

2016

7th INTERNATIONAL SPORT BUSINESS SYMPOSIUM



INTERNATIONAL SPORT
BUSINESS SYMPOSIUM

ABSTRACTS

16. February 2016
Lillehammer

Høgskolen i Lillehammer
Gudbrandsdalsvegen 350
2624 Lillehammer



Time	Auditorium C (130)	Auditorium E (75)	Auditorium D (68)	
09:30-10:00	<i>Check in</i>			
10:00-10:20	Opening Holger Preuss (Professor Mainz, Molde, Ottawa) Dag Vidar Hanstad (Professor Lillehammer, Oslo) Kathrine Skretting (Rector Høgskolen Lillehammer)			
10:20-10:50	Key Note I Gerhard Heiberg (NOR) (IOC member, member of the commissions: TV Rights and New Media (2002-2014), Marketing (2014-), Olympic Programme (2015-)) (introduced by Dag Vidar Hanstad)			
10:50-10:55	<i>Short Break to change rooms</i>			
10:55-11:40	Bidding (Parent) Kaspar (AUT) The Olympic Winter Games as a cross-national mobile event? From the Lillehammer 1994 Olympic Winter Games towards a multi-country future Olympic bid scenario Denis, Rebeggiani, Rebeggiani (TUR) Istanbul's Bids for Sports Mega Events between Rationality and Irrationality	Event spectators (Kristiansen) dos Santos, Eckert-Lindhammer, Hodeck (GER) Profiles of German Tourists visiting the Olympic Summer Games 2012 in London Fritz (GER) Traveling to mega-events - an example of the 2014 FIFA World Cup Brazil	Olympic Sport Program (Skirstad) Batev (GBR) Will skateboarding ever become Olympic sport? An Institutional Perspective Gomez (FRA) Youth Olympic Games: Games of the future?	
	<i>Coffee Break</i>			
11:40-11:55	Key Note II Tomas Holmestad (NOR) CEO of LYOGOC: Youth Olympic Legacy; Five Legacy Commitments by Lillehammer 2016 (introduced by Holger Preuss)			
11:55-12:20	Key Note III Philippe Furrer (SUI) Head of YOG Engagement, Learn & Share, International Olympic Committee (introduced by Holger Preuss)			
12:20-12:45	Round Table Tomas Holmestad & Philippe Furrer in talk (discussion lead by Holger Preuss)			
12:45-13:05	Round Table Tomas Holmestad & Philippe Furrer in talk (discussion lead by Holger Preuss)			
13:05-14:05	<i>Lunch</i>			
14:05-15:35	Olympic Legacy I (Hanstad) Leopkey, Ellis (USA) Understanding the Evolution of the Atlanta 1996 Olympic Games Legacy: A Retrospective Investigation Schnitzer, Scheiber, Nagiller (AUT) The legacies of the Innsbruck 2012 Winter Youth Olympic Games perceived by the local youth Scheu (GER) Local residents' perceptions of the legacies of the Olympic Games 2024 in Hamburg Kloz (GER) Shrink or share? A data-based model for future Olympic Winter Games cities.	Impact & Image (Fritz) Koxel, Pfeffer, Lee, Imeschweiler (GER) Image Effects on Sports Associations Through Junior Sports Bain, Goukasian, Misch (USA) The Impact of Olympic Sponsorship on Domestic vs. Foreign Sponsoring Firms Schütte, Preuss (GER) The Economic Impact of FIFA Football World Cup 2014 in Brazil Gammelsaetter (NOR) Sport Branding Place Lillehammer	Education & Leadership (Houlihan) Kristiansen (NOR) Walking the line: How young athletes balance academic studies and sport in international competition Bodemar, Strittmatter (NOR) Young Leadership: a comparative study of 2012 Innsbruck YOG & 2012 Oslo World Snowboarding Championships Preuss, Königstorfer, DaCosta, Schütte (GER, BRA) Olympic Values perceived by the young population in BRA, GER, USA and UK Practitioner Spazier, Scheiber (AUT) The legacies of Innsbruck 2012 YOWG - a practitioners perspective (introduced by Berit Skirstad)	
	<i>Short Break to change rooms</i>			
	15:35-15:40	Key Note IV Jens Andersen (DEN) Sports Governance Observer: World sport in urgent need of reform (introduced by Norbert Schütte)		
	15:40-16:05	<i>Coffee Break</i>		
16:05-16:20	Olympic Legacy II (Scheu) Lechner (NOR) How is legacy created and measured? An interpretive inquiry on the event legacy measurement Sanchez (BRA) Olympic Games in Rio 2016: a discussion about its legacy Hanstad (NOR) Planned and unplanned legacies of the 1994 Olympic Winter Games	Youth perception of the Games (Schütte) Yoon, Kim, Pedersen (USA) A Network Approach to the Use of Social Media during the Youth Olympic Games Prüschenk, Kurscheidt (GER) Do Youth Games have the potential to shift perceptions on Olympism? Implications from young people's views on Olympic values and the Sochi Games Parent, Narsine (CAN) The evolution of Twitter communication by Youth Olympic Games organizing committees	Developing Youth Olympic Games (Gammelsaetter) Nordhagen (NOR) The creation of the Youth Olympic Games - why and how did it come into existence? Kristiansen, Strittmatter, Skirstad (NOR) Stakeholders, Challenges and Issues at a Co-hosted Youth Olympic Event Strittmatter, Skille (NOR) Boosting Youth Sport? Implementation of Norwegian Youth Sport Policy through the 2016 Lillehammer Winter Youth Olympic Games	
	<i>Short Break to change rooms</i>			
	17:30-17:35	Closing Holger Preuss & Dag Vidar Hanstad		
17:35-17:45	<i>Symposium Dinner</i>			
18:00				

7th INTERNATIONAL SPORT BUSINESS SYMPOSIUM

The Olympic Games is 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 an Olympic Games event can boost businesses, create new enterprises, and improve upon existing city relations, promote the international image of host cities, accelerate urban redevelopment, and much more. It can enable changes, which might normally take several decades. This opportunity, however, is directly shadowed by risks and challenges during the preparation, operation, and legacy phases of the Games. Mismanagement, crowding-out, sunk costs, and displacements of parts of the community are also possible effects of Olympic Games that need to be considered.

Organisers of the 7th International Sport Business Symposium

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Prof. Dr. Envind Skille, Professor for Sportmanagement, Høgskolen i Hedmark, NOR

Prof. Dr. Jon Helge Lesjö, Professor for Economics and Organisation, Lillehammer University College, NOR

Dr. Elsa Kristiansen, Postdoctoral, Norwegian School of Sport Science, NOR

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Welcome !

I am happy that we will stage the 7th International Sport Business Symposium on the occasion of the second Winter Youth Olympic Games in Lillehammer. The symposium is titled “Youth Olympic Games; New Concept – Old Ideas?”. I would like to thank our local host, the Faculty of Sport Science at Lillehammer University College for providing us a perfect location to meet, talk, and present.

The Winter Youth Olympic Games is the main multi-sport event for youth sports. It provides great sporting, social, cultural and environmental opportunities for the host city, Lillehammer, its region, and Norway. Lillehammer undertook some effort to not only fulfil all requirements to stage the Winter Youth Olympic Games, but also to maximize the economic, social, environmental, political, and structural benefits that the Youth Olympic Games can offer. Therefore, I am happy that one of our keynote speakers is Tomas Holmestad (CEO of Lillehammer 2016). He will be speaking with our second keynote speaker, representing the IOC, Philippe Furrer (Head of YOG Engagement, Learn & Share, International Olympic Committee).

This 7th symposium shows that it is good to provide a platform for Olympic scholars to meet and exchange ideas. Since 2006 in Turin, many scholars and practitioners as well as high profile members of the Olympic Family have met at this symposium, which is staged during the Olympic Games, or the Youth Olympic Games and also once at an IOC session (2013). But why symposia and not ordinary conferences? The answer is simple. The Greek symposium was a key Hellenic social institution and was often held for specific occasions. It was a forum to debate, plot, boast, or simply to revel with others. That is also the intention of our symposium. Olympic scholars and practitioners from nine countries are gathering in Lillehammer. They will exchange thoughts, present their Olympic (and Youth Olympic) research, use the opportunity to network, and spend a good time together.

This symposium offers a variety of topics presented by 48 scholars. They address the legacy of Youth Olympic Games, new concepts and development of the YOG and the perception of the youth about YOG. Additionally, there will be presentations about Olympic Games and other mega events. This book of abstracts offers you a guidance to select the presentations you are interested in attending. It also serves as a reminder of what you presented, and, in many cases, it is a readable, short version of the main findings. However, full texts will not be published here. Those will hopefully be submitted to proper international journals and as such, become accessible to readers worldwide.

I am also pleased to see the Norwegian key person in international sports present at this symposium. It is IOC member Gerald Heiberg, who is a member of the IOC marketing commission, a member of the Olympic Programme Commission, and a member of the Audit Committee.

The fourth keynote speaker is the Dane Jens Sejer Andersen. He is the CEO of “Play the Game” and will report on the latest research on good governance in sport federations.

To organize such a symposium free of charge, one needs many volunteers and sponsors. My first note of thanks is directed to the scientific committee. Nineteen members from Germany, France, Norway, Canada, South Africa, UK, Austria and Brazil, worked through 37 submissions to select the best. The reviewers were selected to represent the potential variety of topics expected to be submitted. Each submission was reviewed by two peer scholars.

Thanks also to the symposium organizers. It is jointly organized by Prof. Dag Vidar Hanstad (Norwegian School of Sport Sciences/Lillehammer University College) and Prof. Berit Skirstad (Norwegian School of Sport Sciences). I would also like to thank Mira Mörsdorf (Johannes Gutenberg-University, Mainz) for all the formatting of the book and all issues around the program, as well as Per Eriksson (Lillehammer University College) for setting up the internet page and being the project manager. Finally, the symposium would be lost without the many volunteers that solved numerous problems before we became aware of them.

Last but not least, I thank our sponsors, which are the Union International Pentathlon Moderne (UIPM) and the German Olympic Academy. Both organizations care about Olympic research and Olympic values. I am also grateful that the Olympic Studies Centre in Lausanne, which acknowledges this symposium.

I hope you all have some enlightening moments during the presentations and some new or at least strengthened contacts in your network through this symposium.



Holger Preuß
Johannes Gutenberg-University, Mainz



JOHANNES GUTENBERG
UNIVERSITÄT MAINZ

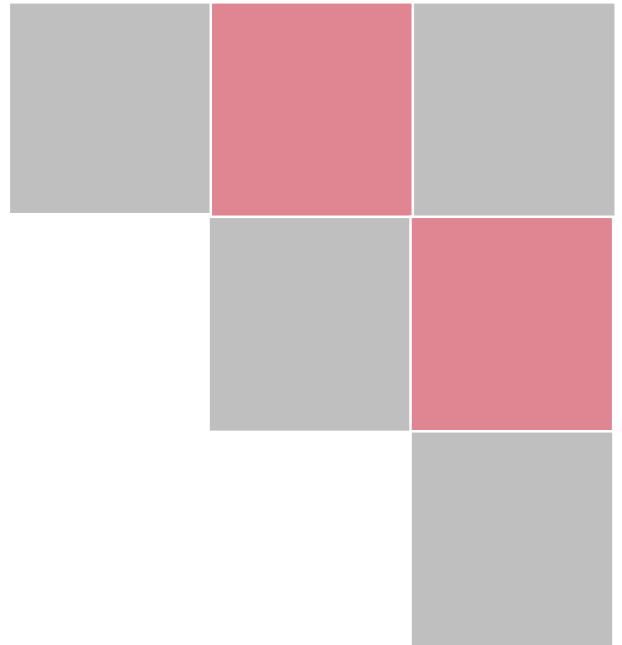
Content

Event spectators	8
Profiles of German Tourists visiting the Olympic Summer Games 2012 in London	9
Traveling to mega-events – an example of the 2014 FIFA World Cup Brazil.....	11
Bidding	13
The Olympic Winter Games as a cross-national mobile event? From the Lillehammer 1994 Olympic Winter Games towards a multi-country future Olympic bid scenario	14
Istanbul’s Bids for Sports Mega Events between Rationality and Irrationality	16
Olympic Sport Program	18
Will skateboarding ever become Olympic sport? An Institutional Perspective	19
Youth Olympic Games: Games of the future?	21
Olympic Legacy I	22
Understanding the Evolution of the Atlanta 1996 Olympic Games Legacy: A Retrospective Investigation.....	23
The legacies of the Innsbruck 2012 Winter Youth Olympic Games perceived by the local youth	25
Local residents’ perceptions of the legacies of the Olympic Games 2024 in Hamburg	29
Shrink or share? A data-based model for future Olympic Winter Games cities.	31
Impact & Image	34
Image Effects on Sports Associations Through Junior Sports	35
Sport Branding Place Lillehammer	38
Structures of an economic impact: The case of the FIFA Football World Cup 2014 in Brazil	40
The Impact of Olympic Sponsorship on Domestic vs. Foreign Sponsoring Firms.....	42
Education & Leadership	45
Walking the line: How young athletes balance academic studies and sport in international competition	46
Young Leadership: a comparative study of 2012 Innsbruck YOG & 2012 Oslo World Snowboarding Championships.....	48
Olympic Values perceived by the young population in BRA, GER, USA and UK	51
Practitioner	54
The legacies of the Innsbruck 2012 winter youth olympic games – a practitioner persepective	55
Olympic Legacy II	58
How is legacy created and measured? An interpretive inquiry on the event legacy measurement.....	59
Olympic Games in Rio 2016: a discussion about its legacy.....	61
Planned and unplanned legacies of the 1994 Olympic Winter Games	64

Youth perception of the Games	66
A Network Approach to the Use of Social Media during the Youth Olympic Games.....	67
Do Youth Games have the potential to shift perceptions on Olympism? Implications from young people’s views on Olympic values and the Sochi Games.....	71
The evolution of Twitter communication by Youth Olympic Games organizing committees.....	73
Developing Youth Olympic Games	76
The creation of the Youth Olympic Games – why and how did it come into existence?.....	77
Stakeholders, Challenges and Issues at a Co-hosted Youth Olympic Event	80
Boosting Youth Sport? Implementation of Norwegian Youth Sport Policy through the 2016 Lillehammer Winter Youth Olympic Games.....	83



INTERNATIONAL **SPORT**
BUSINESS SYMPOSIUM



Event spectators

Papers:

- dos Santos, Eckert-Lindhammer, Hodeck (GER) Profiles of German Tourists visiting the Olympic Summer Games 2012 in London
- Fritz (GER) Traveling to mega-events – an example of the 2014 FIFA World Cup Brazil

Profiles of German Tourists visiting the Olympic Summer Games 2012 in London

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

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

Research Topic and aim

Due to their outstanding importance, the Olympic Games are in the spotlight of research on sport tourism. So far, economic and social aspects as well as environmental influences and sustainability played a major role (Weed, 2008, p. 31). With regard to mega sport events, aspects of passive sport tourism are of particular interest (Preuss, Seguin, O'Reilly, 2007, p. 1). Several studies dealing with the economic impact of mega sport events have been done during the last decades (e.g. Kurscheidt, 2006). Although there are different opinions about the scale of the impact, depending on the used model, all studies appreciate sport tourists as important factor of the impact of events. Nevertheless, it is expected, that visitors of different events or visitors of one event from different countries differ regarding their consumer behavior, travel and social profile. Aim of this re-search is to profile German tourists visiting London 2012 and compare them with Olympic Games before. Results can help to understand the impact, created by German sport tourists visiting different Olympic Games, in a better way. At the same time it should be investigated, whether the profiles of German people visiting different Olympic Games are com-parable depending on the host city or not. Knowing profiles of mega sport event tourists is helpful for local organizers of these events as well as for official tour operators.

Theoretical and methodology framework

First attempts of sport tourist typification were made by Glyptis (1982) who defined five types of costumers. This model was modified several times. For example, Hennessey, Macdonald & Maceachern (2008) used a model based on sports tourists' motivations, personal characteristics and reasons for traveling. In this context, tourists at the Olympics are an independent type (Weed, 2008, p. 9). Scientific studies in that field of research are a key element of research, as they should help to gain more knowledge about tourists visiting the Olympics. Results can also be used for sport tourism marketing of operators of tours to Olympic Games.

An online questionnaire was designed under consideration of the special characteristics of spectators at sporting events as determined through sports-sociological investigations by Heinemann (2007) and already existing studies on Olympic tourists in Barcelona, Atlanta and Sydney. Evaluation of the data collected with the help of the questionnaire's application was conducted with the statistical software IBM SPSS statistics 21. The study focused on the identification of motivational factors, socio-demographic data, the probability of tourists visiting again and the willingness of German tourists at the Olympics to spend money. Data was collected in cooperation with the official German operator of tours to the Olympics DERTOURISTIK. A sample of n=1040 was analysed.

Results

German tourists visiting the Olympics 2012 in London have an increased level of education, a distinct sports profile and had already visited Olympic Games in the past. Comparison to the results

of studies on travelling motivations and probability of future visits conducted by the university in Mainz during previous Games seems to be of particular interest and show differences (e.g. percentage of revisit Olympic Games). Results will allow practical conclusions for operators in the field of Olympic sport tourism and will allow conclusions to the impact created by German sport tourists of the London 2012, who had used the official German operator to book their trip to the Games. Future research should use these results as a starting point. Comparison of winter and Summer Olympics as well as of different host cities might be of particular interest.

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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 in several international Sports Events as Olympic and Paralympic games. Since 2013 she works as Project Manager of the International Coaching Courses 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.

