

ECONOMICS AND MANAGEMENT OF THE OLYMPIC GAMES

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SYMPOSIUM

ABSTRACTS

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Content

Session I - Mixed

- Sterken, E. (NED): Economic Impact of Organizing Large-Scale Sporting Events..... 5
Neirotti, L. (USA): Understanding the Olympic Spectator: A Key Stakeholder in the Olympic Games..... 7

Session II - Winter Games

- Parent, M. & Seguin, B. (CAN): Intergovernmental Coordination for the 2010 Winter Games: A Municipal Perspective..... 10
Bradish, C. (CAN): Marketing the Games: An Examination of the Marketing and Sponsorship Legacy of the Vancouver 2010 Games..... 13
Dickson, T., Edwards, D., Darcy, S., Benson, A. & Blackman, D. (AUS): Olympic and Paralympic Legacies: the 2010 Volunteers' Story..... 15

Session III - Communications

- Panagiotopoulou, R. & Papa, F. (GRE): The Olympic Games and the new media platforms: Business opportunities and constraints in a networked society..... 19
Miah, A., Jones, J. & Adi, A. (GBR): The Olympic Games and Web 3.0: Monetizing the Olympic Movement's Digital Assets..... 21

Session IV - Local Sport Development

- Lee, C. (KOR): The Impact of Hosting Big Sport Event for the Local Value Creation; Case of Gangwon Province, Korea..... 25
Klaus, S. (GER): Olympic Games and Sports Development – Impulse and Instrument for enhancing physical activity and urban development in Olympic Cities..... 27
Kidd, B. (CAN): The Limitations of hosting major Games as a Strategy of Domestic Sports Development..... 29

Session V - Legal Issues

- Adi, A. & Miah, A. (GBR): The Olympic Games and the Legacy of Olympic Protests..... 32
Bernardi, V. (GER): Olympic TV Rights and European Law..... 34

Session VI - Legacy

- Bondonio, P. & Guala, A. (ITA): Four Years Later: Olympic Effect on Turin's Regeneration..... 37
Preuss, H. (GER) & Troelsen, T. (DEN): Place Branding through Mega Sport Events and the Impact on Stakeholder Communities..... 40
Kaspar, R. (AUT): The Event Life Cycle 2.0. – Lessons Learnt from Olympic Infrastructure Errors for Olympic Bid and Host Cities..... 45

Session VII - Medal Prognosis

- Kuper, G. & Sterken, E. (NED): Who is going to Win in Vancouver?..... 48
Kempf, H. & Belz, C. (SUI): What is an Olympic Medal worth – the Quantification of the Intensity of Competition in Olympic Winter Sports..... 50

Session VIII - Youth Olympics

- Schnitzer, M. (AUT): Will Youth Olympic Games create Sporting Legacies?..... 53
Redl, M. (AUT): Exercising Adaptive Leadership in Olympic Sport Organizations: The Case of the Youth Olympic Games..... 56
Walzel, S. (GER): First Youth Olympic Games from the Sponsorship Perspective..... 58

International Sport Business Symposium

Session I

Mixed

Papers:

Sterken, E. (NED): Economic Impact of Organizing Large-Scale Sporting Events

Neirotti, L. (USA): Understanding the Olympic Spectator: A Key Stakeholder in the Olympic Games

Economic Impact of Organizing Large-Scale Sporting Events

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Abstract

Organizing large-scale sporting events is often believed to generate a positive impact on domestic economic development. Event-specific cost-benefit analyses have trouble in finding the 'true' systematic real effects though, because of the use a large variety of methodologies. In this paper we give a systematic analysis and analyze the economic impact of organizing the Olympic Summer and Winter Games and the FIFA World Cup, by estimating an economic growth model of 39 countries that are or have been candidate hosts of either one of these three large sporting events. A consistent descriptive analysis shows that Olympic Games-organizing countries indeed show higher growth rates, while this is not true for the FIFA World Cup events. This reveals that the selection strategy of FIFA differs from the selection method of the IOC.

Next, the paper discusses the results from the economic growth model analysis. One of the main issues in this type of analysis is the endogeneity of the selection of host countries. It might be so that the group of host countries has demonstrated self-selection: higher-growth potentials might be more likely applicant cities or countries in the bidding processes. So prior to estimating the economic growth model, we estimate a discrete applicant decision and host selection choice model. These auxiliary models take historical changes in the selection process of both the IOC and the FIFA into account. Preliminary results suggest that the high-potential growth countries are more likely to apply to organize the Olympic Summer and Winter Games and that the IOC has so elected hosting countries with a higher growth potential. This result shows that the descriptive results of higher growth rates of Olympics hosting countries are determined by the self-selection process. On the other hand, applicant countries for the FIFA World Cup tend to show lower growth rates of GDP per capita.

We show that 'regular' growth models that do not take the selection effect into account show significant growth effects of the hosting of the Olympic Games. If we use instruments for applications/candidacies in the growth models, we show that there is no impact of organizing the Winter Games and only a modest positive impact of the Olympic Summer Games on per capita growth rates. This supports the notion that countries with rather good growth potentials both apply to organize the events and are able to fulfill the growth expectations.

