

2016

8th INTERNATIONAL SPORT BUSINESS SYMPOSIUM

ABSTRACTS

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INTERNATIONAL SPORT
BUSINESS SYMPOSIUM

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**Estácio University - Campus Tom Jobim
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Rio de Janeiro - RJ, 22631-004
Brazil**



8th INTERNATIONAL SPORT BUSINESS SYMPOSIUM

The Olympic Games are the most prestigious sport event in the world, which provides 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, does come with the possibility of negative effects during 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, that should also be considered when hosting the Games.

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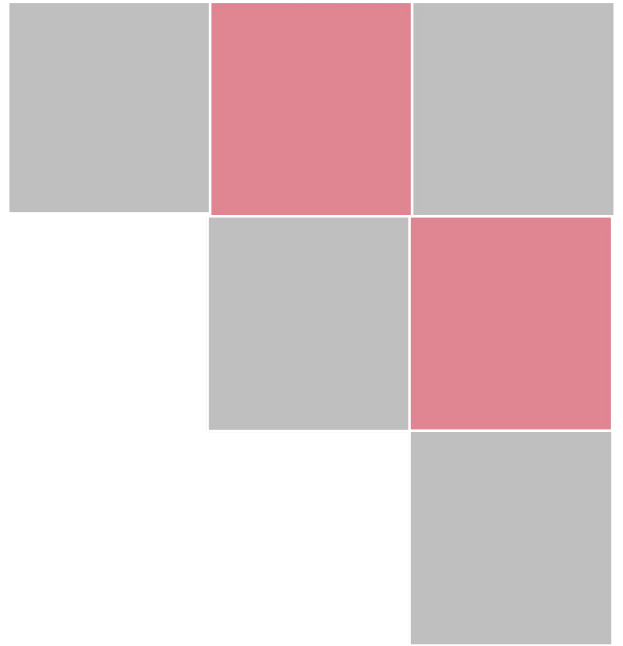
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Agenda 2020

Papers:

- **Dubinsky & Dzikus (USA) The reflection of Agenda 2020 in the coverage of the 2008 and 2012 Olympic Games by Israeli journalists**
- **Campestrini & Harris (BRA) Sport Business Platform: Developing a Model for Sustainable Demands**

The reflection of Agenda 2020 in the coverage of the 2008 and 2012 Olympic Games by Israeli journalists

Yoav Dubinsky, University of Tennessee, Knoxville, ydubinsk@vols.utk.edu

Lars Dzikus, University of Tennessee, Knoxville, ldzikus@utk.edu

Introduction

This research compares the coverage of Beijing 2008 and London 2012 and how issues from that coverage reflected and shaped some of the 40 recommendations of Agenda 2020 (International Olympic Committee, 2014). The last two summer Olympic Games before Agenda 2020 represent different philosophies of how to host Olympic Games and how to approach international media, while setting new records of exposure. While Beijing used the Olympic Games as a demonstration of power, London used them to renovate poor areas of the city, focusing on sustainability and community engagement. Issues compared between the coverage of the two Olympic Games were addressed in some of the 40 recommendations of Agenda 2020.

Literature Review

Hosting mega events and especially the Olympic Games embody opportunities, but also risks. Hosting countries and cities try to use the Olympic Games to renovate infrastructure and build new facilities (Preuss, 2015), leverage local businesses and new technologies (Chalip & Leyns, 2002), leverage tourism (Weed, 2008), improve the local and international political and social image and show superiority on the sports field (Shaw, 2008). The Olympic Games also serve as a tool for cities, regions, states and countries to improve their destination brand, the images of their products (Nadau, O'Reilly & Heslop, 2011) and reposition themselves to become global cities (Whitson, 2004). However, Olympic Games also embody social, economical and political risks, which resulted in financial losses, White Elephants, local and international demonstration and with several hosting communities to vote against bidding for the game in local referendums.

Methods

This research analyzes how Beijing and London were represented in 390 articles written by Israeli journalists who covered both the 2008 Olympic Games and 2012 Olympic Games. These journalists were selected mostly as they were foreign journalists, thus covering both the 2008 Beijing Olympics and the 2012 London Olympics for foreign audiences, where neither English nor Chinese are the first languages. Secondly, these journalists were selected for being experienced and working long enough in the field covering two Olympic Games, so there is a base for comparison. The analysis compares different categories coming out of place branding research that are reflected in Agenda 2020 such as: the organization, the culture, facilities, security, economy, environment, community involvement, and socio-political issues.

Main Findings

Both organizing committees were complimented and criticized on different issues. With Beijing 2008, most negative references were towards the government; Human rights violations, politics, lacking a democratic culture and spending of public money on impressive giant venues that will be left as White Elephants after the Games. Those issues were mostly raised prior to the Opening Ceremony and in the conclusions after the Closing Ceremony. The organization itself was complimented by athletes and journalists for delivering exceptional Games. With London 2012 the references towards the British government were usually positive but the organizing committee received criticism for not being prepared enough and less strict and less punctual than in Beijing, especially during the first week of the competitions. The confusion was also pointed out by athletes during their interviews. In the coverage of London 2012 the public's engagement got more exposure, illustrating British authorities as open and the organization as transparent, trying to deliver sustainable, people-oriented games.

Conclusions

The significance of the research is to show what international journalists focus on when covering Olympic Games and how those issues were addressed in Agenda 2020. Key issues of Agenda 2020, such as the importance of community engagement, sustainability and culture were all reflected in the articles. Yet, while criticizing gigantism and public spending, the overall coverage was very much impacted by how the Olympic Games were practically delivered.

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Yoav Dubinsky is a PhD student and graduate teaching associate in the department of Kinesiology, Recreation and Sport Studies at the University of Tennessee focusing his research on the role of sports in Israel's public diplomacy. He holds an MA degree in sports management and Olympic Studies, an MA degree in Political Communications and a BA degree in Political Science. As a journalist he covered hundreds of national and International sports events in Israel and abroad including the 2008 Beijing Olympic Games, the 2012 London Olympic Games and is an accredited journalist for the 2016 Rio Olympic Games. He has been involved with the International Olympic Academy and other international organizations, promoting peace through sports.

Lars Dzikus is an Associate Professor in Sport Studies at the University of Tennessee. He received his master's and doctoral degrees with a specialization in cultural studies in sport from The Ohio State University. Dr. Dzikus' primary research interests lie in sport and globalization (e.g., diffusion of American football to Europe), sport and religion (e.g., collegiate sport chaplains), and sport and violence (e.g., sexual abuse in youth sport). He has published in *Sportwissenschaft*, *Journal of Sport and Social Issues*, and *The Sport Psychologist*, among others, and teaches graduate courses in Sport Studies. Dr. Dzikus has assisted German professional soccer teams visiting the United States as a translator and liaison. The teams included Hamburg SV, Bayer 04 Leverkusen, FC Nürnberg, and the women's national team of Germany.

Sport Business Platform: Developing a Model for Sustainable Demands

Geraldo Hruschka Campestrini, Rio de Janeiro State University, *geraldcamper@terra.com.br*
Elizabeth Harris, Rio de Janeiro State University, *beth.edfisicauerj@gmail.com*

The conception and construction of this study stem from the necessity of having more detailed analysis on business deals that support sport management. As such, the objective of this investigation is to develop a model for practical use that can relate sports activities with business opportunities.

Methodologically, we conducted a systematic review of strategic planning documents developed between 2011 and 2015 by a large Brazilian sports consultancy company for twelve different clients: two sports practice entities, one sports administration entity, two hosts of international events, four private companies and three governmental organizations. Initially, the documents went through content analysis in order to describe management procedures and methods focusing on the companies and institutions put together for this research; this particular document organization by content was based on the methodology recommended by Edwards & Skinner (2009).

In addition, the systematic review consisted of an overview of the 12 sport strategy proposals interfaced with business as referred to the following research question: what sort of operational model is able to select, synthesize and appraise relevant evidence with the finality of reinterpreting the business-oriented sports development?. Thus far, the result of the systematic review focused on an acting profile common to the 12 cases which separated the strengths and the weaknesses of the organizations of a sporting nature in their relationship with private and public entities, the media and fans. On the organizations' side, a protection of their core business was evident in the historic context of each analyzed case. Furthermore, the meaning of sports management involves an eminently sporting reality due primarily to inherent characteristics of sports and secondly to business, as previously identified by Pires (2007).

Still regarding strengths and weaknesses, it was identified that the latter tend to involve a general absence of dialogue with the external environment, contrariwise to Olympic Agenda 2020 (International Olympic Committee, 2014), which propose that there be closer relationships between sport and social and communitarian institutions. Indeed, the interest of non-sporting organizations in associating themselves with sport and modifying their conducts in order to amplify their capacity to attract people and bolster their gains – a tendency predicted by Gratton & Solberg (2007) - is now a common target for these institutions that have associated sport with business.

In essence, the identification of a relationship model for sporting activities and business opportunities has implicated in the possible insertion of the strengths and weaknesses observed in the 12 cases in a platform with a holistic business view, composed by the interests and interdependent relationships of the various stakeholders involved. This hypothesis branches out from the "platform" solution, a high efficiency technological tool for the management of information, people, resources and various institutions, as described by DaCosta (2016).

Coherently, the systematic review also emphasized three factors that are related to stakeholders and common to all of the cases that were analyzed: project, content and sport, with the first being a way to integrate sport and business; the second being a synergetic bond in the integration and the third, the final product of the relationship that was produced and managed. Arguably, we noticed that the framework that best translated these relationships arose from the design of that which could be denominated "sport business platform" on account of technological mainstream here already identified as a profile of updated companies.

In conclusion, the project-content-sport model allows a practical explanation of the interdependent participation of each participating entity in the sports-business relationship. In theory, though, in order to be developed, this model might be tested based on social and economic sustainable demands, again a central condition found in Olympic Agenda 2020.

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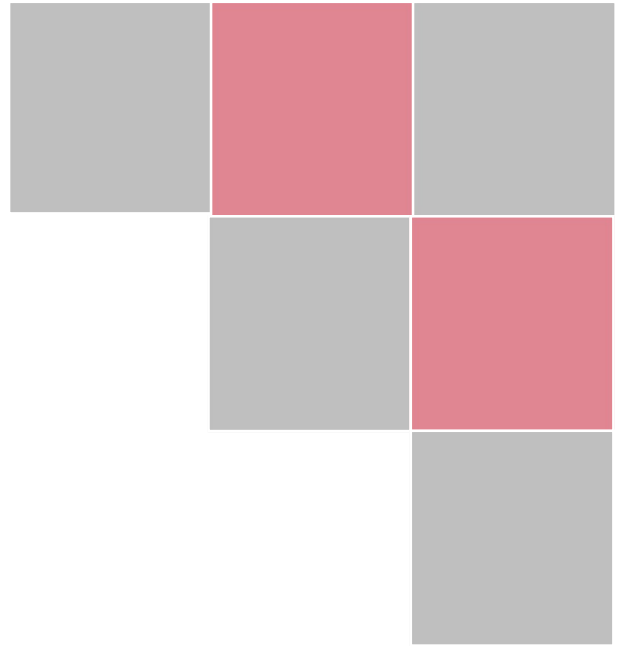
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Geraldo Ricardo Hruschka Campestrini is a doctoral student in Sport Management at the State University of Rio de Janeiro (UERJ). He received a M.S. in Sport Management from Faculty of Human Motricity, University of Lisbon. His main research interests are sport business, sport sponsorship and economic impact of sport. Alongside the academic activities, he also works on advisory activities to sports entities, companies and public bodies in the design of strategic plans, business plans and specific projects in sports. His ten-year professional experience in the marketing research field is primarily related to examining the business and sport management related to sports governing bodies.

Elizabeth Rose Assumpção Harris is a Master's level student in Exercise Sciences at Rio de Janeiro State University, entering the program directly after her undergraduate studies. She has received a Bachelor's degree and a Licentiate degree in Physical Education from Rio de Janeiro State University. Her main research interests are aging, public policies, exercise program enrollment and abandonment and education. She is also interested in the impacts caused by mega-events in the areas that host them. Her three year research experience is primarily related to the psychosocial aspects of Physical Education, Exercise and Sport.



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Policy & Rules

Papers:

- **García (GBR) Mega-Events As a Platform for Global Cultural Policy**

Mega-events As a Platform for Global Cultural Policy

Beatriz García, University of Liverpool, *Beatriz.Garcia@liverpool.ac.uk*

The notion of 'mega-events' has attracted considerable academic attention since the late 1990s, starting within leisure, sport management and tourism-related disciplines but progressively expanding into sociology, geography and communication studies to name just a few of the most dominant disciplines. This paper interrogates the mega-event hosting phenomenon from a cultural policy perspective, noting it offers significant grounds to discuss the effects of globalization on cultural practices and narratives (see Garcia 2012).

The paper asks the questions: in which ways can the Olympic Games shape global cultural policy trends? How do local versus global tensions in mega-event hosting processes play out from a cultural point of view?

The paper considers the interdependence between local and global agendas (Roche 2000, Rowe 2003), the reliance on global media conglomerates to project (as well as finance) event narratives (Mirrlees 2013) and the importance of myth-building and collective cultural meaning production to frame what is often articulated as a 'once-in-a-lifetime' opportunity to tell stories of place and community that can resonate across the world (Garcia 2015, 2016).

The paper focuses on Olympic Games editions over the last 30 years, and notes the way in which cultural policy issues have been viewed (or ignored) by its umbrella organisation, the International Olympic Committee (IOC), during most of its 100 year history. In particular, the paper discusses the contrast between the strong relevance of a cultural agenda for local event stakeholders and the low priority given to cultural policy amongst the event global stakeholders (Garcia 2012, 2016).

The paper builds on fieldwork and desk research conducted over the last 15 years in nine Olympic host cities. It focuses on the experience of three cities across 3 decades: Barcelona as host of the 1992 Games, Sydney as host of the 2000 Olympic Games and London as host of the 2012 Games. It shares key findings emerging out of i) the analysis of official Games cultural rhetorics – as presented by local cultural policy stakeholders in published as well as internal (strategic) cultural programme documentation and personal interviews; ii) content analysis of programme representations via national as well as international press media; and iii) analysis of cultural policy appropriation (or dismissal) by global Olympic stakeholders (i.e. the International Olympic Committee) as evidenced in subsequent Games cultural guidelines and recommendations.

The paper ends with a reflection about the implications of establishing, for the first time, a coherent Olympic cultural policy framework, as proposed by the IOC as part of its Olympic Agenda 2020 (IOC 214). Such proposal could change the way mega-events operate in future and the way host cities engage with cultural policy-making as a bridge between local and global agendas.

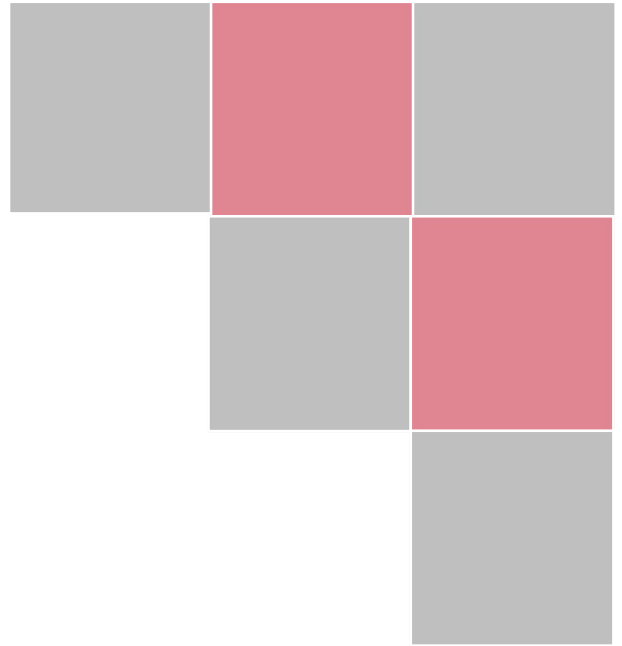
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Beatriz Garcia is Head of Research at the Institute of Cultural Capital and Senior Research Fellow in Communication at the University of Liverpool. She has been at the forefront of debates around the rhetoric and impact of major events and cultural regeneration in cities since 1998. Beatriz grew up and was educated in Barcelona, specialising in international communication policy, city marketing and cultural policy research. She completed her studies through academic exchange years in the UK, France and Australia. She has conducted fieldwork on the cultural dimension of every Olympic Summer and Winter Games since Sydney 2000 and on all European Capitals of Culture since Liverpool 2008. Major research programmes directed by Beatriz include the legacy evaluation of the four-year UK-wide London 2012 Cultural Olympiad; a review of all available evidence on the first three decades of the European Capital of Culture programme (ECoC); the pioneering Impacts 08 programme on the multiple impacts of Liverpool as ECoC 2008; and the first comprehensive study of the 20-year legacy of bidding and hosting an ECoC, focusing on Glasgow 1990. Beatriz is a member of the IOC Culture & Olympic Heritage Commission and has been funded by Research Councils UK, British Academy, Arts Council England, English Heritage, European Parliament, European Commission and the International Olympic Committee. She is author of numerous publications on the cultural dimensions of mega-events, including: 'The Olympics. The Basics' and 'The Olympic Games and Cultural Policy' (both with Routledge, 2012).



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Media & Others

Papers:

- **Lo Presti (AUS) Shifting from a human centred to a socio-technical perspective: The social media network of Rio2016**
- **Pedras, Taylor & Frawley (AUS) Delivering a double mission: impacts of elite sport priority in participation sport. The cases of the Australian and Portuguese Triathlon Federations**

Shifting from a human centred to a socio-technical perspective: The social media network of Rio2016

Veronica Lo Presti, UTS Business School, University of Technology Sydney, *Veronica.LoPresti-1@uts.edu.au*

Purpose

The purpose of this paper is to discuss how sport could progress alongside a changing society, considering the increased relevance of social inclusion in sport and the enrolment of technology. Specifically, this paper seeks to identify the agencies within the social media network of Rio2016, the way in which these interact and the way in which 'through associations and re-associations' (Latour, 2005, p. 7) these design the social media network and its influence on social inclusion.

