

Strategic Sports Events Management

BMSM6006

Lecture 7: Impacts and Legacies
2021-22



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Teaching Week	Week Commencing	Sessions Details
2	27/09/2021	The Sports Events Industry
3	04/10/2021	Politics, Feasibility and the Bidding Process
4	11/10/2021	The Planning Process
5	18/10/2021	Sports Event Marketing
6	25/10/2021	Sports Event Sponsorship
7	01/11/2021	Financial Planning and Event Implementation
8	08/11/2021	Enterprise Week – No lectures
9	15/11/2021	Impacts and Legacy
10	22/11/2021	Sports Event Tourism
11	29/11/2021	Research and Evaluation
12	06/12/2021	Recap and Case Studies
Christmas Vacation Monday 13th December to Friday 31st December		
	03/01/2022	Revision Lecture – Thursday 6th 2022, 10.00-12.00



Assignment
due 26.11.21.



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Session Objectives

- 1. Define key terms**
- 2. Review the theory – Masterman (2014) chapter 4.**
- 3. Case studies e.g. Manchester, Sheffield, London, Glasgow.**



Class Conduct Reminder.

For example:

STUDENT CODE OF CONDUCT

1. **Be punctual:** being on time, respect assignment deadlines
2. **Actively attend and participate:** listen deeply, think critically, ask questions, come prepared to class, be brave
3. **Minimize distractions:** no talking, silent phones, conscious laptop usage
4. **Create a supportive learning environment:** open mind, support peers, engage, be respectful, check-in with your peers
5. **Academic honesty:** don't cheat, no plagiarism
6. **Respect learning environment:** clean classroom, switch off lights
7. **HAVE FUN!!**

Go to: www.mentimeter.com



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Masterman (2014, p.99):

- **Long-term impacts** from the staging of events are referred to as **legacies**.
- **Medium term impacts** occur after the original event has closed down.
- **Short term impacts** occur during the event and prior to and immediately after the event.

Impacts and Legacies

- Impacts can be **+ve and –ve**;
immediate and long lasting.
- **Strategic planning is vital** to try and manage & control the impacts – especially for any long term impacts.

Categories of Impacts

UK Sport (1999):

1. Winning performances
2. Social/ SD impacts
3. Economic benefits.



Welsh Government (2014):

1. Economic.
2. International Profile and Reputation.
3. Socio-cultural.
4. Statutory policies e.g. equal opportunities, Welsh Language.



Llywodraeth Cymru
Welsh Government



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UK Government Perspective:

“Hosting major events plays a vital role in preparing our athletes for **international success**, enhancing the **economic impact** of sport and providing a platform for **inspiring those that experience them**”.

HM Government (2015) Sporting Future: A New Strategy for an Active Nation (p. 48).



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Categories of Impacts

Spilling (2000): 1. International awareness. 2. Economic activity. 3. Facilities and infrastructure. 4. Social and cultural opportunities.

Allen *et al.* (2002): 1. Social and Cultural. 2. Physical and Environmental. 3. Political. 4. Tourism and Economic.

Getz (1997): distinguishes between various economic impacts e.g. increased tourism.

Categories of Impacts

Masterman (2014) chapter 4. Several spheres of impact:

1. Land regeneration
2. Facilities and services
3. Social regeneration
4. Political development
5. Cultural development
6. Sports development
7. Environmental development
8. Economic development
9. Tourism.



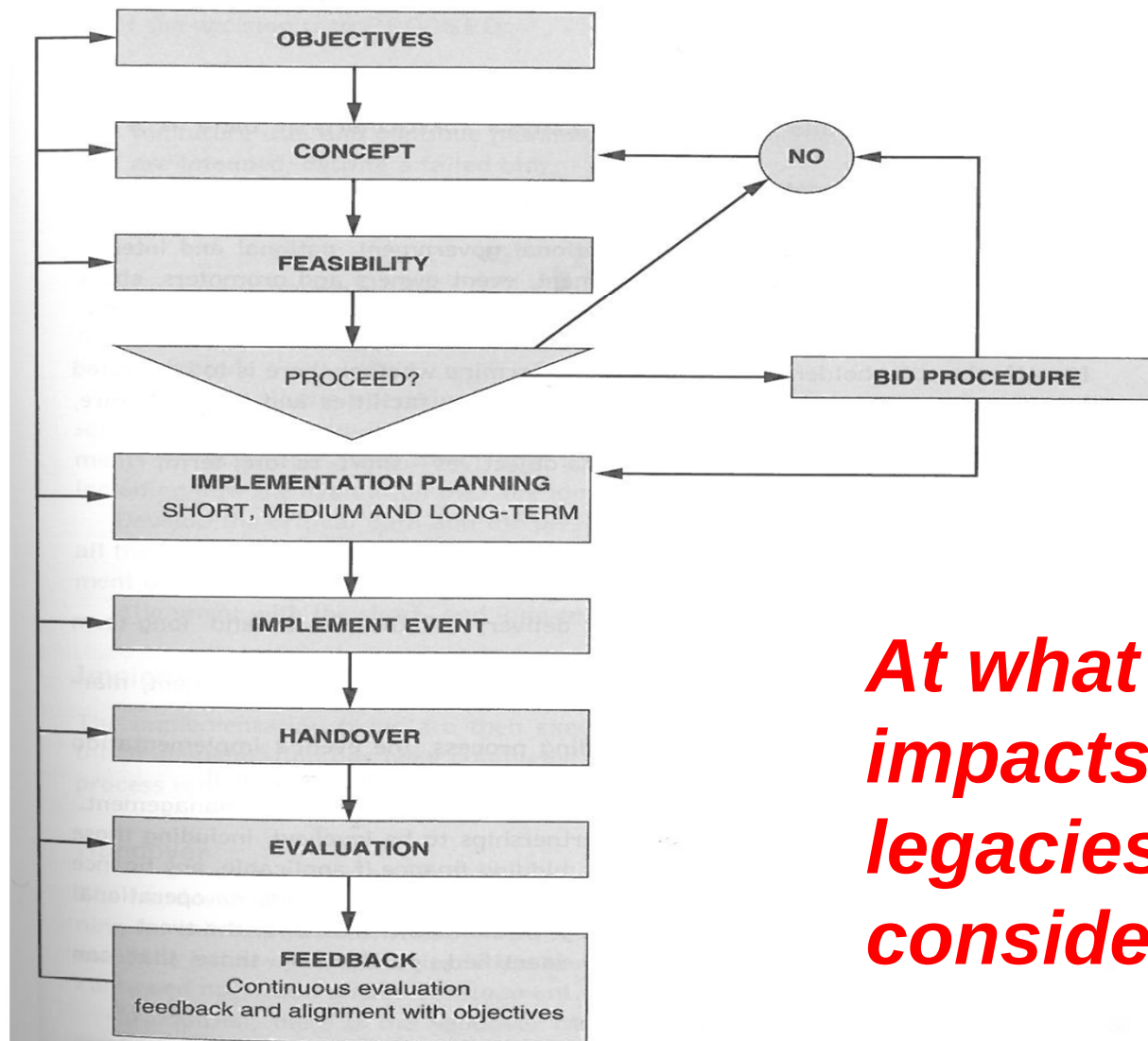
Work in pairs and
come up with an
example for each
category.

