

Strategic Sports Events Management

BMSM6006



Lecture 10
Case Studies
2020-21



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Y Drindod Dewi Sant
University of Wales
Trinity Saint David

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Transforming Education; Transforming Lives

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

EXAM Announcement!

Exam date: Thursday 13th Jan 2022

10am – 12pm (2 hour)

Via Moodle Test

***MUST attend via Teams with
Cameras turned on.***

REVISION SESSION!

Thursday 6th January Jan 2022

10am – 12pm (2 hour)

**Via Microsoft Teams – accept invite
if you wish to attend**

Today...

- Recap last week
- Consider specific case studies:
 - 1991 World Student Games, Sheffield
 - 2002 Commonwealth Games, Manchester
 - 1992 Barcelona Olympics
 - 2004 Athens Olympics
 - 2014 Glasgow Commonwealth Games



Evaluation Overview

- ❑ An essential part of sports event management – “a strategic necessity” (Masterman, 2014, p. 364).
- ❑ Too often an after thought – ill conceived, ill prepared and executed.
- ❑ Not just post event evaluation: pre, during and post event.



Event Evaluation

- ❑ Assists an event become more successful and helps to professionalise the industry (Getz, 2005; Hall, 1997; Allen et al, 2002).
- ❑ Methods can be quantitative and qualitative.
- ❑ Risk of bias, so vital that several types of research are conducted to provide a comprehensive outcome (Masterman, 2014).



Evaluation Methods

- Data collection e.g. sales data, participant data, budgets and cash flow.
- Observation e.g. reports from staff, mystery shoppers, photographic and film records.
- Debriefs - one meeting or series of meetings.
- Surveys – questionnaires, interviews.
- Economic Impact analysis.
- Media coverage – press cuttings, broadcast coverage, internet activity.



Economic Impact

- ❑ Economic Impact is a measure of the additional expenditure, income and jobs created by an activity.
- ❑ It is the extra activity created by an event.
- ❑ There are 3 dimensions: direct impact, indirect impact and induced impact.
- ❑ The indirect and induced impact are known as the “**multiplier**.”



Criticisms of EIA

- Borrowed multipliers are inaccurate.
- Ignores efficiency e.g. wasteful expenditure with little returns is seen as a benefit.
- Ignores opportunity cost of resources used.
- Little account taken of distribution of economic impact.
- Too short run.
- Deadweight expenditures – local residents expenditure not included.
- Displacement effect – displaces activity that would have occurred elsewhere in the region.

CASE STUDIES

**LOTS OF SLIDES HERE BUT
GOOD FOR REVISION
PURPOSES.**

**Death by Powerpoint not
the intention!!**



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Case Study 1: Sheffield



Sheffield – city of steel to city of sport? World Student Games 1991

- 1971 the steel industry employed 80,000 of Sheffield's total working population of 300,000
- 1978 – 1988 Sheffield lost 60,000 jobs, unemployment in some parts of the city reaching 20%. The average in 1985 was 16.3%
- Image problem – 'the ugliest town in the old world' George Orwell. (n.b. Full Monty).

Sheffield – World Student Games

- Bid in 1985-6 – ‘no substantial formal planning process to assess the costs and benefits, or alternative investments’ (Bramwell, 1997)
- Depicted as a catalyst for broad social and economic regeneration
- New facilities built - Don Valley Stadium, Ponds Forge, Hillsborough Leisure Centre, Sheffield Arena; and Lyceum theatre redeveloped.
- Some old facilities closed.

Sheffield – World Student Games 1991 - hopes

- Prompt favourable media images of Sheffield
- Gain income from the future use of the sports and cultural facilities – Don Valley stadium, Ponds Forge, Hillsborough, the Arena
- Facilities for the long-term use of residents.

Sheffield – World Student Games

1991 - costs

- New facilities cost £147m [escalated from an initial estimate £30m]
- No support from Central government.
- Tiny media income.
- Event running costs were £10.4m (less than 1% of the Council's budget at the time).
- But debt repayments on 4 major facilities up to 2009 was £23.2m p.a – still being paid by Sheffield residents...
- Total bill recently revealed to be £650m, which won't be paid off until 2024!!



Ponds Forge: 50m pool & diving
platforms, 2,600 seats.

(National Pool Swansea 1200 seats)



Maximum capacity: 13,600

(Cardiff Motorpoint: 7,500; new Swansea arena:
3,500; Liverpool Echo Arena: 11,000)



Hillsborough Leisure Centre



Sheffield – World Student Games

1991 -benefits?