Daniel Eckert-Lindhammer studied political sciences and Spanish at Leipzig University and graduated as Magister Artium in 2008. Before graduation, he was an entrepreneur and also worked for international companies like Nokia and Samsung in the sector of information business. Since 2011 he has been employed as managing director of the international relations department of the Sports Science Faculty of the University of Leipzig. He is in charge of the International Coaching Course (ITK). In 2013 he started a worldwide network of coaches – 4.000 alumni from 146 different countries.

Alexander Hodeck studied sports management at Leipzig University and graduated in 2009. Currently, he is working as an academic researcher at Leipzig University and is responsible for mentoring program at the Sports Science Faculty. He is a PhD student in the field of sports and tourism, headed by Professor Gregor Hovemann. He created courses for the International Coaching Course (ITK) in the field of sports management, for example, for alumni students of ITK in Brazil (2013) and ITK Central Asia (2015). With his work he contributes to the development of the International Coaching Course in Leipzig and abroad.

Traveling to mega-events – an example of the 2014 FIFA World Cup Brazil

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

This study is focused on international event spectators who feel attracted to mega-events like the Olympic Games or the FIFA World Cup. As these events take place only every four years while changing from one country to another, many fans consider a visit of the host nation as a 'once-in-a-lifetime' chance while experiencing the matches 'live' at the stadia or at the fan fests. Preuss (2005) speaks of 'event visitors' who are attracted to mega-events and travel to host cities because of the events themselves. It is common for these event participants that they have to go through an individual negotiation process between motivating factors and factors of constraints. Though travel intentions may exist, actual travel behavior might not occur.

Although there has been various interest among scholars to research the variety of motivating factors which examine intentions to attend mega-events as well as factors which keep people off from travelling (Kim and Chalip, 2004, Neirotti and Hilliard, 2006), evidence-based information about the actual attendance of mega-events remains underdeveloped in the literature (Funk et al., 2009). Constraints play an important role in a person's travel decision making. Crucial factors such as monetary costs, long distance flights, family obligations, and risks provided by the host destination such as health and safety 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 focused on developing a model which explains the relationships among motivation and constraints in a sport setting and were interested in its implication for event attendance. They found that the internal motivators 'attachment to the team', 'coach', 'sport level' and 'sport itself' functioned as the most important independent variables for sport event participation. Gilbert & Hudson (2000) and Hudson (2000) described financial constraints as the ones which had the highest impact on skiing travelers. Additionally they found significant differences in regards to travel constraints among men and women. Funk et al. (2007) found that travel motives differ among gender and cultural backgrounds among individuals who travel to participate in an international running event.

Based on the literature review, this study shall provide more insights into both existing travel motives and travel constraints of event spectators in the mega-event setting. It shall also examine if travel factors differ based on individual characteristics and demographics, and finally it shall explore the negotiation process of individual travel factors, and therefore contribute to the body of knowledge in sport tourism.

During and after the 2014 FIFA World Cup Brazil, the author studied members of the 'Fanclub Nationalmannschaft', a commercial supporters' club of the German Soccer Association (DFB) which has more than 50,000 paying members. By running its fan club, the DFB aims to activate German soccer fans to attend important tournaments and to support the German national team from group to knock-out stages. The DFB offers flights, hotels accommodation, transportation, and match day tickets. However, only about one tenth of the members of the Fanclub Nationalmannschaft finally traveled to Brazil to support the German squad on their way winning their fourth World Cup Championships.

By conducting a qualitative study, examining 'event visitors' (n=25) and 'non-travelers' (n=6), the author found out that 79% of the participants rated themselves as being very committed soccer fans. They ranged between level 3 (attachment) and level 4 (allegiance) of the Psychological Continuum Model (PCM) (Funk & James, 2001). The majority indicated to be financially

independent by having good jobs (61%) or being self-employed (26%). They were relatively old, ranging from 35 to 70 years (87%). Main travel motives were 'attending solely the FIFA WC Brazil' (51%) or 'visiting both FIFA WC Brazil and touristic highlights' (47%) such as the Copacabana, Corcovado, and Sugar Loaf. Among the 'event visitors' the main travel constraints were 'work', 'costs of travel', and 'family obligations' which fall under the intra- and interpersonal dimensions. In contrast, the main travel constraints for 'non-travelers' were 'lack of international language skills in Brazil', 'general infrastructure', and 'no personal Brazilian network' which were all of structural nature depending on the host nation. It seemed that the higher the fans ranged on the PCM levels, the less influence structural constraints had on their actual travel behavior. Finally, the sample showed no tendency of gender specifics in regards to travel factors. When it came to travel preferences to upcoming FIFA World Cups, the majority of participants expressed high reluctance to travel to either Russia 2018 or Qatar 2022. A nontransparent bidding process, ongoing corruption, and having no trust in FIFA was mentioned first and foremost.

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.

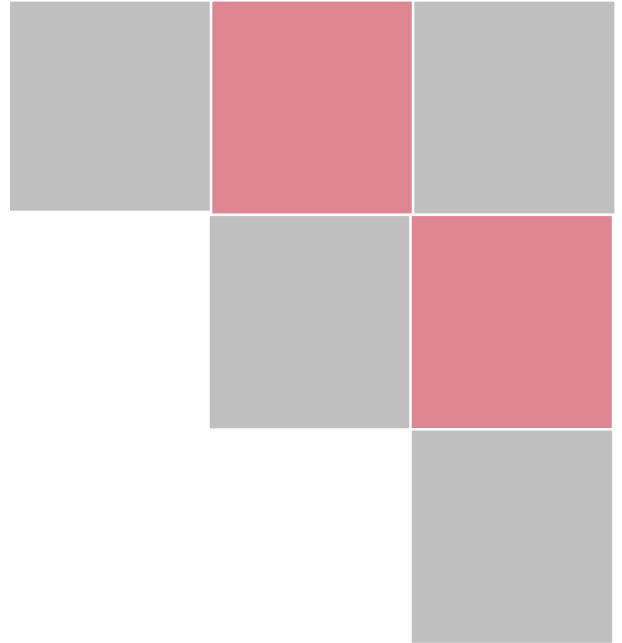
Before Gerald started his academic career, he worked with the Qatar Stars League, the pro-football league of Qatar. As the head of community relations he developed programs and strategies to create soccer awareness and fan culture in a national market that shows high ethnical and cultural diversity.

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 before he started his career in managerial roles in pro-football.



INTERNATIONAL SPORT
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Bidding

Papers:

- **Kaspar (AUT) The Olympic Winter Games as a cross-national mobile event? From the Lillehammer 1994 Olympic Winter Games towards a multi-country future Olympic bid scenario**
- **Deniz, Rebggiani, Rebggiani (TUR) Istanbul's Bids for Sports Mega Events between Rationality and Irrationality**

The Olympic Winter Games as a cross-national mobile event? From the Lillehammer 1994 Olympic Winter Games towards a multi-country future Olympic bid scenario

Robert Kaspar, University of Applied Sciences, Kufstein, *Robert.Kaspar@fh-kufstein.ac.at*

The Olympic Winter Games 1994 have been researched by the author both in 1994-1996 for his dissertation on the sustainability of the event (Kaspar 1997) as well as in the past years looking at the long-term perspective of the Lillehammer venues within the framework of the event life cycle (Beech, Kaiser & Kaspar 2014).

The bid process of the 2022 Olympic Winter Games has seen a record drop-out of five European cities during the wider bid process (Munich, Lviv, Krakow, Stockholm & Oslo) leaving the IOC with only two bidding cities for the choice of the IOC session in late 2015. The infrastructural requirements driven by the snow and ice sports as well as the bobsleigh & skeleton and luge federations as well as the growing demand in size for an International Broadcast and Main Press Centre and the number of beds required by all stakeholders have resulted in a decrease in the number of potential cities which are in the general capacity to bid for the event. Furthermore, voting citizens more and more challenge the advantages claimed by bidding cities and reject this in negative referenda or NO-Olympics campaigns.

The IOC has smartly reacted and within the decisions of Agenda 2020 opened the door to bid cities being allowed on exceptional circumstances to include venues in other cities or even out of the national territory.

The aim of the presentation is to discuss which implications such a bid by one potential host city together with other venues may have on athletes and other key stakeholders such as the Olympic Family, media and fans. The key research question is if such a change can be seen as a role model for future organizers of sports mega events thus driving up the interest by Olympic Winter Games bid cities?

The presentation starts by analyzing the changing demands in winter sports infrastructure starting from the backdrop of the Lillehammer 1994 Olympic Winter Games.

Having chosen the qualitative method, interviews are conducted with leading Austrian sports journalists and key sports stakeholders such as sponsors and sports federations in order to get an understanding of its benefits and challenges.

The paper concludes with suggestions for potential combinations that still guarantee the uniqueness of the Olympic Winter Games product while enhancing the attractiveness for cities interested in bidding for the 2026 edition. Logical combinations that could develop may result in the bid city hosting all ice events, the main Olympic village and the IBC & MPC while a second venue cluster may host all snow sports events and the bobsleigh, luge & skeleton events in any of the currently existing 17 ice canals around the world. Robert Kaspar is currently conducting a research project, funded by the Tyrol Research fund on multi-venue events ranging from the new model of the UEFA EURO 2020 to the challenges for innovative bid city projects for the 2026 and future Olympic bid cities.

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Robert Kaspar is professor and the director of studies for “Sports-, Culture- & Event Management”, based in Kufstein in the Tyrol, Austria. He is responsible for the Bachelor and Master Degree programmes, both offered in a mix of German and English. The full-time master degree programme is offered entirely in English. The degree programmes have educated more than 900 graduates who now enjoy leading positions in the field around the world. Dr. Robert Kaspar has obtained his Doctorate in International Business Administration at the Vienna University of Economics after having researched and studied in New Zealand, Spain and Sweden. Since 1994, he has served in a number of mega event companies, ranging from Expos to World Championships including the position of managing director for the Salzburg 2010 Olympic Winter Games bid and is a guest lecturer at universities in France, Russia and Austria.

Istanbul's Bids for Sports Mega Events between Rationality and Irrationality

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The rationality of bidding for hosting sport mega events remains a controversial issue in sports economics. As most studies show, the majority of organizers of sport events with worldwide importance like football world championships or Olympic Games experience considerable financial losses due to exceedingly high costs. Direct financial gains such as increased tourists' expenditure or positive employment effects are often disappointing, compared to the figures once assessed in the application dossier. Moreover, positive long-term effects for the local economy, like economic gains due to higher reputation, are difficult to detect in most cases.

Hosting a sport mega event nevertheless remains a highly desired project, as shown by most recent bidding rounds for Olympic Games and major football tournaments. Mega sports events are still widely associated with positive emotions as well as with prestige and patriotism for the hosting city or country, respectively. During the last decades, this aspiration has been increasingly endorsed by emerging countries. One stunning example is the city of Istanbul, which has been applying not less than five times to host the Olympic Summer Games (2000, 2004, 2008, 2012, and 2020), while being also part of the Turkish bids for the UEFA Euro 2012 and 2016. Although none of these bids has been successful, further initiatives are currently under discussion.

This exceptional case of unsuccessful joint with ongoing persistence in applying poses general questions about the rationality of the bidding process. Which are the stakeholders behind the bids? What is their motivation? How realistic are their aims? The proposed paper analyses the rationality of Istanbul's five bids for the Olympic Games, studying the different aims of the involved actors by using a mixed-method approach. After a detailed description of Istanbul's bidding history, we give a quantitative overview of the economic dimension of the bids, trying to assess their economic rationality. We then analyze the motivations of the actors, based on semi-structured, qualitative expert interviews conducted with relevant stakeholders in sports, politics, and urban planning. Finally, we analyze official surveys and press articles, in order to assess public support for the games both in the government and in the population.

Our analysis yields a rather ambivalent conclusion: The political will to present Turkey as an emerging political and economic power clearly emerges as the main driving force behind Istanbul's bids. Politicians acted therefore quite rationally with their persistence in engaging in bids for sports mega events, given the high signaling power these events hold. From the point of view of financial and urban planning, Istanbul's dossiers face the same problems as most other bids regarding accuracy and consistency. As Turkey's economy remains continuously developing, positive labourmarket effects are more realistic and crowding-out effects less likely to occur than in further developed economies. Otherwise, the economic problems the country has been facing during the last years may call for moderation. Similarly, public support for big infrastructure projects, once a strong point of the Erdogan administration, has considerably decreased recently. However, support for the Olympics among Turkish politicians and citizens seems to be still strong, reflecting the self-perception of the Turkish republic on the one hand and the country's aspirations regarding its international standing on the other.

In conclusion, we regard Istanbul as a suitable host for the Summer Olympic Games concerning its financial and organizational capabilities. A different approach by the political leaders, characterized by prudence and participation of the population, would ensure higher confidence and thus stronger support by the general public for the Olympic idea. This kind of approach would also be consonant with the intentions of the IOC Agenda 2020, aiming at reducing costs and fostering sustainability for the host countries.

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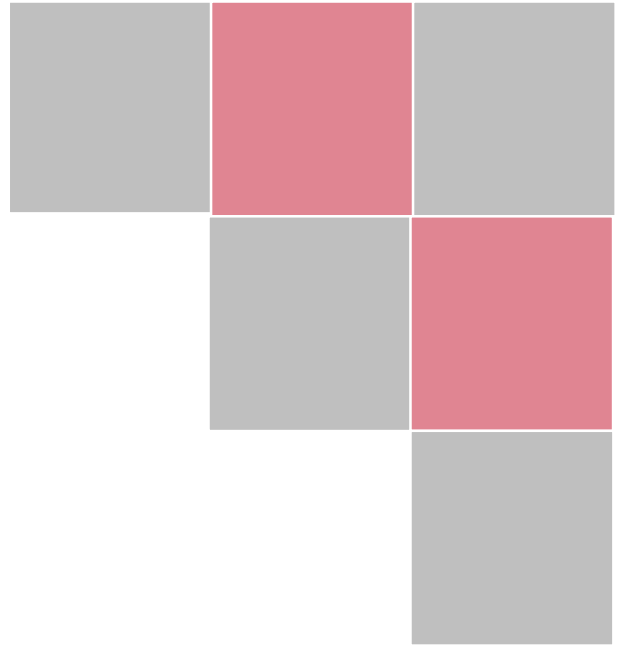
Hülya Deniz holds a double bachelor degree both in Economics and in Labor Economics and Industrial Relations as well as a master degree from Istanbul University. In January 2015, she defended her PhD thesis on the relationship between private property rights and economic growth. In 2011, she was a visiting scholar both at the Università degli Studi di Roma "Tor Vergata" and at the Einaudi Institute for Economics and Finance, specializing in econometrics and macroeconomics. In August 2013, she represented Turkey as an official delegate in the Harvard University Project for the International Asian Relations Conference in Dubai. She is currently a research assistant and a lecturer at Istanbul University, specialized in macroeconomics, international economics and monetary theory and policy.

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INTERNATIONAL **SPORT**
BUSINESS SYMPOSIUM



Olympic Sport Program

Papers:

- **Batuev (UK) Will skateboarding ever become Olympic sport? An Institutional Perspective**
- **Gomez (FRA) Youth Olympic Games: Games of the future?**

Will skateboarding ever become Olympic sport? An Institutional Perspective

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Introduction

The International Olympic Committee (IOC), beside other International Sports Associations, asks in

Research topic and context

Skateboarding has rapidly developed from a lifestyle activity, which had distanced itself from a competitive sport for a long time, to one of the most popular new sports over the last twenty years. Two biggest phenomena, which affected skateboarding in the last two decades and initiated significant organizational changes in it, are the X-Games and the Olympic movement. Although it is mostly claimed by professional athletes that winning competitions is not the most important thing in this sport, competitive aspect of skateboarding has been growing throughout the X-Games era that has been reflected in growth of number of competitions, governing bodies and commercial opportunities in competitive skateboarding. Historically, informal organizational arrangements have been typical for skateboarding. This is evident from the history of international competitive skateboarding, which has not got any international governing body recognized by the International Olympic Committee (IOC). The research question is how the sport of skateboarding has operationally evolved to date and how the potential Olympic inclusion would work within its organizational arrangements.

Theoretical background

As the result of the literature review, two theoretical perspectives were found particularly relevant to the context of this study: resource-dependence theory and new institutionalism. According to resource-dependence theory, (Pfeffer and Salancik, 1978), organizations are often unable to generate enough resources for survival, thus they depend on their environment for resources, specifically on resources allocation by other organizations, and change according to the environmental pressures. New institutionalism considers organizations from a sociological perspective and argues that they change in order to conform to expectations in a surrounding field (DiMaggio and Powell, 1983).

Method

This paper is based on a qualitative case study of organizational change in international competitive skateboarding and is a part of a wider doctoral research. The research design was operationalized with the use of mixed qualitative methods. Interviews with key informants in the sport were conducted (listed below). Secondary sources of evidence included documentary analysis of regulations, guidelines and policy statements, as well as an analysis of articles and materials from press, blogs and social networks. All the data was coded and analyzed with the use of Nvivo software.

Research conclusions

The research suggests that international competitive skateboarding has always functioned as a network, consisting mostly of commercial actors, such as media companies, event organizers, equipment producers. The role of governing bodies has always been of limited significance in

skateboarding organizational structures, as traditional skateboarding values, such as expressionism, individualism and anti-establishment, have been strong. It has been fundamentally key for skateboarding athletes and community that competitive skateboarding has remained managed by skateboarders. Therefore, there has been a strong opposition to Olympic future of skateboarding, coming mainly from amateur skateboarding community and advocating that traditional skateboarding values will not survive in competitive sport, as they are in a strong contrast to the Olympic regulations and frameworks.