Think about London
2012 if your
struggling.

10 mins.

Why so much emphasis on impacts and legacies?

1. Claiming potential legacies has been an important **part of gaining public support**.
2. Anticipating a legacy can **help planning** for it.
3. Reviewing if a legacy was achieved can politically **justify holding an event**.
4. Understanding how and why it was achieved can **help future events plan**.



At what point do impacts and legacies need to be considered?





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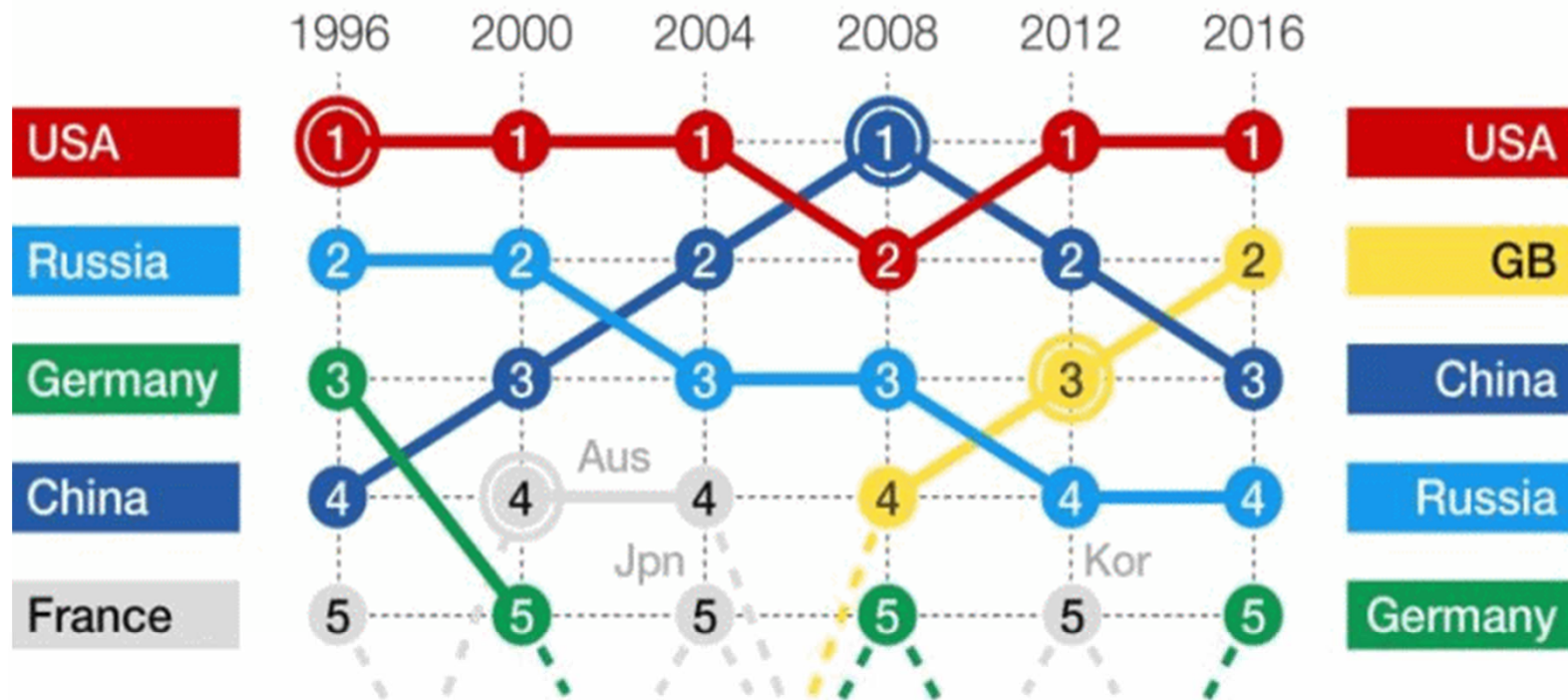
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GB → Olympic Powerhouse

Olympic medal table: Top 5 rankings 1996–2016

○ = Host nation



Task in Pairs – 30 mins.