- No positive media image
- Considerable increase in use of sports facilities
- Economic impact studies on events at the new facilities
- English Institute of Sport in Don Valley – Plus Ice Centre – events in the Arena etc...
- Meadowhall – 260 shopping outlets, 1990



EIS – Opened December 2003 Cost £24m



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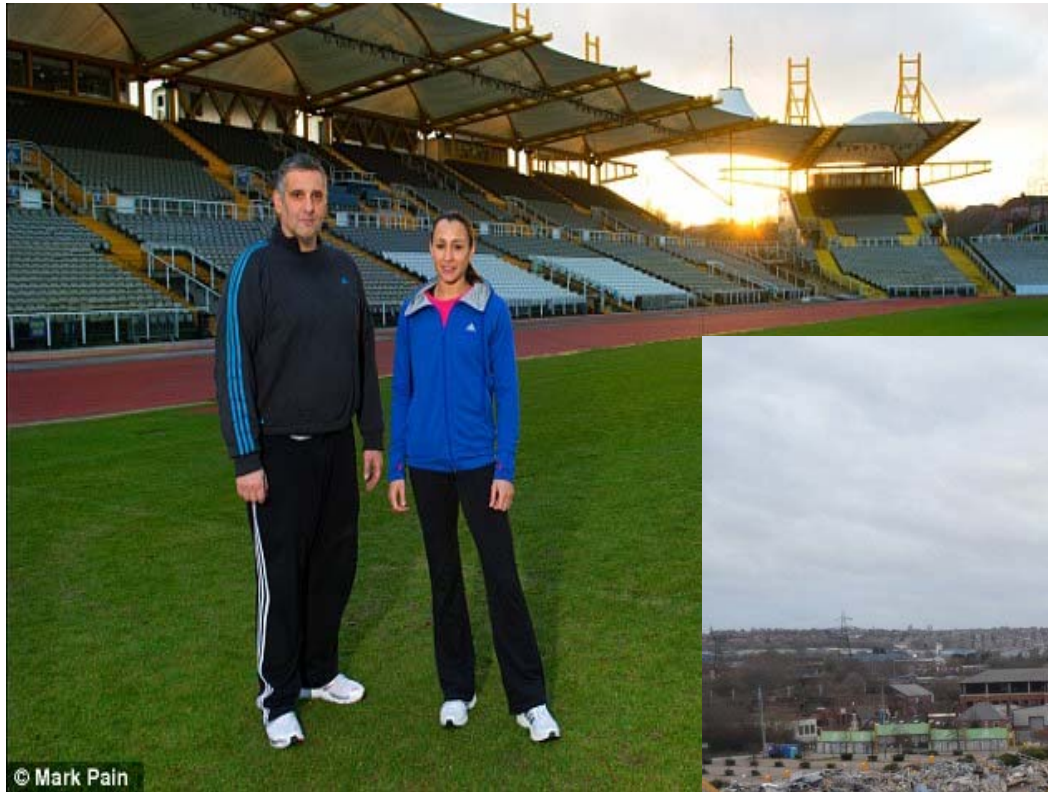
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2013: Legacy betrayed?



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Sheffield – main points

- **A political gamble**
- **Poor planning**
- **Long-term costs high – and benefits anticipatable**
- **Balance – still debated today**
- **No central government support – unique circumstances.**

Summer Universiade Hosts Since 1991



Year	Host
1991	Sheffield, UK
1993	Buffalo, USA
1995	Fukoka, Japan
1997	Sicily, Italy
1999	Palma de Mallorca, Spain
2001	Beijing, China
2003	Daegu, South Korea
2005	Izmir, Turkey
2007	Bangkok, Thailand
2009	Belgrade, Serbia
2011	Shenzen, China
2013	Kazan, Russia
2015	Gwangju, South Korea
2017	Taipei, Taiwan
2019	Naples, Italy
2021	Chengdu, China
2023	Yekaterinburg, Russia



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Case Study 2: Manchester



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Commonwealth Games – Manchester, 2002

- Awarded to Manchester in 1995.
- Lottery funding of £147m – which was unavailable to Sheffield.
- New facilities – velodrome, City of Manchester stadium, and others around this, sited in an area of economic deprivation, the East side of Manchester.

Post games consultants estimated that:

- ✓ 6,300 jobs created in the area;
- ✓ Stimulation of new hotels, offices, and a regional retail centre;
- ✓ increase £22m in turnover for local companies;
- ✓ Increase of 300,000 new visitors per year

Source: ECOTEC Research and Consulting (undated) An Evaluation of the Commonwealth Games; Commonwealth Games Benefits study NWDA 2004.

Were benefits exaggerated for political reasons?

