

A diver in a blue swimsuit is performing a handstand on a diving board. The background is a panoramic view of a city, likely Cardiff, with the Cardiff Bay Bridge visible in the distance. The sky is a clear, pale blue.

Strategic Sports Events Management BMSM6006

Lecture 2 – Politics, Feasibility and the Bidding Process



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Lecture Overview

1. Recap Week 1

2. Independent Study Task

3. Politics and Events

- Brief historical perspective
- What are the perceived political gains?

4. Bidding for Events

- Potential benefits of bidding
- The stages of the process
- Olympic Host City bids
- Examples of successful/unsuccessful bids
- Contextual issues e.g. corruption

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 (TBC)

Assignment due here.

Module Overview



Learning & Teaching Strategy:

Activity type	Hours	Percentage
Scheduled learning	48	24%
Independent learning	152	76% !!
TOTAL	200	100%

Module Overview



Assessment:

1 x Written Assignment

- Event Planning Document
- 2000 words
- Due date Friday 26th November 4pm

1x Written Exam (Online)

- 2 hours
- **w/c 10th January 2022**

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)

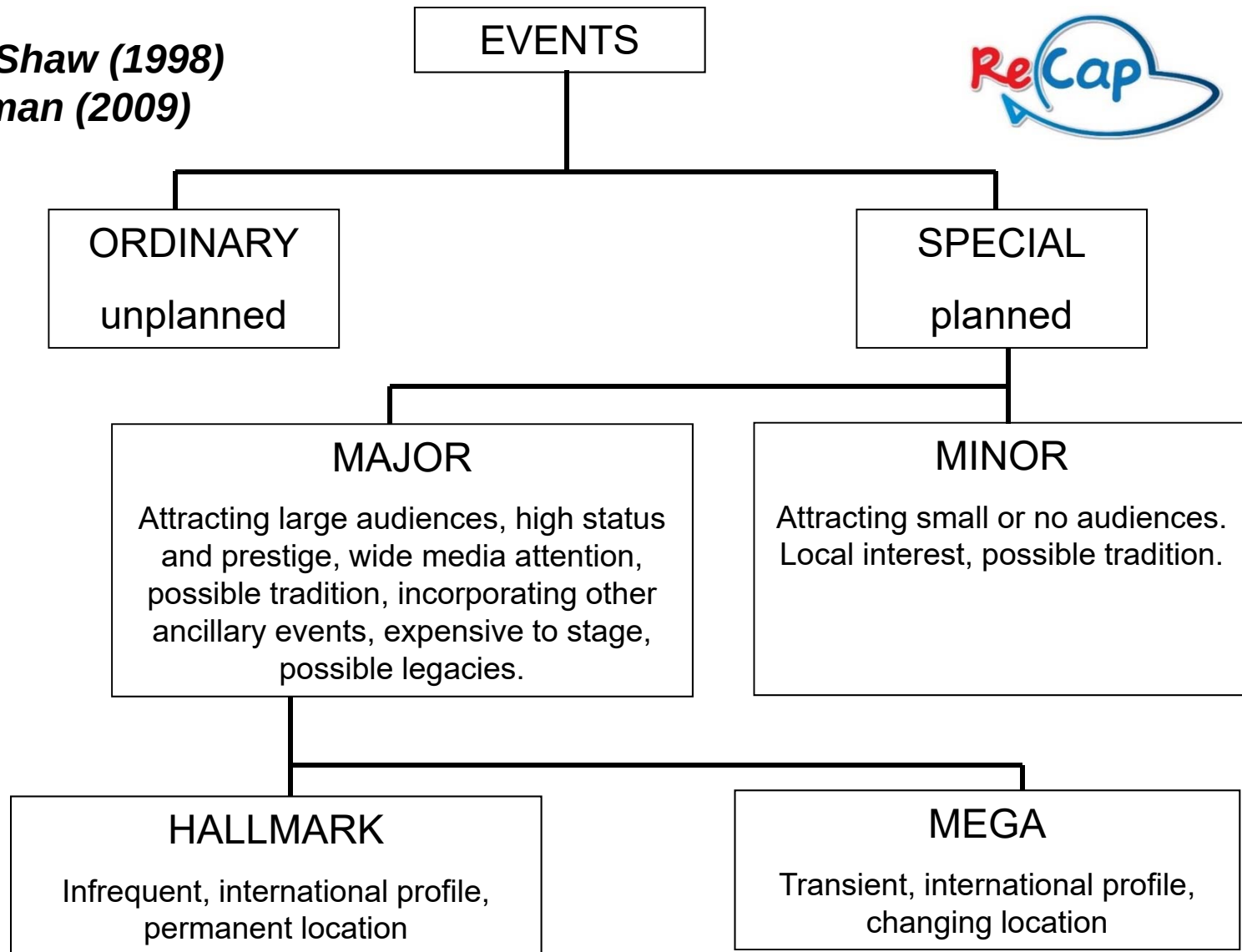
Part 2: Strategic Marketing Overview (1000 words approx.)

