

2013

# 6<sup>th</sup> INTERNATIONAL SPORT BUSINESS SYMPOSIUM



INTERNATIONAL SPORT  
BUSINESS SYMPOSIUM

## ABSTRACTS

4<sup>th</sup> September 2013  
University of Buenos Aires  
Faculty of Economics

Facultad de Ciencias Económicas Avda.  
Córdoba 2122  
Buenos Aires



# 6<sup>TH</sup> INTERNATIONAL SPORT BUSINESS SYMPOSIUM BUENOS AIRES

SEPTEMBER 4 <sup>TH</sup>	RESEARCH PAPERS					PRACTICAL PAPERS/ RESEARCH DISCUSSIONS		
TIME	ROOM 1	ROOM 2	ROOM 3	ROOM 4				
9:30-10:00	WELCOME & CHECK IN							
10:00-10:25	<b>OPENING</b> Holger Preuss (Welcome, Moderation) Alberto Edgardo Barbieri, Vice Rector University of Buenos Aires, Dean Faculty of Economics							
10:25-10:55	<b>KEY NOTE I</b> Michael Payne - former IOC Marketing and Broadcast Right Director (GBR)   Challenges and Opportunities facing the next IOC President							
10:55-11:00	SHORT BREAK TO CHANGE ROOMS							
11:00-12:10	<b>OLYMPIC SPECTATORS</b>	Creating a scale to measure and evaluate the image of the Olympic Games among onsite spectators   Kaplanidou (USA)	<b>BIDDING</b>	Hosting the Olympic Games Again Should 'Veteran' Cities Be Prepared to Bid and Win Again   Burton (USA), Kaspar (AUT)	<b>YOUTH OLYMPIC GAMES</b>	IOC's 'Legacy Rule': Innsbruck's YOG 2012 interpretation   Thoeni (AUT)		
		Consumer Behaviors at London 2012 Olympics   Ekmekci (TUR), Berber (TUR), Turco (USA)		Olympic Games Bid Procedure. Opportunities For Abuse   Markin, Nureev (RUS)		<b>WORKSHOP</b>	Socio-economic effects of the Youth Olympic Winter Games Innsbruck 2012   Thoeni, Schnitzer (AUT)	
		Discussion (30 min.)		Discussion (30 min.)			The Winter Youth Olympic Games 2012 in Innsbruck: The contemporary approach - practitioner contribution   Groborsch (AUT)	
12:10-14:00	LUNCH							
14:00-14:30	<b>KEY NOTE II</b> B.V.P Rao - President Clean Sports India (IND)   Indian Olympic Movement at Cross Roads							
14:30-14:35	SHORT BREAK TO CHANGE ROOMS							
14:35-15:45	<b>HUMAN RESOURCES</b>	Employment Effects if the Olympic Games Atlanta 1996 Reconsidered   Maennig (GER), Feddersen (DEN)	<b>ORGANISATION OF THE GAMES</b>	Barcelona 1992 to London 2012 Olympics: Progress in City and Transport legacy and sustainability   Bovy (SUI)	<b>OLYMPIC EDUCATION</b>	Olympic Spirit through education- 49 years of ITK   Hodeck, Eckert-Lindhammer (GER)		
		Volunteer (hi)stories London 2012   Adi, Sadd (GBR)		Managing the divergent interests of the IOC and OCOGs. A principal-agent framework   Heisey, Fay (USA)		<b>MIXED</b>	A sustainable approach to regular and GRI Olympic Games' reports from 1992 to 2010  Yara (BRA)	
		Discussion (30 min.)		Discussion (30 min.)			Value of Gold Olympic Medal in the Czech Republic   Kotab (CZE)	
15:45-16:00	COFFEE BREAK							
16:00-17:10	<b>SOCIOLOGY</b>	Setting the Stage' Host Management Challenges and Print Media Evaluation of the London 2012 Opening Ceremony   Kerr, Emery (AUS)	<b>ENVIRONMENT</b>	Environment of the brazilian sports structures in the Pre-Olympic Games Rio 2016   Barros, Bastos, Almeida, Oliva (BRA)	<b>DOPING</b>	Constellations of Socio-Economic Doping and Enhancement in the Olympics   Koenecke, Schubert (GER)		
		Evaluating the Hang-Over Effect- Assessing the Olympics After the Games are Over   Hiller (CAN)		The Contribution of the FIFA World Cup and the Olympic Games to Green Economy   Preuss (GER)		<b>MIXED</b>	Sports Marketing   Vicente (ARG)	
		Discussion (30 min.)		Discussion (30 min.)			Argentina Federation of Sports for the Blind   Baranosky, Barnes (ARG)	
17:10-17:40	COFFEE BREAK							
17:40-18:10	<b>KEY NOTE III</b> Dr.Klaus Schormann - President of International Union of Modern Pentathlon (GER)   Challenges to keep being an Olympic Sport							
18:10-18:15	<b>CLOSING</b> Holger Preuss							
20:30	SYMPOSIUM CLOSING DINNER							

## 6<sup>th</sup> 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 6<sup>th</sup> International Sport Business Symposium

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Dear colleagues and friends,

It's a big pleasure to meet again all of you in Buenos Aires. You are really welcomed at 6<sup>th</sup> International Sport Business Symposium, a meeting whose aim is to link academic researches and professional knowledge through comparison of our studies and work experiences over the Olympics.

I hope that this Symposium will make all academics and professionals of our sector feel how much society needs their work to continue. Their valuable research and it's connection with education will undoubtedly generate a strong message of commitment with the future.

GB Consulting, a company identifies with Olympics, is happy to be one of the supporters of this Symposium as we had done first in Vancouver for the Olympic Winter Games and then in Innsbruck for the first Youth Olympic Winter Games.

We are located in Madrid and specialized in organisation of conferences, lectures and forums on sports management and in recruitment and selection of human resources for sport events. We provide quality solutions for our clients' needs in a changing environment where people can make the difference for company in a crowded market.

I am really glad to be here and I strongly believe that our studies, experiences and conferences make us improving the discipline of Sports Management Research.

Finally, I wish to thank again our partners, collaborators and keynote speakers, for all their support, and for sharing our same vision.

Gerardo Bielons  
Director GB Consulting

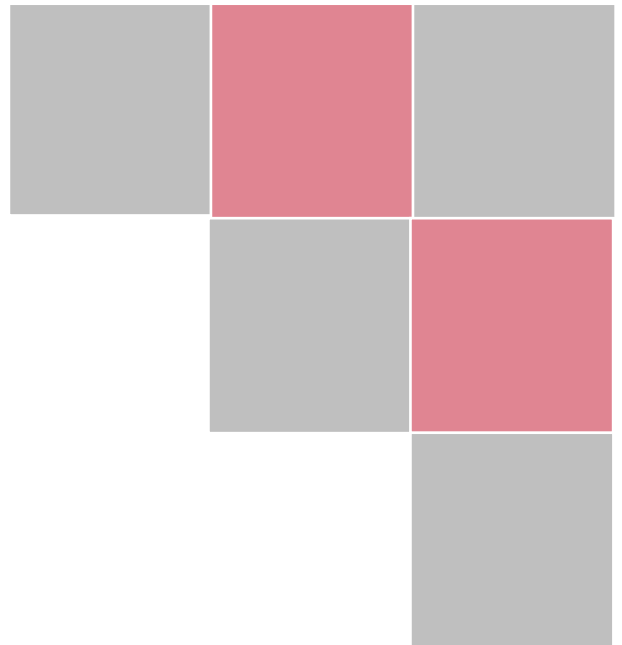


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INTERNATIONAL **SPORT**  
**BUSINESS** SYMPOSIUM



# OLYMPIC SPECTATORS

## Papers:

- Kaplanidou (USA): Creating a scale to measures and evaluate the image of the Olympic Games among onsite spectators
- Ekmekci (TUR), Berber (TUR), Turco (USA): Consumer Behaviors at London 2012 Olympics

# Creating a scale to measure and evaluate the image of the Olympic Games among onsite spectators

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## Introduction

The Olympic Games brand enjoys the highest brand recognition globally (Payne, 2006). Researchers have discussed the differences between Olympic Games consumer and manager perceptions of the Olympic Games image in a number of areas (Seguin, Richelieu, & Reilly, 2007). From the International Olympic Committee's (IOC) standpoint, there is always concern about how the Games are consumed and how the consumption process correlates with the IOC's image (Maguire, Barnard, Butler, & Golding, 2008). That is why the IOC is conducting its own research regarding the Olympic brand globally (International Olympic Committee, 2013). The most recent research by the IOC regarding the Olympic Brand suggested that it outperforms other global brands in the values of "Inspirational", "Heritage & Tradition", "Diversity", "Optimistic", "Excellence", "Global" and "Inclusive" (International Olympic Committee, 2013). In the latter research, consumer perceptions toward the IOC were evaluated as well. The results revealed the highly positive consumers attributions of the IOC being modern, transparent, dynamic, strict on doping, global and a leader (International Olympic Committee, 2013). Despite the positive results in the IOC research criticisms still remain relative to the Games being a platform for capitalism to grow and often foist cultural products in each host city (Maguire, 2011) that can be reflected differently within different genders (Silk, 2011). Furthermore, non IOC sponsored research on Olympic Games onsite spectator perceptions of the Olympic Games is lacking in the literature. Thus, a deeper understanding of images consumed by Olympic Games spectators may shed light into the components of the Olympic Games image given its potential to influence sport consumer behaviors and legacy outcomes such as tourism development (Kaplanidou, 2007; Kaplanidou, 2009, 2012). Examination of differences of the Olympic Games image components between male and female Olympic spectators can shed light into the consumption process of the Olympic Games brand. Thus the purpose of the study was twofold as evident in the following research questions: 1) What are the components of the Olympic Games image that onsite spectators associate with the event? 2) Does gender create differences in these components?

## Method

In order to explore the research questions of the study, data were collected during the London 2012 Olympic Games using onsite survey in the London Olympic park during four days of the Games. Scale items were initially generated from research during the 2008 Beijing Olympic Games where 481 spectators were asked to provide three words that come to mind when they think about the Olympic Games. There were 1443 words generated which were coded using the open coding approach that permits the creation of concepts that can offer a foundation for theory building (Strauss & Corbin, 1990). Two coders examined the data holistically and identified common themes that formed the basis for the Olympic Games image scale development process. Any disagreements on the theme coding were resolved through discussion.

## Results and discussion

The London Games spectators were in their majority male (59.1%), with an average age of 37.61 (SD=13.64) and 25% of the respondents indicated earning monthly €30,000 or more. The majority (56.7%) had either a college or advanced degree and were primarily white (95.2%) and from the

UK (89.5%). The coding of the words revealed nine themes: tradition and prestige, sport competition, athletes, socio-cultural diversity and socializing, commercialization, organization/management, destination atmosphere, emotional and solidarity. These themes were used to create scale items that reflect each concept. An initial list of 52 items was generated for each theme: tradition and prestige (5 items), sport competition (6 items), athletes (4 items), socio-cultural/diversity and socializing (9 items), commercialization (5 items), organization/management (8 items), destination profile and atmosphere (5 items), emotional (5 items) and solidarity (5 items). The question was worded as follows: how much of the following come to mind when you think in general of the Summer Olympic Games as a mega event? The respondents had to evaluate the items on a five point scale where 1=not at all, and 5=very much. Exploratory Factor Analysis was used to examine the factor structure of these items. Principal components method with varimax rotation was used to estimate the factor structure. The results revealed initially 12 factors, but only nine factors featured more than two items and had item loadings in an acceptable range (.41 to .86). Five items cross loaded on other factors and were not included in further analysis. The nine resulting factors revealed a slightly different structure of items in each theme compared to their initial classification. The first component featured 14 items that were relevant to the host destination characteristics and celebratory atmosphere. The second component (5 items) was about the commercialization nature of the event and its business opportunities. The third component (5 items) was about socio-cultural diversity and socializing the event offers. The fourth component was sport competition and athletes (7 items). The fifth component was tradition and prestige (5 items). The sixth item was solidarity (4 items). The seventh component was named bucket list event (3 items). The eighth component (3 items) was related to management while the ninth component (2 items) was named onsite costs. Table 1 shows the details of the factor analysis results.