Read one of the reports below from the **Week 7 Reading Resources** folder and...

- (i) Try to identify the different types/categories of legacy referred to in the reports;
- (ii) Select a **specific example** for each category that you feel is a significant impact.
- (iii) Decide if you think the event was worth/would have been worth the multi-billion pound price tag?

(a) Wales Commonwealth Games 2026 Feasibility Study

(b) Glasgow 2014 Commonwealth Games Final Evaluation Report, 2018

(c) HM Government Inspired by 2012 – Fourth Annual Report, 2016

MAKE NOTES SO YOU CAN REPORT BACK YOUR FINDINGS

Tip: Read the Executive Summary and most relevant chapters

Evidence from Case Studies

Past Olympic Games

Past Commonwealth Games

Past World Student Games

And other major sport events



INTERNATIONAL
OLYMPIC
COMMITTEE

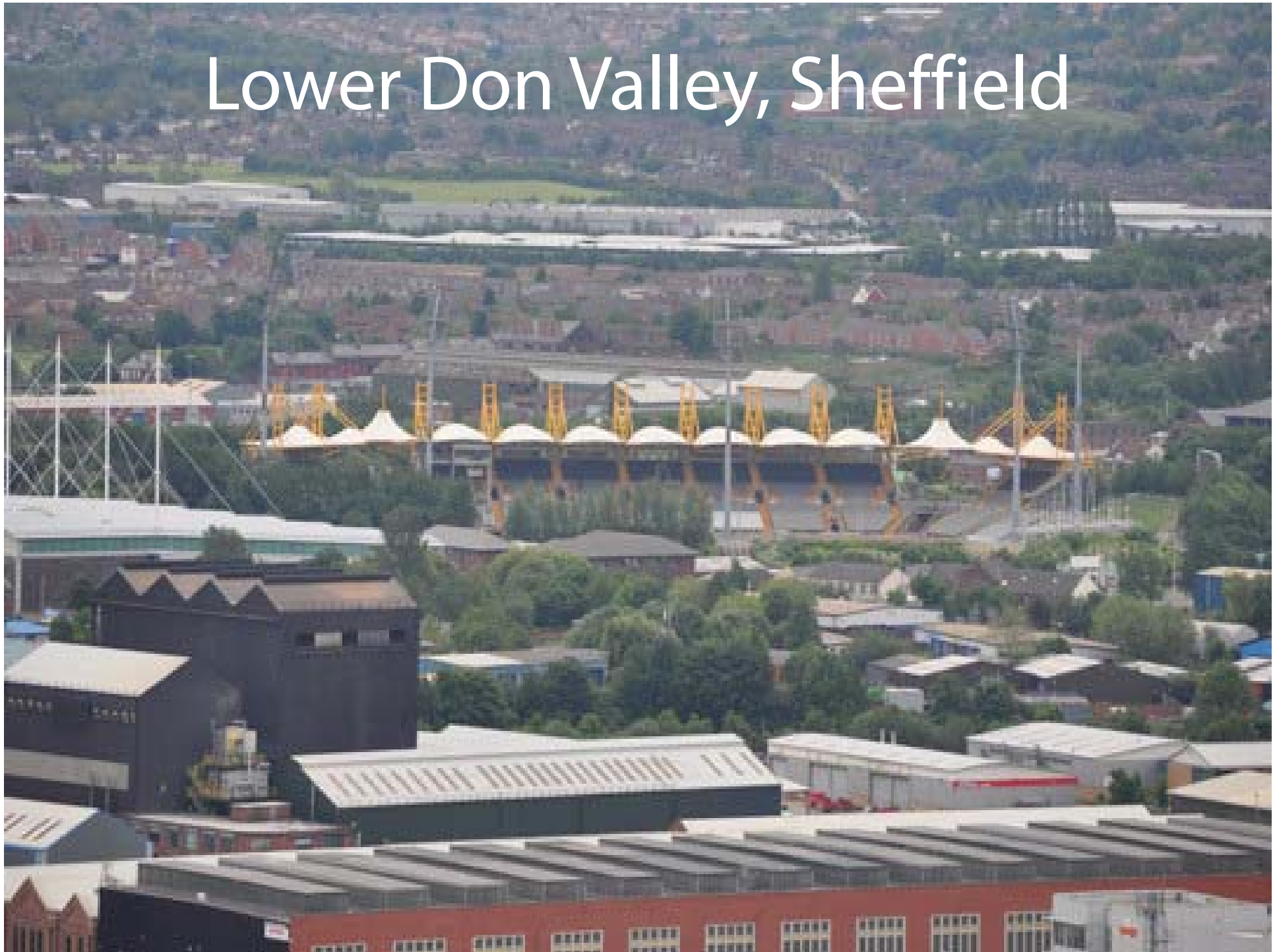
CGF



Land Regeneration

- Incorporating regeneration projects can help to gain community support, as well as political and financial assistance (Hall, 1997, Preuss, 2004).
- Good examples:
 - Atlanta
 - Sydney (Homebush Bay)
 - London (Lee Valley)
 - Manchester (East Manchester)
 - Sheffield (Don Valley)
 - Glasgow (East End)

Lower Don Valley, Sheffield



World Student Games, Sheffield 1991



Retail and Leisure



Manchester City Council recognised that their regeneration objectives could be “best delivered via a sports-led strategy that included the building of major new facilities”, Masterman (2014, p.100)



Regeneration of Derelict Land





Etihad Campus



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Glasgow 2014 Athletes Village



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Facilities and Services

- Facilities are intended to deliver long term legacies and not become **“white elephants.”**
- Planners look for 2 types of post event usage from facilities:
 1. Sports/leisure/recreational by the local community. And/or
 2. Staging of further events.

