

2012

5<sup>th</sup> INTERNATIONAL  
SPORT BUSINESS  
SYMPOSIUM

ABSTRACTS

Tuesday, August 7, 2012  
Birkbeck College, London



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

## PROGRAM

| Time        | Room: CLO B01 Theatre   | Room CLO B01   | Room CLO 101   |
|-------------|---|--|--|
| 9:30-10:00  | Welcome & Check in  |  |  |
| 10:00-10:25 | Opening   | <ul style="list-style-type: none"> <li>• Welcome: Holger Preuss &amp; Sean Hamil</li> <li>• Master of the College, Prof. Dr. David Latchman (Birkbeck College, University of London), Dr. Linda Trenberth, Chair of the Management Department</li> <li>• President of the Union International Pentathlon Moderne (UIPM), Dr. h.c. Klaus Schormann</li> </ul>   |  |
| 10:25-10:55 | <b>Key Note I Sam Ramsamy (IOC Executive Board member): The Youth Olympic Games</b>   |  |  |
| 10:55-11:00 | Short Break to change rooms   |  |  |
| 11:00-12:30 | <b>Intangibles</b><br><br>Chair:<br>I. MacRury <ul style="list-style-type: none"> <li>• Cerezuela &amp; Kennett (ESP): The value of knowledge legacy for Olympic host cities</li> <li>• Werkmann, Preuss &amp; Dannewald (GER): Intangible Value of the Olympic Winter Games in Munich 2018 for German Citizens from 2009 to 2011</li> <li>• Hiller (CAN): Micro Interaction and Public Opinion: The Olympics and Host City Residents</li> </ul> <p style="text-align: center;"><i>Discussion (30 min.)</i></p>   | <b>Event visitors</b><br><br>Chair:<br>M. Schnitzer <ul style="list-style-type: none"> <li>• Knott, Swart &amp; Bob (RSA) &amp; Turco (USA): Mega-Events and the Football Sport Tourist - From Beijing 2008 to South Africa 2010</li> <li>• Neirotti (USA): Understanding Olympic Visitor Ticket Purchasing Behavior and Associated Factors</li> <li>• Schütte &amp; Kurscheidt (GER): The visitors of the 2011 FIFA Women Football World Cup in Germany</li> </ul> <p style="text-align: center;"><i>Discussion (30 min.)</i></p> | <b>Urban Transformation</b><br><br>Chair:<br>G. Bielons <ul style="list-style-type: none"> <li>• Gouguet &amp; Lepetit (FRA): Barcelona Games 1992-2012. Which teachings for urban planning?</li> <li>• Haag (GER): Development of a Social Sustainability Index for Mega Sport Events</li> <li>• Kambolov, Romanova &amp; Belosluttseva (RUS): Social and Economic Transformations in Olympic City Sochi 2014</li> </ul> <p style="text-align: center;"><i>Discussion (30 min.)</i></p> |
| 12:30-14:00 | Lunch   |  |  |
| 14:00-14:30 | <b>Key Note II Gerhard Heiberg (Chair IOC Marketing Commission): Brands and Sponsorship</b>   |  |  |
| 14:30-14:35 | Short Break to change rooms   |  |  |
| 14:35-15:35 | <b>YOG</b><br><br>Chair:<br>N. Schütte <ul style="list-style-type: none"> <li>• Kaspar, Kogler (AUT) &amp; Beech (GBR): The Youth Olympic Games as a Role Model for the Integration of Culture and Education into a Sports Mega Event</li> <li>• Schnitzer &amp; Fischer (AUT): Success drivers of delivering the Winter Youth Olympic Games Innsbruck 2012 – a spectator's perspective</li> </ul> <p style="text-align: center;"><i>Discussion (20 min.)</i></p>   | <b>Media</b><br><br>Chair:<br>S. Hamil <ul style="list-style-type: none"> <li>• Miah (GBR): The Socialympics: The Social Media Impact of the London 2012 Olympic &amp; Paralympic Games</li> <li>• Lyberger &amp; McCarthy (USA): Sport and Social Media Platforms: An assessment of metrics</li> </ul> <p style="text-align: center;"><i>Discussion (20 min.)</i></p>   | <b>Mixed</b><br><br>Chair:<br>K. Swart <ul style="list-style-type: none"> <li>• Kuper &amp; Sterken (NED): Who is going to win in London?</li> <li>• Kocholl (AUT): Olympic values, Olympic media and arbitration - awards in Olympic sailing events and to safeguard IF's sport formats</li> </ul> <p style="text-align: center;"><i>Discussion (20 min.)</i></p>   |
| 15:35-15:55 | Coffee Break  |  |  |
| 15:55-17:25 | <b>Sponsoring</b><br><br>Chair:<br>G. Bielons <ul style="list-style-type: none"> <li>• Baim, Misch &amp; Goukasian (USA): The Effect of Olympic Sponsorship on Stock Price and Trading Activity</li> <li>• Könecke &amp; Schunk (GER): Understanding Sport-Heroism in Commercials: An Analysis of Communication Involving Olympic Athletes</li> <li>• Alfs &amp; Preuss (GER): The Market for the Core Olympic Sports Athletics and Swimming in Germany – Size, Structure and Characteristics</li> </ul> <p style="text-align: center;"><i>Discussion (30 min.)</i></p> | <b>Impact</b><br><br>Chair:<br>J.J. Gouguet <ul style="list-style-type: none"> <li>• Herrington (GBR): Perceptions of the likely impact of the London 2012 Olympics</li> <li>• Swart, Bob (RSA) &amp; Turco (USA): Durban – Africa's first Olympic Host City? The impacts from hosting the FIFA WC and other aspects</li> <li>• MacRury (GBR): Framing legacies: experience and social common capital</li> </ul> <p style="text-align: center;"><i>Discussion (30 min.)</i></p>  | <b>Culture</b><br><br>Chair:<br>H. Hiller <ul style="list-style-type: none"> <li>• Psimopoulos &amp; Lyras (USA): Olympism Enacted. The Socio-Cultural Dimension of London 2012 Olympic Games</li> <li>• Gargalianos &amp; Asimakopoulos (GRE) &amp; Chelladurai (USA): Complexity and Simplicity of Organizing Olympic Games: The Role of Bureaucracy</li> </ul> <p style="text-align: center;"><i>Discussion (30 min.)</i></p>   |
| 17:25-17:40 | Coffee Break  |  |  |
| 17:40-18:10 | <b>Key Note III Richard Pound (1983-2001 Chair TV-Rights negotiations): The Olympic TV rights – challenges of new media</b>   |  |  |
| 18:10-18:15 | Closing Holger Preuss & Sean Hamil  |  |  |
| 18:30       | Symposium Dinner  |  |  |
| 21:00       | Reception by UIPM for all speakers  |  |  |

# 5<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.

The Organisers of the 5<sup>th</sup> International Sport Business Symposium:

Prof. Dr. Holger Preuß, Professor of Sport Sociology & Sport Economics, Johannes Gutenberg-University Mainz, GER

Prof. Dr. Iain MacRury, Professor and Associate Dean, School of arts and Digital Industries, University of East London, GBR

Sean Hamil, Director, Birkbeck Sport Business Centre, Birkbeck College, University of London, GBR

Prof. Dr. Jean-Jacques Gouguet, Professor of Economics, Centre de Droit et d'economie du Sport (CDES), University of Limoges, FRA

Prof. Dr. Benoît Séguin, Professor of Sport Management, University of Ottawa, CAN

Scientific Committee:

Prof. Dr. Jean-Jacques Gouguet, Professor of Economics, Centre de Droit et d'economie du Sport (CDES), University of Limoges, FRA

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GERARDO BIELONS  
CONSULTING

Dear colleagues and friends,

It's a big pleasure to meet again all of you in the city that is hosting this mega event. You are really welcomed at London Symposium 2012 a meeting whose aim is to link academic researches and professional knowledge through comparison of our studies and work experiences over the Olympics.

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.

We have managed, among others, the following Sports Events: Davis Cup, Mutua Madrid Open, Nations Senior Cup, Eurobasket'07, World Volleyball League, Madrid Ladies Masters Golf, America's Cup, Vuelta Ciclista España.

Last year GB Consulting was the organiser of the 19<sup>th</sup> Conference of the European Association for Sport Management held in Madrid in September 2011, with more than 500 delegates from different countries and the director, Gerardo Bielons, was awarded for this conference by Madrid Convention Bureau.

For this Symposium GB Consulting wants to share its experience in recruitment and selection of human resources for London Olympics and Paralympics Games as a provider of an Australian company to work at Stratford Village.

We are planning the next Symposium in Buenos Aires, first days of September 2013 at the same time of the 125 General Assembly of the IOC.

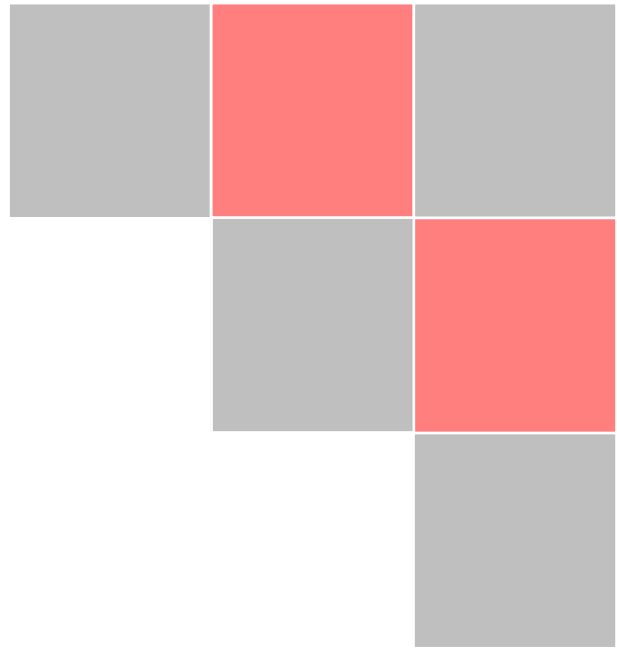
I am really glad to be here and I strongly believe that our studies, experiences and conferences make us improving the discipline of Sports Management.

Gerardo Bielons  
Director GB Consulting



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# Intangibles

## Papers:

- Cerezuela & Kennett (ESP): The value of knowledge legacy for Olympic host cities
- Werkmann & Preuss & Dannewald (GER): Intangible Value of the Olympic Winter Games in Munich 2018 for German Citizens from 2009 to 2011
- Hiller (CAN): Micro Interaction and Public Opinion: The Olympics and Host City Residents

## The value of knowledge legacy for Olympic host cities

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Berta Cerezuela, Olympic Studies Centre, Autonomous University of Barcelona,  
*berta.cerezuela@uab.es*

Christopher Kennett, LaSalle (Universitat Ramon Llull), *ckennett@salle.url.edu*

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### Abstract

Discourse and literature on event legacy (Andranovich et al., 2001; Cashman, 2003 and 2006; Moragas et al., 2003; Leopkey, 2009, etc.) demonstrates how the success of event legacy relies on a combination of tangible and intangible elements. Predominantly, event evaluation has focused on the financial balance (cost/benefits) and in measuring short and medium-term impacts such as infrastructure development, employment, housing, urban change or tourism. However, much less research has been undertaken on the intangible elements, which can act as a driving force for the development of a long-term legacy of the Olympic Games as part of the wider Olympic Movement.

This paper will focus on what the authors believe to be a key, yet undervalued, intangible Olympic legacy: knowledge generation and management *within* host cities, using Barcelona'92 as a case study example. The process of bidding for and hosting an Olympic Games can be seen as a profound learning experience for a city, requiring the application of knowledge management theory and practice (Halbwirth & Toohey 2001, Halbwirth, S., 2008; Masterman 2004; Theodoraki, 2007). Know-how is developed rapidly and exchanged in myriad areas, bringing together expertise from different fields in a common project that must be managed and retained in the post Games phase.

Olympic cities need to learn very quickly, and in parallel, while learning from others and managing the Games, they generate vast quantities of data and information from the bid process through to impact analysis, all of which must be managed. This data and information stored in documents, information systems and in individuals, need to be professionally managed as part of the corporate management strategy but also considering its later use and management. While information and knowledge management during the event organisation contributes to management efficiency, once the events ends, it becomes one of the main components of the event legacy for the host community for its future development.

Apart from knowledge generation within host cities, that knowledge is transferred *between* host cities to ensure the continuous improvement of the Games' organisation. This knowledge transfer process has been formalised and centralised since Sydney 2000 through the IOC Olympic Knowledge programmes and OGGI project. Yet little consideration has been given to the retention, use and growth of knowledge capital within the host city.

Olympic knowledge can be generated in the know-how of those institutions and professionals involved in organising the events, in the institutions devoted to preserving the memory of the Games and through the academic activity based on those Games. However, the authors propose that there is a lack of strategic, joined-up thinking when planning for knowledge legacy when compared to other prevalent issues such as the financing of the Games, urban development, economic or social impacts.

This paper calls for increased awareness and strategic planning from host cities as to their role in preserving and disseminating part of the heritage of Olympic knowledge, of which the documentary legacy is testimony. Until now, cities have seen the informational legacy of the Games as a documentary collection of a historical fact in the city, and not as a knowledge asset for the city and those organisations involved in the Games. Knowledge management can provide opportunities for the Games management and should be seen as a future investment rather than a cost. Knowledge management should be a key element of governance structures and processes of Olympic Games legacy planning, and be used as a tool for maximising the return on public investment in the event.

Berta Cerezuela is Head of Projects for the Olympic Studies Centre (CEO-UAB) Universitat Autònoma de Barcelona. She achieved her degree in Documentation and Diploma in Library Economics and Documentation. She has worked at the CEO-UAB since 1996 where she is currently Head of projects and the documentation service. Berta is a member of the consolidated research group of the International Communication and Cultural Studies Group, the Experts Committee of the Catalan Sports Observatory and was a member of the Executive Board of the International Association of Sports Information (2007-09). She has broad experience in the field of Olympic Studies and sport from a documentation and information perspective. She has taken part in several international applied research projects commissioned by the IOC, including the coordination of the Olympic Studies International Directory since 1997, information transfer and management projects like the University Experts International Directory (2006) and the Olympic Values Education Database (2006-08, 2011-12), as well as the study entitled *Networking in Olympic Studies: current situation and proposals for development and cooperation* (2005). Berta has an extensive practical and theoretical experience on the management of the Barcelona'92 documentary sources. She is currently leading *Barcelona Olímpica*, a joint project with the Barcelona Olympic Foundation to coordinate access to the documentary sources of the Barcelona'92 Olympic Games and Olympic sources in Barcelona.

Her main scientific contributions in the area are:

- Cerezuela, Berta (2011): "Knowledge and the Barcelona Olympics: Preservation of and Access to the Memory of the Barcelona'92 Olympic Games through Documentary Sources" in Emilio Fernández Peña [et al.]: *An Olympic Mosaic: Multidisciplinary Research and Dissemination of Olympic Studies. CEO-UAB: 20 Years*. Barcelona : Centre d'Estudis Olímpics, Universitat Autònoma de Barcelona; Ajuntament de Barcelona, pp. 115-122. (also in Spanish and Catalan)
- Cerezuela, Berta; Pilar Cid (2011): "The Management of Information and Documentation at a Research Centre Service: The CEO-UAB Information and Documentation Service (IDS)" in Emilio Fernández Peña [et al.]: *An Olympic Mosaic: Multidisciplinary Research and Dissemination of Olympic Studies. CEO-UAB: 20 Years*. Barcelona : Centre d'Estudis Olímpics, Universitat Autònoma de Barcelona; Ajuntament de Barcelona, pp. 39- 45. (also in Spanish and Catalan)
- Cerezuela, Berta; Carla Sariol (2011). "Barcelona Olímpica: más allá de los Juegos", III Congreso de Centros de Estudios olímpicos: Movimiento Olímpico y Universidad: Retos y Oportunidades, Barcelona, 27-28 June 2011 [paper]
- Cerezuela, Berta (2009): "El archivo audiovisual de los Juegos Olímpicos de Barcelona'92", *Jornada profesional Fondos Invisibles: los archivos audiovisuales que no conocemos*, Madrid, 30 September de 2009. [main speaker]



Cerezuela, Berta (2003). *La Información y documentación deportiva y los grandes eventos deportivos*. Barcelona: Centre d'Estudis Olímpics (CEO-UAB).  
[http://ceo.uab.cat/2010/docs/wp086\\_spa.pdf](http://ceo.uab.cat/2010/docs/wp086_spa.pdf).