**Table 1:** Factor analysis of 52 items toward developing a scale to measure Olympic Games image for onsite spectators

<b>Destination celebratory atmosphere</b>	
Great service quality for spectators	<b>0.78</b>
A beautiful host destination	<b>0.76</b>
The host destination's characteristics	<b>0.72</b>
Clean facilities	<b>0.70</b>
The hosting destination's natural beauty	<b>0.64</b>
Excellent organization	<b>0.63</b>
The hosting destination's urban feel	<b>0.62</b>
Respect for each other	<b>0.62</b>
Different cultures at the host destination	<b>0.55</b>
Liveliness	<b>0.55</b>
Party atmosphere	<b>0.53</b>
Spectators ritualistic behaviours that show support of a team or athlete	<b>0.51</b>
Diverse spectator base	<b>0.47</b>
People coming together to celebrate	<b>0.45</b>
<b>Commercialization</b>	
Commercial products	<b>0.87</b>
Advertisements of sponsoring companies	<b>0.86</b>
Commercialization	<b>0.84</b>
Financial support from sponsors	<b>0.77</b>
That it is big business	<b>0.74</b>
<b>Socio-cultural diversity and socializing</b>	
Opportunities to interact with spectators from other countries	<b>0.80</b>
<b>Socio-cultural diversity and socializing</b>	
Meeting new people	<b>0.75</b>
Hanging out with other spectators	<b>0.69</b>
Socializing with other people	<b>0.58</b>
Multi-cultural spectator base	<b>0.41</b>



<b>Sport competition and athletes</b>	
Extremely high level of competition	<b>0.79</b>
The quality of competition level	<b>0.77</b>
A highly respected competition	<b>0.72</b>
Athletes' performances that make the sport event experience unique	<b>0.58</b>
Superior athletes' performances	<b>0.57</b>
Athletes with excellent sport skills	<b>0.54</b>
Superior Athlete performances	<b>0.41</b>
<b>Tradition and prestige</b>	
A long history	<b>0.74</b>
Stressful moments	<b>0.68</b>
A great competition experience	<b>0.55</b>
Prestige	<b>0.51</b>
Long tradition	<b>0.45</b>
<b>Solidarity</b>	
Harmony	<b>0.70</b>
Representation of different countries	<b>0.57</b>
National colors of countries	<b>0.49</b>
Unity among all spectators	<b>0.44</b>
<b>Bucket list event</b>	
Suspenseful competition	<b>0.71</b>
Elevated status among other international sport events	<b>0.56</b>
Once in a lifetime competition experiences	<b>0.44</b>
<b>Management</b>	
Lack of proper management of the competitions	<b>0.67</b>
Boring	<b>0.63</b>
Lack of attention to spectators' needs	<b>0.62</b>
<b>Onsite costs</b>	
Crowding	<b>0.80</b>
Expensive	<b>0.65</b>
<b>Problematic items</b>	
Party occasions and happenings prior to the competitions	low loading and crossload
Amazing competition experiences	low loading and crossload
Unity among the people of my country	low loading and crossload
Unique destinations world wide	low loading and crossload
Frustration	low loading and crossload

	<b>Destination celebratory atmosphere</b>	<b>Commercialization</b>	<b>Socio-cultural diversity and socializing</b>	<b>Sport competition and athletes</b>	<b>Tradition and prestige</b>	<b>Solidarity</b>	<b>Bucket list event</b>	<b>Management</b>	<b>Onsite costs</b>
Variance explained (total=61.01%)	14.30%	8.80%	7.96%	7.36%	5.84%	4.94%	4.29%	4.01%	3.40%
Eigenvalues	15.79	5.135	3.294	1.86	1.69	1.61	1.55	1.41	1.23
Factor means	3.88	3.14	3.43	4.64	4.10	3.67	4.43	1.98	3.61
SD	0.72	1.09	0.85	0.42	0.66	0.80	0.58	0.79	0.89
N	149	149	161	161	155	162	161	144	168

For the second question, a MANCOVA was estimated to test whether gender creates differences in the Olympic Games image components controlling for age to avoid potential confounds that past experience with the event and the destination but also overall life experiences can create on the evaluation of the Olympic image components (dependent variables). The results revealed significant differences on the multivariate level (Pillai's trace  $F=2.91$ ,  $p<.05$ ) in four out of nine image components between males and females. These were the destination celebratory atmosphere ( $M_{\text{male}}=3.65$ ,  $M_{\text{Female}}=4.19$ ), sport competition and athletes ( $M_{\text{male}}=4.53$ ,  $M_{\text{Female}}=4.81$ ), tradition and prestige ( $M_{\text{male}}=3.95$ ,  $M_{\text{Female}}=4.24$ ), and solidarity ( $M_{\text{male}}=3.52$ ,  $M_{\text{Female}}=3.84$ ). The covariate of age was not significant in the model. The results suggest a

diffusion of the emotional theme into the destination celebratory atmosphere component and suggest the importance of the destination in the Olympic Games image formation of onsite spectators. More discussion and implications will be offered in the presentation.

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**Ari Kim** is a doctoral student in Sport Management at the University of Florida and a recipient of the HHP graduate school fellowship. She received a B.B.A. in Business Administration and M.S. in Marketing from Yonsei University, South Korea. Her main research interests are sport consumer behavior and sport sponsorship with a specific focus on consumer attitudes towards mega-sport event sponsors, as well as the successful and unsuccessful factors for winning (or losing) the Olympic bid. Prior to entering the program, she worked at TNS as a marketing research executive. Her four-year professional experience in the marketing research field is primarily related to examining consumer responses to various marketing stimuli including Olympic sponsors' marketing activities.

**Kiki Kaplanidou** is an Assistant Professor at the University of Florida, Department of Tourism, Recreation and an affiliate member of the Eric Friedheim Tourism Institute (EFTI) at the University of Florida. Her main research interests evolve around the impacts of mega sport event hosting on community development. Dr. Kaplanidou has conducted research related to the legacy of the Olympic Games, which was funded by International Olympic Committee, as well as research on the legacies of the 2010 FIFA World Cup in South Africa and the Athens Classic Marathon event. Her work is published in *Tourism Management*, *Journal of Sport Management*, *European Sport Management Quarterly*, *Journal of Sport & Tourism*, *Journal of Travel Research*, *Journal of Leisure Research*, *Journal of Hospitality and Tourism Research* and *Leisure Sciences*.

## Consumer Behaviors at London 2012 Olympics

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The Olympic and Paralympic Games continue to grow in popularity, yet there is little available research regarding spectators of these sport spectacles for elite athletes, especially for athletes with disabilities. The purpose of this study was to profile spectators' consumer behaviors from data collected in a one-month period from a sample of 954 people present in London at three Olympics and Paralympic sport facilities during the 2012 Olympic Games. Spectators were selected using a systematic sampling approach and asked to complete the survey instrument modeled after Scott and Turco (2011). Results indicated that total consumer spending by Olympic and Paralympic Games spectators in London was more than £320 million for the time-span of the Games. Further, the results of the regression analyses revealed that nationality, attended contests, group size, gender, length of stay, and having a connection with a Olympics and Paralympic athlete, were significant determinants of spectators' spending in London. The data also indicated that spending levels, being from England (or not), gender, and being a friend/relative of Olympic and Paralympic athlete significantly affected spectators' length of stay in London. Seventy-five percent of spectators who went to the Olympic Games also went to the Paralympic Games. Our findings are considerably more modest than the projections by Visa Europe (2012) that estimated the London Olympics and Paralympics would generate £804 million in consumer spending, the most consumer spending ever at these two events, with an estimated £129 million spending boost for the 2012 London Paralympic Games alone.

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**Ridvan Ekmekci** is an assistant professor of Sport Management at the Pamukkale University. His research focuses on sport sponsorship, sport marketing, sport management and sport governance. He was visiting professor both at University of Florida in USA and Sport University of Cologne in Germany. Since 2009, Mr. Ekmekci is the head of sport management department at Pamukkale University. He wrote two books on sport management and has also been active as an editor and translator for several others. Ridvan Ekmekci is a member of the Turkish Government Premiership Special Sport Committees. He works for Turkey Ministry of Youth and Sport, Turkish Football Federation and Turkish Basketball Federation as an instructor.

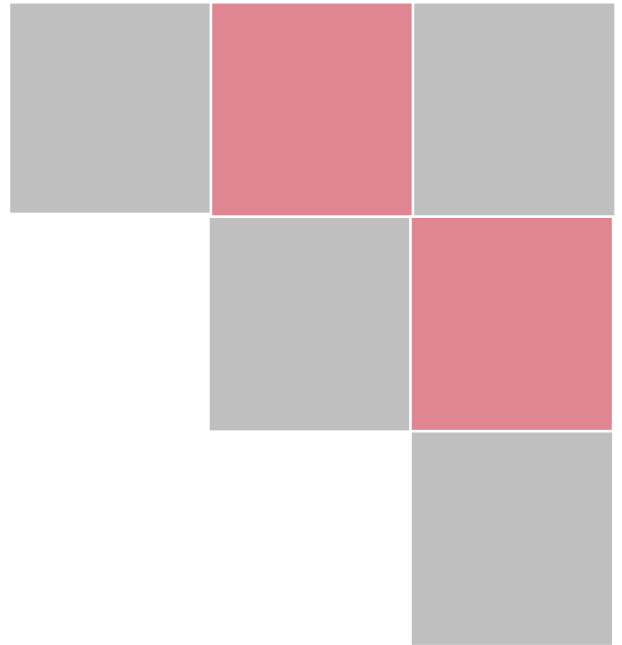
**Serkan Berber** has a Bachelor's degree from the School of Physical Education and Sports Department of Anadolu University and completed his Master in Advertisement and Public Relations at the Communication Faculty and is now a Ph.D. student in Sports Management at the Anadolu University. He works as a research assistant examining different sports events around Europe and Turkey on the topics of: Sports Tourism, Sports Management, Sports Marketing and Sports Events related subjects.

**Douglas Michele Turco** is an associate professor at Drexel University (Philadelphia, USA). He received the Ph.D. from the University of New Mexico and M.S. and B.S. degrees from the

University of Wisconsin at LaCrosse. Prior to arriving at Drexel University, Mr. Turco was a professor of sport and tourism at the Illinois State University, where he was named the University's Outstanding Teacher in 2002, and at the DeSales University, where he received two teaching awards. Douglas Michele Turco is also a visiting professor at the Rajiv Gandhi Indian Institute of Management, IMC FH-Krems (Austria), Romanian American University, and National Taiwan Sport University.



INTERNATIONAL SPORT  
BUSINESS SYMPOSIUM



# BIDDING

## Papers:

- **Burton (USA) & Kaspar (AUT): Hosting the Olympic Games again - should 'Veteran' Cities be prepared to bid and win again?**
- **Markin & Nureev (RUS): Olympic Games bid procedure. Opportunities for abuse**

## Hosting the Olympic Games again – should ‘Veteran’ Cities be prepared to bid and win again?

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History has shown repeatedly that the International Olympic Committee (IOC) is willing to bring the summer or Winter Olympics back to a city that has previously hosted the Games. Large cities such as Athens (1896, 2004), Paris (1900, 1924) London (1908, 1948 and 2012) and Los Angeles (1932, 1984) have all hosted the Summer Olympics on multiple occasions. And smaller cities like St. Moritz, Switzerland (1928, 1948), Lake Placid, USA (1932, 1980) and Innsbruck, Austria (1964, 1976) have each hosted the Winter Games twice. In all, seven cities have been featured on multiple occasions with London the first global city to achieve three selections with its coronation in 2005 to host the IOC's largest event in 2012.

Preuss (2000), Burton (2003) and others have frequently discussed the perceived benefits for cities that bid to host the Olympic Games. These benefits have traditionally included economic platforms such as revenue generation, global media visibility, community infrastructure investments, tourism enhancements, sponsor support and local citizen goodwill. However, once a city stages the Olympics, the selected city long wears a laurel of Olympic legacy that is seen for decades to follow as either positive (i.e., Melbourne 1956, Los Angeles 1984, London 2012) or negative due to lingering debt, the post-Games effects of war or over-commercialization (i.e., Montreal 1976, Sarajevo 1984, Atlanta 1996).

This re-staging consideration might be supported by the presumption that there are a finite number of global cities now capable of hosting the modern Olympics and the historic knowledge that the ancient Olympics were ever only held in one location (Olympia). Since LOCOG's final budget breakdown suggests approximately US\$18-billion was required to stage to London 2012 (Graphic News, 2012) and reports indicate Sochi 2014 may cost US\$70-billion (Yan, 2013), the IOC may desire to view extensive infrastructure investments as serving a longer-term benefit for the Olympic Movement.

For the purposes of this paper, in-person research will be conducted with local organizers from the city of Lake Placid, New York (USA) and Innsbruck, Austria with an eye toward exploring the reality of these two cities potentially entertaining third bids for future Winter Games. At present, most bid-city experts would consider Lake Placid (population 2,509) too small and significantly lacking in IOC-required amenities such as luxury hotels, public and private airports of an appropriate size for the gigantism of the modern Games and local, state and federal support for a sporting event during a time of difficult financial circumstances. But given maintained infrastructure facilities such as ski jumps, bobsled and skeleton tracks and multiple ice rinks, there are local officials who believe Lake Placid could again host the Games.

Fueling this research is learning whether the perceived “quaintness” of winter Games in cities such as Lillehammer, Norway (1994), Lake Placid or Innsbruck can be made feasible to future IOC's voters or whether the demands of the modern Games will consistently require the IOC to select major cities the size of Salt Lake, Vancouver or Turin or major governments where staging costs are not a dramatic concern. Given the associated financial risks of staging the Olympics (Chappelet, 2001), it is logical that fewer global cities may bid in the future to host the Olympics.

However, previous hosts, having already successfully managed the process and still actively maintaining or updating certain facilities, might more easily engage and accept this social responsibility. Northoff and Ludwig (2009) showed the average budgets for the last four Winter

Games had risen dramatically but this data did not consider Sochi 2014's projected costs of US\$50 to 70-billion which would make the 2014 Games the most expensive ever staged, far exceeding China's estimated \$42-billion to host the Beijing 2008 Games (Weir, 2013).

Key findings from this research may provide benefits in the following ways:

1. A better understanding of when and where decreasing budgets for hosting the Olympic Games might work and benefit the IOC. In point of fact, London 2012 cost less than half of what Beijing 2008 cost (Weir, 2013) and the London Games were considered hugely successful
2. In the case of a city like Sochi, where all-new facilities will have been built for what might be only a one-time use, it may be logical for Sochi (or the Russian government) to begin preparing to bid again for Games slated for 2034 or 2038 when Sochi's facilities may still accommodate modern sport. Such re-use might also benefit the IOC.
3. To explore the branding benefits the IOC and its various constituents might derive from Games held in well-regarded and well-branded winter cities such as Innsbruck or Lake Placid. The framework for this 'quaint' conceit is to probe whether it benefits the IOC to only stage the Games, particularly the Winter Games, in investment locations such as Sochi or whether smaller cities (and budgets) like Lake Placid, Innsbruck and Lillehammer can ever serve the IOC again.