On the other hand, participation in the Olympic Games is viewed by the most international skateboarders as a step forward for the sport. This opinion, prevailing among the elite athletes, is likely to be down to the possible individual career benefits and overall greater recognition of their sport, if it obtains the Olympic status. However, it is widely argued among them that skateboarding must only enter the Olympic Games on “skateboarding terms”, as there is an assumption that the IOC needs skateboarding, not vice versa. Whereas it still remains to be seen whether the IOC interest materializes, this perceived interest already led to some organizational changes in skateboarding, most notably, the establishment of the ISF, the dedicated international governing body aiming to protect skateboarding values while it is integrated in mainstream sport frameworks.

Skateboarding chances to be included into the Olympic Games seem to have grown recently, as this sport was showcased as a demonstration sport during the Youth Olympic Games 2014 and was shortlisted for Olympic Games 2020 as a part of roller sports application. Arguably, if included, skateboarding would be an excellent fit to the Olympic sports programme in Tokyo in terms of the Olympic Agenda 2020 and the declared focus of the Olympic movement and specifically Tokyo Games on youth appeal. Possible consequences of such an inclusion could be similar to the ones experienced by the sport of snowboarding since its inclusion in 1998: further cultural separation between competitive and non-competitive skateboarding, stronger commercialization and bureaucratization of competitive skateboarding.

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Mikhail Batuev has been a doctoral student in Sport Management at the University of Stirling, Scotland for the past three years and the recipient of the School of Sport fellowship. He received the MBA in Football Industries from the University of Liverpool and BSc Finance from Samara Economics University. In the past, Mikhail was also a winner of the Chevening scholarship and represented the British Olympic Foundation at the 19th postgraduate seminar on Olympic studies in Olympia, Greece.

Mikhail’s main research interests are organization and culture of extreme sports, as well as sport program of the Olympic Games in terms of its composition and selection of sports and disciplines. He is also interested in research of emerging new sports, particularly, electronic sports.

Prior to entering the PhD program, Mikhail has worked extensively in sport business, e.g. dealing with athlete marketing at Red Bull and sport marketing at Krylia Sovetov football club.

Youth Olympic Games: Games of the future?

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Research topic / aim:

Announcing in 2001 his willingness to give a growing place to the youth in the Olympic movement by establishing an Olympics entirely dedicated to those between the ages of 14 and 18 years, President Jacques Rogge intended to give a new lease of life to the International Olympic Committee. Aiming to put the limelight on youth sports, and to promote ideals of brotherhood and universality, the Youth Olympic Games (YOG) were designed by the former President as an event separate from the Olympics with its own venue, to complete the classical Olympics line-up.

Despite the project was envisioned by Jacques Rogge, this initiative knew a new development with Thomas Bach and the Agenda 2020 which aims to give a new base and enshrine the principles of the YOG.

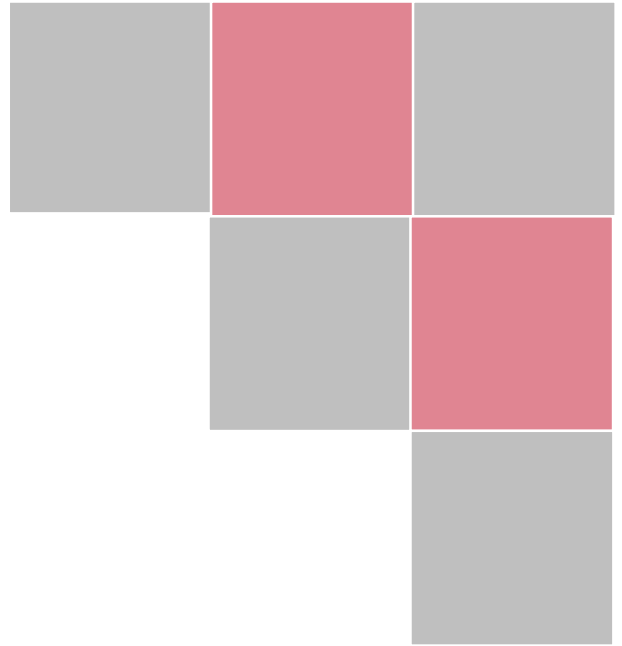
Demonstrating their impact on the world of sport and youth, the first YOG in Singapore brought together almost 205 national Olympic committees. Beyond arousing the interest of many, these new games have raised many questions. Even though the idea could be attractive and intent praiseworthy, however, arises the question of its relevance and implementation. Indeed, this is not the first time that the Olympic organisation wants to renew itself. If many contributions were written about the YOG, this topic is still underestimated. With these games, we can rationally expect to see the YOG became one of the most important event on the international sport scene. But still, how the IOC will success to make this event not a reproduction of the summer and winter Olympics but, instead, a distinctively unique event for young people that conveys a real message for both sporting and social good? Also, what impact does it have on actors and events like, for example, the Universidade?

The objective of this article is to study the challenges facing the YOG to establish itself in a sustainable manner. In order to understand this concept, this paper will first study the origins of this initiative and other important discussions. Then, it will try to provide, thanks to many interviews of historians, sociologists and experts of the IOC history, reflections on the different levers of influence available to the Olympic movement to make these games a recurring and integral event on the Olympic agenda. Next, an analysis will be conducted on the format, challenges or the image of the YOG from a sustainability perspective and on their connection with the Olympics. In the same time, the article will consider how to strengthen the apolitical message conveyed by the IOC during these games to the youth. Finally, the article will aim to discuss ways to highlight the YOG on the international sports scene. In other words, this article will tend towards to encourage reflection on the Youth Olympics and to create a more important debate on this subject which has been, so far, sorely lacking.

Carole Gomez holds a double degrees in International Public Law- International relations from Pantheon Assas University (Paris) and Security & Defence from Mendès France University (Grenoble). She worked as a legal expert for the French Ministry of Sport from 2011 to 2013. She is currently a researcher at the French Institute for International and Strategic Affairs (IRIS) since 2013. She works on international sports issues and focuses on sports diplomacy and sport integrity.



INTERNATIONAL **SPORT**
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Olympic Legacy I

Papers:

- **Leopkey, Ellis (USA) Understanding the Evolution of the Atlanta 1996 Olympic Games Legacy: A Retrospective Investigation**
- **Schnitzer, Scheiber, Nagiller (AUT): The legacies of the Innsbruck 2012 Winter Youth Olympic Games perceived by the local youth**
- **Scheu (GER) Local residents' perceptions of the legacies of the Olympic Games 2024 in Hamburg**
- **Klos, Alfs (GER), Shrink or share? A data-based model for future Olympic Winter Games cities.**

Understanding the Evolution of the Atlanta 1996 Olympic Games Legacy: A Retrospective Investigation

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There are many reasons why both cities and nations from around the world seek the rights to host sporting events. The potential benefits range from improved infrastructure and social programming, to enhanced destination image. These impacts are commonly referred to as event legacy. The concept of legacy has become institutionalized within international sport organizations such as the IOC as a way to justify the large expenditures on these events and to motivate future potential hosts (Leopkey & Parent, 2012). As such, there has been a significant amount of research on the topic ranging from the various forms of legacy (e.g., infrastructure) (cf. Leopkey & Parent, 2012), cases on specific events (e.g., Sydney 2000), to the management and governance of legacy at an event (e.g., Girginov, 2011). However, relatively little research has gone beyond a historical review looking at the long-term legacy of a specific edition of the Games. This is particularly interesting considering that it has been suggested that it takes several years for the legacy of an event like the Olympic Games to materialize (Girginov, 2011; Leopkey & Parent, 2012). As such, the purpose of this project is to examine the evolution and long-term legacies of an Olympic event. More specifically, we are interested in how the various legacies (e.g., sport, political, urban) of the 1996 Games changed from the initial vision and bid for the event, to the final delivery of the Games, and then several years thereafter. In order to accomplish this, a retrospective methodology (see Cox & Hassard, 2007) using the current sport event management literature will be used to investigate the legacy of an edition of the Olympic Games. The Atlanta 1996 Olympic Games provides the perfect case setting for this study as we approach the 20th anniversary of the event.

The Centennial Games, as they were unofficially known, took place in Atlanta, Georgia from July 19 to August 4, 1996. A record (at the time) of 197 countries and over 10, 300 athletes took part in the event. For Atlanta, the Games provided an opportunity to heighten the international spotlight on the city as well as to revitalize existing infrastructure and neighborhoods. During the planning and implementation of the Games, significant investments were made into existing infrastructure as well as new facilities in and around the city using private funds. Notable improvements included the building of the Olympic Village, the Centennial Olympic Stadium (now Turner Field), the Georgia Tech Aquatic Center, as well as the Olympic Park in downtown Atlanta.

The use of a case study allows for in-depth study of this particular event (Yin, 2014). The preliminary findings are based on archival documents, including newspaper articles (from bid period to 2015), bid and planning documents, final reports, and official government documents. The final results will include interviews from primary event stakeholders (cf. Parent, 2008) involved in and subsequently impacted by the hosting of the event in order to help triangulate our findings. Data analysis, in the form of a content analysis using Atlas.ti, helped to highlight the major emergent themes with regards to the evolution of the legacy from the Games.

Following the completion of the Games, a variety of event legacies, both positive and negative, were discussed in the media (e.g., event commercialization) and highlighted in the Atlanta Committee for the Olympic Games final report including infrastructure improvements and social

impacts for local residents in the city of Atlanta and across the state of Georgia. For example, many of the infrastructure improvements seemed to be immediately helpful for the local residents they impacted however, this has not continued to be the case now almost twenty years on. Some of the larger investments including Centennial Olympic Stadium are being vacated for better opportunities and newer facilities while some are being left in a state of disrepair. Others including Olympic Park continue to be used as originally envisioned.

In sum, proper planning, including the development of long term visions and goals can help with the provision of a long term sustainable legacy for host communities. Moreover, a retrospective approach to understanding these issues can provide informative and valuable insight to enhancing the legacy of the event for current and future bid and host cities of the Olympic Games.

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Becca Leopkey is an Assistant Professor in Sport Management at the University of Georgia (USA). Prior to arriving in Athens, Georgia Becca received her PhD in Human Kinetics with a specialization in sport management and events from the University of Ottawa in Ottawa, Canada. She obtained her MA in Human Kinetics from the University of Ottawa and her BRLS from the University of New Brunswick. Dr. Leopkey became interested in sport management because of her background in sports, especially soccer, and work experience in the tourism industry where she worked for the Canadian Tourism Human Resource Council (CTHRC). She has participated in numerous national and international sport-related programs such as the International Olympic Academy (IOA) in Greece, the Olympic Academy of Canada (OAC), and lectured on several topics including sport event risk management, sport policy, and Olympic legacy and sustainability at many international conferences (e.g., North American Society of Sport Management (NASSM); European Association of Sport Management (EASM), and the Sport Management Association of Australia and New Zealand (SMANZ). Dr. Leopkey was the recipient of the 2008 Postgraduate Grant from the International Olympic Committee (IOC). She was also awarded a prestigious 2009 Social Sciences and Humanities Research Council of Canada Doctoral Scholarship for her research on the democratic governance of Olympic Games legacy.

Dana Ellis is an Assistant Professor in the School of Sports Administration at Laurentian University in Sudbury, Ontario, Canada. She received a PhD and M.A. in Human Kinetics from the University of Ottawa and a B.A. in Kinesiology from Western University. Her main research interests include Olympic and mega-event sponsorship and ambush marketing, in addition to mega-event management and branding. Dana has presented research in these areas at several international conferences, published in refereed journals, and authored related textbook chapters.

The legacies of the Innsbruck 2012 Winter Youth Olympic Games perceived by the local youth

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Research Topic/Aim

The Youth Olympic Games (YOG), launched by the International Olympic Committee (IOC), is an international sports event targeting young elite athletes aged 14-18. Besides placing those young athletes to the centre of attention the events' general approach is a youth driven one in which also young people living in the host city/region are offered several options to become part of the YOG. On occasion of the Innsbruck 2012 Winter Youth Olympic Games (WYOG) several thousand pupils from local schools participated in official activities initiated in the course of the WYOG programme such as the "School Sports Challenge" (SSC) or the "World Mile Project" (WMP). Additionally, many young people took the chance to watch competitions, ceremonies or visited other side events during the Games. The aim of the present study is to examine – from the perspective of local young people – the events' leverage and the perception of the YOG in the host city Innsbruck and surroundings.

Theoretical framework

There is some evidence in the literature on the YOG (e.g. Hanstad et al, 2014). Especially the Culture and Education Programme (CEP) has been evaluated by scholars (e.g. Kristiansen, 2013). Legacies of the YOG have been discussed by Aplin and Lyon (2014) who studied the Singapore 2010 YOG. The WYOG 2012 has been discussed by Thöni (2014), but both studies do not deliver empirically proved evidence with respect to legacies.

Studies and frameworks on (sport) event legacies and leveraging of (sport) events have become more popular in recent years. Preuss (2015) enhanced his legacy concept, which includes the detection of the legacy, the perspectives of different stakeholders, the judgement on whether the effect is positive or negative and the time factor.

Based on Preuss' (2015) framework of legacies this study focuses on positive and negative aspects perceived by the local youth (which includes Innsbruck and the region of the Tyrol) three years after the WYOG 2012 have been taken place.

Methodology, Research Design and Data Analysis

By differing the basic population "local young people" on the basis of their "intensity of participation" the present study differentiates those who (1) participated in an official activity part of the YOG programme, (2) did not participate in any official activity, but were following the Innsbruck 2012 WYOG either on site by watching the competitions and/or one of the ceremonies or in the different media and (3) who did not follow the YOG 2012 at all, because of a lack of interest or other reasons; and compare these three groups.

In collaboration with the Tyrolean School Authority and the IOC a survey of 1,243 local school pupils in the age between 13 and 19 is currently running (data analysis is still running). Schools in all

districts of the Tyrol are involved. Data is collected (via an online questionnaire) during school lessons under supervision of the teacher and the researcher.

Results

The survey reveals that 77% of all respondents knew that the YOG 2012 took place in Innsbruck. This shows a high level of interest in the YOG 2012, as the questionnaire was directed at school pupils from all districts of the State of Tyrol and not only in the Host City itself. Of the above-mentioned group who knew about the YOG 2012, the event was followed by a total of 67%. This means that the YOG 2012 succeeded in generating interest among the local youth. It was found that teenagers following the YOG 2012 generally have more positive legacies than non-followers, irrespective of their place of residence (political districts).

Furthermore, in terms of the leisure behavior of youths, their actual sports participation and their general interest in sports events and especially youth sports events led to differences in the positive legacies derived from the YOG 2012. As far as the level of involvement is concerned, those respondents following the YOG 2012 in the media derived significantly different legacies from non-media followers whereas attendance at live sports competitions played a less important role.

Moreover, the effect of school programs is dependent on whether or not school pupils were involved on a voluntary basis. Their socio-demographic background also plays a crucial role, especially in terms of gender and age, while migration background is not reflected in the different perceptions of positive legacies.

Discussion

The research project shows that the local youth took a great interest in the YOG 2012 staged in Innsbruck. Based on their socio-demographic background and their leisure-time preferences, there is a section of young people that is easy to reach and motivate into participating in /attending the YOG in particular, and sports events in general. The study reveals the more active and emotional the involvement, the higher the chances that the event may become an important moment in the lives of local youths.

Furthermore, it must be noted that communication and marketing activities initiated by event organizers are crucial. For the youth, the media is not only the source of information but more importantly the channel through which the event is perceived.

As far as school programs are concerned, it must be said that compulsory participation in such programs may not lead to the desired outcomes. This means that it may be hard to convince school pupils not interested in sports, sports events and the Olympic Movement to participate in and experience potential benefits.

Conclusion

This study is the first-ever empirical post-event analysis of the YOG and, therefore, a first attempt at understanding (intangible) legacies as perceived by local host city residents exposed to a major sports event.

The research project reveals the potential the YOG may generally have on the local youth in terms of sports participation, emotional involvement and the impact of the (Olympic) image on a host city

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Martin Schnitzer earned his first degree in Sports Science and obtained his PhD in Sports Management at the University of Innsbruck, Austria. He completed a Master's degree in Management of Sport Organisations at the University of San Marino and participated successfully at the Executive Masters in Sport Organisations Management (MEMOS VII) a program supported by the International Olympic Committee (IOC). Mr. Schnitzer is Senior Scientist at the University of Innsbruck and founder of the Innsbruck 2012 – Youth Olympic Laboratory for Youth and Innovation, which was established on occasion of the Winter Youth Olympic Games in Innsbruck. He organizes annually the "Innsbrucker Sportökonomie- und Management Symposium" together with the University of Mainz. He is also part of the professors of the MEMOS Programme teaching in the Event- and Project Management Module as well as Visiting Professor of the Russian International Olympic University in Sochi teaching Strategic Event and Venue Management. Martin Schnitzer served in various positions in major sports events. He was acting as CEO of Innsbruck 2012 bid campaign for the Youth Olympic Games. Previously he held the position of Secretary General of the UEFA EURO 2008™ Host City Innsbruck and was serving as bid director of the FIS Alpine Ski World Championship Candidate Cortina d'Ampezzo in Italy. At the 2005 Winter Universiade in Innsbruck/Seefeld, he was as Executive Assistant to the Secretary General involved in every area of operations. He also served as Deputy Venue Manager for the Women's Olympic Alpine Skiing speed events in Turin 2006. Mr. Schnitzer is specialized as practitioner in the area of bidding and staging major events from a general management perspective. He has a vast experience in the area "Venue Management". He is specialized for winter / alpine sports (destinations). His research interests are youth sports; youth sports events – in particular the Youth Olympic Games, sport event management and legacies of major sports events.