Cerezuela, Berta (2002): "Recerca, documentació i bibliografia sobre Barcelona'92", in Miquel de Moragas & Miquel Botella: *Barcelona: l'herència dels Jocs (1992-2002)*, Barcelona: Centre d'Estudis Olímpics (UAB), Ajuntament de Barcelona, Editorial Planeta, pp. 342-365.

Christopher Kennett obtained his PhD from Loughborough University (UK) in the area of marketing in the sports industry. He has worked on a series of research projects at the national, European and international level with organizations such as the European Commission and the International Olympic Committee. Chris has been published internationally and has a specialized interest in international sports management and communication. After being head of research at the Olympic Studies Centre (Universitat Autònoma de Barcelona) for five years, Chris joined the Business Engineering School, La Salle (Universitat Ramon Llull) as a full-time professor in 2008 and since 2011 is the International Undergraduate Business Programme Director. Currently Chris teaches on undergraduate, Masters and doctoral programmes and is undertaking ongoing research into technology, media and the sports industry.

His relevant publications include:

Moragas, Miquel de; Chris Kennett; Ramon García (2003): *El impacto de Internet en los medios de comunicación y la industria del deporte*. Barcelona: Centre d'Estudis Olímpics, Universitat Autònoma de Barcelona. 127, LIII p. . ISBN: 84-689-0675-1

Moragas, Miquel de; Chris Kennett; Nuria Puig (eds.) (2003): *The Legacy of the Olympic Games 1984-2000: International Symposium Lausanne, 14th, 15th and 16th November 2002*. Lausanne: International Olympic Committee. 495 p. ISBN: 9291149-091-1

Moragas, Miquel de; Ana Belén Moreno; Chris Kennett (2003): "The legacy of the symbols: communication and the Olympic Games", in Miquel de Moragas; Chris Kennett and Nuria Puig (eds.): *Legacy of the Olympic Games 1984-2000: International Symposium Lausanne, 14th, 15th and 16th November 2002*. Lausanne: International Olympic Committee, p. 279-288. ISBN: 9291149-091-1

Moragas, Miquel de; Chris Kennett (2004): Olympic cities and communication (en griego), *Communication Issues*, 1, p. 24-27. ISSN: 1790-0824

Kennett, Chris; Miquel de Moragas (2005): "Barcelona 1992: evaluating the Olympic legacy", in A. Tomlinson y C. Young (eds.), *National Identity and Global Sports Events Culture, Politics, and Spectacle in the Olympics and the Football World Cup*. Albany: State University of New York Press. ISBN: 0-7914-6615-9

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Kennett, Chris (2008): "The Olympic Ceremonies and Intercultural Exchange: Challenges for the Beijing 2008 Olympic Games", in *Global Sport Events and Sports Communication. Asian Communication and Media Studies*. Beijing : Asian Media Research Centre, pp. 125-143

Luo Qing; Leonardo V. Boccia; Han Chunmiao; Liu Xing; Yu Fu; Chris Kennett (2010) Representing the Opening Ceremony: Comparative Content Analysis from USA, Brazil, UK and China, *The International Journal of the History of Sport* Vol. 27, Nos. 9–10, June–July 2010, 1591–1633.

## Intangible Value of the Olympic Winter Games in Munich 2018 for German Citizens from 2009 to 2011

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Katrin Werkmann, Johannes Gutenberg-University Mainz, Germany,  
*werkmann@uni-mainz.de*

Holger Preuss, Johannes Gutenberg-University Mainz, Germany, *preuss@uni-mainz.de*

Till Dannewald, Georg August University Göttingen, *till.dannewald@wiwi.uni-goettingen.de*

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### Abstract

#### BACKGROUND

Economic impact assessment tends to be ever more important to support political decisions on bidding for mega sport events. However, not only tangible income creates welfare, but also intangibles such as the entertainment value a mega event can create. Contingent Valuation Measurement (CVM) claims to be a valid method to measure the value of such intangibles. It evaluates the "willingness to pay" (WTP) for a public good by interviewing individuals (Völckner 2006). This paper will present the value of the Olympic Winter Games in Munich 2018 for German citizens as perceived in 2009, 2010 and 2011 from outside Munich.

#### OBJECTIVES

The objective of this paper is to determine the value the Olympic Winter Games in Munich 2018 might have for Germany and which variables have an influence on the WTP. Furthermore, it is important to analyze if and how this value changes over time.

#### METHOD

A survey was administered in May 2009, 2010 and 2011, in the Rhein-Main Area. We measured in a region far away from Munich in order to avoid enthusiasm/protest potentially influencing the sample. The sample sizes were n=1,011 (2009); n=1,362 (2010) and n=1,036 (2011) interviews administered by mall interception. We used "rate cards" to evaluate the WTP because it increases the probability that the interviewee answers closer to his/her real WTP.

The questionnaire addresses not only the WTP for the Winter Games, but also socio-demographic, psychographic und behavioral questions.

Since the measured WTP shows a left-skewed distribution we found the negative binomial (NB) model for count data to be the most appropriate approach to quantify the impact of the surveyed independent variables on the WTP for Olympic Winter Games in Munich 2018. While we could not ensure that our samples is a representative subsample of the current German population and to further control for potential measurement bias we integrate our model into a bootstrapping approach.

## RESULTS

The value of the Olympic Winter Games for the German citizens in 2009 was between 617 million € and 910 million € and in 2010 between 584 million € and 849 million €. We will explain the differences of the results by using 3 scenarios. We will also display the results from our regression analyses on what variables increase the WTP for the Games.

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Katrin Werkmann, is a Ph.D. candidate at the Institute of Sport Science of the Johannes Gutenberg-University Mainz, Germany. Katrin obtained the German equivalent of a Master's Degree after studying business administration with emphasis in controlling and accounting. Afterwards, she graduated at the Johannes Gutenberg-University in sport. Currently, she teaches athletics and conducts sociology seminars at the University in Mainz and is an active ski instructor.

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 Beijing 2008 and the FIFA Football World Cup 2006.

Till Dannewald is Assistant Professor of Quantitative Marketing at the Georg August University Göttingen since 2012. Prior to his academic career, Dr. Dannewald gained several years of management experience in the area of consulting and market research. He earned a master degree in economics from the University of Regensburg and a doctoral degree from the Humboldt University Berlin. His research interests comprise the measurement of marketing performance, the analysis of competitive interactions and the application of quantitative methods on various economic topics.

## Micro Interaction and Public Opinion: The Olympics and Host City Residents

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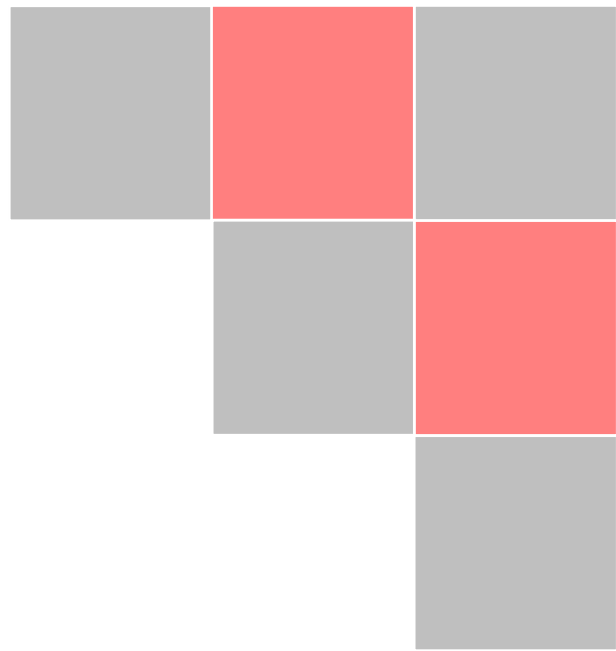
Harry H. Hiller, University of Calgary, [hiller@ucalgary.ca](mailto:hiller@ucalgary.ca)

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### Abstract

While macro interpretations have dominated analyses of the Olympics, this paper will demonstrate how micro interactions provide a new window on how the Olympics affect the host city and its residents. Utilizing frame analysis, it is proposed that the Olympics must be understood as an urban project in which the master frame encounters competing frames or counter frames through both the bidding and preparation phases. Once the Games begin, however, it is action in the public realm that plays a major role in the transformation of public opinion and the consolidation of positive attitudes towards the Olympic project. Using survey data from the 2010 Vancouver Olympics, it will be shown how micro interactions contributed to shifts in public opinion over the course of the Games and even one year later as micro interactions subsided.

Harry H. Hiller is Director of the Cities and the Olympics Project and Professor of Urban Sociology at the University of Calgary in Canada. He has been doing research and writing about the Olympics since the Winter Olympics were held in Calgary in 1988. A frequent speaker at conferences and academic forums around the world and especially in bid cities and cities awarded the Games, Hiller has also learned much about the issues created for Olympic cities through his participation in the World Union of Olympic Cities. As an urban sociologist, his specialization is on how cities and their residents are impacted by the Olympics. His most recent publications include "Public Opinion in Host Olympic Cities: The Case of the 2010 Vancouver Winter Games" *Sociology* 45(5)2011:883-899. (with Richard A. Wanner) and *Host Cities and the Olympics: An Interactionist Perspective* (Routledge, 2011).



# Event visitors

## Papers:

- Knott, Swart & Bob (RSA) & Turco (USA): Mega-Events and the Football Sport Tourist - From Beijing 2008 to South Africa 2010
- Neirrotti (USA): Understanding Olympic Visitor Ticket Purchasing Behavior and Associated Factors
- Schütte & Kurscheidt (GER): The visitors of the 2011 FIFA Women Football World Cup in Germany

## Mega-Events and the Football Sport Tourist - From Beijing 2008 to South Africa 2010

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Brendon Knott, Cape Peninsula University of Technology, [knottb@cput.ac.za](mailto:knottb@cput.ac.za)

Kamilla Swart, Cape Peninsula University of Technology, [swartk@cput.ac.za](mailto:swartk@cput.ac.za)

Douglas Turco, Drexel University, [douglasmicheleturco@gmail.com](mailto:douglasmicheleturco@gmail.com)

Urmilla Bob, University of KwaZulu-Natal, [bobu@ukzn.ac.za](mailto:bobu@ukzn.ac.za)

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### Abstract

The overlapping niche area of Sport Tourism can be defined as “leisure-based travel that takes individuals temporarily outside of their home communities to participate in physical activities (Active Sport Tourism), to watch physical activities (Event Sport Tourism), or to venerate attractions associated with physical activities (Nostalgia Sport Tourism)” (Gibson 2006, p.2). Consequently, sport tourists are visitors to a destination for the purpose of participating, viewing or celebrating sport (Turco, Riley & Swart, 2002). Event sport tourism refers specifically to those that travel as spectators, be it as fans/ supporters or casual observers. These “sport fans and consumers are the fulcrum upon which sport leverages its popularity” (Smith & Stewart, 2007, p.155), yet little is known about the sport tourist. Central to understanding and defining sport tourists appears to be the type of activities undertaken and the motivation of the tourist (Gammon & Robinson, 2004). Although there is a recognised dearth of research on the demographic profile of sport tourists in general (Turco *et al.*, 2002), studies point to this group as tending to be more male than female and the majority between 18 and 44 years of age (Standeven & De Knop, 1999; Turco *et al.*, 2002; Getz, 2003). There is also little to suggest that there may be commonalities between sport tourists at different mega-events and none have focused on the football tourist, across multiple mega-events.

This paper profiles the football sport tourists at the 2008 Beijing Summer Olympic Games and the 2010 FIFA World Cup in South Africa. Primary data was collected in both Beijing and in South Africa through surveys focusing on the demographic profile as well as the travel behaviour, event perceptions and travel intentions among the international sport tourists. In Beijing, 291 respondents were surveyed at a range of venues including football-specific venues, the Olympic precinct and key tourist sites during the event. In South Africa, over 3 000 visitors were surveyed, using face-to-face, mall-intercept type interviews, employing a spatially-based purposive sampling approach, within the fan park and stadium precinct in Cape Town, also during the event.

The analysis reveals some similarities within the demographic profile of the sport tourists across both events. There are also patterns of repeat travel intention across mega-events. Differences between perceptions of the two distinct events highlight the challenges and opportunities for mega-event hosts in both developed and developing nations. It is recommended that a longitudinal approach to the study of sport tourists in general, and football tourists in particular, at sport mega-events will further the knowledge and understanding of this tourism niche market and assist the planning of future sport mega-event organising bodies and host destinations.

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Brendon Knott is a Senior Lecturer in the Sport Management Department at the Cape Peninsula University of Technology in Cape Town, South Africa. Mr Knott lectures and conducts research into aspects of sport marketing, sport tourism, branding and sport mega-events. Mr Knott is currently conducting his PhD study through Bournemouth University, UK, focusing on the tourism and nation-branding legacy of the 2010 FIFA World Cup for South Africa.

Kamilla Swart is an Associate Professor in the Faculty of Business and heads the Centre for Tourism Research in Africa, Cape Peninsula University of Technology, Cape Town. Her research interests include sport and event tourism, with a specific focus on mega-events, event policies, strategies and evaluations. Prof Swart has published on varied topics relating to the bidding and impacts of sport tourism events in South Africa (*Politikon*, *Urban Forum*, *The Sociological Review* and *Development Southern Africa*, amongst others) and has published in several books. She was instrumental in developing the 2010 FIFA World Cup Research Agenda and served as the City of Cape Town's Research Coordinator for 2010.

Douglas Michele Turco is Associate Dean, College of Global Studies, Arcadia University, 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. Turco is also on faculty at the Rajiv Gandhi Indian Institute of Management, IMC FH-Krems (Austria), and National Taiwan Sport University. Turco teaches courses on sport and tourism marketing, sport tourism, globalization of sport, and sport economics. He has authored over 40 journal articles in *Sport Marketing Quarterly*, *International Journal of Sport Management*, *Journal of Travel Research*, *Journal of Sport and Tourism*, and others, and has written several books.



Urmilla Bob is an Associate Professor in the Discipline of Geography (School of Environmental Sciences) at the University of KwaZulu-Natal, Durban. She completed her Masters and her Ph.D. in geography at West Virginia University in the USA. She conducts research on urban and rural development issues, sustainable land use and natural resource management as well as the socio-economic impacts of tourism (specifically ecotourism and sport events). Prof Bob has published in these fields in both nationally and internationally recognized academic books and journals. She has been involved in collaborative research with national and international organizations and has attended several conferences and workshops worldwide.

