such an undertaking on the basis of its specific experience, it would almost certainly be seen as too conflicted to be the organizer or official “host” of any such undertaking, as might, perhaps, former or future Olympic hosts. Because of its international status and reach, an organization such as the World Economic Forum could provide a useful platform for identification of the various assessing tools and proposals for iteration of the necessary standards. The International Standards Organization itself might be another possibility, since it would bring its already-established reputation to the exercise. Interested stakeholders could be approached for financial and logistical support. Key to any success in developing a generally accepted system will be satisfying concerns about independence and balancing the many considerations that will necessarily be involved in such an undertaking. It will not be satisfactory to have only “boosters” participate. A healthy, but not overbearing, mix of sceptics should have an opportunity to make the case for caution, or even for opposition, as well as contributing perspectives on factors to be considered in any analysis.

There is much work to be done before any satisfactory results of this nature can be achieved, but, insofar as Olympic legacies are concerned, the days of warm and fuzzy assurances of positive legacies have come and gone.



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# Legacy & Bidding

## Papers:

- **Wuhrer (GER) Legacy effects of bidding for Olympic Winter Games**
- **Leopkey (USA), Salisbury (UK) & Tinaz (TUR) Examining Legacies of Unsuccessful Olympic Bids: Evidence From a Cross-Case Analysis**

## Legacy effects of bidding for Olympic Winter Games

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The Olympic Games are the greatest multi-sport event on earth. First held in 1896, the Games have been growing steadily since, staging record numbers of events and athletes at the most recent editions in Sochi 2014 and Rio 2016. At the same time, the growing size and scale of the Games raise economic and environmental challenges that threaten the long-term viability of the event, a development particularly evident in the Candidature Process for the 2022 Olympic Winter Games, which left only two contenders out of a pool of originally eight potential Applicant Cities. Unfortunately, the trend continued in the Candidature Process for 2024 and appears to expand to the Candidature Process for the 2026 Olympic Winter Games: in February 2017, the people of Graubünden voted decisively against bidding for the 2026 Olympics and Paralympics before the official bid process even started. More referendums in other potential European Candidate Cities are yet to come. The IOC, but also everybody else working in and for the Olympic Movement, therefore need strong factual arguments to convince cities to bid for and host Olympic Games in the future.

While the effects of hosting Olympic Games are examined quite extensively both in practice by the IOC and its stakeholders, but also by many scholars (Preuss 2007; Gratton, Preuss 2008; Zimbalist 2015), the effects of bidding are not as well explored and neither communicated. Yet, given the nature of the candidature process, there will always be cities in the bid process who don't get the right to host the Games. The hypothesis this paper is based upon is that not only hosting the Games, but also bidding in itself can have positive legacy effects for a city.

The paper builds upon Gratton's and Preuss' definition of legacy, which states that legacy is planned and unplanned, tangible and intangible, and negative as well as positive. Originally applied to an event's legacy, the dimensions are equally relevant when discussing the strategic use of a candidature. Previous research in the field has shown that bidding can have several (positive and negative) effects on Candidate Cities, mainly depending on the planning and coordination efforts during the bid (Masterman 2008; De Blauwe 2010; Diaey, Dufourg, Tjuševs, and Zamboni Garavelli 2011; Torres 2012; Lauer mann 2014; Chalip, Heere, 2014). Building upon the available research, the paper provides an empirically based analysis of past bid cities' activities during candidatures and the after-effects on the cities. In addition, the analysis considers different time intervals ex-post bidding to enable a differentiation between short- and long-term legacy effects.

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**Carla Wuhrer** finished her postgraduate program in Sport Administration at the International Academy of Sports Science and Technology (AISTS) in Lausanne in 2017. She also was a recipient of the academy's scholarship for women in sport.

Carla received a B.A. in management and economics from Zeppelin University in Germany before starting her career in international sports consulting. She joined Frankfurt-based PROPROJEKT Planungsmanagement & Projektberatung GmbH in 2013 and has since worked on four Olympic bids and several other sport projects covering both recreational sports as well as major events. Recent projects include Almaty's bid for the 2022 Winter Olympic Games and Hamburg's bid for the 2024 Olympic Games. A recurring challenge in many of her projects is the increasing skepticism of people towards the potential benefits of hosting major sport events, hence this became her main field of interest during the postgraduate program. Carla focuses her research specifically on the potential benefits of bidding for major sport events, trying to identify the success factors for sustainable bids irrespective of the outcome.

## Examining Legacies of Unsuccessful Olympic Bids: Evidence From a Cross-Case Analysis

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Since the contest for the 2004 Summer Olympic and Paralympic Games, there has been a steady decline in the number of candidate and applicant cities bidding to host the events. Following a period of increasing popularity which peaked at a total of ten candidate and applicant cities for the 2004 Games, the contests for the 2020 and 2024 events initially attracted five and six bids respectively. Following recent developments in the drop out of contenders for the 2024 event the International Olympic Committee is now down to two options for the XXXIII edition of the Games. This period of decline has coincided with increasing costs associated with bidding (both imposed by the International Olympic Committee and due to the previous increase in demand for the Games) in a worsening economic climate, along with the International Olympic Committee's requirement that the expenditures associated with hosting the Games are underwritten by host governments. In essence, the cost of bidding has increased and if successful the costs of hosting have expanded exponentially. Yet, despite the general decline in bidding cities both new and old candidates continue to return to the process suggesting legacy benefits of unsuccessful bids. More specifically, Oliver (2014) proposed that each bid, successful or not, can stimulate a variety of potential benefits for the candidate such as infrastructural improvements and providing a platform to engage different interest groups that would otherwise be difficult to bring together. Additionally, Torres (2011) alluded that bidding committees are expected to consider two types of legacy: one in the event of hosting the Games and one that pertains directly to the bidding process. Despite the importance of this topic to the sport event hosting sphere the current literature focuses heavily on the legacy benefits of hosting (e.g., Leopkey & Parent, 2012), with little coverage of the benefits of bidding. As such the specific purpose of this paper is to explore the legacies of failed bids in applicant and candidature cities for the Olympic Games. More specifically, three cities: Manchester (1992, 1996, 2000), Chicago (1904, 1952, 1956, 2016) and Istanbul (2000, 2004, 2008, 2012, 2020) will be used to better understand this particular phenomenon. Each city has unsuccessfully bid for the Olympic Games on at least three separate occasions and faced strong resistance to bids from their local residents.

In order to answer this questions a cross-case comparison will be completed. The data collection phase of this project is currently underway with completion expected by the end of summer 2017. An in-depth documentary analysis will be followed by semi-structured interviews with relevant stakeholders in each city. Specific topics that will be compared include bidding history, bid legacy goals, post-bid failure implementation strategies, and bid vs. hosting legacies. Findings from the cross-case analysis will frame the discussion and resultant managerial implications.

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**Paul Salisbury** is a Senior Lecturer in Sport Management at Coventry University, UK. He has a degree in Political Science from the University of Wales, a Master's Degree in Social Research from the University of Warwick and a PhD in Sports Studies from Loughborough University. Prior to his academic career, in which he has held senior management positions, he held a series of management positions in the sport and health sectors. His research interests centre on sporting mega events and sport policy. He has been successful in gaining funding for his research from national and international sports federations.

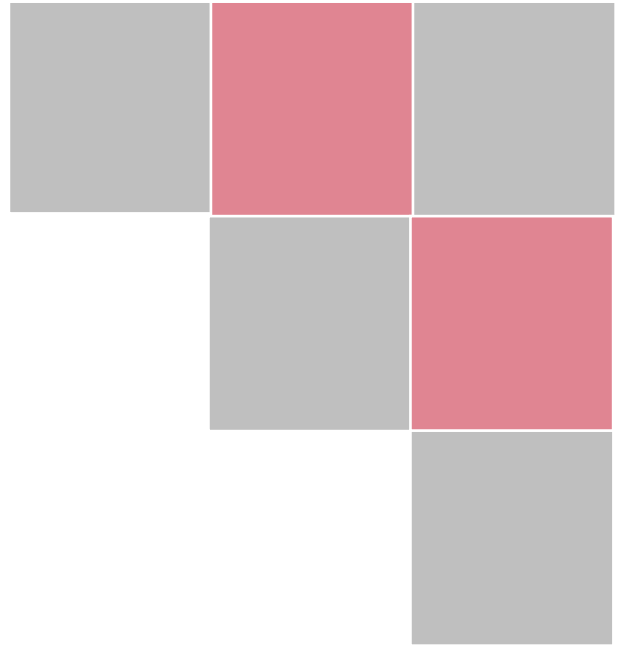
**Cem Tinaz** is Assistant Professor of Sports Sciences and Technology in the Department of Sports Management at Istanbul Bilgi University and a board member of the Turkish Tennis Federation. He authored "Globalizing a Brand through Sport Sponsorships: The Case of Turkish Airlines and Its Sport Marketing Efforts," Routledge Handbook of International Sport Business (2017); "End of the Road: Why the Istanbul F1 Grand Prix came to a Screeching Halt" with D. M. Turco and J. Santomier, in International Cases in the Business of Sport (Routledge 2017); and "Sport Policy in Turkey," with D. M. Turco and P. Salisbury, in International Journal of Sport Policy and Politics (2014). He was awarded a 2016/2017 Advanced Olympic Research Grant by the IOC Olympic Studies Centre, for the project "Examining Positive Outcomes of Unsuccessful Olympic Bids."

He has participated in international sports events as tournament coordinator, director or marketing manager, including ATP Istanbul Challenger 2010 - 2017, WTA Championships 2012 and 2013, Mediterranean Games 2013, Izmir Cup ATP Challenger 2010 - 2012, WTA Istanbul Cup 2010, ATP Blackrock Tour of Champions 2008. He is a regular writer at "Tennis World" Turkey's most popular tennis magazine since 2011 and Men's Fitness Magazine since 2013.





INTERNATIONAL SPORT  
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# Host Perspectives

## Papers:

- **Trotier (GER) The “Asian Olympics” through the lenses of the Southeast Asian press**
- **Kim (USA) Branding Korea through the 2018 PyeongChang Winter Olympics: Objectives, Strategies and Challenges of the Bid and Organizing Committees**
- **Bonoli, Bouquet, Gozzoli & Imbrogno (ITA) The Italian emerging debate and practices about sports events sustainability and legacy on the background of Cortina (1956) and Torino (2006) Winter Olympics.**

## The “Asian Olympics” through the lenses of the Southeast Asian press

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“This is the time of Asia,” Bach recently proclaimed. Yet, the upcoming Olympic Games he referred to are all staged by East Asian countries, which seem to dominate the (IOC’s) perception on the Asian continent. Consequently, the question arises how other parts of Asia witness the Olympic Games and the dominance of China, Japan and Korea. This paper examines the perspective of the ASEAN countries on the “Asian Olympics” with focus on the Indonesian, Malaysian and Singaporean press. These countries themselves have specific relations with the Olympic Games. Indonesia, on the one hand, was once the initiator of the Games of the New Emerging Forces (First GANEFO in Jakarta in 1963) as a sporting event for the Non-Aligned Movement challenging the IOC. Malaysia and Singapore, on the other hand, have recently been discussed as candidates for a joined bid for future Olympic Games.

The paper further scrutinizes Bach’s claim that the events on the Asian continent will generate an opportunity to demonstrate unity. The analysis of press articles will investigate whether Southeast Asian countries show notions of unity or question the dominance of the East Asian countries. Thus, this paper aims to draw conclusions whether the “Asian Olympics” have a prospect to generate unity and legacies beyond the three host countries China, Japan and Korea. In a further step, a consideration of the Asian Games helps to judge the role of the Olympic Games for the ASEAN countries. The 2018 Asian Games in Indonesia serve as a point of comparison to the East Asian Olympic Games. The first time since 1998 (Bangkok), the Asian Games return to Southeast Asia providing the chance for a sporting events agenda for the region with Indonesia in the focus.

The two-stage content analysis incorporates online articles from the Indonesian newspapers Tempo, Kompas and Jakarta Post, from the Malaysian newspapers The Star and Berita Harian and from the Singaporean newspaper The Straits Time as leading media in the respective countries. The investigation period ranges from 2011, when the winning bid of Pyeongchang was announced, to the preparation time of the 2018 Olympic Games including the successful bids of Tokyo (2020) and Beijing (2022). In a first step, on a quantitative scale, relevant criteria and broad categorizations are established with regard to the mentioning of the East Asian Olympics. The qualitative content analysis as the second step allows to draw conclusions about the positive, negative or neutral reporting on the events and the host countries as well as about indications of Asian unity or East Asian dominance.

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**Friederike Trotier** is a research assistant and doctoral student in Southeast Asian Studies at Goethe University Frankfurt. She received a B.A. and M.A. in International Cultural and Business Studies from Passau University. Her main research interests are urban development and change, place promotion and sporting events in Southeast Asia. In her PhD thesis she analysis the role of sporting events in the changing Indonesian history and scrutinizes the new local agency after Indonesia’s decentralization process with the example of Palembang as Indonesia’s new sports city. She has recently published with the International Journal of the History of Sport about ‘The Legacy of the Games of the New Emerging Forces and Indonesia’s Relationship with the International Olympic Committee’ (<http://www.tandfonline.com/eprint/BJnJaiZ26fCbW3gPBkIZ/full>) and with the Asia Pacific Journal of Sport and Social Science about ‘Changing an image through sports events: Palembang’s success story’ (<http://www.tandfonline.com/eprint/C2UHc77iTQikXgFRQIS5/full>).