Roman Nagiller received a BSc in Sport Management and a MSc in Strategic Management from the University of Innsbruck. His main research interests are the stakeholder event perception of sport events and the influence of incentives on quality characteristics in online innovation competitions. During his studies, Roman Nagiller worked as Junior Research Assistant at the Department for Sport Science at the University of Innsbruck. He received his first experiences in project management and the organization of sport events at the Winter Youth Olympic Games 2012 as Teamleader of the Schoolsport Challenge. Currently Roman Nagiller is part of the Organising Committee of the 'Innsbruck 2016 International Children's Games' and works as Sports Coordinator at innsbruck-tirol sports.

Sabrina Scheiber is a PhD student in International Management at the University of Innsbruck. She received a diploma in International Economic and Business Sciences from the Innsbruck University School of Management. Her main research interests are related to the Youth Olympic Games with a specific focus on stakeholder event perceptions and experiences, as well as the recognition of social leverage opportunities in the event bidding and planning process by leading decision-makers.

Sabrina Scheiber can rely on 4 years of professional and research experience in the field of sports and event management. Prior to entering the program, she worked for the Organising Committee of the 1st Winter Youth Olympic Games in Innsbruck 2012 as a Volunteer Coordinator, and as a Junior Researcher at the Department for Sport Science at the University of Innsbruck. Currently she is a Project Manager at innsbruck-tirol sports sports – an experienced company targeting the acquisition and sustainable implementation of sports events.

Local residents' perceptions of the legacies of the Olympic Games 2024 in Hamburg

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Research topic/aim

The city of Hamburg wanted to bid for the Olympic Games 2024. Since residents are considered as key role-players in such a bidding process Hamburg held a referendum to assure the support of its residents. A positive referendum would have been mandatory to maintain the bid. However, people voted against it and Hamburg had to withdraw its candidature. Within two years this was the second referendum for Olympic Games in Germany that failed. In November 2013 local residents of Munich and the surrounding districts also voted against the city's bid for the Olympic Games in 2022. Koenecke, Schubert and Preuß (2015) analyzed the outcome of this negative referendum in Munich and identified arguments which were brought forward in the media against the bid. Besides the damaged brand image of international sport organizations, the study revealed concerns regarding event legacy and regional matters. When bidding for a mega sport-event legacy became a very important part in the bidding concept. The positive and negative legacies of Olympic Games are matters of an ongoing debate before, during and after the event whereas the perception of legacies have been rather less studied (Hiller & Wanner, 2011; Zhou & Ap, 2009). This is somewhat surprising since the perception of local residents is a crucial factor during the bidding process. According to the 'Thomas theorem' which states "If men define situations as real, they are real in consequences" (Thomas & Thomas, 1928, p. 571-572), the major issue is not how legacies occur in reality but how they are perceived by residents. Hence, this study aims

(1) to identify and analyze local residents' perceptions towards the legacies of the 2024 Hamburg Olympic Games,

(2) to detect factors that influence perceptions of residents.

Understanding residents' perceptions and knowing factors that influence perceptions both positive and negative will help event practitioners and assist them in developing better strategies for communication, service delivery and community involvement.

Theoretical framework

When examining perceptions of events social exchange theory has been adopted as a framework by many studies (e.g. Lorde et al., 2011; Ritchie et al., 2009). According to this theory perceptions of citizens are based on what they expect to occur. The theory assumes that people only take part in an exchange if they believe that the benefits from doing so will outweigh the costs. Drawing on this theory residents will only support Olympic Games in their city if they expect more benefits than costs from hosting the Games.

Methodology

The study is based on data from a survey among locals that was conducted in June 2015. 1.000 residents were interviewed by telephone and had to answer a questionnaire regarding the bid and its impacts on Hamburg and its residents.

In terms of legacies, participants had to rate 16 statements with positive and negative impacts on a 7-point Likert-type scale (1= totally disagree and 7 = totally agree). The items included economic, urban, environmental, social and cultural impacts. The positive legacies were put together in a positive perception score, the negative legacies in a negative perception score. Additionally, people were asked about their perception of impacts on their personal life before, during and after the games.

Findings

First results show that respondents agreed about the presence of almost every legacy both positive and negative. However, the negative legacies outweigh the positive legacies. When regarding the deviation between the positive and the negative perception score, more respondents show a negative value (n=440) than a positive one (n=382). The items with the highest consent are "The costs for the Olympic and Paralympic Games will be much higher than planned" (5,50), "The economy in Hamburg will benefit" (5,36) and "Hamburg and Germany will improve their image in foreign countries" (5,30).

The analysis also reveals that the level of information is one factor that has a significant influence on residents' perceptions. There is a positive correlation between the level of information and the positive perception score ($r=.427$; $p=.000$) and vice versa a negative correlation between the level of information and the negative perception score ($r=-.398$; $p=.000$).

More detailed data analysis is still ongoing and will be presented at the symposium.

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Shrink or share? A data-based model for future Olympic Winter Games cities.

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Research topic/aim

During the recent cycles of bidding for Olympic Winter Games (2010 – 2022), the number of applicant cities has decreased (PROPROJEKT/DOSB et al., 2014), with less and less cities willing to bid for this prestigious event, culminating in only two bid cities for the 2022 Games (IOC, 2015).

Associated high costs, unsustainable Games concepts, a skeptical public opinion in the light of corruption and doping scandals in major sports organizations and negative referendums may be seen as the main reasons for this trend. The IOC Agenda 2020 (IOC, 2014) has tried to counter some of these aspects. But with applicants dropping out of the race to host Olympic Games, most recently Boston (USA) and Hamburg (GER) in the race for the 2024 Games, which are the first full post-Agenda 2020 Games, it seems like there is still some potential to further complement the Agenda 2020 recommendations.

Analyzing the bidding history in the context of Agenda 2020, the following parameters/factors can be identified as being the most crucial for a successful bid and a sustainable concept for integrating the Games into the overall city and regional development:

- 1) city size (transportation, accommodation requirements)
- 2) distance to mountains with an appropriate elevation for alpine events
- 3) percentage of existing 'critical venues' (bobsleigh, ski jumping, speed skating) within this radius

Using a multi-faceted approach, this paper aims at developing a model to evaluate the potential consequences of changing the (IOC) requirements for hosts of Olympic Winter Games.

The central research question therefore is:

How would changes in the requirements for bid cities in the parameters accommodation and transportation, distance to farthest venue, percentage of existing critical venues, and minimum elevation within a certain radius around the bid city affect the number of potential future host cities?

Theoretical and methodological framework

In order to analyze the current state and common practice, previous bids and host cities from the bidding cycles between 2010 and 2022 were analyzed in order to derive current values for the above mentioned parameters.

Using gis-data (geographic information system), sensitivity analyses are performed regarding the mentioned parameters, giving insight into the consequences of changing the requirements for potential bid cities. In other words, the changes in the number of potentially successful future bid cities caused by changes in each one of the mentioned parameters/factors will be analyzed.

Expected conclusions/findings

The findings will show the consequences of changing the requirements for accommodation & transportation (operationalized through the city population), maximum distance to venues and/or number of existing (critical) venues. By doing so, the results can be seen as a guideline for the IOC and potential host cities. Moreover, the findings will provide insight into the pool of potential future Olympic host cities worldwide, showing not only their number but also the distribution around the globe.

Beyond, the results of this analysis will provide a more objective and comprehensible approach to feasibility analysis and finally the selection of host cities, as they have been questioned or accused of being the result of not only objective decision-making processes.

As a conclusion, the chances of running successful and sustainable 'democratic' bids, especially in the traditional winter sport regions of Europe and North America, for the hosting rights for Olympic Winter Games can be increased and negative results of referendums and the cancellation of bids during the bidding process may be decreased. This in turn will not only be beneficial for the potential host cities themselves, but also for the IOC.

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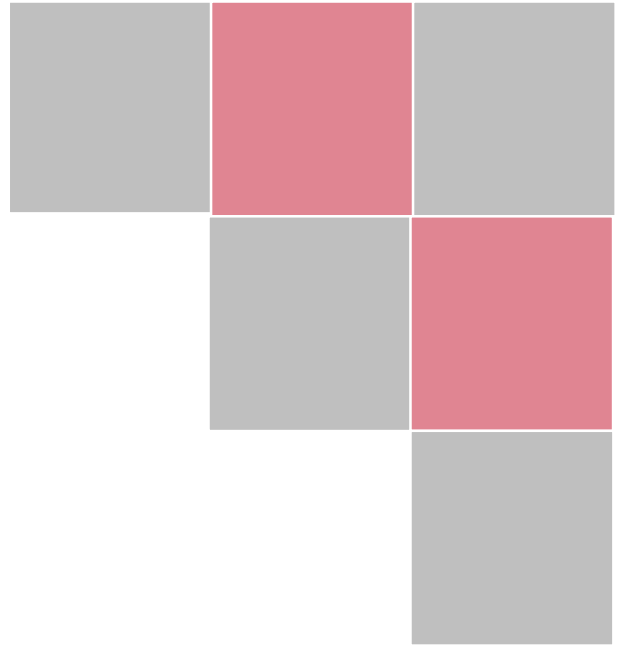
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- Kexel, Pfeffer, Lee, Imschweiler (GER) Image Effects on Sports Associations Through Junior Sports
- Gammelsaeter (NOR) Sport Branding Place Lillehammer
- Schütte, Preuss (GER): Structures of an economic impact: The case of the FIFA Football World Cup 2014 in Brazil
- Baim, Goukasian, Misch (USA) The Impact of Olympic Sponsorship on Domestic vs. Foreign Sponsoring Firms

Image Effects on Sports Associations Through Junior Sports

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Research topic/objective

Our research team analyses the impact of junior teams/their championships on the image of sports associations. One key question we are trying to answer, is whether they in fact influence the public perception of a sports association at all. And if so, do they even provide opportunities to address specific or additional target groups? The current empirical study within this long-term project focuses on soccer. The objective is to identify the impact of the Junior Under 19 Confed Cup (2015) and the Junior UEFA Under 19 European Football

Theoretical and methodology framework

A number of studies have been conducted on the image of sports, sports associations and teams (c.f. e.g. Alexa 2009, Nufer 2006), but hardly anyone has addressed young athletes, junior teams and tournaments. To explore that area, we follow Nufer's image transfer model of event marketing (c.f. Nufer 2012, p. 187) in a first step (Nufer's "necessary condition") analyzing the emotions triggered by the event (here: Under 19 Confed Cup) and the brand information received (here: DFB). Thereafter research will focus on the second step ("sufficient condition") of Nufer's model presenting affinity at its center. According to Oppermann/Reichstein 1997 one dimension of affinity is consumers' personal closeness to the event. That, of course, directly leads to our hypothesis that there will be a positive image effect by the tournaments especially in the target segment of the teenagers and in the target segment of the so called periphery (defined as provincial towns that have no proximity to a soccer club of the German "Bundesliga"). We assume presence of a very high affinity in those two segments due to teenagers' (age; target visitor in the stadium) and periphery residents' (pride, national team playing "at home") personal closeness. That in turn – according to Nufer 2012 – ensures positive image transfer from the event to the brand. The methodology and design of the current empirical research on the junior Confed Cup and the junior European Soccer Championship follows that approach.

- **Segmentation:** The survey participants are clustered by teenagers and non-teenagers as well as major cities vs. periphery.
- **Survey Schedule:** The pretest has already been conducted, the image starting point will be assessed in July 2015, the Confed Cup-Survey to evaluate first potential impact will take place in October 2015 (and the European Championship – and the legacy-survey mid and end of 2016).
- **Control group:** As the tournaments only take place in the German state of Baden-Württemberg, control group results for the major city and the periphery segment will be collected in other German states.

(Expected) conclusions/findings

Given the research design (and the intermediate data available until February 2016) it will be possible to clearly measure the effect of the junior Confed Cup on the expected image level increase of the DFB by comparing the results of the study-surveys to the control groups.

This would prove (supporting Nufer's image transfer model and the original research hypotheses) that the junior tournament had a positive image effect on the German Football Association and that the extent of the image increase correlates to the segmentation (derived from personal closeness) described above. Findings could – beyond expanding scientific knowledge – be very useful to empower the organization of junior tournaments and thus youth competitive sports as such. When organizing junior championships, such as the UEFA Under 19 European Football Championship mentioned above or the Youth Olympic Games, there is limited opportunity to actually make them profitable given their rather low market value (e.g. for ticketing or TV-broadcasting). Identifying and measuring their positive influence on the image of a sports association would provide the respective "junior departments" within these sports associations with additional power in addition to the "lonesome" argument to grow and develop young athletes.

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Isabelle Imschweiler is a graduate student in Global Sports Management at the accadis Hochschule Bad Homburg, where she previously also received a B.A. in International Sports Management. In 2015 she completed a research project about Second Screen offerings and its market potential in the German football league. Her main research interests are the strategic planning and implementation of sport events, sport sponsorship and social media marketing. Furthermore, she is a working student in the event department of Eintracht Frankfurt Fussball AG. Prior to this she completed a half-year internship at Deutsche Golf Sport GmbH, gaining experience in planning an international golf tournament in the Ladies European Tour.

Sport Branding Place Lillehammer

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The role of sport in society has become more prominent in the modern age and subsequently it is believed that sport organizations have become increasingly influential members of the community (European Commission, 2008). However, to assess this influence is far from straightforward, in particular because the impact of sport is often intangible. This is also the case with professional sport, that frequently attracts a lot of attention, but how attention translates into values is a more complex question.

In this paper we report a study which sets out to measure the extent to which cities are branded by sport events/clubs. We do this primarily by comparing media coverage across Norwegian cities that host or do not host a premier football club. While the paper does not intend to assess the economic value of this particular type of branding, we set out to measure and discuss the effects of media city branding. We first ask if cities hosting a premier league team are getting more media attention than cities comparable in size that do not host such a team. Second, we ask if increased media attention derived from football translates into a boosting of attention to other city areas, like culture and business, or, on the contrary, if the football coverage overshadows other areas of city life.

While noting a few reservations and the need for strategies, Rein and Shields (2007) argue that sports can provide places with both tangible and intangible benefits because “sports receive widespread free media coverage, which generates valuable visibility that can attract tourists, residents, and investors at a low cost (p. 74). Sports do possess qualities that other cultural attractions do not the same extent, such as an emotional heat between the participants and the audiences, an environment of variety and competition that promises an engaging place to live, the fostering of common bonding, which includes places for residents to share their experiences and encourage identity building. However, despite the fact that city branding is today emerging as an internationally recognized research domain there are few comparative studies on the impact of different types of branding elements on output or performance data (Lucarelli and Berg, 2011). This study will add to the field by way of comparing branding across cities.

The methodology adopted was to count hits on city name in a selection of newspapers over an extended period of five years combined with a closer reading of articles in two separate months to control for the accuracy of the digital search. The hits on city name was matched with hits on the search label “football”. Cities of comparable size with and without premier football teams were compared to a) to assess the proportion of coverage that could be derived from football clubs and events, and b) to indicate if football coverage boosted or overshadowed coverage of other community activities be they business or cultural. Our data did not allow us to draw causal conclusions, but based on the correlations we were able to establish a more solid basis for speculating about the effects of sport on city branding.

Unsurprisingly, the results indicate that sport success over an extended period of time boosts the media coverage of the hosting city. However, we do not find any positive spillover effect on coverage of other community activities. On the contrary, to the extent there are spillover effects they seem to be negative, indicating that the massive sport media coverage might overshadow the coverage of other qualities of the city. This prompts questions of utilizing strategies for taking advantage of the increased media coverage following sport successes.

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His main research interests are related to issues in sport and event governance. Alongside books in Norwegian he has co-authored *The Organisation and Governance of Top Football Across Europe. An Institutional Perspective* and published on the governance of football in journals like *European Sport Management Quarterly*, *European Journal for Sport and Society*, *Soccer and Society*, and *Sport, Business and Management*. He is currently associate editor in *European Sport Management Quarterly*.

Structures of an economic impact: The case of the FIFA Football World Cup 2014 in Brazil

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Introduction and approach

Parts of the Brazilian population protested against the FIFA Football World Cup 2014 due to the high public cost of the event. But there was still a hope of a return of investments through the consumption revenues by the thousands of event tourists that come to attend the matches. Was that hope justified? How high was the economic impact of the World Cup caused by event tourists? Is the composition of the economic impact in Brazil different than it was in Germany 2006 or South Africa 2010? The three World Cups were investigated by the same method and theoretical approach (e.g. Preuß / Kurscheidt / Schütte 2009). Therefore, the consumer pattern and the types of the event tourists were analysed. Our research provided data about the number of people that visited the stadia and fan fests as well as the number of tickets they bought for themselves or how often they visited a fan fest. That information enabled us to compute the economic impact driven from visitors (Schütte 2014).

Methods

We conducted an empirical survey in Brazil during the World Cup in cooperation with Rodrigo TADINI, Director "Tourism Observatory, teacher at Universidade Federal Fluminense (UFF); Ricardo UVINHA, Universidad de Sao Paulo, Brazil; Alberto REPPOLD, School of Physical Education, Federal University of Rio Grande do Sul; Sandro CABRAL, School of Management, Federal University of Bahia (UFBA), Brazil; Silvio Ricardo da Silva, Federal University of Minas Gerais (UFMG).

The data was collected by a randomized multistage cluster sampling, related to the lacking information available about the population of the public viewings and stadium visitors. At each chosen match day the interviewees collected questionnaires in different languages at one randomly chosen location around the stadium or fan fest to assure that visitor were in stage of waiting and willing to participate in the survey. The interviews started approximately four hours before a match and ended approximately half an hour before the match started. This data collecting was done in Brazil 2014 (N=5.892) and as well in South Africa 2010 (N=9.192) and Germany 2006 (N=9.456).