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. He is also the dean of this faculty.

Interests related to sports and statistics:

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- performance analysis in running and skating,
- the economic impact of organizing large-scale sporting events,
- forecasting medal winnings at the Olympic Games.

Publications in the field of sports

- Do skin suits increase average skating speed? , 2008, Journal of Sports Technology, 1, 189-195 (with Gerard Kuper).
- Growth Impact of Major Sporting Events, 2006, European Sport Management Quarterly, 6, 4, 375-389.
- A stochastic frontier approach to running performance, 2005, IMA Journal of Management Mathematics, 16, 2, 141-149.
- From the cradle to the grave: how fast can we run?, 2003, Journal of Sports Sciences 21, 6, 479-491.
- Participation and performance at the Olympic Summer Games, 2003, Economy and Sports, 3, 9-20 (with Gerard Kuper).
- Endurance in speed skating: development of world records, 2003, European Journal of Operational Research, 148, 2, 65-73 (with Gerard Kuper).

Understanding the Olympic Spectator: A Key Stakeholder in the Olympic Games

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Abstract

In Olympic hierarchy spectators are last on the list following athletes, officials, sponsors, and media. The importance of live spectators, however, was most evident at the 2004 and 2006 Olympic Games where many venues were half empty and the spirit around the Games less than usual. Were these Olympic Games just an anomaly or a trend that the International Olympic Committee should be concerned? Even in Beijing, where tickets were supposedly sold out, venues were not always full.

The topic of marketing the Olympic Games is nonexistent in the Transfer of Knowledge management program as this responsibility is believed to fall under the host city government versus the organizing committee or the IOC and has historically been carried out through corporate sponsor advertisements. This research looks at the motivation, consumer behavior, and impressions of Olympic spectators from the Olympic Games in Barcelona in 1992 to the Beijing Games in 2008. Data was collected on-site at each of these games. Special attention will be made to decision factors influencing Olympic Game attendance, spectator satisfaction, and intent to attend future Games. Recommendations will be made for future host cities and the IOC related to the importance of live spectators at the Games.

Lisa Delpy Neirotti has been a professor of sport, event, and tourism management at the George Washington University for nineteen years. In this time Dr. Delpy Neirotti has established a strong academic program at both the undergraduate and graduate level and serves as the Director of Sport Management (MBA and BBA). Dr. Neirotti is also involved in developing and offering professional certificate courses in management and marketing related to events, sports, and tourism and serves on the faculty of the Executive Masters In Sports Organisations in Management (MEMOS).

In addition to her responsibilities at the university, Dr. Delpy Neirotti works with a number of sport event organizers and professional teams to conduct economic, spectator, and market research studies including Pacific Life Tennis Open, Legg Mason Tennis Classic, Marine Corp Marathon, Rock and Roll Marathon, Cherry Blossom Ten Mile Race, Army Ten Miler, Washington Wizards, Washington Capitals, Washington Nationals, and Washington Redskins. She also created and directs the Green Sports Scorecard that serves to educate, motivate, and help evaluate the sustainability of sport facilities, organizations, and events.

As a pioneer in the field of sports tourism, Dr. Delpy Neirotti founded the annual TEAMS: Travel, Events, and Management in Sports conference. Since 1997, TEAMS

serves to define, develop and expand the fast growing field of Sports Tourism. Numerous organizations such as Marriott International, state tourism offices of Maryland, Idaho, Missouri, Ohio and Ministries of Tourism in St. Martin, Belize, and Montenegro have commissioned her to conduct tourism assessments and help create strategic plans and marketing campaigns related to sports and event tourism.

Furthermore, Dr. Delpy Neirotti co-authored The Ultimate Guide to Sport Event Management and Marketing and serves on the editorial board of SportsTravel magazine. She also is 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).

Prior to arriving at The George Washington University, Dr. Delpy Neirotti traveled to 56 countries around the world studying the development and organization of the Olympic Movement. Capitalizing on her international interest and contacts, she has organized and lead student study tours to every Olympic Games since 1992. While attending these events, Dr. Delpy Neirotti conducts market research and arranges for meetings with administrators, sponsors, athletes, and volunteers of the Games as well as tours of the venues and auxiliary facilities. Overall, Dr. Delpy Neirotti has attended 14 Olympic Games and hundreds of other major sport events as a consultant, volunteer or researcher. In 2004, she served on the World Cup host committee in Washington, DC.

Born and raised in California, Dr. Delpy Neirotti received her undergraduate degree from California Polytechnic State University, San Luis Obispo; a MS in Sport Management from George Mason University, Fairfax, VA; and a Ph.D. in Sport Administration from the University of New Mexico in Albuquerque.