Design/Methodology/ approach

The paper provides a conceptual discussion of the issue of social inclusion, considers the increased relevance of it in international organisations (UN, 2015; UNESCO, 2015) and in the Olympic movement (LOCOG, 2004; Rio2016, 2009, 2013) through the socio-technical components revealed by Actor-Network Theory (ANT). In the context of the social media of Rio2016, the relationships between actors and actants are examined in the quest to identify the agencies within the (Olympic movement) and also their relevance in designing a network between sport and society which might strengthen sport in society and facilitate social inclusion.

Data collection and analysis

Data will be collected from social media of Rio2016 and will consider as point of interest the volunteers' official Facebook page of volunteers. The identification of those using the volunteers' official Facebook page, the exploration of the ways in which the page was designed and the analysis of how technology mediates associations will inform this study. Data collection and analysis will be interactional and will address the way in which network reassembles social inclusion.

Conceptual perspective

The paper provides a novel socio-technical approach to the social media network of Rio2016 by identifying the agencies that interplay in the social media network at Rio2016. It does so by shifting from a human centred to a socio-technical approach in the context of social media. This paper emphasises the application of a socio-technical approach in a context in which sport and society meet. While through a human-centred perspective, social media is commonly used by the Games organisers to engage with the outer world and conceive technology exclusively as a means, the socio-technical perspective highlights not only the humans (actors) but also the means and ways that actively make possible the existence of the network and the ways in which interactions occur. Moreover, the socio-technical perspective benefits the network, specifically to the interactions between actors and actants (Latour, 2005) and the interactions between actors. Through the adoption of the shift in perspective, actants from a marginal and instrumental function move to have a central and active function in the network. The adoption of the novel approach also provides insights on how the interactions within the network occur. Social media is point of confluence where society and sport come together. This creates the network in which actors and actants enact practices. The paper also enhances the understanding of social inclusion as a result of taking into account this confluence.

Social implications

By exploring the socio-technical components of society, the paper reflects on how adopting a different perspective is possible, not only to find out about elements otherwise overlooked (agencies) but also that the socio-technical society could facilitate social inclusion.

Originality/ Value

A novel socio-technical approach to sport and particularly to the Olympic movement and its relationship with society is provided.

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Veronica Lo Presti is a doctoral student in Management at the University of Technology Sydney and current recipient of the 2015 UTS International Research Scholarship (IRS) and of the 2016 UTS Business Doctoral Scholarship. She received a B.A. in Sport Science and a M.B.A. in Sport Management at the University of Palermo. She also pursued a Dual Master Degree in International Sport Management at London Metropolitan University (UK) and at SUNY Cortland (NY) which culminated respectively in a published thesis on accessibility and universal design on two major sport events London 2012 and Toronto 2015. This resulted in an internship-research in inclusive sport at the IHCD in Boston. She is interested in social inclusivity through sport, particularly in determining the potentiality of Universal Design in society and in the sport context. Her research areas span social inclusion, accessibility policies, and safety regulations within sport environments, design thinking and diversity management.

Prior to entering the program, she worked as a supervisor at the London 2012 Olympic Games and as a steward at the Lord's Cricket Ground in the 2012 season for the International Series and Twenty20 matches. Veronica has been also directly involved in sport as athlete as she played volleyball for fourteen years. Her sport activity was coupled with teaching physical education and running projects for CONI and the European Union in schools. Her experience in the field, both nationally and internationally convinced her to further explore the intersections between disciplines which are still unexplored and the interactions between people and their environment. The paper presented is a reflection on these interactions in the context of social media at the Rio2016 Games.

Delivering a double mission: impacts of elite sport priority in participation sport. The cases of the Australian and Portuguese Triathlon Federations

Loïc Pedras, University of Technology Sydney, *loic.pedras@uts.edu.au*

Tracy Taylor, University of Technology Sydney, *Tracy.Taylor@uts.edu.au*

Stephen Frawley, University of Technology Sydney, *Stephen.Frawley@uts.edu.au*

The research aims to identify the impacts of prioritisation and rationalisation of elite sport policy in the delivery of participation sport by the Australian and Portuguese Triathlon National Federations (NFs). Contemporary governments seek both success in elite and mass participation (De Bosscher, Sotiriadou, & Van Bottenburg, 2013; Shilbury, Sotiriadou, & Green, 2008). To achieve it they establish policy and resource priorities, delegating policy execution and funding to the NF – key actors in sport development delivery (Green, 2007; Hylton & Bramham, 2008). NFs are highly dependent on public funding (Green, 2007; Phillips & Newland, 2013), thus vulnerable to the government's priorities that mostly concentrate on elite sport (Green & Collins, 2008; Houlihan & Green, 2008; Phillips & Newland, 2013).

Some nations' elite success is seen as best practice (Bergsgard, Houlihan, Mangset, Nødland, & Rommetvedt, 2007; Houlihan & Green, 2008), resulting in a global and "growing trend towards a homogeneous model of elite sport development" (Oakley & Green, 2001, p. 91). Many countries also raise their investments in elite sport expecting return on investment though increasing competitiveness in major events, closing a vicious cycle of spending to maintain or improve elite performances (De Bosscher, De Knop, Van Bottenburg, & Shibli, 2006).

Further policy rationalisation includes: talent identification programmes, with disinvestment in grassroots; subsidies allocation to NFs with elite results and further funding concentration in strategic sports with higher success possibilities (Australian Institute of Sport, 2015; Comité Olímpico de Portugal, 2014; Own the Podium, 2014; UK Sport, 2014). This double selection signifies no or little support for all other sports, jeopardizing affected NFs sustainability (Green, 2007; Houlihan & Green, 2008; Oakley & Green, 2001; Phillips & Newland, 2013). Affected NFs then take decisions to develop elite sport to be competitive and secure public funding, ignoring participation (Houlihan, 2005). The emergent market of participation sport can lead to financial sustainability. However, ignoring this market could result in event enterprises profiting from this business opportunity (Phillips & Newland, 2013). Hence, understanding the impacts of elite sport policy prioritisation and rationalisation in participation sport is key (De Bosscher, Bingham, & Shibli, 2008).

The research uses an institutional theory perspective. In particular, the recent scholarship in institutional logics, as organisations achieve legitimacy complying with the requirements from their field actors (e.g. the government) (Thornton, Ocasio, & Lounsbury, 2012); and institutional complexity when such demands are multiple and conflicting (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011). As so, NFs strive to deliver two often competing agendas – elite and participation sport, and comply with the government's demands from an elite sport policy priority (Green & Collins, 2008; Skirstad & Chelladurai, 2011). As institutional complexity manifests in tensions (Greenwood et al., 2011), the research focus on the challenges that impact NFs' structure and strategies. For instance, to understand to what extent the elite public pressures affect NFs' capacity to organise participation events and/or constitute a dedicated participation department. A longitudinal and comparative case study was undertaken using the Australian and Portuguese Triathlon NFs. The research applies a 'polar types' theoretical sampling approach (Eisenhardt & Graebner, 2007), given the significant differences in the elite sport policy between the two countries (e.g. Australian sport policy is more prioritised, specialised and rationalised). The ongoing data collection includes semi-structured interviews to NFs key informants and document analysis such as: NFs annual reports and strategic plans, policy, legislation and other key documents. Implications for sport management research, practice, and education are discussed.

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Loïc Pedras is a doctoral student in Management at the University of Technology Sydney and a recipient of the xx graduate school fellowship. He received a BSc in Sport Sciences and Physical Education and Hons in Sport Sociology from the University of Coimbra. He has also received a MLaw in Sports Law and an Executive Master in Sport Organisations Management (MEMOS-International Olympic Committee) from the INEFC (University of Barcelona/Lleida). His main research interests are institutional theory, sport development and sport organisations, in particular change and organisational responses to institutional complexity. He is the founder/director of the sport social enterprise SportImpact. Prior to entering the program, he worked at the Portuguese Olympic Committee as Sports Director. His ten-year professional experience in the sport management field is primarily related to the Olympic Movement and the management of its organisations and events.

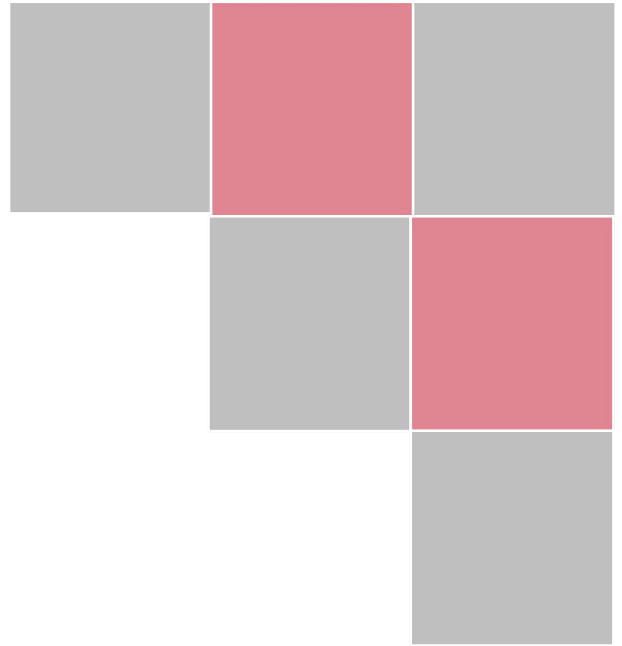
Tracy Taylor is a Professor of Sport Management, with a particular focus on human resource management and executive leadership development. Her research covers the areas of cultural diversity management in sport, volunteer management, and sport and security. Professor Taylor worked with the Australian Paralympic Committee re strategies for improving disability participation in sport, with the Australian Rugby Union re strategies for retaining volunteers, and with the state government on increasing sport participation of women from culturally and linguistically diverse backgrounds. She is currently on the IOC Athlete Learning Gateway Advisory Board, and the Australian National Rugby League Research Board. Professor Taylor holds a senior management position at UTS, Deputy Dean of the Business School, which operates internationally recognised sport management programs. She is also a Professor in the MEMOS program.

Stephen Frawley:

- Director - Australian Centre for Olympic Studies
- Doctor of Philosophy (Sport Management) Griffith University, Brisbane, Queensland, 2011
- Master of Arts (Sociology) University of New South Wales, Sydney, New South Wales, 1995
- Bachelor of Leisure Studies University of New South Wales, Sydney, New South Wales, 1993
- University of Technology Sydney, Australia (2003 - Present)
- Sydney 2000 Olympic and Paralympic Organising Committee (1998 – 2001)
- Sydney Harbour Triathlon and Road Race Series (1992 – 1998)



INTERNATIONAL **SPORT**
BUSINESS SYMPOSIUM



Bidding

Papers:

- **Maennig (GER) Olympic Games as a news shock. A theoretical or empirical innovation to economic evaluation?**
- **Brownell (USA) Olympic Games and the Decline of the West? Why the West's Concerns about Olympic Bids are Misguided**
- **Rao (IND) Time to Host Olympic Games in India: An Opportunity and Several Challenges**
- **Knott (RSA) Leveraging nation branding for emerging nations from sport mega-events: Implications from the 2010 FIFA World Cup, South Africa**

Olympic Games as a news shock. A theoretical or empirical innovation to economic evaluation?

Wolfgang Maennig, Universität Hamburg, *wolfgang.maennig@wiso.uni-hamburg.de*

Bidding for the Olympic Games may cause anticipation effects - so called news shocks. We check whether the empirical implementation of the theory of news shocks innovates the evaluation of macroeconomic events. We check whether former evaluation studies missed out important aspects of leads (and lags) of effects of Olympic Games. Specifically, we use the data from the Penn World Table Heston et al. (2011) and the data from the World Bank (2011). We rerun recent analyses which claim to find news shock effects and show that these analyses may suffer from a bad control problem as well as an omitted variable bias. We show that including established determinants of economic growth determinants (Barro, 1991, 2003) and comparing the bidders to a suitable control group by using a propensity score matching to identify relevant countries may lead to a complete disappearance of news shock effects of Olympic Games.

Wolfgang Maennig is professor at the Department of Economics of Hamburg University. He was a visiting scholar at the UC Berkeley, at MIT, as well as at the Universities of Stellenbosch (South Africa) and at the Federal University of Rio de Janeiro, among others. He was also visiting scholar at International Monetary Fund in Washington, D.C., and at Deutsche Bundesbank in Frankfurt. His research concentrates on sport economics and urban issues and has been published in numerous leading academic journals. He is co-editor of the International Handbook on the Economics of Mega Sporting Events. Wolfgang Maennig has worked as an expert for many bids of large sport events, eg. the Olympic bids of Berlin 2000, Leipzig 2012, Munich 2018 and the Athletics World Cup Berlin 2009. He was Olympic Champion (rowing, eight with coxwain) at the Olympics 1988 in Seoul and president of the German Rowing Federation, 1995-2001. In 2000 he received the Olympic Order.

Olympic Games and the Decline of the West? Why the West's Concerns about Olympic Bids are Misguided

Susan Brownell, University of Missouri-St. Louis (USA), sbrownell@umsl.edu

As if to underscore a shift in the world order, all seven Olympic Games and FIFA Soccer World Cups after the London 2012 Olympics will be hosted outside the traditional Western powers: Brazil will host two of the mega-events, and then three consecutive Olympic Games will be hosted by East Asian powers – Korea (2018), Tokyo (2020), and China (2022). Western media and commentators have hailed this as a crisis for the Olympic Games and perhaps for Western liberal democracies as a whole. They are asking whether Olympic Games can now be hosted only by “dictatorships,” while Western liberal democracies are too constrained by public opposition to the huge costs.

This research utilizes an anthropological and sociological approach. The primary research method is ethnography at Olympic Games and Olympics-related congresses and meetings, along with interviews with IOC staff and insiders, organizers of corporate Olympic hospitality programs, sport journalists, and others. This is supplemented by IOC documents and conventional and new media, including Chinese-language media. The theoretical framework is drawn from sociological theories about the role of mega-events in creating large-scale “imagined communities” and serving as hubs for the transnational political and corporate elites who patronize the Games. Mega-event theory is combined with anthropological theories about ritual, ceremonial expenditure and the gift economy. Anthropologists (starting with Marcel Mauss) have long observed that humans will go into deep debt to fund rituals and ceremonies in a way that seems to contradict financial reason, but they do so because such events are essential to maintaining social networks. Face-to-face social networks linked with exchanges of hospitality may be more important to the Olympic phenomenon than was previously thought, meaning that there is a large portion of the Olympic economy that is not based on rational market principles. The global economy, along with global sports organizations, is undergoing systemic shifts that reflect the new incorporation of Asian, Brazilian, and Russian wealth. In the same week in spring 2015, the U.S. Justice Department announced an investigation of FIFA and the U.S. Securities and Exchange Commission announced a record fine levied against the world's largest mining firm, Australia-based BHP Billiton, for corrupting Third World officials through its 2008 Olympic hospitality program.

The global sports system is still largely controlled by the West, and so Asia, Brazil, and Russia are just joining a system that the West still dominates, and the West is not easily giving up its domination. So far, there have been accusations of corruption against organizations that are based in the West and headed by Westerners, but almost all of the accusations of criminal behavior have been levelled against people from outside the West. By examining the huge phenomenon of Olympic hospitality programs, I argue that the Olympic growth is in part driven by the networking needs of transnational elites who have increasingly come to believe that they must be seen at Olympic Games. This aspect of the Olympics is currently under-studied and under-reported. Instead of blaming “evil” individual sport leaders for corruption and for imposing onto citizens unfair financial burdens, we should conduct a social scientific analysis of the structures that underpin the recent explosive growth of what is truly a global system – namely, a growing integration of the global political economy accompanied by the imagination by ever-greater numbers of people that they are members of a single, worldwide community of humans.

Susan Brownell is Professor of Anthropology at the University of Missouri-St. Louis. Her main interest is contemporary Chinese society with a focus on sports and mega-events (Olympic Games and World Expositions). She is the author of *Training the Body for China: Sports in the Moral Order of the People's Republic* and *Beijing's Games: What the Olympics Mean to China*. She is editor of *The 1904 Anthropology Days and Olympic Games: Sport, Race, and American Imperialism*, and *From Athens to Beijing: West Meets East in the Olympic Games*. She is co-editor (with William Kelly) of *The Olympics in East Asia: Nationalism, Regionalism, and Globalism on the Center Stage of World Sports*. She co-edited (with Richard Giulianotti) the special issue of the *British Journal of Sociology* on "Olympic and World Sport: Making Transnational Society?" (June 2012). She is the translator from Chinese into English of Liang Lijuan, He Zhenliang and *China's Olympic Dream*.

Time to Host Olympic Games in India: An Opportunity and Several Challenges

B. V. P. Rao, Clean Sports India, *paparao2000@yahoo.com*

India, almost a size of a continent with over a billion people, is the only country which has not hosted Olympic Games. It is also a growing economy which is already seventh largest in the World. India is now singled out for not hosting Olympic Games after countries like China and Brazil of its size and significance already hosted the Games.

It is an opportunity for India to host Olympic Games to showcase its emerging economic power. It will be also an opportunity to show India's historical past, particularly its multi-cultural facet. It is one of the few countries in the world where every major religion of the world, hundreds of linguistic and ethnic groups have been living harmoniously for thousands of years. This Indian multi-cultural mosaic could be showcased at the Olympic Games.

However, there are several challenges for India to host a gigantic event like Olympic Games. One of the main problems is with the Indian Olympic leadership itself. Indian Olympic leadership failed to get the mileage out of Commonwealth Games in 2010. In fact these games in Delhi, the national capital of India, marred by corruption and mismanagement. The then President and Secretary General of Indian Olympic Committee, Mr. Suresh Kalmadi and Mr. Lalit Bhanot were charged for corruption in organizing Commonwealth Games, arrested and are being prosecuted. As public opinion is against Olympic leadership, it is rather difficult to get the general acceptance for hosting Olympic Games.

Hence, there is a need for reforms in structure and functioning of National Olympic Committee and its constituent units, i.e. National Sports Federations. Clean Sports India is one of the civil society organizations formed by former sports persons and several others have created public opinion for the reforms in Indian Olympic Association. At the back drop of this public opinion, the International Olympic Committee (IOC) has come down heavily and forced Indian Olympic Association to undertake some measures to improve its management. One of such measure is to include a provision in the constitution of Indian Olympic Committee which prohibits any person facing criminal charges from contesting elections for any important position in any National Sports Federation or Olympic Committee. But it will be a long way to see through these reforms and get dynamic leadership with integrity at the helm of Indian Olympic Committee.