## Understanding Olympic Visitor Ticket Purchasing Behavior and Associated Factors

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Lisa Neirotti, The George Washington University, *delpy@gwu.edu*

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### Abstract

With approximately 15% of Olympic Organizing Committees budgets generated from ticket sales, it is vital that not only are the tickets priced appropriately but are sold out. Although Olympic ticket sales have been strong in Vancouver and London, Athens, Torino, and even Beijing had a number of empty seats. Future Olympic Games in Sochi and Rio de Janeiro may face similar challenges. Olympic Games with low attendance not only represent a financial challenge but negatively impacts media and corporate partners, athletes, and the overall spirit of the Games. This study will analyze data collected at the 2006, 2008, and 2010 Olympic Games regarding the average number of tickets purchased, why tickets were purchased, and factors limiting additional ticket purchases of Olympic visitors. Suggestions for future Olympic Organizing Committees will be shared.

Data collection was limited to English-speaking, non-credentialed adults (18 years or older) who traveled at least 50 miles to be in the host city during the Olympic Games. The minimum sample size for each Olympic Games was 400 surveys. Surveys were collected between Day 2 of the Olympic Games and Day 17, Closing Ceremonies, and were equally administered across different venues, live sites, and central locations throughout the host city to ensure a representative sample.

This study is relevant as the more Olympic marketers understand about factors influencing ticket purchases the more effective their sales campaign should be. Results indicate that beyond cost and availability of tickets, other considerations include ticket access awareness, competition with cultural and tourists attractions in host cities with a strong tourism product (e.g. Athens, Beijing), and distance between Olympic venues. Games held in Western Cultures where a greater percent of visitors stay with family and friends tend to attract more visitors and sell a higher percent of tickets.

Lisa Neirotti is Associate Professor of Tourism and Sport Management for the management department of the George Washington University. Her areas of expertise include: Sport and event management and marketing, Sponsorship, Sport tourism and Olympic Movement. She is the Co-Author of *The Ultimate Guide to Sports Event Management and Marketing*, 2nd ed. McGraw-Hill, 2001, and her list of publications continues with:

The Race is On: Sport Management and Marketing via the World Wide Web. *SportsTravel*, May 2000.

The Wide World of Sports Internet Sites, *SportsTravel*, April 2000.

Events in Detail, *Sports Travel*, March 2000.

Maximizing Premium Seat and Suite Sells, Retention, and Use, *SportsTravel*, February 2000.

She is an editorial board member of *SportsTravel Magazine* and founded the annual TEAMS: Travel, Events, and Management in Sports Conference.

Lisa is also a member of the Women's Sport Foundation (WSF) advisory board and is President of the DC Chapter of Women In Sports and Events (WISE).

## The visitors of the 2011 FIFA Women Football World Cup in Germany

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Norbert Schütte, Johannes Gutenberg-University, *norbert.schuette@uni-mainz.de*  
Markus Kurscheidt, Bayreuth University, *markus.kurscheidt@uni-bayreuth.de*

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### Abstract

The economic impact by a sport event differs by the structure of its visitors. According to the theoretical work of Preuß (2003) and the empirical results of Preuß, Kurscheidt and Schütte (2009) the impact is due to some crucial variables. Important variables are the amount of day-tripper vs. overnight-stayers, the Origin, the intention of visit and if the visitor is a stadium ticket holder or is exclusively a fan zone visitors.

The aim of this contribution is to detect the visitor structure of the FIFA Woman's World Cup and to explain to which different economic impacts it is leading.

### METHODS

The results are based on an empirical survey: the FIFA Woman's World Cup 2011 in Germany (n=11,230). The data was collected by a randomized multistage cluster sampling, related to the lacking information available about the population of the public viewings and stadium visitors. At each chosen match day the interviewees collected questionnaires in different languages at one randomly chosen location around the stadium or public viewing to assure that visitors were in stage of waiting and willing to participate in the survey. The interviews started approximately four hours before a match and ended approximately half an hour before the match started.

### RESULTS

95% of the visitors live in Germany and are neutral to the economic impact. 3% are living in Germany and forego a holiday outside Germany just to attend the event. They are valuable for the impact. Only 2% are event visitors from outside Germany, coming only because of the event. So they contribute fully to the impact. The FIFA Woman's World Cup differs from the Olympic Games or the FIFA Man's World Cup. It is more or less a local event that does not have an overwhelming economic impact.

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Norbert Schütte, Ph.D., is a Lecturer of Sport Sociology and Sport Economics at the Johannes Gutenberg-University Mainz. He has studied sociology, economics, social and economic history and informatics at the Hamburg University and gained his Ph.D. at the Deutsche

Sporthochschule Köln with Prof. Dr. Horch on the subject "Professionalization Pressure and -Hindrances in the Management of Sports Clubs and Sports Associations". The main area of his activity is the realisation of research projects on sociological and economic topics. In science and research he especially deals with cost-benefit analysis of mega sport events, occupational field analysis of sport managers, professionalization tendencies in the third sector, management of non-profit organisations, effects of the new public managements as well as human resource management and management techniques. He is a visiting lecturer for topics in the field of sport economics / sport management at the Deutsche Sporthochschule Köln and at the Carl von Ossietzky University Oldenburg. Norbert Schütte is engaged in migration research on voluntary basis. Since 2008 he is 2. chairman at the Bonner Institut für Migrationsforschung und interkulturelles Lernen e.V. (BIM e.V.).

His recent publications include:

Preuss, Holger / Siller, Hubert / Zehrer, Anita / Schütte, Norbert / Stickdorn, Marc (2010). Regionale ökonomische Auswirkungen der EURO 2008 für Österreich. Wiesbaden.

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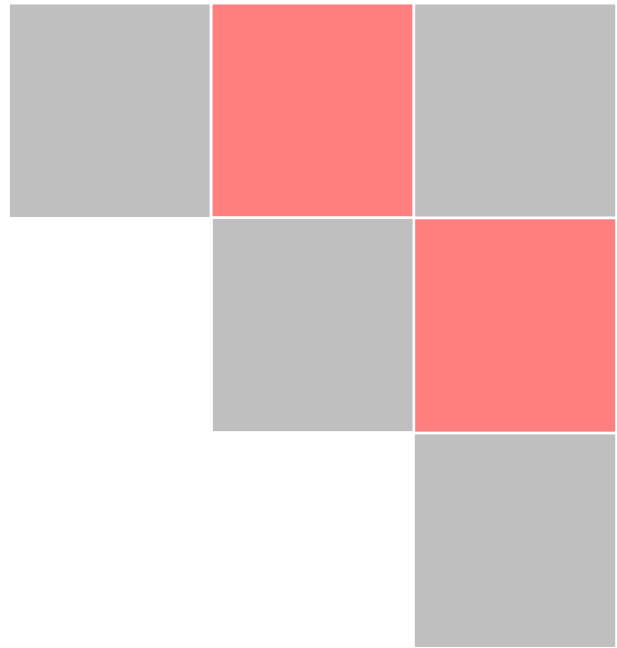
Markus Kurscheidt, is Professor at the department of Sport Governance and Event Management at the Bayreuth University. He is is an assistant to the board of the association of German-speaking sports economists (AK Sportökonomie), founding member and member of the board of directors of the International Association of Sports Economists (IASE) as well as a referee for the European Sport Management Quarterly (ESMQ). In May 2006, he co-organized the joint Annual Meeting of IASE and AK in Bochum and co-initiated the foundation of the European Research Network on Events, Sports and Tourism (EURNEST), a group of distinguished, mainly European, economists specialized in impact analysis of major (sporting) events.

His most recent publications include:

Kurscheidt, M., Klein, M.-L., & Mielke, G. (2012). *Vermarktung von Teamsport in ressourcenschwachen Umfeldern: Eine ökonomische Analyse unter besonderer Berücksichtigung regionaler Märkte*. Wiesbaden: Gabler, im Druck.

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# Urban Transformation

## Papers:

- Gouguet & Lepetit (FRA): Barcelona Games 1992-2012. Which teachings for urban planning?
- Haag (GER): Development of a Social Sustainability Index for Mega Sport Events
- Kambolov, Romanova & Belosluttseva (RUS): Social and Economic Transformations in Olympic City Sochi 2014

## Barcelona Games 1992-2012. Which teachings for urban planning?

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Jean-Jacques Gouguet, Centre du Droit et d'Economie du Sport, Limoges, *gouguet@cdes.fr*  
Christophe Lepetit, Centre du Droit et d'Economie du Sport, Limoges, *lepetit@cdes.fr*

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### Abstract

When taking into account their consequences upon the hosting territories, Olympic Games have not always been considered as good experiences. For instance, the Olympic Games in Montreal (1976), Albertville (1992), Athens (2004) and Beijing (2010) have not been evaluated positively by economists. Conversely, everyone agrees that the Barcelona Games were a real success, especially with the transformation of the city which took place much more quickly than usually : ring roads, new airport, sports venues, opening up to the sea...So, Barcelona appears as a good example of the long term impact of a mega sporting event. It is important to understand why and to propose guidelines for a future organization.

In a first part, we present the urban difficulties met by Barcelona before 1992 and the opportunity that have constituted the Olympic Games to think in a new way the urban structure of the city. Three types of actions were major: the new transport infrastructures, the Olympic village, the renovation of the old town.

In a second part, twenty years later, we try to evaluate the consequences of the decisions taken in 1992 upon the working of the city. We show that the success of the Olympic Games was linked to the will of the authorities to include the event in a global territorial plan at the metropolitan scale and the Catalanian one. This point is very important and there are always many debates with the Olympic Games in London (2012) or in Brazil (2016) to wonder if the legacy of the Games will bring a better working of the hosting territories.

In a third part, we make some proposals to better integrate the external costs and benefits of the Games. Particularly, we want to insist upon the negative externalities which are usually forbidden in most of impact studies of the Games. A social impact study should be imposed to the hosting towns with the participation of citizens to the decision making. A special attention should be given to the most disadvantaged groups of population. From a methodological point of view, this implies to think about non-monetary indicators to replace traditional monetary evaluation which is not necessary efficient.

Jean-Jacques Gouguet is professor of economics and scientific director of economic studies at the Center for the law and economics of sport in Limoges (France). Since 1983, he is a member of the Center of Interdisciplinary Researches on Law of Environment, of Development and Town Planning (CRIDEAU). Jean-Jacques is also a member of the International Association of Sports Economists (IASSE), the Regional Science Association of French (ASRDLF), the Scientific Advisory Board of the institute of Atlantic Arc Development and the Scientific Committee of the Revue d'Economie Régionale et Urbaine (RERU). His board memberships extend to the Editorial Board of the Journal of Sports Economics (JSE) and the Editorial Board of the Revue Juridique et Economique du Sport (RJES).

His list of publications include:



The political Economy of professional sport, Edward Elgar. London. 2010

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Economia do esporte. EDUSC. Bauru, Sao Paulo, Brésil, 2005

Christophe Lepetit is an economics researcher and partnerships coordinator at the Center for the law and economics of sport in Limoges (France). His main responsibilities are: the management of economic studies: "Observatory of Sport in Limousin", "Territorial Diagnosis of the Region Bretagne", "Territorial Diagnosis of the country Monts et Barrages" and the news and the press releases sections of Jurisport. Between February 2007 – August 2010, Christophe worked as a Regional Administrative Director for the French Judo Federation.

## Development of a Social Sustainability Index for Mega Sport Events

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Anton Haag, IMC University of Applied Sciences Krems, Austria, [anton.haag@fh-krems.eu](mailto:anton.haag@fh-krems.eu)

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### Abstract

The Olympic Games or the FIFA World Cup™ attracts millions of people from all around the globe, and in this context it is big enough to be called as a mega event and has a 'must-see' character. These sport happenings are so popular that they can highly involve global changes and rethinking about actual problems, not only in the hosting destination. Since years such events take more and more responsibility for these points and act like a role model, and show the people how they can make the world better and rescue the environment for themselves and for the next generations. But it is not only the environment, like focused in some of the last Games, that has to be protected; it is also the global economy and the social treatment with each other that have to be secured. These should be the highlighted points of such a huge event – the sphere of sustainability with its three pillars.

Each event, but especially a mega sport event could be used as a catalyst for the hosting destination to improve their image, to become more attractive as a touristic and industrial platform. Many analyses were done to find out how such an event initiates the growth or attractiveness of the destination years after an event.

There are already sustainability tool kits for mega sport events to measure the success post-event, like the Sustainable Sport and Event Toolkit (SSET) developed for the 2010 Olympic Winter Games and the Olympic Games Impact Study (OGI) used first for the 2008 Olympic Summer Games, or the ISO 14001, an international environment standard certification, to control the environmental impact and to improve its performance. Reality is that they are all strongly focused on the environmental pillar, and a tool to analyze and to measure primary social changes continually in the community does not exist. An index that combines both, a general indicator set of social sustainability and the outlined social goals of the sustainability program of the mega sport event would help not only the destination but also the global sport and tourism market and other subareas.

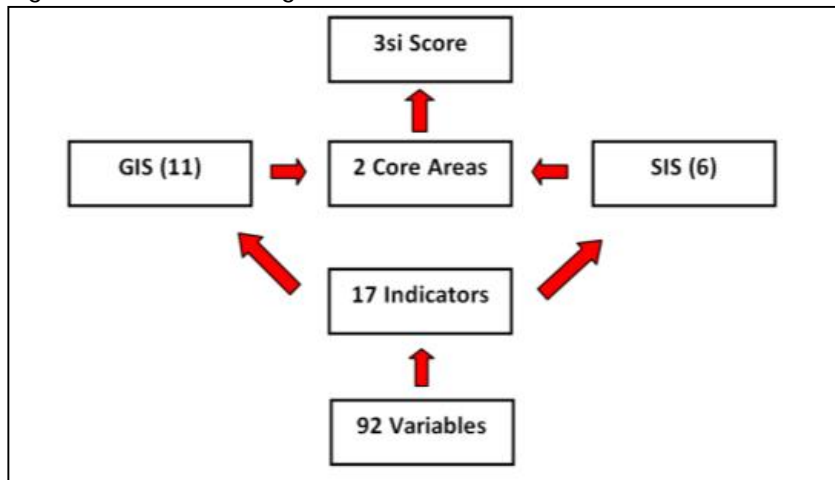
.Therefore, the purpose of this paper was to develop an index to measure the social sustainability within a destination after a mega sport event. Based on this purpose the most important research questions were:

- How can qualitative indicators measure social sustainability?
- How can social sustainability be measured in relation with an event?

Through secondary research of websites, books and associations organizing such mega sport events, the relevant indicators were selected and additional background information to the research done in this field so far was collected. Helpful sources for the right indicators were among others the 'Handbook on Social Indicators' by the United Nations and the sustainability program of the UEFA EURO 2008™ in Austria and Switzerland to integrate indicators related to both, social sustainability and mega sport events.

The result of the developing process was the indicator set – the base for the upcoming index – that shows 17 different indicators with 92 variables. These variables measure the quality rating of the indicators in a special way. All indicators were divided in two core areas, the general indicator set (GIS) with 11 indicators and the special indicator set (SIS) with six ones. This two core areas count the index – the 3si score – together. The here developed tool will be called the ‘Sport Social Sustainability Index (3si)’, in this case applied on mega sport events. Figure 1 offers an outline about the preparation processes and how the score, the value of the index will be counted.

Figure 1: Constructing the 3si score



Source: modified after from ESI Report (2005) p. 13

As the last step these indicators were weighted by a group of international experts, working in the fields of events and sustainability, through an online survey. The outcome was a ranking of the indicators based on the weighting of the experts. Table 1 offers a final overview about the two indicator sets, the weights of the indicators and their ranking.