International Sport Business Symposium

Session II

Winter Games

Papers:

Parent, M. & Seguin, B. (CAN): Intergovernmental Coordination for the 2010 Winter Games: A Municipal Perspective

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Intergovernmental Coordination for the 2010 Winter Games: A Municipal Perspective

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The Olympic and Paralympic Winter Games are a complex endeavour to organize. While much focus is put on the Organizing Committee for the Olympic Games (OCOG), a key partner, the governments, are also highly involved, impact, and are impacted by the hosting of the Winter Games. For the 2010 Winter Games, there are four governments coordinating work: the federal government, the provincial government, the City of Vancouver, and the Resort Municipality of Whistler.

The purpose of this presentation is to examine the intergovernmental coordination for the 2010 Winter Games, using a network approach. A network is a set of organizations connected to each other to varying degrees based on prior contact and exchange. The network approach (e.g., Burt, 2000; Gulati, 1999; Ibarra, 1993; Jurian & Erik-Hans, 2006; Kogut, 2000; Money, 1998; Stuart, 1998; Turner & Westerbeek, 2004; Welcomer, 2002) allowed us to move beyond dyadic ties and describe both the nodes (e.g., departments) and the relationships (Iacobucci, 2008).

The case study was constructed using three data sources: 1) over 500 archival materials (e.g., government reports, news reports); 2) 19 federal, 4 provincial, 8 Vancouver, and 4 Whistler semi-structured interviews lasting on average 45 minutes (with saturation reached halfway through but interviews continued to ensure representation); and 3) ongoing informal notes/observations. Data were analyzed using ATLAS.ti 6.0 (open, axial and higher-order content analysis, see Corley & Gioia, 2004).

We found that it was a challenge to be flexible for big bureaucracies like the City of Vancouver to coordinate activities – thus the importance of creating Games secretariats which liaise between internal government departments and externally (governments/VANOC). As well, intergovernmental coordination being already complex in “normal” times, the heightened pace of decision making for a Winter Games creates the need to have pre-established parameters so that planning may start immediately following a successful bid. The Vancouver bid innovated in having a signed multi-party agreement (MPA) which notably laid out governments’ respective responsibilities. Interviewees recommended establishing very clear strategic directions for each government/department, the earlier the better, and including clearly defined relationships with VANOC and other levels of government, as well as focal organization/government priorities for their clients (e.g., residents). This facilitates decision making and coordination processes.

An information paradox seems to exist: while civil servants expressed the wish to obtain all information up front, they acknowledged that had they known the size and complexity of the task, they may not have wanted to get involved. Also, while much knowledge is transferred between OCOGs, the municipalities in particular found that little of this information was useful. They had to base decisions on past, smaller single-sport events, which were of relatively little help. Municipalities have a particular

challenge in that, unlike OCOGs which can run test events, many municipal services will only be truly tested when delivered at Games time (e.g., transportation) where risks are amplified by virtue of having the eyes of the world on the municipality.

Besides obtaining sufficient financial support for government department Games-related activities, turnover within civil servants and within the politicians resulted in continual corporate memory loss, as well as in changing decisions due to changing politics.

Thus, information sharing is key both internally and externally, and Games knowledge transfer programs should include knowledge transfers between cities/governments to facilitate planning/implementation and to minimize the impact of corporate memory loss. The recently established Olympic Cities Summit could be an important mechanism to do so. As one municipal representative summarized, it is important to work with people with past Games experience, learn from past host cities, and understand obligations from the outset in order to coordinate such a complex endeavour.

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Marketing the Games: An Examination of the Marketing and Sponsorship Legacy of the Vancouver 2010 Games

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The modern Olympic Games present excellent opportunities to examine a number of key and important management functions. Such is the case for the Vancouver 2010 Winter Olympic Games, where the host committee has announced a number of unprecedented multi-million dollar corporate partnerships and innovative community initiatives to assist with the 2010 Games. The purpose of this research presentation is to build on existing studies (Copeland, Frisby & McCarville, 1996) to introduce a framework to examine the marketing and sponsorship legacy being established by The Vancouver Organizing Committee of the 2010 Olympic and Paralympic Winter Games (VANOC). Utilizing broad management and partnership literature in general (Gronroos, 1994), and sport sponsorship and marketing theory in particular (Stotlar, 1997) the context and patterns of these related programs developed by the Vancouver Organizing Committee will be presented, and implications for Olympic business development will be discussed.

Presentation of this research will advance current understandings and of Olympic marketing functions. Key principles for this important community and corporate Olympic investment will be revealed from both a sport management and marketing perspective; the strategic and political dimensions of these partnerships will be discussed, and the ethical and moral consequences of these partnerships will be debated. Finally, an overall assessment of the current business development of the Vancouver 2010 Winter Olympic Games will be presented, and relative considerations for future Olympic Games summarized.

Cheri Bradish, Ph.D., is an Associate Professor at the Department of Sport Management at Brock University in St. Catharines, Ontario, Canada. She has also been very active in marketing for several organizations, including Nike Canada, the NCAA and the Florida Sports Foundation. Her long list of publications includes the following papers published in refereed journals:

- Taks, M., Stevens, J., Scheerder, J., Bradish, C., & Lathrop, A. (In press). A comparison of Canadian and Belgian youth sport participation profiles. *International Sport Studies Journal*.
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Olympic and Paralympic Legacies: the 2010 Volunteers' Story...