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## Olympic Games Bid Procedure – Opportunities for abuse

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Olympic movement has a procedure for choosing the capital of the next Olympic Games. It was changed after the 1998-1999 crisis in the Olympic movement. Corruption and informal behavior were revealed during the 2002 Winter Olympics Bids procedure. It shows that abuses, corruption and informal behavior still take place in the Olympic movement – one of the most respected organizations in the world. After the deep investigation of Bid procedure it was changed: the two levels of the decision adoption and “Decision Matrix” were introduced.

The main purpose of the analysis done in the paper is to show how it was changed, to see if prerequisites for informal behavior still exist and to propose some measures to restrict the informal relations.

The investigations of informal behavior, moral risks and logrolling are not new. Most of these topics are analyzed by institutional economics and public choice theory. But there are not so many investigations of this problem in Russian especially with regard to Olympic movement.

This problem has been investigated by Frank Daumann and Markus Breuer of the Friedrich-Schiller-University Jena in their work «The Award of the Olympic Games - Incentives for Corruption in a Multiple Principal-Agent Relationship» [6]. This theme was also touched by M. Pain in his book “Olympic Renaissance” [7]. The Vice president of the Russian Olympic Committee V. Rodichenko studied this problem from the side of the imperfection of Olympic Charter [8].

The authors in the paper used the methodology of the institutional economics and public choice theory to investigate informal behavior in the Olympic movement. There are 3 main types of manipulation: from organizers’ side (IOC), from the participants’ side (candidates to host the Games) and mixed type.

The voting procedure of choosing new Olympic Games capitals was analyzed by using the methods of public choice theory. Olympic movement uses the methods of indirect democracy and Australian type of voting [3, 5]. The results of IOC members voting to choose new Olympic Games capitals from 1972 to 2016 were analyzed. Thus it has allowed to reveal two regularities:

1. Some of the IOC members have an exact scheme of voting before its start. It means that IOC Member vote not only on the bases of their real own preferences (*Albertville 1992, Atlanta 1996, Nagano 1998*).
2. Most of the votes given for the first outsider often go to the final winner. But it takes place only if there is no other candidate cities from the same continent or economic area (*Montreal 1976, Albertville 1992, Lillehammer 1994, Atlanta 1996, Vancouver 2010, London 2012*).

The authors use “principal-agent” model to show the possible reasons of the IOC member’s behavior [4]. The possibility of such behavior is high because it is impossible to notice the work of 100% IOC members and the results of their voting. Sochi 2014 can be analyzed as an example of informal agreements and logrolling [1, 9].

The authors conclude that information asymmetry in decision-making process (the existence of special interest groups, an active lobby, a large bureaucracy) still exists in the Olympic movement. The rapid growth of the IOC apparatus makes worse this problem.



There is a correlation between the number of candidate cities and the problem of corruption: cities and countries are ready to participate in Olympic Bids as long as the procedure remains at least a hint of fair play. This fact can explain the low number of applicant cities to host 2018 Winter Olympics.

The following recommendations can be offered:

1. The strict formalization of Olympic Games choosing procedure.
2. The changing of the choice during the voting procedure must be prohibited for IOC members and controlled.
3. The creation and fixing the rules and criteria for the definition of the Olympic Games capitals. Some of them could be:
  - The approval from NOC side;
  - The consent of the city authorities to respect and comply with the requirements of the IOC Executive Board and International Federations;
  - The financial and government guarantees;
  - The principle of "the rotation of global zones " [8];
  - The fact of the hosting of some continental competitions 10-20 years before the Games;
4. The increasing of the accessibility of the Olympic Games for developing countries: to propose them to organize at least one Olympic Games during the period of three Olympic business cycles [2]. Countries that have conducted previous Games can help the developing countries to organize their Games.

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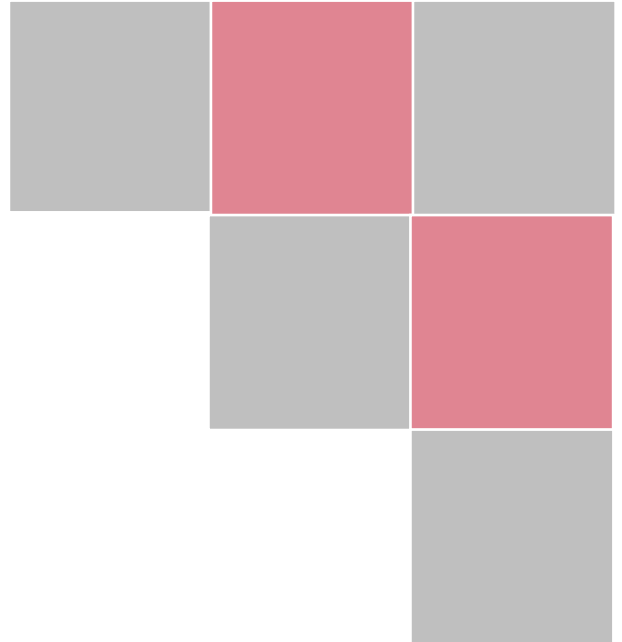
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INTERNATIONAL **SPORT**  
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# YOUTH OLYMPIC GAMES

## WORKSHOP

### Papers:

- **Toeni (AUT): IOC's `Legacy Rule`: Innsbruck's YOG 2012 interpretation**
- **Toeni & Schitzer (AUT): Socio-economic impacts of the Winter Youth Olympic Games Innsbruck 2012**
- **Philipp Groborsch (AUT): The Winter Youth Olympic Games 2012 in Innsbruck: The contemporary approach - practitioner contribution**

## IOC's ,Legacy Rule': Innsbruck's YOG 2012 interpretation

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### Introduction

The International Olympic Committee (IOC), beside other International Sports Associations, asks in its bidding process alongside sports, culture and environment references for references to the legacies of 'its' Olympic Games today. But also many deciders of bidding or organizing committees legitimize their bidding for sport mega events (e.g. Olympic Games, FIFA World Cup) with mostly long-term legacy effects. These considerations are also relevant in relation to Youth Olympic Games (YOGs).

YOGs are events distinct from other youth sports events, as their IOC-concepts also integrate a unique Culture and Education Program (CEP), i.e. especially education, based around five main themes: Olympism, Social Responsibility, Skills Development, Expression and Well-being and Healthy Lifestyles.

### Related work and Method

This presentation/paper draws from relevant literature and analyses. The presentation/paper starts with a discussion of the concept of legacy, the different types and the problems of measurement in relation to YOGs. The core will be devoted to a discussion and an assessment of the perceived legacies of Innsbruck's YOG 2012 and its strength. The presentation/paper ends by some summarizing conclusions and by answering the question: what was and is the core legacy of Innsbruck's YOG 2012?

Methodologically the presentation/paper picks up on content analysis as well as questionnaires and open interviews (the last two of which especially used in analyses done within YOGINN 2012<sup>1</sup> while the event).

### Discussion

Like said above, today all cities bidding to host the Olympic Games or the YOG are, after 2012, required to describe sports and non-sports legacies in their bid books in detail, and this is a strong criteria and consideration in awarding the Games. Over time the IOC realised that OGs, and so YOGs too, need more to create than just good memories from several days of competition. That is why Rule 2, Article 14 of the Olympic Charter (IOC 2012) states that an important role of the IOC is "to promote a positive legacy from the Olympic Games to the host cities and host countries." Referring to YOGs the IOC has a specific focus on the concept of legacy when the IOC (2012a, 6) states: "While different in scope and focus, the Youth Olympic Games – the first edition of which was held in Singapore in 2010 – can also create significant legacies, especially in the area of sports, education and the promotion of healthy lifestyle among the young population of the host city and nation. These Games can trigger a number of benefits for young urban communities."

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<sup>1</sup> YOGINN 2012 (*Innsbruck 2012 – Youth Olympic Laboratory for Youth and Innovation*), based at the University of Innsbruck (Department of Sports Science) coordinated scientific studies alongside YOG 2012, done between Oct 1, 2010 and Oct 31, 2012.

Ca. forty studies (BA-, MA-, Diploma-Theses and Special projects) are among the outcomes of a two-year partnership between the Academic World and IYOGOC, the Innsbruck Organizing Committee.

But there is neither a clear cut definition nor a common understanding of the different types of legacies given. This paper/lecture will shortly point to the ‘impossibility’ of a common definition and will develop on the problems of a strong typing of legacies. The latter refers to different approaches to discuss ‘legacies’ (function (sport, culture, education ...), term (short-long), intention (intended-unintended), and measurability (tangible-intangible)).

On December 12, 2008 the IOC elected Innsbruck to be the host city for the first Winter Youth Olympic Games in 2012 (WYOG 2012). Innsbruck’s bid to host the YOG impressed by its short distances between its venues and its innovative concept esp. in its interpretation of the Culture and Education Program (CEP) with its legacies and other YOG 2012 legacies (e.g. some sport events different from those of OGs<sup>2</sup>). The discussion of Innsbruck’s legacies from cultural, educational and research via sport, sport infrastructure, economic/tourism and environmental to social and political will be central (some 15 of them will be discussed). These will be crossed by its strength and its varying degrees: Time-wise, intentional and measurable aspects.

## Results

Although some inventions dated and still date back to Innsbruck’s Winter OG 1964 and 1976 the YOG 2012 could come up with quite a few new and important Olympic legacies. The Innsbruck concept included but was obviously not limited to ‘legacies’ asked for by the IOC.

Final and core question: What was and is the core legacy of YOG 2012?

IT IS THE MESSAGE OF THE IMPORTANCE OF SUSTAINABILITY!

From the very beginning “all three sustainability dimensions – ecological responsibility, financial benefit and social balance – were incorporated “ (IYOGOC 2012, 163).

Based on this sustainability-dimension according to IYOGOC 4 legacies were and are the special and key ‘Innsbruck Outcomes’: Living, state-of-the-art Olympic venues (for future elite-level sport), a new Youth Olympic Village and Waste concept based on a new construction (passive house tech) and production (jobs, charities; environmental protection and recycling) philosophies, and a CEP which allowed to mix athletes and local youngsters to learn together and create friendship.

None the less, there remains one general ‘fundamental legacy’: Achieving sustainable legacies will continue to be a difficult and permanently to observe event-management task in its special environment!

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<sup>2</sup> Mixed-gender and mixed-NOC team events took place in biathlon, curling, luge, skating, and skiing (alpine and jumping) and a hockey skills challenge and women’s ski jumping was included.

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# Socio-economic impacts of the Winter Youth Olympic Games Innsbruck 2012

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## Introduction

The first edition of the Winter Youth Olympic Games has been staged in Innsbruck, Austria. The Olympic City of 1964 and 1976 was therefore the first city ever hosting an Olympic event for the third time. From the day of its nomination as host city (in the secret ballot the Austrian city won against Kuopio, Finland with 85:15 votes) Innsbruck had little more than 3 years of preparation time and managed to deliver the event on a budget of EUR 23.3 Mio.

The Innsbruck Youth Olympic Organizing Committee (IYOGOC) commissioned the YOGINN 2012 (Innsbruck 2012 - Youth Olympic Laboratory for Youth and Innovation) at the department of Sport Science of the University of Innsbruck with different research projects, such as conducting a socio-economic analysis.

## Scope

The scope of the study was to evaluate (on a minimal basis) the socio-economic impacts of the Innsbruck 2012 YOG. In the course of that, the event was limited in **space** (region of Tyrol), **time** (years between 2009 and 2012) and **content** (economic and social implications). In terms of economic implications of the YOG, the revenues and expenditures of the IYOGOC, the expenditures of spectators and the investments by the public sector are analyzed (based on Preuß 2003, 2004; Thöni 1999; Thöni/Philippovich 2008). With respect to the social effects, the perception and perspectives of participating athletes, the population, spectators and IYOGOC staff members are studied.

## Results

### Tangible economic impacts

In the following important findings marking the *tangible economic effects* (effects quantified in monetary terms) are summarized:

- On the expenditure side the YOG 2012 budget of EUR 23,250,000, compared to the first YOG 2010 in Singapore and given the reduced organizational effort of Winter Games in comparison to Summer Games (factor 1:4), is still rather small. The operative budget of Singapore 2010 accounted for SGD 387,000,000 (Strait Times, 2010), or EUR 245,000,000, which is more than ten times exceeding the Innsbruck budget.
- The increase of expenditures in the IYOGOC operative budget from EUR 15,000,000 to EUR 23,250,000 is perceived as *common* as particularly at first-time events various costs (permanent works or refurbishment of sports infrastructure, asymmetric information at the time of bidding, etc.) can only be estimated incrementally. Whereas the IYOGOC augmented its originally calculated budget by 37%, the organizing committee of Singapore had to take an increase of more than 350% from SGD 110,000,000 to SGD 387,000,000.

- The overall primary impulse of the YOG 2012 by the IYOGOC and spectators adds up to EUR 13,987,530.
- The calculation of the primary economic impulse from revenues and expenditures of the IYOGOC reveal that with 39.05% of expenditures a high proportion of the cash inflows originated from abroad (outside Tyrol); and with 35.05% of redeployments the local economy did substantially benefit from the event.
- With respect to the consumer behavior it can be noticed, that the YOG 2012 spectator was relatively young, with an average age of 34 years. With a share of 45% female and 52% male spectators on-site the event was visited by both sexes likewise. Additionally the event attracted many international guests (from at least 48 countries according to an internal survey).
- YOG 2012 visitors spent in average slightly less than EUR 100 per day. In total 75,800 YOG-related over-night stays were registered (no significant displacement effects being noticed) and a primary impulse of EUR 7,508,630 was generated.
- The overall economic effect, that is the primary impulse of the IYOGOC and the spectators considering the multiplier of 1.5, reaches EUR 20,981,295 and is almost equivalent to the expenditure side of the budget.
- The proportion between the overall economic effect and the transacted subsidies hits 2,1:1 which means that each Euro publicly provided was 2,1 times redeployed within the Tyrolean economy.
- Regarding the investments, the YOG 2012 constituted an important *accelerator*, as most investment was not (only related) to the Games. This relates to the Youth Olympic Village (YOV) with 444 new apartments, the Nordic Competence Centre in Seefeld and the completion of the new Exhibition Centre.