Commonwealth Games – Manchester, **2002 – legacy planning**

- Funds allocated to spend on regeneration activities between 1999 and 2004 [the bulk of which was spent before 2002].
- A total of £17.7m to run seven 'social inclusion programmes'. 7 'themed' legacy programmes

Commonwealth Games –2002 – volunteering legacy - details

Through an - unanticipated – establishment of a volunteering legacy organisation “**Manchester Event Volunteers**” a new broker organisation and pool of event volunteers lead to:

- ✓ Economic contribution – more events in the region
- ✓ Development of skilled volunteer work force
- ✓ Raising standard of event volunteer management
- ✓ Contribution to social inclusion
- ✓ Providing role model for volunteer broker organisations.



Why MEV developed: success factors

- ✓ Built on regional sense of identity – ‘we did it for Manchester’.
- ✓ Core staff in place before and after Games – with legacy remit. Independent budget.
- ✓ Continuity of staff – committed to social inclusion objectives .
- ✓ Able to act to grasp ‘window of opportunity’ for more funding after the Games.

Manchester – main points

- Better planning than Sheffield – legacy budget
- Still aimed at regeneration – but long-term effect hard to predict
- MEV legacy was un-anticipated
- Split of delivery and legacy allowed legacy budget to be protected. Helped by staff continuity.
- Consultants exaggerated legacy in report



Case Study 3: Barcelona



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Barcelona 1992 Olympics

- Considered a 'model' Olympics – most successful ever in terms of long-term legacy effects (Gratton *et. al*, 2012).
- Tourism now accounts for 12% of the city's GDP, compared to 1% before the Games.
- Games paved way for urban development, infrastructure investment and increased capital.
- Since 1992 has risen up the European league table of best cities to locate a business, from 11th in 1999 to 4th in 2007.



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Barcelona 1992 Olympics

- Prior to Games, the city increased its hotel bed capacity by 34.9%.
- Between 1992-2002, 75 additional hotels were built in the city, which increased bed space by 47%.
- City experienced the fastest tourism growth of any of Europe's major cities and eclipsed Madrid as Spain's most popular tourist destination (Zimbalist, 2015).
- The legacy of the Games is still felt today, as Barcelona has been able to maintain the identity of a vibrant and attractive destination.

Overnight stays (000')