Masterman (2014)



The needs of both the after-use and the users should be considered at the design stage of the facilities and the concept stage of the event planning process Masterman (2014).



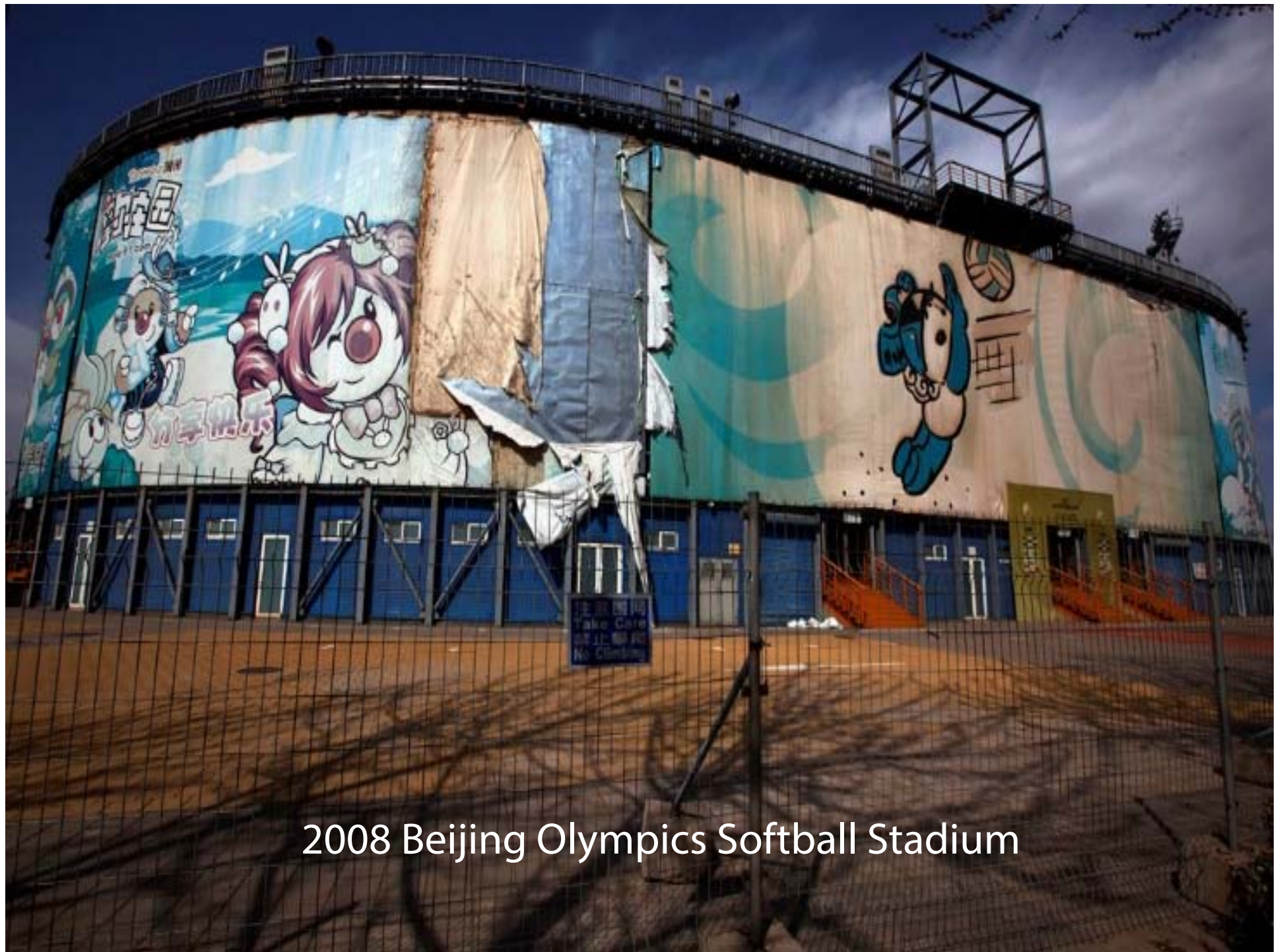
European Games - 2018



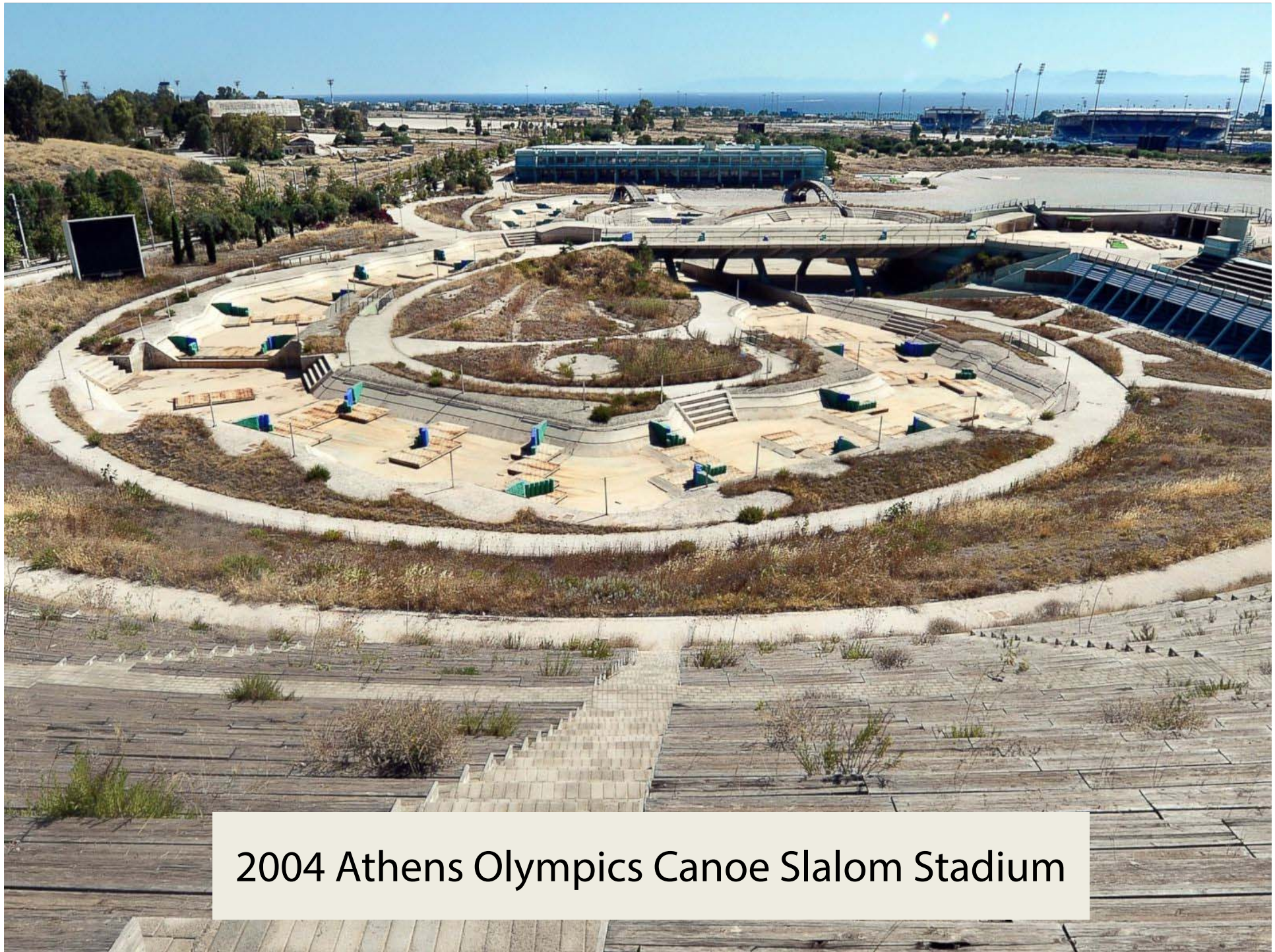
Manchester Velodrome: Open 8am to 10pm. Used by members of public, professional cyclists and home to British Cycling since 1994.

Facilities and Services

- Planners need to guard against **obsolescence**, caused by changes in health and safety standards or changes in sports taste/fashion.
- Isozaki (2001) therefore asserts the **need for adaptability of design**, that will enable change of use over time.
- The IOC does not require host cities to build new facilities, but it does require there to be **long-term after use plans** in place for new facilities (Olympic Review, 2005).
- Manchester and Sheffield City Council's both established in house event management departments to safeguard the event management expertise and use it to help deliver lasting legacies.



2008 Beijing Olympics Softball Stadium



2004 Athens Olympics Canoe Slalom Stadium







Sainsbury's Anniversary Games

“If facilities are going to be a legacy of any success at all, then the planning for the provision of transport infrastructure must go hand in hand with that for the facilities,” Masterman (2014, p.111).





People flow is high on the list of scrutiny of
any Olympic bid (Masterman, 2014)