Table 1: The weighted and ranked ‘Sport Social Sustainability Index’ (3si)

| Sport Social Sustainability Index (3si) for Mega Sport Events |         |   |         |
|---|---------|---|---------|
| General Indicator Set (GIS)                                   | Weights | Special Indicator Set (SIS)                 | Weights |
| Transportation system   | 6,208   | Infrastructure & its usage post-event       | 10,848  |
| Social integration  | 5,601   | The youth & its projects                    | 8,773   |
| Poverty rate  | 5,298   | Image of the hosting area (nation branding) | 8,654   |
| Public safety   | 5,053   | Handicapped accessibility                   | 8,239   |
| Leisure activity (culture & sport)                            | 4,534   | Fan projects & the (event) culture          | 7,558   |
| Health care system  | 4,426   | Prevention activities (e.g. alcohol)        | 5,928   |
| The children and their education                              | 4,387   |   |         |
| Working conditions  | 4,172   |   |         |
| Regional (fair) trade system                                  | 3,966   |   |         |
| Population composition  | 3,750   |   |         |
| The per capita income   | 2,605   |   |         |
|   | 50,000  |   | 50,000  |

Source: Questionnaire / Author’s table

After the developing process of the 3si, the new tool was applied on a real mega sport event to check the usability of the here developed index. The 2006 FIFA World Cup™ was seen as a good example for the case study. The main findings were that it is possible to measure the changes post-event in and for the society in combination with a mega sport event, but it is difficult to collect the needed data for useful calculations years after the happening.

The results (with some assumptions) show a positive sustainable development in Germany for each year, which varies between 1.814 per cent (2007) and 5.553 per cent (2008). The total increase between 2005 and 2009 was 12.29 per cent, which means an average plus of 3.073 per cent per year of social sustainability in Germany influenced by the 2006 FIFA World Cup™.

However, it is recommended to guarantee the availability of the relevant data in advance and to create a pool of experts, who continually work on the further development of the index.

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Anton Haag, graduated the master degree program in International Business Studies of Tourism and Leisure Management at the IMC University of Applied Sciences Krems, Austria after doing his Bachelor at the University of Applied Sciences Kufstein, Austria. Anton studied in Spain at the Alicante University for 6 months through the Erasmus exchange program. He is socially engaged by being a board member of the Non-profit Association for the Advancement of cultural activities in the area of Kufstein and from 2007 till 2008 he was a Member of the Student Association ESN (Erasmus Student Network) at the University of Applied Sciences in Kufstein.

## Social and Economic Transformations in Olympic City Sochi 2014

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Marat Kambolov, Deputy Minister of Education and Science, Ministry of Education and Science of the Russian Federation

Galina Romanova, Sochi State University, *romanova@sutr.ru*

Liudmila Belosluttseva, Sochi State University, *beloslutzeva@hotmail.com*

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### Abstract

Before the Russian revolution of 1917 Sochi had been functioning according to the type of popular at that times German and French resorts. Under the decree, signed by V. Lenin after the Soviet republic establishment, all the recreational facilities were nationalized. Traditional resort hotels were transformed into sanatoriums characterized by the following key features: cost minimization, standardization of services, high standards of medical care.

The resort managing system established in Russia was unique. All funds of the state social insurance were accumulated by Central Council of resort management belonged to the trade unions. The Central Council controlled the whole net of sanatoriums regardless of their jurisdiction, and distributed sanatorium vouchers according to a plan, while tourists are compensated only 10-50% of their cost. Sanatoriums didn't have own funds for development and after the reforms of the 90th they turned out to be noncompetitive. It was very difficult to solve many problems connected with the managing system. The main problem used to be the sanatorium's vouchers sale, as the most of the regions involved in the resort services consumption were separated from the customers. As a result, from 1992 to 1996 an annual decrease by 14% per year of tourist arrivals to Sochi occurred.

Before the reforms of 90<sup>th</sup> about 4-5 million tourists per year came to Sochi for rest, but in 90<sup>th</sup> their number was reduced up to 600 thousand people. Since 1997 this indicator started to grow gradually, but still is not as high as during the soviet times.

Reduction of number of the visitors has certainly affected all the indicators which are to characterize the level and quality of life of local population. Since 1997 up to 2007 Sochi gradually adapted for the new market conditions and has generated the competitive tourist's industry. For these purposes the variety of program documents has been developed.

The IOC decision to hold the XXII Winter Olympics and XI Paralympics Games in 2014 in Sochi extremely influenced on the development.

This decision encourages the start of the Olympic Venues Construction and Sochi Sustainable Development Programme. The amount of the Russian Federation contribution into realization of this programme accounts 242179860,9 thousand rubles or about 60,545 Billion Euro for period since 2002 to 2014. The private investments account even larger.

Two huge clusters are being built: mountain and marine ones. 46 new facilities are to be built in mountain cluster and 44 – in marine cluster. They are – 14 sport venues, 2 Olympic Villages for 6 thousand sportsmen and other accommodation facilities for 20 thousand guests; modern automotive and rail infrastructure, ropeways, alpine skiing tracks, mountain lifts; modern engineering infrastructure; recreational and healthcare facilities, etc.

The comprehensive plan was developed to finance the environmental conditions improvement, the arrangement of conditions for people with disabilities, facilitation the immigration rules and the terms of visa support.

This huge amount of investments considerably influences the infrastructure improvement and social and economic development of the region: development of modern infrastructure, the quality of life improvement, increase of the city population, new jobs.

New jobs and staff training is the very special issue of Sochi Olympics as till now there is no exact estimations of personnel demand for games and post-olympic period. There are different assessments and points of view so, according different estimations and calculation techniques this figure fluctuates in a range from 60 thousand to 150 thousand people. To solve this problem it is important to take into account the objective reasons:

- city of Sochi stretches along the seacoast over 140 km. and geographically is strongly isolated from other regions of Russia being separated by the Big Caucasian ridge;
- among 400 thousand residents of Sochi only about 130-140 thousand are able-bodied population.

Since the labor demand increases by different estimations by 50-100 % it is quite clear that there is no way to manage the situation without attraction of manpower from other regions. However geographical specificity of the city causes two basic ways of attraction: migration and shift-work (log method).

It strongly complicates the task of the personnel preparation. For decision of this problem two interdepartmental councils are established:

- «Working group on Science and Education of the President's Council of the Russian Federation on development of physical training and sports, sports of the high achievements, preparation and carrying out of XXII Olympic Winter and XI Paralympic Winter Games of 2014 in Sochi and XXVII World Summer University Games of 2013 in Kazan»;
- «Executive Committee for personnel preparation for hospitality industry, sport and non-sport facilities, an engineering and transport infrastructure placed in operation in preparation and carrying out of XXII Olympic Winter and XI Paralympic Winter Games of 2014 in Sochi».

By Sochi - 2014 Organizing Committee with the support of the Ministry of Education and Science of the Russian Federation the concept of staffing for Sochi Olympics was developed for two main purposes:

- training the personnel to work under contracts (contractors);
- training the volunteers.

In Beijing, in Vancouver, in London and in other Olympic cities the preparation of the personnel was traditionally organized by professional associations. In Sochi, due to the weak development of these structures, the universities are responsible for the task of personnel training. The dimensions and complexity of a problem required new non-standard steps

from the Ministry of Education and Science: in 2010 «The national scientifically-educational and innovative-technological consortium of high schools of service» was established to join the leading high schools of Russia. Having united the methodical, scientific, practical potential the high schools have developed standard programs of personnel training and professional development programs being approved by the Ministry of Education and Science, "Organizing committee" of Sochi - 2014 », City of Sochi Administration. Within the consortium «The Regional centers of personnel training» in main regions of Russia were established as the bases of a professional training.

On the instructions of the RF government the Ministry of Education and Science of the Russian Federation with active participation of the Consortium of high schools of service and Sochi 2014 Organizing Committee have developed the "Plan of arrangements of personnel training for XXII Olympic Winter and XI Paralympic Winter Games of 2014 in Sochi".

Volunteering is another important issue: no Olympics without it.

Volunteering for Sochi Olympics is divided into two main directions:

I. Preparation of volunteers in Sochi - 2014 Organizing Committee, or so called Olympic volunteers to serve the Olympic games and the Olympic objects - 25 thousand people.

II. Preparation of so called city and social volunteers by City of Sochi Administration to help visitors in the city - 4 thousand people.

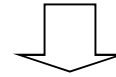
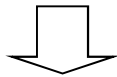
The feature of Sochi Olympics is that educational institutions are responsible for the task of Olympic volunteers training. In 2010 the contest was organized by the Sochi 2014 Organizing Committee with the support of the Russian Ministry of Sport, Tourism & Youth Policy and the Ministry of Education and Science for educational institutions to become the "Russian Volunteer Centers". 150 educational institutions applied and the results of the "Russian Volunteer Centers" contest have been announced by the International Contest Committee. 26 educational institutions have been successful in their bids to become organization and performance centers for volunteers in the run-up to the XXII Olympic Winter and XI Paralympic Winter Games of 2014 in Sochi.

City of Sochi Administration has established the Volunteering Development Centre for recruitment and training of city and social volunteers.

Here is the structure of staffing net for Sochi Olympics.

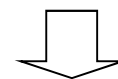
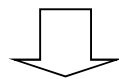


Working group on Science and Education of the President's Council of the Russian Federation on development of physical training and sports, sports of the high achievements, preparation and carrying out of XXII Olympic Winter and XI Paralympic Winter Games of 2014 in Sochi and XXVII World Summer University Games of 2013 in Kazan



Executive Committee for personnel preparation for hospitality industry, sport and non-sport facilities, an engineering and transport infrastructure placed in operation in preparation and carrying out of XXII Olympic Winter and XI Paralympic Winter Games of 2014 in Sochi

Sochi 2014  
Organizing Committee



Training the personnel to work under contracts (contractors) – 60-150 thousand people  
personal service // passenger/transport service // communication service // housing and communal-service // service for institutions of culture // tourist and excursion service // physical culture and sports service // medical, sanatorium-and-health-improving service // legal services // bank services // education services // trade and catering services

- personal service

Training the volunteers – 29 thousand people

Olympic volunteers – 25 thousand people  
Event Services - 6250  
Sport – 4000  
Transport – 3750  
Ceremonies - 2750  
Medicine- 1500  
International relations – 1250  
NOC & IF - 1000  
Snow shuffle – 1000

City and social volunteers – 4000 thousand people

Programs of personnel training considerably influence the quality of service and increase of competitiveness of tourist region. It creates major preconditions for the new course of resort development and improvement of quality of life of local population.

The huge amount of investments considerably influences the infrastructure improvement, social and economic development to facilitate the recognition of Sochi as an international resort, sustainable development of the region and leaving a positive legacy for the city and the country.

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Marat Kambolov, Ph. D., is Deputy Minister of Education and Science for the Ministry of Education and Science of the Russian Federation. Between 1991 and 1994 he worked as a main specialist of the State committee of the Russian Federation on antimonopoly policy. From 1994 to 1997 he took up posts of chief of the department, chief of the Department of the Ministry for nationalities' affaires and federative relations of the Russian Federation. In August, 2010, he was appointed to the post of the director of the Department of investment development and federal property of the Ministry of education and science of the Russian Federation. On November, 12, 2010, by the order of the Prime-minister of the Russian Federation, Mr. Kambolov was appointed the deputy Minister of education and science of the Russian Federation.

Galina Romanova is Rector at the Sochi State University. Her research projects include in 2006, for the Federal Agency for Science and Innovations, the project "Scientific, methodological and organizational maintenance of carrying out the conference for ecological management and rational development of tourism, recreation and sports in protected areas" where she was the leader of research team.

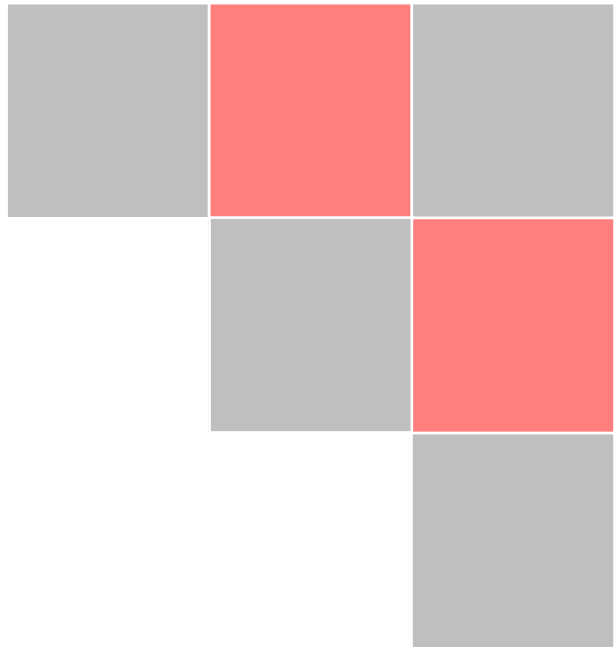
Among other 10 projects, she led the research team for the Federal Agency for Science and Innovations, in the project "Scientific bases of the corporate educational environment formation in the tourist centres in the conditions of preparation for carrying out of mass sports events (on an example of Winter Olympic games)".

Her memberships include:

- The RF President's Council for Culture and Sports Development, Sports Of Higher Achievements, Preparation and Hosting of XXII Winter Olympic and XI Paralympic Games 2014 in Sochi, Member
- Improving Statistics in Tourism Industry Board, Member
- Federal Agency of Education, Committee for Methodology in Education, Presidium Member
- National Academy for Tourism, Presidium Member
- Interdepartmental Council for Staff Training in Tourism Industry, Member
- Science-creative Committee for the Sochi Development General Plan, Member
- Science magazine «The Bulletin of the Sochi State University», Editor-in-chief

Liudmila Belosluttseva, Ph. D., is International Relations Director for the Sochi State University. Until 2008, she occupied the Chair of the Post-Graduate Department of the State Science-Educational Centre , Sochi.

Between 2009 and 2010 she was a team member of the research project "Implementation of the scientific bases of the corporate educational environment for tourist destinations". Her list of publications comprises about 20 publications (including manuscripts, international journal papers, national journal papers, conference and university proceeding papers and abstracts). In 2009 she was a member of local organizing committee, MEDCOAST-09, Sochi.



# YOG

## Papers:

- Kaspar, Kogler (AUT) & Beech (GBR): The Youth Olympic Games as a Role Model for the Integration of Culture and Education into a Sports Mega Event
- Schnitzer & Fischer (AUT): Success drivers of delivering the Winter Youth Olympic Games Innsbruck 2012 – a spectator's perspective

## The Youth Olympic Games as a Role Model for the Integration of Culture and Education into a Sports Mega Event

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Robert Kaspar, University Of Applied Sciences, Kufstein, *robert.kaspar@fh-kufstein.ac.at*

John Beech, Coventry University

Florian Kogler, University of Applied Sciences, Kufstein

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### Abstract

Culture and Education have for a long time been an important part of hosting the Olympic Games. While earlier in sports history, medals were awarded for arts competitions during the Olympic Games, the recent launch of the Youth Olympic Games has seen a rebirth of the Culture and Education Programme (CEP) as an integral part of the Olympic experience for both the athletes and the Olympic Movement.

The aim of the presentation is to discuss whether the Culture and Education Programme (CEP) of the 1st Winter Youth Olympic Games has been widely accepted by the athletes and other stakeholders, if it can be seen as a role model for future organisers of sports mega events.

The presentation starts by setting the historical context of a cultural dimension within the Olympics. It then analyses the success factors of the Innsbruck Culture and Education Programme and its perception by the athletes, locals and further key Olympic stakeholders. The first research results of the CEP at the Innsbruck Youth Olympic Games indicate that the programme has been very well received by the athletes and the wider public while there is room for a higher active participation by the athletes.

The question is raised how the CEP of the Winter Youth Olympic Games may inspire the future integration of cultural and education programs in other sports mega events of all dimensions.