### **Social impacts**

Speaking about the *social effects* the following important insights were gained:

- For the athletes (and their entourage) the YOG marked the sporting highlight of their season. The level of sports performance at the event was high and has been underestimated by the athletes (Schnitzer, Pocecco & Peters, 2013).
- The event represented a platform for innovations in sports disciplines. In total 14 new competition formats/events (e.g. Icehockey Skills Challenge, gender mixed events, country mixed events) were introduced and tested at the YOG 2012 (Schnitzer et al., 2013).
- With regards to medical, psychological and scientific training aspects Ruedl et al. (2012) outlined that the risk for injuries was the highest in Ski Halfpipe (44%), Ice Hockey (15%), Ski Alpine (14%) and Figure Skating (12%). 60% of the injuries occurred during the competition and 40% during training. According to the findings of Ledochowski et al. (2012) "athletes' quality of life" and "supporting coach behavior" are positive factors to influence for "competitive anxiety". Regarding the classification into age groups Raschner et al. (2012) see potential for improvement as in most sports because of power, endurance and technical components significant differences exist in the performance between older and younger participants.



- YOG 2012 - Volunteers were highly motivated and worked an average of 7.5 hours a day. Given the number of 1,357 volunteers (from 59 countries) and a hypothetical hourly rate of EUR 10 per volunteer an overall of 16,284 man-days (or 122,130 hours) of voluntary work would derive, corresponding to an economic value of EUR 1,221,300 (Scheiber & Schnitzer, 2012).
- Referring to an IMAD-study conducted in May 2009 88% of the Tyrolean population shared the opinion that Innsbruck's bid for becoming Host City of the YOG 2012 was the right decision. The YOG 2012 were widely known within the population (96.4%) and about 2/3 of the Tyroleans believed that the YOG 2012 would be successful two months prior to the event. Immediately before the event the atmosphere from side of the population towards the even was very positive. (Föry, 2012).
- The hoteliers of Innsbruck were satisfied with the course of the YOG 2012; the YOG 2012 guest stayed in average 7,33 days. Roughly 70% of the hoteliers wished that Innsbruck keeps bidding for major sports event, especially if those would take place in the second half of January (Fröhle, 2012).

### Intangible impacts

With regards to the *intangible* (not measurable) *economic effects* the following can be summarized:

- Innsbruck and Tyrol presented themselves again as an ideal destination for (winter) sports events. New networks in the world of international sports were established by the region.
- The young team of the organizing committee (average age of 31 years) and the experienced partners from sports clubs and other contractors showed event competence and facilitated educational effects for their (voluntary) staff.
- Moreover, the organizational processes between the various stakeholders of the event were optimized, which was and is also of relevance for everyday life.
- The supporting programme of the YOG 2012 with various side events led to an increased recreational benefit.
- Pedagogical effects in furtherance of 'tolerance' towards different cultures were achieved through the *Culture and Education Programme (CEP)*.
- The organizing committee counteracted possible negative ecological impacts (e.g. production of waste) by introducing appropriate measures (e.g. reusable dishes).
- Besides tangible touristic effects the city of Innsbruck positioned itself again as "Olympic City" and could strengthen its authenticity as a young, dynamic and sporting student city.
- The successful representation of the YOG 2012 in the media landscape is most reflected by online media (e.g. 26,500 Facebook fans; 8,000,000 contacts via the IOC canal; 1,500,000 views of Innsbruck 2012 YouTube videos; 4,700,000 visitors on [www.innsbruck2012.com](http://www.innsbruck2012.com)).

### Outlook

The following immediate, fundamental and undoubtedly critical question arises from the findings above: *How does Innsbruck/Tyrol want to deal with (new) major sports events in the future?*

Currently a long-term, externally visible event strategy is lacking as well as a systematic transfer of knowledge. Moreover, it would be conducive to demonstrate the medium and long term effects of

the YOG 2012 by an extensive ex-post analysis, particularly dealing with sports promotion programmes, location and event strategy as well as social sustainability.

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**Erich Thöni's** CV can be found on page 23.

**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 a researcher and teacher at the University of Innsbruck and the University of Applied Sciences of Kufstein, Austria and was 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 is also part of the professors of the MEMOS Programme teaching in the Event- and Project Management Module together with

Prof. Benoit Seguin and Prof. Milena Parent. 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 is currently 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. Schitzer 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 specialised for winter / alpine sports (destinations).

## **The Winter Youth Olympic Games 2012 in Innsbruck: The contemporary approach - practitioner contribution -**

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**Philipp Groborsch**, SOLID – Event Management and Consulting OG,  
*philipp@solidmanagement.org*

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Operations & Technology was responsible for delivering all necessary infrastructure and high-quality services to the different Innsbruck 2012 Client Groups. The main goal was to ensure smooth operational processes before and during the Games.

It encompassed 15 Functional Areas: Accommodation, Accreditation, City Operations, Cleaning, Waste and Snow Removal, Event Services, Food & Beverage Services, General Infrastructure, Logistics, Medical Services, Official Travel Agency, Security, Technology, Transport, YOY Development, YOY Management.

The largest section of the Innsbruck 2012 budget was allocated to the Operations & Technology department, as most of the procurements and Games-time services were managed by this department.

Led by a small and experienced team with one Head, four Function Managers and four Function Coordinators, Operations & Technology ensured the success of the 1st Winter Youth Olympic Games through strong collaboration with over 1,000 contractors.

Consulting the local authorities at a very early stage and working with local contractors made it easier to implement the overall concept and guaranteed the use of existing know-how.

During the run-up to the Games, the Official Travel Agency played a key role in coordinating travel arrangements to and from Innsbruck for the 69 National Olympic Committees participating in Innsbruck 2012.

By finding the right balance between adapting existing facilities and constructing new ones, IYOGOC demonstrated that high-quality Games can be delivered on a small budget.

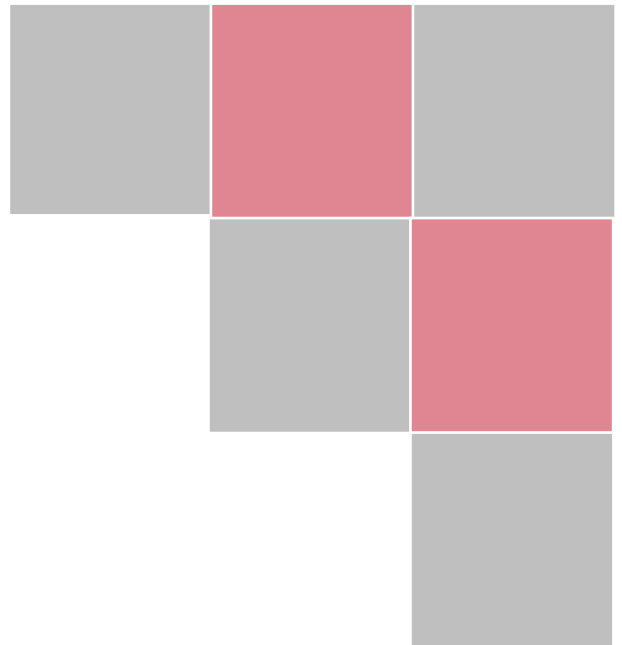
Operations & Technology has shown that the Youth Olympic Games will lead Organising Committees to find new ways of organising and preparing services and installations.

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**Philipp Groborsch** is an International Sports Executive with experience in major sport events organised by: IOC UEFA and FISU. He is a specialist in Operations and Venue Management with knowledge of leadership, team building and controlling. Philipp Groborsch's professional experience includes: *Venue Manager Main Venue Olympia World Innsbruck* for the European Championship Handball Men Junior; *EHF Marketing Supervisor* - European Handball Federation / EHF Marketing GmbH; *Venue Manager Olympia World Innsbruck* - Handball 4 Nations Samsung Cup; *Venue Manager Innsbruck Operations Division* - UEFA Euro 2008 SA (Switzerland) and *Head of Operations & Technology* for the Innsbruck - Tirol Youth Olympic Games 2012 GmbH. Mr. Groborsch is also a referee for the Austrian Ski Federation (ÖSV), a tennis and snowboard trainer.



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# HUMAN RESOURCES

## Papers:

- **Maennig (GER) & Feddersen (DEN): Employment Effects if the Olympic Games Atlanta 1996 Reconsidered**
- **Adi & Sadd (GBR): Volunteer (hi)stories London 2012**

## Employment Effects of the Olympic Games in Atlanta 1996 Reconsidered

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**Wolfgang Maennig**, Hamburg University, Germany, [wolfgang.maennig@wiso.uni-hamburg.de](mailto:wolfgang.maennig@wiso.uni-hamburg.de)  
**Arne Feddersen**, University of Southern Denmark, Denmark, [af@sam.sdu.dk](mailto:af@sam.sdu.dk)

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This paper investigates the regional economic impact of the 1996 Olympic Games in Georgia. Hotchkiss, Moore, & Zobay (2003) (HMZ) found significant positive employment effects which is notable because it is one of the very few econometric ex-post studies that have found such positive effects.

Research on the economic impact of professional sport franchises, sport facilities, and sport events have been performed for more than twenty years – starting with the studies by Baade (1987) and Baade & Dye (1988) –, and the results of this literature are strikingly consistent. Studies of this nature have always come to the same conclusion, no matter what geographical units (e.g., cities, counties, Metropolitan Statistical Areas, or States) are examined, no matter what model specification, estimation method or dependent variables (e.g., employment, wages, or taxable sales) are used, and no matter which part of the world is considered (e.g., USA or Europe); historically, these scholarly analyses contain almost no evidence that professional franchises, sport facilities, or mega-events have a measurable impact on the economy. Other studies, particularly those by Coates & Humphreys (1999, 2001, 2003) and Teigland (1999), have even indicated significant negative effects. Besides the original HMZ study, only some few positive exceptions exist including Jasmand & Maennig (2008) for the Olympic Summer Games in Munich 1972, who find significant long-term income effects, but exclusively for selected periods of analysis. Baumann, Engelhardt, & Matheson (2012) analyse the Salt Lake 2002 Winter Olympics and find a small effect of some additional 4,000–7,000 jobs, concentrated in the leisure industry, but little to no effect on employment after 12 months. Rose & Spiegel (2011) find a 20–40% growth of exports for Olympic host countries, but Maennig & Richter (2012) demonstrate that this result is due to a comparison of non-matching countries. Loosely connected to mega-events, Tu (2005) found significant positive effects from the FedEx Field (Washington) on real estate prices in the surrounding neighbourhood, as did Ahlfeldt & Maennig (2008) for three arenas in Berlin, Germany. Finally, Carlino & Coulson (2004) examined the 60 largest Metropolitan Statistical Areas (MSA) in the USA and found that having a National Football League (NFL) team allowed the cities to enjoy rents that were eight per cent higher but not higher wages.

Our starting point is the analysis of Hotchkiss, Moore, & Zobay (2003) who found significant positive effects of the Olympics on employment. We first challenged the HMZ approach that used a level shift model with no trend inclusion. Second, the original trend regressions were modified to capture spline trend shifts.

After addressing the first concern, we were unable to reject the hypothesis that there was not a significant level shift in the employment figures caused by the 1996 Olympics. Second, after modifying the HMZ trend shift regression to control for time fixed effects and spline trend shifts, no significant growth effect of the 1996 Olympics can be found in the venue and near venue counties. This paper is thus unable to reject the hypothesis that there was no employment boost in Georgia caused by the Olympics.

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**Wolfgang Maennig** is professor at the Department of Economics of Hamburg University. He was a visiting professor at the American University in Dubai as well as at the Universities Stellenbosch (South Africa) and Istanbul, at the Federal University of Rio de Janeiro and at the University of Economics Bratislava. He was also visiting scholar at International Monetary Fund in Washington, D.C., and at Deutsche Bundesbank in Frankfurt. His research concentrates on sport economics, transport economics and real estate economics and has been published in numerous academic journals, including *Economic Letters*, *Environment and Planning A*, *Labour Economics*, *Regional Science and Urban Economics*, *Regional Studies*, *Journal of Sports Economics*, *Oxford Bulletin of Economics and Statistics*, *Real Estate Economics*, and *Transportation Research*. He is co-editor of the *International Handbook on the Economics of Mega Sporting Events*. Wolfgang Maennig has worked as an expert for many bids of large sport events, eg.: the Olympic bids of Berlin 2000, Leipzig 2012, Munich 2018 and the Athletics World Cup Berlin 2009. He was Olympic Champion (rowing, 8<sup>th</sup> with coxswain) at the Olympics 1988 in Seoul and president of the German Rowing Federation, 1995-2001. In 2000 he received the Olympic Order.

**Arne Feddersen** is an associate professor in the Department of Environmental and Business Economics at the University of Southern Denmark (Campus Esbjerg). His research interests include sports economics, applied regional economics, and media economics. He has published articles in the field of sports economics in several books, conference volumes and peer-reviewed journals including *Labour Economics*, *Contemporary Economic Policy*, *Journal of Sports Economics*, and the *International Journal of Sport Finance*.

## Volunteer (hi)stories: London 2012

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Sport event volunteering has developed since the middle of the 20<sup>th</sup> century (Williams et al, 1995; Andrew 1996) and relates specifically to those volunteers who help out at sporting events often through clubs or governing bodies, and for no remuneration. This definition supports the wider view of Monga (2006) who refers to special event volunteers, as those who offer time and skills for no wage.

In the history of the modern Olympic and Paralympic Games, the volunteers play a pivotal role in delivering the Games experience and in ensuring that the event runs smoothly. Their role is prominently featured during the opening and especially the closing ceremonies (Adi, 2012), where the IOC President's discourse as well as the ceremony itself has a dedicated section to recognizing the effort and contribution of the volunteers.