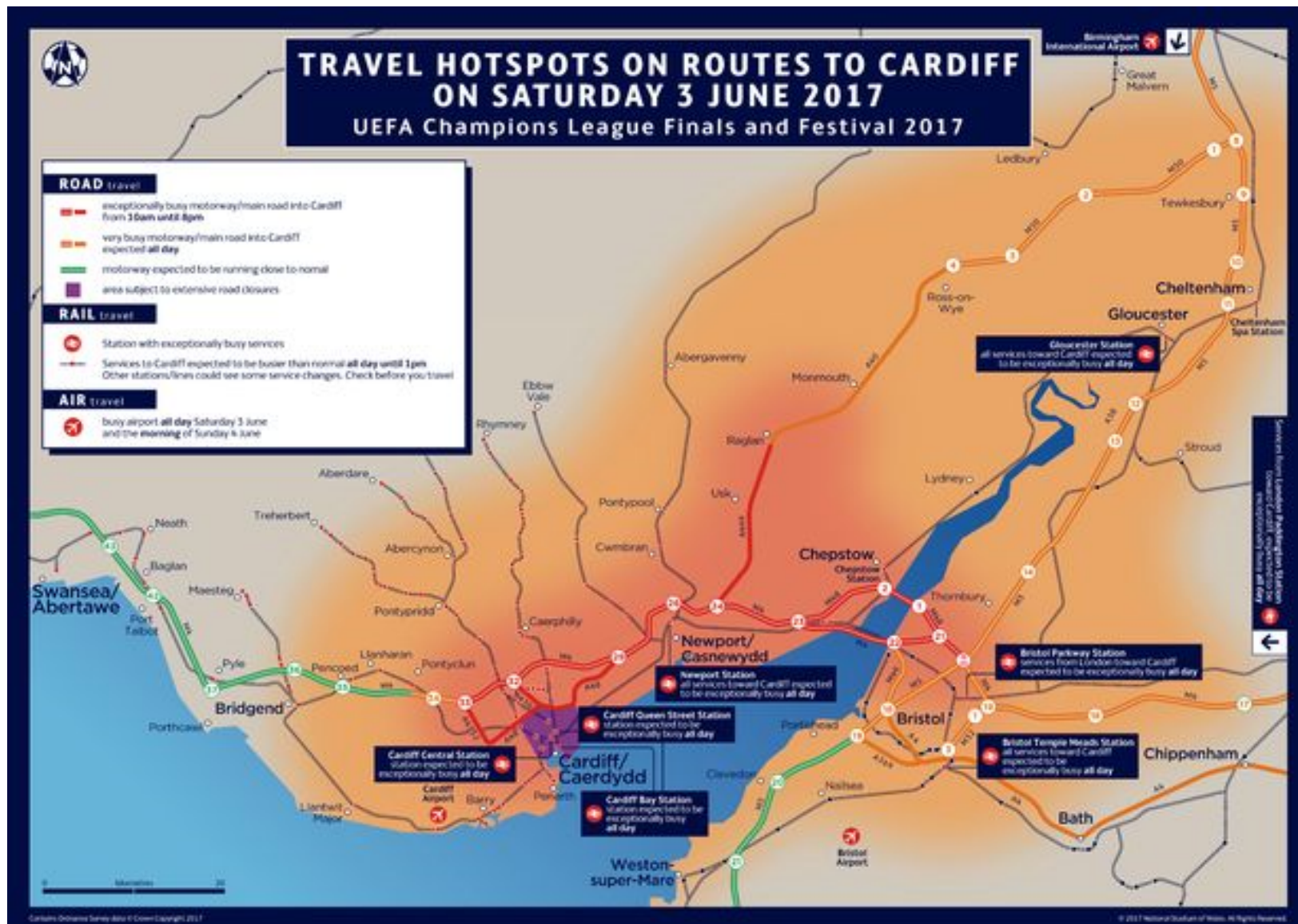


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Melbourne Sports Precinct (1956-)





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Facilities and Services contd.

Best practice examples:

- Melbourne Sports Precinct – 1956 Olympics
- Fifa World Cup – Germany 2006: 12 refurbished stadiums; E3.7b investment on motorways.
- London 2012 Velo Park – post Games operator in place at the time of the bid.
- Athens 2004 – 120km of road, new metro system and airport.
- Sportcity Manchester.
- International Stadium, Yokohama, Japan.



Source: Masterman (2014 pp.101-114).

Bad practice / could do better examples:

- Athens 2006 sports facilities e.g. nautical sports complex, beach volleyball.
- Torino Winter Olympics 2006 – no legacy framework for facilities.
- London 2012 – bid document failed to identify the destination of many of the temporary facilities.
- London 2012 stadium.
- Stade de France, 1998 FIFA World Cup, retrospective approach to after-use planning.
- Montreal Olympics 1976 – stadium not completed until 1987; debt paid off in 2007!



Source: Masterman (2014 pp.101-114).



2004 Athens Aquatic Centre (ten years on)



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2004 Athens Olympics Beach Volleyball Stadium (ten years on)



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London 2012 Stadium

- £280m – original budget
- £574m – build cost
- Initial options: West Ham FC, Leyton Orient FC, Tottenham Hotspur FC, Saracens RFC; and temporary bolted together structure.
- Multi use – football – multi-use.
- March 2013 – West Ham declared new user, £160 million conversion cost.
- Final conversion cost £272m.
- West Ham rent £2.5m p.a. and share of catering income.



Conversion cost contributors:

£148.8m Exchequer
£40m Newham Council
£15m West Ham
£40m original budget
£24m Government
£1m UK Athletics
£3.5m London Marathon CT

Social Regeneration

- Events can provide a new focus for **social activities** and new facilities for local residents to use.
- Improved **cultural identity** for host cities e.g. Barcelona, Athens, Glasgow, Manchester.
- Temporary and permanent **job creation**.
- **Volunteering** – increased social capital.
- Vital that new opportunities are financially with reach of local residents.

(Masterman, 2014)

Political Development

- Improved **profile and prestige** of government at home and abroad.
- Political benefits are **difficult to measure**.
- Economic impact is easier to quantify, which if positive is politically advantageous.
- Political impact can be at **micro and macro levels** (individual and governmental levels).
- Individual politicians and governments typically view them as being of benefit (tourism and investment).