Results

The economic impact of the Word Cup was a net influx of money of 0.9 billion Euro just due to the event visitors. This is far below the official investments of 2.7 billion Euro for the World Cup infrastructure. However, it was not expected that the World Cup infrastructure should be paid off by the event itself. The impact was severely less that that achieved in Germany 2006 but more than South Africa 2010 could reach. It was not easy to compare the three World Cups. It was taken into account that ticket revenues were not provided to the local organizing committee after 2006.

The difference in the impact of the three World Cups can partly be explained by geography, by the nations qualified and the football culture of the neighbor countries.

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Norbert Schuette has studied sociology, economics, social and economic history and informatics at the Hamburg University. He has gained his doctorate at the German Sport University Cologne on the subject "Professionalization Pressure and –Hindrances in the Management of Sports Clubs and Sports Associations". Since April 2006 he works at the Johannes Gutenberg-University Mainz as a research assistant and later as a lecturer. The main area of his activity is the realization of research projects on sociological and economical topics. In research he especially deals with cost-benefit analysis of mega sport events, occupational field analysis of sport managers, professionalization tendencies in the third sector, management of nonprofit organizations, effects of the new public managements as well as human resource management and management techniques

Holger Preuss is Professor of Sport Economics and Sport Sociology at the Johannes Gutenberg-University in Mainz, Germany and also at the Molde University College, Norway in the field of Event Management. He is also adjunct professor at the University of Ottawa, Canada and international scholar at the State University of New York (SUNY, Cortland). He is former Editor of "European Sport Management Quarterly" and is an Associate Editor of the "Journal of Sport & Tourism". In addition to his research directed at economic and socio-economic aspects of sport, he has been a consultant for the Olympic bid of Frankfurt RheinMain 2012, Prague (2016/2014), Budapest (2012), Innsbruck (2014), Munich (2018) and Cairo (2020), Hamburg (2024) as well as Qatar for the FIFA Football World Cup 2022 and Dubai (2020) for the World EXPO.

He is author of the books *Economics of the Olympics 1972-2008* (2004), and has written more than 10 books and 100 articles about Sport Events. His field of expertise is the (socio)economic importance of sport for a national economy. Currently Holger serves in several positions at the national government and European Union concerning the economic importance of sport. For the German government he serves in a commission to increase the efficiency of high performance sport. He also is member of the German delegation being lead expert in XG ECO (deliverable 2) "sustainability and legacy of mega sport events" (2014-2017) for the EU Sport Unit as well as got nominated to become an IOC commission member for "legacy and sustainability" from 2015 onwards.

The Impact of Olympic Sponsorship on Domestic vs. Foreign Sponsoring Firms

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Introduction

This paper analyzes the impact of Summer Olympic Games' sponsorship on sponsoring firms' equity value and stock trading behavior for all publicly-traded sponsors of local organizing committees of the 1984 to 2020 Summer Games.

We investigate the existence of abnormal returns and changes in trading volumes around announcement dates for sponsoring firms. In addition, we test for differential responses between domestic and foreign sponsoring firms.

Prior studies of sponsorship announcement impact on sponsoring companies' stock prices, volatility, and trading volume have focused on a single Olympic event. Similarly, some prior studies have compared reactions to sponsorship announcements for domestic and foreign companies, but those also have focused on a single Olympic Games.

Literature Review

Many researchers have analyzed the impact of sponsorship announcements on sponsoring firms' stock prices.

Reiser, Breuer, and Wicker (2012) studied naming rights and sponsorships for the Olympics and a wide range of U.S. sports and tested for differential effects related to the sponsoring companies' locations. While the authors found a positive association between announcements and returns for North American and European companies, they found a negative association for Asia-Pacific region companies for some event windows.

Farrell and Frame (1997) found significant negative abnormal returns for the two days following an announcement, but no significant effects on the announcement day for the 1996 Atlanta Games. In contrast, Miyazaki and Morgan (2001) found no significant negative abnormal returns for the 1996 Games.

Other Olympic sponsorship studies include Spais and Filis (2006), Samitas, Kenourgios, and Zounis (2008) and Tsiotsou (2011) for Athens 2004; as well as Molchanov, Stork, and Zeng (2010) for Beijing 2008. These papers had mixed results regarding sponsorship effects and some studies suggest that sponsor domicile might be partially responsible for the inconsistencies.

Baim, Goukasian, and Misch (2015), specifically examined the difference that a firm's home country played in market response to an Olympic sponsorship announcement. Studying London 2012 sponsorship announcements, they found statistically significant abnormal returns and higher trading volumes for British companies but not for foreign sponsors.

Research Questions, Data and Research Methods

Thus, prior studies of the 1996 to 2012 Games provide ambiguous results regarding the benefits of Olympic sponsorship, and whether benefits differ for domestic and foreign firms. A weakness of the earlier studies is that they focus on stock market behavior for sponsors of only one Summer Games, resulting in small datasets and difficulty in achieving significant results.

This study examines the following questions:

1. Does the stock price behavior of Summer Olympic Games' domestic sponsors differ significantly from that of foreign sponsors on sponsorship announcement dates?
2. Do the trading volumes of domestic sponsoring firms differ significantly from those of foreign sponsoring firms on the sponsorship announcement dates?
3. Are there any emerging trends in Olympic sponsorship by domestic firms?

Using data from CRSP, Datastream, and the Bloomberg News Service, the study will employ event-study analysis, as was used in Baim, Goukasian, and Misch (2015), to perform a comprehensive review of the market behavior following Olympic sponsorship announcements for publicly traded organizing committee sponsors of the 1984 to 2020 Summer Games. We begin with the 1984 Games because it was the first Games to award exclusive sponsorship rights to categories of firms, such as Fuji, the Official Film of the 1984 Games.

Besides studying the market activity of the sponsors' stock on the announcement day, we will compare the stock market behavior of foreign firms to the behavior of domestic firms. Since we will be using a larger sample of sponsors, we anticipate more robust findings than previous studies.

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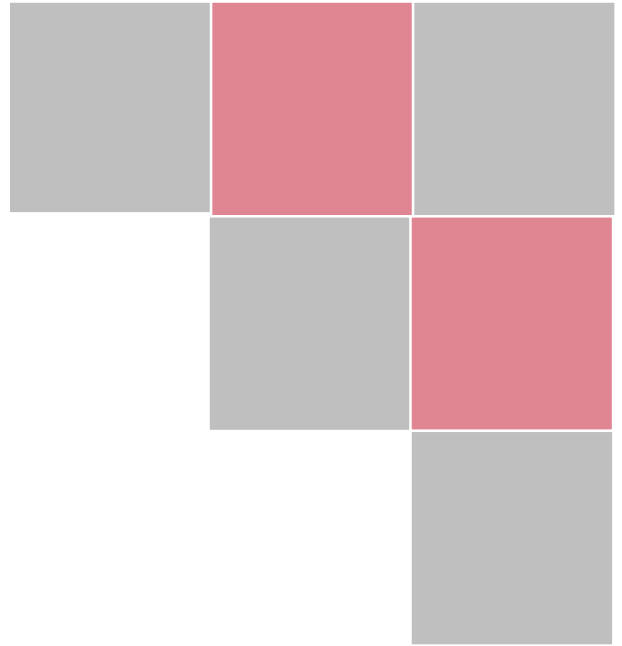
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INTERNATIONAL SPORT
BUSINESS SYMPOSIUM



Education & Leadership

Papers:

- Kristiansen (NOR) Walking the line: How young athletes balance academic studies and sport in international competition
- Bodemar, Strittmatter (NOR) Young Leadership: a comparative study of 2012 Innsbruck YOG & 2012 Oslo World Snowboarding Championships
- Preuss, Königstorfer, DaCosta, Schütte (GER, BRA) Olympic Values perceived by the young population in BRA, GER, USA and UK

Walking the line: How young athletes balance academic studies and sport in international competition

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Young elite athletes progress in their development after coping successfully with the challenges they meet at their present stage (Wylleman, De Knop, Verdet, & Cecic´Epic, 2007). When reaching 16-17 years of age, the athletes are confronted with a major overlap between their dual careers. To combine high level sport together with education are challenging, and research into problematic aspects of this combination has been highlighted since the 1990s (De Knop, Wylleman, Van Houcke, & Bollaert, 1999). By viewing the qualified squad at the 2015 European Youth Olympic Festival to gain more insight into how young athletes perceive an “Olympic” competition, the purposes of this study were to (a) identify the perceived role of important stakeholders such as coaches, school, parents, federations, and the NOC for the young athletes in the weeks leading up to the festival; and (b) the young athletes’ festival experiences with a focus on perceived stressors by using the transactional framework (Lazarus & Folkman, 1984).

Theoretical framework

In order to qualify and succeed at the youth events, young elite athletes go through time-intensive training regimes. Hence, many young elite athletes compromise their educational development in favor of a potential sporting career (Giulianotti, 2004). Previous research has reported the transition to high school as a significant stressor due to the fact that it coincides with maturational changes, family system changes, and changes in the nature of peer relations (e.g., Newman, Lohman, Newman, Myers, & Smith, 2000). According to the lifespan model (Wylleman & Lavallee, 2004), this age group have started their perfection of performance in the mastery stage – here represented by participation in EYOF – while at the same time coping with extensive academic challenges and a heavy workload. In this mixture, sport is given a more prominent role. Organizational factors which focus on the “critical issues surrounding, and cognitive processes underpinning, a performer’s relationship with his or her sport organization” (Fletcher, Hanton, & Mellalieu, 2006, p. 327), may explain why some athletes thrive and perform well, while others perceive the major competition as a source of strain and under-perform as a result.

Methods

The Norwegian National Team was recruited with the help of the Norwegian NOC and responded to a mixed method Questback survey. The survey was sent to 33 athletes within a month after the competition, 26 athletes responded which is a response rate on 79%. The participants were eleven female and 15 male athletes ranging in age from 15-18 (M=16.65, SD=0.91) and they competed in cross-country skiing, biathlon, alpine skiing, ski jumping, figure skating and Nordic combined.

Altogether, the mixed method survey included 37 questions. There were eleven open-ended questions giving more room for participants to elaborate on some issues related to the competition and their roles as student-athletes. In addition, 17 questions measured on a 5-point Likert scale examined the athletes’ experiences at this event. To analyze the open-ended questions, question-focused analyses were used. Only basic statistics were utilized on the quantitative part, which included frequencies, descriptive statistics, and simple correlation.

Result, Discussion, Implications

The findings of the study revealed that pursuing a dual career is a balancing act for the young student-athletes. Additional results determined the importance of supportive parents, schools that adapt the workload for the student-athletes, and a federation that recognizes them. While the rhetoric for the festival was that it is a “learning experience” for the young athletes, the young athletes perceive factors interfering with optimal performance (e.g., travel distance) as stressors. Furthermore, the quantitative findings also imply that, simply put, if the athletes feel that their accommodation is satisfactory – then the general impression of the event will be positive. This investigation offers implications for sport management and psychology researchers gaining insight into young athletes and youth sport festivals.

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Elsa Kristiansen is a post-doctoral fellow in Sport Management at the Norwegian School of Sport Sciences. She has a master’s degree in Norwegian (Nordic) language and literature (University of Oslo, 1995) as well as a Master’s and PhD in Sport Psychology (Norwegian School of Sport Sciences, 2011). Elsa has investigated the impact of organizational issues and especially the effect of media coverage on elite athletes’ perceptions of stress, in addition to being involved in an international project examining the Youth Olympic Games (YOG). She is currently investigating the complex network of intertwining relationships in which young athletes are involved, and how these relationships influence the development of these young athletes. She was also a lecturer at one of the Norwegian top sport colleges for ten years and witnessed first-hand the young elite student development from multiple perspectives. She has published altogether 30 book chapters and articles in leading international sport journals.

Young Leadership: a comparative study of 2012 Innsbruck YOG & 2012 Oslo World Snowboarding Championships

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Aim of the paper

While research into leadership has increased considerably over recent decades, leadership by young people is little explored (Murphy and Johnson 2011), yet at sport events it is common to see young managers (Parent and Smith-Swan 2013). A reason for this could be that sport events tend to have a restricted budget, and highly qualified and experienced leaders may not always be affordable. Another reason is the nature of sport events—project-based employment tends to appeal to young people who do not have permanent jobs and who have fewer family commitments than older adults (Parent and Smith-Swan 2013).

A multiple case study was conducted by looking into young professional leadership at two events representing two different institutional frames: the 2012 Innsbruck Winter Youth Olympic Games (YOG) within the frames of the International Olympic Committee (IOC), as rule-governed, controlling, and with constant reporting; and the 2012 Oslo World Snowboarding Championships (WSC) a hybrid organization with few written or legal sources such as agreements with suppliers or job descriptions for employees. Young leader is defined by age (between 24 and 35) and leadership is operationalized as leaders at the operational level (defined as leaders on middle level and volunteer team leaders) (Bodemar & Skille, 2014; Bodemar, n.d.). The objective for this paper is to identify the differences and similarities in how the young professional leaders perceive the institutional field and to what extent were they able to influence institutional practices during the events. Hereafter, institutional practice in the YOG and the WSC refers to solving event organizational issues such as ticketing, accreditation, transportation, security, and realization of competitions.

Theoretical background

Institutional theory is predominant in the social sciences, including sport social science. Neo-institutionalism is considered as an appropriate framework for studying sports organizations and sports events because it involves the study of how the leader influences her/his surroundings, and is influenced by the organization and its environment.

Within the sport social science literature there are numerous examples of how different versions or directions within institutional theory are applied, in analyzing reproduction and resemblance within an institutional field as well as change and pluralization within an institutional field. The young leaders' influence on the institutional practice within the YOG and the WSC was analyzed by the application of the neo-institutional concepts of isomorphism and translation (Campbell, 2004; DiMaggio & Powell, 1983). When a new organization (as both YOG and the WSC) is established, crucial requirements of homogenization with isomorphism arise as a result. DiMaggio and Powell (1983) define three mechanisms, which influence an organization and contribute to institutionalization; coercive-, mimetic- and normative isomorphism. The concept of translation provides a framework for analyzing change in organizations (Hardy & Maguire, 2008). New ideas are combined with existing institutional practices and translated into new practices to varying degrees (Campbell, 2004). Both YOG and WSC are new concepts and the strategy of having young

staff in the organizing committee could result in greater pressure to introduce new institutional solutions to the field of major sport events. In this context the study explores how leaders perceive and solve tasks within two different institutional frames; YOG with strong institutional frames and a hybrid organization as the WSC with weak institutional frames.

Methods

A comparative case study was chosen as approach with the rationale to detect similarities and differences in individual leaders' experience and perceptions at YOG and WSC. Qualitative data was collected before, during and after the events. Interviews with young department and volunteer team leaders serve as the main source: nine YOG leaders (24 to 34 years old, means 29) and seven young WSC leaders (24 to 29 years old, means 27). Questions were based on neo-institutionalism (including operationalized references to the following concepts: structure, isomorphism, translation, entrepreneurship and pluralization). For example, the interviewees were asked about boundary conditions given by their leaders (institutional structures) and about new ideas which had been created during the event and how these new ideas had been received by the CEO (isomorphism and translation). In order to capture the sentiment of the young leaders executed vs. perceived leadership from both the top and bottom leadership perspectives, the CEOs of both events were interviewed. Throughout the event, the first author conducted observations at meetings before and after the event. As the data were analyzed, findings were discussed with peers, other researchers, and leaders at YOG and WSC. In addition, a draft was sent to two independent persons closely involved with the YOG and WSC for feedback. To compare findings other sources, including evaluation reports, published and unpublished research report carried out on volunteers at the events, were used to strengthen the data.

Findings

Results indicate that the exercised leadership is highly depending on the degree of institutionalization of the practices, rules and structures of the respective event. While young leaders at YOG were forced to adopt the highly institutionalized practices steered by the IOC, young leaders at WSC had to create their own practices during the event organization. Furthermore our data shows, that both high and low degree of institutionalized frames limit the young leaders influence on the event organization. Due to the high institutionalized rules and structures at YOG, the young leaders had restricted opportunity to influence the event. Since there were limited institutionalized practices to be found at the WSC, a chaotic top-down command from the CEO limited the young leaders to influence the event organization. Although the two events represented various institutional settings and leadership climates, our analyses indicates that the young leaders also reported similar experiences in their leadership. They perceived limitation of actions and limited opportunities to influence institutional practices and creative processes. Furthermore, both institutional structures demanded a high degree of adaptation to the institutional frames. Coinciding results can be explained by looking at the nature of leadership at sporting events, where high tempo, high stress levels and high workload restrict the possibilities to influence the institutional practice (Parent and Smith-Swan 2013).

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Anna-Maria Strittmatter is a PhD candidate in Sport Management at the Norwegian School of Sports Sciences where she is involved in an international project examining the Youth Olympic Games (YOG). Her research focuses on the governance of youth sport and the organization of youth elite sport events. Anna-Maria has work experience as event organizer of international youth snowboard events and as General Secretary at the World Snowboard Federation. In 2012, she took her Master Degree in Sport, Media and Communication at the Technische Universität München.

Olympic Values perceived by the young population in BRA, GER, USA and UK

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Research question

Olympic Games tend to become less exciting and less interesting to the youth. Therefore J. Rogge established the Youth Olympic Games (YOG) and they became events that are quite well accepted. However, there is still concern that the Olympic Ideals associated with Olympic Games are not well perceived by the youth. That may be a serious threat to the Olympic Games.