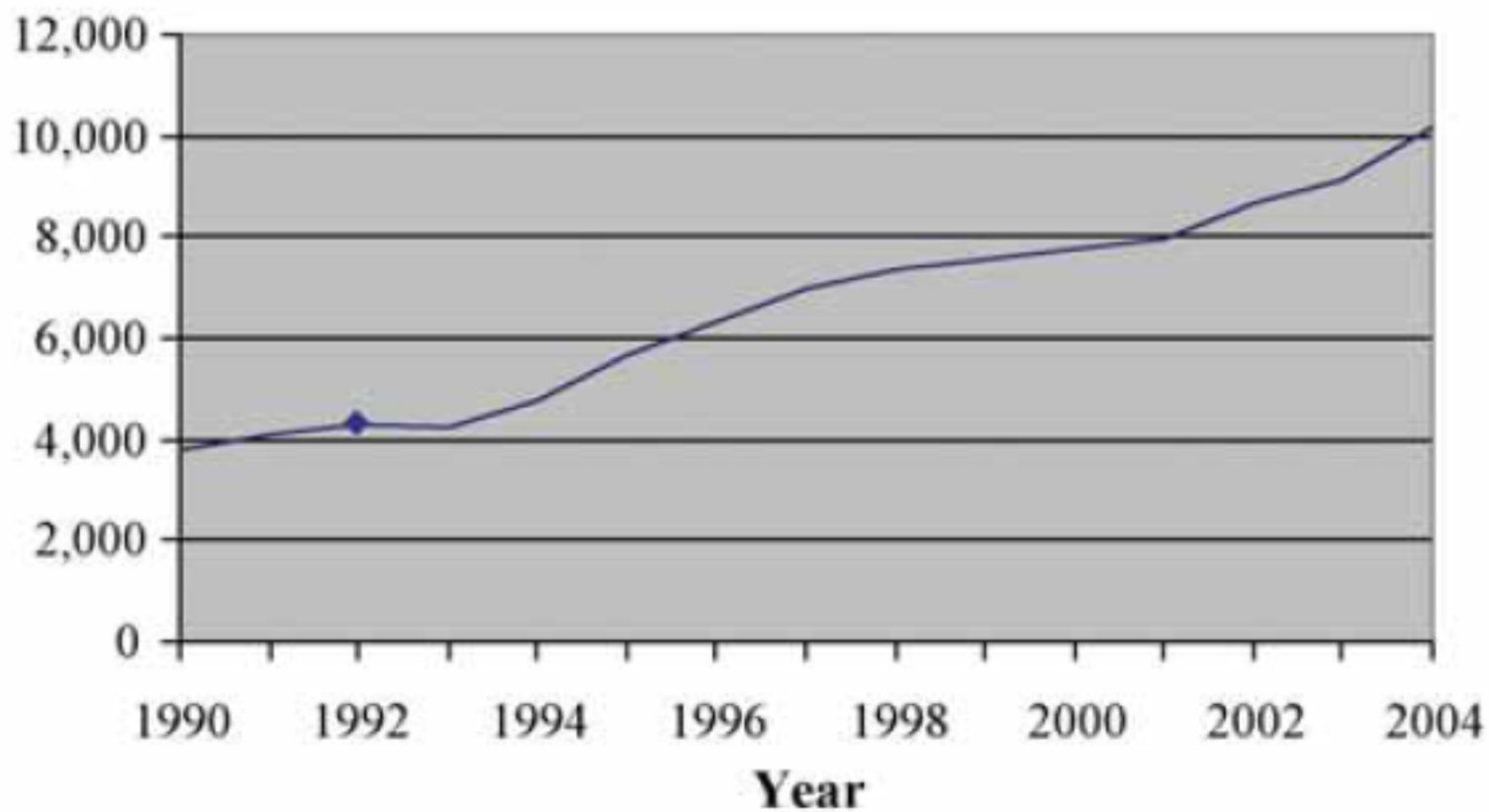


Figure 1. Overnight stays in Barcelona

Source: Visit Scotland (2012)



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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).

*“Barcelona is generally regarded as the most successful Olympics ever in terms of the long-term legacy effects on the city”
Gratton et al. (2020, p.42).*



Case Study 4: Athens



ATHENS 2004



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Athens Aims

- Increasing tourism was one of the organiser's four main aims along with improving infrastructure, job creation and increased industrial & commercial space.
- Other aims included promoting culture and national heritage, and showcasing modern Greek developments.
- \$2.5 b investment in International Airport.
- 39 new hotels constructed and 45% increase in convention facilities and spas.



Athens Legacy

- Games were a success in increasing tourism to the whole of Greece – tourism arrivals doubled between 2004-2014.

IOC post Games research revealed:

- In USA, UK, Germany, Spain and France 90-93% saw it as a success;
 - 39% of Americans intend to now visit Greece;
 - 2nd most pop European destination;
 - 72% of Greeks saw it as successful and the right choice.
- ❖ **Social and economic legacy was ultimately derailed by Greece's economic collapse in 2011.**



2004 Athens Olympics Canoe Slalom Stadium (ten years on)



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2004 Athens Aquatic Centre (ten years on)



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2004 Athens Olympics Beach Volleyball Stadium (ten years on)



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2004 Athens Hockey Stadium (ten years on)



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5: Glasgow Commonwealth Games

- ✓ Delivered on time and **on budget**.
- ✓ Contributed approx. £740m Gross Value Added (GVA) to Scotland and £390m to Glasgow between 2007-2014.
- ✓ Supported 2100 jobs annually and **1200 jobs p.a. in Glasgow**.
- ✓ 45 national and international events have since been secured, with an estimated E.I. of £18.5m.
- ✓ Games attracted **690,000 unique visitors**.
- ✓ £669m Tier 1 contracts awarded – **63% to Glasgow-based companies**.
- ✓ 11,000 young people benefited from local employability programmes.
- ✓ Adult physical activity levels increased in 2013.
- ✓ Membership of sport NGBs represented in the Games has increased.

Scottish Government (2015)



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Reportedly
injected £450m
additional
expenditure
into economy
in 2018-19