The paper concludes with a consideration of the broader legacy implications of the CEP, drawing comparisons with the earlier arts medals programme, and considers this in the broader context of fundamental changes in the driving forces of the Olympic Games.

Robert Kaspar directed a student project that developed the first conceptual design of the Culture and Education Programme (CEP) of the 1<sup>st</sup> Winter Youth Olympic Games in Innsbruck, whose student leader was Florian Kogler. John Beech has closely followed the London Olympics from its initial bid to the current state of delivery and is a regular lecturer at the Kufstein University of Applied Sciences.

Robert Kaspar is professor and the director of studies of the department of "Sports-, Culture- & Event Management as well as "Marketing & Communication Management", based in Kufstein in the Tyrol, Austria.

He is responsible for the Bachelor and Master Degree programmes, both offered in a mix of German and English. The degree programmes have educated more than 400 graduates who now enjoy leading positions in the field around the world.

Dr. Robert Kaspar has obtained his Doctorate in International Business Administration at the Vienna University of Economics after having researched and studied in New Zealand, Spain and Sweden.

Since 1994, he has served in a number of mega event companies, ranging from Expos to World Championships including the position of managing director for the Salzburg 2010 Olympic Winter Games bid.

John Beech is the Head of Sport and Tourism Applied Research at Coventry University, where he was previously Head of Strategy and Applied Management, Head of Leisure, Sport and Tourism Management and Acting Head of Marketing and Leisure.

John is based in the Applied Research Centre for Sustainable Regeneration (SURGE) and is also a co-director of the Centre for International Business of Sport (CIBS). He was the founding editor of the CIBS Working Paper series.

He has served on the university's Strategic Academic Planning Group and Sports Coventry University Steering Group as well as the university's Examinations Investigatory Panel, as Chair for three years.

He is a member of the Executive Board of ATLAS and Chair of the ATLAS Mass Tourism SIG, a member of the national committee of SPRIG, and organisational representative to ATLAS, ATHE, and CHME. He is a Fellow of the Royal Society of Arts and a Fellow of the Academy of Marketing Science.

Florian Kogler is the Youth Olympic Games Young Ambassador and Project Leader for the student working group of the University of Applied Sciences on the initial Innsbruck CEP, Austrian Olympic Committee

## Success drivers of delivering the Winter Youth Olympic Games Innsbruck 2012 – a spectator's perspective

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Martin Schnitzer, University of Innsbruck, *schnitzer@fortius.at*  
Tim Fischer, Department of Sport Science, University of Innsbruck

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### Abstract

#### AIM OF THE ABSTRACT/RESEARCH QUESTION

The Winter Youth Olympic Games (WYOG), a new event of the International Olympic Committee, have been staged successfully for the first time in Innsbruck, Austria. Many stakeholders have been involved in delivering the WYOG and more than 100,000 spectators were attending the ceremonies and competitions of the WYOG. This abstract sheds light on results from a quantitative on-site visitor satisfaction survey (n=1,100) of this new event and works out success drivers for delivering this event from a spectator perspective.

#### THEORETICAL BACKGROUND OR LITERATURE REVIEW

Scholarly literature widely discusses what drives people to attend sports events and proposes models to investigate factors influencing attendance (Pan, Zhu, Gabert & Brown, 1999; Laverie & Annett, 2000). Theodorakis, Kambitsis, Laios & Koustelios 2001 and Thodorakis, Koustelios, Robinson & Barbos (2009) have assessed perceptions of service quality among sports spectators and introduced five dimensions (tangible dimension, responsiveness, access, security and reliability), while Kelley & Turley (2001) have developed nine factors for measuring service quality at spectator sports. Schnitzer & Stickdorn (2012) have analysed the success drivers of fan zones on occasion of the UEFA EURO 2008. Nevertheless, by doing an extensive literature review, the authors learnt that there is little research on success drivers in organising single sports events such as the WYOG.

#### METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS

The research design follows an approach of assessing the satisfaction of spectators during the event. A questionnaire was designed for the visitor satisfaction analysis of mega sports events, building on the experiences gained by the much publicised studies for the FIFA World Championship Germany/2006, the UEFA EURO/2008 and various Ski World Championships, such as St. Anton/2001, St. Moritz/2003, Bormio/2005 and Åre/2007. Thus, it can be assumed that the structure and underlying methods applied in this questionnaire are robust and reliable (Kurscheidt, 2006; Kurscheidt, 2008; Siller & Stickdorn, 2009; Preuss, Kurscheidt & Schütte, 2009; Preuss, Siller, Zehrer, Schütte & Stickdorn, 2010; Stickdorn, Schütte, Zehrer, Siller, 2010).

#### RESULTS, DISCUSSION AND IMPLICATION/CONCLUSION

The results of the survey shows that the spectators of the WYOG 2012 are to a high percentage (35 %) well educated. 35,6 % of the spectators were Austrian citizens, the audience was very international, the biggest group apart from the Austrians were Germans (18,3 %). The overall satisfaction with the WYOG is very high (37 % very satisfied, 48 % satisfied). Also the single items (transport, information, general level of safety,

accommodation, side events and overall organisation) show a high performance (the responders rated all items between 60 – 80 % with 'very satisfied' or 'satisfied'). Spectators rated the WYOG as a big success, interestingly people over 65 years, which were not supposed to be the primary target group of the event rated with 94 % the event as big success (67 % 'highly agree', 27 % 'agree').

Data are still under evaluation and therefore success drivers need still to be analysed in detail, but from a first sight the hospitality in Innsbruck and the overall organisation of the event are the most important success drivers from a spectator's perception.

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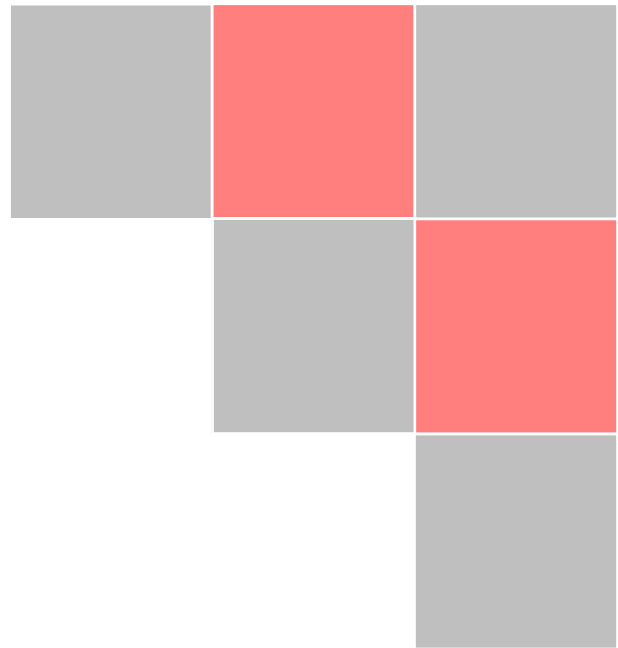


Martin Schnitzer of Merano, South Tyrol, served as CEO of Innsbruck 2012 of the Candidate City for the Youth Olympic Games. He previously held the position of Secretary General of the UEFA EURO 2008™ Host City Innsbruck and is currently serving as bid director of the FIS Alpine Ski World Championship Candidate Cortina d'Ampezzo in Italy.

At the 2005 Winter Universiade in Innsbruck/Seefeld, he was involved in every area of operations and worked as lead on-site executive for the innovative five-discipline venue cluster at the Seefeld Arena. After the Winter Universiade, Martin moved to Turin and served as TOROC's Deputy Venue Manager for the Women's Olympic Alpine Skiing speed events at San Sicario.

Martin was born in 1976. He earned his first degree in Sports Science at the University of Innsbruck in 2001 and went on to complete a Master's degree in Management of Sport Organisations at the University of San Marino in 2003. He also completed an Executive Master's in Sport Organisation Management (MEMOS), a postgraduate programme officially accredited by the IOC, in 2004.

Currently Martin lectures and tutors young people at the university, while working on his own PhD on "creating legacies for major sporting events".



# Media

## Papers:

- Miah (GBR): The Socialympics: The Social Media Impact of the London 2012 Olympic & Paralympic Games
- Lyberger & McCarthy (USA): Sport and Social Media Platforms: An assessment of metrics

## The Socialympics: The Social Media Impact of the London 2012 Olympic & Paralympic Games

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Andy Miah, University of the West, Scotland, *email@andymiah.net*

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### Abstract

Since Barcelona 1992, the number of accredited journalists at the Olympic & Paralympic Games has been relatively stable, but they have been joined by a growing number of non-accredited journalists, with figures reaching 11,000 for Beijing 2008 (Miah, Garcia & Zhihui, 2008). Over the last 6 years, this population has expanded further from being constituted by mostly niche or non-rights holding media to include a growing number of citizen journalists whose output spans such platforms as Twitter, Facebook, YouTube and Flickr (Adi & Miah 2011). At the Vancouver 2010 Games, the first efforts to organize citizen journalists took place in the form of two social media centres (REF) and, on the approach to London 2012, the IOC and a number of commentators are describing these Games as the first 'social media Olympics' (Stringer, 2012). This presents a challenge for businesses, as it requires a shift in the culture of advertising and marketing (Miah & Jones, 2012), while also requiring considerable trust in social media communities. As more business seek to harness the power of social media, this paper considers the social media impact of the London 2012 Games, providing key insights into the successes and failures of social media campaigns, along with the celebration and critique of the Games. It also considers the #media2012 project, a campaign to create a citizen journalism network around London 2012 that advocates an alternative media infrastructure for the IOC, based on principles of open media, shared ownership and promoting the Olympics as a movement. In so doing, this presentation explores the interface of alternative and official citizen journalism surrounding the London 2012 Games, their challenge to the Olympic industry, and their crucial role in delivering lasting legacies for local communities and the Olympic movement at large. In closing, I argue that organized social media communities reconstitute the population of the extended Olympic family, helping to fulfil an essential dimension of Olympism and challenge the existing business model of the Olympic movement.

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Professor Andy Miah is Director of the Creative Futures Institute at the University of the West of Scotland. He is co-author with Dr Beatriz Garcia of 'The Olympics' (2012, Routledge)

and Chair of #media2012, the citizen journalism network of London 2012. @andymiah  
<http://www.media2012.org.uk> He is currently completing a book for MIT Press titled 'A Digital Olympics'.

## Sport and Social Media Platforms: An assessment of metrics

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Mark Lyberger, Kent State University, *mlyberge@kent.edu*

Larry McCarthy, Seton Hall University, *mccartla@shu.edu*

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### Abstract

As social networking websites attract millions of unique users, many of whom spend hours online daily, sport marketers are challenged to decide how best to tap into these communities to cultivate awareness of their brands, products and services. More importantly, sport marketers are challenged with finding resources to help leverage awareness of their brands and convert it into tangible business results.

For many, social media is a conduit that affords connection of consumers and brands. Social media describes a variety of new sources of online information that are created, initiated, circulated and used by consumers with the intent of educating one another about products, brands, services, personalities, and issues (Blackshaw & Nazzaro, 2004; Mangold & Faulds, 2009). However, converting this social “buzz” into a usable platform is not an easy task. Many sport managers question how the link between the development of the Internet and its enhanced formation and function impact the delivery of global sport products (Wilson, 2007). Traditional media is all about reach. And while reach can be achieved in large numbers, it often does not translate into a true marketing exchange (Hanna, Rohm & Crittenden, 2011). Many marketers feel that social media has changed the way traditional customers utilize and search for information.

Today's brand is determined more by what customers and prospects say it is than what corporations say about the brand. Companies used to utilize controlled communication mediums such as TV, radio and print advertising to communicate with customers. In this old paradigm, the organization and its agents developed the message and transmitted it to potential customers, retaining control over the method of dissemination (Mangold & Faulds, 2009). Boone and Kurtz's (2007) asserted that the object of integrated marketing communications is to coordinate all elements of the promotional mix to produce a unified message therefore, today's promotional platforms must utilize social forums, recognize the pervasiveness of information being exchanged and provide consumers an exchange in a more valued but uncontrollable communications' environment. These direct strategies have become more measurable; therefore, sport marketers need to better understand this new form of engagement and how it impacts their brand

The investigation was two fold, and focused on aspects of web quality as well as the procurement of user information specific to all the National Organizing Committee (NOC) web sites that are visited by respondents. The core of the matrix and questionnaire consisted of listed aspects of Web quality. Data collected through questionnaires included both closed as well as open-ended assessments on the future needs and content of social media constructs. This analysis focused on the identification of sport social media methods of delivery as well as an assessment of predictions on future practice in the industry. For every aspect, the researchers indicated the importance of that aspect and at the same time an assessment of navigation attributes was provided. The aspects were defined utilizing categories of the model developed by Cox and Dale (2001, 2002).

Assessment measures by Beech, Chadwick and Tapp (2000) and Norton Nolan (1998) were modified, and expanded, to acquire information regarding current practices and to identify the sophistication of select NOC web and social media platforms. Calculation of the differences between expectations and perceptions on a number of prespecified criteria were obtain by using predetermined psychometric properties and a modified version of SERVQUAL (Parasuraman, A., Zetham;, V., & Berry, L.(1988).

Conclusions were drawn based upon the qualitative and quantitative measures, and provided particularly relevant knowledge of what is currently practiced. A meta-analysis will be utilized to synthesize the current state of the NOC research into a coherent body of working knowledge that will be presented.

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Mark Lyberger is Associate Professor and Director of the Centre for Sport & Recreation Development and Chairman of Sport Recreation Management at the Kent State University. His most recent publications include:

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Larry McCarthy is Director of the Institute of International Business of the Seton Hall University. Since 2009, he is a member of the Irish-American Leadership Council for the Department of Foreign Affairs of Ireland and member of the Academic Council and the Governing Body, School Review of the School of Marketing, Faculty of Business of the Dublin Institute of Technology.

His list of publications includes:

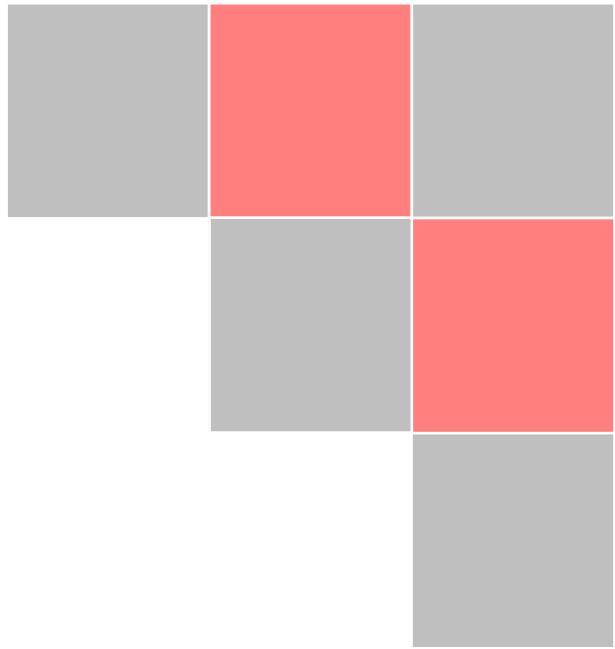
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# Mixed

## Papers:

- Kuper & Sterken (NED): Who is going to win in London?
- Kocholl (AUT): Olympic values, Olympic media and arbitration - awards in Olympic sailing events and to safeguard IF's sport formats



## Who is going to win in London?

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Gerard Kuper, Department of Economics, University of Groningen, [g.h.kuper@rug.nl](mailto:g.h.kuper@rug.nl)

Elmer Sterken, Department of Economics, University of Groningen, [e.sterken@rug.nl](mailto:e.sterken@rug.nl)

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### Abstract

This paper presents a statistical model to predict national medal winnings at the Olympic Summer Games in London. The model has been used in medal predictions since the Olympic Winter Games of Salt Lake City 2002 in two different, but structurally identical, versions: one for the Winter Olympics and a twin model for the Summer Olympics. The model includes data of about 100 participating countries.