Regarding the discussion about the change of the Olympic Idea – or the change of public perception and the future of the Games, we were in particular interested to know whether youth perceptions are different than other age groups. Precisely we wanted to know: “Is there a different perception of Olympic Values among the youth (18-24 years) compared to older persons?” And if so: “Which Olympic Values are associated more or less with the Olympic Games?”

Method

We conducted an online survey among 4,299 persons in four countries (USA, UK, GER, BRA). The participants were asked to rate the extent to which each of 27 Olympic Values describe the Olympic Games of today. The selection of values was identified through a qualitative study (supported by an IOC research grant <http://doc.rero.ch/record/257591?ln=en>).

After correcting for common method bias we conducted several explorative and confirmative factor analyses to develop a scale out of the 27 values. The scale refers to five factors. The variables behind these factors are the following:

- Excellence: Competition, Achievement, Achieving one's personal best, Effort
- Friendship: Camaraderie, Friendship, Brotherhood, Warm relations with others
- Respect: Understanding, Responsibility, Humanity, Peace
- Enjoyment: Delight, Joy, Entertainment, Excitement
- Diversity: Diversity, Equality, Anti-discrimination, Tolerance, Solidarity

The survey was run in USA (n=1133; with 160 under 25 years); GER (n=1149; with 142 under 25 years); BRA (n=1145; with 188 under 25 years); UK (n=872; with 111 under 25 years). We split the sample in four age groups (18-24 / 25-39 / 40-54 / 55-64) and differentiated by gender.

Results

We found that the Youth (18-24 years) perceive some Olympic Values significantly different than the older age groups. All significant differences we found show that the Youth perceive an Olympic value less important than other (older) age groups. Another finding is that the differences in value perception of youth versus older were greater in Germany and Brazil in comparison to the youth

versus older in USA and UK. In USA and UK the youth even tend to show no significant different perceived values by age. Overall, in all four countries, there were many of the Olympic values not at all differently perceived among young compared to the older age groups.

The research we conducted is not based on a time series. Therefore, we could not follow a cohort to distinguish, whether the differences are really a generation effect or if a person's perception changes over time (cohort effect).

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Jörg Königstorfer is Full Professor of Sport and Health Management at Technische Universität München. He received a Ph.D. in Business Administration from Saarland University and a diploma in sport management from University of Bayreuth. He investigates managerial decisions of sport and health companies, and their impact on consumers and welfare. He identifies factors that help consumers pursue a healthy lifestyle and consume sport products and services. For example, the research is devoted to individual consumer decision-making in relation to nutrition and physical activity. Also, he evaluates marketing strategies of sport and health providers, studies sponsorship effects, and explains and predicts the behavior of spectators at sport events. The results of the studies were published in scientific journals and were cited by various mass media outlets (e.g., NBC, USA Today, Boston Globe, Washington Post, Men's Health).

Norbert Schuette has studied sociology, economics, social and economic history and informatics at the Hamburg University. He has gained his doctorate at the German Sport University Cologne on the subject "Professionalization Pressure and –Hindrances in the Management of Sports Clubs and Sports Associations". Since April 2006 he works at the Johannes Gutenberg-University Mainz as a research assistant and later as a lecturer. The main area of his activity is the realization of research projects on sociological and economical topics. In science and research he especially deals with cost-benefit analysis of mega sport events, occupational field analysis of sport managers, professionalization tendencies in the third sector, management of nonprofit organizations, effects of the new public managements as well as human resource management and management techniques

Holger Preuss is Professor of Sport Economics and Sport Sociology at the Johannes Gutenberg-University in Mainz, Germany and also at the Molde University College, Norway in the field of Event Management. He is also adjunct professor at the University of Ottawa, Canada and international scholar at the State University of New York (SUNY, Cortland). He is former Editor of "European Sport Management Quarterly" and is an Associate Editor of the "Journal of Sport & Tourism". In addition to his research directed at economic and socio-economic aspects of sport, he has been a consultant for the Olympic bid of Frankfurt RheinMain 2012, Prague (2016/2014), Budapest (2012), Innsbruck (2014), Munich (2018) and Cairo (2020), Hamburg (2024) as well as Qatar for the FIFA Football World Cup 2022 and Dubai (2020) for the World EXPO.

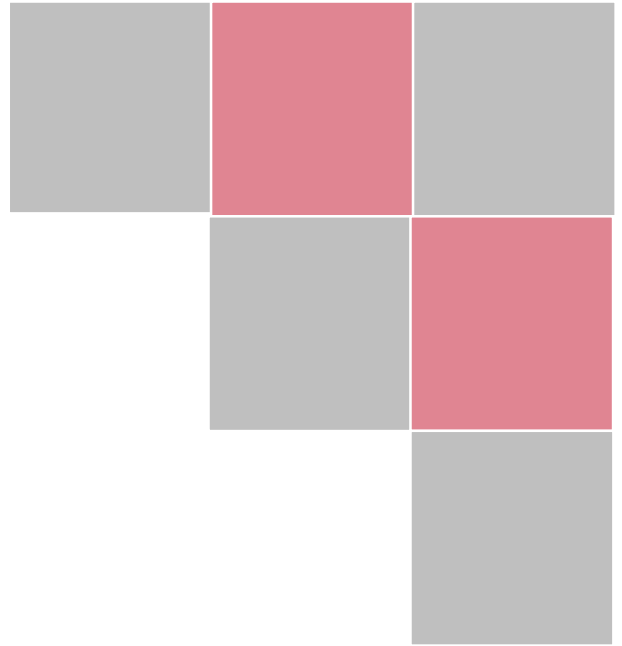
He is author of the books Economics of the Olympics 1972-2008 (2004), and has written more than 10 books and 100 articles about Sport Events. His field of expertise is the (socio) economic importance of sport for a national economy. Currently Holger serves in several positions at the national government and European Union concerning the economic importance of sport. For the

German government he serves in a commission to increase the efficiency of high performance sport. He also is member of the German delegation being lead expert in XG ECO (deliverable 2) “sustainability and legacy of mega sport events” (2014-2017) for the EU Sport Unit as well as got nominated to become an IOC commission member for “legacy and sustainability” from 2015 onwards.

Lamartine P. DaCosta is Full Professor and Researcher at the State University of Rio de Janeiro (UERJ) in the disciplines of Sport Management and Philosophy and History of Sport. He is also coordinator of the Olympic Studies Research Group since 1991 at the University Gama Filho-Rio de Janeiro now with new location at UERJ. He had collaborated with the World Anti-Doping Agency (WADA) as a member in the Education Commission (2001 – 2009). From 2001 to 2009 he was a member of the Research Council of the IOC Olympic Studies Centre. Lamartine DaCosta has been a collaborator with the International Olympic Academy (Olympia, Greece) in the period of 1991 to 2006. As an Olympic scholar his research interests has been the environment, multiculturalism and innovation in sport and Olympic Games as well as values-led aspects and legacies of the Olympics. He has two PhD degrees: Philosophy at University Gama Filho (1989) and Sport Management at the State University of Rio de Janeiro (1988). In the 1990s and 2000s he participated as visiting professor at the universities of Porto, East London, Lisbon and Barcelona (International Chair in Olympism).



INTERNATIONAL **SPORT**
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Practitioner

Paper:

- **Spazier, Scheiber (AUT) The legacies of the Innsbruck 2012 winter youth olympic games – a practitioner perspective**

The legacies of the Innsbruck 2012 winter youth olympic games – a practitioner persepective

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Research topic/ aim

The first ever Winter Youth Olympic Games (WYOG), an event launched by the International Olympic Committee (IOC), has been staged in Innsbruck, Tirol, Austria in 2012. This event has an international and a multi-sport character (69 countries, 63 medal events). Over 1,000 young elite athletes aged 14-18 participated at this occasion, which can be considered as one of the most prestigious events the twice-Olympic city Innsbruck (1964, 1976) staged in the last thirty years. One of the crucial questions when staging such events is “what remains”; in a scholarly context, we would talk about legacies such an event may leave to a host of the event.

Theoretical framework

There is some evidence in the literature on the YOG in general (e.g. Hanstad et al, 2014) and to the WYOG Innsbruck 2012 in particular. Scholars (e.g. Schnitzer et al, 2014a; Schnitzer et al, 2014b; Kristiansen, 2013) have evaluated new elements of the YOG, such as the Culture and Education Programme (CEP) as well as new competition formats. Legacies of the WYOG, perceived by the local youth, have been discussed by Schnitzer (2015) and legacies of the WYOG, seen from a scholarly view, by Thöni (2014).

Studies and frameworks on (sport) event legacies and leveraging of (sport) events have become more popular in recent years. Preuss (2015) enhanced his legacy concept, which includes the detection of the legacy, the perspectives of different stakeholders, the judgement on whether the effect is positive or negative and the time factor.

The aim of this work is, based on the legacy cube of Preuss (2007), understanding the positive and negative, the tangible and intangible as well as the planned an unplanned legacies seen from the perspective host city Innsbruck.

Methodology, research design and data analysis

Based on existing reports (such as the official Final Report of the YOG), internal documents created by the Innsbruck Youth Olympic Games Organising Committee of the WYOG 2012 (IYOGOC) and by the Innsbruck-Tirol Sport Legacy Company (ITS) the WYOG 2012 are analyzed by using the Legacy Cube of Preuss (2007).

Results

So far, no unplanned legacies are known; therefore, the following table shows some of the planned legacies in different time frames.

type	positive / negative	positive		negative	
	tangible / intangible	tangible	intangible	tangible	intangible
time	short-term legacies 1-4 years	economy, tourism, media	social, know-how, networks		environment
	middle-term legacies 4-10 years	Sport Venue Kühtai	know-how, networks		
	long-term legacies 10-30 years	Youth Olympic Village, Fair Ground, Sport Venue Seefeld			

The table shows that most legacies have a tangible character and are related to new / adapted infrastructure created on the occasion of the YOG. The most relevant and long-term investments are the Youth Olympic Village, the modernization of the Nordic Ski Centre in Seefeld. The Snowpark for Freestyle competitions in Kühtai may leave – as this type of sport is constantly changing – only a middle-term legacy. The economic benefits via event tourists (comp. Schnitzer et al, 2015) and short-term tourism or media-related impacts have rather short-term benefits, while networks and knowledge created on the occasion of the WYOG 2012 may also have a middle-term character. These positive (also planned) legacies became visible on the recent successful bidding for future events such as the International Children's Games 2016, the Climbing World Championships 2018 or the Nordic Ski World Championships 2019.

Negative impacts on the environment - mainly due to the fact of staging the WYOG 2012 as such - have a short-term character. There the IYOGOC tried - via specific initiatives (e.g. contracting regional supplies, delivering an efficient public-transport system, campaigns, CEP) - to educate the respective stakeholders for environmental related issues.

Discussion and conclusion

The fact that “only” four years have been passed after the first edition of staging the WYOG 2012 shows, that is far too early to rule off the WYOG 2012. Thanks to a good documentation, scholarly research and the foundation of the Innsbruck-Tirol Sports Legacy Company knowledge gained from the WYOG 2012 is systematically available and networks are fostered continuously.

In order to bid successful for future events and reach set goals to select the “ideal” events for a sport tourism destination such as Innsbruck-Tirol, legacies for events need to be planned and monitored carefully. It would be desirable having a written strategy to ensure reaching the settled goals.

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Georg Spazier With a strong background of professional sports marketing and a broad experience in International Events, Sponsoring, Brand Management, Communications & Digital Media, Georg successfully transformed the 2012 Youth Olympic Games Organising Committee Company into a not-for-profit sports legacy company for the entire Region of Tirol. The City of Innsbruck the region of the Tyrol and the Austrian Olympic Committee remained shareholders.

The company is overlooking the acquisition and organisation of international (multi-)sports events but are also dedicated to the development of youth sport initiatives and sustainable measures all in regards to the Olympic values.

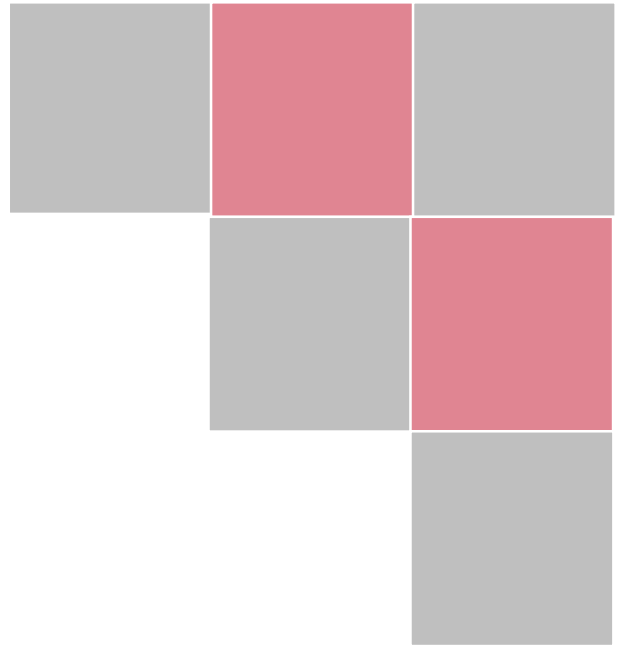
Before becoming CEO of the company, Georg has been active in the development of the first in-city-athletics tour in the world, was appointed Head of Marketing and Communications of the 1st Winter Youth Olympic Games and led the Sponsorship department of the Tirol Tourist Board – the most well-known touristic brand in the Alps. He started his international sports career as CEO-Assistant of the IIHF Ice hockey World Championships in 2005. Ever since he expanded his international contacts and experiences beyond the Olympic Family, continued to build a strong network within the industries and has delivered strong national activation campaigns ever since. The track for his international Background was been laid already in his childhood growing up in various European countries.

Sabrina Scheiber is a PhD student in International Management at the University of Innsbruck. She received a diploma in International Economic and Business Sciences from the Innsbruck University School of Management. Her main research interests are related to the Youth Olympic Games with a specific focus on stakeholder event perceptions and experiences, as well as the recognition of social leverage opportunities in the event bidding and planning process by leading decision-makers.

Sabrina Scheiber can rely on 4 years of professional and research experience in the field of sports and event management. Prior to entering the program, she worked for the Organising Committee of the 1st Winter Youth Olympic Games in Innsbruck 2012 as a Volunteer Coordinator, and as a Junior Researcher at the Department for Sport Science at the University of Innsbruck. Currently she is a Project Manager at innsbruck-tirol sports – an experienced company targeting the acquisition and sustainable implementation of sports events.



INTERNATIONAL SPORT
BUSINESS SYMPOSIUM



Olympic Legacy II

Papers:

- Lechner (NOR) How is legacy created and measured? An interpretive inquiry on the event legacy measurement
- Sanchez (BRA) Olympic Games in Rio 2016: a discussion about its legacy
- Hanstad (NOR) Planned and unplanned legacies of the 1994 Olympic Winter Games

How is legacy created and measured? An interpretive inquiry on the event legacy measurement

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The event legacy of mega sports events defined by Preuss (2007) can be characterized as planned/unplanned, negative/positive, tangible/intangible and should be recognized with respect to time and space. As such, the bottom-up approach to measure the event legacy is suggested, i.e. a measurement method that reflects changes both in the tangible (i.e. changes in urban infrastructure) and the intangible (i.e. knowledge, networks, cultural goods) sides of mega events. Moreover, the bottom-up approach should be in line with the long-term city strategy. Thus, all public concerns are taken into account. However, the bottom-up approach prioritizes one stakeholder view, usually the host city view, over others and disregards common stakeholders' effort to make the event possible. Furthermore, as the pre-event phase is rather long and easily covers two term limits, two (sometimes different) governmental approaches, it can be difficult to stick on to the original city strategy.

This paper offers an alternative perspective on the legacy measurement. Considering the complexity of mega and major sports events, a stakeholder approach is suggested as a method that reflects both planned and unplanned stakeholders' intentions and provides a holistic picture of the event legacy. This approach considers all stakeholders as creators, managers, accountants and last but not least auditors of own effort. This method of the legacy measurement is inspired and comes directly from the empirical field -Lillehammer 2016 Youth Olympic Games (YOG 2016).

The Youth Olympic Games (YOG) is a new license-based event concept of International Olympic Committee, which aims to promote three core values: sports, culture and education among youth. YOG were already hosted in Singapore 2010 as a first summer version of the concept, while the winter edition took place in Innsbruck 2012. Nanjing hosted the Youth Olympic Games in summer 2014, Lillehammer is supposed to welcome YOG in February 2016. Third generation of YOG will be hosted in Buenos Aires in summer 2018, the geographical location of YOG 2020 is so far unknown. YOG 2016 will most likely not attract such worldwide media coverage as the Olympic Games usually do. Thereby, they can't be straightforwardly categorized as a mega-event. However, in terms of the international connection and the length of the event – over one thousand young athletes from all over the world will compete for ten days – the event may be defined as a major sports event. Therefore, the legacy of this event can be easily compared to a mega-sports event legacy and its theoretical conceptualizations.

This longitudinal interpretative inquiry is based on semi-structured interviews with members of the Local Organizing Committee of YOG 2016, members of the Norwegian Olympic and Paralympic Committee and the Confederation of Sports, and interviews with local actors. 7 interviews were carried out in winter 2014 another interviewing round is scheduled in autumn 2015. Furthermore, document analysis, particularly newspaper analysis for years 2010-2016 has been conducted. This study is further supported by data of the master thesis written by Morken and Hoel in 2014.