While the Olympic literature records several studies about volunteers the topics explored include the economic impact of volunteering (Preuss, 2004), the media representations of volunteering (Bladen, 2010) or their motivations to volunteer (Chanavat and Ferrand, 2010; Green and Chalip, 2012; Fairley, Kellett and Green, 2007). Most of the studies undertaken are either exploratory in nature or quantitative, the number of respondents involved being small. There are therefore very few studies that record, reflect and remember the volunteer experiences as told by volunteers themselves (Jobling, Naar, and Hanley, 2012). However, there are many attempts that focus on Olympic volunteer experiences in the press and online: [Volunteernow.co.uk](http://Volunteernow.co.uk), [olympicvolunteer.wordpress.com](http://olympicvolunteer.wordpress.com) from the Vancouver Games or more recently the Metro blogs such the one written by Melanie Ryding, a Team GB Age Group triathlete, are just some examples.

This paper presents the preliminary results of a wider and much larger scale oral history project aimed to record and archive the voices of volunteers, their stories and memories from the London 2012 Games. Using phenomenological interviews and the insight and access that one of the members of the research team has gained through their own volunteering experience with the Games, this paper captures an element of current history and provides insight, among others, into the motivations and legacy of volunteering through the volunteers' own stories. In doing so, it provides academics with a new methodology of capturing digital oral histories which can be applied to future mega-events and it enables researchers to engage both with the memory of the 2012 Olympic Summer as well as to the volunteer narratives describing their Olympic journey and experience. Additionally, this paper aims to launch call for the wider support of the Olympic family and research community to sponsor and expand the project to capture more volunteer stories.

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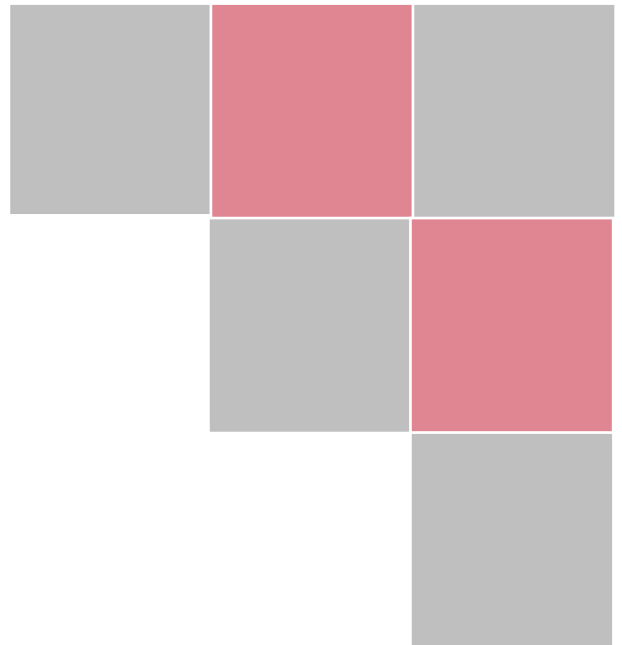
**Ana Adi** is the Head of International Development for the Media School and a Lecturer in Marketing and Corporate Communications at Bournemouth University.

She teaches, researches and provides consultancy on matters related to digital media strategy, policy and uses by various groups from corporations to activists. She is also actively promoting for a more extensive use of new and social media both in research and the teaching process as a board member of the Social Media Global Education Connection Project.

**Debbie Sadd** is an academic in the School of Tourism at Bournemouth University, teaching Olympic Studies, Strategy and Leadership and Marketing on both the Undergraduate and Postgraduate Events Programmes. She also has undertaken guest lectures within the Sports Management programme, both in the UK and overseas. Debbie completed a Tourism Management and Planning Master's Degree in September 2004 and her research was undertaken in Weymouth and Portland, Dorset, prior to the successful 2012 Olympic Bid. Her research interests include social impacts of events, urban regeneration opportunities from events, legacy planning and in particular the opportunities to be gained from the hosting of London 2012. For her PhD, she used both Sydney and Barcelona as case studies to develop a framework of best practice for London 2012 in relation to stakeholder identification. Debbie was also awarded an ESRC funded scholarship as part of the STORMING initiative to undertake research into Sporting Events Carrying Capacity and she traveled to Tampa Florida to undertake further research. This past summer she was a Games Maker Volunteer at the London Olympics as well as having the honor of running with the Olympic Torch. Her experiences as a Games Maker have evolved into the Volunteer (hi)stories project, collecting oral histories from other London 2012 Volunteers for a virtual exhibition.



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# ORGANISATION OF THE GAMES

## Papers:

- **Bovy (SUI): Barcelona 1992 to London 2012 Olympics : Progress in City and Transport legacy and sustainability**
- **Heisey & Fay (USA): Managing the divergent interests of the IOC and OCOGs – A principal-agent framework**

## Barcelona 1992 to London 2012 Olympics: Progress in City and Transport legacy and sustainability

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**Philippe Bovy**, Swiss Federal Institute of Technology at Lausanne, Swiss,  
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After Barcelona 1992 remarkable post-Olympic urban development legacies, Atlanta 1996 notorious Games transport shortcomings, Sydney 2000 launched a new era in Olympic Park urban development concepts and innovative transport management approaches. Since then, key Host City developments and transport planning approaches, management and legacy orientations were rapidly introduced Games after Games to respond to extraordinary Olympic pressures on logistics, environment and sustainability requirements of Cities hosting the world biggest sport mega-event.

In a twenty year perspective, the London 2012 Olympic Games have been better than “the best ever”. They raised the bar for legacy comprehensive urban planning and regeneration achievements, advanced the cause of environmental sustainable development, demonstrated the predominant role of efficient public transport-- mostly rail transport—enhanced convivial mobility for all Olympic client groups as well as for millions of ticketed spectators and non-ticketed Olympic City visitors (Bovy 2013) (Sumner 2012).

During London 2012 seven year preparation, media were constantly critical of chaotic traffic Games with massive additional traffic overburdening London already heavily used rail systems and of inner-City much overloaded road network. Thanks to remarkable 2012 Games organizational efforts, efficient multi-function mega-event integration governance, powerful communication and marketing strategies and Games customer behavioural adaptations, London Games hospitality, mobility and conviviality were at their best --- including pleasant Games weather.

In line with IOC systematic Games to Games transfer-of-knowledge and comprehensive Games live-observer programs, London benefitted and took advantage of a vast array of more than 20 years of Games organization know-how, management experiences and progresses.

Domains of particular relevance for Games success and Host City future developments:

- ***Olympic Games success : public transport massive Games time predominance while mastering Games automobile transport***
- ***Transport and urban system integrated command and governance in a unified Host City and Games global mobility system***
- ***City urban developments combined with transport oriented post-Games legacies -- avoiding white elephants***
- ***Games enhanced organizational performance, legacy and sustainability progresses due to IOC transfer-of-knowledge policies and two-stage bidding system***

**(A) Public transport massive Games time predominance, service excellence and innovations, with priorities to integrated rail transport systems while mastering Games automobile mobility**

Multi-million spectator, accredited hosts and visitor crowds hosted in a multi-million population Summer Olympic Games City require extremely robust and high performance public transport systems. On some peak days more than 3 million additional journeys are generated by such mega-event. London 2012 delivered just that with a Games concept focused on East London Olympic Park area regeneration combined with rail transport massive capacity and quality upgrades for that vast sector of London (Emmerson, 2012)

LONDON 2012 Games remarkable transport success assembled specific experiences and Olympic traffic management innovations from former Olympic Cities such as indicated below.

SYDNEY 2000 introduced the almost “zero” parking policy within half-mile of Olympic venues and 97% ticketed spectator and workforce using public transport for free (ECMT-OECD 2002, Bovy 2004).

ATHENS 2004 kept policies above and implemented a temporary 160km Olympic and public transport reserved lane network to greatly enhance travel conditions for athletes, accredited Olympic Family and public bus Olympic supplementary services (Bovy 2006).

BEIJING 2008 took the best of Sydney and Athens transport experiences and added a transport and environmental special measure consisting of reducing automobile traffic in Beijing by about 40% during 60 days to significantly decrease road congestion and drastically improve Games time air quality (Bovy 2009).

LONDON 2012 adapted some of these policies to local urban transport constraints to make the most successful “rail public transport” Olympic delivery system ever (Emmerson 2012). Substantial share of the Olympic Family entitled to use dedicated road transport vehicles and facilities (Olympic lanes) choose more efficient public transport instead. With an advanced, well planned TDM—travel demand management scheme, TfL-Transport for London was able to reduce Games time road traffic by about 30% on key Olympic sectors of London Centre.

***(B) Transport and urban system integrated command, control and governance*** in a unified City and Games global mobility system

To sustain massive multi-modal transport and traffic Games additional travel demands, an “optimal” combination of “hard” transport infrastructure extensions and major capacity upgrades with “soft” traffic and mobility communication and management measures shall be implemented across all transport authorities, operators and regulation agencies. This includes global multi-transport real-time information systems, compatible cross-system ticketing, and security, accident, emergency and catastrophe surveillance systems.

Since SYDNEY 2000 all Olympic Summer Games Host Cities have contributed to accelerate development of their existing traffic command, control, communication and information management centres making them progressively multi-modal.

LONDON 2012 traffic was run and controlled by vastly expanded TfL-LSTCC-London Streets Traffic Control Centre to deal with 60 day Olympics and Paralympics Games. For transport, traffic and communication this was the Games nerve centre delivering an outstanding performance beyond all planned expectations including a substantial City road traffic reduction counterbalanced by an extraordinary public transport surge. “Keep London Moving 24/7” logo also applies to 4000 significant events taking place every year in parts of the British capital City.

***(C) City urban developments combined with transport oriented post-Games legacies – White elephant avoidance***

BARCELONA 1992 urban development legacies became well known through its four Olympic zone re-urbanization concept including the Olympic Village zone opening-up Barcelona centre to its Mediterranean seafront thanks, among others, to major transport facilities undergrounding between City and Sea (Kassens, 2012).

Since SYDNEY 2000, all Summer Games have been articulated on Olympic Parks most often created by extension of former parks and urban regeneration of brownfields such as LONDON 2012 future

Queen Elisabeth Olympic Park. These major urban interventions have been systematically accompanied by strong public transport system extensions and massive performance upgrades in areas of maximum Olympic Games traffic demand concentrations (Sumner, 2012, Emmerson 2012) in line with metropolitan long term development schemes.

White elephants are facilities and infrastructures just built for a “special” mega event without foreseeable long term use and legacy. Since the Pound report (IOC, 2003) all Olympic bid major sport facility shall be tested for legacy. If no sufficient post Games use can be demonstrated, the facility shall be erected as a “temporary” structure to be reduced in size or moved elsewhere to meet proven facility demands.

Transport “white elephants” are very seldom as Games winning Cities articulate their Olympic global concept on a metropolitan wide transport development plan compacting 20 years of planned transport system, mainly public and rail transport, in 7 years prior to Games delivery.

**(D) Olympic Games enhanced organizational performance, legacy and sustainability progresses** due to Games to Games transfer-of-knowledge and IOC two-stage competitive and selective bidding system.

How are major City development and transport legacies and sustainability re-orientations triggered by Olympic Games? (CMU, 2012, IOC 2012, Bovy 2012). A sequential five stage process has gradually been introduced by IOC over the last two decades:

**(I) Pre bidding transfer-of-knowledge seminars.** Cities wishing to bid shall attend intensive Olympic Games know-how seminars in critical mega-event organization, management and governance. The combined basic know-how of former Games experiences and relevant statistics are made available through OGKM, Olympic Games Knowledge Management platform. Applicant and Candidate bidding scope, content and requirements are updated after each Olympic Games.

**(II) Applicant City bidding.** First stage of the Olympic bidding process, the City applicant status deals with the preparation of a comprehensive Olympic Games proposal to be evaluated against 14 main pre-selection criteria. Qualitative and qualitative assessments of bids that make it to the second round allow Cities to selectively improve their proposed Olympic concepts in comparison to other bidders since the Applicant stage bidding outcome is made public. Failed bids are often used as a platform to develop future much stronger bids.

**(III) Candidate City bidding.** In principle Applicant Cities retained as Candidate Cities have the potential to deliver the Games. The Candidature phase is an in-depth re-master-study of the whole Olympic concept and its technical, organizational and financial feasibility. Olympic concept legacy and sustainability are also part of this stage bidding which is evaluated mostly in terms of risks in 12 to 15 critical Games domains. Based on comprehensive Candidate City reports, a limited number of City allowed “official” presentations and of IOC risk evaluation, voting IOC members make their own assessment and choice.

**(IV) Games Observer programs.** To optimize “live” transfer-of-knowledge, IOC organizes a 300 session / about 35 Games functional theme observer program. Sessions are introduced by IOC specialists and turned over to Host City function managers presenting a synthesis of Games functional operations—how they were planned and how they are delivered. Observer program attendance is mostly reserved for next Summer and Winter Games organizers and a limited contingent of bidding Cities representatives.

**(V) Post Games debriefing seminar and Olympic Games Impact Study.** After each Games a comprehensive debriefing special session is conducted by the former Games Host City top

organizing staff in the future Host City, four year into the preparation of the next Games. In addition to the official post-Games report an independent OGI--Olympic Games global Impact Study (IOC-2012b) is also issued about two years after Games closure. All relevant material above is collected and assembled in the OGKM data base used by all concerned parties as well as by bidders to structure their own Olympic Games concept proposals.

The race towards unique world mega-events like the Olympics is highly competitive in terms of producing performing and lower risk Games bids. With its constantly updated transfer-of-knowledge process integrating mega-event global technical and economic feasibility, security, social and environmental impacts as well as conviviality, IOC is contributing to better City development and sustainable transport legacies in those Cities selected to host the next Olympic Games.