## **Branding Korea through the 2018 PyeongChang Winter Olympics: Objectives, Strategies and Challenges of the Bid and Organizing Committees**

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The 2018 PyeongChang Winter Olympics is estimated to generate \$59 billion worth economic impact for Korea; \$10.5 billion is the value of the host country's brand improvement, which leads to increased Korean product sales and tourist visit worth \$39.8 billion (HRI, 2011). That is, the host country's brand improvement effect is central to the games economic impact, and thus is a key justification for public funding and critical determinant of games success (PBCOG, 2011; Nam, 2012). PyeongChang's bid and organizing committees of the 2018 Winter Olympic Games were/are the primarily entities responsible for internationally showcasing Korea in relation to the Olympics. In this sense, understanding the two committees' objectives, strategies, and challenges in branding Korea is essential in learning about and developing strategies for effective nation branding through the Olympics (cf. previous studies criticize that 'optimistic' expectations on nation branding effects of hosting mega sporting events are oftentimes 'unrealized' due to mismanagement of the branding opportunity; Getz & Fairley, 2003). Thus, a study is underway to assess the PyeongChang's bid and organizing committees' nation branding efforts.

In 2011, data was collected to learn the PyeongChang bid committee's objectives, strategies, and challenges in nation branding, based on semi-structured face-to-face interviews with personnel working on the bid and content analysis of relevant documents (e.g., communication strategy, website, press release). Analyzing the data, it was found that (1) the bid committee was well-acquainted that promoting Korea through the 2018 Winter Olympics was one of their primary responsibility and key determinant for bid success; (2) however, no strategy specifically focused on nation branding was developed, but their communication and marketing strategies insinuate what images need to be emphasized; (3) the committee aimed to strengthen Korea's image of trustworthy, technologically-advanced, and diligence, weaken the image of being too serious and authoritative, and add the image of growing, contributing, and exciting; (4) 'Dream Program', popular Korean athletes, emerging Asian market, Heung (a term similar to fun, pleasure, joy or excitement), and Korean hospitality were key brand elements utilized in promoting the nation's brand; (5) the target audience in branding Korea was the IOC members rather than the general public; (6) the key challenges within the organization were lack of understanding of branding, and the perception that emphasis on nation branding would entail additional efforts and expenses; and (7) building collaborative relations with other sport organizations representing Korea at the international stage (e.g., Korean Olympic Committee, 2014 Incheon Asian Games Organizing Committee) were suggested, to develop branding strategies that conveys a uniformed image of Korea and enhances the efficiency of reaching out to the international target audience.

In 2017, following up with the abovementioned findings, another round of data collection will take place to learn the nation branding objectives, strategies, and challenges of the PyeongChang organizing committee; data collection and analysis will be identical to that in 2011 (as of April 2017, IRB approval is obtained and 30 managers from the organizing committee are recruited). The findings will be informative for learning how the organizing committee perceives, deals, or struggles with nation branding in relation to the Winter Olympics. Compiled with the findings in 2011, a more comprehensive and longitudinal understand on the topic will be available. Overall, the current study will be informative for countries hosting or planning to host the Olympics, in developing strategies to effectively utilize the Olympic-opportunity in branding their nation.

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**Jeeyoon Jamie Kim** joined the Department of Sport Management at Syracuse University in August 2016 after earning her PhD from Florida State University. Her research agenda is anchored on the impact of sporting events on local communities and event consumers. Prior to entering academia, she served with the Korean Olympic Committee. For five and a half years, she worked for the International Games, International Relations and 2018 PyeongChang Olympics Task Force Teams, participating in (as a team manager), bidding for, and organizing various Olympic sporting events. She also has experience working as an investigator at the Center for Sport Industry at Seoul National University, conducting consulting projects to develop strategies for professional sport teams. Her areas of specialization include mega sporting events, sport event consumer well-being, destination branding, quantitative research methods.

She earned her bachelor's degree in physical education and master's degree in sport management at Seoul National University. She also earned an executive master's degree in sport organization management from the University of Poitiers through the MEMOS program.

## The Italian emerging debate and practices about sports events sustainability and legacy on the background of Cortina (1956) and Torino (2006) Winter Olympics

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### Introduction and background

The Italian tradition of organizing and hosting large global sport events is very solid, with relevant international historic passages ranging from the Milan Sanremo cycling race in 1910 till the Milan Monza Autodrome founded in 1922 and the Football World Cup in 1934 during the Fascist period.

In post War period, both Olympic editions of Cortina d'Ampezzo (Winter Games in 1956) and Rome (Summer Games in 1960) had a peculiar outstanding global impact due to a set of multiple factors, in the framework of a significant international role of Italy in organizing sport events.

In recent years, moving specially from the experience of Turin Winter Olympic Games in 2006, which was connected to a re-assessment of 1990 Football World Cup and to the experience of the Rome World Swimming Champs in 2009, plus a more recent connection with the strong public discussion concerning Milan Expo 2015, a structural debate on both sustainability and legacy issues of sport events has arisen.

A role has also played the organization of Trentino Winter FISU Universiade in 2013 since it has facilitated the solidification of a first basis of working papers, essays, guide lines which set a preliminary fertile background for an innovative envisaging of both the different concepts of sustainability on one side and of legacy on the other side.

The final withdrawal of Rome 2024 Candidate City for the Olympic Summer Edition has confirmed how relevant this topic has become in Italy for future possible candidatures.

### Research issues

The research investigates the underlying dynamics beneath the current emerging debate and embryonic practices in Italy concerning two key separated topics related to sport events: sustainability on one side and legacy on the other side. Contemporarily, it sketches their main theoretical interconnections and potential applicative synergies.

The focus of the research is on Winter Sports Events through two pillar analysis concerning Cortina d'Ampezzo 1956 and Turin 2006 as hosts of the Winter Games. They will be integrated and enriched by additional analysis concerning a significant selection of the main Italian winter sport events in the last decade (indicatively the 2003, 2007, 2013 Winter Universiade editions and the 2003, 2005, 2013, FIS Nordic and Alpine Ski Championships editions). A specific attention will be paid to Trentino Winter Universiade in 2013, FIS Nordic World Champs in 2013 and to the Charta 2021 for Cortina D'Ampezzo 2021 Edition.

The paper let interact on one side an historical review and re-interpretation of Cortina d'Ampezzo (1956) and Torino (2006) Winter Games, and more recent winter sport events, from the point of view of both different issues sustainability and legacies; and on the other side the ongoing Italian contemporary debate on instruments, tools, modalities, policy designing for ensuring an holistic sustainability of sport events (financial, environmental, social, legal - included strong policies to prevent and contrast corruption and the organized crime infiltration) and its effective function of generating real, authentic, measurable tangible and intangible legacies.

The driving questions of the research paper are:

- On the basis of the 1956 Cortina d'Ampezzo Winter Olympics edition pattern, which kind of historical evolution can be sketched till 2006 Turin Winter Olympics edition with regard to the two different key topics of sustainability and legacy;
- With regard to these topics, on the basis of the 2006 Turin Winter Olympics edition pattern, which kind of recent evolution can be seen till the 2016 Rome 2024 withdrawal as Candidate City, stretching the analysis till 2021 Cortina Charter;
- The specificities and peculiarities of the winter sport events which appear to be leading the whole process towards the implementation of innovative strategies and policies on sustainability and legacy, in relation to summer events;
- The interactions of the debate concerning sport events with the strong growing general ongoing process in Italy on both sustainability and legacy issues concerning large events (as well in the theoretical as in the applicative fields), with a specific connection to Milan Expo 2015.

### **Literature, methodology, main findings and applicative/managerial outcome**

The existing scientific literature and documents allow to framework very effectively the topics related to Turin 2006 Olympic Edition, while the 1956 Cortina Olympic Edition requires a more direct investigation through primary sources.

The methodological approach has been systematically and coherently transdisciplinary, combining different social sciences with special reference to history, epistemology, psychology, law, with an attention to quantitative econometric parameters. Some interviews to primary actors of the process have been and will be used to strengthen the quality and outreach of the research.

The achieved main findings so far have been:

- The 1956 Cortina Edition has set ante litteram a practice in a radically different historic context which can be nonetheless to many respects very much inspiring to the present challenges for sustainability and proper legacies;
- The Turin 2006 Turin Edition can be seen as a very innovative edition, which has generated as a whole a solid follow-up process which is re-positioning strategically the city; nonetheless, there is a relevant "cahier des doléances" which can be considered useful as an experience background to assess and highlight preliminary potential flaws;
- In Italy a flourishing debate on both topics sustainability and legacy of sport events has emerged in the last decade, sometimes related, sometimes individually, on the very critical background of the negative practice of 1990 FIFA World Cup and other more recent events and investments related to sport facilities; in this framework, the Winter Sport Events have taken a leadership (mainly moving from the 2013 Universiade in Trentino) in promoting new patterns, pilot projects, theoretical models, handbooks, agendas;
- A driving role for the general debate and social push towards sustainability of sport events and their proper legacies is being played by huge concerns concerning the integrity of sport and the corruption risks, with special reference to match-fixing and to public contracts.

The study will facilitate and contribute to the applicative field both to:

- A theoretical and operational upgrade of the modeling of SROI (Social Return on Investment) tools applied to sport events;

- A benchmarking framework among different editions and historical phases, functional quantitative-qualitative comparisons;
- A networking functional to a growing national and international info-sharing and exchange of practices.

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**Paolo Bertaccini Bonoli** (Milan, 1965). With a degree in contemporary history at University of Pavia and an epistemological background, he is the founder and director of the Research Center Territoria specialized since 2001 in local development and PPP (Private Public Partnership) studies and intervention projects, associated to Advanced Center ASAG of Catholic University in Milan. He is advisor and consultant to private companies and public institutions. In sport sector he has developed a specific specialization in integrity issues, with special reference to match-fixing thanks to dedicated studies and the concept development, project designing and coordination of a set of European projects. Among them especially relevant are the Anti Match-Fixing Formula project by the Italian Government Office for Sport and the European Seminar in Milan on 2014 under the European Semester Presidency. He has also specialized in smart communities, green economy and integrity policies, being Senior partner of Transparency International Italy and founder and director of most reputed Giorgio Ambrosoli Award.

**Paolo Bouquet** is Associate Professor in Computer Science at the University of Trento (Italy). Since 2005, he's been Pro-Rector for sport development in his university. In 2009 he launched the first Italian integrated project for university sport (called UniSport), which aimed at combining sport practice, education, research and technology transfer into a single and synergic vision of sport within academia. As part of this project, in 2010 Paolo launched TopSport, the first Italian formal program for dual career. Between 2011 and 2014, Paolo was Vice President of the Organizing Committee of the FISU 2013 Winter Universiade in Trentino (Italy). Since 2016 Paolo is also part of the expert group of the Education Committee of FISU. In 2016 Paolo was the local coordinator of the Southern Europe finals of the HYPE Sport Startups Global Competition (held in Trento in May 2016) and in 2017 he's been appointed as the Head of the Jury of the HYPE Sport Startups Global Competition which in Taipei (August 2017).

**Caterina Gozzoli** (Brescia, 1966), psychologist, is Professor at Università Cattolica del Sacro Cuore in Italy and Director of Graduate School ASAG. He has promoted the specialized Master in Sport and Psycho-social Intervention together with Blanquerna University in Barcelona, which has reached in 2017 the tenth edition. He has a specialization in Life-Cycles Psychology and a Ph.D. in Psychology.

Her main areas of interest and expertise are both in organizational and sport topics.

- Psychosocial intervention in sport contexts – psychology is seen as a discipline aimed at the study of the sports world (direct or indirect users, groups, community organizations and networks) in terms of dynamics and processes that affect experiences and behaviors.

In particular, she has been Scientific Director in various European projects focused on:

- Match-Fixing and sport integrity with an in-depth analysis of interaction among different institutions;

- Sport as a tool for social integration and inclusion, in reference to this area are active collaborations with a network of different contexts.

Another area of interest concerns talent, career transition (particularly with youth athletes of professional sport clubs) and Dual Career with professional athletes.

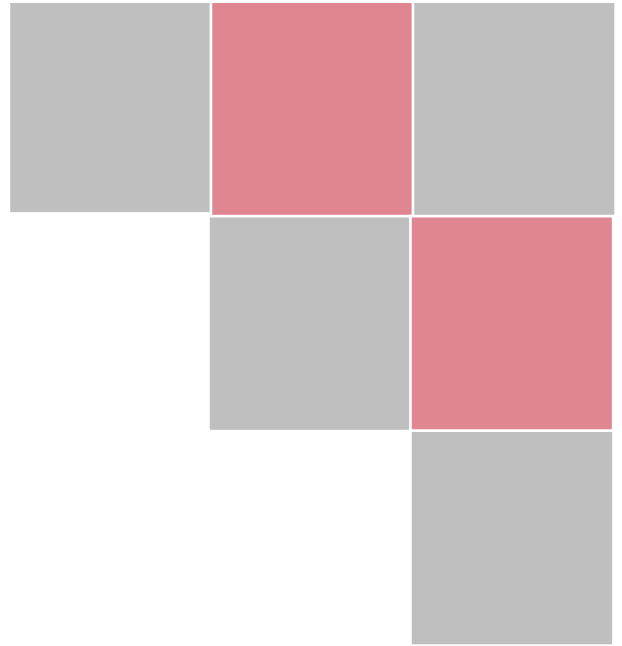


- Living and working together in organizations –in-depth analysis of forms of coexistence within the organizations, highlighting the obstacles against resource variables in the processes of living together and their impact on the quality of organizational life. Special attention is paid to the handling of conflicts between parties to promote mediation skills. This has included the threats of the coexistence within mafia dynamics. Other areas of interest: Adult identity at work; Diversity Management; Methodology in social-applied research.

