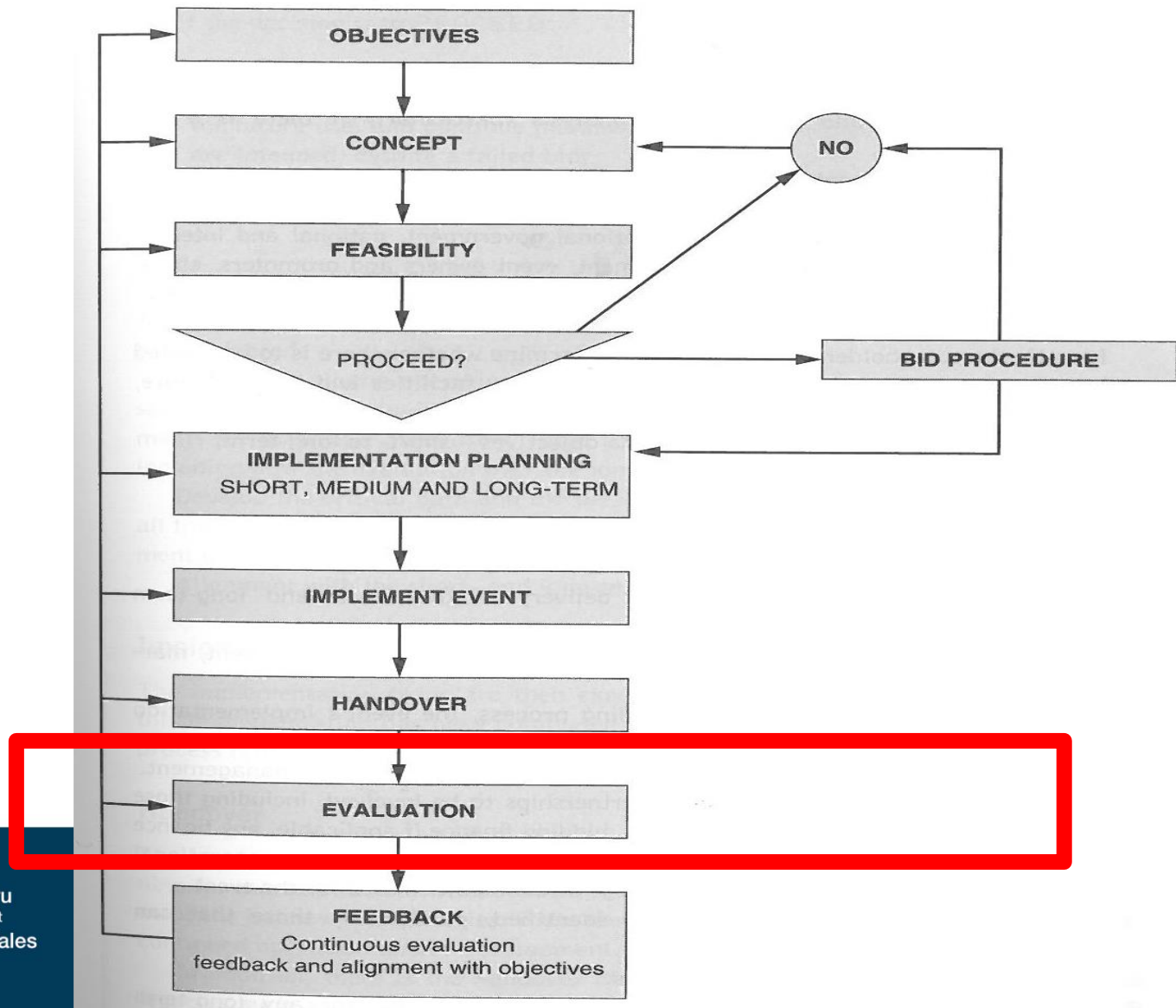


Strategic Sports Events Management



Sports Event Evaluation



Discuss in Pairs

1. Why is it important to evaluate the impact of major sports events? List the reasons for doing so.
2. What outcomes/impacts is it important to evaluate? Make a list of the main ones.
3. What methods/tools are used to evaluate the impact?

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).

Costs of Evaluation

- ❑ Time and effort / quality and detail needed
- ❑ Production of materials.
- ❑ Wages or fees.
 - All need to be included in the event feasibility process.
 - Need to identify who needs the evaluation, when they need it and in what form they will accept it.

Masterman (2014).

Post Event Evaluation

- Important for organisers, stakeholders, sponsors, participants, employees, suppliers, partners, investors, local communities and pressure groups.
- Must be done against the original objectives – short and long term.
- Timing: can be done at various points: 6 months, 1 year, 10 years.
- Need to prioritise which stakeholders are key recipients of evaluation reports e.g. the state, sponsors.

Masterman (2014).

What gets evaluated?

For example:

- Sports participation levels
- Tourism impacts
- Economic impacts

SIRC study, sample 7,500 questionnaires at ten major sports events between 2010-2012, found that 57% of spectators felt motivated to participate more than they normally did in sport.

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.

West Wales 2021 Paddle Boarding Excursion



Economic Impact Assessment

- EIA is a technique for estimating the economic dimensions to a particular activity e.g. sports events.
- Typically conducted for 3 reasons:
 1. Advocacy – make case for staging an event.
 2. Planning – so we can fully exploit the benefits from staging an event e.g. hotel space.
 3. Finance - help attract funding and investment for events by illustrating the impact.

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.**

Economic Impact

1. **Direct impact** is the expenditure, income and jobs created at the site of the event and by the visitors to the event in the local economy.
2. **Indirect impact** is the exp, local income and local jobs created in the supplying industries for the event site and other places where the visitors spend money.
3. **Induced impact** is the exp., local income and local jobs created in the local economy in general, as a result of higher spending in 1 and 2.
4. Taken together 2 & 3 are known as the **"multiplier."**
5. The size of the multiplier is dependent on the flow of **"leakages"** from the economy – money "lost" in savings, taxation and imports.

Economic Impact Examples

- 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.

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.

Benefits

- Enables diffuse or concealed benefits to be revealed.
- Provides a clear lead for infrastructure investment and planning.
- Justified public investment with evidence, not just rhetoric.
- It is better than nothing!



Therefore, on balance a useful tool but need to be aware of weaknesses.

Big spend but no return..

“The failure of London 2012 and Glasgow 2014 to create and inspire a nation to get active is not really surprising. For more than 40 years, community sports policy in Britain has been plagued by failings to meet physical activity performance indicators set by governments..... In the end, we have to face a difficult truth: governments continue to invest in costly elite sport and big extravagant sporting events that come at the expense of community sport”Challis (2018, no page).

Student Task

- Use research from websites and newspaper articles / interviews that evidence the impact of the Qatar World Cup
- Has it been successful? Form an evidenced based opinion by utilising quantitative and qualitative data / opinion



Exam

- 13th January 2023
- 9am arrival
- 9:15am start
- 11:15 finish
- You can leave once you are finished

- No talking allowed- examination conditions. Mobile phones must be switched off / in bags.
- You will be allowed to use a University PC to complete the examination tasks.
- No images / copying of sources
- Work completed will be uploaded to Turnitin before leaving the exam room

2 sides of A4 notes can be brought into the exam room- strategic sporting events – make notes from lecture key themes as reminders