Chris Hoy Velodrome

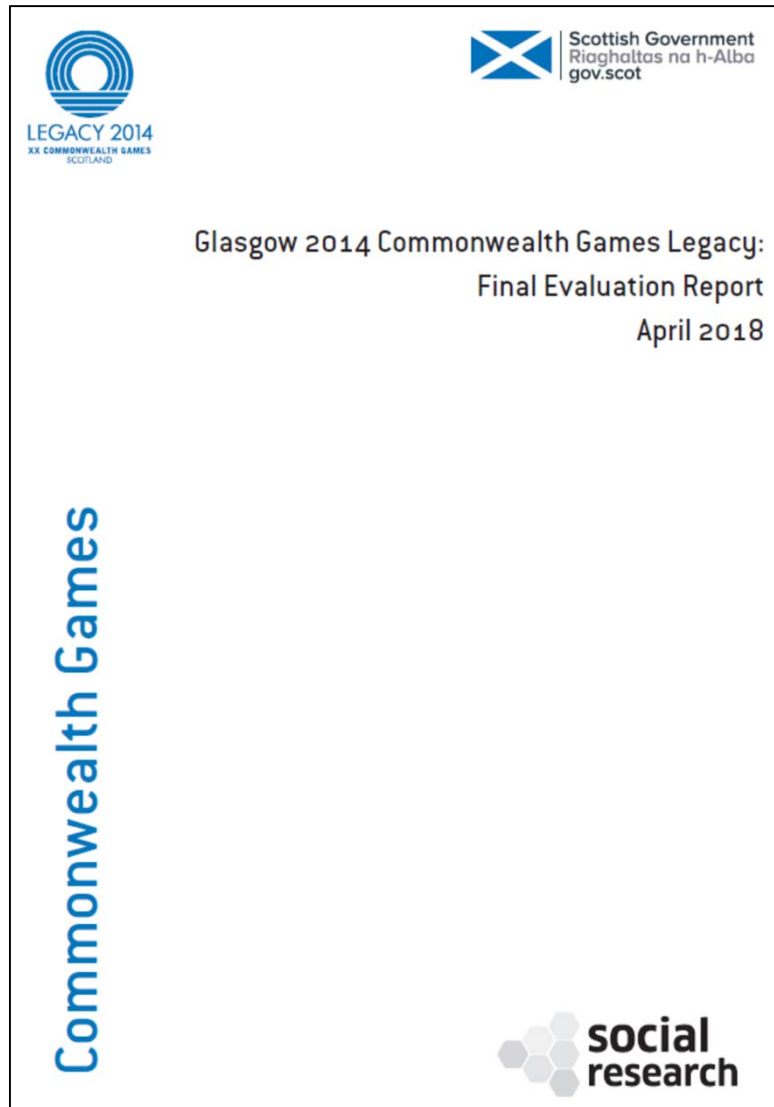
- ✓ Attendance at leisure facilities has increased year on year in Glasgow and Scotland since 2010/11.
- ✓ The global audience reached by the Games was estimated to be 1.5b worldwide. Over 35 million people in the UK watched the Games.
- ✓ International **awareness of Scotland increased** from 62% in 2012 to 65% in 2014, **Nations Brand Index (NBI)**.
- ✓ 20,000 opportunities to volunteer were created.
- ✓ Scotland's largest regeneration programme, Clyde Gateway, was launched six weeks after the Games were awarded.

Scottish Government (2015)

Latest Evidence

- ❑ Hosting multi-sport events does have positive short-term economic impacts but “there is a paucity of evidence of long effects....It ultimately remains very difficult to separate out the effects of hosting the Games from what is happening in the wider context” Scottish Government (2015, p.52).
- ❑ It is possible to achieve a positive regeneration legacy as part of hosting major sporting events.
- ❑ “The evidence base assessing participation levels is small... and the evidence that exists is variable in quality and shows mixed results. It is therefore too early to say whether hosting multi-sport events can increase participation levels” Scottish Government (2015, p.52).

Further Reading in Moodle:



6: Wales Commonwealth Games 2026 **Feasibility Study**

- ☐ **Commonwealth Games held every 4 years**
- ☐ **Usually held from end of July into August – 11 days**
- ☐ **71 teams participate as nations, territories and dependents**
- ☐ **23 core events and host nation can add optional events**
- ☐ **Maximum size of Games 4,500 athletes**
- ☐ **Wales hosted Empire Games in 1958.**



SE Wales Option

- ❑ Cardiff only bid was clearly **not** feasible.
- ❑ SE Wales option would utilise venues in Swansea, Cardiff, Newport and the South Wales Valleys.
- ❑ More compact so better for athletes and spectators.
- ❑ Least expensive of the 3 options.