**Giuseppe Imbrogno** (Milano, 1976) has a Ph.D. in Philosophy and a post-degree in nonprofit organizations' management, with a specific interest in social processes' and organizations' development. Specially experienced in non-profit sector, both as a freelancer consultant and as a senior program manager of the welfare department for the regional chapter of one of the biggest non-profit organizations in Italy. Main areas of interest and expertise are: social planning, project management and budgeting; social change and impact assessment and evaluation; first and second welfare, social and educational policies; national and EU funding, public-private financing; organizational analysis and consulting, business planning, business modeling, service design. He has published specialized papers in important offline and online magazines about welfare policies and innovation, also referred to impact evaluation methodologies.



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# Rio 2016

## Papers:

- Sanchez (BRA) Rio 2016 – 18 months after the Games
- Hodeck, Eckert-Lindhammer & dos Santos (GER) Expectation and perceived experience of Rio 2016: The perspective of Latin American Stakeholders
- Delpy Neirotti (USA) Utilization of Resources at the 2016 Rio Summer Olympic Games

## Rio 2016 – 18 months after the Games

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Host countries often perceive the Olympics as an opportunity to attract foreign investments and promote a global, “avant-garde” image through new developments and spectacular architecture. Nevertheless, the success of such an event will rely on its long-term impact, or “legacy”, which has become one of the major concerns by recent host-cities.

Rio de Janeiro, host of the 2016 Summer Olympics, struggles with the task of leaving a long-lasting, positive effect on the city. Its candidature files exalted the Olympics as a chance to foster urban and environmental regeneration, mobility, promote sports and attract international investments. The urban transformations incurred during seven years prior to the Games would have powerful impacts on the years to come, being able to change social interactivity and the relation between users and the built environment.

Often comprising large-scale venues and open spaces, Olympic-related works can create difficult conditions for a more realistic post-event use or “legacy” to thrive. Since the 1960s, urban planners, architects, journalists, and sociologists have pointed how mixed-use urban spaces can provide a more interesting urban life (Jacobs, 1967; Gehl, 1987/2011; Krier, 1975). Against functionalism, typical from modernist urban planning, they praised a human scale and an urban design that encouraged interaction between users and the public spaces, characteristics which are usually absent in Olympic constructions. Despite recent revisions on the IOC’s recommendations in order for host-cities to leave long-term functional facilities, it is clear that urban design must be an integral part of initial planning.

This paper aims to analyze the urban legacy of four Olympic areas of Rio 2016 Games eighteen months after the event in terms of spaces’ relation to society. It focuses on the further use of the Olympic Park and Athletes Park, in Barra da Tijuca; the transformation of the Athletes’ Village into a residential development; and the new urbanity of the harbor front provided by ‘Porto Maravilha’ urban operation after the Games. One of the most advertised “urban legacies” of Rio Olympics - despite not being an Olympic work -, the urban regeneration of the harbor had been under discussion decades before Rio Games, and was accelerated for the event. Although a rather short time for definitive conclusions, this paper’s analysis intend to provide some preliminary insights on Rio’s legacy path.

Through a personal assessment based on three visits to Rio after August 2016 and media releases, this research investigates how the above-mentioned spaces have evolved since Rio Olympics. Aspects of users’ permanence and interaction, urban form and variety of activities are key in this observation analysis, which although mainly subjective, is systematically drawn. In addition, by drawing comparisons between the original competition winning masterplan for the Olympic Park, the built masterplan and the approved alignment plan for the site, this study points future expectations in urban terms regarding theories like compact cities and mixed-use urban spaces.

It might be still too early to evaluate some of the long-term legacies of Rio Olympics, but it is possible to assess how original urban design plans might have undermined future perspectives of leaving interesting urbanities in the city. One of this paper’s main conclusions regards the role of the private sector in building the Olympic sites and managing future developments, in terms of the

legacy achieved. As Castells (2003) states, the formation of urban space is the result of a conflict between multiple actors, but in order for a more embracing legacy to be achieved, it is clear that urban planning processes will need much more dialogue, which should start right in the beginning, before launching the bid.

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## **Expectation and perceived experience of Rio 2016: The perspective of Latin American Stakeholders**

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### **Introduction**

The Olympic Games in Rio 2016 were after the Pan American Games (2007) and the FIFA World Cup (2014) the third big sport event in Brazil in the last 10 years. There were particular expectations when Rio de Janeiro was chosen as the first host city in South America for the Olympic Games. The term Legacy is often used in connection with the Olympic Games. In general, there is still a lack of a term definition for legacy (cf. e.g. Preuss, 2015). In order to contribute to a clarification of this term, our research dealt with the expectations and perceived experiences of RIO 2016 based on a stakeholder approach (Freeman & McVea, 2001).

There is a big diversity of stakeholder groups with regards to Olympic and Paralympic Games including for example full-time staffs, volunteers, governments, international delegations, sponsors, the population – especially the local community of the host city, local companies, as well as universities and schools (Parente, et al., 2015). In contrast to many other investigations of mega sports events focusing on economic effects, this research emphasizes social effects of RIO 2016. Thereby the perspective of Latin American stakeholders was investigated.

### **Methodology**

A total of eight qualitative semi-structured interviews were held with the stakeholders before and after the games (Helffreich, 2011). All interviewees have a sports science education, they attended an international post-graduation study, and therefore have an expertise generated from the know-how of different sports systems. The group of respondents was composed of representatives from Brazil, Argentina and Mexico, all of them participated actively in the Games 2016 (in different functions).

The interviews were implemented with the help of the communication software “Skype” according to interview guidelines, dependent on the respondents’ mother tongue, in Portuguese or Spanish and conducted two months before the beginning of the Olympics as well as two months after the end of the Games in Rio de Janeiro. Finally, the audio files were transcribed with the software F5 (Version 2.1; Zeng, 2014).

The data was analyzed by two independent experts using a qualitative content analysis (Mayring, 2014). The interviews were coded with the coding software MaxQDA (Version 12).

### **Results**

Even if from different perspectives, Latin American stakeholder respondents expected and perceived both positive as well as negative effects through RIO 2016. Their wishes were related to their individual development, a further development of sports in general, an intercultural exchange, and a so-called “observational” or “social learning” (Shettleworth, 2010). A similarly varied picture may be observed regarding the experiences perceived. The already existing focus on the next Games in Tokyo in 2020 is notable.

The interviewees confirmed negative expectations for the post-event phase. Especially Brazilian stakeholders assumed that the sports-related investments will not be used after the games and other white elephants, as in previous mega sports events, will remain as “heritage” of RIO 2016. The issue of “white elephants” was confirmed by the respondents and stated as a lack of strategical plans for a sustainable development.

In order to determine a comprehensive picture of RIO 2016 and its legacy, it is important to do both, a short-term further observation as well as a long-term investigation. Therefore, we planned and implemented both of it in the course of this research project.

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## Utilization of Resources at the 2016 Rio Summer Olympic Games

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As the cost and complexity of delivering the Olympic Games continues to escalate, the International Olympic Committee (IOC), specifically the Olympic Games Knowledge Management (OGKM) Department, decided to collect games-time data to determine how and where efficiencies can be made. Since 2000, data has been shared with future Olympic Games Organizing Committees on what was delivered but little data exists on what was actually used. Such information could potentially save millions of dollars and valuable resources.

By analyzing usage of different resources and spaces within Olympic venues during peak times over the competition period, a more realistic set of requirements can be determined. Instead of planning based on what previous games delivered, preparations would be based on actual usage. For example, all venues are required to provide VIP parking. The results of the data capture project provide a snap shot of what was actually used versus planned and delivered. Likewise, the role of the Main Press Center has changed with the advent of the Internet and WiFi but actual usage data is needed to support any reduction in size or services.

The goal of this research is to reduce the guesswork involved in allocating resources and to increase efficiency. This research directly aligns with Agenda 2020 specifically section 4.1 to “Develop a sustainability strategy...that encompass economic social, and environmental spheres in all stages of their project” and 12.2 “IOC with stakeholders, systematically review level of services, Games preparation and delivery...with a view towards containing cost and complexity” (IOC, 2014).

Creating plans based on actual usage versus assumptions is one way to increase efficiency. This concept is similar to financial forecasting versus financial projections. Financial forecasting is a process that analyzes an organization's financial statements and current financial position, and presents an assumption of how the organization will behave in the future. A financial projection, on the other hand, is a hypothesis that is based on assumptions, not actual data. The research also supports assumption-based planning that encourages managers to actively plan and monitor the validation of assumptions (Dewar, 2002).

The objective of this research is to study the usage of various spaces and resources during the 2016 Summer Olympic Games in Rio and report unbiased truth. Twenty-seven data collectors from a United States university were trained on how to measure nine data points across 32 venues and enter these into a pre-formatted Application on a tablet. The data points included Screening Portals and Screening Throughput for both pedestrians and vehicles; number of seats in Athlete seating and usage; the number and type of parking spaces and usage; number of vehicles occupying Loading Zones; number of people using workforce break rooms; usage of mobile devices versus radios. Data, with photos, were captured at 100% of medal sessions (185) and 82% of all ticketed sessions (497). Fifteen additional data points were recorded by functional area managers and not included in this paper. The research methodology evolved from sample collections conducted during the 2012 Summer Olympic Games and the 2014 Winter Olympic Games.

The results of the study indicate various areas in which resources could be reduced including VIP parking, communication radios, and athlete seating especially during week one of the Games. Contextualizing the data is important in the analysis. Replicating the study over multiple Olympic Games and looking for consistent usage trends with a view toward containing costs and complexity is recommended.



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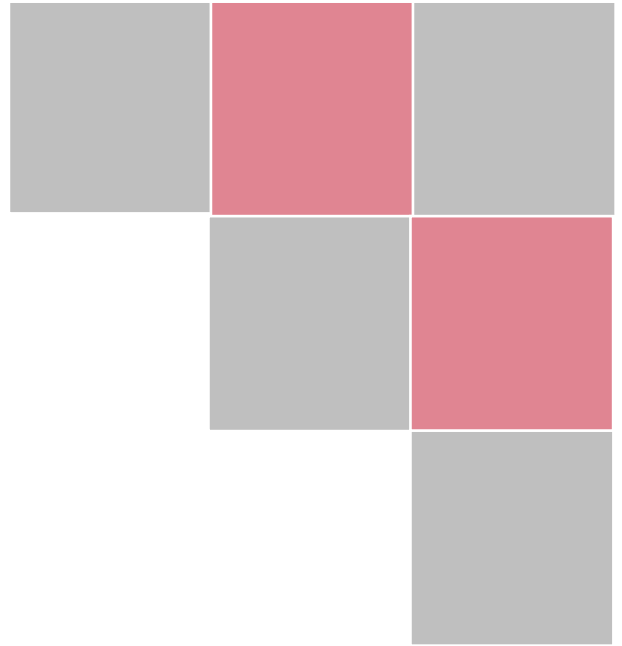
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INTERNATIONAL **SPORT**  
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# Legacy & Governance

## Papers:

- Spalding (USA) Toward an Olympic Governance Legacy
- Chen (GBR), Preuss (GER), Hu (CHN), Kenyon (GBR) & Liang (CHN) Domestic sport policy development [in China]: Legacies of Beijing's 2008 Summer Olympic Games and 2022 Winter Olympic Games
- Walzel (GER) Specific legacy of co-hosted sport events – Learnings for the Olympic Games

## Toward an Olympic Governance Legacy

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The “Olympic Legacy” was originally conceived in economic terms: the net result of the short- and long-term economic benefits minus the initial investment. Over time, and with the adoption of the Olympic Games Impact Study, the legacy concept expanded to include social/cultural and environmental dimensions. Our project proposes a new kind of Olympic legacy, one whose potential is intimated in the Rio 2016 Games and, in a different way, the Pyeongchang 2018 Games. We call this an Olympic governance legacy: laws, enforcement practices, and underlying cultural norms that the host country begins to adopt on the eve of the Games, that have application beyond the sporting events themselves, and that will endure after the Games are gone.

In the seven years between awarding and hosting the Games, both Brazil and South Korea have undergone historic anti-corruption moments. Laws, enforcement practices, and cultural assumptions have seemingly turned on a pivot, in ways that bode well for the future of transparency and representative government. The role of the Olympic Games in these movements has varied: in Brazil, the Games were part of a constellation of events that provided a catalyst to adopting anti-corruption reforms; in South Korea, the Games seemed no part of the original impetus to change, but have since become ensnared in the corruption scandal and are increasingly a symbol of the need for reform.

As these corruption crises unfolded, the IOC has largely stood on the sidelines. Though the IOC has made great strides in addressing competitive corruption (doping, match-fixing) and internal corruption (bidding reforms, etc.) the IOC has yet to systematically address what might be called the third dimension of Olympic corruption: host-country corruption occurring during the preparation and hosting of the Games. This represents a lost opportunity. In retrospect, the IOC plainly could have encouraged or demanded host countries to adopt effective corruption controls in relation to the preparation and hosting of the Games. Its failure to do so has substantially tarnished the Olympic brand.

But just as the IOC asks the host-country to adopt legal reforms in the areas of intellectual property, human rights, and the environment, we believe that the IOC can and should require the host-country to adopt anti-corruption measures related to the bidding, preparation, and hosting of the Games. Such measures could help build political will and enforcement capacity in the host country, leaving a legacy of improved governance that will last long after the Games have finished. Anti-corruption language has recently been added to the model host city contract, and we propose to build on this momentum.

Through a combination of legal analysis, qualitative empirical research, and leading theories from political science, we address three questions. First, what were the most important substantive reforms that both Brazil and South Korea adopted in the years leading up to the Olympic Games? Second, what was the role of the Olympic Games in these anti-corruption movements? Third, what do these moments, juxtaposed with Russia, teach us about future Olympic corruption risks?