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Mega sporting events such as the Olympics, Paralympics and the FIFA World Cup have significant potential to leave a social, economic and infrastructure legacy for the host community and country. In fact, the events are often marketed on this basis [1]. The potential legacies are recognised in the charters of both the International Olympic Committee and the International Paralympic Committee [2, 3]. However the bulk of the research has focused upon the tangible legacies to the economy, infrastructure and urban renewal 'measured' either prior to the event or immediately after the event [e.g. 4, 5, 6]. Research into the social legacies or the potential for the development of social capital through sport mega events has largely been ignored [7], with proposed models for research ignoring the temporal and spatial aspects of legacies that may be of particular relevance to social legacies [8, 9].

Mega sporting events provide a unique challenge regarding the management of volunteers. Whereas volunteering as a part of everyday life may involve an average weekly commitment of only an hour or two [10], the Olympics may require a 17 day commitment during the event plus training, whilst the Paralympics requires a 10 day commitment plus training. Despite this high level of commitment, volunteers continue to be an essential part of any Olympics or Paralympics, both as an important element in the success of the bid, and also in the actual delivery. What is not clear is whether there is a demonstrable volunteer legacy beyond the life of the Games. Reflecting the essential role volunteers play in the success of mega sporting events, an IOC symposium on the Olympic legacy concluded that 'there is a clear need for more research of a longitudinal nature into all aspects relating to Olympic legacy, beginning well before the Games and lasting for a sustained period after their completion' [11]. This current study seeks to begin to address this gap by investigating the legacy of volunteering at the 2010 Olympic and Paralympic Winter Games, and to identify strategies that may facilitate the development of greater legacies for the host communities beyond the fun and hype of the games [7].

This IOC and IPC approved research seeks to add to the research on mega sporting event legacies including the potential social legacy of volunteering that may accrue for the host

communities up to 6 months after the event. Using a combination of online surveys (pre and post-event), and interviews and focus groups during the Games, this research explores the motivations, experiences and volunteering legacies of the 19,100+ people working in the 25,000 volunteer positions at the 2010 Olympic and Paralympic Winter Games. This research will help identify future strategies that may enhance the legacy for host communities and facilitate the management and transfer of this knowledge for future mega sporting events to the benefit of the host communities and countries. At the time of writing this abstract over 2,000 people had responded to the pre-Games on-line survey. The presentation at the symposium will provide key insights from the pre-Games survey with and an update on the progress of the interviews and focus groups being conducted during the Games.

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Tracey's recent and forthcoming publications include:

1. Dickson, T. J. (due 2010) 'Managing volunteers: An application of *ISO 31000:2009: Risk Management - Principles and guidelines*, to the management of volunteers in tourism and beyond' in Benson, A. M. (ed) *Volunteer Tourism Theory Framework to Practical Applications*, Routledge
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Deborah's recent and forthcoming publications include:

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International Sport Business Symposium

Session III

Communications

Papers:

Panagiotopoulou, R. & Papa, F. (GRE): The Olympic Games and the new media platforms: Business Opportunities and Constraints in a networked Society

Miah, A., Jones, J. & Adi, A. (GBR): The Olympic Games and Web 3.0: Monetizing the Olympic Movement's Digital Assets

The Olympic Games and the new media platforms: Business opportunities and constraints in a networked society

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Information and communication of sport events as well as corporate communication, are inconceivable without ICTs and on line devices, since almost a decade. More recently, social networking tools are considered, by most people, as solutions to access and share information and knowledge. Social media are also an effective way to build awareness and engagement before, during, or after an event.

In that context, sporting has become a core strategic content for old and new media because it attracts subscribers for television and 3G mobile phones and boosts participation of internet users both in visiting sites and participating in social media. Therefore, sports organizers increasingly follow the imperatives of the media, since they have become largely dependent on their revenues, mainly the television rights. According to the increasing interest in sports and especially in the Olympic Games the broadcasting right fees have increased tremendously.

The relationship between sports and media was always a tight one and both parts followed a similar development path. They offered a distinctive field for the development and usage of new technological devices for the communication sector. New technological advances in the field of media facilitate and create new ways to view the events, new needs for audiovisual production, new sources of information and verification of data for coming events, records achieved and all types of information surrounding sports, all of which create new attitudes towards mediated viewing. Further, the interactivity of the new media makes them more flexible, more cosmopolitan, more interesting and perhaps more adaptable to information needs posed by the modern way of life. The most important aspect the new audiovisual technologies facilitate is that the viewing conditions benefit the viewer.

Additionally, the main scope of the media enterprises is not only to increase the viewer ship rate but also to boost the new markets of cable, DSL, IP-TV, Pay-TV decoders and mobile telephony connections through sport content and to promote the television program of the upcoming season.