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**Philippe Bovy** is Professor emeritus of transportation (1972-2003) Swiss Federal Institute of Technology in Lausanne (EPFL) and AISTS- Master program in Sport Management and Technology. Mr. Bovy's assets are polytechnic teaching, research and consulting in transportation planning and multimodal mobility management in Switzerland and 20 countries on all continents. He is specialized in mega-event transportation planning and operation management since 1984 Sarajevo Winter Games followed by Calgary 1988. Mr. Bovy is an IOC transport advisor since 1997 including transport system development monitoring of Nagano 1998, Sydney 2000, Salt Lake City 2002, Athens 2004, Turin 2006, Beijing 2008, London 2012, Sochi 2014 and Rio 2016 Olympic Games. He is also an evaluation commission member since the 2012 to the 2020 Games.

Philippe Bovy is likewise a lecturer, researcher and practitioner in large international mega-event organization with focus on global integrated transport system management in relation to urban and regional development planning, security, environmental impacts and in particular legacy and sustainability. His communication and conference papers are listed in «Olympic and mega-event transport bibliography 1997-2013» available on [www.mobility-bovy.ch](http://www.mobility-bovy.ch)

## Managing the divergent interests of the IOC and OCOGs: A principal-agent framework

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Plans to incorporate and emphasize cultural, environmental, and social values that are important to the International Olympic Committee (IOC) are necessary elements of any hopeful host city's bid proposal. However, in the seven years between the determination of the host city and when the Games occur, it is often the case that those plans are not fully realized. In concept, a potential host city can over-promise to win the bid and then under-deliver once the Games are awarded. This is a classic example of the principal-agent problem as described in works such as Grossman and Hart (1983), Holmstrom and Milgrom (1991), and Laffont and Martimort (2001).

The basic principal-agent problem is described as "two individuals who operate in an uncertain environment and for whom risk sharing is desirable" (Grossman & Hart, 1983). In the Olympic context, the principal is the IOC who employs an agent, the Organizing Committee for the Olympic Games (OCOG), to stage the event without being able to directly observe and monitor the OCOG as they carry out their task. Problems can arise due to the divergent interests of both parties. For example, the IOC is a perpetual organization with an appropriately long range view of the Olympic Games, values, and public image whereas the OCOG is a temporal body that lasts for eight years and is primarily focused on the urgency of successfully staging its Games. Tension between the two organizations is exemplified by the Atlanta Committee for the Olympic Games (ACOG) Chief Executive Officer, Billy Payne's quote to local journalists that the IOC's assessment of the 1996 Games "doesn't matter" ("Looking back at Atlanta: IOC says Games not 'best ever', 1996). In that instance a conflict arose between the organizations' divergent approaches to commercialism and street vendors in the host city which provides a solid example where divergent incentives led to a sub-optimal outcome.

The primary research question that arises is how to determine the best arrangement between the IOC and OCOGs to ensure that the desirable elements of the Games, as described in the bid to become host, are most effectively carried out? Here we examine and assess common mechanisms used to align incentives as suggested by principal-agent theory and applied to the IOC-OCOG context, with particular focus on selected instances from the 1998-2012 Games where outcomes in specific areas appear to have fallen short of the proposals put forth in the bid documents. Mechanisms include direct supervision, engaging a third party (such as a government body) for supervision, and various incentive-compatible contract designs. We suggest that where outcomes can be well measured, incentive-based contracts that reward performance, specifically a fixed payment rate plus bonuses, are sound mechanisms to align incentives between the IOC and OCOG in targeted areas where incentives are not naturally aligned. The findings lead, ideally, to more effective arrangements between the IOC and OCOGs that ensure elements of bids that the IOC values, such as hosting environmentally friendly Games, leaving a green legacy, or hosting Games that are exceptionally accessible to the disabled, are successfully carried out.

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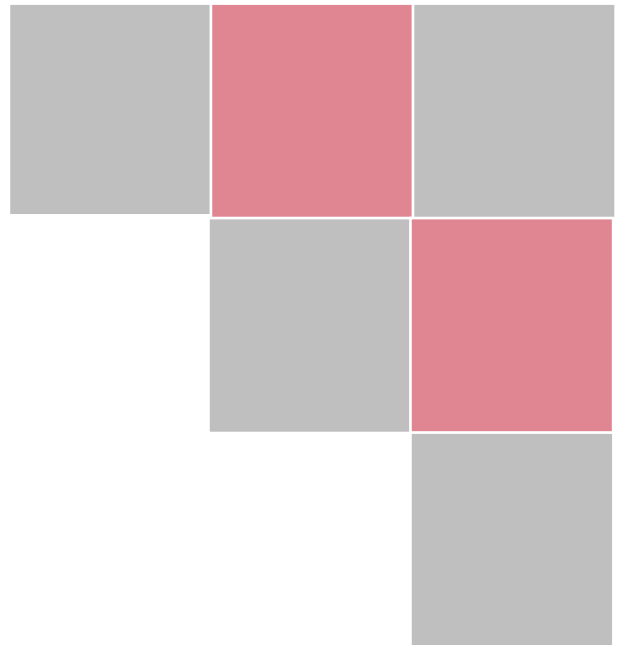
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He has focused much of his scholarly work in the areas of social and public policy, sport governance, leadership, sport for development and strategic management. Fay is recognized as an international expert on issues related to the integration and inclusion of athletes with a disability in mainstream sport. He was involved in the drafting Article 30.5 of the United Nations Convention on the Human Rights for Persons with a Disability (2007).





INTERNATIONAL **SPORT**  
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# OLYMPIC EDUCATION

## Papers:

- Hodeck & Eckert-Lindhammer (GER): Olympic Spirit through education – 49 years of ITK
- Koenecke & Haensler & Schunk (GER): Tragic Olympic Heroes as Brand-Ambassadors and Promoters of Olympic Core Values

# Olympic Spirit through education – 49 years of International Coaching Course (ITK) in Leipzig (Germany)

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## Introduction

The field of Sports Science has had a long tradition in Leipzig. The same holds true for the education of international students in this field. After the first attempts had been done in the 1950s, enrolment of the first International Coaching Course (ITK) was completed at the German University for physical culture (DHfK) in 1964, this including 28 participants from Africa and Asia. The Coaching Courses continued until the end of the German Democratic Republic. Being funded by the Federal Foreign Ministry of the Federal Republic of Germany, the International Coaching Course has been conducted twice a year since 1991 at the newly founded Sports Science Faculty of Leipzig University.

The central point is the Olympic value brought about by Baron Pierre de Coubertin, which is connecting people from all nations. So the ITK contributes to Olympic issues through its own legacy dealing with sport-value-led-education. During one semester coaches from up to 32 nations study at the same time at Leipzig University. The alumni-network of the Sports Science Faculty currently consists of approximately 4.000 graduates of the International Coaching Course, originating from 144 countries, notably among them is Sam Ramzamy – a member of IOC, as well as other current and former national coaches of different countries (Kalb, p.9).

The Sports Science Faculty extends its commitment towards the alumni to the time after their completion of study, it aims at promoting the alumni's professional and personal development in the spirit of *lifelong learning* (Commission of the European Communities). The promotion of sports is considered to have a great potential for positive changes of social structures.

## Theoretical background

When participating in the International Coaching Course in Leipzig it is important for the participants to acquire the respective certificate and increase particular competencies, which distinguishes them from other coaches in their home countries. Therefore, one could refer to an investment into human resources according to Becker (p.33). Related to that, graduates of the International Coaching Course first of all expect from their participation to have better chances on the job market (Becker, p. 16). However, academic education, especially in connection with staying abroad, means to gain immaterial and non-monetary advantages. (Heine, Willich, Schneider, Sommer, S. 239). In addition to this the ITK can contribute to the different goals stated within the Olympic Charta.

## Methodology

A standardized online-based survey was used within this investigation. Data was collected in 2012 and analyzed via SPSS 21. The population consisted of all English and French speaking ITK Alumni, who have completed the course successfully since 2002. All together this included 484 persons from three continents. The participants were contacted via e-mail. 19 addresses were incorrect. Out of the remaining 463 persons 158 answered. So the return rate is 34 per cent. 43 questionnaires were not fully completed. The sample involves 115 graduates from Africa, Asia

and the Caribbean, 58 of them speaking English and 57 French. Only 14 of the respondents are female, which can be explained by the fact, that there are more male than female alumni.

## Results

First analyses clearly show that the ITK is strengthening the image of Germany not only from a cultural-political point of view. According to the survey the participants' methodical abilities were especially enhanced (95 % of respondents), the graduates act as multipliers and transfer their knowledge (90% of participants) and their personal environment shows a special acknowledgement of their work (applies for 66 % of respondents). A high ratio of the respondents (82 %) is still active in the fields of sport as a main occupation. This emphasizes the social and sports-political importance of the International Coaching Course of Leipzig University and the fact that the ITK contributes to the goals of the Olympic Charta.

In the future it is scheduled to extend the analysis to the area of Latin America and Arabic countries. The future focal points of those analyses will be possible differentiations in the worldwide understanding of the profession of a coach and their effects on the success in this profession.

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**Daniel Eckert-Lindhammer** studied political sciences and Spanish at the University of Leipzig 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 department of international relations at the Sports Science Faculty of the University of Leipzig. He is in charge of the International Coaching Course.

# Tragic Olympic Heroes as Brand-Ambassadors and Promoters of Olympic Core Values

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## Background and Research Question

In 1996 Holt and Mangan stated that “a sport without a hero is like Hamlet without the Prince” (Holt & Mangan 1996, 5). Sport – especially Olympic sport – is to a large extent perceived through its prominent athletes, the “sport heroes” (e.g., Gebauer 1997). Consequently, it can be stated that it is due to the Olympic athletes and their perception that the Games have been able to attain the social and economic importance they have today. But regardless of this, Holt and Mangan also point out that “varieties and purposes of sporting heroism are rarely examined” (1996, 5). Filling a part of this gap in research is what the project presented here aims at. Based on an identification of the specific characteristics which enable the sport system to create prominent and popular social figures at an unparalleled rate, specific tasks were identified, these popular athletes are expected to perform. – The exact research questions for this presentation are:

- Which kinds of values do “tragic heroes” seemingly represent more understandably than the winners? – “Tragic heroes” in this context are Olympic competitors who are unable to compete for a victory or unsuccessfully do so due to a “tragic” situation or development but behave nonetheless. An example is 400-meter-hurdler Derek Redmond, who suffered a very painful injury during a race in the 1992-Olympics but still hopped to the finish line supported by his father.
- What advantages and disadvantages does Olympic and non-Olympic communication involving these athletes have compared to the one focusing mainly on winners and record-holders and their sporting victories?

## Research and Methodology

In a first step, three relevant characteristics of the sport-system (e.g., Elias 1975 and 1983) were identified based on extensive qualitative meta-analysis of scientific literature and media. These characteristics enable (Olympic) sport to produce exposed figures and “athletic heroes” at an unparalleled rate:

1. Only sport-related actions of (potential) sport heroes matter.
2. Athletes can only be “temporary heroes” (if any at all) and have to renew their reputation periodically.
3. The sport system reduces complexity if compared to everyday life.

Apart from these rather general “environmental” characteristics the following more specific “great tasks” were identified, sportsmen are (very often implicitly) expected to fulfill (e.g., Barney 1985; Emrich & Messing 2001; Bette 2008a and 2008b; Könecke & Schunk 2012):

1. Achieving an outstanding performance.
2. Overcoming considerable external hardship.

3. Conquering their internal hells (private hell [fear and self-doubt] and public hell [failure and humiliation]) (Izod 1996, 187).

These findings are challenged by taking an analytical look at “tragic Olympic heroes” appearing in commercial communication. This seems very insightful because using these social figures for marketing purposes should be done by stressing very specific characteristics and behaviors that are very admirable and seem to be especially relevant for Olympic contexts. – In the presentation, examples of communication involving these “tragic heroes” (e.g., Derek Redmond in a Visa-commercial and Eddie “the Eagle” Edwards in a clip advertising the 2012 London-Olympics) will be presented as case studies.

### Major Findings

The “great tasks” introduced above could be found to be very dominant features in communication involving “tragic Olympic heroes”. It seems that these athletes can overcome their unsuccessful performances by exemplarily fulfilling the second and third task. These two tasks are actually heavily stressed and seem to be key factors in guaranteeing the athletes’ perception as positive role models despite being unsuccessful. Due to this separation of positive reception and success, involving “tragic stories” in sport-related communication seems to offer new opportunities as to how Olympic athletes who are not (successfully) participating in the medal-race can effectively contribute to brand building within and outside of sport.

### Conclusion / Management and Policy Implications

It has long been known that Olympic sport “heroes have the capacity to influence their admirers in fundamental and profound ways” (Russell 1993, 124). Consequently, they are frequently used as role models in and far beyond sport. Furthermore, they have a key function as promoters in sport marketing and in the promotion of the Olympics and Olympic ideals. – The results presented here enable researchers and practitioners to better understand these functions. Apart from that, they offer important implications as to how young athletes should be prepared for high level and especially Olympic competition. Furthermore, this presentation hints at how less sought-after Olympic athletes, the ones that do not participate in the medal races, can effectively be used as Olympic and brand ambassadors.