We use the country level as our unit of measure. This implies that we consider a country of holding a portfolio of likely medal winning athletes, each having idiosyncratic probabilities to win a medal. Unlike individual event forecasts as produced by e.g. journalists of *Sports Illustrated*, we do not predict individual winnings. We do compare our historical forecast exercises with competitive forecasts by both model building teams and journalists' forecasts though.

We use a two-step statistical procedure. First, we analyze the decision to participate at the Olympic Summer Games. We model the national shares of both male and female participants. We distinguish team and individual events. Secondly, we predict both the number and color of medals each country is expected to win at the 2012 London Olympic Summer Games, conditional on the participation shares. Again, we model the medal shares and compute the actual medal winnings by multiplying by the given total of medals to be awarded.

The main focus is on the impact of economic, geographic and demographic determinants of Olympic participation and success. Moreover, we account for a home country advantage. Post-war studies estimate this advantage to be about two percentage points of the share in medals earned. Finally, we also include medal success at recent corresponding world cup events. We describe the model, its past performance, the data fitting and our forecasts for the 2012 Olympic Summer Games.

Our model is in the tradition of a series of papers that date back to the early 1970s. This line of work argues that if per capita income increases a nation can allow for more specialization of labour and so invest in professional sports. Moreover, there is evidence that countries with a large population have an increased probability of discovering talented sportsmen.

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Gerard H. Kuper is Associate Professor of Economics at the Department of Economics, Econometrics and Finance of the Faculty of Economics and Business, University of Groningen, Groningen, The Netherlands.

Interests related to sports and statistics: prediction limits in elite sports events, forecasting Olympic medal tallies, the development in technical progress in speed skating

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Elmer Sterken is Professor of Monetary Economics at the Department of Economics, Econometrics and Finance of the Faculty of Economics and Business, University of Groningen, Groningen, The Netherlands. Rector Magnificus, University of Groningen, Groningen, the Netherlands

Interests related to sports and statistics: development of world records in sports events, performance analysis in running and skating, the economic impact of organizing large-scale sporting events, forecasting medal winnings at the Olympic Games.

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## Olympic values, Olympic media and arbitration - awards in Olympic sailing events and to safeguard IF's sport formats

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Dominik Kocholl, University of Innsbruck – Department of Private Law; Corazza Kocholl  
Laimer Rechtsanwälte, Austria, [kocholl@ckl-advoc.at](mailto:kocholl@ckl-advoc.at)

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### Abstract

Major Olympic values are excellence, friendship and respect. Commitment to upholding the value of excellence, achieving personal objectives and dreams is one important principle. Striving to be the best in all what we do could include the Games media coverage. Marketability of the events, TV broadcasting rights, coverage via the internet and online products are of utmost concern. The aim is to bring the games to the rest of the world. Regularly Olympic sports get re-evaluated based on the value that each sport adds to the Olympic Programme.

Since 1896 the sport of sailing/yachting is part of the Olympic Movement and has of course changed from time to time. In its beginning it was a participatory sport. The influence of Olympic media however has changed the sport of sailing in an unprecedented way. As athletic, three-dimensional, nature driven chess, Sailing is very complex - especially as a result of the ever-changing weather, wind and sea conditions which have to be mastered as well as the fleet. Therefore it is quite hard to establish a spectator- and TV-friendly sport format, as e.g. discards are allowed. For the Sydney Olympics in 2000 the spectacular men's 49er Skiff was introduced. Changes to make sailing more understandable and TV-friendly were implemented for the 2008 Beijing Olympics. The Olympic sailing venue was Qingdao. In 2012 it will be Weymouth and Portland.

Proposals for the future include new disciplines, starting exactly on TV schedule time, in every wind condition, extreme compression of the race area, racecourses extremely close to public areas, sprint races. They could favour media and economic interests. In the long term there is reason to fear that the sport of sailing will lose its peculiarity.

Respect is the underlying moral imperative of the Olympic values. Clearly, respect for the IFs' sport rules is included. Completely exaggerated media influence might harm several sports because of "forced" rule changes. Should a conflict between sports and media interests only be decided on power and economic figures?

The Court of Arbitration for Sports (CAS) in Lausanne, a single independent and accomplished sports adjudication body, which was established by the IOC, could be the right body to decide such conflicts similar to a constitutional court. Its awards could function as a floodgate/safeguard to protect fundamental values of specific Olympic sports, which can be found in each of the IF's sport rules. Those rules are assets of the IFs and for their athletes. Regularly they have to be refined, but also respected and protected against detrimental changes caused by biased media and broadcasting interests!

Performing sports is healthier than watching; therefore sports should remain attractive for as many active persons as possible and not only for the media. In the field of law considerable autonomy exists for sport issues; the more sport organisations act like business

enterprises the more state interference will need to take place. Sports organizations (e.g. IFs) within the Olympic Movement shall have the rights and obligations of self-government, which include freely establishing and controlling the rules of sport.

Arbitration has been done and is to be done in the future regarding disputes on sports rules and media involvement. From an arbitral point of view Olympic Sailing is interesting, because of its protest procedures, where an international jury decides on disqualifications because of right-of-way infringements, redress due to interfering vessels, etc.

The Ad Hoc Division of the CAS (Olympic Charter, Rule 61) was created to preside over disputes arising during the Olympics. These disputes include issues regarding the jurisdiction of the CAS, eligibility rules, doping violations, advertising issues, manipulating sporting rules etc. In Atlanta 1996 it was used for the first time; the number of disputes has been growing ever since.

In Beijing an interesting case determined the Gold medalists in the 49er event. Because of the TV schedule the Medal Race was held in the most difficult conditions; Danish overall leaders broke their mast on the way to the start; on a borrowed boat with no media equipment on they performed sufficiently to win on the water, in the protest room and before the Ad Hoc Division of the CAS.

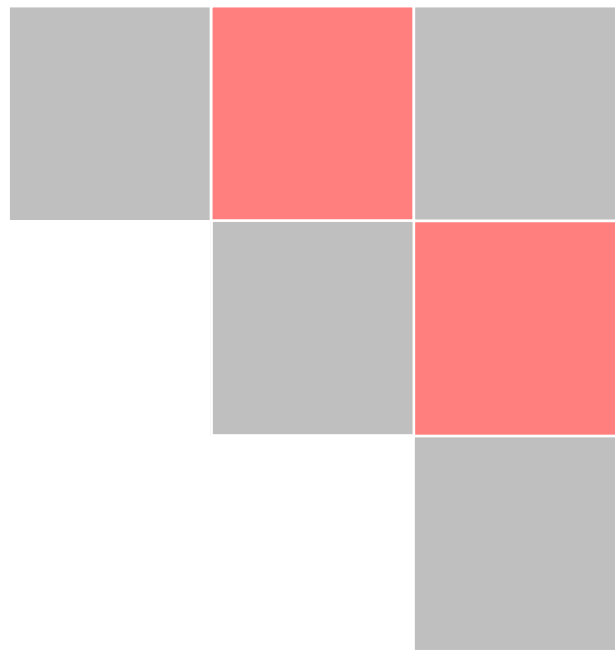
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Between 1991 and 2004 the author competed internationally in Olympic Sailing classes and has practical experience as a result.

Dominik Kocholl is assistant professor at the University of Innsbruck and since August 2011 Attorney at Law/Admission to the bar (Tyrol Bar Association) – Corazza Kocholl Laimer Rechtsanwälte. He is Co-Editor of "Causa Sport", a scientific journal on international sports law and economy founded in 2004, Schulthess, Zürich ([www.causasport.ch](http://www.causasport.ch)). Member of the Legal Experts Working Group of the UIAA, Austrian Bar Association, Young Austrian Arbitration Practitioners, Mr. Kocholl was a competitive athlete/sailor in various Olympic classes (1991-2004) as Helmsman (49er, 470, Laser). Other notable performances are: member of the Austrian Sailing Team, several years in the Worldcup circuit; various European and World Championships; four times Austrian Champion (1996, 2000, 2001, 2004); Bronze Medal at Junior Europeans; Gold Medal as unified partner at Special Olympic Summer Games.



# Sponsoring

## Papers:

- Baim, Misch & Goukasian (USA): The Effect of Olympic Sponsorship on Stock Price and Trading Activity
- Könecke & Schunk (GER): Understanding Sport-Heroism in Commercials: An Analysis of Communication Involving Olympic Athletes
- Alfs & Preuss (GER): The Market for the Core Olympic Sports Athletics and Swimming in Germany – Size, Structure and Characteristics

## The Effect of Olympic Sponsorship on Stock Price and Trading Activity

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Dean V. Baim, Pepperdine University, Malibu, California, *dbaim@pepperdine.edu*

Marilyn B. Misch, Pepperdine University, Malibu, California, *marilyn.misch@pepperdine.edu*

Levon Goukasian, Pepperdine University, Malibu, California,  
*levon.goukasian@pepperdine.edu*

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### Abstract

Olympic sponsors provide significant financial and in-kind resources that are vital to both the International Olympic Committee (IOC) and the local organizing committees. A question arises as to what the sponsors receive in return for their support. This paper tests for the existence of abnormal stock returns and changes in trading volume on the date companies announced their sponsorship of the London 2012 Olympic Games.

For the London Games there are four corporate sponsorship levels. Sponsors in the elite class are known as worldwide Olympic Partners. These firms establish their relationships with the IOC through participation in the IOC's The Olympic Partners (TOP) Programme. Sponsors in the other levels contract with the London Organising Committee of the Olympic and Paralympic Games (LOCOG). In decreasing order of commitment these sponsors are known as London 2012 Official Olympic Partners; Official Olympic Supporters; and Official Olympic Providers and Suppliers.

### RESEARCH QUESTIONS

This study examines:

1. Whether the stock prices and trading volume for LOCOG's Official Olympic Partners differ significantly on the sponsorship announcement date.
2. Whether the stock prices and trading volume for LOCOG's Official Olympic Supporters differ significantly on the sponsorship announcement date.
3. Whether the impact on the stock prices and trading volumes differ between British and non-British firms.

### LITERATURE REVIEW

This paper builds on five prior papers that have studied the stock effects of sponsorship announcements related to the Atlanta, Athens, or Beijing Olympic Games. Two papers studied the Atlanta Games. Farrell and Frame (1997) found significant negative abnormal returns, overall, but also noted that the effect was mitigated for firms with substantial levels of institutional ownership. In contrast, Miyazaki and Morgan (2001), using a different combination of companies, estimation periods, and announcement windows did not find any significant negative abnormal returns and found a significant positive abnormal return for one window.

Spais and Filis (2006) and Samitas, Kenourgios, and Zounis (2008) both studied the effects of Athens 2004 sponsorship announcements. Spais and Filis (2006) found a significantly positive abnormal return for the one international company, but insignificant abnormal returns for



the two Greek companies that they studied. In addition, the authors noted changes in volatility and increased trading volume during the event window for the international company and one of the Greek companies. Samitas, Kenourgios, and Zounis (2008), using a bootstrap technique, found positive abnormal returns for three windows surrounding sponsorship announcements, but generally did not find significant abnormal returns surrounding the opening ceremony.

Regarding Beijing, in a 2010 working paper, Molchanov, Stork, and Zeng, using a bootstrap technique, did not find significant abnormal returns surrounding the announcement date. However, the authors found significant positive abnormal returns for international sponsors, but not domestic sponsors, surrounding the opening ceremony. The authors conjecture that the opening ceremony differential reflects different motivations for the international sponsors, who were focused on stock returns while domestic firms were more driven by national pride.

## DATA AND METHODOLOGY

The sponsors for the 2012 London Olympic Games that we study in this paper are listed in Table 1. We excluded two supporters, Cadbury and Deloitte, due to the absence of stock return data. We also eliminated one supporter, ArcelorMittal, and one partner, British Airways, due to major events unrelated to the sponsorship occurring on the announcement date.

Table 1–London 2012 Sponsors

| Panel A: Partners      |                   |                                 |           |             |
|------------------------|-------------------|---------------------------------|-----------|-------------|
| Company Name           | Announcement Date | Sector/Industry                 | Benchmark | Nationality |
| BMW                    | 11/18/2009        | Consumer Disc./Auto & Parts     | DAX       | Non-British |
| Adidas                 | 9/17/2007         | Consumer Disc./Pers Goods       | DAX       | Non-British |
| British Petroleum (BP) | 7/3/2008          | Energy/Oil & Gas Products       | UKX       | British     |
| Lloyds TSB             | 3/14/2007         | Financials/Banks                | UKX       | British     |
| British Telecom (BT)   | 3/5/2008          | Telecomm Serv./Fixed Line Tel   | UKX       | British     |
| EDF                    | 7/11/2007         | Utilities/Electricity           | CAC       | British     |
| Panel B: Supporters    |                   |                                 |           |             |
| Adecco                 | 1/14/2009         | Industrials/Support Services    | SMI       | Non-British |
| Cisco                  | 7/10/2009         | IT/Tech. Hard & Equipment       | SPX       | Non-British |
| Thomas Cook Partners   | 10/21/2009        | Cons. Disc./Travel & Leisure    | UKX       | British     |
| UPS                    | 9/30/2009         | Industrials/Ind. Transportation | SPX       | Non-British |

We use standard event-study methodology to measure the impact of the announcements on stock prices. We used LexisNexis and Factiva to determine the day (day 0) on which the sponsorship was made public. Stock prices and benchmarks were found using the Bloomberg system. We estimated expected return benchmarks using the CAPM market model and a value-weighted index of all firms traded on the stock exchange on which the company is listed.

## RESULTS

The panel of LOCOG partners had a significantly positive abnormal return on day 0. In addition, five of the six partners, individually, had significantly positive abnormal returns on day 0, and the sixth had an insignificant abnormal return.

In contrast, the panel of LOCOG supporters had an insignificant abnormal return on day 0. However, two of the four companies, individually, had significantly positive abnormal returns on day 0, and one had a significantly negative abnormal return.

With regard to trading activity, the panel of LOCOG partners showed no significant changes in trading volume for day 0. The panel's insignificant results mask the fact that two of the six partners showed significantly greater trading volume on day 0, and the remaining four had significantly lower trading volume.

Similarly, the panel of LOCOG supporters showed no significant change in trading volume for day 0. However, three of the four supporters showed significantly higher volume on day 0, and the fourth showed significantly lower volume.

To examine the importance of nationality, we divided the sponsors into British and non-British companies. Our findings show that the panel of British companies had a significantly positive abnormal return on day 0, with all five companies showing significantly positive abnormal returns. In contrast, the non-British panel showed no abnormal return on day 0, with two of the five individual companies showing significantly positive abnormal returns, one showing a significantly negative abnormal return and two showing no significant abnormal returns. These findings regarding the differences in the return behavior for domestic and international sponsors for the London 2012 Games differ with those that Molchanov, Stork, and Zeng found for the Beijing Games.

The nationality pattern repeats in comparing trading activity. The British sample had significantly greater trading volume and the non-British sample had significantly lower trading volume on day 0. However the results by the individual companies were varied. Three British companies had significantly greater volume and two had significantly less volume on day 0; whereas two non-British companies had significantly greater volume and three non-British companies had significantly lower volume on day 0.