Another big challenge for India to host Olympic Games will be its performance at the Games. India has won only one individual Olympic gold medal in the entire hundred years history of Olympic Games. Though Indian Men's Field Hockey team won gold several times in Olympic Games, it is only at Beijing Games in 2000 a shooter named Abhinav Bindra won an individual gold medal. India did not win a gold medal at last Olympic Games in London. India's performance at Rio Games would not be much different.

If India has to host games at the earliest by 2028 or 2032 to take an opportunity showcasing its historical past and economic ascendancy, it must conduct meaningful reform to improve the management of its National Olympic Committee and start preparing its teams to be respectable on the medal tally.

Biyyala. V. P. Rao, is the founder of the Clean Sports India Movement to create an environment to manage sports in India in transparent and accountable manner. This NGO was founded 2010 at the back drop of the corruption rid Commonwealth Games Delhi. The organization aims to bring former sports person together on a forum to fight for their place in sports associations and their management. Mr. Rao is a former United Nations official who had set up the Ministry of Culture, Youth and Sports as part of Security Council mandate to develop Self- Governing institutions in Kosovo after the war. In this 6 year tenure from 2000 to 2006, he spearheaded a reform programme of Sports Federations of Kosovo. As part this programme a sports legislation was drafted by him (along with others), democratized the sports associations and organized several capacity building initiatives to enhance the transparent and efficient management of sports in Kosovo. Prior to this UN assignment, Mr.B.V.P.Rao worked for the Indian Administrative Service (IAS) in several capacities including Home Secretary of Assam. He is a graduate in Law and masters in Strategic Studies. He worked for Sports Authority of India for five years from 1984 to 1989 during which he had conceived and implemented a major talent hunt programme called Special Area Games through which raw sports talent from remote and tribal areas of the country was identified and nurtured. The scheme is one of the most successful talent identifications and nurturing programme of India, which produced several Olympians including ace archer Limba Ram. Mr.Rao had been sports enthusiast from primary school and played many sports for his school and college. His main sport has been Equestrian, which has played at national level. Mr.Rao was the founder president of Telangana Equestrian Federation. In pursuit of his skill development Mr.Rao has done several courses including a Post-Graduate Diploma in Olympic Studies at the International Olympic Academy, Olympia, Greece. He was invited by the Academy to lecture for subsequent diploma course.

Leveraging nation branding for emerging nations from sport mega-events: Implications from the 2010 FIFA World Cup, South Africa

Brendon Knott, Cape Peninsula University of Technology South Africa, *knottb@cput.ac.za*

Sport mega-events have received much criticism of late. The current global scandals surrounding FIFA as well as other controversies linked with certain Olympic sporting codes, combined with allegations of corruption and over-spending by recent FIFA and Olympic Games hosts has resulted in a lack of popular support for recent bids by a number of cities for future mega-events. The literature reflects this with a greater acknowledgement of sustainability (Giampiccoli et al., 2013) and increased references to legacy (Preuss, 2015) and leveraging (Smith, 2014) of event benefits. Furthermore, the understanding of event impacts has grown to include a wide range of intangible benefits, including an increased awareness of the brand-related benefits, particularly in the imaging, re-imaging and branding of places. Sport events have been proposed as a means of generating and communicating a strong and coherent brand for a nation (Rein & Shields, 2007).

Despite the criticism, among emerging nations, significantly among the BRICS nations, sport mega-events have become increasingly important, with their hosting even considered an object of policy (Cornelissen, 2007). One such example of an emerging nation that clearly stated its objective for hosting a mega-event for brand-related benefits is South Africa, host of the 2010 FIFA World Cup and possible future Olympic Games bidder. In this, perhaps unique, case, the literature confirmed the popular sentiment that the 2010 mega-event proved a success in terms of this objective.

The paper is based on the findings of an empirical, qualitative study. The experiences, lessons and insights of the South African nation brand and 2010 mega-event stakeholders, supplemented by a small number of field experts, were elicited using in-depth, semi-structured interviews (n=27) that took place 2-3 years post the event. While previous papers by the author have indicated the types of nation branding opportunities created by the mega-event (Knott et al. 2015), as well as the means by which these opportunities were leveraged (Knott et al. 2016), this paper uses the same case to address the question: Does a sport mega-event provide an appealing platform for leveraging nation branding among emerging nations?

From the analysis, three core characteristics came to light. Firstly, the large scale of the mega-event made it a transformational catalyst for a wide range of urban regeneration or development initiatives (such as sport facilities, tourism infrastructure and services, public transportation and urban infrastructure). In the case of South Africa, the mega-event drew on large-scale public and private funding sources that resulted in a wide variety of tangible impacts that significantly improved the tourism services offered and the destination experience of the host nation in a manner unlike any previous event hosted by the nation. Secondly, the sport mega-event was able to reach, appeal to and connect with a sizeable global audience. Beyond gaining attention, the 2010 mega-event was an experiential phenomenon that created an emotional attachment with its audience with the destination central through the imagery projected, warmth of its people and authenticity of the overall experience. Third, the sport mega-event held a symbolic value for the host nation that far exceeded any other event, which was leveraged for internal brand identity as well as public diplomacy objectives. The hosting of the sport mega-event instilled a measure of pride in the host nation's citizens and conferred a certain status for the nation.

With its combination of scale, global reach and appeal, connections and attachments, symbolic status and soft power, the 2010 FIFA World Cup contributed to the development and continued appeal of South Africa as a well-respected and increasingly popular international tourism destination.

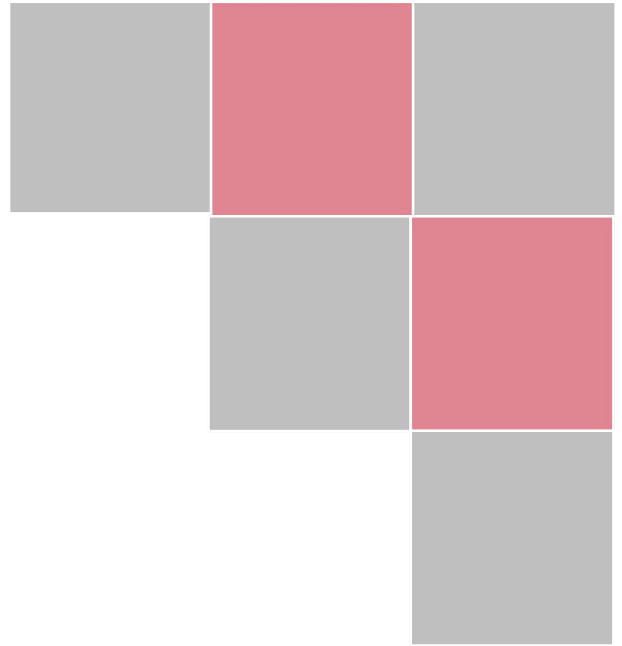
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Brendon Knott is a Senior Lecturer in the Sport Management Department at the Cape Peninsula University of Technology, South Africa. Dr Knott lectures and conducts research into aspects of sport marketing, place branding, sport tourism and mega-event studies. Dr Knott conducted his PhD study at Bournemouth University, UK, where he focused on the emerging field of nation-branding as a legacy of the 2010 FIFA World Cup for South Africa. Through journal articles, publications and conference presentations, he has continued to contribute to this field at a national and global level. Dr Knott has presented research and conducted guest lectures at various conferences and universities nationally and internationally. He has worked on several industry consulting projects, especially related to the 2010 FIFA World Cup and was invited to share his research at the South African Parliament's Tourism Summit. Dr Knott has authored a number of academic book and textbook chapters as well as contributing to other trade publications. Dr Knott has initiated, facilitated and developed a number of international academic partnerships. Currently he is an Affiliate Member of the Sport & Physical Activity Research Centre (SPARC) at Bournemouth University. He is also a member of the Global Research Alliance in Tourism (GReAT) as well as an active participant in the "CARNIVAL" international mega-event legacy project. Dr Knott's passion for sport and its impact on society and relevance to the African continent has led him to engage, promote and serve a number of other initiatives and partnerships beyond the academic realm.



INTERNATIONAL **SPORT**
BUSINESS SYMPOSIUM



Sponsoring & Marketing

Papers:

- **Pena, Papadimitriou & Harris (BRA, GRE) “Rio 2016” Olympic Games: Goals and Motivations of the National Official Sponsors and Supporters**
- **Walzel (GER) Leveraging sports sponsorship with anti-doping commitment. Can Olympic sponsors mitigate the doping problem in Olympic sports?**
- **Miah (UK) Will E-Sports Become Olympic Games?**
- **Molanorouzi, Honari & Rahimizadeh (IRI) A content analysis of official Rio 2016 Olympic Games website with marketing approach**

“Rio 2016” Olympic Games: Goals and Motivations of the National Official Sponsors and Supporters

Bianca Gama Pena, Rio de Janeiro State University, Brazil, *biancagamapena@gmail.com*

Dimitra Papadimitriou, University of Patras, Greece, *dpapad@upatras.gr*

Elizabeth Harris, Rio de Janeiro State University, Brazil, *beth.edfisicauerj@gmail.com*

Sponsorship, according to early definitions (Meenaghan, 1991), focused on sponsors' investments in cash and their return of exploitable rights. However, the most recent literature (Quester and Bal, 2012; Ferrrand et al. 2012) have shown that their motivation have been broader, regarding to the capacity of an exchange, a relationship or a partnership between a sponsor and a sponsee. But, even so, there is a lack of studies exploring the sport sponsorship motivations in the Latin American countries.

The main purpose of this study is to examine the goals and motivations of the “Rio 2016” Olympic Games sponsors, which are part of the official partnership program. The present investigation is an exploratory study and draws on from the studies of Séguin and Bodet (2015), Charalambous (2013), Papadimitriou and Apostolopoulou (2009), and Apostolopoulou and Papadimitriou (2004). The present work expands existing literature by investigating the motivation of Latin America sponsors which are formally and actively involved in 2016 National Olympic sponsorship program.

The “Rio 2016” Olympic program consists of 28 sponsors who grouped into three different categories: Global Olympic sponsors with 11 firms, National Official sponsors with six companies and National Official Supporters with 11 companies. The sampling frame of the study is related to these last two categories (N=17), from which four companies, Embratel, Claro, Cisco and Ernest & Young, were selected to take part in the study. Semi-structured interviews took place at their offices, located in Rio de Janeiro, Brazil in January 2016. Purpose-specific coding was employed to analyze the qualitative data and identify key themes across the insights provided by the respondents.

As for the results, all four sponsors recognized the event as an excellent business platform and acknowledged as goals of the particular investments the followings: increase of brand awareness, leverage of business opportunities between the sponsors and clients, increase of recognition of company's technical capability, provision of high complexity services, engagement with the host Olympic city and stimulation of the spirit of pride in order to positively impact employee productivity. However, because of the current economic crisis in Brazil, investors have not been particularly satisfied with the results so far obtained in relation to the development of new businesses compared to the initially planned goal.

An interesting aspect of the results is that, besides commercial objectives, Olympic sponsors also formulate more philanthropic, social, and community objectives illustrated by the growing tendency for sponsors to develop corporate social responsibility (CSR) incorporating a variety of stakeholders: governments, community, sport organizations, sponsors, employees and media. For example, Cisco developed an internet platform, an app, to engage their employees and stimulate participation in physical activities among them. Moreover, all the sponsors received a quota for their employees to participate as volunteers in the Olympics. Regarding to the CSR activities, Cisco, with the government, provided a training program for the community in the technological field.

There was unanimous agreement among the interviewees about the similarity of their institutional values in relation to the Olympic values, being highlighted: friendship, mutual respect, effort, achievement and excellence.

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Dimitra Papadimitriou is an assistant professor in the Department of Business Management of the University of Patras, Greece. She received her doctoral degree in sport management from the University of Sheffield, UK, and her master's from the University of Ottawa, Canada. Currently, she is teaching courses in sport and event management and supervises master students and Phd candidates in sport marketing, sport management and event management. Dimitra's main research interests are in corporate sponsorship of sports, and in understanding the symbolic consumer behavior of sport consumers, and have appeared in many peer-reviewed journals such as: *Journal of Business and Industrial Marketing*, *European Sport Management Quarterly*, *Journal of Promotion Management*, *Journal of Product and Brand Management*, *Journal of Marketing Communications*, *Journal of Convention & Event Tourism*. She is a member of the editorial board of the *European Sport Management Quarterly* and reviews manuscripts for a number of international journals.

Bianca Gama Pena is a doctoral student in Sport Management at the State University of Rio de Janeiro. She received a B.B.A. in Management, Administration and Marketing from Maria Thereza University and M. S. in Sport Management from Gama Filho University. Her dissertation was in the field of the volunteering program in sport mega-events as a legacy of knowledge. Her main research interests are sport sponsorship focus on the sponsor's motivations of the Rio 2016 Olympic Games and the legacy left to the host city. She has 12 years of experience in projects and events management. She launched the book *The Renewal of the volunteering: the Legacy of Sports Mega-Events* (2014) and she is the author of the chapter "Reconceptualization and Innovation Strategy for Volunteers of Sports Mega-Events in the book *"The Future of Sport Mega-Events"* (2015). She is an Executive Director at Gama Advisory and a Consultant of projects and events at National Network of Education and Research (RNP). Her primarily professional experience was as a Director of Projects and Fundraising at Duque de Caxias City hall, Special Superintendent of Events and President of the Education Institute of Resende at Resende City hall.

Elizabeth Rose Assumpção Harris is a Master's level student in Exercise Sciences at Rio de Janeiro State University, entering the program directly after her undergraduate studies. She has received a Bachelor's degree and a Licentiate degree in Physical Education from Rio de Janeiro State University. Her main research interests are aging, public policies, exercise program enrollment and abandonment and education. She is also interested in the impacts caused by mega-events in the areas that host them. Her three year research experience is primarily related to the psychosocial aspects of Physical Education, Exercise and Sport.

Leveraging sports sponsorship with anti-doping commitment. Can Olympic sponsors mitigate the doping problem in Olympic sports?

Stefan Walzel, Deutsche Sporthochschule Köln, Germany, Walzel@dshs-koeln.de

Doping in high-performance sports seems to be an inevitable risk for Olympic sports and their sponsors. The incentives for drug abuse in sports have increased with the growing commercialisation of sports in recent decades. Similarly, the number of doping scandals has also escalated, in line with improved testing methods and closer scrutiny by journalists (Stewart & Smith, 2014). Doping is perceived as unfair by the public and can erode public belief in the fairness of sporting competitions and must be seen controversial in view of the idea and values of the Olympic Games (Breivik, Hanstad & Loland, 2009; Engelberg, Moston & Skinner, 2012). Further, doping incidents can create negative publicity for the associated sponsors and can have negative consequences for the sponsorship investment. This study argues that in the light of a broaden understanding of corporate social responsibility (CSR) Olympic sponsors also have a responsibility to contribute pro-actively to doping-free sports. In view of this, the research question is: do Olympic sponsors benefit from leveraging sports sponsorships with an anti-doping commitment as a form of CSR initiative? Sponsors want to use the positive attributes of sports events like the Olympic Games and aim to transfer them from the sponsored entity to the corporate brand via sports sponsorships (Gwinner & Eaton, 1999). The transfer of positive images associated with sports to the corporate brand (image transfer process) placed in the sporting context is a largely subconscious process, as a consequence of which the sponsor benefits from an improved brand image (Grohs, Wagner & Vsetecka, 2004; Gwinner, 1997; Simmons & Becker-Olsen, 2006). According to Messner and Reinhard (2012) and Schnittka et al. (2013), negative associations can also be transferred to the corporate sponsor's image where the sponsored entity is linked to a negative incident. Plewa and Quester's study (2011) outlines the effectiveness of leveraging sports sponsorship with CSR activities on a theoretical level. A three-pronged approach of linking the sponsored entity with the corporate brand and CSR activities appears to be promising (Lacey, Close & Finney, 2010). However, the outcome of CSR-linked sponsorship effects on the sponsor's brand image remains unclear. Uhrich, Koenigstorfer and Groeppel-Klein (2014) examined CSR-linked sponsorship on the basis of consumers' attitudes towards the sponsoring brand and found that a positive effect is only achieved where there is little congruity between brands and sponsored entities. Transferring the attribution theory to the research question addressed in this paper, three information categories can be characterised as follows: 1) Whether the anti-doping commitment of the sponsor is positively or negatively perceived depends on whether other sports sponsors also support the anti-doping fight (high consensus information) or not (low consensus information). 2) Another relevant aspect for the perception of the sponsor's brand image can be seen in the sponsor's commitment to the sponsored entity. A long-time sponsorship commitment to a specific sport entity (high consistency information), as opposed to occasional support for a sport entity (low consistency information), theoretically determines the attribution process of the sponsor's anti-doping commitment. High-consistency information has a positive influence on the attribution process and vice versa. 3) The third information category relates to the issue of whether a sponsor chooses not to support the anti-doping fight (low distinctiveness information), compared to a sponsor who has been playing a pioneering role in the fight for a clean sport for more than a decade (high distinctiveness information). Based on the theoretical considerations the developed hypotheses were tested in a scenario-based experimental online study. We recruited N=133 German undergraduate sport science students (mean age: 23.21 (\pm 3.01) years, 67.8% males). 15 students did not complete the full questionnaire and were excluded from further analysis. The 118 remaining participants were randomly assigned to groups in a 2 (doping incident vs. no doping incident) x 2 (anti-doping commitment vs. no anti-doping commitment) between subjects design.

The final sample was composed as follows: scenario 1 – doping incident and anti-doping commitment (N=31); scenario 2 – doping incident and no anti-doping commitment (N=31); scenario 3 – no doping incident and anti-doping commitment (N=26); scenario 4 – no doping incident and no anti-doping commitment (N=30). For the setting of the study, we chose a fictitious brand from the car manufacturing industry, ALTAN automobile, in order to minimise pre-existing knowledge and potential bias arising from prior exposure or familiarity. Further, we selected a track and field event because track and field sports include a number of disciplines where numerous positive doping tests have occurred in the past and a realistic scenario can therefore be assumed. To minimise bias effects due to pre-existing knowledge or familiarity, athlete names were not mentioned. The results demonstrate that consumers acknowledged sports sponsors' anti-doping commitment in the form of improved brand image. However, in a scenario involving a fictitious brand, sports sponsors' anti-doping commitment was not found to have a moderating effect on the sponsor's brand image when sponsored athletes were tested positive for performance-enhancing drugs. Leveraging sports sponsorship with an anti-doping commitment creates a win-win situation for sponsors and high-performance sport: the former benefit from enhanced brand image, while the latter is able to draw on greater resources in the fight against doping.