ESTIMATED COSTS AND BENEFITS

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**

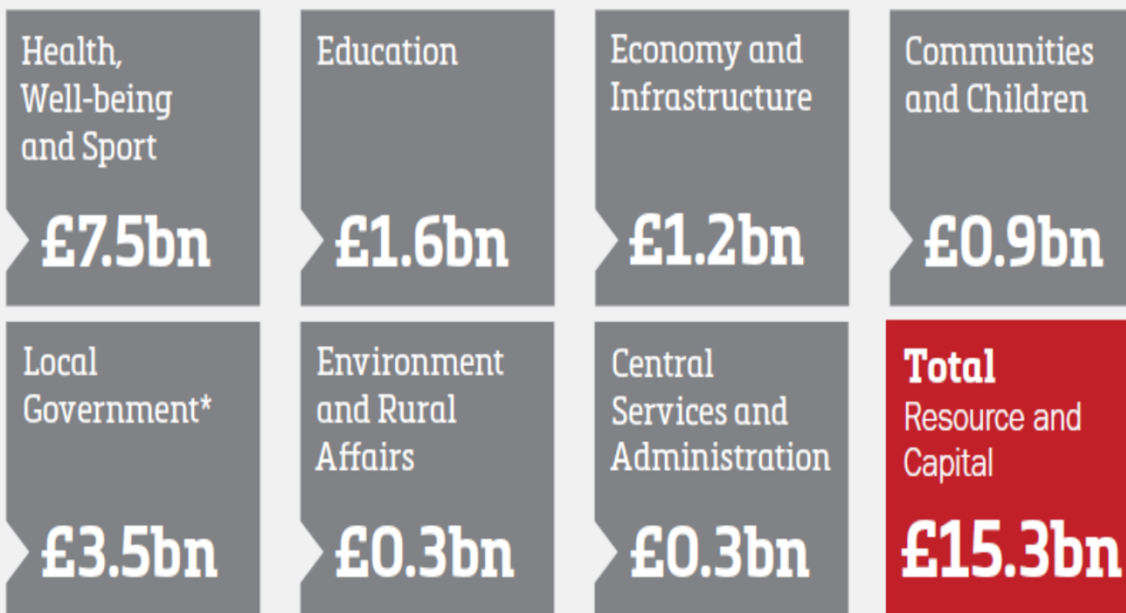


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How does the cost compare to WG departmental budgets?

How are we spending our budget in 2018-19?



* Includes schools funding and excludes £1bn non-domestic rates income.

SE Wales
Option
£1.1-1.3bn.

Potential Benefits?

1. Raise profile of Wales on the World stage?
2. Positive economic impact?

Short term yes, but no evidence than Games would have a positive impact in the wider economy in the longer term.

✓ **9000-17000 jobs created over 10 years**

✓ **£870m contribution to the Welsh economy**



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3. Drawing forward investment in infrastructure - creates a non-negotiable deadline for projects e.g. M4 relief road; South Wales Metro.

Q. But could the WG finance this and the sports facilities?

4. Positive impact on health? But...

“There is currently no clear evidence that holding major sporting events leads to sustained increases in physical activity or increased participation in sport” Welsh Government (2016, p. xi).



Key WG Policies Supported

- ☐ Well-being of Future Generations (Wales) Act 2015.
- ☐ Strategy for Tourism 2013-2020
Partnership for Growth (2013)
- ☐ Events Wales: A Major Events Strategy for Wales 2010-2020 (2010).

And, would contribute to many key areas of Welsh Government's existing Programme for Government (2016-2021).

- ❑ Economic development.
- ❑ Health and Physical Activity (i.e. Sport Wales remit e.g. Climbing Higher (2005), Vision for Sport in Wales (Sport Wales, 2011), Community Sport Strategy (2012), Elite Sport Strategy (2015).



Initial Summary of Benefits: Welsh Government (2016, pp.14-15)

Monetary	Non-monetary
To Welsh Government: ▪ Better GVA – jobs creation ▪ Better GDP – tourism revenue ▪ Reduction in benefit payments ▪ Impetus for joined up working	▪ Raise profile of Wlaes ▪ “Feel good” factor – better health and well being ▪ Volunteering opportunities ▪ Cultural benefits
To private sector: ▪ Increased economic activity ▪ Increased use of sports facilities ▪ Increased use of new public transport ▪ Increased interest in Wales	▪ Opportunity to encourage increased physical activity levels ▪ Increased community engagement ▪ New and enhanced sports facilities
To individuals: ▪ Increased employment opportunities - robust use of social benefit clauses in contracts.	▪ Training and apprenticeship opportunities ▪ Athlete development ▪ Educational opportunities ▪ Sustainable travel opportunities ▪ A “non negotiable” deadline for infrastructure projects.

Final Economic Analysis

“Economic return resulting from investment in infrastructure brought forward to accommodate the Games by a specific deadline are positive, but are not the direct result of the Games”

Welsh Government (2016, p. xi).

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

Welsh Government conclusion:

“Hosting the 2026 Commonwealth Games would be one of the biggest undertakings the Welsh Government has ever made. The financial commitment would be in place over three Assembly terms and would include a sustained and significant commitment over the next ten years from all Departments across the Welsh Government at a time when there is increased uncertainty regarding funding”,

Welsh Government (2016, p.i).

(n.b. 2016 Brexit Referendum)

Latest Welsh Government position...
plans are being drawn up for a "longer-term investment strategy" to **"build suitable sustainable facilities for the community rather than just the games,"** for a multi-city Welsh bid from 2030, a move away from the traditional "one host city" model.

Ken Skates, Cabinet Secretary for Economy,
Infrastructure and Skills in the Welsh
Government.