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His publications include:

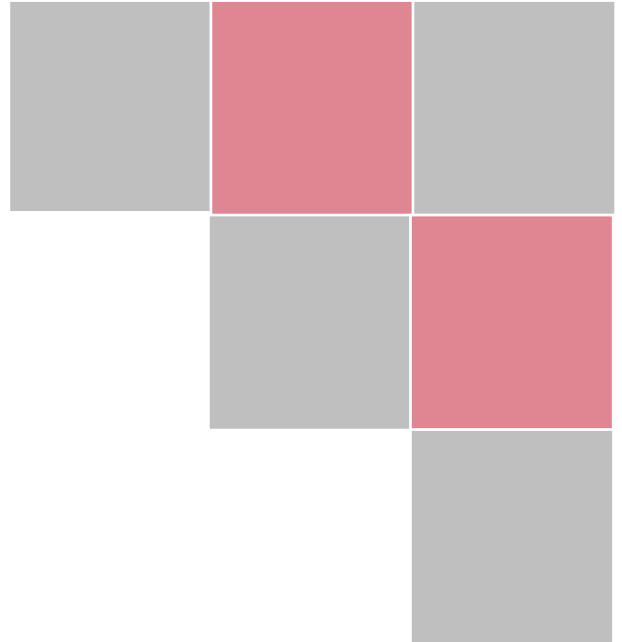
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INTERNATIONAL **SPORT**  
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# **SOCIOLOGY**

## **Papers:**

- **Kerr & Emery (AUS): 'Setting the Stage': Host Management Challenges and Print Media Evaluation of the London 2012 Opening Ceremony**
- **Hiller (CAN): Evaluating the Hang-Over Effect: Assessing the Olympics after the games are over**

## **‘Setting the Stage’: Host Management Challenges and Print Media Evaluation of the London 2012 Opening Ceremony**

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Logistically, the greatest challenge of hosting any Olympic Games is managing the Opening Ceremony. Under intense global media scrutiny and expectation of a breathtaking, entertaining, original, authentic and aesthetic spectacle, the local organising committee has just one opportunity to get it right. The Opening Ceremony’s importance and reported success is vital, as it consumes significant amounts of time, money and energy, and sets the tone for the two weeks of Olympics action that follows.

Within the broader project management remit of hosting a successful Olympic Games, the Opening Ceremony is framed by established Olympic Charter symbolism, rituals and protocols, and a carefully choreographed artistic programme that communicates the host’s cultural message to both an international and domestic audience. To satisfy a myriad of stakeholder needs and not least to justify its expense to the local community, the Opening Ceremony entails the effective management of a complex multi-agency integrated project. Applying Kerzner’s (2001) project management systems theory of managing quality, resource and time to the event implementation phase of the London 2012 Opening Ceremony, the purpose of this study was to identify the creative and operational management challenges involved in the production of the Opening Ceremony and to measure its perceived success by evaluating the print media narrative in England.

The host management data of the London 2012 Opening Ceremony was obtained from two audio-recorded, semi-structured, and post-Games telephone interviews. These were undertaken with the LOCOG Director of Ceremonies and the operational control Programme Manager of all ceremonies and focussed on the challenges, key practices and lessons learnt from hosting the London 2012 Opening Ceremony. Additionally, secondary data was used from LOCOG’s Opening Ceremony Media Guide (the host message communicated) and the live BBC Olympic Broadcast DVD coverage that included the Creative Director insights throughout the duration of the Ceremony.

The sample frame of the media coverage (how the message was received), printed one day after the event, constituted all of England’s major daily newspapers and the free Metro newspaper available to all Londoners. Based upon Archakis and Tsakona’s (2009) inverted pyramid model of print media evaluation, critical discourse analysis was then applied to this data set, with the unit of analysis centred on the main communicative aim of the press, namely the front page headline, image(s) and text in its entirety.

Data was imported and qualitatively analysed through NVivo. Whereas the management data was coded according to the interview structure of challenge, practice (sub-theme of Opening Ceremony scene) and lessons learnt, the media data was coded by theme (Opening Ceremony scene) and message tone sentiment (favourable, neutral or negative).

The findings reveal that the primary management challenges faced included the generic and specific management of creative opportunities and risks, the determination and protection of ‘WOW’ moments, and the contextualised logistics of the venue and the ‘last mile’. Analysis of key practices highlighted the importance of establishing a point(s) of difference from previous

Opening ceremonies (content and process), a clear host message, and the strict management of time at the event.

From a spatiotemporal context of cynicism and negative English press before the Games, the media message communicated to the public was ultimately found to be one of a very proud, positive and operationally-successful Opening Ceremony. Based upon a historic and British cultural narrative, the WOW moments of this Ceremony introduced humour and spectacle through inclusive and human emotional experiences, rather than sheer scale as previously used.

The lessons learnt, and implications derived from this study, are that creatively the Opening Ceremony needs to establish the host's unique territory, align its ambition with its budget, and totally trust in its creative team. Operationally, the high velocity project management context demanded a multi-agency 'can-do' approach, a precise understanding of client needs, and a meticulous planning and control of time tolerance zones. Since the athlete's parade was found to be the most difficult and variable aspect to control, it raises the issue of future inclusion in its current format, especially as the numbers of athletes competing at each Games grows. The results of this study suggest that further research is warranted in order to investigate how to manage creative content and provide operational flexibility in this complex multi-agency project environment.

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**Anthony Kerr** has a proven track record in marketing, sponsorship and media relations for a number of sport organisations worldwide and has worked with some of the world's most famous brands. This has included the UK Super League, baseball, lacrosse and the likes of Nike, AT&T Wireless and TimeWarner. He has postgraduate degrees from the University of Oregon and the University of Massachusetts and is interested in the valuable contribution foreign fans ('satellite supporters') can make to a professional team's bottom line. As a member of the Centre for Sport and Social Impact (CSSI), Anthony has presented and published widely on the brand equity of professional sport teams and the importance of fans, especially in a global marketplace. The CSSI strives to change the future of sport management practices and policy and their impact on society through real world research and engagement with industry and government. Anthony is the Course Coordinator for La Trobe University's Bachelor of Business (Sport Management) degree and is heavily involved in the design of its curriculum and currently sits on the board of the Sport Management Association of Australia and New Zealand (SMAANZ).

**Paul Emery** has twenty eight years of experience in sport management education. As a dedicated and internationally renowned educator, facilitator and manager, he has been awarded institutional and national awards for his innovative and engaging teaching methods. As a co-founder and honorary member of the European Association for Sport Management, Paul has developed significant international experience in sport management curriculum development, course leadership and delivery at undergraduate and postgraduate level. He has taught in four continents, and supervised more than 60 research theses to successful completion. Paul has

presented and published widely in the area of sport project and major event management, drawing considerably upon his theoretical studies as well as practitioner management experiences in both sport facility and sport event environments. Paul's qualifications include an MBA, MA and Bachelor of Education (Hons).

## Evaluating the Hang-Over Effect: Assessing the Olympics after the games are over

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The focus on public opinion about the Olympics before the Games are held has now become routine. Bid committees are required to determine the degree of support for the Games in the host city in the bid phase and the results are reported in the Bid Book. The IOC also does its own independent survey of public opinion in order to ensure that the results are consistent with the data presented in the report of the Evaluation Commission. While there is not necessarily a correlation between having the highest degree of public support and winning the bid, it is clear that the IOC does not want to go to a city where opposition to hosting the Games is too strong. However, knowing that public opinion polling will take place encourages the Bid Committee to engage in considerable public relations activity in order to influence public opinion- often with assertions and claims based on unknown outcomes before the Games are even held.

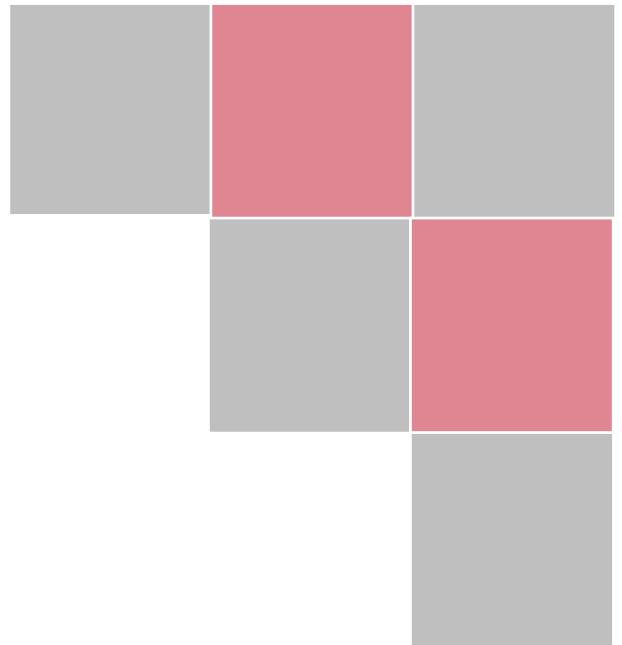
What has been given much less attention is the nature of public opinion that evolves during the Games and that is expressed after the Games have concluded- even a year or more later. Organizers are too busy with the Games themselves to monitor what happens during the Games, and often their untested assumption is that positive feelings will be strengthened. After the Games are over, there is even less incentive to know how people feel about having hosted the Games, and what surveys have been carried out have concluded with the end of the Games. But how do people assess having hosted the Games a year or more later when there is opportunity to understand the longer term implications of having hosted the Games? The literature often uses the term “hangover” to imply that once citizens realize the full impact and consequences of the Games, their opinions will become increasingly negative. Supposedly financial and infrastructural outcomes will be known and residents will realize that the Games have left them with many headaches- a hangover outcome. This paper will assess the evidence of how local residents assess having hosted the Games long after they are over.

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**Harry H. Hiller** is Director of the Cities and the Olympics Project at the University of Calgary in Canada. He is also Professor of Urban Sociology. His specialization is on how cities are impacted by the Olympics and focuses on how cities use the Olympics to accomplish their own urban objectives. Of particular interest is how the Olympics become a civic project that evokes a wide range of responses from urban residents. His work has been published in a wide range of journals and most recently is represented in the book *Host Cities and the Olympics: An Interactionist Approach* published by Routledge in 2012. Hiller has made presentations in bid cities and Olympic cities as well as universities all over the world and has been both a speaker and participant with the World Union of Olympic Cities.



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# ENVIRONMENT

## Papers:

- Barros, Bastos, Almeida, Oliva (BRA): Environment of the brazilian sports structures in the Pre-Olympic Games Rio 2016
- Preuss (GER): The Contribution of the FIFA World Cup and the Olympic Games to Green Economy

## Environment of the Brazilian sports structures in the Pre-Olympic Games Rio 2016

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The aim of this study was to analyze the information that is available to the public on the structure and actions of the organizations responsible for the management of high performance sport in Brazil. Brazilian sport has undergone important changes in recent decades, with its inclusion in the new Constitution (BRAZIL, 1988), as a citizen's right and duty of the state, and with the enactment of Law No. 9615 which regulates the sport in Brazil (BRAZIL, 1998), defining the system Brazilian sports. From then were prepared National Sport Policy (2005) and, in relation to elite sport and the Brazilian Olympic sport, the Policy Sector Performance Sports (2006). The short time between the enactment of these laws and policies and the award of the country hosting the Pan American Games 2007 and the two major world sporting events in 2014 and 2016 led us to conduct this study. In 2011, the Court of Audit (TCU) assessed and pointed out the main problems that the high performance sport in the country faced: the insufficient training of human resources, technical and administrative; lack strategic plan for the allocation of funds available to the Network Cenesp for actions as specialized courses in the field of sports management, public control of the collection and use of resources, training of national network of training centers that addresses the needs of each modality in high yield. (De Bosscher, 2006) defines nine pillars for sporting success of a nation, of which the existence of "policy defined sport, establishing the appropriate organization and structure, a good system of communication and clear assignment of responsibilities". With the enactment of Law no. 12,527 (BRASIL, 2011), which sets forth the procedures to be followed by the Union, States, Federal District and municipalities, in order to ensure access to information, it becomes possible to follow the actions taken in the Brazilian organizations of sport administrations. Thus, it was conducted an exploratory and applied research, from documentary sources of sport administration entities. The sample consisted of 54 Brazilian organizations of sport administration: Ministry of Sports, Brazilian Olympic and Paralympic Committees and national federation of 51 different Olympic and non-Olympic sports. The data were obtained through the search and registration information for the variables available in the "sites" of organizations and recorded in Excel documents constructed by the researcher. The results indicate that the 54 entities 7.4% have no sites "online"; 3.7% have active sites, but do not publish administrative information; 5.6% of entities disclose model strategic plan complete until 3.7% are part of a strategic plan; 3.7% publish their charts; 11.1% its organizational structure, with 3.7% of them put the structures available for "download", 44.4% of the entities publish basic configuration their positions and their elected; 18.5% also publish, but with a less than basic education; 59.3% publish their statutes, and of these, 44.4% offer to "download", 35.2% get state sponsorship from private companies, state enterprises 29.5%, 33.3% receive support from private companies and 9.3% for state enterprises. We conclude that the information available to the general public are very restricted and that strategic planning entities if there is not disclosed, leading to the assumption of non-application in terms of managerial entities studied.

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BRASIL, 2011 Lei nº 12.527.

De Bosscher, 2006.