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.

Generic Assessment Criteria	Marks available	Marks awarded
1. Engagement with Literature Skills		
	25	
2. Knowledge and Understanding Skills		
	20	
3. Cognitive and Intellectual Skills		
	20	
4. Practical Application Skills		
	20	
5. Transferable Skills for Life and Professional Practice		
	15	

*Jago and Shaw (1998)
in Masterman (2009)*



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Alternative Typology

- Type A – **Irregular, one off**, major international spectator events generating significant economic activity e.g. Olympic Games.
- Type B – **Major spectator events** generating significant economic activity, media interest and **part of an annual cycle of sport events** e.g. Tour de France.
- Type C – **Irregular, one off**, major international spectator /competitor events generating limited economic activity.
- Type D – Major competitive events generating limited economic activity and part of an annual cycle of sport events e.g. AAAs champs.
- Type E – Minor competitor/spectator events generating very limited economic activity, no media interest and part of an annual domestic cycle of sport events e.g. Swansea 10k.

Adapted from Wilson (2006) and Gratton *et al.* (2000)



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).





Llywodraeth Cymru
Welsh Government



“We want to strengthen Wales’ position
as an events destination”.



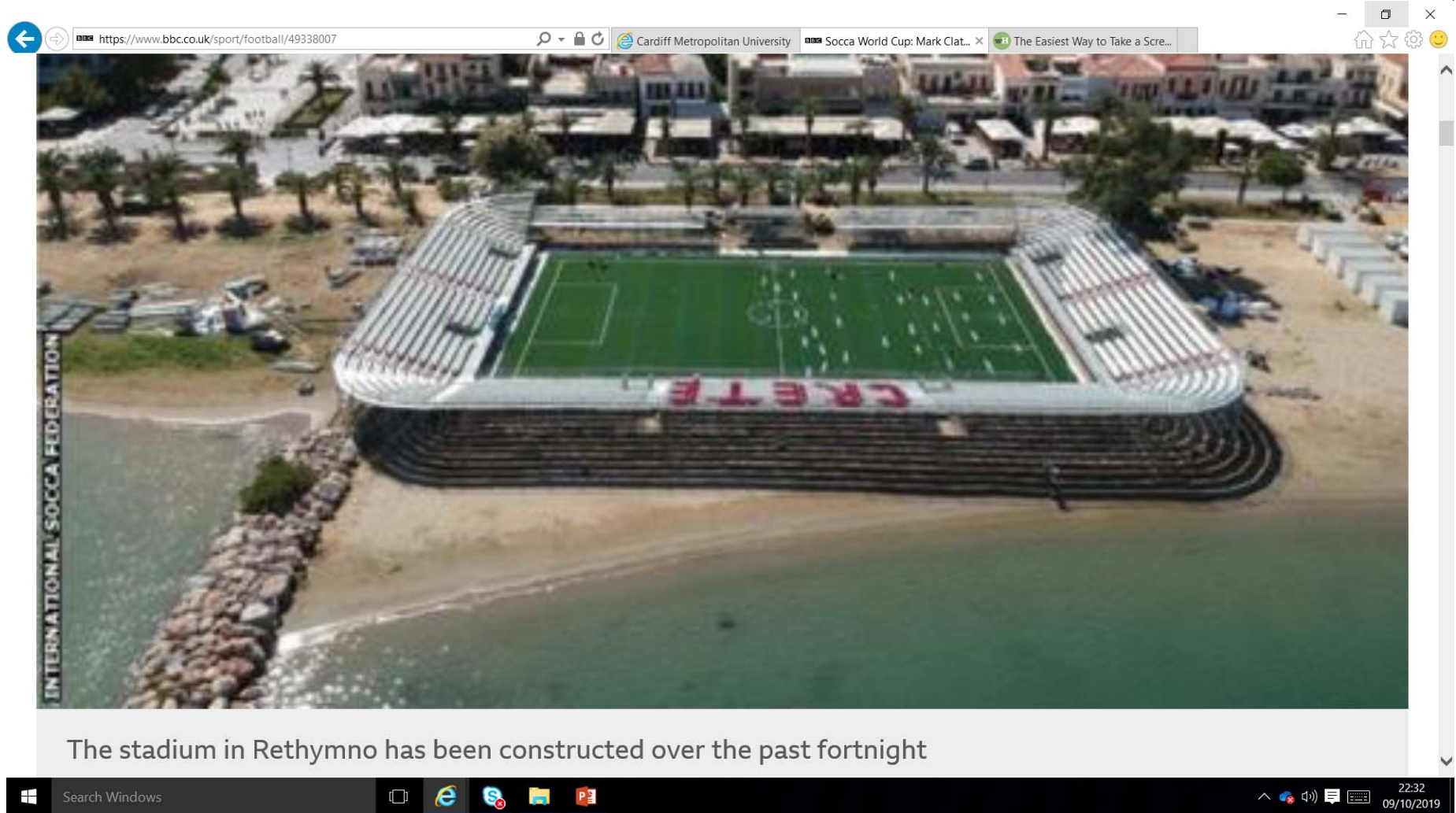
Tasks for next week

1. Consider which Welsh town or city your event will be held in.
2. Try and find a copy of the sports event calendar for your location.
3. Draw up a short list of event options and potential venues/locations.



What type of events could Cardiff or Swansea host?

- Motor sports? Rugby Sevens?
- Water sports and beach championships?
 - Age grade World Championships?
 - Cycling Road Races? Triathlons?
- Student Games? Disability Games?
 - Football Finals? Women's Sport?
- Veterans and masters championships?
 - Esports?



SOCCA WORLD CUP IN CRETE – 40 TEAM TOURNAMENT, TEMP. STADIUM



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TASK



In pairs (2m distance!) Time: 15 mins.

Consider political leaders motives for bringing major sports events to their countries and list what you think are the main ones.

Try to identify specific examples of events.

Politics and Bidding for Events



The Coliseum circa AD 80



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Berlin Olympics 1936



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Moscow Olympics 1980



Rugby World Cup 1995



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France World Cup 1996



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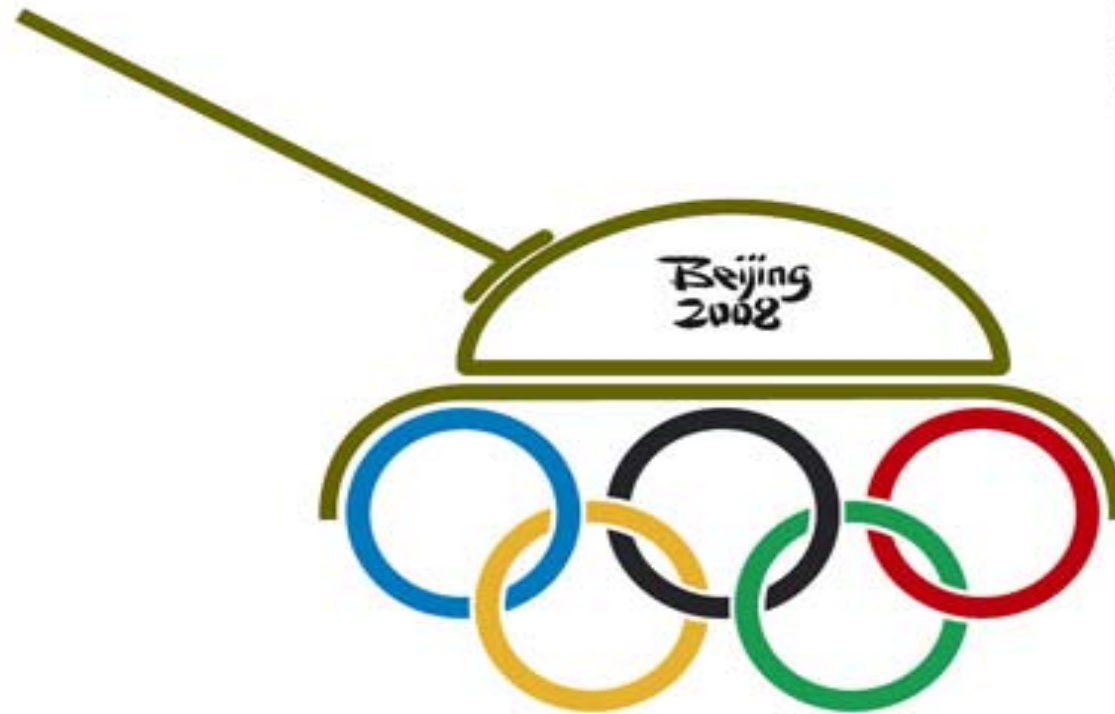