Ultimately, we argue that the Olympic Movement can and should evolve beyond its current reactive posture, to become a pro-active force in strengthening host country governance. Accordingly, we propose additional reforms to the candidature file manual, candidature file, host city contract, Olympic laws, and Olympic Games Impact Study.

These research findings are the result of a multi-year research project involving multiple research trips and year-long law school courses. The resulting publication will be co-authored by the

professor and numerous students. If accepted for the conference, two or three of these students may be able to join the professor in attending the conference and presenting our findings.

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## Domestic sport policy development [in China]: Legacies of Beijing's 2008 Summer Olympic Games and 2022 Winter Olympic Games

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Since the term legacy first appeared in the Melbourne 1956 candidacy for the XVI Olympiad (Leopkey, 2009), debates on Olympic legacy analysis started with how to define legacy and moved on to how to measure legacy, and to more recently how to plan and deliver legacy. The last decade has seen burgeoning research interest in legacy and impact analysis for the Olympic Games, encompassing areas including economic impacts (Baade & Matheson, 2002; Blake, 2005; Kasimati & Dawson, 2009; Preuss, 2004), sociocultural impacts (Truno, 1995), environmental impacts (May, 1995; Zhou et al., 2010), reputational legacy (Berkowitz, Gjermano, Gomez, & Schafer, 2007; Gold & Gold, 2008; Zhang & Zhao, 2009), political legacy (Preuss & Alfs, 2011; Tomlinson & Young, 2006), and infrastructural legacy (including both sporting and non-sporting legacy, see for example, Cashman, 2006; Hiller, 2006). However, impacts on and legacies for domestic sport policy, ensuing from the hosting of the Olympic Games, have not yet been seriously investigated.

Although hosting the Olympic Games inevitably brings about domestic policy changes (for sport policy in particular), long-term policy impacts do not necessarily follow. Once the Olympic circus ends, fine-tuned policy (particularly sport policy) and related financial investments are often dialed back (Greece is a notable example of this occurring). As an Olympic host country, China presents a somewhat unusual case: It will become the second country ever (the first being Austria) to have hosted the Olympic Games more than once within a 15-year interval. The relative brevity of the time period in question creates appropriate conditions for one wave after another of Olympic-impetus for policy change. We may thereby examine changes in policy patterns occurring between the two Games.

It is against this background that our research unfolds. The study is part of a large, ongoing research project funded by the Chinese National Social Science Fund and examining the principles, key legacy areas, and issues of Beijing hosting the 2022 Winter Olympics. The first phase of the research involves identifying the impact of China hosting two Olympics Games on domestic sport policy development. The presented paper will draw on Preuss' (2015) framework for identifying the legacies of a mega sporting event. Documents published since 2001—extracted from the academic literature, from government departments, from sports governing bodies, and from influential domestic media—will be systematically reviewed.

Specifically, by tracing policy development, from the time of the successful bid to host the 2008 Olympic Games up until the present, the aim is to map out the characteristics and patterns of change for sport policy statements and interventions relating to the Beijing 2008 Games and to the Beijing & Zhangjiakou 2022 Games. Guided by Preuss' (2015) framework, the following four elements will be identified: (a) what has changed in sport policy patterns; (b) who (in terms of specific stakeholders) is affected by the policy changes; (c) how (in terms of specific Olympics-related interventions and programs) the change has affected the host city and country; and to identify (d) the times at which changes have occurred and the length of time for which those changes have remained effective. In addition, a summary of the analytical logic model will be

presented, setting out the link between policy strategy and policy intervention to outputs, results and outcomes. It is expected that the process of data collection will be completed before August 2017, and findings and results will be finalized before the end of 2017.

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**Holger Preuss** is Professor of Sport Economics and Sport Sociology, Johannes Gutenberg-University, Mainz. He also holds professorial appointments in Molde, Norway and Ottawa, Canada. He is a founding partner of MESGO (Master of European Sport Governance) and has worked with and for many national and international sport federations. His research expertise is focused on the governance and organization of mega sport events as well as to their economic and social impacts. He is a former Editor of European Sport Management Quarterly and has published 15 books and more than 70 essays in sport related concerns. He is a member of IOC Commission for „Sustainability and Legacy“, the Ethics Commission of the World Flying Disc Federation and member of the ad hoc committee of the International Modern Pentathlon Union.

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**James Kenyon** is currently a lecturer in sport management at Loughborough University. He graduated from Liverpool Hope University with a first-class BSc honors degree in Sport Development and Sport Studies in 2009 before completing a MSc degree (with merit) in Research Methods a year later (also from Liverpool Hope University). In 2010, Dr. Kenyon joined the Centre for Olympic Studies & Research (COS&R) based at the School of Sport, Exercise and Health Sciences at Loughborough University to undertake a fully-funded research studentship (PhD) in sport management and marketing, which he completed in 2013. During his PhD, Dr. Kenyon was also employed, part-time, at Liverpool Hope University as a lecturer in sport studies, and at Loughborough University as a research assistant on a UEFA-funded marketing-based research project. Between completing his PhD and starting his current role in August 2015, Dr. Kenyon held positions as an assistant lecturer in sport management at Loughborough University (2013-2014) and as a lecturer in sport management at the University of Northampton (2014-2015). Dr. Kenyon is an early-career academic whose main research interests include: the various impacts of mega-events; customer relationship management in sport; and, managing contemporary community and volunteer organizations. To supplement his academic activities, Dr. Kenyon is an experienced coach in various sports (14+ years), is a member of the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) and the European Association of Sport Management (EASM), and has engaged in contract research and consultancy projects for various UK-based organizations.

**Xiao Liang** is a PhD student in Sport Policy and Management at University of Birmingham, UK. She completed a BA in Sport English from Wuhan Sports University and MSc in Money, Banking and Finance from University of Birmingham. Her PhD study aims to explore the socio-economic impacts of Formula One Chinese Grand Prix on SMEs' development in Shanghai.



## Specific legacy of co-hosted sport events – Learnings for the Olympic Games

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### Introduction

Staging mega sport events like the Olympics Games is a challenge in many perspectives. More recently some NOCs have withdrawn their bids for hosting the Olympic Games due to the lack of support by the inhabitants of the bidding cities. Accelerating costs, security concerns, lack of credibility regarding the IOC and concerns regarding the verifiable benefits of the events are mentioned as main reasons (Coates & Wicker, 2015; Könecke, Schubert & Preuss, 2016; Langer, Maennig & Richter, 2017). With introducing the Olympic Agenda 2020 the IOC aims to secure a sustainable development of the Olympic Movement and the Olympic Games. Creating a long lasting legacy of the Games is in the center of these 40 recommendations. The body of knowledge regarding sport event legacy has been enhanced over the last decade. Different theoretical frameworks were developed and some of them empirically tested (Chalip & Heere, 2014; Chappelett, 2012; Preuss, 2007, 2016). However, the sport event legacy research mainly focuses on economic legacy. Recently the social legacy research came more centre staged (Heere et al., 2013; Misener & Mason, 2009; Misener & Schulenkorf, 2016) but is still in its infancy. Nevertheless, taking Coubertin's motives for revitalizing the ancient Olympic Games into account social issues had a strong influence on his original idea of the modern Olympics in the year 1880.

### Literature review

Heere et al. (2012), Horne and Manzenreiter (2004), and Kristiansen, Strittmatter and Skirstad (2016) were the first ones who analyzed the management and impacts of a co-hosted sports events, so sporting competitions which are hosted by more than one nation. Kristiansen et al. (2016) looked at the stakeholder management of the co-hosted European Youth Olympic Festival in 2015 by Austria and Lichtenstein. In terms of social impacts of the event they identified reinforced cross-border relationships and closer and stronger ties between the people in this region. Heere et al. (2012) as well as Horne and Manzenreiter (2004) indicate in their studies that co-hosted sport events can have large positive societal consequences for the bilateral relationships of the hosting nations, for the national and cross-national identity. The research in regards to social impacts and legacy of sports events and particular of co-hosted sport events is very limited. Sports events can act like an agent for social change with a greater social legacy when co-hosted. However, the management of social legacy in terms of the variety of social impacts, influencing factors etc. through co-hosted events is a research area which has not been a subject of intensive research yet. Therefore, the following two explorative research questions will be answered in this study: (1) What are the chances and risks of co-hosting major sport events? (2) In regards to the study of Heere et al. (2012), which potentials do co-hosted events offer for social legacy of sport events?

### Method

Due to the explorative nature of this research, data was collected through semi-structured interviews with key people (mostly managing directors, general secretaries or board members) of the involved sport organizations of co-hosted sport events. We looked at three sport events in the past (European Football Championships 2008 in Austria/Switzerland and 2012 in Poland/Ukraine, and Volleyball European Championships 2013 in Denmark/Poland) and furthermore selected three sport events in the near future (Handball World-Championships 2019 in Denmark/Germany, Ice Hockey World Championships in France/Germany, and EuroBasket 2017 in Finland/Israel/Romania/Turkey) which have not been staged at the time of the interviews. The interviews were analyzed deductively for motives, chances, risks as well as social impacts and legacy of the respective co-hosted event.

## Findings

The results show that mainly economic motives lead to decision of co-hosting the event. The chances for social change through the co-hosted event were neither carefully considered for the bidding process nor for the implementation of the event. So a strategic approach for social change is non-existing for this specific type of sport event. Furthermore, different management approaches could be identified for the successful implementation of the co-hosted event. Whereby most of the national organizing committees prefer an inclusive management approach in order to stage the event, very few planned and implemented the sport event almost completely independent of the other hosting nation. A very important side effect of the inclusive management approach was an increase of social capital.

## Conclusion

This study is the first one which looks at the potentials co-hosting sport events can have with the focus on the management of social legacy. The possibility for co-hosting Olympic and Paralympic Games and the potential for a positive social legacy is an idea which should be carefully considered by the IOC as well as by the nations who are interested in hosting this prestigious event.

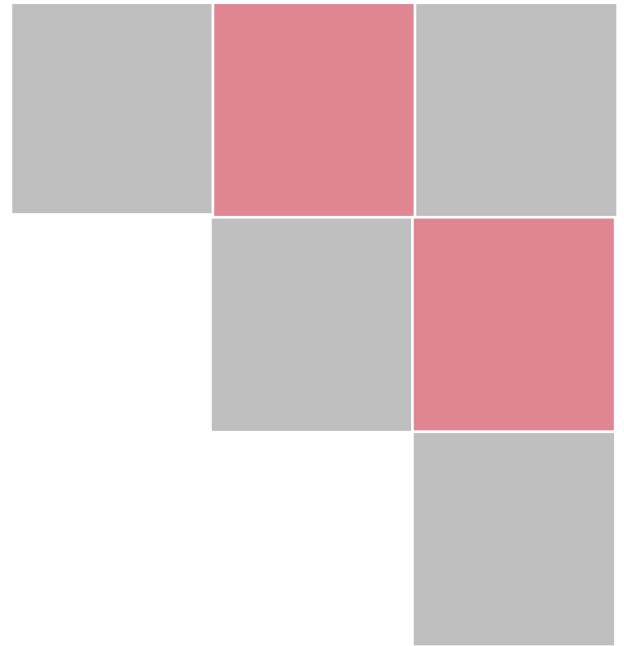
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**Stefan Walzel** studied Sport Science at the German Sport University Cologne, majoring in Sport Economics and Sport Management and at Victoria University of Technology, Melbourne, Australia. He completed his doctoral studies at the German Sport University in 2010. He has been teaching Sport Marketing, International Sport Management, and Sport Business for over 10 years and is a regular speaker at various European universities. His research interests include Sport Marketing, Sport Sponsorship and Corporate Social Responsibility (CSR) in and through sport. 2013 he was awarded a research grant by the UEFA and researched into the effects of CSR activities of football federations.



INTERNATIONAL SPORT  
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# Paralympic and Youth Olympic Festival Legacy

## Papers:

- Legg (USA) Legacy Framework Construction for Paralympic Games
- Jung (JPN), Legg (CAN), Chappelet (SUI) & Tajima (JPN) Theoretical framework for medical and health legacies in the Paralympic Movement
- Dickson (AUS) & Terwiel (CAN) Sochi 2014 Olympic and Paralympic Games – Volunteer Legacy
- Bedir, Önal, Bedir, Erhan, Gerek & Mizrak (TUR) Relationship between emotional labor behavior and communication skills of volunteers at European Youth Olympic Winter Festival 2017

## Legacy Framework Construction for Paralympic Games

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The first Summer Paralympic Games occurred in Rome in 1960 with the first edition of the Winter Games occurring in 1976 in Örnsköldsvik, Sweden. Since their inception the Paralympic Games have followed the pattern of the same year as Olympic Games and in some cases were held in the same country and at times the same cities. In 1988, the Seoul Organizing Committee decided to host both Games and a prescient was set that has been followed ever since. In 2001 an agreement was then signed between the IOC and IPC whereby host cities had to bid and host both Games (Legg, 2017).

All of the Games, regardless of whether they were hosted independently or alongside the Olympic Games have legacies that have been relatively under-researched and under reported. The few exceptions to include with work by Cashman and Darcy (2004), Legg and Gilbert (2011) and Misener et al (2013). More recently, Misener and colleagues have examined the impact and legacies of hosting the 2015 Parapan American and inclusive 2014 Commonwealth Games

In this presentation, Dr. Legg will review the history of the Paralympic Games highlighting key legacies from past Paralympic Games and reviewing the research completed to date in this area. Dr. Legg will then review plans for future legacy research within the Paralympic movement.