This paper intent to discuss the development of the new media and their impact in the Games coverage using Beijing 2008 Olympic Games as an example. It also tries to answer the question to what extent new media can replace the old media and especially television regarding the audience preferences. Finally, it will show the efforts of the media enterprises to create new online sport content and to guide social media by introducing special interactive services.

Roy Panagiotopoulou is Professor of Sociology at the Faculty of Communication and Media Studies, University of Athens. She completed her studies and her PhD at the University of Heidelberg. Her research and teaching interests are in political behavior, social movements and NGO's, organizational communication, electronic bureaucracy, regional television, new technologies and new media, promotion and media coverage of the Olympic Games. She is the author of the books *Communication in Organizations* (Kritiki 1997), *Television Beyond Frontiers: Regional and Local Television in Greece* (Kastaniotis 2004), and editor of the books, *The 'Construction' of Reality and the Mass Media* (Alexandria 1998), *Globalization and Modern Society* (National Centre for Social Research 2003), *Digital Challenge: Media and Democracy* (Typothito 2004) and *Athens 2004: Post-olympic Considerations* (Ethniko Typografeio 2006) and *Social Development in Modern Greece* (Sakkoulas 2006).

The Olympic Games and Web 3.0: Monetizing the Olympic Movement's Digital Assets

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

Jennifer Jones, University of the West of Scotland, GBR

Ana Adi, University of the West of Scotland, GBR

Changes to the media landscape can be tracked from the traditional notion of the linear media event, to the non-linear convergence of broadcast media and Internet technologies. Such devices as 'tv-on-demand' and multi-modal routes to delivering content have become constitutive of how users and audiences access information in the 21st century. Moreover, the emergence of social media environments, such as Facebook or Twitter, has blurred the boundary between producer and consumer, thus transforming the process of content generation. While there remain dominant institutions of media production and ownership, new media companies such as Google have begun to transform these established structures. These changes allow media audiences to become part of the process of production, thus giving rise to a new era of media production.

Within such media-events as the Olympic Games, these developments have a major impact on how intellectual property rights are assured. Moreover, the decentralization they imply has important social, economical and political consequences. This paper explores the prospects of monetizing the digital assets of the Olympic Movement over the next 10 years of new media development. Its point of departure is the IOC World Congress of 2009, which included the 'Digital Revolution' as one of its primary themes. Recommendations from the conference included the urgent adoption of emerging digital technologies (such as Web 2.0, social media and mobile platforms) in order to set the standard for new media audience engagement in the continuing realm of major sporting events, but also in the context of all major media ventures.

We consider two major dimensions of this aspiration. First, it is necessary to explore how the rights paying media are already adapting to new media environments, either through the broadcast of Olympic sports or the creation of new technological experiences. In this case, the core concern involves whether it is possible for them to retain their established mechanism of income generation, given the emerging 'freemium' model of monetization prevalent within online companies (90% free, 10% premium). Second, it is important to assess what opportunities arise to create new content around the Olympic experience, beyond the sports competitions. After all, the Olympic Games experience is much more than just the Olympic sports competitions and involves a wide range of festival experiences, including cultural activity. In each case, it is necessary to take into account how new media environments are populated by amateur 'citizen journalists', who have different ways of reporting and who have a range of political interests. To this end, mass media organizations will need to consider how they relate to the growing population of citizen journalists who will be reporting the Games content on the streets or even in the stadia.

The presentation concludes with an overview of how the rise of new media communities has affected recent Games, particularly progress towards the Vancouver 2010 Olympic Winter Games. Specifically, it will consider areas of ideological tension in the successful monetization of the Olympic digital assets and consider practical steps towards a more successful integration. Moreover, it will identify how Martin Sorrell's recommendation at the IOC Congress 2009 to create a generation of 'consumer co-conspirators' through the interaction with online communities coheres with both the IOC's aspirations and those of citizen reporters.

Andy Miah, BA, MPhil, PhD, is Chair of Ethics and Emerging Technologies in the Faculty of Business & Creative Industries at the University of the West of Scotland, Fellow of the Institute for Ethics and Emerging Technologies, USA and Fellow at FACT, the Foundation for Art and Creative Technology, UK. He has a PhD in Bioethics & Cultural Studies and a Master degree in Medical Law. He is author of 'Genetically Modified Athletes' (2004 Routledge) and co-author with Dr Emma Rich of 'The Medicalization of Cyberspace' (2008, Routledge) and Editor of 'Human Futures: Art in and Age of Uncertainty' (2008, Liverpool University Press and FACT). He is currently writing a monthly column on ethics and technology for The Guardian.

Professor Miah's research discusses the intersections of art, ethics, technology and culture and he has published broadly in areas of emerging technologies, particularly related to human enhancement. In 2002, he was an International Visiting Scholar at *The Hastings Center* (New York) with which he continues to collaborate. He is also a member of the Scientific Board for the Lifeboat Foundation. Andy has published over 90 academic articles in refereed journals, books, magazines, and national media press on the subjects of cyberculture, medicine, technology, and sport. He has also given over 100 major conference presentations and he is often invited to speak about philosophical and ethical issues concerning technology in society.