Beijing Olympics 2008



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Bau B'D'Or



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Sochi Winter Olympics 2014



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Abu Dhabi Grand Prix (2009-)



Qatar 2022



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London 2012



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Wales Ryder Cup Newport 2010



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Glasgow 2014 Commonwealth Games



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Reasons for Bidding

- **Economic boosts**, particularly tourism. See Florek et al 2008 for an example of research which examines the effectiveness)
- **Rebranding and positioning** (e.g Cornelissen (2004 p.44) noting how Atlanta used Olympics as the 'Capital of the South')
- **Nation-building** – South Africa, Barcelona and Catalan identity
- **Status** – Showcase country e.g. China
- **Development goals** – Key driver for South Africa

Why has bidding become so popular?

- **Entrepreneurial city** - These places compete to offer incentives for private developers to try and bring investment, shopping and vitality back to decaying areas (Horne 2007).
- **Benefits from the process** – previous experience improving subsequent bids. E.g. Manchester have gained **physical legacies** as a result of bidding and losing – regeneration of East side of Manchester and Sport City (Masterman, 2009).
- **Political impact, develop business skills and demonstrate a commitment to staging sports events** (Masterman, 2009).

Mega Events – 5 main benefits cited

1. National **elite sport success** – can inspire the masses to take up sport thereby improving their health.
2. Such events are **economically lucrative**, bringing revenue from, among others, increased tourism.
3. Mega sporting events engender a '**feel-good**' **factor among citizens**, which has knock-on effects for well-being.
4. Much needed **urban regeneration** is accelerated.
5. States benefit by showcasing themselves internationally – this leads to an increase in so-called '**soft power**'.

Grix (2012, no page)

Remember the counter argument...

*“With the respect to megaprojects there is a similar **fantasy world of underestimated costs, overestimated revenues**, underestimated environmental impacts and over-valued economic developments” (Horne, 2007, p.84)*

(And, **opportunity cost** of hosting is higher for developing countries, and economic impact is not as great as it is for developed countries).



“Hosting an internationally prominent sporting event invites the global spotlight, provides an injection of tourism money, and a chance for a city or a country to rebuild or develop infrastructure. However, it also brings an immense financial commitment and great risk,”
Varano (2017, no page).

“For **developing economies**, mega-event hosting is motivated by **globalisation and soft power**. China and South Africa recently showed that it can be an exceptional opportunity to devise a new brand identity to both their local citizenry and global audience,” Varano (2017, no page).

Baku European Games 2015



“Sportswashing” ?



Independent Study Task: watch the Amnesty International film on Moodle regarding the used of forced labour to construct stadiums for the 2022 Qatar World Cup.

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”.

DCMS (2015) Sporting Future: A New Strategy for an Active Nation (p. 48).
(n.b. Minister for Sport’s perspective)

“Sport is big business, contributing tens of billions of pounds – from both domestic and international markets – to the British economy every year.”

p. 57.