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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.

Will E-Sports Become Olympic Games?

Andy Miah, University of Salford, United Kingdom, andymiah@gmail.com

This paper considers the rise of competitive computer game playing as a new player within the sports industry, which presents novel challenges to the Olympic Movement as a community interested in mobilizing the world's youth population. It begins by outlining the economic parameters of the e-sport industry (Newzoo 2015), which includes discussions of the emerging World e-Sport Association, the International e-Sport Federation, and the involvement of major sponsors such as Coca-Cola, and a range of games publishers. It also considers crucial data from recent e-sport industry reports, which indicate a rising prize pool for players, progress in good governance, a new broadcast model, and an expansion of gaming environments into mobile platforms. Together, these parameters challenge assumptions about what sport entails, where it takes place, and which kinds of communities it reaches.

More broadly, the paper elaborates on the digital ecosystem that envelops sports today, as a basis for forecasting further integration between physical and digital systems, predicated on the economic value of big data. It analyses how this configuration will be further expanded through the development of virtual reality systems, mobile health technologies, and reveals new audience expectations from sport which follow from this, suggesting the need for sports organizers to produce participatory spectator experiences (Miah, 2014a). To reinforce this trend, the paper analyses the design principles of the newly launched Olympic Channel, which demonstrates the integration of third-party applications within a system that aggregates content from hyper-local environments, aiming to secure the daily sports interest of all Olympic discipline fans – to become Facebook for sport. As further support for this trend, the paper considers recent data around the use of social media at the Olympic Games, which indicates the development of citizen journalism, the rise of live sports broadcasting, and the integration of news content from Olympic accredited media (Miah, 2014b). Together, these dimensions suggest an entirely new set of social expectations and obligations for the world of sport, which challenge the future of the Olympic Games.

In closing, the paper argues that e-sports suggest a transformation to how we understand the distinction between physical and digital world experiences, an entirely new set of relationships between the media, sponsors and event producers, a new economy of media provision, and a completely altered sense of what sport will look like in the 21st Century (Miah, 2016).

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Andy Miah, PhD, is Chair in Science Communication & Future Media, at the University of Salford, Manchester. He is a Fellow of the Institute for Ethics and Emerging Technologies, USA and Fellow at FACT, the Foundation for Art and Creative Technology, UK, and the Social Media Mentor for the International Olympic Committee Young Reporters Programme. Professor Miah's research discusses the intersections of art, ethics, technology and culture and he has published broadly in areas of emerging technologies, particularly related to human enhancement. He has published over 130 academic articles in refereed journals and books, along with writing op eds for magazines and newspapers, such as the Washington Post and the Independent. He has also given over 300 major

conference presentations and he is often invited to speak about philosophical and ethical issues concerning science and technology in society. Professor Miah regularly interviews for a range of major media companies, which have included BBC's Newsnight, Russia Today, ABC's' The 7:30 Review, TIME magazine, The Guardian, and CBC's The Hour. In 2016, he publishes the long-awaited book 'Sport 2.0 with The MIT Press, the first book to approach the growing mixed-reality future of sports, considering how digital technology is changing the athlete, spectator, and officials experience of sport. It tracks 15 years of media change at the Olympic Games, from the rise of social media to e-sport and virtual reality. He led the IOC's Athletes Learning Gateway module on Sports Media, and has provided media training for IAAF and IOC athletes.

A content analysis of official Rio 2016 Olympic Games website with marketing approach

Keyvan Molanorouzi, Young Researchers and Elite Club, Islamshahr Branch, Islamic Azad University, Islamshahr, Iran, keivannorouzy@gmail.com

Habib Honari, Allameh Tabataba'i University, honari_h@yahoo.com

Meysam Rahimizadeh, University of Tehran, meysam.rahimizadeh@gmail.com

Sport is becoming increasingly commercialized and sport entities have become more professional over the years (Ashelm, 2003). Revenues are generated by media broadcasts, tickets, sponsorships, merchandises, etc. Sport events are transmitted easily all over the world as media content. Hence, international marketing is getting more and more important for sport organizations (Woratschek, Kunz & Brehm, 2008). Pope and Forrest (1997) add that, since the advent of television, this is the first opportunity for marketers to develop techniques for a new communications medium. When marketers began to use television as an advertising tool, ad revenue immediately grew tenfold, from \$12.3 million in 1949 to \$128 million in 1951. Web advertising revenue grew at a greater rate during a similar period of development, from \$55 million in 1995 to \$900 million in 1997 (Brown, 2003). This study was conducted to explore official websites of Rio 2016 Olympic Games in regard of providing media contents for visitor and using online marketing strategies. The present research design was descriptive and survey-like. Data collection method was field-like that by using the available check-list, the required information was collected. The research group members by referring to the official website of the Rio 2016 Olympic Games and close studying of all the available pages tried to complete the research check-list. This check-list recorded the type and number of the media contents of these websites by studying the researched Rio 2016. The media content consisted of 33 items such as photo gallery and video, the possibility of encoding the files by visitors, internet TV, Podcast and etc and extension of these online shopping center that intended to sell the products through the websites were recorded by the use of the check-list. The information obtained from the research check-list after being inserted into computers were studied & examined by the use of Spss software, version 22. For analyzing the information, descriptive statistics were used that consisted of mean, percent, standard deviation and etc. Excel software was used for drawing borders. The results showed that website had highest media contents (17.24 out of 20) and lowest using of online marketing strategies (4.19 out of 20). According to results, there was no significant relationship between providing media contents and using online marketing strategies. This is probably due to lack of adequate attention of managers to modern technologies in sports. One of the conclusions obtained from this fact is that online services to visitors in websites can act as an introduction to use online marketing, become by representing suitable online services, more visitors are attracted to the website and spend more time in, which provides more opportunity of representing services and earning income for the website.

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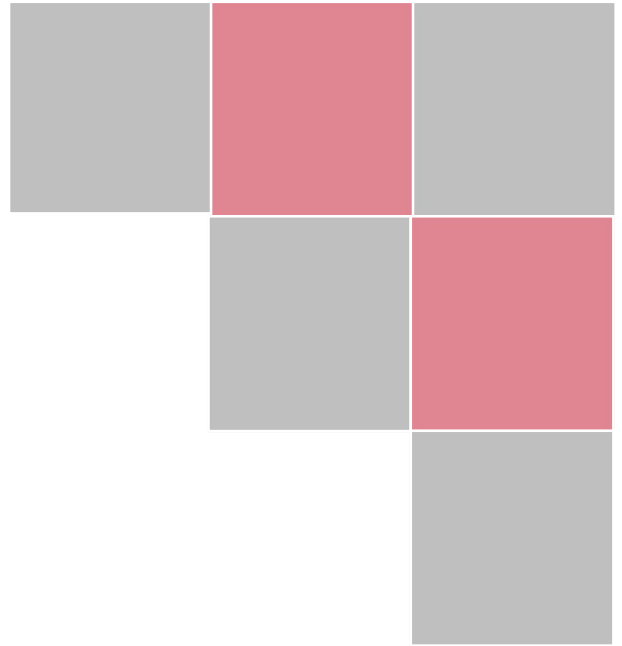
Keyvan Molanorouzi is an Assistant Professor in the College of Sport Management at the Islamic Azad University - Islamshar Branch. He is also the chairman of International Affairs at the Motorcycle and Automobile Federation of the Islamic Republic of Iran (MAFIRI). He achieved his Master in Sport Sciences and Ph.D. in Exercise Psychology at the University of Malaya - Malaysia. He is a member of Strategic council in I. R. Iran Ministry of sport and Youth. He is also the supervisor of ten students for accomplishing their dissertations in Sports Management programs to achieve their master degrees.

Habib Honari is an Associate Professor in Sport Management at the Allameh Tabataba'i University, Iran. He is a Dean at the Faculty of Physical Education and Sport Science at Allameh Tabataba'i University, in Tehran. He achieved a Master of degree in Sport Management at the Tarbiat Modares University and a Ph.D. in Sports Management at the Tarbiat Modares University in Iran.

Meysam Rahimizadeh is a doctoral student in Sport Management at the University of Tehran. He received a BSc in Sport Management at the Faculty of Physical Education & Sport Sciences from the University of Tehran, Iran.



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- **Tiell (USA) Uncertainty Avoidance and Perceptions of Health and Security Issues Impacting Attendance at the 2016 Rio Olympics**
- **Neirotti (USA) Impact of Olympic Spectator Satisfaction and Behavioral Intention on Post-Olympic Tourism and Brand Legacies**
- **Prüschenk & Kurscheidt (GER) Spectator perception and social capital of Olympic Values**
- **Fritz (GER) Value Co-creation – The influence of fan identification of national team sport communities on travel behavior in the context of mega events**

Uncertainty Avoidance and Perceptions of Health and Security Issues Impacting Attendance at the 2016 Rio Olympics

Bonnie Tiell, Tiffin University, USA, btzell@tiffin.edu

Each Olympics is plagued with somewhat unique environmental health and safety issues given the differing physical geography, economic conditions, and political landscape of host cities. Extreme temperatures and unfinished venues were concerns before the 2004 Athens Games while the 2008 Beijing Olympics included concerns over Communism, censorship, and poor air quality. Widespread media attention of the Zika virus is a concern before the 2016 Rio Olympics.

The threat of terrorism shrouds every Olympics since the 1972 Israeli Massacre in Munich, the 1996 Centennial Park bombing in Atlanta, and the attacks of September 11, 2001. Atkinson & Young (2002) contend that sporting events, particularly those with considerable media coverage, have become 'prime targets for terrorism' (p. 55). Levels of anxiety over health and security issues influence decisions to travel to destinations with certain risks.

Anxiety is associated with uncertainty avoidance (UA), a dimension of national culture identified by Geert Hofstede (1980) to explain "the degree to which members of a society feel threatened by ambiguous or unknown situations." Uncertainty avoidance may play a role in discouraging someone from attending a tourist event, such as the Olympics, if there is perceived anxiety over health or safety risks.

This study assesses the degree to which socio-demographic variables including age, gender, and nationality impact perceptions of safety and health risks (i.e., terrorism, crime, riots, Zika virus, and water contamination) which may discourage attendance at the 2016 Rio Olympics. In addition, the study addresses uncertainty avoidance from an individual viewpoint and a national perspective to further evaluate perceptions of factors which may discourage attendance at the Games.

Hofstede's UA index has been used to assess nationality in relation to perceptions of safety risks impacting decisions to work on Norwegian shipping vessels (Habvold, 2007). The UA index has also been used to assess levels of anxiety towards pedestrian safety and risk-taking behavior in Turkey (Nordfjaern, T. & Simsekoglu, 2013). There is no research to date, however, that identifies uncertainty avoidance and a link to concerns for potential risks that may impact decisions to attend the Olympic Games. Research on perceptions of security issues at the Olympics has primarily focused on nationality, age, and gender relevant to risk management strategies, factors impacting decisions to attend the Games, or decisions to revisit the host city (Delpy, et al., 2001; George & Swart, 2015; Konstantaki & Wickens, 2010; Taylor & Toohey, 2007; Toohey & Taylor, 2008).

The research herein focuses on results of electronic questionnaires administered to adults in China and the United States of America during May and June, 2016. Subjects primarily include faculty, staff, and students from multiple universities in each country and employees working at the largest television station in Beijing, China. All surveys will be translated to English and Statistical Package for the Social Sciences (SPSS) software will be used for descriptive and correlational analysis.

Both China and the United States have experienced great success in recent summer Olympic Games in the overall medal count. The two countries, however, share very different cultural profiles. Specifically in terms of Hofstede's UA Index, the United States ranks moderately low (46) while China ranks very low (30). The lower the UA index score, the greater the degree of fear for unknown or ambiguous situations.

Research on site at the 2016 Games would add to the emerging body of literature assessing perceptions of health and safety risks impacting decisions to attend the Olympics. Inferences from the current research would benefit Tokyo 2020 in providing a framework to potentially explain implications of socio-demographic and cultural variables that may impact attendance at future Olympics.

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Bonnie Tiell is a professor at Tiffin University and a member of the National Faculty for the United States Sports Academy (USSA) which honored her as the 2014 alumnus of the year. She received a B.S. in Physical Education from Troy University, a M.A. in Sports Administration from the University of North Carolina (Chapel Hill), and a doctorate in Sport Management from the USSA. In 2016, Tiell was honored as the Woman of the Year by the Cleveland Chapter of Women in Sports and Events (WISE) and as the Region 4 recipient of the Teaching Excellence award by the Accreditation Council of Business Schools and Programs. She is co-founder of the Olympic Academic Experience and of the Women's Leadership Symposium in Intercollegiate Athletics funded through the NCAA and the National Association of Collegiate Women Athletic Administrators. She teaches in the Tiffin University Executive MBA program in Romania in conjunction with the University of Bucharest and is co-author of a 2017 Jones & Bartlett textbook on Sport and Human Resources: A Managerial Approach.

Impact of Olympic Spectator Satisfaction and Behavioral Intention on Post-Olympic Tourism and Brand Legacies

Lisa Delpy Neirotti, The George Washington University, *ldelpy@gmail.com*

Increases in tourism and brand image are two common legacies expected by mega event host cities (Chung & Woo, 2011; Majumdar, 2011). As research has shown, a destination's image can be influenced by several sources including actual experience (Echtner & Ritchie, 2003), in-person and electronic word-of-mouth (Keller, 2003; Jalilvand & Samiei, 2012), and images seen on television, the internet, and films (Kim & Richardson, 2003; Chalip, Green, & Hill, 2003). Previous studies have looked at the Nation Brand Index (Anholt, 2005), pre-post event brand association (Heslop, Nadeau, O'reilly, & Armenakyan, 2013), and relationships between quality of event and destination images (Kae, May, Ko, Connaughton, & Lee, 2011) to analyze the impact of hosting a mega event to the destination's brand image. During the seven lead-up years to the Olympic Games, host cities are closely scrutinized by the international media resulting in negative stories about the problems a city may have in staging the Games and broader social and political problems within the society (Cashman, 2002). Negative publicity often focuses on displacement of local residents, inadequate infrastructure, security concerns, and failure to meet environmental targets (Smith, 2012). Destination image is found to be positively predictive of tourism behavioral intentions, either directly or indirectly (Byon & Zhang, 2010; Alcaniz et al, 2009; Phillips & Zhang, 2008), and visitor satisfaction mediates the relationship (Bigne et al, 2001; Chen & Tsai, 2007). However, little attention has been given to examining the effects of spectator satisfaction, behavioral intention, and destination image in the setting of the Olympic Games. The purpose of this research is to study the relationship between Olympic visitors' satisfaction with the Olympic Games, the Host City, and expectations to the likelihood of revisiting the host city, recommending the host city as a tourist destination through word of mouth and social media engagement. The research analyzed data collected at the 2008, 2010, 2012, and 2014 Olympic Games (N=2307). Data collection was limited to English-speaking, non-credentialed adults (18 years or older) who traveled at least 50 miles to be in the host city during the Olympic Games. The minimum sample size for each Olympic Games was 400 surveys. Surveys were collected between Day 2 of the Olympic Games and Day 17, implementing a cluster sampling technique within the host city.

The results help host cities better understand the role Olympic visitors play in achieving legacy objectives, specifically increased tourism and brand image. The results support previous studies in the general literature indicating the effect of customer satisfaction on positive word of mouth (Lovelock and Wirtz, 2007; Söderlund, 1998), revisit (Chen and Tsai, 2007), expectations (Spreng and Mackoy, 1996), and willingness to engage in social media (Jeong and Jang, 2011). The research found both satisfaction of the Olympic Games and the host city affect spectators' behavioral intentions. The correlation between satisfaction and intent to return was not as clearly defined for some host cities that will be discussed.

Results also indicate that spectator satisfaction influences the willingness to engage in social media the most. Considering previous research that found electronic word of mouth (eWOM) plays a significant role in influencing perceived brand image (Jalilvand & Samiei, 2012), increasing consumers' purchase intention (Bataineh, 2015), and is the most trusted information source in a consumer's purchase decision process (Latvian, Goldsmith, & Pan, 2008), eWOM is likely to impact post-Olympic tourism and brand image. Therefore, Olympic host cities should not only be concerned with traditional media impressions but on satisfying Olympic visitors who are influencers on important Olympic legacies of increased tourism and brand image.

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Lisa Delpy Neirotti, Ph.D. has been a professor of sport, event, and tourism management in the School of Business at The George Washington University for 25 years and directs the BBA, MBA, and Masters of Tourism Administration sport management degree programs. She also oversees the Sport Philanthropy and Youth Sports Administrator professional certificates plus the GW Green Sports Scorecard initiative. Lisa co-authored the Ultimate Guide to Sport Marketing and founded the Travel, Events, and Management in Sports (TEAMS) conference in 1997. She also consults with sport organizations and sponsors and conducts numerous economic and market research studies. Many organizations including USAID have commissioned her to look at sport tourism as an economic development tool. Recognized as an Olympic scholar, she has attended 17 consecutive Olympic Games and 4 World Cups as a volunteer, researcher, and consultant. She also teaches for the International Olympic Committee's Executive Masters In Management of Sports Organizations (MEMOS) and founded the Women in Sports & Events (WISE) DC Chapter.

Spectator perception and social capital of Olympic Values

Nathalie Prüschenk, University of Bayreuth, nathalie.prueschenk@uni-bayreuth.de

Markus Kurscheidt, University of Bayreuth, markus.kurscheidt@uni-bayreuth.de

Spectator perception of the Olympic Games is discussed in the literature as being dependent on various factors of the observed and experienced environment, such as the official communication and general reporting of the International Olympic Committee (IOC) and the hosting organization (OCOG) as well as the media coverage and public debate. Predominantly however, it is affected by the growth of Olympic Games over the past decades. Often criticized as “gigantism” and seen as a challenge, at the same time, the growing size supported worldwide attention for the Olympic movement. Both athletes and spectators experience facilitated access to direct participation in Olympic Games due to the spread of air travel and decreasing transportation costs. Moreover, global mass media reach a wide non-attendee viewership (Chappelet, 2014; Müller, 2015; Preuss, 2004).