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**David Legg** is Chair and Professor of the Department of Health and Physical Education at Mount Royal University in Calgary. As a volunteer, David is the past president for the Canadian Paralympic Committee, and past board member for the 2015 Pan Parapan American Games in Toronto. Presently, he is on the International Paralympic Committee's Sport Science Committee, and most recently served on the Calgary 2026 Olympic and Paralympic Games Bid Exploration Committee. David's research interests include those related to sport management and adapted physical activity. He edited and wrote multiple chapters in the first book on Paralympic Legacies and is co-investigator of a project studying the impacts related to disability from the 2014 Commonwealth Games and 2015 Parapan American Games.

## Theoretical framework for medical and health legacies in the Paralympic Movement

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This manuscript explores the creation of a theoretical framework to help understand the long-term sustainable development of medical and health legacies for a nation participating in the Paralympic Games. The first aim is to clarify the definitions of medical and health legacies, and to establish a theoretical framework in association with five dimensions of legacy evaluation, six event structures and stakeholders. The final goal is to apply the theoretical framework to the values of the International Paralympic Committee's Strategic Plan. With the definitions of medical legacy as medical care for Paralympians, and health legacy as public health care, the proposed theoretical framework includes the inputs of a positive and planned legacy and outputs as tangible and/or intangible legacies. In particular, the outputs are analysed in association with event structures, stakeholders, and values articulated within the IPC's Strategic Plan. The method is a combination of top-down and a bottom-up approaches which are respectively applied to the process of input and output in order to evaluate the nature of legacy for both pre and post-event. The framework is expected to help us understand the flow of impacts or benefits from the medical care for athletes with impairments to long term public health.

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**Kyung Su Jung**, is a researcher and sub-coordinator of the Joint Usage/Research Center of Sport for Persons with Impairments at Wakayama Medical University in Japan. She received her PhD in Sport Policy from Loughborough University in the UK and her project was Corporate Governance for National Olympic Committees. The Incheon Asian Para Games changed her interest to Para-sports, and her current research has mainly been regarding Paralympic legacy from a medical and health perspective since she joined Wakayama Medical University. Also, she has actively joining the International Paralympic Committee's annual Paralympic Legacy/Impact Meetings.

**David Legg** is Chair and Professor of the Department of Health and Physical Education at Mount Royal University in Calgary. As a volunteer, David is the past president for the Canadian Paralympic Committee, and past board member for the 2015 Pan Parapan American Games in Toronto. Presently, he is on the International Paralympic Committee's Sport Science Committee, and most recently served on the Calgary 2026 Olympic and Paralympic Games Bid Exploration Committee. David's research interests include those related to sport management and adapted physical activity. He edited and wrote multiple chapters in the first book on Paralympic Legacies and is co-investigator of a project studying the impacts related to disability from the 2014 Commonwealth Games and 2015 Parapan American Games.

## Sochi 2014 Olympic and Paralympic Games – Volunteer Legacy

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### Introduction

This paper is part of the only longitudinal research of mega-sport volunteers using the same instrument across four Olympic and Paralympic Games, including post-event follow-up with event volunteers, to determine the extent of a post-Games volunteer legacy. This research was trialled in 2009 and then implemented at each Olympic and Paralympic Games from Vancouver 2010 to Rio 2016 (e.g. Dickson, Benson, Blackman, & Terwiel, 2013; Dickson, Benson, & Terwiel, 2014; Dickson, Darcy, & Benson, 2017 in press; Dickson, Darcy, Edwards, & Terwiel, 2015).

### Methods

An online scale-based instrument that drew upon the Special Event Volunteer Motivation Scale (Farrell, Johnston, & Twynam, 1998) was used to survey 3,234 Sochi 2014 Olympic and Paralympic Winter Games volunteers prior to the Games. A three-year follow-up was recently undertaken via a post-Games survey, which was distributed electronically to the 1,835 volunteers who had agreed to future contact. To date over 400 responses have been received (22% response rate). The survey closes at midnight, May 31, 2017, following the deadline for this abstract.

### Results

Analysis of the survey results will be undertaken in the coming weeks.

### Discussion and conclusion

With the awarding of a mega-event there is often the implication that economic and social development will naturally follow. Proponents of the Sochi 2014 Olympic and Paralympic Winter Games (the Games) professed the transformational potential of mega sport events such as the Olympic and Paralympic Games: “the modern Olympic Games are now also a colossal stimulus for the development of the country in which they are held. The Games bring long-term positive social and economic changes in addition to making it possible to establish new standards and to popularize the Olympic and Paralympic values” (Sochi 2014, 2010). This far exceeds the legacy vision of many games organizers, which normally include legacies of sporting facilities, urban redevelopment, sporting participation and destination rebranding (Dickson, Benson, & Blackman, 2011; Getz, 2008). To accomplish their vision, Sochi 2014 organizers employed a decentralized recruitment and training model quite different from preceding Games. The pre-Games survey found that Sochi 2014 volunteers had a stronger altruistic motivation than has been found with the three previous Games, thus the potential for a social legacy is greater. This may inform recruitment and training models for future Games. Past research has found that many mega sport event volunteers are already involved in volunteering and thus the mega sport event, may not deliver the expected social legacy, without a more strategic approach to volunteer recruitment and management. The current post-Games survey will illuminate whether the volunteer management model utilized by Sochi 2014 has led to the desired social legacy of more people with greater ability volunteering for more hours in Russia, post-Games.

Financial conflict of interest: none declared. This research is part of a series of projects approved by the International Paralympic Committee (IPC) Sport Science Committee from 2010-2016.

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**Tracey J Dickson**, is Associate Professor of Event and Tourism Management at the University of Canberra, Australia. Tracey can be very curious as reflected in her having an undergraduate degree in Commerce, a Post Graduate Diploma and a Masters in Adult Education; and 2 further Masters in Human Resource Management and Public Health, and a PhD in Experiential Learning. These reflect her professional career that has traversed accounting, finance, outdoor education and academia. Her research interest in event volunteers was piqued by the belief of the Resort Municipality of Whistler that they would have a legacy from the 2010 Games. This interest has now extended to 6 mega sport events and has extended to the consideration of volunteers with disabilities and event accessibility. We are still enthusiastic as to how best to support the achievement of this and other desired legacies.

**Anne Terwiel**, is just completing a three-year term as Chair of the Tourism Management Department at Thompson Rivers University, where she is a Senior Lecturer. Anne earned an Education degree (PDP) and her Master of Business Administration Degree at Simon Fraser University and has over 30 years of experience in the Tourism and Resort industries. Anne has a life-long interest in sport, as a participant, as a volunteer, as a manager of volunteers and as a lecturer in the field of Sport Event Management. Anne is a master-trainer with the Canadian Ski Instructors Alliance (CSIA Level 4) and sits on the Education Committee of the CSIA. She is a member of the Scientific Committee of the International Society of Skiing Safety, and a Director of the Kamloops Sports Council. One of her most memorable experiences was volunteering at the Alpine Ski Racing venue during the 2010 Olympic and Paralympic Games. Anne's interest in volunteer management goes far beyond her interest in sport to her interest in maximizing the potential in people as, in her experience, people who are recruited for the right positions, are trained well and are managed appropriately go on to be important contributing members of communities and organizations. Her wish is to contribute to the knowledge base that will facilitate the development of social capacity in host communities as the result of sport events.



## Relationship between emotional labor behavior and communication skills of volunteers at European Youth Olympic Winter Festival 2017

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The purpose of this study is to examine the relation between communication skills and emotional labor skills of the volunteers participating in European Youth Olympic Winter Festival (EYOF) 2017 Erzurum sports organization. While the essence of the study is constituted by 600 volunteers participating in EYOF 2017 organization, the sample group is constituted by 475 people of which 218 are female and 257 are male. In the study, data collection tool has been used in the questionnaire form, which consists of 3 sections. In the first section, demographic characteristics questions are asked, in the second section "Emotional Labor Scale" developed by Kaya (2008) is used, and in the third section, "Communication Skills Scale" developed by Yılmaz (2008) is used. The level of significance is accepted as  $p \leq 0.05$  in the analyses. As a result of the analyses, it is observed that female volunteers show better observance tendencies compared to male volunteers and that female volunteers have better skills of communication compared to males. Also a positive relation is observed between emotional labor characteristics and communication skills. Hence it is obviously seen that positive emotional labor characteristics of individuals affect the communication skills of individuals positively. It enables organizations to be organized more productively and pleasurably. While providing qualified human resources, which are necessary in organizing sports organization, it is considered that specifying communication skills and emotional labor characteristics of people are some of the parameters in enabling them to act in accordance with the aim.

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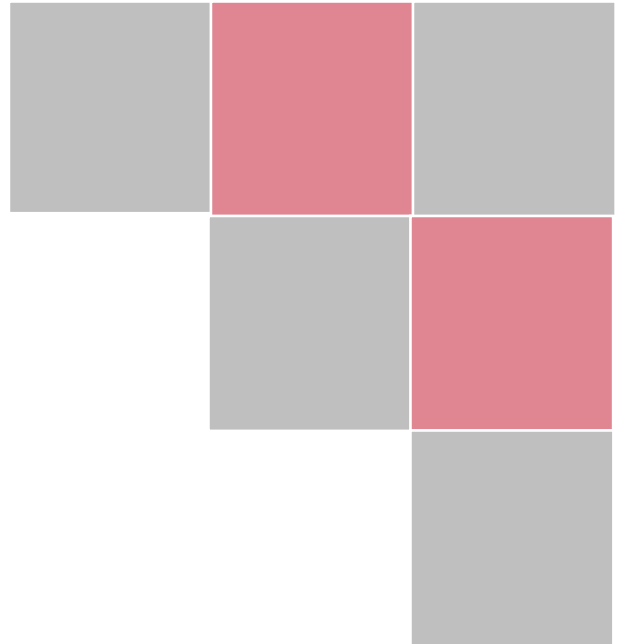
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# **(Social) Media & Communication**

## **Papers:**

- **Schubert & Seyffert (GER) Fan motives for interacting on social media: the ITTF Facebook page during Rio 2016**
- **Arai & Takahashi (JPN) We are winter: Social network analysis of winter sport fan's mutual-assistance network**
- **Geurin (USA) An Examination of Social Media Education for Youth Olympic Games Athletes from National Governing Bodies of Sport**
- **Schöttl, Kainz & Binnerer (GER) Rule 40 of the Olympic Charter – touched by the digitalization of sports communication**

## Fan motives for interacting on social media: the ITTF Facebook page during Rio 2016

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### Introduction

Social media has become an important tool for sport organizations to interact with fans. In particular for sports that have smaller marketing budgets and that do not receive mainstream media coverage on a daily basis, social media platforms provide unique communication and marketing opportunities to overcome such challenges.

### Aim of the Study

This study investigates the motives of fans to communicate on the Facebook page of the International Table Tennis Federation (ITTF). It is the first study that focuses on the use of social media in the context of an international sport federation. Knowledge about the gratifications sought by fans while interacting on social media is important for organizations to develop more customized online content, as this may help to reach further goals such as maintaining public interest, reinforcing brand awareness or developing closer relationships with stakeholders.

### Methods

We adopt a multiple methods approach: the qualitative content analysis of the ITTF Facebook page was guided and supported by frequent electronic interaction with the ITTF at critical stages throughout the research process. The comments on ITTF's Facebook page were collected for the period of July 29 to August 23 2016 – that is, one week before, during, and after the table tennis competitions at the Olympic Games in Rio de Janeiro. In total, 10.601 Facebook comments were posted during the stated time.

Furthermore, two semi-structured expert interviews with representatives from the ITTF were conducted: A face-to-face interview with the federation's president Thomas Weikert took place on January 4<sup>th</sup> 2017 in his office in Germany. As marketing and media manager Matt Pound is based at the ITTF headquarter in Singapore, a Skype interview was conducted on January 5<sup>th</sup> 2017.

By combining two methods within our study, our approach helped to reduce the likelihood of misinterpretation with the target and to clarify meaning of our observations and interpretations (Edwards & Skinner, 2009). It allowed us to get a more holistic understanding of the use of social media in our context.

### Results & Findings

The data in this study indicate eight categories that emanate from the comments of individuals on the ITTF Facebook page, which help understand the motives for interacting on social media: *expertise, passion, support, help, quiz participation, esteem, camaraderie* and *criticism*. Some of the motives (*passion, esteem, camaraderie*) have been broadly identified in previous research (Stavros et al., 2014) on social media, yet in other contexts and with a distinct understanding and interpretation. Thus, we extend the academic understanding of sport fans' motives in the context of social media. Among the most frequent fans' motives were the desire to demonstrate expertise and express emotional attachment as well as to seek and provide information.

### Practical Implications

Based on our findings, we derive implications that can be relevant for managers of (niche) sport organizations with limited financial and personal resources. The first and most straightforward recommendation is to appeal to fans' motives when interacting on social media. Making sport fans feel that their voices are heard is also crucial for increasing engagement and trust as well as strengthening relationships.

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He is former Editorial Assistant of *European Sport Management Quarterly* (ESMQ) and member of the Management Committee and the Scientific Committee of the MESGO (Executive Master in European Sport Governance).

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## **We are winter: Social network analysis of winter sport fan's mutual-assistance network**

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The purpose of this study is to explore the mutual growth mechanism of Winter Olympic sports fan communities by using the social network analysis. The study explores the process how a particular sport fan interacts with different sports fan community and eventually becomes an additional member of different sports fan community. By applying the optimal distinctiveness theory (Brewer, 1991), the researchers hypothesize that the Winter Olympic sports fan shows stronger inter-sports community tie and more flexible fan mobility than Summer Olympic sports.

February of 2017, the Japanese women's ice hockey team qualified for the Pyeongchang 2018 Winter Olympics. The Japan Ice Hockey Federation attempted to optimize their business opportunities by effectively executing unique triple media strategy: owned media (i.e., Tokyo Ice Hockey Channel: Live streaming channel), social media (i.e., Facebook), and mass media (e.g., press release). However, by now, women's ice hockey is still considered as a minor sport in Japan and the fan base of ice hockey is limited to the group of people who had once played ice hockey. The federation must take advantage of this Olympic opportunity to overcome the participation chasm and push the sports into major spectating sports. The extension of fan community could be the social and cultural legacy of the Pyeongchang 2018 Winter Olympics.