Rt. Hon SAJID JAVID MP Secretary of State Department for Business, Innovation and Skills. Source: Sporting Future: HM Government (2015), Sporting Future: A New Strategy for an Active Nation.

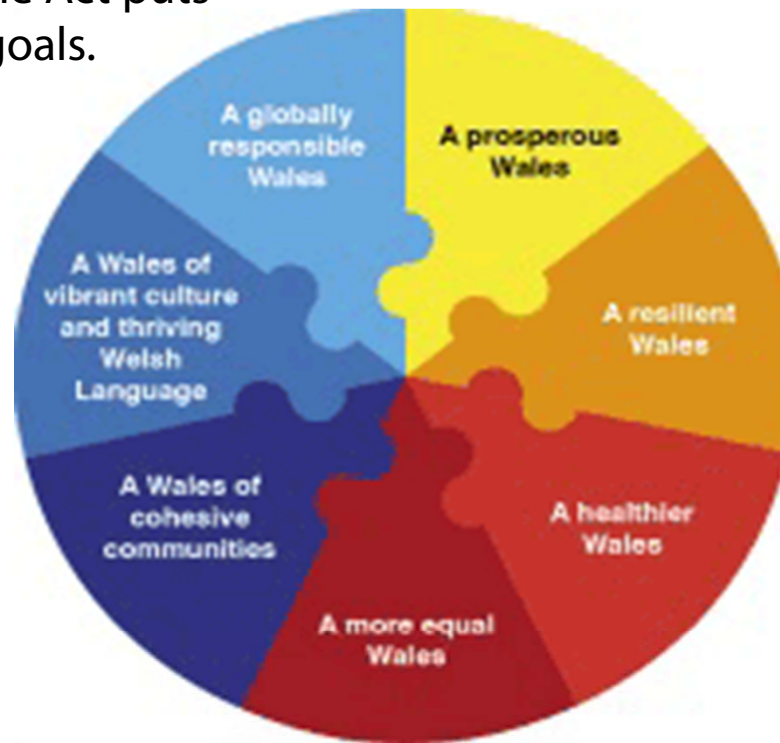
Event Wales: A Major Events Strategy For Wales 2010 – 2020

Based on a set of basic principles that the portfolio of major events to be supported by the MEU will, collectively:

1. “Deliver clear and measurable benefits to Wales in line with *One Wales* and complementary Assembly Government **strategies and priorities**;
2. Deliver a demonstrable **return on public sector investment**;
3. Enhance the recognition and **reputation of Wales** in the World;
4. Create a strong sense of place which celebrates the diversity and distinctiveness of **Welsh culture** and enhances the use and profile of the Welsh language inside and outside Wales;
5. Support the development of a strong and sustainable **events industry** in Wales;
6. Encourage a **fair and equitable** spread of opportunities across Wales, and an even spread of events across the calendar;
7. Strike a **balance** between attracting one-off international events; nurturing and growing existing events; and stimulating and creating new events;
8. Make effective and efficient **use of Wales’ resources**, including built facilities and our outstanding natural environment;
9. Be soundly based on the principles of **sustainable** development, in line with British Standard 8901: Sustainability Management Systems for Events, including deliverability based on robust business planning underpinned by sound governance and management structures;
10. And **exploit opportunities for developing new strategic alliances, new partnerships and new forms of collaboration** and ensure that the major events agenda is fully considered where appropriate in capital expenditure programmes,” Welsh Government (2010:11).

Welsh Government Well-Being of Future Generations (Wales) Act 2015

To make sure we are all working towards the same vision, the Act puts in place seven well-being goals.



The Well-being of Future Generations Act is about improving the social, economic, environmental and cultural well-being of Wales.

All public bodies must adhere to it and will be audited against it.



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Recent Olympic Bid History

Masterman (2009) p. 179.