Beyond a general public demand (Toohey & Veal, 2000), the primary interest of spectators still are the sporting competitions and the Olympic experience when visiting the Games. This in turn varies with the type of event and viewer (Chalip, Green & Van der Velden, 1998). The experience and adoption of rituals and behavior at or during the Games determine the human attitude, perception as well as the acquired social capital (Aguilara & Sen, 2009; Schuller, 2007). While the creation of economic capital appears comparatively well controlled, the creation of social capital still faces difficulties and is strongly dependent on external circumstances (Leopkey & Parent, 2012).

The aim of this paper is to develop and discuss novel theoretical perspectives on Olympic spectator perceptions with an emphasis on Olympic Values and their role in creation Olympic social capital. The derived model will help to design strategies for re-engaging the Olympic Movement with Olympic Values in order to strengthen the social bond with the spectators and viewers of the Games. As there certainly is a need for evidence-based concepts to capitalize upon social assets, we are conducting a survey, amongst others, during the Rio de Janeiro 2016 Summer Olympic Games on event and non-event attendees. The presented reasoning and modelling is aimed at providing the theoretical foundation for this empirical study.

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Nathalie Prüschenk is a PhD student in Sport Governance and junior lecturer with the Institute of Sport Science at the University of Bayreuth, Germany. Her focus in teaching lies in event management, projects in Olympic studies and fitness sports. She earned a BSc and MSc in “Sport, Business & Law” from the University of Bayreuth and a Business Administration certificate of the Université Laval au Québec, Canada. In September 2014, she received a research fellowship for the International Seminar on Olympic Studies for Postgraduate Students in Olympia, Greece, awarded by the German Olympic Academy. Among other things, she presented at the World Congress 2015 of the International Sociology of Sport Association. Moreover, she has a four-year experience as honorary junior ambassador (Bavaria) for the Franco-German Youth Office which stimulated her interest in intercultural social issues. Thus her main research interests are major sport events with an emphasis on intangible impacts, communication policy as well as sport sociology and Olympism.

Markus Kurscheidt is professor of sport economics and department chair of sport governance and event management with the Institute of Sport Science at the University of Bayreuth, Germany. He also heads the BSc and MSc in “Sport, Business & Law” which were the first sport management programs in Europe. He is vice-president of the International Association of Sport Economists and founding editor of the IASE journal. His research deals with public and institutional economics of sport governance and major sport events focusing on topics like event visitor consumption, intangible impacts of sport events, women’s football as well as league, fan and stadium governance.

Value Co-creation – The influence of fan identification of national team sport communities on travel behavior in the context of mega events

Gerald Fritz, Johannes Gutenberg-Universität Mainz, *gfritz@uni-mainz.de*

Aim of study

This study is focused on international fan communities whose members feel strongly attracted to mega-events like the Olympic Games or FIFA World Cups. As these events take place only every four years, while changing from one country to another, many fans consider the visit of the host nation and the 'live' experience of the event as once-in-a-lifetime chance. It is common for these passionate sports fans that each individual goes through an internal travel negotiation process between motivating factors and constraints. Though high travel intentions may exist, actual travel behavior might not occur. At this point this study aims to examine the travel behavior of fan communities further and thereby to contribute to the body of knowledge in sport tourism and fan identification.

Literature review

Although there has been various interest among scholars to study intentions of attending mega-events (Kim and Chalip, 2004, Neirotti and Hilliard, 2006), evidence-based information about the performed attendance remains underdeveloped (Funk et al., 2009). Travel constraints play an important role in a person's travel decision making. Crucial factors such as monetary costs, long distance flights, family obligations, and factors being characteristic for the host destination such as health and safety risks may be perceived as travel inhibitors (Kim and Chalip, 2004). Kim and Trail (2010) picked on the negotiation proposition in the context of sport consumer behavior. They found that internal motivators such as 'attachment to the team', 'coach', 'sport level' and 'sport itself' functioned as the most important variables for sport event participation. Funk et al. (2007) found that travel motives differed among gender and cultural backgrounds of participants of an international running event. However, not much is studied about passive sports participants in team sports.

During the last decade numerous fan clubs were founded by national sport federations in Germany aiming to support their national teams for international competition. These fan clubs have not been studied yet in regards to travel behavior. Therefore, this study shall provide more insights into travel motives and constraints of members of these fan communities, so called 'fan clubs national teams'. It shall also examine if travel factors differ based on individual characteristics, gender, and socio-demographics within and across these fan clubs.

Methodology

During and after the 2014 FIFA World Cup Brazil, the author executed a qualitative study by interviewing members of the most important fan club in regards to their membership, team identification, and travel behavior. The Fanclub Nationalmannschaft is a commercial supporters' club of the German Football Association (DFB), which has more than 50,000 paying members. By running it, the DFB aims to activate German football fans to attend important tournaments and to support the national team. The DFB offers flights, hotels accommodation, transportation, and match day tickets.

The author interviewed 'event visitors' (n=25) and 'non-travelers' (n=6) starting during the World Cup in July 2014 until April 2015. He conducted face-to-face, phone, and Skype interviews following a semi-structured interview guide. All interviews were transcribed, anonymized, and coded according to qualitative content analysis (Mayring, 2000).

Results

The author found out that 79% of the participants rated themselves as 'highly committed' football fans, ranging between level 3 (attachment) and level 4 (allegiance) of the Psychological Continuum Model (PCM) (Funk & James, 2001). Main travel motives were 'attending solely the FIFA WC Brazil' (51%) or 'seeing both World Cup and touristic highlights' (47%) such as the Copacabana and Sugar Loaf. Among the 'event visitors' the main travel constraints were 'work', 'costs of travel', and 'family obligations'. In contrast, the main travel constraints for 'non-travelers' were 'lack of speaking Portuguese', 'deficient infrastructure of the host country', and 'no personal Brazilian network'.

Regarding the performed travel behavior, it seemed that the higher the fans ranged on the PCM levels, the less influence structural travel constraints, which are based on the host nation, had on actual travel behavior. The majority of the sample indicated to be financially independent by having good jobs (61%) or being self-employed (26%). This may be one reason to explain the overcoming of financial constraints for the trip to Brazil. Considering gender specifics, it stood out that all women of the sample group (n=6) became fan club members right after the successful appearance of the German national team during the 2006 World Cup Germany. In contrast, all men had strong affiliation with one of the German Bundesliga clubs before. Finally, when it came to preferences to attend upcoming World Cups, the majority of participants expressed high reluctance to travel to either Russia 2018 or Qatar 2022.

Next step

The author is in process of conducting a quantitative study to reassess the results of his initial qualitative research and to allow for statistical inference. He got approval from the management of the DFB and the German Volleyball Federation (DVV) to apply online surveys addressed to the members of their fan clubs national teams: DFB, section Rhineland (n=700); DVV, nationwide (n=3,200), examining travel behavior regarding past and future mega-events. The author will present the results during the 8th International Olympic Sport Business Symposium in Rio de Janeiro.

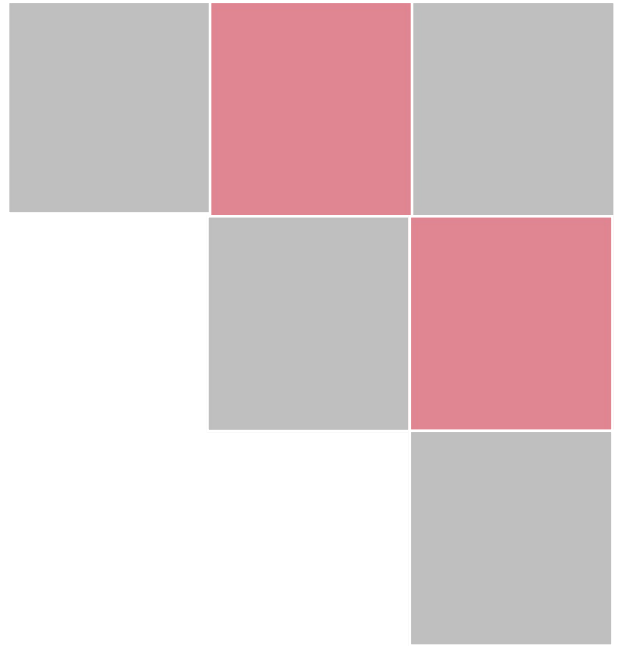
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Gerald Fritz is a marketing specialist and senior lecturer for sport marketing. He owns profound experiences in the sports industry. Under the advisory of Prof. Dr. Preuss, he is assigned as a doctoral candidate with the department of sport management at the Johannes Gutenberg University in Mainz, Germany. Gerald continues his doctoral studies which he started in 2013 with the University of Florida in Gainesville, USA. His main fields of interests are community relations, consumer behavior, fandom, and sponsorships with an emphasis on mega events and national sports leagues. Before Gerald started his academic career, he worked with the Qatar Stars League, the pro-football league of Qatar. As the head of community relations he developed programs and strategies to create soccer awareness and fan culture in a national market that shows high ethnical and cultural diversity. Gerald held various positions in the sports industry in Germany before he moved to the Middle East. He was director of marketing and sponsorships of the Frankfurt Galaxy American Football Team, the record holder of the NFL Europe League. During the 2006 FIFA World Cup Germany, he worked as a department head and project manager of the local organizing committee coordinating the opening and closing ceremonies and the FIFA World Cup Trophy Tour Germany. After graduating in sport sciences and biology from the Free University Berlin and in sport administration from the University of Northern Colorado, Gerald started his professional career in motor sports as a marketing manager with the Eurospeedway Lausitz operating company. He later joined the German Motor Sports Federation (DMSB) being its vice-general secretary and head of motorcycle sport.



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Impact

Paper:

- **Swart (RSA) Revisiting the 2010 FIFA World Cup research agenda – Lessons for future mega-events**
- **Girginov (GBR) Leveraging the 2012 London Olympic and Paralympic Games for building the UK Higher Education sector's research and teaching capacity**
- **Scheu (GER) Mega sport events and their influence on residents' quality of life**
- **Snell, Theodoraki, Rakic & Barron (GBR) The ethical dilemma of encouraging citizen participation in mega sports event planning: the case of the London 2012 Olympic Games**

Revisiting the 2010 FIFA World Cup research agenda – Lessons for future mega-events

Kamilla Swart, Cape Peninsula University of Technology, *kamilla@kamilla-sa.co.za*

Since South Africa's readmission to international sport more than two decades ago, it has increasingly used sport tourism events, and mega-events in particular as a catalyst for socio-economic development and as part of the broader transformational and development agenda. Unsurprisingly, it was anticipated (and publicised) that the 2010 FIFA World Cup would contribute significantly to job creation, infrastructural development and social upliftment. This is also the discourse associated with Durban, the host of the 2022 Commonwealth Games, in relation to justifying the bid and decision to host the event. There is limited consensus about the impacts of hosting mega sporting events and evidence that supports assertions which suggest that mega-event research is inadequate, inconsistent (in terms of methodological approaches and rigour) and biased (towards economic considerations usually pre- and during the event with legacy aspects being neglected). It is therefore important that perceptions, needs and aspirations of different key stakeholders (such as the local communities, business sector, public sector, etc.) be integrated into undertaking research on mega-events and adopts a more comprehensive approach including the planning, implementation and post-event phases. Reflections on the experiences of the 2010 FIFA World Cup is used as an illustrative case study to examine the challenges of conducting mega-event research, with a specific focus on a range of legacy impacts.

The focus on mega-event impacts is justified because these events require massive private and public sector investments (especially in developing contexts such as South Africa where resources are limited and socio-economic challenges are widespread) and the long-term spin-offs (particularly economic benefits) remain key reasons for justifying bidding and hosting these events. Yet, undertaking impact assessments and research pose several methodological and logistical challenges in relation to standardising data collection; sampling to ensure representation; balancing competing research interests; leveraging resources and funding; tracking legacy impacts as this paper illustrates. Additionally, a focus on economic impacts tends to dominate sport mega-event research. The need to broaden the research agenda to incorporate other aspects is highlighted as well as the contestations and debates that emerged in relation to developing the 2010 research agenda. Furthermore, the importance of formulating and undertaking research to evaluate impacts and to inform planning and policy developments is underscored. Given the global landscape to date, the need to include issues such as sustainability, legacy, safety and security and social justice in mega-event legacy research is further considered. Implications for a research agenda in relation to a future Olympic bid by South Africa is further considered. Aspects examined relate to identifying key research thematic areas, skills and expertise required, potential collaborations and partnerships, funding opportunities, training and capacity building for postgraduate students, and developing indicators to assess pre-, during and post-event impacts. This will ensure that research covers the lifecycle of mega-events which include longer term legacy impacts.

Kamilla Swart is an Associate Professor in the Tourism and Event Management Department, Faculty of Business and Management Sciences, Cape Peninsula University of Technology (CPUT). Her research interests include sport and event tourism, with a specific focus on mega-events and event policies, strategies and evaluations. Kamilla was instrumental in developing the 2010 Research Agenda and was appointed by the City of Cape Town as Research Coordinator for 2010 on behalf of the Cape Higher Education Consortium (CHEC, which represents the four universities in the Western Cape, South Africa). Kamilla also serves as the principal investigator of the CPUT team for CARNIVAL, a trans-continental project funded by the EUCommission focused on analysing the management and legacy of mega-events with partner institutions in Brazil, England, Germany, South Africa, and the USA. She completed her doctoral degree in education and sport tourism and graduated from Illinois State University in 2001. Prior to this, Kamilla worked at the Cape Town 2004 Olympic Bid as a Sport Manager responsible for liaising with the international sport federations regarding their technical requirements as well the national sport federations regarding their training venue requirements.

Leveraging the 2012 London Olympic and Paralympic Games for building the UK Higher Education sector's research and teaching capacity

Vassil Girginov, Brunel University London, vassil.girginov@brunel.ac.uk

The UK Higher Education (HE) sector is a major contributor to the economy with an output of over £80 billion, which equates to 2.8% of country's GDP, and supports more than 800,000 full-time jobs (Kelly et al, 2014). Universities have been at the forefront of creating intellectual capital and economic value and the London Games were perceived as a great opportunity to help further enhance the role of the HE sector nationally and internationally.

The appeal of major sport events to national political and business elites for promoting diverse policy agendas is well-documented (Gold & Gold, 2011; Horne, 2007). To that end UK has developed a deliberate policy for hosting major sport events and invests £22 million in bidding for them (UK Sport, 2005, 2015). In 2016 UK hosts over 80 such events and the HE sector plays a prominent role in them.

For the first time in history, the 2012 London Olympics organisers made a concerted effort to involve the host HE sector through a dedicated organisation, Podium. As a result, 94% of the UK HE sector became involved with the Games through various initiatives (Weed et al. 2012). However, there is a gap in our knowledge of how the UK universities have leveraged the Games for building their research and teaching capacities, so they continue to make major contribution to society.

The Olympics present not only a platform for showcasing athletes' achievements, but also a valuable strategic resource that can be leveraged to enhance the HE sector overall capabilities. The study addresses what strategies, processes and mechanisms have been used by the UK HE institutions to leverage the opportunities presented by the London Games and to what effect. It builds on Zinke's (2006) conceptualization of capacity building and Chalip's (2004) model of leveraging mega events. The analysis is based on an online survey and interviews with key Podium officials and academics from six UK Olympic-active universities.

The UK Higher Education sector's engagement with the Games was more evident on a tactical rather than strategic basis via specific projects such as hosting pre-Games training camps and putting on new courses. The main beneficiaries of various capacity building activities were individual staff members, research centres and departments. However, it is not clear how those gains at individual and unit levels have translated into institution-wide enhanced capabilities given the apparent lack of sustained institutional interest in Olympic matters three years after the London Games and the high mobility of academics.

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Vassil Girginov is Reader in Sport Management/Development. He holds a PhD in sport policy analysis from Loughborough University and has worked on the Sofia bids for the 1992 and 1994 Winter Olympic Games and in higher education institutions in Bulgaria and Canada. Vassil has also been working with national and international sport organisations in the UK, Canada, Bulgaria, Cyprus and other European countries. He has been researching the governance of sports development legacy of the 2012 London Olympic Games and the relationship between the culture of national sports governing bodies and participation in sport. Vassil's current research projects include: 'UK and Russian National Governing Bodies of sport leveraging of the London and Sochi Olympics for capacity building' and 'Higher Education sector in England leveraging of the London Olympics for building research capacity'. His research interests, publications and industry experience are in the field of Olympic movement, sport development, comparative management and policy analysis. His most recent books include Olympic Studies – 4 volume collection (Routledge, 2015), Sport Management Cultures (Routledge, 2011), Management of Sports Development, (Elsevier, 2008), The Olympic Games Explained (Routledge, 2005, the book has been translated in 5 languages) and Handbook of the London 2012 Olympic & Paralympic Games (Vol. 1 & 2 - 2012-3).

Mega sport events and their influence on residents' quality of life

Anja Scheu, Johannes Gutenberg-University Mainz, Germany, a.scheu@uni-mainz.de

In recent years, the term “Quality of Life” has become part of the vocabulary of social scientists, advertisers and ordinary people. A precise, clear and shared definition of Quality of Life still is a long way off though. There is, however, an agreement that it is a multi-dimensional and interactive construct encompassing positive and negative features of life. Often researchers do not even attempt to define the concept, using it instead as an indicator. This could also be observed in various studies concerning the impacts of mega sport events. Mega sport events are deemed to have significant consequences for the host city (e.g. Solberg & Preuss, 2007; Waitt, 2003) and, therefore, local residents’ and their way of life are affected, too. Generally, it is assumed that positive impacts from mega sport events like new infrastructure, increased economic activity or new job possibilities enhance residents’ Quality of Life. Negative impacts like ecological damage, over indebtedness or increased rental prices are supposed to cause a decreasing Quality of Life. Measuring Quality of Life is a challenging issue, what is probably responsible for this simplification. Yet conceptual clarity is extremely important, since huge expenses for hosting mega sport events are often justified with an increased Quality of Life for residents.