It is argued that due to the time-gap (in this case 8 years) between the idea to host the event and the actual staging of the event, a planned legacy may change considerably. However, such change is not necessarily out of control. In order to bring positive long-term impacts (so called 'legacies') to the local community and for event participants, the legacy plan does not have to be related to the urban plan or any other strategy of urban development as advocated by Preuss (2007). As it is

further pointed out, there is actually no need of the legacy plan. An outcome of such major sports event is rather related to the interaction among key stakeholders.

The focus of this paper is thus put on dynamics of interests among event stakeholders. The original assumption is that dominant stakeholders play a crucial role in the legacy creation and control. Nevertheless, their input may be weakened due to unexpected circumstances and local specifics and actors. These factors can be understood as the new stakeholders with newly gained decisive power, legitimacy or urgency. As such, the movement between dependent, dominant and definitive stakeholders (according to Mitchell et al. 1997) is recognized and mapped in the pre-event period. Such interaction provides the basis for long-term effects, so called legacies. The measurement of legacies is tightly connected with its creation and is controlled by involved dominant stakeholders who may be different in the beginning, in the middle and in the end of the pre-event period. As it is further claimed and supported by Feyerabend's (1987) relativistic standpoint, there is no need of a common prescribed method to measure the event legacy. It's rather up to each involved party to decide how are legacies created and measured.

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Olympic Games in Rio 2016: a discussion about its legacy

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This research concerns the architectural project developed for the Olympic Games in 2016, in Rio de Janeiro, Brazil. The city's main Olympic venue is located in Barra da Tijuca, in the site of a former racing track – the Jacarepaguá Autodrome. The area is being completely renovated in order to host the Brazilian Olympic Park, a project chosen through an international architectural competition process to develop the area's Olympic park and what is termed in the project as its legacy mode.

The winning project was designed by the Brazilian architect Daniel Gusmão in partnership with AECOM. It envisages Rio de Janeiro as a modern, high technology city encompassing, at the same time, local nature and cultural references. Regarding its legacy mode, the project has been inspired by traditional neighborhoods in the southern area of Rio, such as Ipanema, Copacabana and Leblon, districts with a high number of mixed use buildings, providing for a vibrant urban life.

The urban planning projected is different from that which evolved in Barra da Tijuca, a newer area of the city, where the construction sector has prospered. The original plan for Barra was developed by one of Brazil's master modernist architects, Lucio Costa (Brasília's urban planner). This district has been further developed following very functionalist planning precepts. The region comprises high-level residential, commercial and office buildings, along with a sports venue complex used for the Pan-American Games in 2007. The "Ilha Pura" neighborhood was developed in the same "Barra-style": a complex with thirty-one seventeen-story residential-towers. Some of these buildings will be turned into the "Athletes' Village". After the games, all units will be sold to ordinary investors. These projects all share common features: they are spread across the area and disregard pedestrians and the more tactile urban experience gained from walking. Another relevant venue in the neighborhood is the Athletes' Park, completed in 2011, the first 2016 Olympics legacy project. However, this area is theoretically distant from the concept of park, as described in Samuel Parsons's landscape architecture writings and by the landscape architect Günther Grzimek, one of Munich's Olympiapark designers.

In contrast to the architectural trends seen in Barra da Tijuca, Gusmão and AECOM's project sees a return to a more traditional typology of space (as well as to closer street–building and pedestrian–façade relations) based on the consolidated neighborhoods of Rio, as mentioned above, and on current urban planning trends involving mixed use and compact cities. The design involves lower buildings, directly surrounded by a variety of shops and services, and reduced population density along the lake shore. By analyzing this project and its architectural and urban planning impact on Rio, we analyze an alternative to the strategies prevalent in Brazil on issues such as neighborhood renovation and urban regeneration. We cannot currently say whether the legacy project – which will only be completed by 2046 - will follow the plans as originally set out by the winning design. Nevertheless, this paper focusses on some of the features and issues it raises regardless of its future implementation.

Therefore, this article asks what kind of space legacy is being built in Rio and, consequently, in Brazil as a result of the Olympics and how this affects the sense of belonging to a place and the relations between the built environment and society. Is Brazil moving toward a type of architecture that is pure spectacle and entertainment or toward a more humane form of urban planning?

This analysis discusses the historical context of the Olympics as drivers of urban regeneration, some case studies of successful architectural and urban planning projects of Olympic cities (Barcelona's and Munich's), as well as the concepts of "mixed use development", "smart growth", and "compact cities". Important theories underpinning this article are Theodor Adorno's "Culture Industry" and the concept of "city marketing". Landscape architecture theories are also examined when the Athletes' Park design is discussed. Among the authors referred to are: Stephan Essex and Brian Chalkley, who trace a historical panorama of Olympic cities (e.g. in their work "Olympic Games: Catalyst of Urban Change"); Peter Buchanan, and his preface for "Barcelona: City and Architecture 1980-1992" and his recent article "Empty gestures: Starchitecture's Swan Song" for the *Architectural Review*; Samuel Parson, author of "The Art of Landscape Architect", Grzmek, in his account of Munich's Olympic Park in a commemorative publication celebrating the Park's 40th anniversary; and finally, Andrew Zymbalist, author of "Circus Maximus" which addresses some of the economic issues concerning the hosting of sporting mega-events.

The methodology employed involves an analysis of Daniel Gusmão and AECOM's winning masterplan (including drawings and images published on official websites and observed during visits to Gusmão's office in 2014 and 2015) with reference to the city planning and architectural theories and the authors mentioned above. It also considers interviews conducted by the author with the architects involved in the project: Gusmão lists his influences and describes some of the problems involved in building a competition project in Brazil (the first interview was conducted in May 2014 and others will follow in the second half of 2015).

Discussions on the Athletes' Park are considered in light of in-loco photographs by this paper's author, taken in May 2014, along with landscape architecture theories referred to. From a critical analysis of some of the already completed Olympics projects (Athletes' Park and Ilha Pura Athletes' Village) and the concepts involved in the Olympic site masterplan's design, it becomes possible to draw some conclusions about the future of Rio's urban planning and architectural legacy.

The drawings and images published on the official Olympic website seem to allude to a spectacular scenario. However, some legacy venues point to a spread out, distant city which discourages walking, contrasting with the winning masterplan's urban legacy proposal and reaffirming Barra da Tijuca's current model of high-rise developments. When the Symposium is held in February 2016, many of the Olympic venues should already have been completed. By that time, we expect this research to be at a more advanced stage. Further visits to Rio de Janeiro and interviews have been planned with a view to updating the works' progress. Visits will include some of the venues and related sites, such as the Athletes' Park and the Athletes' Village mentioned above. It is important to stress that it is presently impossible to assess the future of the Olympic Site per se (the 2046 legacy), as private companies will take over the development of real estate. Furthermore, given the law does not oblige developers to follow the winning project, only the future will tell what kind of city will actually be built as legacy. Our conclusions, therefore, will also address this legal issue. Architecture alone cannot solve all the problems in a city; rather, new ways of regulating and controlling project implementation must be found.

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Planned and unplanned legacies of the 1994 Olympic Winter Games

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Research Aim

The 1994 Olympic Winter Games in Lillehammer were declared “the best ever” by the President of the International Olympic Committee (IOC), Juan Antonio Samaranch. As the Olympic flame will be lit again in Lillehammer in 2016, it is appropriate to consider the legacies of the Games that exceeded everyone’s expectations (Payne, 2005). More precisely, the research question of this study is: How can planned and unplanned legacies of the 1994 Olympic Winter Games in Lillehammer be understood? Of particular interest are legacies connected to tourism, environmental issues and peace. One unplanned legacy is Lillehammer as host of the Winter Youth Olympic Games. In the final discussion we will look closer at possible legacies of the 2016 Games. The study fills a gap in the literature in three ways. First, there is little in the legacy literature on the Olympic winter games. Second, most studies focus on economic impacts (including tourism, employment and infrastructure) while this paper also focuses on soft/intangible legacies and, not least, legacies that were not planned. Third, as opposed to many impact studies on the Lillehammer Winter Olympics (e.g. Spilling, 1998), it is now possible to say something about long-term outcomes more than 20 years after the event.

Theoretical framework

There are many definitions of legacy. The definition presented by Preuss (2007) is the most frequently cited in the literature on sport events and is used as a point of departure: “Irrespective of the time of production and space, legacy is all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself” (Preuss, 2007, p. 211).

Legacy is a controversial topic. One challenge has been that bidding cities include as predicted aspects of legacy many long-term effects of the Olympics that they hardly believe in themselves and are not working purposefully to fulfill. The organizing committee disbands one year after the event, at which point the discussion of positive or negative outcomes of the Games may become just another academic issue.

In their review of legacy, Leopkey & Parent (2012) concluded that the increased importance of legacy in the modern Olympic movement has resulted in many trends, such as numerous new legacy themes (e.g. environmental, information, educational); changes in the types of legacy being emphasized (e.g. closer links to city and regional planning initiatives and legacy sustainability), the increasing complexity and interconnectedness found within the typology of legacies, and the legacy’s overall governance including major influencers and decision makers.

Methods

The research entailed qualitative documentary analysis. In sum 25 documents were examined, including bidding documents, government guarantees, white papers, and minutes of meetings in the Parliament. The data were firstly coded inductively, which corresponds to a descriptive, open coding, followed by a deductive coding, which is based on the theoretical model.

Findings

There is a lack of coherence between the planned outcomes and the most visible legacies. For example, in the bidding documents nothing was stated about environmental issues and peace which ended up as two very visible legacies of the Games seen from an international perspective. On the other hand, an expected boost for the tourism industry was a very important issue in the bidding process. Here the legacy is mixed. The promised effect on traditional tourism in the Lillehammer area has not occurred. As a planned legacy it can be seen as negative. Nevertheless, sport event tourism has increased significantly and can be seen as a positive and unplanned legacy. For the Youth Olympic Games in 2016 it will be fruitful to follow the legacy process. The local/regional community, the NOC and the IOC have high expectations, and significant obligations, that the event will provide lasting and beneficial effects. For the IOC the Games are important because this is the first event after the Olympic Agenda 2020, a reform process initiated by the President, Thomas Bach. The organizing committee has embraced and implemented many of the IOC's recommendations (e.g. scaling down the protocol, re-use of venues, and reducing the protocol of a medals plaza (IOC, 2015).

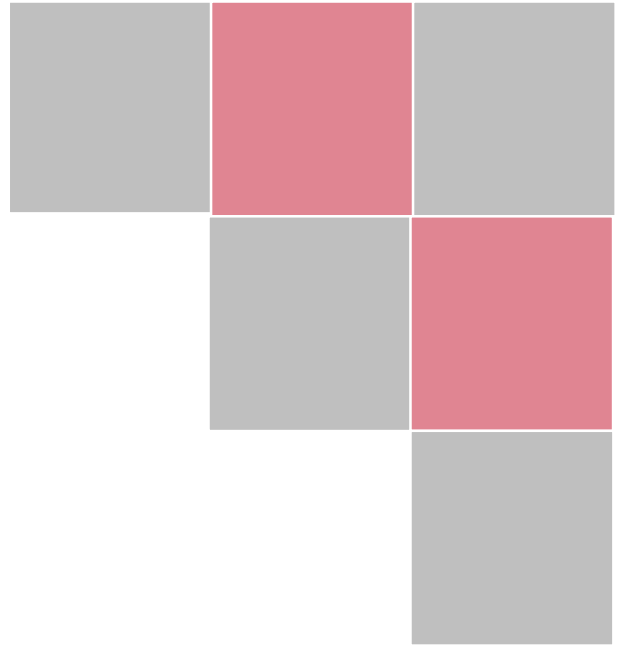
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INTERNATIONAL SPORT
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Youth perception of the Games

Papers:

- Yoon, Kim, Pedersen (USA) A Network Approach to the Use of Social Media during the Youth Olympic Games
- Prüschenk, Kurscheidt (GER) Do Youth Games have the potential to shift perceptions on Olympism? Implications from young people's views on Olympic values and the Sochi Games
- Parent, Naraine (CAN) The evolution of Twitter communication by Youth Olympic Games organizing committees

A Network Approach to the Use of Social Media during the Youth Olympic Games

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Social media and its various applications and platforms have rapidly become popular online communication tools which have had pronounced effects on sport industry stakeholder interactions (Wallace et al., 2011). It should come as no surprise, then, that sport scholars are increasingly studying the various types and roles of social media (Abeza et al., 2014; Hambrick, 2012). As sport organizations have come to realize the significant impact of social media as a means to attract fans and consumers, social media platforms are being used as an effective marketing tool to build brands by elevating awareness and image and by building a strong relationship with fans (Dittmore et al., 2014; Kaplan & Haenlein, 2010).

While studies (e.g., Burch et al., 2012) have been published regarding the effectiveness of new media networks in a variety of mega-sports events, only a few have been conducted on the Youth Olympic Games (YOG). Of the limited research in this area, Judge et al. (2009) noted how the first YOG received very little attention from the mainstream media. Another study by Pedersen et al. (2014) found that in the first two YOGs, an increase in social media was paralleled by a decrease in traditional media. Furthermore, social media strategies in the YOG changed between the two games, becoming more promotional and interactive. In light of these findings, social media platforms should be considered as possible avenues for reaching out to current and prospective consumers as well as for increasing awareness and enhancing the branding of events (Browning & Sanderson 2012; Pegoraro, 2010). Thus, an examination of the effect of social media usage on public awareness and strategic messaging for the YOG could well play a critical role in the success of future YOGs (Judge et al., 2011).

In examining the effectiveness of social media usage, previous studies have utilized both qualitative (e.g., DiStaso et al., 2011) and quantitative (e.g., Powell et al., 2011) analytical tools, while scholars (e.g., Korda & Itani, 2013) have highlighted the need to employ new tools for evaluating the effectiveness of various forms of social media in order to resolve reliability and validity issues. While social network analysis (SNA) is a suitable tool, it has only been employed in a few studies in the field of sport management (Clavio et al., 2012; Hambrick, 2012; Love & Andrew, 2012; Lusher et al., 2010; MacLean et al., 2011; Warner et al., 2012) and no studies in the context of the YOG.

The assumption of the current study is that social media users who visit the same sites indicate a shared interest and a like exposure to activities, ideas, and knowledge that were part of the event, as well as an indication of an increased probability that users successfully engaged one another in interpersonal interaction. To be specific, as social media users followed YOG Twitter accounts, they formed a smaller sports social network within the larger social media environment. Because SNA is an effective tool for analyzing the dynamics between individual attributes and network formation patterns among those individuals (Lusher et al., 2010), it is suitable for detecting the distributing patterns of information about users' thoughts and perceptions at the YOG (Nam & Kannan, 2014).

The current study employs SNA to explore the structure of networks, the relationship characteristics, and the organizational context in the use of Twitter during the 2014 Nanjing YOG. Because the study evaluates the effectiveness of Twitter as a new avenue in information sharing, the research question used to guide this study is what networks are established by the aggregate of interactions between the YOG organization and audiences in a Twitter space. In quantitative

approaches, the most broadly employed measures that materialize as the principal structural features that social structures have are distance, size, density, connection, substructures, and their interconnections. However, this investigation moves beyond evaluating basic SNA measures (e.g., distance, size) and instead assesses the structural holes of networks among YOG Twitter users in order to elicit the salient factors of the positional impact that individuals have within a group. Based on the work of Burt (2009), it is significant for the YOG to fill those structural holes so that the information can be distributed effectively. Specifically, the effective size (Borgatti et al., 1997) is examined as a measure of the structural holes. Second, this study examines the influence of individual attributes on the network formation of the actors through the quadratic assignment procedure (QAP) correlation in order to investigate whether certain individual attributes affect patterns of tie formations with other actors in the YOG network community.

Data published in 2014 from July 16 to September 28 will be mined via the Twitter application programming interface (API), using the Python program written for this study. In order to analyze the data and visually depict the structural holes of networks between the YOG organizers and consumers, UCINET 6.0 network analysis software (Borgatti et al., 2013) will be used. Findings from this study will have implications for the continued development of the theory surrounding online media network in sports and provide a better understanding of information distribution via social media platforms in the context of mega-sport events.

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Do Youth Games have the potential to shift perceptions on Olympism? Implications from young people's views on Olympic values and the Sochi Games

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Nowadays, staging Olympic Games focuses on efficiently boosting place marketing strategies and promoting renewal policies (Simons, 2013). Therefore, it may be argued that the Games are well managed in economic and political terms, but it appears to be increasingly difficult to implement Olympic principles that aim at making the world a better place (Coubertin, 1917). They seem to hide behind an Olympic gigantism (Meyer, 1971; Preuss, 2004). The Youth Olympic Games however represent a new, more reticent event format launched by the IOC to feature young athletes (IOC, 2007; Ivan, Vidoni & Judge, 2008). They have a less commercialized and oversized appearance adding an image of freshness and lightness to the Olympic Movement symbolized by the youth. But for a sustainable effect on the perception of Olympism beyond nice media images, the Youth Games ought to signal an authentic rejuvenation of the Olympic idea. As a precondition for such an authenticity, it may be argued that Olympic values have to be genuinely appreciated by young people to be substantially revived.

A natural experiment for attitudes towards the Olympic idea were the highly controversial 2014 Sochi Winter Games, at least in the German public opinion driven by predominantly negative media coverage. Therefore, we conducted a multipurpose, online convenience survey in Germany (N=189) in the run-up to the Sochi Olympics to test ad hoc whether the respondents distinguish between a likely general appreciation for Olympic values and their specific criticism of the approach to hosting the 2014 Games. The survey is insofar multipurpose and may be repeated in slightly modified form at forthcoming Olympic events as associations with Olympic values in contrast to gigantism, usually attributed in the literature, are measured in 5-point Likert scales. Item batteries are asked on expenditures, prestige, values and the like to capture general perceptions on Olympism versus event-specific views, implementing also questions on the Youth Games.