Host	Year	Previous bidding history
Sochi	2014	Nil. Moscow 2012 (5 th), St Petersburg 2004 (1 st round)
London	2012	Nil. Birmingham 1992 (5 th), Manchester 1996 (4 th), 2000 (3 rd).
Vancouver	2010	Nil. Toronto 2008 (2 nd), 1996 (2 nd), Quebec 2002 (4 th), Calgary 1988 (host)
Beijing	2008	2000 (2 nd)
Turin	2006	Nil. Rome 2004 (2 nd), Aosta 1998 (5 th) Cortina 1992 (5 th), 1998 (3 rd)
Athens	2004	1996 (2 nd)
Salt Lake	2002	1998 (2 nd) Anchorage 1994 (3 rd), 1992 (6 th)
Sydney	2000	Nil. Melbourne 1996 (4 th), Brisbane 1992 (4 th)



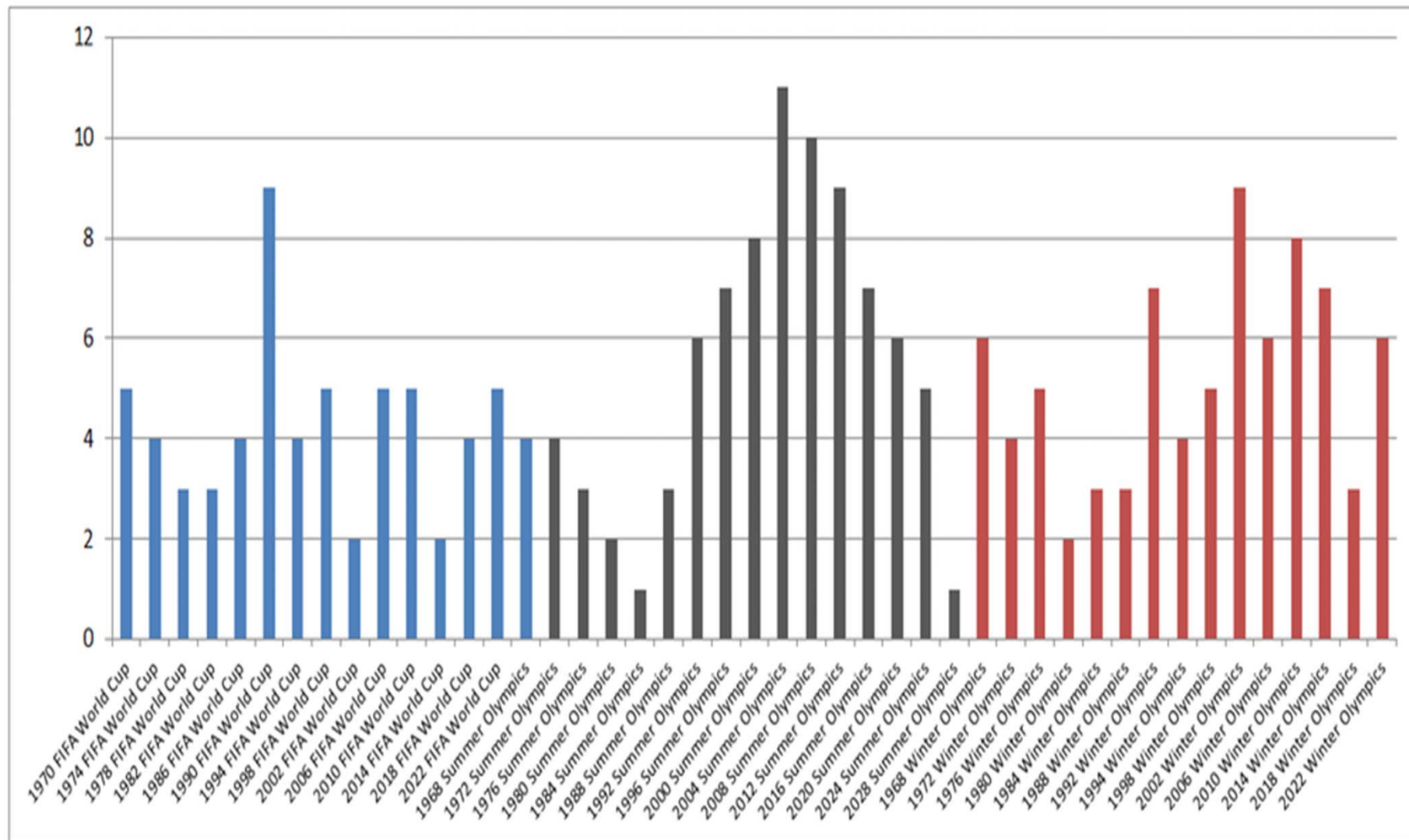
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The number of applicant bids for the Olympic Games and FIFA World Cup (1968-2028).