A review of the literature concerning mega sport event impacts and Quality of Life shows that there is a paucity of research with respect to this issue. Present studies largely focus on residents’ attitudes and the perceived impact on Quality of Life (Al-Emadi et al., 2016; Kaplanidou et al., 2013; Kaplanidou, 2012) and therefore focus only on subjective aspects. However, a full measurement of Quality of Life requires both, objective and subjective methods (Kerce, 1992).

Studies analyzing the impacts and legacies from mega sport events are numerous (e.g. Waitt, 2003; Preuss, 2004; Cashmann, 2005) but they miss to link these impacts and legacies with Quality of Life. To contribute to this research gap, the present study aims to create a holistic approach for analyzing and measuring how mega sport event impacts impinge on residents’ Quality of Life.

In a first step a framework for assessing the influence of mega sport event impacts on residents’ Quality of Life was developed. The framework includes 1) the detection of impacts that affect Quality of Life, 2) the judgement on whether the effect is positive or negative, 3) the development of indicators for operationalizing the effects:

1) To detect impacts that affect residents’ Quality of Life, two different kinds of impacts have to be distinguished: impacts that affect Quality of Life in any case and impacts that create opportunities. Whereas impacts like improved air quality affect every individual in the city, impacts like new leisure facilities only affect Quality of Life if people use them.

2) Mega sport event impacts affect residents differently, thus it is indispensable to take a multidimensional perspective and evaluate all existing possibilities. An increase in tourism will probably be beneficial for restaurant owners and enhance their Quality of Life. Nevertheless, more tourists might also account for overcrowded places or public transportation, what leads to restraints for citizens and, consequently, less Quality of Life.

3) Objective indicators need to be developed to determine how the event contributes to Quality of Life and to compare different events. There are numerous indicators for measuring Quality of Life but the adaption to event impacts is challenging. Especially the measuring of intangible impacts occurring from mega sport events has been a topic of various studies in recent years but still remains difficult.

On basis of the developed framework further research can be conducted achieving a preferably holistic approach for mega-event impacts and how they affect residents' Quality of Life.

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Anja Scheu is PhD student and a research assistant at the Institute of Sport Science at Johannes Gutenberg-University Mainz, Germany. She earned a bachelor's degree in business economics and a master's degree in sports management. Her primary research interests are related to the socio economic impacts from mega sport events as well as the connection between mega sport-events and society.

The ethical dilemma of encouraging citizen participation in mega sports event planning: the case of the London 2012 Olympic Games

Sarah Snell, University of Hertfordshire, *s.snell@herts.ac.uk*

Eleni Theodoraki, Edinburgh Napier University, *e.Theodoraki@napier.ac.uk*

Tijana Rakić, University of Brighton, *t.Rakic@brighton.ac.uk*

Paul Barron, Edinburgh Napier University, *p.barron@napier.ac.uk*

Mega sporting events have been shown to produce negative impacts, particularly on the host communities, in the location(s) where they are staged. This is, in part, due to the large scale development and regeneration associated with the planning and staging of these events in general and of the Olympic Games in particular (Horne, 2007; and Smith, 2009). A possible method of impact alleviation, such as the use of citizen participation strategies (see: Arnstein, 1969 and Tosun, 2006), is presented as a way to gather community views on mega event planning, thus minimising negative impacts associated with the event and potentially galvanising community support for its associated development.

Underpinned by a constructivist approach, this paper discusses the findings of primary research conducted during the planning stages of the London 2012 Olympic Games by the lead author. In particular, it draws on the findings from 11 semi structured interviews conducted with local community representatives and other stakeholders, as well as findings stemming from London 2012 Olympic Games related document analyses.

Whilst initial findings suggests that participative strategies undertaken by organisers provide benefits for those who participate and encourage positive sentiment towards the event, a deeper exploration of the findings highlights the lack of power of the community members to affect significant change in the planning process. Despite the well thought out and organised nature, citizen participation initiatives led by event organisers did not appear to have provided local communities with positive outcomes or a strong voice in the planning process, at least as far as the London 2012 Olympic Games were concerned. This is partly due to the lack of recognition of the host community as one of the key stakeholders which inevitably led to a low level of stakeholder power in London 2012 Olympic Games related discussions. Alongside this, a lack of opportunity to participate in debates relating to the planning of facilities needed for the staging of the event, paints an image of a less than successful participative planning process.

Whilst the benefit of citizen participation in planning has been discussed by academics (Arnstein, 1969; Hall, 1989; and Tosun, 1999, 2006), and is seen as positive for the community and those who take part, scholarly discourse on the subject also notes that participants must possess a certain level of power within the process in order to achieve meaningful participation (Arnstein, 1969). The findings of this research support these claims and identify the varied levels of power that community members have been able to achieve as well as influences that their involvement has created throughout the planning process. These findings inevitably lead to the discussion of the challenges as well as ethical dilemmas involved in encouraging citizen participation in mega sports event planning, especially in the context(s) where participants within the process lack the needed levels of power to make a significant influence on the event planning related decision making processes.

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Sarah Snell is a Senior Lecturer at the University of Hertfordshire Business School, UK. Having received a BA Hons in Tourism and Languages and an MSc in International festivals and Events Management at Edinburgh Napier University, She undertook a PhD at the same institution entitled 'Citizen Participation in Mega Event Planning: The Case of the London 2012 Olympic Games', which she completed in 2015. Her main research interests include the planning of large-scale events, citizen participation and community engagement within event planning, and the social and political implications of the staging of events, particularly in relation to an events ability to impact on human rights within host destinations.

Eleni Theodoraki:

- 2008 – present: Associate professor, The Business School, Edinburgh Napier University.
- 2010-2013: Core Commissioner in Commission for a Sustainable London 2012 <http://www.cslondon.org/>
- 1996 – 2008: Lecturer, School of Sport and Exercise Sciences, Loughborough University.
- 1995 – 1996: Lecturer, School of Sport and Exercise Sciences, De Montfort University.

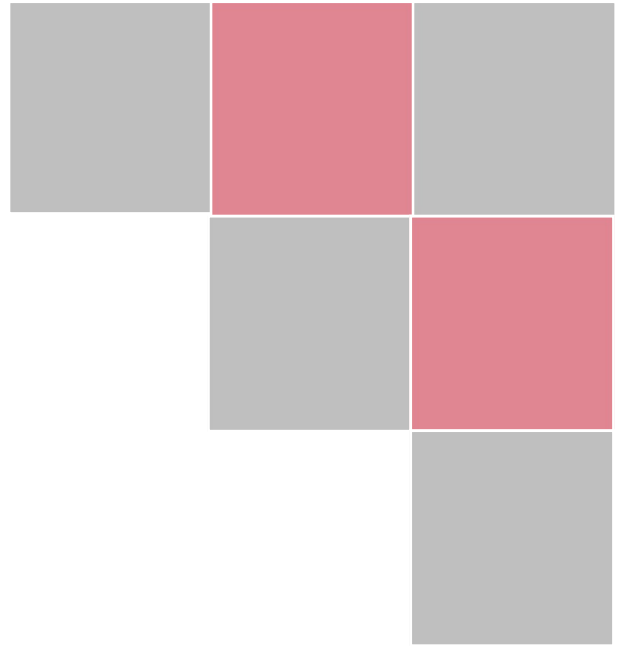
Tijana Rakić is a Senior Lecturer at the School of Sport and Service Management at the University of Brighton, UK. She holds an interdisciplinary PhD in Tourism Studies and her main research interests and publications predominantly lie in visual research methods, tourism and events studies, tourism's visual culture, narratives of travel and tourism, and the relationships between heritage, tourism and national identity. She has co-edited several book length publications including *An Introduction to Visual Research Methods in Tourism* (with D. Chambers, 2012, Routledge), *Narratives of Travel and Tourism* (with J. Tivers, 2012, Ashgate), *Travel, Tourism and Art* (with J.- A. Lester, 2013, Ashgate) and, most recently, *Tourism Research Frontiers* (with D. Chambers, 2015, Emerald).

Paul Barron is Professor in Hospitality and Tourism Management at Edinburgh Napier University. Upon completing his first degree in Hotel Management, Paul embarked on a successful, 8 year, management career in the Hospitality industry. Paul commenced his academic career as a lecturer in Hospitality Management at Glasgow Caledonian University and completed his MSc in Human Resource Management. Paul then spent 11 years as Senior Lecturer The University of Queensland, Australia and was awarded his PhD in 2003. This study formed the largest examination of international students' educational experiences in Australian universities and is held as a key element of research in the field of hospitality management education. Paul joined Edinburgh Napier University in 2007 as Reader in Hospitality Management and gained his Professorship in

August 2015. Paul continues to study the education experience of students studying hospitality, tourism and events at university and, more recently has undertaken funded research that examined the emerging Generation Y consumer in the UK, Hong Kong, Macau and Singapore. Current projects are regarding employee engagement, knowledge transfer and an analysis of career destinations and aspirations of festival and event graduates. Paul is currently convenor of the University Research Integrity Committee, has authored over 50 articles in the fields of hospitality and tourism and served as Executive Editor of The Journal of Hospitality and Tourism Management for six years. Paul is currently Hospitality Subject Editor for the Journal of Hospitality, Leisure, Sport and Tourism Education and is Chair of the Council for Hospitality Management Education (CHME).



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Legacy

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- **Nóbrega, Santos Neto & Mataruna-Dos-Santos (BRA) Managing the legacy of the Military World Games Rio 2011: Benchmarking of mega events**
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Managing the legacy of the Military World Games Rio 2011: Benchmarking of mega events

Luiz Fernando Medeiros Nóbrega, Physical Education College of the Brazilian Army,
lmnobrega@uol.com.br

Silvestre Cirilo Santos Neto, State University of Rio de Janeiro, *silvestrecirilo@yahoo.com.br*

Leonardo Jose Mataruna-Dos-Santos, Centre for Peace and Reconciliation Studies,
mataruna@gmail.com

Aim of the abstract

The objective of this research is to identify best practices used to manage the legacy of sports facilities of the host Olympic Games Cities, establishing if they can be transferred to sustain the legacies of the 5th Military World Games - Rio 2011.

Theoretical background

The Military World Games (MWG) is a multi-sport mega event held every four years under the auspices of the International Military Sports Council (CISM), one of the largest multidisciplinary organizations in the world that manage various sporting events for the Armed Forces and has the objective of promoting peace after the international conflicts that marked the world in the first half of the Twentieth Century (Nóbrega, 2011). The 5th MWG were held in Rio de Janeiro from 16 to 24 July 2011 and received in total, 6,103 athletes of 111 countries, without counting the involvement of more than 25,000 support team and a large participation of 260,000 civilians audience in all events and the generation of television signal to over 40 countries worldwide (Brazil, 2012). The Brazilian Armed Forces that organized the 5th MWG had a concern of having a project with social, sporting and economic legacy which covers several areas. We can highlight: the construction of Blue, White and Green Villages supplied 1,206 apartments in a sustainable way; built and improved sport facilities with an installed capacity of high-level sports, the creation of High Performance Program with the aim of recruiting Brazilians talents to the Armed Forces, allowing unaided athletes could have the support of the Armed Forces for training; and other Programs like "Forces in Sport" which brings young people from disadvantaged communities into Brazilian barracks to participate in sport events, intensifying the search for new talents. As said by Parent and Smith-Swan (2013), the term legacy appeared in the late 80s and, Gratton and Preuss (2008) and Misener et al. (2013) linking legacy to host mega-events. According to Cashman (2002) legacy of sport has been little discussed even though it is the core matter in the Games. The author highlighted sport delivery and sporting culture beside that sporting facilities and elite sport are theoretically improved on the Games period. And, over the stimulus of Olympic Games, Kidd (2002: 137) argues that the Games programme "have a greater impact upon the global advancement of sport than any other mechanism". McCloy (2002) reveals that impact or legacy provided by mega-events has been discussed on different stages of the games: bidding, stage and post-games. Considering the foregoing, the purpose of this article is to analyze and compare how cities that host mega events like Rio de Janeiro (2011) and London (2012) have managed their legacy. The ultimate objective of the research is to find out opportunities for developing sustainable sport facilities legacy after the Olympic Games – Rio 2016.

Methodology

Olympic legacies generally fall into five categories – sporting, social, environmental, urban and economic – and can be in tangible or intangible form, according to the Guide on the Olympic Legacy. This study is going to use the concept of benchmarking as a research tool for furthering understanding of the management of sustainable sport legacy. This study will seek to identify the extent to which the identified practices are similar across different countries like United Kingdom,

United States of America and Brazil. A review of the literature in this field highlights a large number of definitions of the concept, although most only differ in terms of the terminology they use, or the amount of information they include. Camp (1989, 1995, 1998), one of the founding researchers in the field of benchmarking, defined benchmarking as “the search for industry best practices that leads to superior performance” (Böhlke, 2009).

Results and discussion

Data were gathered in two big groups (existing and new venues), separating in OCOG, Private and Public owner and temporary or permanent venue (building clusters about sport venues). An index was used considered the follow formula: $\% = (\text{total of venues} / \text{number of clusters}) * 100$. London 2012 shows us that 55.17% of facilities are existing venues; it is 34.48% of private permanent buildings, 13.79% of private temporary venues and 6.9% of public temporary venues (marathon and road cycling). When new venues are considered, just 20.69% are permanent facilities built specifically to the Games, and 24.14% are temporary venues, both managed by LOCOG (London Organising Committee of Olympic Games and Paralympic Games). It is clear that London built a small number of permanent venues to the Games. Furthermore, this research is still in progress. Authors are still ascertaining the best management practices of the permanent facilities after London and Rio Games.

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Luiz Fernando Medeiros Nóbrega Graduate in Military Sciences from Military Academy of Agulhas Negras (AMAN-1991), degree in Physical Education from Physical Education College Of Brazilian Army (EsEFEx-1994), graduate in Sports Science with an emphasis on sports training by Porto Alegre Methodist Church Institute (IPA- 1998), Master in Military Applications by Officers Improvement School (EsAO-1999), Master of Science in Human Kinetics by Castelo Branco University (UCB-2005) and Master of Military Sciences at the Command and General Staff School of the Brazilian Army (ECEME-2011). Experience in Sports Administration area and Athletic Training, acting on the following topics: sport training, periodization, body composition, weight training, physical performance and obesity; international sporting success, elite sports, military sports, sports management and sports legacy. Research associate of the Study Group on Events and Mega Events of the School of Physical Education and Sports of the Federal University of Rio de Janeiro registered in CNPq Scholarship and the European Union by Carnival design of Coventry University (UK). Currently holds the position of Commander and Director of Physical Education College of Brazilian Army (EsEFEx).

Leonardo Jose Mataruna-Dos-Santos is PhD Physical Education – Gama Filho University, PosDoc Contemporary Culture – PACC/UFRJ, PosDoc Sport for Peace and Development – CTPSR/Coventry University, MSc Physical Education – Unicamp, PGCert Conflict Resolution Skills – Coventry University, PGCE – Candido Mendes, PGCert Human Resources – ABT, BA in Physical Education and Sport - UFRJ. Journalist - Sportv Channel, Associate Research Fellow of CTPSR - Coventry University. Marie Curie Fellow (Research and Innovation) - European Union, Investigator Grants (Coventry University). Member of the Chartered Institute of Marketing. Director of International Relation of FIEP - Fédération Internationale d'Education Physique. National director of Judo in the Special Olympics Brazil. Director of Research at the Brazilian Police and Fire Sports Federation - USIP. Coach of Brazilian Paralympic Judo Team in Athens 2004 Paralympic Games and Strategic Coach of Brazilian Olympic Judo Team in Beijing 2008, London 2012 and Rio 2016. Visiting Lecturer at Universidad de Occidente, Los Mochis, Mexico.

Silvestre Cirilo Santos Neto is a doctoral student in Sport and Exercise Science at the State University of Rio de Janeiro. He received a BA in Physical Education and MSP in Business Management and Strategy from Federal Rural University of Rio de Janeiro. His main research interests are sports management, multivariable of sports performance and results and Olympic and Paralympic studies. He is Member of Brazilian Association of Sport Management (ABraGEsp), Centre of Olympic Studies (UERJ), Research Group on Sport Management (EsEFEx) and, Associate Research Fellow in Research Group on Events and Mega Events (EEFD/UFRJ). He obtained a fellowship (FP7 Carnival Project - €2,142) at Coventry University and developed a study on Brazilian Paralympic Results. As a speaker, he lectured in last year about mass sport, legacy, sports performance and disability sport. He worked in sport management in public administration and volunteered in V World Military Games (support to social communications and press at the Main Press Center – MPC) and Aquece Rio Event Test Canoe Sprint (support to NTOs and ITOs) and Slalom (support to Field of Play).

Perceptions of the Atlanta 1996 Legacy: 2001-2016

Kevin Heisey, American University in the Emirates, *kevin.heisey@ae.ae*

Danielle Mincey White, American University in the Emirates, *drdanielleminceywhite@gmail.com*

Consideration of Olympic legacies is an important factor for host cities to maximize the benefit of the Games. It is also an important consideration for the International Olympic Committee (IOC). According to the Olympic Legacy Booklet published by the IOC, "Each edition of the Olympic Games also provides significant legacies for the Olympic movement as a whole" (International Olympic Committee, 2012).

While the IOC tends to focus on the positive, "Olympic legacy" can take many different meanings and be applied in a variety of contexts. A comprehensive legacy definition is the "planned and unplanned, positive and negative, intangible and tangible structures created through a sport event that remain after the event" (Gratton & Preuss, 2008).

The legacy concept, in this context, comes up most often in discussions regarding planning for upcoming events. It is less common to look back and assess a legacy in a comprehensive manner. There are ex-post assessments of the overall economic impact of hosting the Olympics such as Kasimati & Dawson, 2009. There are also assessments of single elements of legacy such as Veale, Toohey, and Frawley, 2012 who look at the sport participation legacy of the Sydney 2000 Games. However, there are few studies that look back at the media perception of an Olympic legacy for the decades following the Games. While the media perception and reporting of an Olympic legacy are, at best, proxies of the true legacy, they can be seen as key pieces of the assessment of an overall Olympic legacy. As an example, if local newspaper reports of the Atlanta 1996 legacy did not reflect the population's perceptions they would likely generate newspaper articles countering the stories initially put forward that would show up in the data here.