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Dean V. Baim, is a Professor of Economics and Finance at Pepperdine University in Malibu, California, USA. He received his PhD. in Economics and Finance from the University of

California, Los Angeles (UCLA). Between 2004 and 2008 Professor Baim served as a visiting scholar for the Center for Humanistic Olympics at Renmin University in Beijing. His research interests include the financing and economic impact of professional sports stadiums in the United States and Olympic studies. Publications include a book, *Sports Stadiums as a Municipal Investment* (1994), journal articles, as well as a chapter in *Olympic Cities: 2012 and Remaking of London* (2010)

Marilyn B. Misch, is a Professor of Accounting at Pepperdine University in Malibu, California, USA. She received her PhD. in Accounting from Arizona State University. Professor Misch has continuing research interests in Olympic studies, international accounting and finance, and accounting education. In addition, she has published several accounting and finance pedagogical papers and instructional cases.

Levon Goukasian, is a professor of Finance and the John and Francis Duggan Professor of Business at Pepperdine University. He received his PhD. from the University of Southern California. Professor Goukasian conducts active research in asset pricing, corporate social responsibility, monetary policy impact on asset prices, risk management, and quantitative portfolio management. His consulting interests include risk measurement and management for corporations, asset management firms, and hedge funds. Professor Goukasian's research papers have been published in such journals as *Cornell Quarterly*, *Management Science*, *Real Estate Economics*, *Journal of Fixed Income*, and the *Journal of Equipment Lease Financing*.

## Understanding Sport-Heroism in Commercials: An Analysis of Communication Involving Olympic Athletes

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Thomas Könecke, Johannes Gutenberg University Mainz, *koenecke@uni-mainz.de*  
Holger Schunk, Macromedia University for Media and Communication, Stuttgart,  
*holger.schunk@mhmk.de*

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### Abstract

#### 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” (c.f. 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 this gap in research is what the general research project, the findings presented here are extracted from, aims at. Based on an identification of the specific characteristics which enable the sport system in general 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 question for this presentation is: Can the general tasks identified as relevant for the construction and reception of sport heroes be found in communication involving athletes in an Olympic context? Furthermore, the question has been targeted, if and if so, why, the Olympic athlete seems to be specially suitable to personify the ideal athlete hero.

#### PAST RESEARCH AND METHODOLOGY

In the first step of the general research project, a scientifically sound categorization of the different types of exposed athletes based on extensive qualitative meta-analysis was derived. This model takes into consideration the omnipresence of sport and its special characteristics addressed in more classic sport-sociological literature (c.f. e.g. Elias 1975 and 1983), the fact that the terms “hero” and “heroism” are very frequently used and regularly overused in the sport system (c.f. Barney 1985), and other key factors identified in more recent publications (e.g. Emrich & Messing 2001; Bette 2008a and 2008b; Könecke & Schunk 2012).

At first, three major characteristics of the sport-system were identified, that especially enable it to produce exposed figures and “athletic heroes”:

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:

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]) (c.f. Izod 1996, 187).

The research presented here aims at testing these characteristics and tasks for an Olympic context by looking at commercial communication involving more or less prominent Olympic athletes. This seems very insightful because using these social figures for marketing purposes should be done by stressing very specific characteristics and behaviors that are especially admirable and seem to be especially relevant for the Olympic context.

#### MAJOR FINDINGS

The three “great tasks” introduced above could be found to be very dominant features in communication involving Olympic sportsmen. It seems that it is even more important for these athletes to not only excel in sport (first task) but to also “deserve” this excellence by fulfilling the second and third task. These two tasks are actually very often stressed and seem to be key factors in guaranteeing an athlete’s perception as a positive role model. Interestingly, this sometimes even seems to hold true if the athlete is not (very) successful in sport, i.e. if he seemingly fails to fulfill the first task.

#### CONCLUSION / MANAGEMENT IMPLICATION

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 promoting the Olympics and Olympic ideals. – The results presented here enable researchers and practitioners to better understand these functions. Apart from that, these findings offer important implications as to how young athletes should be prepared for high level and especially Olympic competition.

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Thomas Könecke is a research assistant at the Institute of Sport Science at the Johannes Gutenberg-University of Mainz. He obtained the German equivalent of a Master's Degree after studying business management, sport science, and pedagogics of economics and business at Vallendar (Germany), Matanzas (Cuba), and Mainz (Germany). Afterwards, he spent several months at the University of Fundação Getulio Vargas - Escola de Administração de Empresas de São Paulo (FGV-EAESP) in Brazil and worked as a research assistant at the Institute of Sport Science at the Johannes Gutenberg-University of Mainz. Before returning to the Institute of Sport Science, he did the same job at Aalen University, working in the International Business Department.

Thomas' teaching experience includes: Project Management; "Business Mathematics" and tutorial for the lecture "Capital Markets"; Entrepreneurship and Business Plan; and the preparatory seminar for the 7th Olympic seminar for Sport Sciences by the German Olympic Academy in Olympia (Greece).

His publications include:

- Preuß, H., Könecke, T. & Schütte, N. (2009). Ökonomische Auswirkungen des 1. FC Kaiserslautern für Kaiserslautern und Rheinland-Pfalz.
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Holger Schunk is a professor of media management and brand communication at the Macromedia University for Media and Communication in Stuttgart, Germany. He studied

Business Administration with an emphasis in marketing at the Georg August University in Göttingen, Germany. He has over 12 years experience as a management consultant. From 1997-2003 he worked as a freelance management consultant for various renowned corporations, and as a research assistant at the Johannes Gutenberg University Mainz, Germany. As a Senior Consultant at Simon & Goetz Kommunikation GmbH he led numerous strategic brand management projects. Since 2006 Holger Schunk has been a Partner of the IfM Institut für Markenwert GmbH (Institute for Brand Equity). The Institute for Brand Equity is an internationally experienced and independent consultancy firm with an international network of research partners. In his scope of activities at the Institute Holger Schunk advised both DAX-listed corporations, as well as small medium enterprises from various industries within Germany and abroad. In 2009 Prof. Schunk returned to Johannes Gutenberg University when he was involved in the acquisition and initiation of several research projects in sport economics. In 2010 he obtained his professorship at Macromedia University for Media and Communication.

His most recent publications include:

Könecke & Schunk (2011). Fußball-Nationalspieler als herausragende Akteure des modernen Mediensports – eine sportsoziologische Analyse anlässlich der Fußball-Weltmeisterschaft 2010. In: Ellert, G.: Schafmeister, G. & Brunner, S. (Hrsg.). Die Fußball-Weltmeisterschaft 2010 im wissenschaftlichen Fokus - interdisziplinäre Analyse einer sportlichen Großveranstaltung. (in print)

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Regier, Huber, Büttner, Schunk (2009): Ein Volk im Luxusfieber, in: Markenartikel 04/09

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Schunk, Regier (2008): Was verdient Ihre Marke wirklich?, in: Markenartikel 04/08

Bauer, Schunk (2008): Markenmanagement und Markenschutz im Mittelstand, in: Business & Law Frankfurt

## The Market for the Core Olympic Sports Athletics and Swimming in Germany – Size, Structure and Characteristics

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Christian Alfs, Johannes Gutenberg-University Mainz, Germany, [alfs@uni-mainz.de](mailto:alfs@uni-mainz.de)

Holger Preuss, Johannes Gutenberg-University Mainz, Germany, [preuss@uni-mainz.de](mailto:preuss@uni-mainz.de)

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### Abstract

#### INTRODUCTION

Sport is everywhere in our life and it is not only lifestyle and fun. Sport also creates jobs, GDP and a significant turnover. In general politicians accept that sport contributes to the overall welfare and economic development of a country, however this fact is generally not based on grounded evidence. In Germany, the last scientific studies on this topic were done by Meyer & Ahlert (2000) who based their data on a study from Weber et al. (1995). However, the increased media interest in sport, its professionalisation and overall change towards a leisure-centred society as well as the demographic changes make it impossible to use these 18 years old data today. Beyond that, the specific size, structure and the characteristics of the market, i.e. the amount of money spent on sport, the socio-demographic data of the people practising and following the sport are of high interest for all stakeholders involved. Accordingly, this presentation focuses on the economic dimensions of the demand for the two core Olympic sports athletics and swimming.

#### RESEARCH QUESTIONS

What is the size and the characteristics of the demand for the core Olympic sports of athletics and swimming in Germany? For a very short presentation at this conference the focus will be on the size of the market and some special characteristics of the demand.

#### THEORY

This study is based on consumption theory and consumer behaviour.

#### METHODOLOGY

In 2009, n=7,031 persons were interviewed using CATI (Computer Assisted Telephone Interviews) based on the Rösch telephone sample system (RTS). By this, a representative and randomized selection of the interview partners was secured. These 7,031 persons were interviewed towards their active and passive sport consumption behaviour and enabled us to quantify the sport consumption by e.g. sport, intensity of practice or motivation behind their activities. Then, another n=10,424 persons were interviewed by CAWI (Computer Assisted Web Interview) (randomized selection from a panel representing Germany) to identify the particular consumption pattern behind a sport practiced. By multiplying the number of those practicing a sport with a consumption pattern, we can calculate the sport consumption of Germans and their meaning for the German economy. Furthermore, by collecting data on the socio-demographic background of the people participating and following a certain sport, the characteristics of these target groups can be shown.



## RESULTS

The following two tables show the results for the core Olympic sports of athletics and swimming. Table 1 shows the market size and the demand related to the active participation in the sports. Table 2, on the other hand, shows the demand and market size for consumption based on the interest in the sport.

Tab. 1: Results for consumption based on active participation in athletics and swimming in Germany in 2010

|           | <u>active</u> |            |              |                 |        |           |              |                |
|-----------|---------------|------------|--------------|-----------------|--------|-----------|--------------|----------------|
|           | 16+           |            |              |                 | u16    |           |              |                |
|           | #             |            | Expenditures |                 | #      |           | Expenditures |                |
|           | rel.          | abs.       | per p.       | total           | rel.   | abs.      | per p.       | total          |
| Athletics | 3.04%         | 2,126,363  | 386€         | 820,288,428€    | 4.89%  | 444,300   | 982€         | 436,392,692€   |
| Swimming  | 30.65%        | 21,454,504 | 227€         | 4,875,720,311€  | 15.91% | 1,879,302 | 537€         | 1,009,670,611€ |
| Total     |               | 23,580,867 |              | 5,696,008,739 € |        | 2,323,602 |              | 1,446,063,303€ |

Tab. 2: Results for consumption based on interest in athletics and swimming in Germany in 2010

|           | <u>passive</u>   |           |              |                |
|-----------|------------------|-----------|--------------|----------------|
|           | 16+              |           |              |                |
|           | number of people |           | Expenditures |                |
|           | rel.             | abs.      | per person   | total          |
| Athletics | 2.68%            | 1,878,844 | 558€         | 1,047,732,235€ |
| Swimming  | 1.26%            | 881,692   | 378€         | 333,055,258€   |
| Total     |                  | 2,760,536 |              | 1,380,787,493€ |

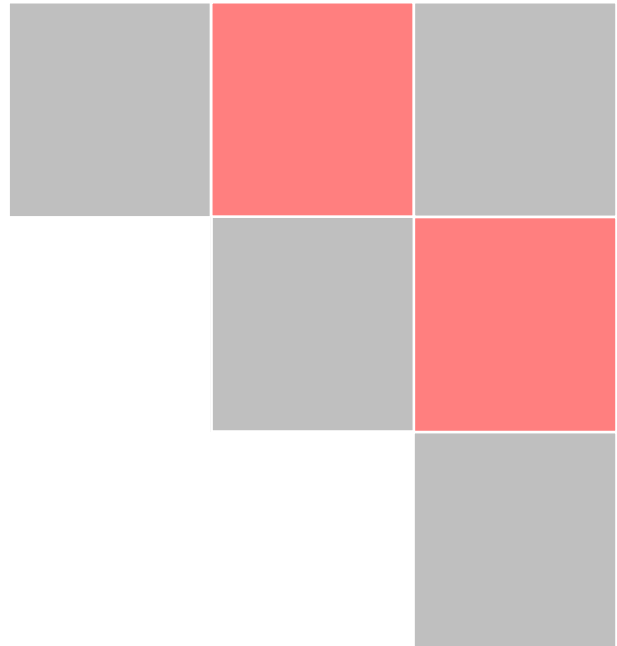
A total of 2,570,663 people actively participated in athletics in Germany in 2010, each spending on average €489 on their sport, which resulted in a total turnover of €1.257 bn. For swimming, the numbers are significantly higher, 23,333,806 actively participated in swimming in 2010 spending an average of €252, which results in a turnover of €5.885 bn. Looking at the consumption based on the interest in the type of sport without necessarily participating in it, the results show that in the population 16 years or older a total of 1,878,844 people spend on average €558 on their interest in athletics, which amounts to €1.048 bn, For swimming 881,692 people spent on average €378 because of their interest in the sport, resulting in a turnover of €0.333 bn.

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Christian Alfs is a research assistant, lecturer and Ph.D. candidate with Holger Preuss at the chair of sport economics and sport sociology at the Institute of Sport Science at the Johannes Gutenberg University Mainz, Germany. His fields of research include the economic dimensions of sport, the intangible impact of Mega Sport Events, especially in the context of signaling theory, and exergaming/E-Sports. He is a lecturer of sports marketing and project management. In 2011 he attended the postgraduate seminar on Olympic Studies at the International Olympic Academy in Olympia, Greece. [www.sport.uni-mainz.de/Alfs](http://www.sport.uni-mainz.de/Alfs)

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 Beijing 2008 and the FIFA Football World Cup 2006.



# Impact

## Papers:

- Herrington (GBR): Perceptions of the likely impact of the London 2012 Olympics
- Swart & Bob (RSA) & Turco (USA): Durban – Africa's first Olympic Host City? The impacts from hosting the FIFA WC and other aspects
- MacRury (GBR): Framing legacies: experience and social common capital

## Perceptions of the likely impact of the London 2012 Olympics

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Neil Herrington, University of East London, [n.herrington@uel.ac.uk](mailto:n.herrington@uel.ac.uk)

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### Abstract

This paper reports a study that set out to elicit the views of people local to the site of the London 2012 Games- specifically stakeholders in local educational endeavour – about the claims that have been made concerning the benefits that may accrue from hosting the London Games. It does this through Q methodology, which combines qualitative and quantitative methods to investigate the perspectives of those directly involved in a particular topic. (Watts and Stenner, 2005; Herrington and Coogan, 2011), using a discourse that has been broadly characterised around the 'event structures' (Preuss, 2006; Gratton and Preuss, 2008), that can be used to explore legacy.

The discourse statements were derived from literature review, interviews and focus group work with educational stakeholders. The Q sort was carried out by 34 participants, a mixture of school students, teachers and informal educators, all of whom worked or studied within the East London Boroughs.

It is the contention of this study that the 'event structures' will change the location factors for education and that the Olympic Games offers a powerful lens to examine the impact of wider regeneration efforts on educational outcome and aspiration. The paper gives consideration to how such changes might be understood, how educationalists might engage with the 'event structures' and how this methodology might be used to supplement studies such as the OGI to engage communities and avoid what Poynter (2009) describes as the fatalistic response of local people to such patterns of social change.

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Neil Herrington is a Principal Lecturer in the Cass School of Education and Communities at the University of East London where he has worked for the past ten years in the field of initial teacher training. Previously he worked for 15 years as a high school teacher. Neil's research interests include sustainability education and Place Based Education.