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/>

Commonwealth Games Australia Chief Executive Officer Craig Phillips said....

“While we have not seen the Deloitte Report into the Games costs, we are disappointed that it purportedly included a range of infrastructure projects, including a proposed city rail yards multipurpose arena, that are not directly related to Games expenditure. This project would have enhanced the Games offering but the investment required to build this infrastructure for future use should be the subject of a separate business case and not seen as a Games cost,” 19th September 2019.

Retrieved from:

<https://commonwealthgames.com.au/commonwealth-games-australia-disappointed-in-adelaide-bid-decision/>



“It will always be difficult to answer the question of whether the benefits outweigh the cost. The simple fact, though, is that there is huge competition between cities and countries to host these major events and that is why the GSOs that own these events continue to generate more and more revenue from selling them”

Gratton, Liu, Ramchandani and Wilson (2012: 53).

n.b. The IOC has a ‘monopoly supply of the “product”’ and there are a limited number of countries capable of staging the Olympics (Downward, Dawson and Dejonghe (2011:343).

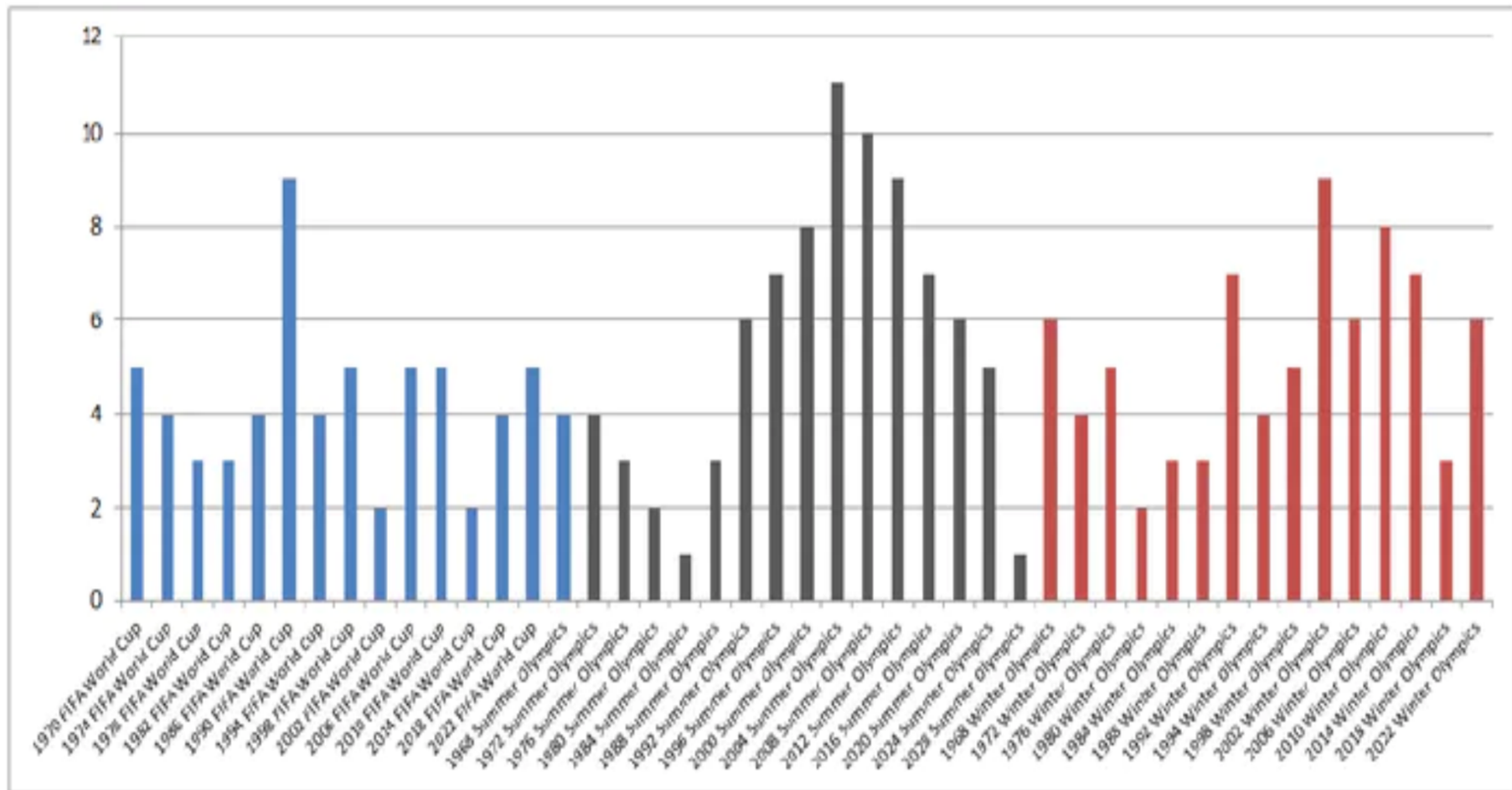
But are we now in a new era?