2016 is the twentieth anniversary of the Centennial Olympics held in Atlanta. This study assesses the print media perception of the Atlanta 1996 legacy through a content analysis of English language newspaper articles published between 2001 and 2016. Examining the media perception of the legacy over the fifteen-year span allows examination of the event after the immediate excitement and enthusiasm of the Games wear off and the perception of the legacy has time to develop.

The objective of the study is to gain insight into the overall legacy of Atlanta 1996 as well as determine what, if any, particular aspects of the media perceptions of the legacy are prominent. Additional interesting aspects are to examine if the perception of the Atlanta legacy has evolved over time and if the legacy is perceived differently from different geographic viewpoints.

Method and Summary of Results

A search of the LexisNexis Academic database of over 3,000 world newspapers using the search terms; "Atlanta", "1996", "Olympic", and "legacy" generated 195 articles in major, English language newspapers from the beginning of 2001 through the end of 2015. A qualitative approach was used to examine the content and code for themes.

Generally, the Atlanta 1996 legacy is seen as more positive than negative. With the exception of individual aspects that are highlighted, the overall assessments by the press are, at worst, a mixed-bag. The viewpoint from Atlanta is thorough and reasoned and more positive regarding the Olympic legacy than observers from Australia, Canada, and the United Kingdom.

The main positive legacies mentioned are the Centennial Olympic Park and how it transformed a blighted area into a much utilized gathering place, the Olympic Stadium and its use as a stadium for Major League Baseball's Atlanta Braves, and the iconic image of Muhammad Ali carrying the

Olympic torch to light the cauldron to start the Games. Positive legacies mentioned less frequently are Atlanta-based consulting and logistic businesses that emerged from the Games and sport legacies such as investment in disability in sport programs and lesser sport events and venues in the Atlanta area. The negative aspects most often reported are the Olympic Park bombing, organization and logistics chaos at the Games, small legacy venues that are underutilized, and public symbols of the Games that are poorly maintained.

Of the 195 results returned, 34 were determined to be primarily focused on in-depth examination of the Atlanta 1996 Olympic legacy. Thirty of these articles appeared in the Atlanta Journal Constitution, with most appearing in 2006 (the 10th anniversary of the Atlanta Games) and 2012 (an Olympic year). Sixty-nine were partially related to the Atlanta 1996 legacy. The remaining articles were focused on individual athletes or people involved with the Games rather than the legacy of the Games as a whole. The set of articles partially related to the Atlanta 1996 legacy includes 20 from the Atlanta Journal Constitution with the rest coming from a wide variety of global sources. Articles from the legacy-related group were more likely to be from 2010-to-2013 with many in the context of the London 2012 or Vancouver 2010 Games and Games planning with comparisons to previous Games from the perspective of the United Kingdom or Canadian press.

The aspects of the Atlanta legacy highlighted in newspaper articles, both positive and negative, do not appear to be influenced by the passage of time. The only apparent key difference is that articles in the Atlanta Journal Constitution were far less likely to mention the traffic problems, and organization and logistic chaos that occurred during the Games than the other sources.

In the current context where the citizens of major western cities have been reluctant to pursue Olympic bids, these results are interesting. Opponents of Olympic bids in Boston, Hamburg and elsewhere warn of post Games regret, but in the case of Atlanta there is little evidence of regret reported in the major Atlanta newspapers and an overall mildly positive perception of the Games by newspapers reporting from outside of the United States. The Atlanta perceptions are particularly noteworthy. While they may be biased and overlook some of the negative aspects of the Games, the major conclusion here demonstrates that, based on in-depth examination of newspaper reports of the Atlanta 1996 Games from 2001-through-2015, the general perception of the Games legacy among the citizens of the host city appears to be positive.

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Kevin Heisey is a Associate Dean at the College of Business Administration at American University in the Emirates, in Dubai. Previously he was Associate Professor of Sport Management at Liberty University, in Lynchburg, Virginia, USA and Assistant Professor of Sport Management at State University of New York College at Cortland, where he also was director of the sport management Master's degree programs . He achieved a Master of Arts degree in economics at the University of Central Missouri and a Ph.D. in sports economics and management at the German Sport University in Cologne. He has written on measuring the intangible economic benefits of hosting the Olympic Games and pricing in the primary and secondary ticket markets. He has also studied the economic impact of the 2010 FIFA World Cup on the residents of low income townships in South Africa.

Danielle Mincey White is an Associate Professor at the College of Business Administration at the American University in the Emirates. She is director of the Master of Sports Management program and holds two graduate degrees in Sport Administration – PhD from Florida State University, Tallahassee, Florida; U.S.A.; and MEd from Xavier University, Cincinnati, Ohio; U.S.A. She taught, at the University of North Florida, Jacksonville, Florida; Chowan University, Murfreesboro, North Carolina; Claflin University, Orangeburg, South Carolina; and George Mason University, Fairfax, Virginia. She is actively engaged in sport and fitness consulting.

Impact/legacy measurement and evaluation in mega event projects with focus on intangible assets

Mauricio N Rodrigues, Reference Center on Corporate Intelligence (CRIE-COPPE/UFRJ), MNR Training & Development, Rio de Janeiro Federal University, Paris Sud University, *mauricio@mnrtd.com*

Ahmed Bounfour, Intellectual Capital, Paris Dauphine University, Paris Sud University, *ahmed.bounfour@u-psud.fr*

Marcos C B Cavalcanti, Reference Center on Corporate Intelligence (CRIE-COPPE/UFRJ), Rio de Janeiro Federal University, Paris Sud University, *marcos@crie.ufrj.br*

According some evidences, mega events could play a significant role in local development and competitiveness (Clark, 2008; OECD, 2010; Preuss, 2007, 2015). This benefit is generally due to the catalyst effect of a series of factors related to infrastructure, tourism and local population welfare/quality of life. However, mega events also have potential downsides (Flyvbjerg et al., 2003; Zimbalist, 2010). In order to assess the cost-benefit of hosting them, we usually measure its socio-economic outcomes and impacts. Nevertheless, recent studies indicate positive intangible impacts as potentially important benefits (Preuss, 2007). The intangible assets have become strategic factors for value creation, and are considered central factors to economies' growth and competitiveness (Bounfour, 2003b; Bounfour & Miyagawa, 2015; OECD, 2008, 2013). However, the existence of reliable operational methods to assess and evaluate the mega events intangible aspects is still unclear (Rodrigues et al., 2015). Thus, the current study objective is to develop a performance model for measure and evaluate the mega event projects impacts, taking into account the intangible assets. We applied the design science research (DSR) paradigm. The DSR is based on the act of creating an applicable solution, typically an artifact, to solve a problem. This research orientation is concerned in solving relevant complex problem that taking into consideration the context in which their results will be applied. Thus, the development of the artifact is a search process that draws from existing theories and knowledge to come up with a solution. Among the existing methods available, we decided to follow the Peffers et al. (2007) DSR process. It includes six steps: problem identification and motivation, definition of the objectives for a solution, design and development, demonstration, evaluation, and communication. To prevent the lack of a real-life event context and a well-defined objective to the impact analysis (Behn, 2003; Preuss, 2015), we developed the model on the measurement and evaluation of the impacts on the intangible aspects generated by and for the 2014 FIFA World Cup interventions in the Tourism industry at Rio de Janeiro. Based on the traditional intangible measurement modeling (Bounfour, 2003a; Cavalcanti & Gomes, 2001; Deutscher, 2007), we developed a theoretical framework to gather the relevant intangible success factors generated for and by mega event projects to induce value creation, competitiveness and local development. It consists of five dimensions of the intangible capital. Internally to the mega event project we have the strategic, the human and the structural capitals. Externally, the ecosystem, and on the borderline, the relationship capital. Hereafter, we proposed an operational version by incorporating in each capital's dimension a group of assets (resources, competencies and processes), 15 as a whole, and 42 indicators to measure the performance of the interventions in developing such assets. The Mega Event Intangibles Impacts (ME-I2) Model returns three different outcomes. The degree of importance (the relative value) for each dimension of intangible capital established by the stakeholders' expectative concerning the value-creation drives. Performance Ratings for the mega event interventions, which reflect the perceptions of the stakeholders in an overall fashion and concerning each capital dimension. And the dynamic value of the intangible capital, which reflect the link between the perceived performance and the financial value of the assets estimated by the intervention expenditures as a proxy. We demonstrated and evaluated the ME-I2 model in a pilot-study to measure and evaluate the impacts in the 2014 FIFA World Cup interventions on Tourism industry and to provide information

for effective strategic management and decision-making focused on generate positive legacies. We interviewed a sample of nine stakeholders, divided into two groups. One, involving three members from the internal stakeholders (managers and decision-makers) and other from external stakeholders, involving members of two development agencies, two professional associations and two experts in mega sports events. The focus of such interviews was raise evidence about the expectations and perceptions of the mega event stakeholders in regard of some intangible success factors that could improve the mega event performance. The ME-I2 Model showed preliminary adequacy and appropriateness, following the Messick (1995) unified concept of validity. It seems to us an interesting tool and a valuable font of information to contribute to translate more effectively the intangible impacts into tangible improved value creation (legacies) for the host city/country.

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Mauricio Rodrigues is research fellow of the Reference Center for Corporate Intelligence (CRIE/UFRJ) and director of the MNR Training & Development. He received a PhD in a joint supervision program in Engineering Sciences at Federal University of Rio de Janeiro (COPPE/UFRJ) and Management Sciences at University Paris-Sud, a M.S. in Exercise and Sport Science from Gama Filho University, and a B.Sc. in Physical Education and Sports from State University of Rio de Janeiro. His main research interests are knowledge management, intangible assets, design science and sports management. He has fifteen-year professional experience planning and developing projects, mainly in mega events, R&D, education and sports industries.

Marcos Cavalcanti:

- D.Sc in Computer Science, Université de Paris XI, professor at Federal University of Rio de Janeiro (UFRJ).
- Director of CRIE – Business Intelligence Institute of UFRJ (Federal University of Rio de Janeiro)
- Editor of Revista Inteligência Empresarial (a Brazilian business intelligence magazine)
- He wrote the books: “O Conhecimento em Rede” (knowledge network) and “Gestão de Empresas na Sociedade do Conhecimento” (Managing in the Knowledge Era (the bestseller book on knowledge management in Brazil), by Elsevier Ed.
- Coordinator of the MBKM (MBA on Business and Knowledge Management) and WIDA (MBA on Web Intelligence and Digital Ambience)
- Member of the Board of the New Club of Paris (<http://www.the-new-club-of-paris.org>)

Ahmed Bounfour is Chair Professor at Paris -Sud University where he holds since 2008 the European Chair on intellectual capital , the first academic chair dedicated to intangibles (www.chaironintellectualcapital.u-psud.fr) . He is the author de dozen papers on intangibles and value creation. Among his ongoing works: assessment of complementarities of intangibles and analyzing the role of institutional assets in territorial development. In digital, he is leading several projects dedicated to cloud computing, data assets valuation and digital transformation. Among these, the ANR research project on “Cloud Computing and Organizational Design – CBOD (www.cbod.u-psud.fr) and also the international research programme ISD – Information Systems Dynamics, leaded by CIGREF Foundation (www.fondation-cigref.fr). ISD led, among others to designing scenarios for the 2020 enterprise, around the concept of acceluction. Among his recent publications: Intangibles, Market failure and Innovation growth (with T. Miyagawa) and Digital Futures, Digital Transformation: From lean production to acceluction (both with Springer, 2015).

The Sport Career of Brazilian Paralympic Athlete: the legacies of Paralympic mega events and the financial support to the Paralympians

Marcelo de Castro Haiachi, PPGCMH / UFRGS, *Prof. Marcelo Haiachi* <prof.haiachi@gmail.com>

Leonardo Jose Mataruna-Dos-Santos, Centre for Peace and Reconciliation Studies, *mataruna@gmail.com*

Andressa Fontes Guimarães-Mataruna, Coventry University, *ab8723@coventry.ac.uk*

Vinícius Denardin Cardoso, Universidade Federal de Santa Maria, *vinicardoso@yahoo.com.br*

This research forms part of the EU sponsored Carnival IRSES project coordinated by Coventry University, UK. The focus of this research is the sporting career of the Brazilian Paralympic athlete. The hosting of the Rio 2016 Paralympic Games represents a new opportunity for Brazilian Paralympic athletes. In addition it is claimed that this increased visibility of Paralympic sport can change societal perceptions regarding disability and increase investment in high performance sport for athletes with disabilities. Successful results obtained in international Paralympic sporting events have also assisted Brazilian athletes to gain increased financial support and improved training conditions. The success of Brazilian Paralympians in these events has also inspired a new generation of disabled people to become Paralympic athletes as a career option. However, this is a career that is still full of uncertainty due the investment in Paralympic sport being so dependent upon results and the economic situation within the country. Although many athletes are investing, their time in trying to consolidate sport as a career their success in doing so is not dependent only upon their results but also in their ability to maintain high performance levels over a long period. The study aims to critically analyse the career of Brazilian Paralympic athlete. The methodology applied was a document analysis of the Brazilian Paralympic Committee (BPC) and the Ministry of Sport from 2009 to 2016. Institutional documents, official websites and reports were analysed. The results showed that the Brazilian Paralympic athlete career is divided into four different categories: 1) Medal success; 2) financial resources; 3) training conditions; 4) the management of the athlete's image. With regard to medal success the starting point for the research was the Toronto Paralympic Games (1976) when the first Brazilian Paralympic medal was achieved. Since then the country has won 229 medals (73 gold, 83 silver and 73 bronze). However, despite the fact that 803 athletes have represented the Brazilian team at a Paralympic Games between 1972 to 2012 only 127 athletes (80% male and 20% female) have actually won medals. In respect of the financial resources a new law in 2015 dictated that 2.7% of all national lottery income be allocated to the Brazilian Olympic and Paralympic Committees, with 37.04% of this total destined for the Paralympic Committee. In addition, the Ministry of Sport contributed to the development of Paralympic sport in 2004 with the introduction of the 'Bolsa Atleta' programme that incentivized athletes to dedicate more hours in training by the introduction of financial rewards. The third analysis investigated the barriers that affect the training and performance of Brazilian Paralympians including access to training facilities, equipment and the different kinds of support available (e.g. emotional, physical, staff and others). Finally, we investigated the management of the athlete image, the role of the media, particularly drawing sponsorship to the area and the role of the athletes in representing the Paralympic values of courage, determination, inspiration and equality. The BPC has been investing in the image in of their Paralympians since 2004. Since then they have faced the challenge of how to use the images of well-known Brazilian Paralympians in order to transform non-disabled perceptions of peoples with disabilities. Overall, the research highlights the increase in investment in training facilities in order to stimulate debate about the Paralympic movement within Brazil and to emphasise the use of sport as a tool for development and transformation.

Marcelo de Castro Haiachi PhD Student of Science of Human Movement - Federal University Rio Grande do Sul (UFRGS), MSc in Human Motricity (UCB); Specialist in Sports (UFRJ). Professor of Federal University of Sergipe (UFS); Coordinator of ParaSport Programme of Sergipe - PPdSe. Fellowship of Marie Skłodowska-Curie Actions of the European Union's Seventh Framework Programme FP7/2007-2013/under REA grant agreement n° 612614. Associate Research Fellow of Federal University of Rio de Janeiro. Fellow of Reference Project for the National Sport Plan of High Performance in Brazil – UFRGS. Honorary member of Olympic Research Institute of Mexican Olympic Academy and Mexican Olympic Committee.

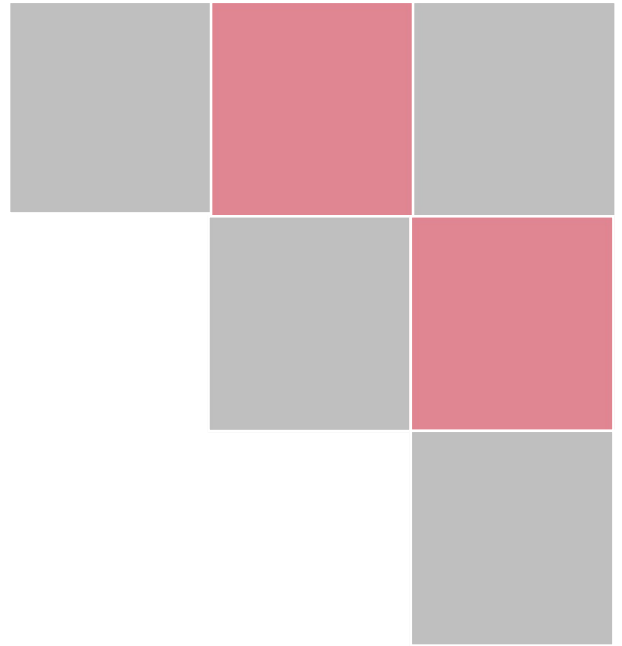
Leonardo Jose Mataruna-Dos-Santos PhD Physical Education – Gama Filho University, PosDoc Contemporary Culture – PACC/UFRJ, PosDoc Sport for Peace and Development – CTPSR/Coventry University, MSc Physical Education – Unicamp, PGCert Conflict Resolution Skills – Coventry University, PGCE – Candido Mendes, PGCert Human Resources – ABT, BA in Physical Education and Sport - UFRJ. Journalist - Sportv Channel, Associate Research Fellow of CTPSR - Coventry University. Marie Curie Fellow (Research and Innovation) - European Union, Investigator Grants (Coventry University). Member of the Chartered Institute of Marketing. Director of International Relation of FIEP - Fédération Internationale d'Education Physique. National director of Judo in the Special Olympics Brazil. Director of Research at the Brazilian Police and Fire Sports Federation - USIP. Coach of Brazilian Paralympic Judo Team in Athens 2004 Paralympic Games and Strategic Coach of Brazilian Olympic Judo Team in Beijing 2008, London 2012 and Rio 2016. Visiting Lecturer at Universidad de Occidente, Los Mochis, Mexico. Honorary member of Olympic Research Institute of Mexican Olympic Academy and Mexican Olympic Committee.