## Durban – Africa's first Olympic Host City? The impacts from hosting the FIFA World Cup and other aspects

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Kamilla Swart, Cape Peninsula University of Technology, [swartk@cput.ac.za](mailto:swartk@cput.ac.za)

Urmilla Bob, University of KwaZulu-Natal, [bobu@ukzn.ac.za](mailto:bobu@ukzn.ac.za)

Douglas Turco, Drexel University, [douglasmicheleturco@gmail.com](mailto:douglasmicheleturco@gmail.com)

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### Abstract

South Africa's has emerged as one of the main sport events destinations worldwide and Africa's major and mega sport event hotspot. The successful hosting of the 2010 FIFA World Cup in particular has profiled South Africa generally and the main host cities in a positive light. Durban has, on several occasions, articulated an interest in bidding for the 2020 or 2024 Summer Olympic Games. This has resulted in mixed responses from both the public as well as government departments. Although Cape Town had bid to host the Olympic Games in 2004, Durban was the only city in South Africa that formally applied to SASCOC to bid to host to the Summer Olympic Games in 2020 after Johannesburg, Cape Town and Port Elizabeth failed to submit their applications.

This paper examines the debates and issues pertaining to Durban's plans to bid for the Olympic Games. Specifically, it contextualizes concerns in relation to major issues around the city's budget problems which are resulting in significant increases in rates and taxes for the city's citizens. This has caused an outcry against the city's desire to host the Olympic Games with the public expressing concern that they are paying for the hosting of the FIFA World Cup shortfalls. The paper also re-visits the question pertaining to what were/are the benefits of hosting a mega-event if yet another host city is to fall victim to escalating costs post an event.

The issue of whether Africa should be entitled to host an Olympic Games as well as the opportunities and challenges (particularly infrastructural, financial and political aspects) that Durban is likely to face are also critically assessed. The investments in infrastructure development specifically are often justified in relation to long-term tangible benefits to the general populace. Yet, it appears that the hosting of the FIFA World Cup is unlikely to realise these promises. A notable point is that there has been no significant increase in tourism numbers as a result of hosting the World Cup, one of the main tangible benefits that are used to justify the use of public funds in relation to destination marketing.

Other additional questions to be raised relate to how Durban is likely to benefit from infrastructural investments linked to hosting an Olympic Games. Have 2010 infrastructural investments better positioned Durban to host the Olympic Games in the future? What type of unique challenges will the Olympic Games pose to a Durban given the nature of the event? The paper largely draws from a desk-top study of debates emerging in the popular media and government domains.

Kamilla Swart is an Associate Professor in the Faculty of Business and heads the Centre for Tourism Research in Africa, Cape Peninsula University of Technology, Cape Town. Her research interests include sport and event tourism, with a specific focus on mega-events, event policies, strategies and evaluations. Prof Swart has published on varied topics relating to the bidding and impacts of sport tourism events in South Africa (Politikon, Urban Forum, The Sociological Review and Development Southern Africa, amongst others) and has published in several books. She was instrumental in developing the 2010 FIFA World Cup Research Agenda and served as the City of Cape Town's Research Coordinator for 2010.

Urmilla Bob is an Associate Professor in the Discipline of Geography (School of Environmental Sciences) at the University of KwaZulu-Natal, Durban. She completed her Masters and her Ph.D. in geography at West Virginia University in the USA. She conducts research on urban and rural development issues, sustainable land use and natural resource management as well as the socio-economic impacts of tourism (specifically ecotourism and sport events). Prof Bob has published in these fields in both nationally and internationally recognized academic books and journals. She has been involved in collaborative research with national and international organizations and has attended several conferences and workshops worldwide.

Douglas Michele Turco is Associate Dean, College of Global Studies, Arcadia University, 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. Turco is also on faculty at the Rajiv Gandhi Indian Institute of Management, IMC FH-Krems (Austria), and National Taiwan Sport University. Turco teaches courses on sport and tourism marketing, sport tourism, globalization of sport, and sport economics. He has authored over 40 journal articles in Sport Marketing Quarterly, International Journal of Sport Management, Journal of Travel Research, Journal of Sport and Tourism, and others, and has written several books.

## Flaming legacies: experience and social common capital

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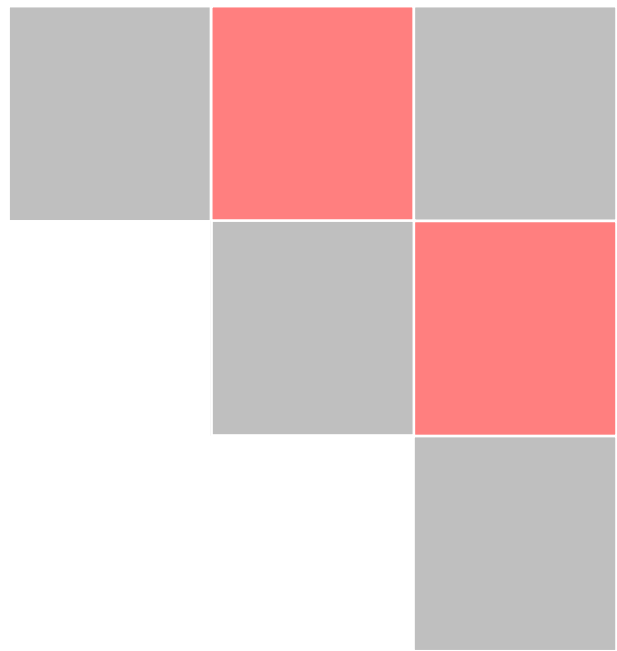
Iain MacRury, University of East London

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### Abstract

The games will *transform* the heart of east London. Current discussion of London's Olympic 'legacy' necessarily affords a prospective rather than a fully formed focus for analysis. This is not to say, however, that 'legacy' is not already assertively present in London. 'Legacy' has formed a highly conspicuous and influential part of the Olympic conversation around the 2012 Olympic and Paralympic Games – from the bid stage onwards. 'Legacy' now heavily inflects the broader address to regeneration in the city and surrounding areas. The paper argues for attentiveness to the peculiar and multiple socio-economic elements – convergences of plans, themes, projects, structures, ideas, emotions and events - combined to form a broad-based intervention: identified here as *The Games-in-the-city*. *The Games-in-the city* is a complex object constituting and constituted in tangible and intangible component elements – stadia, but also socio-economic, health or sports projects and initiatives, such as those under the 'Inspire-mark' heading. "Legacy" is conceived as the extent of success in "metabolising" this quasi-object (*The Games-in-the city*). The paper suggests that a full grasp of 'legacy' is not wholly available to purely economics-oriented envisioning and evaluation – in particular where 'intangible' legacy is concerned, but considers the relevance of "social common capital" (Uzawa 2005) as a helpful economic framing. The paper proposes a schema highlighting types of Olympics-related economic activity and productivity, drawing on Pine and Gilmore's (1999; 2007) approach to the putative "*Experience Economy*". Their schema is critically appropriated and extended to help articulate the component processes of mega-event interventions in urban, public space. However, and drawing on Polanyi's (1944) account of 'fictitious commodities' and institutional economics the paper argues that, ultimately, the emergence of a sustainable 'legacy momentum' (MacRury and Poynter 2009; LERI 2007) will depend upon the stability of socially embedded institutions; flexible structures appropriate to large scale urban-development via good governance and government intervention in and across Olympic east London.

Iain MacRury is a Professor and Associate Dean, School of arts and Digital Industries, University of East London, Great Britain



# Culture

## Papers:

- Psimopoulos & Lyras (USA): Olympism Enacted. The Socio-Cultural Dimension of London 2012 Olympic Games
- Gargalianos & Asimakopoulos (GRE) & Chelladurai (USA): Complexity and Simplicity of Organizing Olympic Games: The Role of Bureaucracy
- Ho (HKG): Olympic Culture Shock - When Equestrianism Gallops to Hong Kong



# Olympism Enacted. The Socio-Cultural Dimension of London 2012 Olympic Games

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Constantine Psimopoulos, Massachusetts Institute of Technology, USA, [kosti@mit.edu](mailto:kosti@mit.edu)  
Alexis Lyras, University of Louisville, USA, [alexis.lyras@louisville.edu](mailto:alexis.lyras@louisville.edu)

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## Abstract

“The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity”

-2<sup>nd</sup> Fundamental Principle of Olympism, (p.10) Olympic Charter, IOC

London 2012 Olympic Games organizing committee lead by President and former Olympic Champion Sebastian Coe, has pledged to inspire the world by establishing its “ground-breaking” international legacy program, by reaching “...young people all over the world and connect(ing) them to the inspirational power of the Games so that they are inspired to choose sport...improving their lives as a result” (LOGOC, 2012). This is indeed the first international sports development program conceived and implemented by an Olympic and Paralympic Host City and can potentially be a beacon for hope once the dust settles, following the closing ceremonies of the Olympic and Paralympic Games. This international inspiration program is also closely aligned with the United Nations resolution on building a better world through sport and the Olympic ideal (UN, 2011).

Olympic Scholars and Sport Sociologists have argued that Sport for Development (SFD) or sport intervention programs that aim to bring about social change and development should be evaluated using three levels of analysis – micro, meso, and macro- levels of society (Burnett & Uys, 2000; Lyras, 2009; Sugden, 1991, 2006), and that in order to better understand and facilitate the process of an initiative aiming to inspire through the ideals of sport, five component parts (impacts assessment, sport/physical activity, organizational, educational, cultural enrichment) of Sport for Development Theory (SFDT) need to be considered as building blocks for any sport intervention (Lyras, 2011).

The International Olympic Committee has long shown its commitment to development and inspiration through sport (Fundamental principles quote), more recently by having co-organized (together with the United Nations office on Sport and Development) two editions of an International Forum on Sport, Peace and Development at the United Nations (UN) Headquarters in Geneva, Switzerland. Sport as a tool for Development can contribute to reaching the Millennium Development Goals (MDGs), which are eight international development goals that all United Nations member states have agreed to achieve by the year 2015.

This presentation will provide a complete analysis of LOGOC’s International Inspirations’s program as it pertains to the IOC’s Development through sport goals and the ‘enactment of Olympism’, the MDGs and the UN’s resolution from the 66<sup>th</sup> session (UN, 2011).

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Constantine Psimopoulos teaches at the Massachusetts Institute of Technology in Cambridge, USA. Prior to his current faculty position at MIT, he had been a tenure-track Assistant Professor of Physical Education and Sport in New York, and before that a Lecturer at The Ohio State University (OSU). He has pursued PhD studies and research at OSU and Democritus University (currently PhD Candidate) respectively; he holds an M.A. degree from the former institution and an M.Ed. in Sport Management from Springfield College, Massachusetts. Prof. Psimopoulos received his Bachelor of Science in Physical Education and Sport Science from the Aristotelian University of Thessaloniki, Greece.

Prof. Psimopoulos' research interests lie in the nexus of Sport Humanities, Sport Pedagogy and Sport Management, situated within an interdisciplinary approach. Employing qualitative methodologies, his current scholarly pursuits delve into Olympic Pedagogy, and specifically the Youth Olympic Games in relationship to the development of the Olympic Movement. He has been recognized with awards for outstanding leadership, teaching excellence, an outstanding mentor award and presentation of research awards. Prof. Psimopoulos has presented and published more than 35 peer-reviewed scientific papers. Constantine has been a National Champion and a member of the Pre-Olympic team of Greece for Mountain Biking and is an associate and liaison for American Universities relations with the IOA.

Alexis Lyras, Ph. D., is an International Olympic Committee scholar, and is one of only a few scholars in the field whose youth sport-for-development and peace research bridges theory and sport practice. His area of expertise is a blend of organizational, cultural and educational aspects of sport for development and peace with a strong assessment background. Dr. Lyras has 20 years experience in youth sport, coaching, program and policy development and consulting. Worked as a head basketball coach for youth, national and professional basketball teams and as a consultant for national sport federations, ministries of education, NGO's and universities in Europe, Africa, the USA and the Caribbean. He is currently working at the University of Louisville, focusing integrated teaching, research and service on Olympism and global sport for development and peace policy, governance, strategic planning and impacts assessment. He is also working with the Mohammad Ali Institute of Peace and Justice for projects and initiatives related to Olympism, peace and development and holds adjunct professor positions at the University of Trinidad and Tobago and the University of Nicosia. Over the last ten years, he initiated and led a number of SFDP local, regional and global projects (e.g. International Sport for Development and Peace Association, SFD Global Initiative, Louisville IDEALS, Doves Olympic Movement).

## Complexity and Simplicity of Organizing Olympic Games: The Role of Bureaucracy

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Dimitris Gargalianos, Democritus University of Thrace, Athens, Greece

Makis Asimakopoulos, Synergy Sports Limited, Athens, Greece

Packianathan Chelladurai, The Ohio State University, [pchelladurai@ehe.osu.edu](mailto:pchelladurai@ehe.osu.edu)

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### Abstract

The complexity associated with organizing and conducting an event like the Olympic Games (OG) has been well documented. For instance, the General Manager Sports for "Athens 2004" Organizing Committee of Olympic Games outlined the elements that contributed to the complexity of running the Athens Games (Asimakopoulos (2006). The enormity and complexity of running an OG was well captured by Gargalianos, Stotlar and Toohey (2010) who created a comprehensive schematic representation of the elements involved.

Two hundred and one National Olympic Committees registered 10,625 athletes and 5,501 team officials in the Games, participating in events governed by 28 international federations ([www.olympic.org](http://www.olympic.org)). There were 21,500 media representatives, including 16,000 broadcasters and 5,000 photo / written press personnel ([www.greekembassy.org](http://www.greekembassy.org)). The organizers of the Games had to undertake several activities including accreditation of athletes and other participants, planning and conducting the official ceremonies, servicing the media, merchandizing, security and managing the risks, preparing and managing the competition sites, servicing the spectators, providing language services, creating and maintaining the image and identity of the Games, ticketing, transportation, medical services and doping control, and international relations. Further, the fact that 45,000 volunteers were involved in managing the above responsibilities added to the complexity of operations.

Yet, the 4 billion TV viewers and 5.3 million ticketed spectators did not see any bit of the complexity. Consider the track and field hurdle events. The hurdles of appropriate specifications were placed in the right places at the right times, and they were removed promptly after the event, making room for other running races. For the spectator and even for the competing athlete, it was simply a routine matter that the hurdles were there. And those who viewed the entire event on television, it was all essentially simplicity in operations.

And how was this possible? Many would point to the extraordinary amount of time and effort spent on planning every little detail associated with every competition in every venue. For example, the planning for an Olympic Games begins more than ten years in advance of the event. It also entails a few trial runs in the form of pre-Olympic competitions. However, we argue that all of these efforts were founded on, and guided by the tenets of bureaucracy as outlined by Weber (1947). More specifically, we illustrate the application of Weber's tenets of (a) *division of labor* in terms of a breakdown of total work into 26 specific domains of operations and the formation of committees to monitor and supervise the activities within each domain; (b) *hierarchical authority structure*, (c) *system of abstract rules* which outlined the duties and responsibilities for each position and specified the channels of communications within the enterprise; (d) *impersonality* in the selection of office-bearers and employees, and in the treatment of the respective clients; and (e) *technical competence*

of personnel (volunteer, professional, and paid) to ensure the successful performance of each individual. Finally, we also note the problems and inefficiencies caused in following the bureaucratic tenets strictly, and how these were resolved.

#### References

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Dimitris Gargalianos, Ph.D., is an assistant professor of sport management in the Department of Physical Education and Sport Science in the Democritus University of Thrace. He specializes in management theory and event management and has published in those areas and has made several presentations in scholarly forums.

Makis Asimakopoulos, Ph.D., owns and manages Sports Synergy Ltd., and as the General Manager of the 2004 Athens Olympics successfully managed its Organizing Committee, venues and competitions. He was also the General Manager of the very successful 2011 Special Olympics World Summer Games in Athens.

Packianathan Chelladurai, Ph.D., is a professor of sport management in The Ohio State University. He specializes in organizational theory and organizational behaviour and has published over 100 journal articles and book chapters.