**Fewer countries bidding for
Mega Events (Varano, 2017).**

N.b. Sustainability issues.

What impact will Covid have?





The number of applicant bids for the Olympic Games and FIFA World Cup (1968-2028).

Varano (2017)



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	Roads	Bridges, Tunnels	Energy	Rail	Dams	IT	Olympics
Cost overrun	20%	34%	36%	45%	90%	107%	156%
Frequency of cost overrun	9 of 10	9 of 10	6 of 10	9 of 10	7 of 10	5 of 10	10 of 10
Schedule overrun	38%	23%	38%	45%	44%	37%	0%
Schedule length, years	5.5	8.0	5.3	7.8	8.2	3.3	7.0

The Olympics cost overrun compared to other types of large-scale projects. Flyvbjerg et. al. (2002); Ansar et. al. (2017); Budzier and Flyvbjerg (2011)

Blame it on Rio?

- The [2014 FIFA World Cup](#) in Brazil came at a huge cost. It [reached US\\$15 billion](#) including cost overruns of at least 75% and was the most expensive in FIFA history.
- The cost of the [2016 Rio Summer Olympic Games](#) was estimated [at US\\$4.58 billion](#) while costs overran by about 50%.
- Both mega-events were deemed poor investments. Brazil faced its worst recession in 25 years, there were cuts in healthcare and education and police [went unpaid](#) for weeks at a time.

Source: Varano (2017)

BREAKING NEWS.....

2026 Commonwealth Games

- New strategic road map announced for future C. Games in 2021.
- Future games will feature only two mandatory sports – swimming & athletics.
- 15 sports in total, of which 13 can be selected by the host from a list of 21 core sports.
- Aim is to give hosts more flexibility and drive down costs.

Case Studies Conclusions

- Each case is different.
- It is **hard to anticipate the legacy**.
- Bidding for the event is as much **influenced by political considerations** as it is evidence.
- Evidence of previous events helps plan – but **planning for a legacy comes second to putting the games on**. Maybe this reflects where the political capital lies.
- Long terms impacts still being felt.
- It is difficult to measure the economic impact of sports events on the large, diverse metropolitan areas where they often take place.
- Difficult to disentangle the impacts of the events from the wider economic picture.

“... it is impossible and even wrong to state the overall effect of different Olympics with a single surplus or deficit. The true outcome is measured in the infrastructural, social, political, ecological and sporting impacts a city and a country receive from the Games” (Preuss 2004, page 26).

What do you think?



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Further Reading Suggestions in Moodle

Varano, J. (2017). Major sports events – are they worth it.

Scottish Government (2018) Glasgow Commonwealth Games Legacy – Final Evaluation Report

Chris Gratton , Nigel Dobson & Simon Shibli (2000) The economic importance of major sports events: a case-study of six events, Managing Leisure, 5:1, 17-28, DOI: 10.1080/136067100375713.

Independent Study Task

Review the impact (positive and negative) of the following events against the Welsh Government's Major Events Strategy's (2010-2020) KPIs.

- UEFA Champions League Final 2017
- Cardiff IAAF World Half Marathon Championships 2016
- ICC Champions Trophy – Cardiff Fixtures 2017

Impact Area	Key Performance Indicators
Economic	• Number of new FTE jobs created in Wales • Number of visitors from outside Wales, and outside peak season • Net additional contribution to the Welsh economy • Other public and private sector investment leveraged • Use of local (Welsh) products and services
Socio-cultural	• Number and diversity of people attending • Number and diversity of participants • Number and diversity of volunteers from Wales recruited/ trained/deployed • Provision of core activities in Welsh. Performances in Welsh. Use of bilingual promotional materials, ticketing, signage etc • Outreach programmes and linked mass participation events
Environmental	• Carbon dioxide emissions • Amount of waste produced, amount of waste recycled • Environmental awareness raised • Achieves accreditation under BS 8901 • Environmental impact assessment
Media	• National and international TV coverage • National and international print media coverage • National and international internet coverage

Major Events Strategy 2010-2020

Impact Area	Key Performance Indicators
Economic	• Number of new FTE jobs created in Wales • Number of visitors from outside Wales, and outside peak season • Net additional contribution to the Welsh economy • Other public and private sector investment leveraged • Use of local (Welsh) products and services
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**Thanks for listening.
Any questions?**

Nadolig Llawen!!



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