Professor Miah is a member of various academic associations and working groups, including the Royal Institution of Great Britain, Yale University Bioethics working group, the Society of Applied Philosophy, and the Media, Communications and Cultural Studies Association. He is Associate Editor for the refereed journal *Studies in Ethics, Law & Technology* and Editorial Board member for two other international, refereed journals related to science and technology, '*Genomics, Society and Policy*' and '*Health Care Analysis*' and a Scientific Board member for '*The Lifeboat Foundation*'. In 2006, he advised the UK Government Select Committee for Science and Technology on a public inquiry into Human Enhancement Technologies in Sport. In 2009, he gave a presentation at the European Parliament on the ethics of human enhancement.

Professor Miah is a regular participant at the National Olympic Academy in Britain, the educational branch of the British Olympic Association. He has given invited lectures in over 15 countries, most recently for the Australian Sports Commission (2007), the Royal Institution of Great Britain, and The World Anti-Doping Agency symposium on Gene Doping, which was attended by IOC President Dr Jacques Rogge and HRH The Queen of Sweden. In 2003, he was a visiting professor at the International Olympic Academy and he has conducted research and given lectures at the last 4 Olympic Games cities (Sydney, Salt Lake, Athens & Torino) under invitation by various Olympic organisations.

Professor Miah has been researching the cultural, political and media structures of the Olympic Movement since 2000, most recently examining the role of the Olympic Truce

in international peace processes and, for the last 10 years, the role of the non-accredited media at the Olympic Games and has conducted research at 6 Olympic Games.

He has written for a wide range of national broadsheets and magazines, including The Washington Post, The Observer (London), The Times (London), Project Syndicate, Science and Public Affairs. He is also regularly interviewed by newspapers, radio and television and has appeared on BBC Newsnight, SkyOne, CBC The National, ABC The 7:30, among others.

Jennifer Jones researcher in the School of Creative Industries at the University of the West of Scotland. Jennifer returned to the University after graduating with distinction from a Masters in New Media and Society at the University of Leicester. Her dissertation was on the construct of social media platforms and the user notions of sociality within them.

Jennifer works as a visiting lecturer at Birmingham City University, teaching classes in New Media, Media Theory and supervises web media and journalism dissertation students. She has conducted research into collecting, managing and analyzing social media outputs from formal events and is currently working on projects relating to social network analysis and subversion of social media within traditional institutions.

In June 2009, Jennifer organised a one-day event on the Uses and Abuses of Social Media, a paper-free seminar which brought together social media practice with theory. Jennifer's PhD investigates how new media practice is transforming patterns of creative labour, focusing on the Olympic new media.

Ana Adi is a Ph.D. candidate at the University of the West of Scotland, GBR. Her Ph.D. supervisor is Prof. Andy Miah. She also holds a Master of Arts in Management and Business Communication and a Master of Arts in Strategic Communication, which she received from the University of Missouri-Columbia, MO, USA, where she was a Fulbright Scholar. In 2008 she represented the UK at the Postgraduate Session of the International Olympic Academy in Olympia, Greece.

International Sport Business Symposium

Session IV

Local Sport Development

Papers:

Lee, C. (KOR): The Impact of Hosting Big Sport Event for the Local Value Creation; Case of Gangwon Province, Korea

Klaus, S. (GER): Olympic Games and Sports Development – Impulse and Instrument for enhancing physical activity and urban development in Olympic Cities

Kidd, B. (CAN): The Limitations of hosting Major Games as a Strategy of domestic Sports Development

The Impact of Hosting Big Sport Event for the Local Value Creation; Case of Gangwon Province, Korea

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Various events in all sizes happen constantly in corporations, cities, and countries in the world. Economic effects are strongly expected by hosting the events. Since the advent of local self-governments in 1995, our country recognized cultural competitiveness and has laid out an institutional administrative support policy in order to intensively foster festivities and events as a strategic industry. Market scale and sales have been on a growth path every year. So has the importance of them. According to Bramwell (1997), big-event such as Olympics, Expos, Exhibitions, and World Cup draw attention as large scale activities pulling international absorption and have huge political, economical, social, and cultural impact before and after their occurrences.

The most noticeable characteristic of modern sport is that the sport was integrated into a social system. Sport is not only physical activity as organized and competitive, but also ways of education and politics in terms of both contents and forms. And it exists in the form of scientifically proven facts. Big sport events are an unrepeatable opportunity for the territory: the event produces significant benefits especially in terms of economic and social contributions, whose effects extend far beyond the event itself. For example, since the 1988 Seoul Olympic Games and 2002 Korea-Japan World Cup, national emotion and interest grew deeper after experiencing social and cultural changes and issues. It has now become easier to acquire nation's support in a campaign for big-event.

In Gangwon province, there are several big sport events will be or expect to be held. For instance, ChunCheon is host city of 2010 World Leisure Congress and Games, and PyungChang is one of the candidates city for the 2018 winter Olympic and Paralympic Games. People of Gangwon province expect that those big sport events will bring local development.