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## The Contribution of the FIFA World Cup and the Olympic Games to Green Economy

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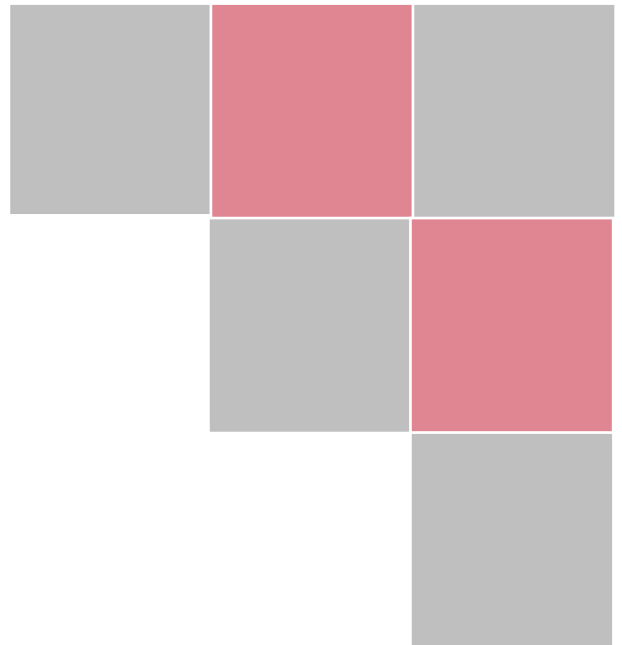
This paper focuses on the contribution of mega events onto the development of a green economy at the event host location and discusses how to measure it. The promises of organizers usually are very ambitious but the question remains as to how realistic these claims are. This question will be addressed in three sections by using methods that are primarily analytical and critical rather than an empirical collection of data. The environmental sustainability of mega sport events is discussed and then a framework is developed to capture the green legacy and the basis for building up a green economy in all its dimensions. The main contribution mega events can make to developing a green economy at the host city will be explained. Furthermore, the paper seeks to explain why promises made during the bidding process on the environmental sustainability are often not met when it comes to the preparation for the event. The current obstacles to producing "Green Games" and building up a green economy are presented enlightened, ranging from financial shortcomings to a lack of serious environmental interest on the part of the organizers. In conclusion, it will be shown that mega events encourage the development of a green economy by their signaling power and educational opportunities.

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**Holger Preuss** (1968, Dr. disc. pol.) is Professor at the Institute of Sport Science at the Johannes Gutenberg-University in Mainz, Germany. His career started in 1990 where he studied until 1995 Economics and Physical Education at the University of Göttingen. In 1992 he worked in Seattle (WA, USA) for half a year and in 1995 he attended the "Post Graduate Seminar" on Olympic Studies in Olympia, Greece. From 1995 to 2002 he was scientific assistant at the Johannes Gutenberg-University in Mainz. There he worked in the department of Sports Sociology and Sports History and is a member of the "Research Team Olympia". From 2002 to 2003 he taught Sports Economics and Sports Management at the German Sport University, Cologne. Since October 2008 he is a full Professor for Sports Economy and Sports Sociology at the Johannes Gutenberg-University in Mainz, Germany. Until 2008 he will be a "Visiting Professor" at the School of Management at the Beijing Sport University. During the past years he consulted several Olympic bid cities (Bern, Innsbruck, Prague, Budapest, Frankfurt, Leipzig). His research focuses on economic impacts of mega sport events, especially the economic implications of hosting the Olympic Games from Munich 1972 to London 2012 and the FIFA Football World Cup 2006.



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# DOPING

## Papers:

- **Koenecke & Schubert (GER): Constellations of Socio-Economic Doping and Enhancement in the Olympics**
- **Wolohan (USA): Lance Armstrong V. Travis Tygart and United States Anti-Doping Agency and its impact of doping on the Olympics**

# Constellations of Socio-Economic Doping and Enhancement in the Olympics

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**Mathias Schubert**, Johannes Gutenberg University Mainz, Germany, *schubert.m@uni-mainz.de*

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## Background and Aims

Doping has become a “trend topic”. The term is used in increasingly more contexts and usually serves the purpose to hint at or denounce a development or practice that is deemed illegitimate. This has been the case with “techno-doping”-accusations surrounding the Paralympics, with the disabled Olympic track and field star Oscar Pistorius as well as with the use of swimsuits by Olympic swimmers or the “financial doping” discussion in European football. However, at times “doping” is also used to simply imply that something (supposedly very effectively) enhances a specific performance, e.g., in the term “IQ-doping” related to neuro-enhancement. Asmuth consequently observes that the term is frequently found in contexts that “strictly speaking” do not deal with doping (Asmuth, 2010, p. 9). Unfortunately, the question remains as to how exactly “doping” could be defined in a more general context rather than just the “classical” one involving the improvement of athletes’ physical performance by forbidden physiological measures. Such a definition would open the floor for a general debate on the “constellations” (Bette & Schimank, 2006) that accompany doping in further contexts and the consequences they inflict on the sporting system and beyond. As a result, the aim of this conceptual paper is to use findings from socio-scientific research on “classical doping” and enhancement in sport for the development of a more general “doping-framework” that can be used to analyze specific socio-economic constellations concerning their structural similarities with “classical doping”. Applying this framework to Olympic contexts should yield important implications for the Olympic Movement and further stakeholders of the Games.

## Literature and Methodology

Based on the “classical” doping-definition covering forbidden physiological enhancement of physical abilities, the conceptual paper at hand tries to derive a more general structural definition relating to doping as a social phenomenon. To bring forward the understanding of doping-related processes as postulated by Bette and Schimank (Bette & Schimank, 2006; Dresen, 2010), the first step is to analyze (mainly socio-)scientific literature on “classical doping” and the constellations accompanying it. In this process, some “core” values of the sport system that supposedly harshly conflict with doping by athletes are put to a test. These values are health, fairness and equal opportunities, naturalness of athletic performance as well as the exemplary function of sport (Gugutzer, 2009; Preston & Szymanski, 2003). A literature-based hermeneutical consideration shows that the sport system as such does not live up to any of these values but contrarily in some way or another violates each one more or less severely. In a next step, Schetsche’s reflections on the “career of social problems” (Schetsche, 1996; Schetsche, 2008) are taken into consideration to understand why anti-doping could and still does receive such considerable support. On this theoretic basis, a superordinate categorization (Doping-Matrix) is derived comprising four general categories that differ in relation to their legality and perceived legitimacy.

## Major Findings

The “Doping-Matrix” is defined as a superordinate concept that describes techniques, means and methods that include interventions aimed at the improvement of current performance potentials. This concept comprises four subcategories (cf., Figure 1): “commonly accepted enhancement” (concerning enhancement cf., Dresler et al., 2013) and “predoping” as well as “1<sup>st</sup>

and 2<sup>nd</sup> order doping”. The former comprises all techniques, means and methods used in sport contexts that generally are considered impeccable, i.e. legitimate and legal. – “Legitimacy” in this case relates to the degree to which a specific kind of enhancement is perceived to comply with the “core values” mentioned above by most (potential) stakeholders. – “Predoping” is a kind of enhancement that has taken a first step in its “career as social problem” (Schetsche, 1996; Schetsch, 2008), which implies that it is considered illegitimate by a sufficiently high number of relevant actors (implying that it should be forbidden, i.e. become illegal). If a ban by sport authorities follows, a categorization as “1<sup>st</sup> order doping” (illegitimate and illegal) is applicable. “2<sup>nd</sup> order doping” refers to measures that are illegal due to regulations by sport or other relevant authorities but are nevertheless widely deemed legitimate.



Figure 1: Doping-Matrix: A classification of enhancement and doping in sport subject to legality and perceived legitimacy

In a next step, it was analyzed if any and – if applicable – which socio-economic contexts in the Olympic environment can be categorized using the “Doping-Matrix”. It was found that socio-economic enhancement and several kinds of socio-economic doping seem commonplace. An example is the unequal distribution of economic and social measures that enable certain nations to be more successful in Olympic competitions, which could either be classified as “accepted enhancement” or “predoping” depending on the perceived legitimacy. By looking at the protests in Brazil concerning the FIFA World Cup, it can be concluded that entering (and winning) Olympic bids is another example and could be considered “socio-economic predoping” by many because it is legal but could – due to the considerable costs – be regarded as illegitimate. Consequently, a continuation of the “career as social problem” of this issue might eventually even result in a legal ban of such endeavors in some countries (1<sup>st</sup> order doping).

### Conclusion / Management Implication

Seemingly, many constellations in Olympic contexts like the ones mentioned above or others (such as ambush marketing) can be classified (and afterwards analyzed) using the Doping-Matrix. This leads to the assumption that some of the important socio-scientific findings concerning “classical doping” are also applicable for corresponding socio-economic constellations. Consequently, many conclusions can be drawn for important Olympic stakeholders such as countries willing to enter the bidding process for Olympic Games, the IOC, NOCs, and managers working for sponsoring partners of the Olympic Movement. Furthermore, important policy implications can be drawn for governing bodies inside and outside of sport.

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**Thomas Könecke's** CV can be found on page 47.

**Mathias Schubert** is a research assistant at the Institute of Sport Science at the Johannes Gutenberg University Mainz. He obtained the German equivalent of a Master's Degree after studying Sport Science with a major in Sport Economics and Management at Mainz (Germany) and Glasgow (UK). Beyond that, he holds a degree (State Examination for Teachers) in English, Education and Physical Education. Furthermore, he worked for several years as a freelance journalist with regular publications in daily newspapers.

Mathias' teaching experience includes: Sport Marketing, Project and Event Management.

His publications include:

- Schubert, M. (2013). Opportunism Problems in Sport: An Agency Theory Perspective on UEFA Financial Fair Play. In: 13th Annual Conference of the European Academy of Management (EURAM), Istanbul (Türkei), (Available online under <http://www.euram2013.com/r/default.asp?id=FGKGEL>)
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## Lance Armstrong v. Travis Tygart and United States Anti-Doping Agency and its impact of doping on the Olympics

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In August 2012, Judge Sam Sparks of the United States District Court for the Western District of Texas ruled that, even though “USADA’s apparent single-minded determination to force Armstrong to arbitrate the charges against him ... creates doubt the charges against Armstrong would receive fair consideration,” the Court simply has no business telling national and international amateur athletic organizations how to regulate their respective sports. Armstrong, the court concluded, agreed to arbitrate with USADA, and its arbitration rules are sufficient, if applied reasonably, to satisfy due process.

With no more legal defenses available to him, Armstrong simply refused to cooperate with USADA and he was eventually stripped of his seven Tour de France victories. While Armstrong is now facing numerous other lawsuits by sponsors, insurers and newspapers trying to recover millions of dollars in damages, the aim of this paper, is to examine the impact the Armstrong decision on European and American sports organizations and athletes who violate drug policies.

The presentation will begin by reviewing the facts of the USADA’s case against Armstrong and examining why it took so long to bring charges against him. Next, the presentation will examine Armstrong’s claim that USADA’s drug testing programs violated his Due Process rights under the United States Constitution. In particular, the presentation will examine the conflict between USADA’s attempt to force Armstrong to arbitrate the charges against him, in direct conflict with Union Cycliste Internationale (UCI) and USA Cycling’s desire not to proceed against him.

Finally, after reviewing the decision in the case, the presentation will conclude by examining the impact the Armstrong decision will have on European and American sports organizations, athletes who violate drug policies and the World Anti-Doping Agency (WADA).

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Lance Armstrong v. Travis Tygart and USADA, 886 F. Supp. 2d 572 (2012)  
World Anti-Doping Agency (WADA) Code

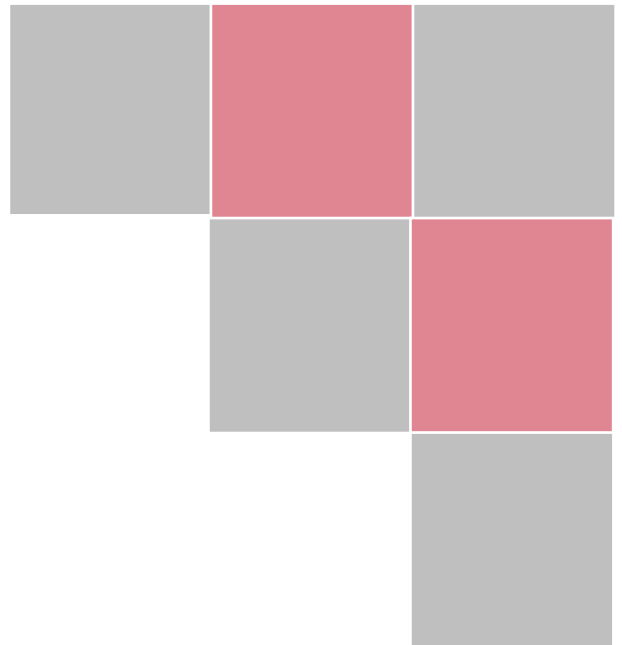
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Attorney **John Wolohan** is a professor of Sports Law in the David B. Falk College of Sport and Human Dynamics at Syracuse University. Professor Wolohan is one of the lead editors of the book “Law for Recreation and Sport Managers” by Cotten and Wolohan, as well as being the author of the “Sports Law Report” a monthly article that appears in *Athletic Business*. Mr. Wolohan has also published numerous articles and book chapters in the areas of athlete’s rights, intellectual property and antitrust issues in sport in such Journals as the *Marquette Sports Law Journal*, *Seton Hall Journal of Sports Law*, *Villanova Sports & Entertainment Law Journal*, *University of Missouri-Kansas City Law Review*, *Educational Law Reporter*, *International Sports Law Journal*, *Journal of the Legal Aspects of Sport* and the *Journal of Sport Management*.

In addition, Professor Wolohan has made numerous presentations in the area of sports law to such organizations as the American Bar Association, Asser Sports Law Institute, Athletic Business, Australian & New Zealand Sports Law Association, European Association for Sport Management, International Sports Lawyers Association, North American Society of Sport Management, Sport and Recreation Law Association, US Indoor Sports Association and the United States Sport Congress. John Wolohan, who is a member of the Massachusetts Bar Associations, received his B.A. from the University of Massachusetts - Amherst, and his J.D. from Western New England University, School of Law.



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# PRACTICAL PAPERS AND RESEARCH PROPOSALS

## Papers:

- Yara & Peixoto & Xavier (BRA): The why Olympic Games have adhered to sustainability reports
- Kotab (CZE): Value of Golf Olympic Medal in the Czech Republic
- Vicente (ARG): Sport Marketing
- Baranosky & Barnes (ARG): Argentina Federation of Sports for the Blind