The study proposes that inter-sports mutual-assistance fan network through social media is the key to overcome the chasm. According to the optimal distinctiveness theory (Brewer, 1991), people have contradicting needs to be included and to be different at the same time. The needs can be met by belonging to an optimally distinct group. The judgment of the optimal distinctiveness is often made by group characteristics such as the size of the group or the existence of outside group. One of the most successful campaign explained by this theory may be the Canadian Olympic Committee's marketing campaign #WEAREWINTER at the Sochi 2014 Winter Olympics. The success of the campaign indicates that "Winter Olympic sports fan" can be perceived as optimally distinct group and therefore people are willing to belong. The researchers posit that relatively smaller fan community size in each winter sport (e.g., alpine ski fan) promotes fan's tie to slightly larger group (i.e., winter sports fan) and the existence of Summer Olympic sports as an out-group emphasized Winter Olympic tie as in-group.

To test the hypothesis, the study aims to analyze how the fan community of different sports (e.g., ice hockey and curling) can interact with each other through the social media and mutually contribute to each community. The study focuses on the Japanese women's national team ice hockey community and analyzes how the fan community grows toward the 2018 Pyeongchang Olympics by connecting with other winter sports fan groups. Using Facebook API, the researchers visualize the network of several Winter Olympic sports fan communities (i.e., ice hockey, curling and figure skate) to see the volume and quality (i.e., information type) of the information exchanged (i.e., shared on Facebook) across the groups by scrutinizing the texts. With the visualized network, the researchers further extract the key influencers who are connecting different sports fan communities and identify the patterns of their social media activities (e.g., type of comments). After identifying the strong influencers in the group, the researchers also conduct interviews to the influencers to confirm their perception of the fan community and the sense of belongingness toward Winter Olympic sports. The discussion and suggestion will be provided from the marketing perspectives for the national sports governing bodies.

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## **An Examination of Social Media Education for Youth Olympic Games Athletes from National Governing Bodies of Sport**

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Social media use provides athletes with the opportunity to craft their desired image and begin developing their personal athlete brand (Arai, Ko, & Ross, 2014). The Youth Olympic Games (YOG) is an ideal time for many young athletes to do this while also expanding their social media following. Although social media use provides opportunities for athletes, it also poses threats. For example, Olympic-level elite US female athletes between the ages of 24-35 reported receiving unwanted communication on social media from so-called “fans”, and it was often negative or sexual in nature (Geurin, in press). The athletes in Geurin’s study also felt that they did not receive adequate social media training or guidance from their national governing bodies (NGBs) of sport. Numerous studies analyzing athletes’ social media use have suggested that social media education is of paramount importance in ensuring athletes use social media in a way that is beneficial to their image, and in preparing them for negative situations they may encounter on social media (e.g., Geurin, in press; Geurin-Eagleman & Burch, 2016; Lebel & Danylchuk, 2014; MacIntosh & Dill, 2015).

If social media education for athletes is truly crucial to their long-term success in building and maintaining a desired image, it seems that such education and training is especially critical for young athletes, such as those who compete in the YOG. The International Olympic Committee published a “Social and Digital Media Guidelines” document for each of the four previous YOG, so it is expected that a similar policy will be published for the upcoming 2018 YOG in Buenos Aires. The most recent policy for the 2016 Lillehammer YOG stated that athletes were encouraged to share their experiences via social media through a “first-person, diary-type format” (IOC, 2016, p. 1). The policy provided specific information about what type of content was permissible and impermissible to post, but did not offer any education or training for athletes.

Parent, Houlihan, and Hanstad (2014) suggested one area of importance for future YOG-related research was to examine “the role and significance of social media” (p. 240). This study attempts to provide an initial answer to their call by examining the social media-related resources (e.g., education and training) provided to athletes prior to competing in the YOG. As the United States had the second highest number of athletes competing in the two most recent YOG, it was deemed an appropriate context within which to conduct this study. The study will employ a sequential mixed method design consisting of a qualitative document analysis (QDA), an online survey, and in-depth interviews. The QDA will analyze any publicly available social media policies of US NGBs to develop an understanding of existing policies or guidelines. The online survey will be sent to communications employees from all US NGBs that sent athletes to the last two YOG in order to assess the employees’ perceptions of social media education and training, and allow them to describe social media education/training for past YOG athletes. Finally, in-depth interviews will be conducted with willing survey respondents to gather additional details about their NGB’s social media education/training resources. Data collection and analysis will take place from May to November, 2017. The findings will result in a deeper understanding of US NGBs’ social media policies and education efforts, specifically for their YOG athletes. The findings will lead to the creation of a social media education guide that NGBs in the US and abroad can use to develop social media education and training programs for young athletes.

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## **Rule 40 of the Olympic Charter – touched by the digitalization of sports communication**

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### **Introduction**

The purpose of this paper is to consider rule 40 of the Olympic Charter in the context of trends like the digitalization of sports communication. It will discuss the question, whether the steadily increasing possibilities of the digital instruments - as for example the social networks - will affect the consistent implementation and control of this rule in the future.

By definition, bye-law 3 to rule 40 – well known as rule 40 - states that „Except as permitted by the IOC Executive Board, no competitor, team official or other team personnel who participates in the Olympic Games may allow his person, name, picture or sports performances to be used for advertising purposes during the Olympic Games.“ (IOC, 2017) The rule prevents the participants of Olympic Games from allowing their names, images or sporting performances to be used in advertising connections. An exception are the communication measures of the official sponsors.

### **First adaptations of the rule in 2015**

The version of the rule cited here already represents a relaxation of the same, since it allows generic (non-Olympic themed) advertising featuring athletes during Olympic Games, if it is registered and approved by the IOC. The prevention of ambush marketing is seen as the main reason for the relaxation of the rule, which was announced by the International Olympic Committee (IOC) in February 2015 (Gardy, 2016). Nufer (2016) summarizes different definitions of ambush marketing in its „idea to capitalize on the success of sports sponsorship without taking on the intrinsic obligations of an official sponsor“. Goins (2013) also incorporates social networks into his considerations on ambush marketing. They enable new ways to spread such messages quickly and almost uncontrollably. In addition to the danger of multiplying ambush marketing content, they contain further challenges due to their characteristics for a strict observance of rule 40.

### **The characteristics of social networks**

Social networks have established themselves as a tool of communication in today's society. They are characterized primarily by the multimedia content, the high message frequency, as well as various interaction mechanisms. As part of a literature study, Valos et al (2015) identify its flexible and adaptive nature as one of its unique characteristics. Due to their global distribution, the communication of the Olympic Games is also affected by them. Geurin-Eagleman and Burch (2016) emphasize that pictures and videos published over social networks have become a standard mechanism in the communication of Olympic athletes. To see what impact these communication tools could have on Rule 40 of the Olympic Charter, the social media activities of a sample of Olympic Athletes were examined during the Summer Games of 2016. Empirical study on the activities of the Olympic athletes at the social networks To give a brief insight into the importance of social networks for the athletes of the Olympic Games, the activities of the top 7 athletes in social networks of the Olympic Games in Rio 2016 were examined exemplary. First, the number of channels on which the athletes operate official fan pages was recorded.

In the second step of the investigation, the communication of the athletes were evaluated on the social media channel Facebook. Facebook was chosen because it is the platform on which all the athletes in the sample run a fan page and thus a comparability of the results is possible. The period chosen for the study was July 27, 2016 to August 24, 2016. This is the period – well known as “frozen period”- around the Olympic Games in which athletes are prohibited from making connections to non-Olympic sponsors. The results show that all athletes of the sample run at least three social network channels. They have between 29.000 and 19 Million followers on their Facebook channels. On average, they published 0,8 posts per day, the minimum was 0,2 posts per day, the maximum was 1,5 posts per day. They received 92,000 fan interactions and responses to their posts, one athlete even got an average of 351,000 responses to his posts. The data shows the high range as well as the high communication speed of the social networks, what means that social media account owners can quickly reach a high number of people with their messages. Another characteristic is the multimedia nature of the communication on this channels. 75% of the Facebook posts contained pictures, 15% videos. Most of the pictures and videos have an accompanying text, but there are also social media channels, such as Snapchat, in which the communication takes place exclusively via image and video files.

### **Limits of controlling the content**

The results show the amount of additional communication channels available to athletes since the establishment of social networks. Especially through image and video communication, products, brands or hidden corporate messages can be placed directly and indirectly as well as consciously and unconsciously. The social networking features previously described make the strict control of rule 40 very difficult. The athletes as well as their sponsors publish daily posts in a five-digit range. Systematically evaluating and controlling of this multimedia big data seems almost impossible. In particular, video and video messages can't be analyzed by using standardized search commands for forbidden terms. If they should be supervised, they all have to be qualitatively evaluated, which increases the human workload. In addition, there are new trends in social networks, such as Snapchat or Instagram Stories, where the messages are available for only 24 hours, so that the control here has to be done almost in real time. There is currently a lack of regulations which hashtags and emojis may be used by non-IOC sponsors during games. That #Olympics, # Rio2016 or the symbol of the Olympic rings are not allowed, there is no discussion. However, whether terms of general usage such as # 2016 or #Rio can be banned or whether a ban here is too intrusive in public communication is actually controversial, as there is no official case law.

### **Conclusion**

It was shown what great challenges social media communication brings to a strict and consistent control of Rule 40. It seems necessary to clarify the rules for communication in social networks in order to reduce the scope for interpretation on the part of athletes and companies. But even with more precise regulation, the problem described here is expected to continue to occupy the IOC as one of the characteristics of social networks is their rapid variability as well as their flexible and adaptive nature.

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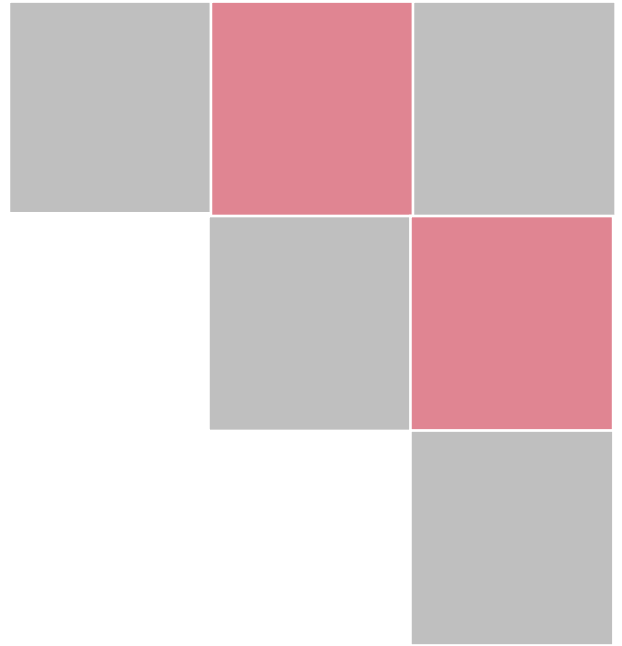
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INTERNATIONAL SPORT  
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# Workshop: Olympic Sponsorship Today: Rule 40 and the Future of TOP

## Paper:

- Corr (GBR) Using the Olympic Games as a Platform to Transform Your Brand
- Jensen (USA) Why do TOP sponsorships end? The influence of clutter, congruence, and economic conditions

## Using the Olympic Games as a Platform to Transform Your Brand

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The Olympic Games generate a huge amount of excitement and passion in the cities and countries where they are hosted. They can also be used as a transformative business opportunity for IOC TOP Partners, NOC Partners and OCOG Domestic partners. For an Olympic partnership to make a true impact, brands must address business objectives and develop captivating marketing campaigns in alignment with the Olympic Movement and in collaboration with key Olympic stakeholders.

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**Jamie Corr** works closely with GMR's global client teams to provide support around Olympic strategies, activations, programs and sponsorships for the 2018 Olympic Winter Games in Pyeongchang, South Korea. Previously, he was a member of the Partnership Marketing team at IOC Television and Marketing Services in Lausanne, Switzerland. He brings in-depth Olympic marketing and communications experience to GMR and has worked closely with partners, including Bridgestone, Samsung, GE, Atos, and British Airways on their Olympic sponsorship strategies and activations. In addition to the Olympics, Corr has deep sponsorship experience with global football and rugby from previous roles with IMG and Red Bull.

## Why do TOP sponsorships end? The influence of clutter, congruence, and economic conditions

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TOP (i.e., The Olympic Partners) sponsorships provide a select group of partners with marketing rights on a global basis to one of the most recognized and admired symbols in the world, the Olympic rings. From the perspective of the International Olympic Committee (IOC), TOP sponsorships provide funding necessary for the long-term survival of the Olympic movement. However, despite the importance of these multinational partnerships, conditions or factors that may jeopardize what is intended to be a long-term relationship for both sides are under-researched. Further, typical approaches for assessing the sponsored organization's success in renewing such partnerships rely on an inefficient measure, the renewal rate. Thus, this research undertakes the first application of survival analysis modeling approaches in an effort to empirically investigate the durations of TOP sponsorships.

First, in order to ascertain when TOP sponsorships are most likely to continue and when their probability of ending is highest, a life table featuring survivor functions and hazard rates was created. The life table was then used to calculate the median lifetime for TOP sponsorships. Next, covariates were inserted into a survival model, with the goal of isolating factors that predict the dissolution of such partnerships.