Why the recent decline in enthusiasm for hosting mega events?

- Fragility of economies after the **global financial crisis**, and the growing inequality in the distribution of wealth and income... brings **increased cynicism** around major sporting projects... when there is no genuine guarantee of substantial, discernible benefits for taxpayers.
- Now, **the countries that can most easily justify the risk are those with the most to gain on the world stage**, rather than those with the deepest pockets.
e.g. Russia and Qatar.

Varano (2017)



Coffee Break Task (30 mins)

Locate the UK Government's (2015) **Gold Framework** for providing support to bids for major events – in the **Week 2 Additional Reading folder on Moodle**.

Read the case studies and try to identify critical success factors for these events. Make notes so you can feed back.

DCMS UK Sport (2015) Gold Framework - Guidance on UK-level support available when bidding for and staging major sporting events

Critical success factor examples:

- Previous experience/expertise
- Detailed bid document e.g. World Gymnastics Champs 2015.
- High level/international stakeholder engagement
- Political support
- Government guarantees e.g. taxation, losses.
- Transparency
- Legacy e.g. 2017 World Athletics Champs
- Access to UK Sport Branding and equipment e.g. World Slalom Championships 2015.
- Research – EI studies e.g. ITU Grand Final 2013.
- Government advice, support and information sharing e.g. security.
- Home Nation Support e.g. Welsh Government.

Criteria for Successful Bidding

Operational Factors (Ability to Organise & Host)

- Political Support
- Infrastructure
- Existing Facilities

Supporting Factors

- Communication
- Exposure
- Stakeholders
- Communities
- Accountability
- Relationship Marketing
- Bid Team Composition

Additional Factors e.g.

- Stability
- Security
- Government Support
- Taxation for Athletes
- VAT on Sports Events
- Migration
- Cost of Bid
- Cost of Hosting the Event
- Commercial Sponsorship
- Competition
- Emerging Nations
- Sport Development

Task

Watch this clip of Lord Coe – LOCOG Chairman recollecting the period leading up to the 2005 Olympic bid and make a note of the factors he identifies as key to the bid's success.



Key bid Components & Criteria

- Bid book or document – Try and get something unique e.g. London and young athletes
 - Stakeholders – key group (in theory) is the local community. Must be behind the bid. Must campaign and build support (note Montreal and protests to its bid in 1996)
 - Research on Impacts
 - Impact reports (social, economic, environmental) and legacies
 - Emotions (See London Olympic bid). Note that those evaluating bids are not necessarily experts.
 - People (Seb Coe ...bringing in the names)/managers/ figureheads
 - Money?
 - Political risk analysis
- (Masterman 2004, p.128)

What Wins Bids

- Key personalities (Sepp Blatter, President of FIFA has played a significant role in bids, as in theory, with any tied bids, he would have the casting vote. Key Supporter of South Africa)
- Understanding the politics.
- Proving you can stage an event (e.g. South Africa staging the 2003 cricket world cup)
- Issues of security (impediment for other African and Asian countries).
- Infrastructure
- Emotions (see London Olympic video).....Which is the most important?