As to the above highlighted and questioned potential of the Youth Games to shift perceptions, we focus in this article on the attitudes of young people compared to older respondents. In this regard, we benefit from the age distribution in our sample with 20-29 years old respondents being the predominant group (45%). Yet, other age groups as well as non-Olympic and/or non-sports interested people are sufficiently present in the sample to serve as control groups (or variables). First results show that the majority of young people do indeed still appreciate Olympic values, partly significantly more than older respondents. Youngsters, for instance, recognize particularly the unique Youth Olympic format deemed to transport more the initial Olympic ideals. In line with Hall (2006), the significance of the Games hence is not only to deliver the event service, but also to transfer ideas in order to bring people closer together. While more detailed data analysis is still ongoing, one can already conclude that the Olympic fire is still burning the hearts of the young generation. Moreover, they seem to see their chance and representation in the new format of the Youth Games. This is good news for the above-mentioned need of an authentic rejuvenation of Olympism.

But to deduce more precise strategic implications from the evidence generated here, it is helpful to rely on an accepted theoretical framework providing constructs for the relationship between value statements, community building (i.e., authenticity) and efficiency. Increasingly, the social capital theory (Coleman, 1990) has been referred to in the literature in such contexts (Kitayama &

Markus, 2000; Gwaronski, 2007). Social capital may be understood as the accumulation of social investment – also in sports – based on social norms which, in turn, are basically characterized by common mutual trust, regard, respect and tolerance (Spaaij & Westerbeek, 2010). All of which are part of the Olympic idea. Thus, the social interaction induced by Olympic values and the Games may indeed be analyzed and interpreted by the above measures of attitudes in the individual's (youth) context. Ultimately, we expect to be able to formulate more precise insights on our evidence in line with social capital theory.

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The evolution of Twitter communication by Youth Olympic Games organizing committees

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The introduction of social media, specifically Twitter, to the sport communication research agenda, has begot a significant collection of scholarship (e.g., Clavio, 2010; Sanderson, 2012). From initial examinations of athletes (e.g., Lebel & Danylchuk, 2012; Pegoraro, 2010), journalists (e.g., Deprez, Mechant, & Hoebeke, 2013; Sanderson & Hambrick, 2012), organizations (e.g., Gibbs, O'Reilly, & Brunette, 2014; Sanderson, 2011), and sport matches (e.g., Blaszkka, Burch, Frederick, Clavio, & Walsh, 2012; Smith & Smith, 2012), scholars have shifted the focus towards the Olympic movement as one topical area to generate new insights and advance the current understanding of digital communications by sport entities. This focus has led to investigations of Olympic broadcasting coverage and viral content (e.g., O'Hallarn & Shapiro, 2014), athlete self-presentation (e.g., Pate, Hardin, & Ruihley, 2014), and sponsorship activation (Abeza, Pegoraro, Naraine, Séguin, & O'Reilly, 2014), to name a few. Yet, despite these examinations, scholarship has yet to explore social media communication from an organizational perspective or, in the context of the Olympic Games, the organizing committee level. As the organizing committee is central to a multi-sport event and have multiple stakeholder relationships (cf. Parent, 2015), there is inherent value in knowing what is being communicated by this entity as they too are involved in the social media community of an Olympic event (cf. Hambrick & Pegoraro, 2014). Indeed, while Twitter-based sport scholarship has burgeoned, there remains a continued to call to advance such scholarship (cf. Pedersen, 2014; Sanderson, 2014), particularly with "thorough empirical observation" (Pegoraro, 2014, p. 4).

The purpose of this paper is to examine the Twitter communication of Olympic organizing committees to determine (1) what communication is being presented to stakeholders by using this social media platform and (2) whether communication habits vary across multiple organizing committees. In this respect, the study is able to highlight whether, in a similar context (i.e., multi-sport event) social media communication evolves over time or whether communication habits remain constant. As a result of the study, scholars will be able to contrast the content communicated by Olympic Games organizing committees with other not-for-profit organizations such as national sport federations (cf. Eagleman, 2013) to determine whether content shares commonalities or whether organizations are differentiating their communication behavior. The study also offers practitioners of these organizations an opportunity to reflect on their own practices and determine whether their content is sufficient or in need of change.

The study employs an exploratory qualitative thematic analysis using a computer-assisted qualitative data analysis (CAQDA) tool known as Leximancer. This particular CAQDA tool allows for large amounts of data to be analyzed and has been identified by sport scholars to be reliable (see Sotiriadou, Brouwers, & Le, 2014). In fact, previous scholarship which has looked at sport and social media (e.g., Abeza et al., 2014; Pegoraro, Burch, Frederick, & Vincent, 2014) have utilized Leximancer, thus demonstrating its applicability to the current study.

In order to address the issue of Twitter communication by organizing committees at the Olympic Games, a convenience sample was chosen consisting of four Youth Olympic Games (YOG): 2010 Singapore, 2012 Innsbruck, 2014 Nanjing, and 2016 Lillehammer. The YOG was chosen particularly as this major multi-sport event is not as salient as its adult counterpart and thus can utilize social

media to increase global visibility, similar to the rationale Eagleman (2013) provided for national sport federations. Tweets were collected from each official organizing committee account (or a consolidation of multiple accounts in the case of 2012 Innsbruck) using NCapture, an arm of the NVIVO software program. NCapture allows Tweets to be captured without temporal restrictions, but is limited to approximately three, 200 tweets per extraction based upon Twitter's own rate limitations. The data extracted is then imported into Leximancer, similar to the procedure outlined by Abeza et al. (2014). Leximancer conducts a thematic analysis.

While the findings will be reported at the symposium, it is anticipated that the communication of the four organizing committees will be relatively similar, focusing on promoting events and star athletes, reporting competition results, and informing stakeholders by sharing multimedia and redirecting to other websites and social media (e.g., Facebook, Instagram). A brief discussion of the coercive, mimetic, and normative pressures that exist for the organizing committee to communicate on Twitter will take place as well.

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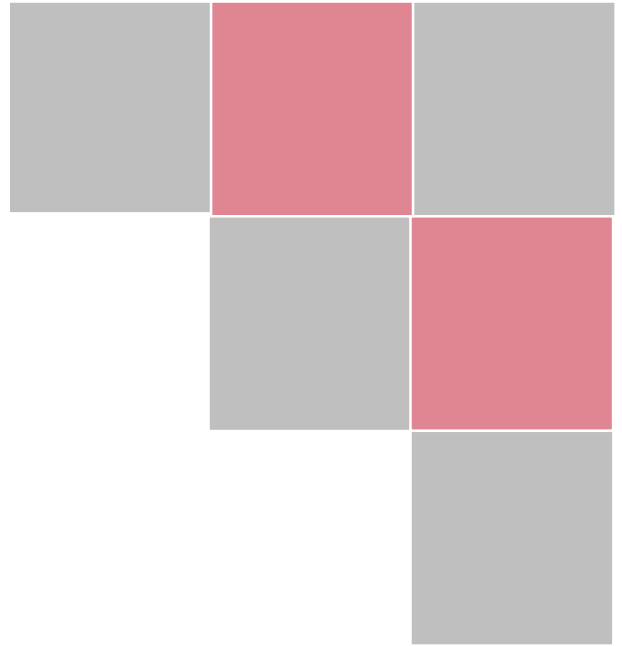
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The creation of the Youth Olympic Games – why and how did it come into existence?

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Aim

The Youth Olympic Games (YOG) are a global multi-sport event for elite athletes between 15 and 18 years old with an integrated Learn and Share-program and were first time held in Singapore in 2010. Former IOC president, Jacques Rogge took the initiative to the YOG and said that the YOG was a strategy to increase sport participation, improve health and make Olympic sport more popular among youth (Rogge, 2007).

There was significant resistance to the creation of the YOG within the International Olympic Committee (IOC) (Pound, 2008) and from key stakeholders in the Olympic Movement (Hanstad, Parent, & Kristiansen, 2013; Wong, 2012) as well as skepticism from scholars (Judge, Petersen, & Lydum, 2009). Despite this resistance, the IOC members at the 119th IOC Session in Guatemala in 2007 accepted the YOG with a unanimous decision.

This study examines the main reasons why the IOC created the YOG. A special attention is made to Rogge's role and actions in the process of gaining legitimacy to the YOG from within the IOC and from key stakeholders. The research question is: Why and how were the YOG created? **Theory**

Institutional entrepreneurship theory is discussed together with institutional leadership theory to analyze how the YOG was created. Institutional leadership theory is based in Selznick's (1957) original work and later research on the field. Washington, Boal, and Davis (2008) examine three functions of institutional leadership, which is maintaining internal consistency, develop external supporting mechanisms and overcome external enemies. Legitimacy can be gained through vision setting and storytelling, which are tools to present the core values and the significant history of an organization.

Theory

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Methods

This is an historical study with document analysis as the main method. Three typologies of documents are considered; the medium, the origin and the purpose (Matthews & Ross, 2010). The documents collected are personal (letters, interviews, introductions to reports, conference speeches) and official (stakeholder documents). Former research on the IOC, the Olympic Movement and the YOG are used as background knowledge.

Findings

In addition to the official goals made for the YOG, this study examines the underlying reasons for the creation of the YOG. Rogge was the initiator and the most important actor to the creation of the YOG (Hanstad, Parent, & Houlihan, 2014), as he previously was to the creation of the European Youth Olympic Festival in 1991. There are reasons to believe that Rogge benefited from the increased power of the IOC president post, which was institutionalized by his predecessor, Juan Antonio Samaranch. The IOC has been criticized for moving away from the Olympic values through the Olympic Games (Chatziefstathiou & Henry, 2012) and the YOG can be seen as a strategy to strengthen these values with an emphasis on learning and the balance between sport, culture and education. The IOC is interested in retaining a strong brand and the YOG can be seen as a strategy to strengthen the Olympic brand by making Olympic sport more popular among youth. The YOG can be a testing ground and a catalyst for innovations within the Olympic Movement. Finally, with twice as many Olympic events, the IOC has the potential to strengthen the bonds to key stakeholders, such as the IFs and especially the NOCs.

Institutional leadership theory is used to examine Rogge's strategies to gain internal and external legitimacy for the YOG. Rogge used storytelling and vision setting to present and promote the YOG concept by using references to Olympic history and Olympic values. The stakeholders shaped the YOG concept through institutional pressure, which led to compromises between Rogge and other stakeholders.

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Stakeholders, Challenges and Issues at a Co-hosted Youth Olympic Event

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In January 2015 the 12th European Youth Olympic Festival (EYOF) was arranged in Voralberg (Austria) and Liechtenstein. It was the first-ever Olympic event to be co-hosted by two countries and consequently had a supervisory board with representatives of both the Austrian Olympic Committee and the Olympic Committee of Liechtenstein. While UEFA and FIFA tried out the model in several tournaments European Football Championships 2000, 2008 and 2012 and the FIFA World Cup 2002 (see for example, Lienhard & Preuss, 2014; Preuss, Stiller, Zehrer, Schütte, & Stickdorn, 2010), this co-host approach is pioneering in the history of Olympic events and fits right in the International Olympic Committee (IOC)'s renewal of the Olympic Movement with the Agenda 2020 (IOC, 2014).

By using a stakeholder framework, the study aims to a) identify and differentiate between primary and secondary stakeholders (Clarkson, 1995; Mitchell, Agle, & Wood, 1997) based on their level of influence in planning, implementation and impact of the event; and b) to analyze the challenges and issues caused by the co-hosting.

Theoretical Framework

The conceptual framework is based on a stakeholder approach. While we know that event organization is impacted by a large amount of stakeholders, a co-hosted event might involve other stakeholders than single hosts that can be important for a positive outcome of the event. For this purpose, stakeholder theory serves as conceptual framework enabling us to elaborate upon the dynamic stakeholder relationships and the evolving issues with which the OC had to deal with when hosting the event in two countries. Hanstad and colleagues have previously demonstrated that using a stakeholder approach helped to organize, analyse and develop an understanding of Youth Olympic Games compared to Olympic Games (Hanstad, Parent, & Kristiansen, 2013).

Methodology

We used a qualitative approach, and six members of the Organization Committee and one National Olympic Committee representative were interviewed, as well as observations (two authors were present) and document analyses were conducted. Data were compared through content analysis, a process for systematically analyzing all types of messages, and specifically pattern matching was used. We used the identified stakeholders from previous research as a starting point in the analysis (Hanstad et al., 2013). The researchers read and coded the raw material in main categories guided by topics from the interview guide and elaborated subcategories.

Results, Discussion and Conclusion

The opening ceremony focused on “two nations and two different mind-sets”. Two national songs were played, two official openers etc., and artists from both sides of the border contributed. The closeness between the two countries separated by mountains was obvious when present; hence, it was also pertinent as organisational challenges for the dual host organization, which were mentioned with a smile in the opening ceremony.

As an event owned by the European Olympic Committee and not IOC, the 2015 EYOF Organizing Committee had a scaled down budget and no technical manuals to structure their work. Hence, they had the opportunity to choose innovative solutions that promoted the local communities for accommodation and choice of sponsors – so both countries felt equally benefitted. The local stakeholders turned out to have most to gain and were willing to pay for such an event. Therefore, the Organizing Committee involved local sponsors, companies and communities, who resulted in being core or primary stakeholders. The usual IOC core stakeholders played a reduced role.

The event had the same stakeholders as YOG (Hanstad et al., 2013), but their importance was reduced which will be discussed further. The media and the sponsors were of little influence contrary to the Olympic Games where they are primary stakeholders. Major challenges in co-hosting were the coordination and administration of a boarder, custom issues, two currencies (Euro and CHF), transportation and accommodation. EYOF as an international event might not have international influence, but it may have a sustainable impact on the communities due to the co-hosting. This implies that co-hosting is a good model for future Olympic hosts if one wants to attract smaller countries, and have the benefits of cost-reduction, strengthening the community and cross-border relations.

As well, the use of existing venues and skilled personnel will make it possible for smaller countries to stage Olympic events.

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Boosting Youth Sport? Implementation of Norwegian Youth Sport Policy through the 2016 Lillehammer Winter Youth Olympic Games

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Research aim

Major sport events, especially the Olympics, are often organized as the result of a national (sport) political agenda. In that respect, the 2016 Lillehammer Winter Youth Olympic Games (YOG) are considered as a part of the national youth sport policy defined by the Norwegian Olympic Committee and Confederation of Sports (NIF). NIF's current policy is called "the youth campaign" and aims at increasing young people's participation, regarding athletes, leaders and coaches (NIF 2014). The YOG are supposed to be the driving force behind the implementation of the policy. This paper scrutinizes how NIF's objectives are practically pursued. The research question therefore is: How is the Norwegian youth sport policy implemented in connection with the YOG?

Theoretical framework

Neo-institutional concepts of change and organizational reproduction are employed to examine the implementation of the Norwegian youth sport policy associated with the YOG (DiMaggio and Powell, 1983, Campbell 2004). Analyzing institutional change on central sport policy, Skille (2008) showed how the mechanisms of 'bricolage' and 'translation' (Campbell 2004, p.8) are suitable for explaining implementation process. Bricolage implies that new institutional solutions are created by 'recombining elements in an innovative process by bricolage'; while translation means that the new element is actively imported and treated in order to fit into the receiving context (Campbell, 2004). The point of applying bricolage and translation is that the NIF policy is considered by the implementing actors before there is any identifiable outcome. In addition, Entrepreneurship which refers to how individual actors are able to change the institutional field through the innovation of new elements is used (Hardy and Maguire 2008).

Methods

We conducted seven semi-structured interviews with key persons relevant for the operationalization of the youth sport policy through the YOG. The interviewees represent a range of hierarchy in NIF, the Lillehammer Youth Olympic Games Organizing Committee (LYOGOC) and the Lillehammer region. The interview guide was based on the above named theoretical framework including questions about the tasks and actions in the implementation process as well as the administrative layers that were to, or not to, overcome. Further, field notes were generated through observations of 54 hours of gatherings, courses and presentations that concerned the youth campaign in regard of the YOG. In the analysis, we followed the tactics by Miles and Huberman (1994) identifying common patterns in the data in two steps: first via inductively coding, which corresponds to a descriptive and open observation of data, followed by second, a theoretical analysis under the framework presented above.

Findings

The results indicate that the implementation of the youth campaign is influenced by entrepreneurship of the implementing agents, a small group of five persons actual operationalizing the campaign. The implementing agents are employees of NIF, as well as LYOGOC which was assigned by NIF to contribute to the youth campaign. The only actions taken work towards the recruitment of young leaders by offering courses that have existed in NIF before the YOG came into the scene. In that respect, there are normative elements flowing from the established NIF system into the more youth focused event. The YOG as an external element was translated into already existing practices.

Other innovative projects are set up through entrepreneurs and implemented by network building in the Lillehammer region. The implementation though runs from a top-down initiative without asking the bottom up demands and lacks efficiency. Besides the actions taken, there remain actions not taken. While the courses for young leaders are in line with the goals of NIF's youth campaign to recruit more young leaders into Norwegian sports, the other pillars involving young athletes and young coaches do not exist. While the main achievement of the implementation through the YOG is to educate 200 young leaders, that number is small compared to the 327,000 memberships of NIF in the same age group (NIF 2014). Important stakeholders of the Norwegian sports systems, the clubs and sports federation in which actual sport activity is happening are hardly involved in these initiatives. The non-involvement of national federations and sports clubs as well as the hurdles of administrative layers are causes for the lack of effective implementation. In sum, a remaining impact on the Norwegian youth sport development is to be doubted.

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