Beijing Olympics 2008



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Sochi Winter Olympics 2014



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London 2012



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Cultural Development

- IOC requires cultural events to be “an essential element of the celebration of an Olympic Games” and a required provision of the bid document (IOC, 2002).
- Long term benefit of cultural activities is difficult to measure (Masterman, 2014).
- Example: LOCOG provided 500 events over 4 years at a cost of £97 million.

www.london2012.com/festival

What's On Guide
2nd Edition

London 2012 Festival and Cultural Olympiad

across the
West Midlands

Hundreds
of **FREE**
events



London 2012 Festival and the Cultural Olympiad East Midlands

Many
free
events



June - September 2012
www.london2012.com/festival

London 2012 Cultural Olympiad Evaluation

Final Report

By **Dr Beatriz Garcia**

Head of Research, Institute of Cultural Capital
Senior Research Fellow in Sociology, University of Liverpool

Sports Development

- SD impacts are **difficult to measure**.
- IOC and governments are aware of the profile television brings to potential sports participants e.g. “inspire a generation”.
- Paralympics in Athens raised the profile of disability sport.
- Take up new and existing facilities in Manchester one year after 2002 Commonwealth Games was 250,000 visits.
- Ongoing management of further opportunities to watch and play sport requires strategic planning

(Masterman, 2014).

Environmental Development

- Events now required to “lay down environmental legacies for the host city of the future,” Masterman (2014, p.120).
- Sydney set the benchmark with a comprehensive green approach for the 2000 Olympics.
- Negative env. Impacts include non-disposal of waste and the destruction of habitat.
- Event managers need to ensure that sites and facilities are returned in their original state; and instigate comprehensive clear-up systems.

LOCOG Sustainability Highlights

- 60% of construction materials delivered by rail or river
- First games to measure carbon footprint over entire project term
- 9 million visitors used rail or London Underground.
- 14 million sustainable meals served.
- Committed to non-landfill approach to waste: 98.5% reused and 99% recycled.
- First organising committee to be certified for sustainable management.



Olympic hockey turf at
Abbeydale Sports Club,
Sheffield



Rio 2016's Arena of the Future: 12,000 seat venue, hosted handball and goalball. Designed so that it could be dismantled and rebuilt as four state-run schools in the host city, for 2000 pupils.

Economic Development

- Critically **important for justifying** the investments made.
- Long-term economic benefits from tourism and future use of facilities more important than achieving a surplus from the event itself.
- Economic income forecasts are often the focus of attention when whether to stage an event or not is being debated e.g. Cardiff.

- Measurement of economic impact can be an abused process (Coates and Humphries, 2003).
- Multiplier analysis is contentious due to the number of different multiplier calculations that can be used, which results in plenty of room for misrepresentation (Gratton *et al.*, 2012).
- Evidence collected for Sydney, Athens and Beijing Olympic Games pointed to only a limited economic impact, possibly because some people would rather avoid the Games.

- Short-term economic impact of London 2012 Games was also disappointing, with tourism revenues for 2012 down on previous years.
- Economic legacies are likely to reach fruition only in the long term; some economists argue not until 15-20 years after the event.
- Rose and Spiegel (2011) found that winning countries experience up to 20% growth in their national trade.

Economic Development examples:

- Montreal Olympics 1976 : £692 million debt
- Sheffield World Student Games 1991: 25 years to pay off £650m cost including interest.
- LA Olympics 1984 - £215m surplus.
- Salt Lake City 2002 Winter Olympics - \$40m surplus.

Cardiff Commonwealth Games?

Feasibility study findings included:

Cost of all Wales Games option £1.5b.

Cost of SE Wales Games £1.317b

9000-17000 jobs created over 10 years

£870m contribution to the Welsh economy

“The potential economic benefits.....would unlikely be large and may even be zero,” Jonathan Price, WG Chief Economist.



South Australia – Adelaide Commonwealth Games 2026 Feasibility Study



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South Australia Drops Plans for Adelaide Commonwealth Games Bid

- ❑ Independent analysis of the economics of staging the Games put the total cost at around Aus\$3.5bn (€2.1bn/\$2.4bn) while the economic benefit was only projected to be around Aus\$1.2bn.
- ❑ Minister for Recreation, Sport and Racing, Corey Wingard stated...
“Unfortunately, the cost to the taxpayer was too high to bring the Games to South Australia by 2026, but we remain open to potential bids in 2030 and 2034 as key initiatives from the State Sporting Infrastructure Plan are rolled out” 19th September 2019.

Retrieved from Sportbusiness.com: 21.10.2019. Available at:

<https://www.sportbusiness.com/news/south-australia-drops-plans-for-adelaide-commonwealth-games-bid/>

Tourism Development

- Sports events can increase the profile of host cities, and are claimed to be good for attracting tourists.
- Some authors believe that increased tourism is a benefit of events (Getz, 1997), whilst others doubt whether the short term growth levels are sustainable in the long term (Hughes, 1993).
- Strategic planning is key, with pre and post-event strategies.
- Risk of marketing budgets being reduced after the event does need considering.