<https://www.youtube.com/watch?v=MA8X3Hz-n0>



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Bids must be marketed

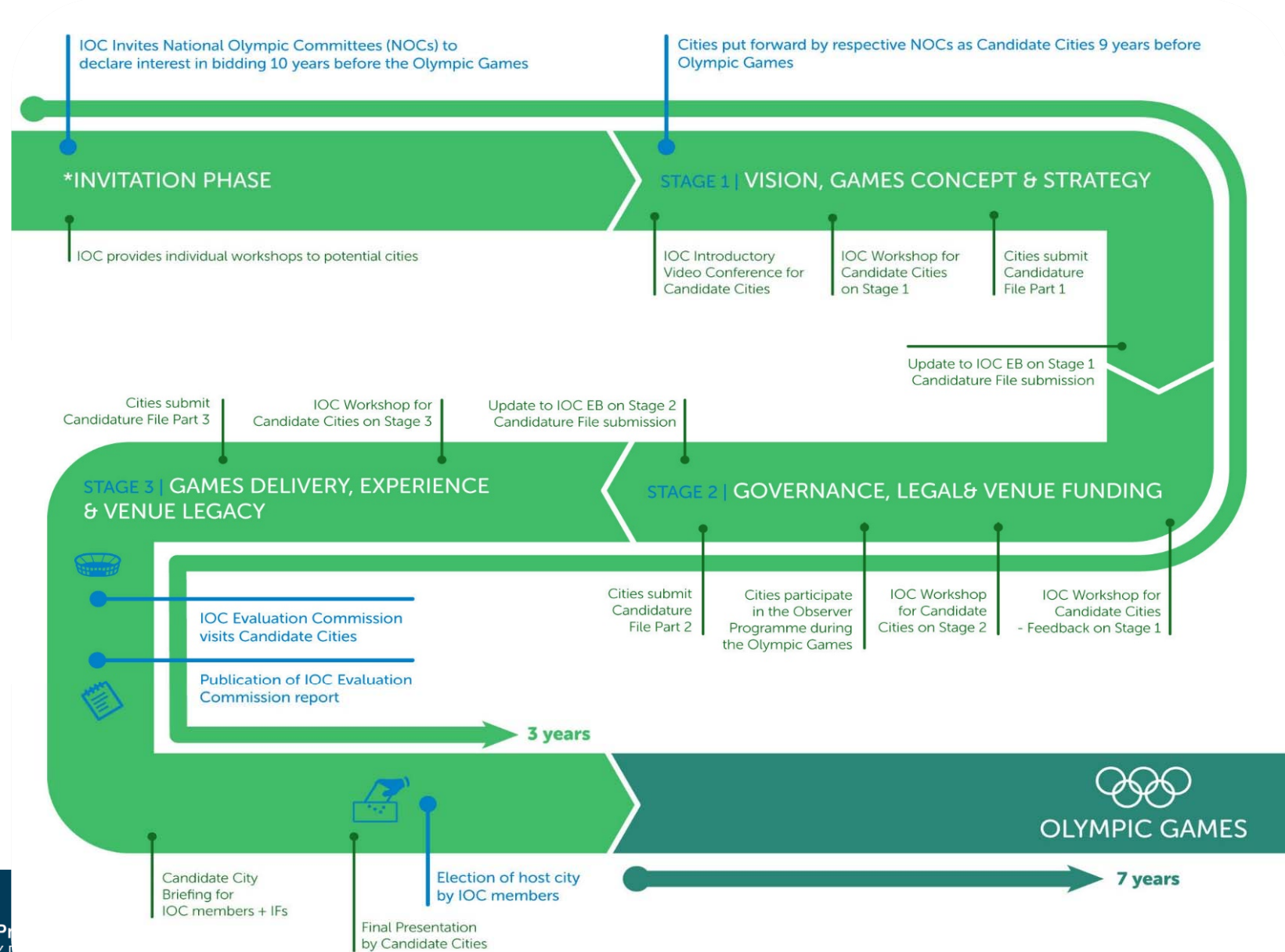
- Market/lobby key members
- Stakeholders
- Must be researched
- It is however costly
- Preserve of the rich and developed?

For further info on the bidding process lifecycle - How does the IOC choose?

<http://www.olympic.org/content/the-ioc/bidding-for-the-games/past-bid-processes/2020-bid-process/>

<http://www.olympic.org/assets/osc%20section/pdf/qr8e.pdf>

From Candidate to Host City <https://www.olympic.org/host-city-election>



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*Introduced in 2015 as a result of Olympic Agenda 2020; applied for the first time to the Candidature Process 2024

London 2012 Highlights

So, was it worth it?



Week 2: Independent Study Tasks

- Continue to explore sensible options for your Assignment 1 event, and start to formulate your event concept and objectives.
- Engage with the week 2 reading resources on Moodle and Video content.

Thanks for listening.



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