The purpose of this study is to analyze impact of big sport events which play a major role in encouraging economic effects and national reconciliation, raising city's profile in foreign countries and developing related business such as tourism with respect to industries producing and distributing sport-related goods and service. And this study is to put forth ways to reinvigorate sports events for developing local communities in the age of local autonomy, and also investigates economic, social and political impact of the plans on the events. At the result, the study develops a theoretical framework of prospects of creating value for the Territory in the regional and national level.

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Chung-Mi Lee, Ph.D., is the director and congress coordinator for the ChunCheon 2010 World Leisure Congress and Games Organizing Committee in ChunCheon, Korea. He completed the Ph.D. program at the University of Minnesota. Further, Chung-Mi Lee is the director of the department of international relations at the Korean University Handball Association in Seoul, Korea.

Olympic Games and Sports Development – Impulse and Instrument for enhancing physical activity and urban development in Olympic Cities

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The Olympic Games are *the* symbol for Sports and far more than the most prestigious and publicly known sports event on the globe. With their economic, communicative and political potentials they can be used as a spark to ignite the Olympic Idea in many different spheres of a host city – beyond the days of the Games: Sport is a phenomenon quite visibly in the all day life. It can have many different faces, like being an important part of a vital civil society or presenting benefits in economic, health-orientated or educational contexts. In broad terms, sport is to affect the quality of living in a city. But whether being an important part of the civil society or any other of the possible faces, all sport related aspects are part of a socioeconomic framework which tends to change. And with change comes challenge.

The challenges and implications for sports development can be – at least from a western and central European perspective – named: The decline in overall population as well as the phenomena called “aging society” is to be addressed as a matter of sports development as well as the strengthening of community networks and the potential of social integration through sport. In addition to that, the “Bologna-Process” inducts changes in the educational system, which will affect the situation of sports and challenge sports federations and clubs enormously – from the grass-route level through the relationship of schools and sports clubs to the elite level.

The instrument developed by the University of Osnabrueck to tackle these challenges seeks to enhance opportunities for developing the relationship of sports and urban development in a broad spectrum of aspects, which includes “Sport for all” as well as sport being an important factor of the community life or its potential as a key instrument of social integration. The main goal is to build framework in which the chances to participate in a Sport for all are established and secured for the host city’s population.

Therefore five questions are related to the same number of pillars carrying the instrument of a problem related and dialogical development process: (1) Which Sports do people do? (2) How do citizens organize their sporting activities and (3) which urban areas do they use for it? These three questions are bracketed by the problem of (4) how to publicly finance and support sport in cities and communities? Last but not least, the question has to be asked (5) how Olympic Games and Sports Development can contribute to define a host city’s sporting profile? The questions can be utilized as well to describe the conceptual lenses used to theorize a methodical approach of Sport development.

The overall view of the instrument presents four main steps of how to initiate, differentiate and summarize sequences of the development process. The first can be described as a (1) stock taking, which is the basis for and followed by a (2) setting of a system of objectives related to the four pillars, which will then be transformed into fields of action by drafting (3) specific provisions as result of the comparison of the aims and

purposes of the development measures and the results of the stock taking. The final sequence is the drawing up of a (4) Plan of Sport Development.

Distinctive features of the instrument are the participation of a wide range of stakeholders like municipal administrations, politicians, sport federations or educational institutions through representative surveys and/or different forms of dialogical forums.

Stefan Klaus is a research associate at the Department of Sports & Sport Science at the University of Osnabrück, Germany. His fields of expertise are "Sports and urban development", "national and international Sports policy" and the phenomena of Sports & Commercialization. He received his Masters degree in Sports Science and Political Science in 2006.

The Limitations of hosting major Games as a Strategy of Domestic Sports Development

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For more than four decades, Canada has pursued and staged multi-sport international festivals as a strategy of domestic sport development. In addition to the 2010 Vancouver Winter Olympic and Paralympic Games, Canadian cities have hosted two Olympics, two Pan-American Games, two Commonwealth Games, two World Masters Games, the World Student Games, the Gay Games and the World Outgames. It has bid for many more. It's a record few other countries can match, especially middle powers with a population of 33 million.

This paper will review the achievements and limitations of the strategy of leveraging domestic development from international games. It will contend that the strategy has been moderately effective in producing new facilities and other infrastructural investment and stimulating new programs. Today, the strongest regions in Canadian sport are those where major games have been held. But it has also been inefficient, inducing over-investment in spectator capacity and boom-and-bust cycles in the successful bid cities and leaving those regions without major games without up-to-date facilities and programs. The paper will also argue that despite Toronto's recent landing of the 2015 Pan American Games, the likelihood of Canada winning future bids is bound to diminish, as rising economies in those regions yet to stage their share of major games will increasingly get the attention of international selectors. The awarding of the 2010 World Cup to South Africa, the 2014 World Cup and the 2016 Olympics to Brazil may well be a trend.