Q. Can the impact on tourism be measured?

Barcelona 1992 Olympics

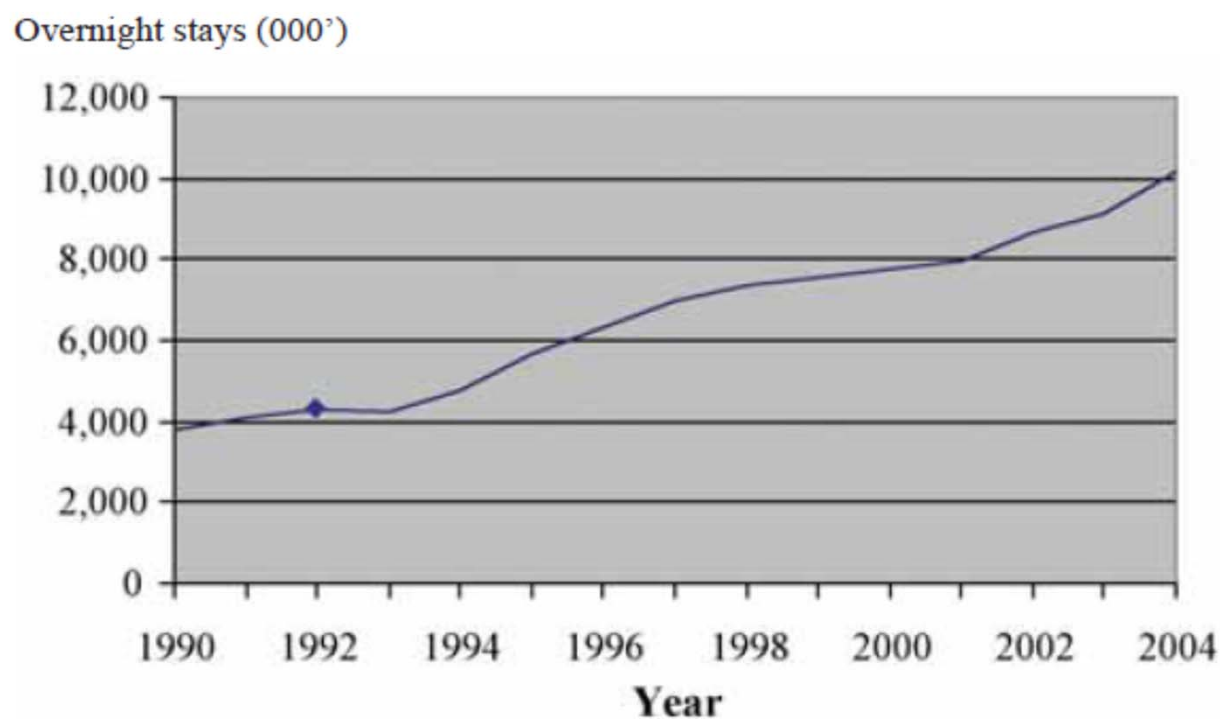


Figure 1. Overnight stays in Barcelona

Source: Visit Scotland (2012)

Legacy tourism benefits of Barcelona Olympics

	1990	2001
Hotel Capacity (beds)	18,567	34,303
Number of tourists	1,732,902	3,378,636
Number of overnights	3,795,522	7,969,496
Average room occupancy	71%	84%
Average stay (days)	2.84	3.17
Tourist by origin		
Spain	51.2%	31.3%
Europe	32%	39.5%
Others (USA, Japan, Latin America)	16.8%	29.2%

Source: Turisme de Barcelona and Sanahuja (2002), retrieved from Gratton *et al.* (2012).

Case Study: Glasgow 2014

Commonwealth Games

Watch these clips below and consider if Cardiff missed a trick by not bidding to host the 2026 Commonwealth Games?

The clip below shows how organisers of the 2014 Games have tried to deliver legacies for local communities:

<https://www.bing.com/videos/search?q=Glasgow+Commonwealth+Games+Legacy&view=detail&mid=45057EFD749A168558C345057EFD749A168558C3&FORM=VRD GAR>

The BBC news clip below shows a range of stakeholders considering if the Games will be worth the cost in the long run?

<https://www.bbc.co.uk/news/av/uk-28628628/commonwealth-games-was-it-worth-it-for-glasgow>



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Assignment 1 (50% contribution)

Part 1: Event Scoping and Feasibility (1000 words approx.)

Your task is to **identify a major sport event** that a location in Wales could feasibly host. The event can be either: national or international; irregular or part of an annual cycle of events; a major spectator event generating significant economic impact or a major competitor event generating limited economic activity (e.g. Welsh athletics championships).

Students must clarify the event's **objectives and concept**, and make a robust case for the event's **feasibility, strategic fit and potential impact**. This requires students to scope out the **cost of the event and financing options**, plus the **market for the event and its competition**. Students will need to consider existing sports event calendars, local and national policy agendas (Wales and UK) and the impact of recent major sports events.



Assignment 1 (50% contribution)

Part 2: Strategic Marketing Overview (1000 words approx.)

The second part of the assignment requires students to consider how they will **attract and retain customers/spectators** to the event. This section should commence by addressing the **market segmentation, targeting and positioning** of the event. It must also detail how the **marketing mix** can be best manipulated to address the needs and wants of customers, and conclude by specifying **clear marketing objectives and specific tactics** to help fulfil the objectives.

Both parts must be underpinned with appropriate references to academic theory, industry and government publications and empirical evidence.



Independent Study Tasks – Wk. 7

1. Watch the two additional films related to the impact of the Glasgow C. Games in the Video Content section of Moodle.
2. Read the Japan Rugby World Cup Economic Impact Study in the Reading Resources folder on Moodle. Pay attention to the section that sets out how the organisers have tried to maximise the tourism impact of hosting this major event.

Any questions?

Thanks a lot.



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Further reading & research

<https://manchestercommunitycentral.org/news/manchester-event-volunteers-do-you-need-volunteers>

<http://www.mev.org.uk/>

<https://www.facebook.com/mevofficial>

<http://www.manchestereveningnews.co.uk/sport/manchester-commonwealth-games-2002-legacy-7423361>

<http://www.bbc.co.uk/sport/cycling/37631363>

<http://www.bbc.co.uk/news/uk-wales-politics-37622973>

<http://www.bbc.co.uk/sport/cycling/37631363>

<https://www.visitleevalley.org.uk/en/content/cms/london2012/velo-park/road/>

<http://www.bbc.co.uk/news/uk-england-south-yorkshire-14134973>

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