Results indicate that despite a renewal rate of greater than 80%, historically more than 24% of TOP sponsorships have failed to survive beyond the first quadrennial, with less than 50% surviving more than eight years. However, only one TOP sponsorship has ended after the third and fourth quadrennials. Correspondingly, an analysis of hazard rates confirms that the probability of TOP sponsorships ending is only 8.3% and 10% after the third and fourth quadrennials, respectively, compared to a high of 30% after the second. An analysis of a graphical depiction of the hazard function for TOP sponsorships indicates that the longer a partner remains a sponsor, the less likely they are to end the partnership. The median lifetime, or the point at which the survivor function is 0.5, is 2.70 quadrennials, or 10.81 years.

Finally, a survival model was created that controlled for economic growth in the home country of each sponsor during the term of the sponsorship, the sponsor's level of brand equity and changes in firm leadership, as well as whether the firm primarily utilizes sponsorship to target a B2B or consumer-focused audience. In addition, the future host countries for Olympic Games were included in the model, to ascertain whether the location of future Olympic Games in the same country as the sponsor's corporate headquarters influenced the decision-making of the sponsors. In addition, the number of TOP sponsors (i.e., clutter) and congruence between the sponsor and Olympic Games were investigated. To investigate the possible role of congruence, two independent judges who are experts in the sponsorship and congruence literature categorized each sponsor, utilizing the congruence criteria first established by Cornwell, Pruitt, and Clark (2005) and subsequently utilized by Clark, Cornwell, and Pruitt (2009) and Mazodier and Rezaee (2013).

When controlling for these factors, results indicate that congruence between the sponsoring firm and the Olympic Games reduces the probability of the sponsorship ending by 93.9%. Clutter, or the number of sponsors, was found to be predictive of sponsorship dissolution, with each additional sponsor added to the TOP program more than doubling the probability of the sponsorship ending. Increases in the consumer price index (i.e., inflation) in the home country of the sponsor were also

found to be detrimental, with a 1% increase in the average annual growth rate (AAGR) of the consumer price index increasing the probability of sponsorship dissolution by 179%.

These results have meaningful implications for both Olympic organizers and sponsoring firms, indicating that economic conditions in the home country of the sponsor must be closely monitored throughout the term of each partnership. In addition, with the TOP program recently expanding to two new sponsors, results demonstrate that such decisions may result in fewer current partners renewing into the future, given the increase in clutter. Results also confirmed the continued importance of congruence between the property and sponsoring firm, consistent with the sponsorship literature.

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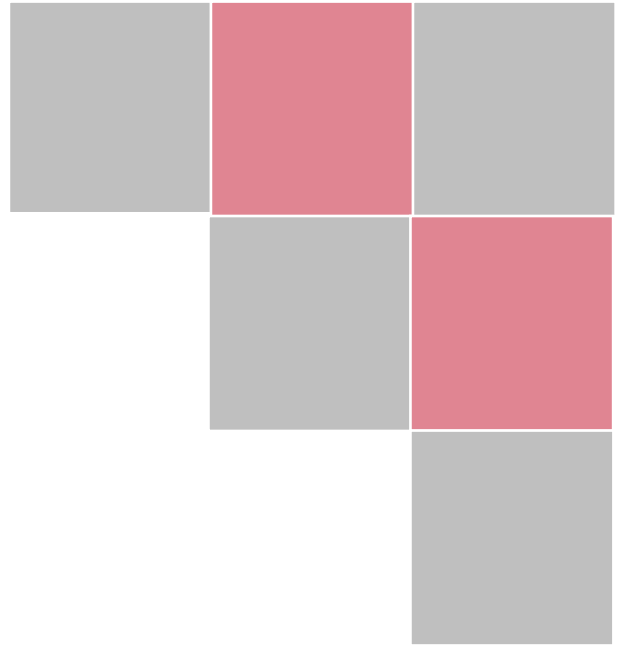
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INTERNATIONAL **SPORT**  
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# Performance

## Papers:

- **Sterken (NED) Gould's Law at the Olympic Games**
- **Weber, Kempf (CHE) & De Bosscher (BEL) Governing the growth of the Olympic winter programme: Analysing the IOC's impact on the competition between nations**
- **Shin & Welty Peachey (USA) Re-constructing the Olympic history and development: Critical discourse analysis of the International Olympic Committee's development ideology**



## Gould's Law at the Olympic Games

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Gould (1996) predicted that if professionalization of a sport increases, both the rate of progress in time of the best performance and the variance of top athletic performances in an event (measured by ranks 1-8 for instance) will decrease. The Gould hypothesis has been tested for baseball, but not for Olympic events. Using historical data for both the Summer and Winter Olympic Games final events of different sports (Track and Field, Cycling, Rowing, Speed Skating, Skiing) we analyze the improvement of the winning performance and the spread of the top-8 finishers. One could argue that if a sport becomes more competitive, the spread of the top-8 finishers will decrease. We show that indeed over time Olympic results show a lower variance of the top-8 finishers per event and do support an increase in competitiveness, as Gould predicted. As a measure of the spread of the top-8 finishers we use the Gini coefficient. The Gini coefficient measures inequality in a sample, which appeals to the idea to measure extreme performances by the winner and other medalists relative to the sub-top performances.

We construct a simple econometric time-series model to explain the inequality of results per Olympic sports event (as measured by the Gini coefficient) using the numbers of participating athletes (which varies over time per event), the number of countries represented, the best performance, real income per capita and for the Summer Olympic Games the temperature as measures of circumstances as explanatory variables. We find that the increase of the number of competitors and the increase of real income per capita increases have led to lower inequality of results obtained in final events, hinting at increases in competitiveness.

We also conclude that simple inequality measures like the Gini coefficient are helpful in analyzing athletic performances. So far Gini coefficients have been used to measure competitive balance in league sports. This paper supports the notion that also in individual sports inequality measures can be used to describe sports competition over time.

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## Governing the growth of the Olympic winter programme: Analysing the IOC's impact on the competition between nations

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Research Question: Since the early 1990s, the Olympic winter program has changed notably in terms of new sports, disciplines or events being introduced by the IOC arguably to increase revenues from the top sponsor program and the broadcasting rights (e.g., Chappelet, 2014; Kempf, Weber, Weber, & Suter, 2015). In contrast to the Summer Games, the number of nations' winning medals at the Winter Games is largely limited to a small sub-set of competitive nations. This number has remained quite stable at around 24 since 1998. (Weber, Kempf, Shibli, & De Bosscher, 2016). The nations' competitiveness at the Winter Games is positively correlated with macro-level factors such as: squared GDP per capita, population size, being a (former) communist state, having a winter climate, the number of winter sports resorts, and hosting the Games (e.g., Andreff & Andreff, 2011; Johnson & Ali, 2004). Given that the number of medal winning nations at the Winter Games is limited due to macro-level factors and high, sport specific entry barriers for new nations (Weber et al., 2016). There is much evidence that these competitive nations allocate their resources for the upcoming Games by evaluating their performance at the previous Games (De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015; Houlihan & Zheng, 2013; Sam, 2012; Zheng & Chen, 2016), the research question is: How does the growth of the event programme influence the outcome of competition between nations' at the Games? The aim of this paper is twofold: first, to detail the growth of the events program by discipline, and second, to compare the impact of this growth on the resulting rank in the medal table over time. To date, the medal table is commonly used by the media and politicians as a benchmark to demonstrate the competitiveness of their nation.

Research Method: The growth of the events program is detailed per discipline from 1988 to 2014. We illustrate how the inclusion of different types of events (i.e. single, team, and mixed) influences the total number of contestable medals of each nation in every discipline. In a second step, the impact of this growth is exemplarily analyzed for selected medal-winning nations. We identify the selected nation's disciplines, in which they are most competitive. Therefore, the market share per discipline of each nation is calculated between 1988 and 1998. The share is based on the number of medals won in a discipline relative to the number of contestable medals in this discipline. Hence, the average market share (i.e.  $\text{market share}_{1988-98}$ ) demonstrates a nation's competitiveness in a discipline and indicates a competitive advantage. To evaluate the impact of the growth of the events program on the nation's medal performance, we compare the medal-winning possibilities of the selected nations in their most competitive disciplines over time.

Results and Findings: The most important growth was identified in snowboarding (from zero to 30) and freestyle skiing (from six to 30). Exemplarily analyzing Switzerland and Canada, the most competitive disciplines of Switzerland were bobsleigh ( $\text{market share}_{1988-98} = 29\%$ ) and alpine skiing ( $\text{market share}_{1988-1998} = 15\%$ ), while the most competitive disciplines of Canada were ice hockey ( $\text{market share}_{1988-1998} = 60\%$ ) and short track ( $\text{market share}_{1988-1998} = 28\%$ ). Between 1998 and 2014, the IOC increased the number of contestable medal in the "Swiss disciplines" by three, while in the "Canadian disciplines" by six. Hence, the IOC offered Canada to win three more

medals than Switzerland in their most competitive disciplines of the 2014 program, compared to 1998.

Implications: While the IOCs governing policy aims at optimizing the program for spectators and broadcasters, their governing policy has an impact on the medal-winning possibilities for nations. Because the number of medal-winning nations is particularly limited in the winter disciplines (Weber et al., 2016), this research can raise the awareness of policy makers on the impact on the medal table. Furthermore, comparing the average market

Share 1988-98 to the nations' actual performance at the Games between 2002 and 2014 allows to identify changes in their competitiveness relative to their rival nations, and possibly indicates learning from best practice (e.g., Robinson & Böhlke, 2013). Finally, this research contributes to the discussion on measuring performance at the Games (e.g., Shibli, De Bosscher, & Van Bottenburg, 2013). While the 'market share' is preferred to measure the performance of a nation over time, using the 'number of medals' has some practical justification when nations allocate resources to those disciplines, which delivered the most medals at the previous Games.

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## **Re-constructing the Olympic history and development: Critical discourse analysis of the International Olympic Committee's development ideology**

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### **Introduction**

The Olympic Games has long been believed to contribute to national and local economic development due to the large influx of visitors and investment in infrastructure, along with the growth of the tourism industry as a globalized destination. The International Olympic Committee (IOC) argues that hosting the event “acts as a vehicle and catalyst which leaves a lasting mark on the city, host country and its people through its economic, urban, social or historic influence.” (IOC, 2010, p. 11).

Nevertheless, hosting the Games is not as attractive anymore to some parts of the globe. Nations in the Global North have been withdrawing from the bid process after witnessing the growing economic and socio-structural burden of winning a bid and hosting the event. Recently, this issue has become more severe than before, as can be seen in the example of the 2022 Winter Olympic bid process (Gauthier, 2016). Munich, Germany; St. Moritz, Switzerland; and Krakow, Poland withdrew from the bid process due to public referenda. Stockholm, Sweden and Oslo, Norway withdrew as well because the national governments refused to support the bid. Thus, the dynamic of the Olympic bids is changing, in that ‘developed’ nations are more often declining to bid and host the event, which locates the event in more ‘developing’ or ‘underdeveloped’ nations.

### **Literature Review and Research Question**

The IOC is the transnational governing body of the Olympic Games. It was established in 1894 (IOC, 2016) and has been managed by the members exclusively. From the beginning of the modern Olympics built upon the values of Olympism, particularly as suggested by Pierre de Coubertin, the IOC itself has strived to promote the event to the world as a shortcut to the development of the hosting town and nation. Since 1999, the IOC has initiated a new development model associated with hosting the event, represented as ‘sustainable development,’ which includes economic, social, and environmental dimensions (IOC, 2016).

Considering this historical and cultural formation of the IOC's concept of development, this paper aims to conduct a critical discourse analysis (Fairclough, 2006) of official documents/texts that have been produced exclusively and circulated globally by the IOC. Building upon Andre Gunder Frank's (1969) concepts of development and underdevelopment, the textual materials will be analyzed to gain an understanding of the explicit and implicit meanings of development. The following questions will be addressed: How does the IOC produce positive rhetoric and discourses regarding the Olympics and the development of hosting nations and towns? How does the IOC legitimize its development strategies? How does the IOC establish its relations with the National Olympic Committees and the local Organizing Committees of each Games?

The textual materials which will be analyzed are: a) the Olympic Charter created by Pierre de Coubertin for the modern Olympic Games; b) the Olympic Charter created by the IOC (the most updated version was distributed in August 2nd, 2016); and c) the report of the IOC 2018 evaluation commission.

## Expected Findings

Previous studies on the Olympic Games have focused on economic impact, with few studies centering on the IOC's construction of development ideology. Thus, the present study is expected to contribute to the literature by arguing the significance of the dispersion of the IOC's development ideology and its influence on the perpetuation of colonial/neocolonial/postcolonial governing of the IOC upon nations outside of Europe and North America.