Andressa Fontes Guimarães-Mataruna MA Peacebuilding – Coventry University, Fellowship of Marie Skłodowska-Curie Actions of the European Union's Seventh Framework Programme FP7/2007-2013/under REA grant agreement n° 612614. Associate Research Fellow of Federal University of Rio de Janeiro. BA Journalism & Mass Communications – Estacio de Sa University

Vinícius Denardin Cardoso PhD Student of Science of Human Movement - Federal University Rio Grande do Sul (UFRGS); MSc Adapted Physical Activity – University of Porto, Lecturer at State University of Roraima (UERR). Fellow of Reference Project for the National Sport Plan of High Performance in Brazil – UFRGS.



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- Sanchez (BRA) Athletes Village 2016 – An urban analysis

Architectural and Urban Legacy of the Olympic Games in Rio 2016

Renata Latuf de Oliveira Sanchez, Faculty of Architecture and Urban Planning, University of Sao Paulo, *renata_los@hotmail.com*

This research concerns the analysis of three architectural and urban projects developed for the Rio Olympic Games in 2016, situated in the city's main Olympic region: Barra da Tijuca. The first is the Olympic Park, whose masterplan has been chosen through an international architectural competition. Secondly, the Athletes Village, part of a larger private real estate development named "Ilha Pura". At last, but not least, the Athletes Park, an entertainment venue built in 2011 to host "Rock in Rio" festivals, which will be used as leisure area for athletes during the Games.

This study focuses on the urban legacy these venues will leave in the city. The Olympic Park legacy masterplan, designed by Brazilian architect Daniel Gusmão in partnership with AECOM, envisages a modern city encompassing, at the same time, a traditional urban design. It is inspired by southern neighborhoods of Rio, like Ipanema and Copacabana, where mixed-use buildings and high density provide a vibrant, dynamic urban experience. In contrast, Ilha Pura and, consequently, the Athletes Village, seem to reassure Barra da Tijuca ongoing model of urban planning, by presenting a huge complex with 31 17-storey-towers, all spread over an 820.000m² area near the Olympic Park, in a very modernist-like urban occupation. With an original plan developed by Brazilian Modernist Architect and Urban Planner Lucio Costa, Barra has grown following very functionalist precepts. The Athletes Park, the first 2016 Olympics legacy project, seems more like an events venue than a park. Arid and without any trees, the area is very distant from the concept of "park" as a place for landscape fruition by humans, as described in Samuel Parsons' *The Art of Landscape Architecture*, or by landscape architect Günther Grzimek, one of designers of Munich's 1972 Olympic Park.

Through analyzing these three projects, this paper asks what kind of urban space Rio Olympics works will leave as legacy, and how they influence relations between society and built environment. Because of a public-private-partnership, private construction companies will undertake the Olympic Park's area for future development and conversion into a new neighborhood. Whether it will embrace the original legacy masterplan guidelines is still uncertain. However, other architectural works under construction by these companies show an unpromising reality (which includes the Athletes Village).

As theoretical framework, I analyze Rio Olympics under three main points. First, a discussion about the historical context of the Olympics as drivers of urban regeneration and as an economical strategy, based in important writings from Stephen Essex, Brian Chalkley, and Andrew Zymbalist. Second, a view of the Olympics under a cultural perspective, involving a discussion on "Culture Industry", the term coined by Theodor Adorno, and a so-called "starchitecture". At last, an analysis regarding urban sustainability, in which architecture, landscape architecture and urban design collide to become a coherent urban form. In this part, writings from Samuel Parsons and Danish Architect Jan Gehl have a special role in understanding how "spaces" become "places".

The methodology employed involves interviews with architects, visits to the three studied sites (May 2014 and December 2015), photographs taken in loco and released by official media, as well as comparative analysis to former Olympic cities, like London and Munich.

As conclusions, this paper addresses the urgent need of rethinking Brazilian urban planning strategies. Given the current Brazilian Bidding Law (Law 8666) does not oblige developers to follow an architectural competition winning project, construction companies can completely change original plans, even if it means a decrease in urban quality. Furthermore, this research stresses the importance of a connection between architecture, public power and society; cities should be designed for their inhabitants needs, not only following economic interests.

Renata Latuf de Oliveira Sanchez is a Brazilian Master's student in Architecture and Urban Planning History at the University of São Paulo, Brazil, and a recipient of the FAPESP Masters research fellowship (MS). She received a Bachelor degree in Architecture and Urban Planning from University of Campinas (UNICAMP), Brazil, in February 2015, and was awarded by the São Paulo State Council of Architecture and Urbanism (CAU-SP) a certificate of outstanding academic performance. Her main research interests are urban planning theory, mega events, aesthetics, architectural and urban developments concerning the Olympic Games and their impact on a city and society's legacy, with a focus on the works involved in Rio de Janeiro's Olympic Games. She has also interest in the relation between Architecture and Film, and has two published articles about the topic. Prior to entering the program, she developed a two-year research about Rio de Janeiro's Olympic Park, through an undergraduate Scientific Initiation Fellowship by FAPESP (IC) in the University of Campinas. Besides, she has worked in some architecture and urban planning offices in Brazil, such as BRITA (Campinas/SP) and Daniel Gusmão Associated Architects (Rio de Janeiro/RJ). Although very young and recently graduated, her professional experience includes participation in institutional, commercial, residential and interior design projects.

Residents perception about the Olympics 2016: an overview before the mega event

Paola Lohmann, Universidade Federal Fluminense, *paolalohmann@gmail.com*

In a short period, Brazil will have hosted two of the world's most important sport events: the FIFA World Cup, held in 2014 and the Olympics and Paralympics Games, in 2016. After the experience in 2014, the national and international expectations are that the Olympics and Paralympics Games will contribute to the country's economy generating jobs and income, increasing the number of visitors, infrastructure legacy and tourist facilities.

Mega sporting events are devised by governments as a way to increase the international visibility of the countries, and in different ways, boost the economy, generating economic benefits for society. According to the study of the potential socio-economic impacts in Rio de Janeiro in 2016, published by the Ministry of Sports (2010), there is an estimate of 380,000 foreign visitors traveling to the country only during the Olympic Games in the city of Rio de Janeiro. The expectation is to generate about 152 million dollars in income from lodging, food, trade and services segments. Furthermore, the event will have the participation of 10.500 athletes from more than 200 countries and will be broadcasted to billions of people around the world. In this context, it is important to notice that there are different stakeholders, expectations and interests related to the event, and not only tourist but also residents are important actors in different moments of the event. Lohmann et al. (2014) showed that in the period before the World Cup in Brazil, according to results obtained on a survey with the residents of Rio de Janeiro city, it became clear that negative variables such as price increase and financial loss, mostly, had a high level of agreement. One exception was regarding the possibility of residents' resistance to tourists' arrival for the World Cup, as a vast majority disagreed that there would be any negative reaction of this kind. Thus, "it is important to measure the perceptions of local residents in order to identify the tangible and long-lasting benefits" (Bob & Swart, 2009 cited through Hermann et al., 2012). Having the resident's opinion about the completion of a major event such as the Olympic Games and the World Cup can unveil the acceptance of tourism segments and its impacts on the host city. This paper aims to analyze the perception of Rio de Janeiro's residents about hosting the Olympic Games and the impacts both in tourism and in the city. The secondary objective relates to the legacy that population perceive when questioned about the mega event and all the segments involved on its fulfillment, such as infrastructure, mobility, tourism and security, for example. Therefore, a quantitative survey was conducted by collecting data face to face in the period from 3rd to 28th August, 2015, one year before the event, with the total of 404 valid results. To collect the data, the survey was done through the use of questionnaires, organized into thematic blocks that include the perception of impacts: tourism, sport, economy, infrastructure in general; and profile of the respondent. Data were collected at specific areas of the city which are suffering more interventions, i.e. Downtown, South Zone and Barra da Tijuca. Of the residents surveyed 92.6% have no involvement with the Olympic Games and only 7.4% have some kind of involvement as a volunteer, employee of one sponsoring company or relative / friend of an athlete. The results during the pre-Olympic period pointed out tourism as an important legacy of the Olympic Games Rio 2016. The study also indicated increased interest in sports by residents due to the completion of this mega event. Although very equilibrated, 54% of respondents still saw the city as good choice to receive the Olympic Games, this shows the ambiguity among the residents when they are questioned about the completion of mega events. The research question is either the residents perceive such event as an opportunity or a threat to the city and which segments are mostly affected, positively and negatively, by a mega event like the Olympic Games.

The potential practical implications of the study for the IOC and the Host City are that it is important to understand the degree of acceptance of the receiving community to the mega event in order to plan it in a way that attends to the highest levels of sporting attainments and at the same time delivers a wide range of social, cultural and economic policies that are external to the sports industry itself (Poynter, 2006). The study measures, in a way, what is the involvement of the population and their perception of which spheres represent opportunities and dissatisfactions when they think about the planning of Olympic Games.

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Paola Lohmann: MSc in Management at Fundação Getulio Vargas (FGV) and graduated in Tourism Management at Universidade Federal Fluminense (UFF). Works at Fundação Getulio Vargas (FGV), as Project Manager, since 2005, till 2015. Currently works as a substitute teacher in the graduation course of Tourism at UFF-Universidade Federal Fluminense. Has an extensive experience in project management and research, including in the context of mega sports events. Recently, managed academic research related to the 2014 World Cup in Brazil, as grant researcher at the National Scientific and Technological Development Council (CNPq) and generated articles published in international academic events. Among the projects managed, can be mentioned: Director of Tourism Plan Joao Pessoa (Paraíba, Brazil), Profile Study and Economic Impact of Maritime Cruises on the coast (2010), Profile Studies and International Events Economic Impact Brazil (2008). Among the clients served, are: Ministry of Tourism, Embratur, State Departments of Tourism of Rio de Janeiro, among others.

Expectations of RIO 2016 from the perspective of South American coaches

Luana Cristina Ferreira dos Santos, Universität Leipzig, *eld@uni-leipzig.de*

Daniel Eckert-Lindhammer, Universität Leipzig, *eld@uni-leipzig.de*

Alexander Hodeck, Universität Leipzig, *eld@uni-leipzig.de*

Background and Aim

Being the host city for the Olympic Games in 2016, Rio de Janeiro is the first South American and the second Latin American city after Mexico (1986) to ever host the Olympic Games. The legacy of Olympic Games has been widely discussed for a long time, while there was an unclear definition of legacy (Preuss, 2015). Often studies have focused on economic legacies while other legacies have been neglected. Thus, it is particularly interesting to learn more about how RIO 2016 is perceived in Brazil and on the entire continent and what kind of expectations people have towards the event. Based on a stakeholder approach (Freeman & McVea, 2001) values created by Olympic Games cannot be reduced to Olympic organizations but rather can influence a wide range of groups. This study deals with the social legacy of RIO 2016 by focusing on sport governing bodies in Brazil and South America as well as people of the continent interested and active in sport. Following the Pan American Games in 2007 and the FIFA World Cup in 2014, the Olympic Games constitute the third major sporting event taking place in Brazil over the last decade. In Brazil, however, the positive expectations towards these large sporting events slowly subsided afterwards and turned into disillusionment; i.e. in terms of the investments into “white elephants” (Gaffney, 2010). Intensified by the economic and political crisis hitting Brazil and the entire continent, there is an increasingly gloomy attitude towards RIO 2016.

The present study will throw light on the expectations of South American sports experts - coaches who will actively participate in the Games in Rio - towards RIO 2016 and, at the same time, further examine the legacy they expect or desire. After the Olympic Games, the expectations will be compared with the actual developments and personal experiences.

Method

Qualitative semi-structured interviews are done with twelve coaches with an international experience in order to explore their expectations about RIO 2016. The interviewees come from Brazil and other South American countries and have studied abroad (Germany) and so have experienced sports not only in their home country. As they are all actively participating within the Games, they can be seen as representatives for South American sports organizations. The interviews will be conducted in Portuguese or Spanish via Skype from three months before the Games. The interviews will be analyzed by using a qualitative content analysis (Mayring, 2014). A subsequent sample carried out two or three months after the Olympic Games is planned in order to compare expectations and experiences.

Discussion

On account of past experiences from large sporting events in Brazil, we expect the South American sports experts to provide highly differentiated observations on RIO 2016. It can also be presumed that representatives from different countries will have different expectations. Another interesting aspect will be the interviewees' view on the organizers of the event and their influence on the expected effects.

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Luana Cristina Ferreira dos Santos has studied Physical Education in Brazil at the University Metodista de São Paulo and received her teaching and bachelor degrees in 2008. In the following year she has specialized herself at the Medical School of the Federal University of São Paulo in Physiology Exercise, what instigate her to work deeper against Doping in Sports, working as International Doping Control Officer and Manager in several international Sports Events as Olympic and Paralympic games. Since 2013 she works as Project Manager of the International Coaching Courses (ITK) of the Sports Science Faculty of the Leipzig University and in 2014 she has started her PhD studies under supervision of Prof. Dr. Gregor Hovemann in Sport Management under the theme learning sustainability and career trajectory.

Daniel Eckert-Lindhammer has studied Political Science and Spanish Science at Leipzig University and graduated in 2008 as Magister Artium. Before graduation he was entrepreneur and also worked for international companies like Nokia and Samsung in the sector of information business. Since 2011 he works as Managing Director of International Relations of the Sports Science Faculty of Leipzig University. Therefore he is responsible for the International Coaching Course (ITK). Since 2013 he is fostering a worldwide network of coaches - 4.000 alumni from 146 different countries.

Alexander Hodeck has studied Sport Management at Leipzig University and graduated in 2009. Actually he is working as an academic researcher at Leipzig University in the department of Sport Economics and Management. He finished his PhD in 2015 in the field of Sport and Tourism. Since 2013 he is creating courses for the International Coaching Course (ITK, German approbation) in the field of Sport Management, for example for Alumni of the ITK in Brazil (November 2013) and Central Asia (2015) and since 2015 for special course at Leipzig University (four moths). With his work he contributes to the development of the International Coaching Course (ITK) in Leipzig and abroad.

Athletes Village 2016 – An urban analysis

Renata Latuf de Oliveira Sanchez, Faculty of Architecture and Urban Planning, University of Sao Paulo, *renata_los@hotmail.com*

This paper focuses on an analysis of the private real estate development called “Ilha Pura”, built by Carvalho Hosken and Odebrecht in Barra da Tijuca, Rio de Janeiro. Ilha Pura is a huge complex with 31 17-storey-towers where Rio 2016 Athletes Village is located. This research regards it under an architectural and urban planning perspective, specially related to the forming of a new neighborhood in the place, as a legacy of the Rio 2016 Olympics.

Advertised as a new, sustainable neighborhood within Barra da Tijuca, Ilha Pura will almost double the region’s real estate market offer when all units are available for sale. Its impact on a wider scale includes traffic, services offers, and commercial facilities, meaning a strong relationship to urban space, although not necessarily positive. Through an analysis of its urban form, one can notice it is much detached from the traditional meaning of neighborhood and community. Its sustainable buildings apparently allude to environmental issues only, neglecting social sustainability.

As a starting point, this paper regards the controversial interview (Watts, 2015) held by the British newspaper The Guardian in 2015 with Carvalho Hosken’s owner, Carlos Carvalho, about the Athletes Village in Barra da Tijuca. Carvalho claimed Barra da Tijuca to be a place for wealth and good taste, and his new development would only reassure such condition. One of the main criticisms of the project is that it does not encompass any social housing, despite being an Olympic legacy. However, as the Brazilian Government passed on the development to the private sector, to reduce Olympics investments, private builders were not in any sense obligated to include affordable housing within the project. Other criticisms presented in this paper refer to a pedestrian unfriendly neighborhood, opposing to traditional neighborhoods from South Zone of Rio.

This paper’s main question regards, therefore, the consequences of the Government’s attitude in assigning the construction of the Olympic Village to a private company, in terms of the Olympic legacy it might bring to the city. Furthermore, it aims to discuss how the private sector has led urban planning and architecture in Brazil and how these influence society and urban space. Through Manuel Castells’ definitions of urban space (2003), this paper asks what “urban” means to Brazilian planners.

The methodology includes both a theoretical and empirical analysis of the project, derived from Castells’ urban design definitions along with photographs taken in loco at Ilha Pura’s working site, in December 2015. Comparative studies also play a major role, attempting to show how Brazil could have built an Olympic legacy through the Athletes’ Village in a different way; assessing, hence, the problematics of private-public partnerships, the comprising of social housing in projects, and the sociability the urban design has enabled. In this sense, we present two former Olympic cases that represent an alternative as housing model: Munich 1972 Olympic Village and London 2012’s East London. We use information from official, online sources, as well as in loco photographs of the places, taken during the first semester of 2016.

The paper’s conclusions stress the pedestrian-unfriendly character of the Athletes Village in Rio 2016, as well as the problems involving public-private partnerships in building an Olympic City. In addition, it points out the risks of building homogeneous space through functionalist planning for the consolidating of a city as a place of encounters and cultural diversity. Moreover, it cautions against not aligning public and private interests to each other, or, worse, to society’s needs, causing developments to be prejudicial to a city’s social sustainability. Finally, it addresses the need of reviewing current urban planning strategies in Brazil.

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Renata Latuf de Oliveira Sanchez is a Brazilian Master's student in Architecture and Urban Planning History at the University of São Paulo, Brazil, and a recipient of the FAPESP Masters research fellowship (MS). She received a Bachelor degree in Architecture and Urban Planning from University of Campinas (UNICAMP), Brazil, in February 2015, and was awarded by the São Paulo State Council of Architecture and Urbanism (CAU-SP) a certificate of outstanding academic performance. Her main research interests are urban planning theory, mega events, aesthetics, architectural and urban developments concerning the Olympic Games and their impact on a city and society's legacy, with a focus on the works involved in Rio de Janeiro's Olympic Games. She has also interest in the relation between Architecture and Film, and has two published articles about the topic. Prior to entering the program, she developed a two-year research about Rio de Janeiro's Olympic Park, through an undergraduate Scientific Initiation Fellowship by FAPESP (IC) in the University of Campinas. Besides, she has worked in some architecture and urban planning offices in Brazil, such as BRITA (Campinas/SP) and Daniel Gusmão Associated Architects (Rio de Janeiro/RJ). Although very young and recently graduated, her professional experience includes participation in institutional, commercial, residential and interior design projects.