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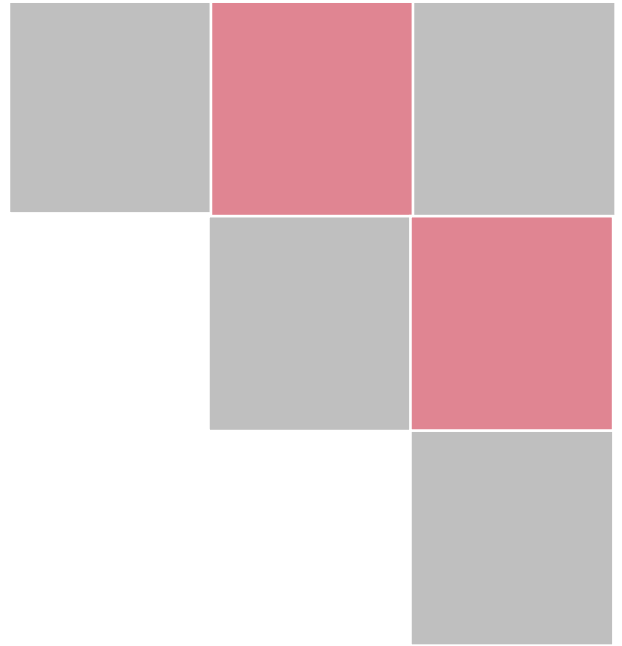
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# Education Legacy

## Papers:

- **di Cola (CHE) & Min (KOR) Developing new skills and competences in sporting value chains**
- **Vadiati (GER) The career mobilization of East Londoners through London Olympic Games 2012**
- **Tsukamoto & Takahashi (JPN) Fostering international sports management human resources - A comparison of TIAS and European sports management educational institutions**

## Developing new skills and competences in sporting value chains

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Sporting Events (SEs) have become increasingly important as they are major business events, reaching out to global audiences and involving sectors of the economy such as tourism, hospitality, services and transports. SEs constitute an opportunity to: a) developing employability skills through sport to fit labor market demands in particular in sport, services and tourism sectors; b) implementing decent work agenda (SDG 8) by using sporting events as value chains. So far, the opportunity for developing skills for employability in sport is largely under-utilized. ILO research on development of skills through sport pointed at the: a) importance of soft and employability skills in MSEs b) relevance of such skills for labor market entrance; c) skills in sport has multiplier effect and can fit the labor market requirements. The justification for such an approach is enshrined in the increasing mismatch of skills experienced by the labor market in general and in sport in particular and from the lack of coordination between international and national policies and in particular between SDGs and Sport Sustainability Strategy and Agenda 2020 with consequent inability to implement both. The response to the needs assessed by the ILO is therefore focus on: a) policies aimed at reducing skills mismatch by using sport skills multiplier in and through sport and b) knowledge of international/ national policies that would facilitate such policy and program implementation; c) training programs validating the above assumptions.

### Literature review

There is growing interest in identifying skills from sporting events and in value chains, but little evidence, except for studies, local training activities and surveys conducted by the International Labor Office (ILO). The European Commission (EC) and recently the Slovak Presidency of the EU, have looked into the matter first by organizing a Conference, held in Bratislava in July 2016, and then by commissioning two reports on: a) qualifications in sport (2016) and b) employability of young people through sport (2017). It should also be noted that in 2008 the EC conducted a study on the opportunities to develop tourism and through sport and cultural events involving MSEs and reached the same conclusions of the ILO on developing skills and competences along value chains. More recently the IOC has adopted a Sustainability Strategy with as a priority skills through sport as part of legacy in the workforce pillar (five pillars of the strategy). UNESCO MINEPS VI Draft Declaration also mention the need to include skills and competences in the entire cycle related to physical education and sport involving teachers training.

### Method

The ILO together with local stake holders and academic partners has worked on a set of employability skills, which were: a) identified from a survey of 260 sport projects; b) compared with internationally recognized employability frameworks (i.e. Commonwealth Framework for Employability); c) tested in training activities carried out in countries across regions; d) validated the results against highly standardized sporting events. Such work was published in "Beyond the Score Board...", ed. By G. di Cola, 2006". The first conclusion was that sport/tourism value chains could be instrumental as a "skills multiplier" to access the labor market. Moreover it was noted that such skills were intrinsic to decent work and they would fit employability requirements beyond sport value chains. In this respect, after a number of training activities across regions and applied



research on professional sporting events, a validation exercise was carried out in Switzerland. All of the above work was also published in *Travail décent, Développement local et Sport*, ILO, 2008.

## Results

Results showed how to: a) produce a value chain from a standardized sporting events; b) identify competences and skills; c) move/use them across from a local to a global value chain (see tables I, II, III in the annex 2). They also showed how important was the institutional setting in support to sporting events and MSEs (see annex 1.1). A training program (course description attached) resulted from the above efforts. It is based on the : a) identification of skills able to develop national policies out of global agendas recommendations (SDGs related) ; b) recognition of skills in sporting value chains and in their innovative multiplier; c) development of skills requirements applied to sporting events and sport value chains. The target groups of such training course, with respect to sporting value chains, are: a) officials in the COGs and b) selected group of workers for the delivery of Games and c) volunteers of MSEs. The target groups, from the sport sector in general, are: a) PE teachers; b) coaches and c) athletes transitioning from competition into the labor market and finally d) sport Ambassadors.

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## The career mobilization of East Londoners through London Olympic Games 2012

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After 30 years of 'regeneration', East London could be regarded as "the Laboratory site of social experiments in community development that incorporates a mix of wealth and poverty, high and low rise and social inclusion and exclusion" (Imrie et al 2009). Within this context, London Olympic Games 2012 has been used as a catalyst for the regeneration process (Poynter and MacRury 2009) and as a once in a lifetime opportunities for local community in East London. Hence, one of the main commitments of the London 2012 strategy framework was to mitigate the impact of recession on East London employment through providing jobs, training, and career prospects. On the other hand, the project nature of Olympic Games is highly complex, risky and prestigious, under the worldwide scrutiny, which make the host city and the Olympic deliverers to give a considerable priority to transnational elites over the local workforce.

### Research question

The concept behind the research question is originated, at one hand, in the Neoliberal Hegemony toward Mega events as the accelerator for urban development, and in another hand in the empirical reality of barriers for local peoples to leverage from the career opportunities. Thus, it broadly questions the capacity of mega events in linking the global professional market to the local labor market, leaving positive employment legacy for the host city. Meanwhile, the research context is London, as the great example of a global city, with unequal segments of west end and East end. Therefore, the research question, in particular, explore the way that London Olympic Games 2012 acted as a re-configuration platform among global professionals and Local East Londoners in terms of employability, network and aspiration. To be specific, the concrete question for this study is: how have the London Olympic Games 2012 impacted the career of Local East Londoners?

### Methodology

The research questions have been examined through 1-reviewing the academic journals and evaluation reports on Olympic employment 2: qualitative analysis of data collected through conducting interviews with eight Olympic experts and 150 locals in Olympic boroughs, which completed with LinkedIn analysis of 100 profiles.

### Results

The findings of this study reveal that although the target numbers of Olympic Employment programs of London 2012 have been mostly met, but the employments for locals were just in the lower skilled job sector. In the professional labor market of London 2012, the recruitment proceeded very exclusively, reluctant to put any risk in delivery of the event by taking people outside of their 'trust circle'. It concludes that the legacy building of London Olympic Games 2012 shows particular pitfalls in facilitating the transnational labor market of Olympic, in terms of policies and programs, to be inclusive toward the local communities.

The main outcome of this paper is an effort in unpacking the reality of career 'winners' and 'losers' throughout London Olympic Games 2012, by showing how the Olympic Employment Legacy programs translated into action and inaction among Local East Londoners.

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**Niloufar Vadiati** a doctoral candidate in Urban and Regional Economy at the HafenCity University Hamburg and a recipient of the DAAD PhD Scholarship. She received a B.Sc. in Urbanism from University of Tehran and M.S. in International Planning from University College London (UCL). Her main PhD research is about the reflection of Mega Events on socioeconomic trajectories of local communities, with a specific focus on Career Legacy of London Olympic Games 2012 on Local East Londoners. Prior to entering the program, she worked at UIRM, Iran as lecturer and AKid Ltd as an Urban Planner in UK. Her four-year academic experience in Mega Events research field is primarily related to examining the urban consequences of event related interventions among local communities.

## Fostering international sports management human resources - A comparison of TIAS and European sports management educational institutions

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### Background, Aim of the research

Historically, the study of sports has been categorized under the field of “Physical Education” in Japan. The first meeting of the Physical Education Administration Society was held in 1953 and this organization later became the Japanese Society of Management for Physical Education and Sport in 1984 (Takahashi 2016). More recently, some universities and graduate schools have sport management faculty.

As host of the 2020 Olympics and Paralympics Games, Japan has expanded the Sports for Tomorrow (SFT) project, fulfilling their promise to the International Olympic Committee (IOC) and the world. The SFT project consists of three key elements one of which is the establishment of sports academies. This project is administered by the Tsukuba International Academy for Sport Studies (TIAS). TIAS offers classes in English and is the first in Japan to develop international sport management personnel.

In Europe, sport management graduate schools that foster personnel for international sport organizations were established around 2000 with the support of the IOC and FIFA. The systems of these graduate schools in Europe are led by sport organizations in cooperation with universities. Harada presented a rough outline of the FIFA Master; Executive Masters in Sport Organizations Management (MEMOS) and Executive Master in European Sport Governance (MESGO). In Europe, not only organizations and associations that control sports, but also teams and clubs, understand the importance of management.

This study will reexamine the history of Japanese sports management education, compare the TIAS education with traditional Japanese sports management education, and clarify the sports management human resources image required by TIAS. Furthermore, the organizational structure of TIAS and European sports management educational institution will be compared as well as the development of international sports management human resources.

### Methodology

Research methods: semi-structured interviews, data collection from the Internet, and collation of brochures

Program	Target	Affiliation	Interview Date
TIAS	A	Secretariat executive	01/04/2015
AISTS	B	Secretariat executive	21/04/2016
FIFA Master	C D	Secretariat executive Staff	07/05/2015
MEMOS	E	Secretariat executive	05/05/2015
MESGO	F	Secretariat executive	18/04/2016

## Results and Implications

1. Outline of educational content and method: TIAS open place, year of establishment, student capacity, tuition fee, administrative organization, graduates' career path. Also, as a feature of the curriculum, the name of the degree, the characteristics of the curriculum, the schedule and lecture form, lecture content, and the sports management human resources required for TIAS will be clarified.
2. Comparison of the organizational structures of educational institutions for sport management: The organizational structures of educational institutions in Japan and Europe and how they chose particular structures were identified. Also, the differences between Japanese and European educational institutions for sport management were clarified by comparing their roles, operational methods, budgets, and accounting.
3. In Europe, it has been revealed that sports organizations and universities collaborate to develop international sports management human resources, making laboratory or graduate degree programs. The objective of master programs in Europe is to train practitioners, and the achievements of outlets that produce immediate fighting talents to sports organizations are important, so strategic alliances with sports organizations will make it difficult to imitate other graduate schools, and it is important for master program in Europe to maintain competitive advantage.
4. The advantage of the organization structure of AISTS is that it is a foundation corporation so it can be operated independently. Although university professors and staff are not receiving salaries for MSA, they are highly flexible. However, one problem is where the procedures for three universities to obtain degrees are complicated.
5. The advantage of the organization structure of FIFA master is that the four foundation members continue to support CIES. It seems that the foundation structure is considered very suitable. However, the disadvantage is that the degree is awarded by three universities. It seems that it is difficult to organize it because the systems are different among universities.
6. The advantage of the organization structure of MEMOS is that the Olympic Solidarity is the main body and the Steering Committee runs the program. It seems that differences in policies and institutions when giving degrees to multiple colleges and universities multiple, complex administrative procedures are required, but such troubles are avoided in MEMOS.
7. The advantage of the organization structure of MESGO is that since one university is leading the operation, the office work becomes simple.
8. In Japan, master programs in Japan reflect a management system with one university and one organization. There is a lack of affiliation between the "expertise" of the person in charge of the educational institution for developing sport management personnel and the "sports organization" in Japan.

## Conclusion

In this study, we analyzed the organizational form of educational institutions for sport management in Europe and Japan. One of the important success factors for sport management in Europe is that sports organizations and universities collaborate to develop international sports management human resources, making laboratory or graduate degree programs. Because of that, European students will be able to build a strong network, and educational institutions such as universities can play an important role. It was found that the organizational structure of European educational institutions is designed to help alumni find jobs from the viewpoint of the organizations' roles, operational methods, budgets, and accounting.

On the other hand, in Japan, it has become a management system with one university and one organization, and it became clear that it is difficult to create external network effects and destinations for graduates. Building a framework of cooperation between “education and practical business” is an issue, and there is a need for practical learning outside of school, such as through internships. In addition, although it is rare that Japanese educational institutions of sports management educational institutions are required to certify degrees, it has become clear that educational institutions in Europe certainly require degrees certification. The reason is to clarify the present situation of European countries that recognize the importance of degree in getting a job and Japanese society that is not so.

In the Sport for Tomorrow program, Japan has established "establishment of an international sports human resource development base" that is conscious of "globalization", and it is advanced from the viewpoint of organizational structure and governance, which is a method of education program and graduate school of Europe We should learn from such initiatives

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**Takuya Tsukamoto** graduated from Ritsumeikan Asia Pacific University and joined Dunlop Sports Enterprise Co., Ltd. in 2007. He was responsible for planning and managing numerous golf tournaments including the Dunlop Phoenix. Admission to AISTS Mastering Sport (Switzerland) established by the International Olympic Committee (IOC) in 2013 and managing in sports management. Starting in 2014, joined the "Sport for Tomorrow" program to promote the Japanese government's promotion of sports and the Olympic Movement, launching “TIAS”, the first international sports academy in Japan and engaged in overseas public relations. In the same year realized the signing of a MOU between AISTS and TIAS. In the same year, founded the "Tsukuba International Academy for Sport Studies Association" to provide consulting services to companies, and concurrently supervise the administration of the secretariat. 2017 enrolled in the Doctoral Course at University of Tsukuba Graduate School of Human Sciences, Sport and Wellness promotion degree program.

**Yoshio Takahashi** graduated Master's program of the University of Tokyo in 1994, and became Assistant professor of Nagoya University in 1998-2008, and finally became Associate professor of the University of Tsukuba from 2008. His research interest is migration of Japanese athletes. He is especially interested in reasons of their migration. He had published the cases of male baseball and soccer players and the case of female soccer players. He also tried to analyze the relationship between migration and career development. The number of players who move to Asian countries is rapidly increasing. The new market makes them move to developing football countries. He is watching real change of the situation around the Japanese players.