The paper will conclude by suggesting an alternative strategy for Canadian decision-makers.

Bruce Kidd, Ph.D., is Professor and Dean of the Faculty of Physical Education and Health at the University of Toronto.

Bruce teaches and has written extensively about the history and political economy of the Olympic movement and Canadian sport.

Bruce has been involved in the Olympic Movement for most of his adult life. He has participated in the Games as an athlete (track and field, 1964), journalist (1976), contributor to the arts and culture programs, and social scientist.

Throughout his long involvement, Bruce has constantly sought to educate sportspersons, decision-makers, and members of the public about the broad humanitarian ideals of the Olympic Movement, and the aspirations for education through sports.

A member of the Canadian Olympic Association since 1981, he was a founding member and chair of the Olympic Academy of Canada, a week-long residential leadership development program, from 1983 to 1993.

He has lectured at the International Olympic Academy in Ancient Olympia, Greece, and National Olympic Academies in Canada, Singapore, South Africa, and the United States, and given countless public talks on the Olympic Movement.

Bruce has served on the boards of numerous local, national and international bodies dealing with sport, including the International Council of Sport Sciences and Physical Education, the Stadium Corporation of Ontario, the Canadian Sport Development Program and WomenSport International.

As an athlete, Bruce was twice elected Canada's Male Athlete of the Year by Canadian Press (1961 and 1962). He won the 6 miles in the 1962 Commonwealth Games. He is a member of the Canada's Sports Hall of Fame, the Canadian Olympic Hall of Fame (as both an athlete and a builder) and the University of Toronto Sports Hall of Fame. He still holds the Canadian junior record for 5,000 metres, the oldest (at 47 years) in the Canadian record book.

International Sport Business Symposium

Session V

Legal Issues

Papers:

Adi, A. & Miah, A. (GBR): The Olympic Games and the Legacy of Olympic Protests

Bernardi, V. (GER): Olympic TV Rights and European Law

The Olympic Games and the Legacy of Olympic Protests

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Abstract

Beyond a sports event, the Olympic Games is an arena where geopolitical issues are played out by competing discourses between brand owners, media outlets, politicians and the public. This is why protest, in its many forms, from violent uproar, to boycotts or silent marches, is an intrinsic part of the Olympic experience. As the Olympic Games have grown, attracting more athletes, more countries, more media, and more sponsors with each edition, so have the protest communities, who have sought to utilize the Olympic Games as a platform for expressing concern about ethical and humanitarian causes, which affect transnational and local communities. The Beijing 2008 Olympic Games were a vivid example of an event-based protest culture, with international advocacy groups transforming their websites into campaigning devices addressing at once, in a coordinated voice, media, members of the public, critics and supporters of the Games alike. This paper discusses the Beijing case and argues that Olympic protests are no longer shaped by traditional media but are only unravelled and developed through it. We use the examples of past Games protests and combine them with ethnographic stories from Beijing 2008, along with an analysis of online communication of international advocacy groups such as Amnesty International and Human Rights Watch prior, during and after the Games to support our theory. Together, this data portrays a new dimension of digital activism, which reflects a second wave convergence of old and new media forms, along with integrated offline and online strategies.

Ana Adi is a Ph.D. candidate at the University of the West of Scotland, GBR. Her Ph.D. supervisor is Prof. Andy Miah. She also holds a Master of Arts in Management and Business Communication and a Master of Arts in Strategic Communication, which she received from the University of Missouri-Columbia, MO, USA, where she was a Fulbright Scholar. In 2008 she represented the UK at the Postgraduate Session of the International Olympic Academy in Olympia, Greece.

Andy Miah, BA, MPhil, PhD, is Chair of Ethics and Emerging Technologies in the Faculty of Business & Creative Industries at the University of the West of Scotland, Fellow of the Institute for Ethics and Emerging Technologies, USA and Fellow at FACT, the Foundation for Art and Creative Technology, UK. He has a PhD in Bioethics & Cultural Studies and a Master degree in Medical Law. He is author of 'Genetically Modified Athletes' (2004 Routledge) and co-author with Dr Emma Rich of 'The Medicalization of Cyberspace' (2008, Routledge) and Editor of 'Human Futures: Art in and Age of Uncertainty' (2008, Liverpool University Press and FACT). He is currently writing a monthly column on ethics and technology for The Guardian.

Professor Miah's research discusses the intersections of art, ethics, technology and culture and he has published broadly in areas of emerging technologies, particularly related to

human enhancement. In 2002, he was an International Visiting Scholar at *The Hastings Center* (New York) with which he continues to collaborate. He is also a member of the Scientific Board for the Lifeboat Foundation. Andy has published over 90 academic articles in refereed journals, books, magazines, and national media press on the subjects of cyberculture, medicine, technology, and sport. He has also given over 100 major conference presentations and he is often invited to speak about philosophical and ethical issues concerning technology in society.

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Professor Miah is a regular participant at the National Olympic Academy in Britain, the educational branch of the British Olympic Association. He has given invited lectures in over 15 countries, most recently for the Australian Sports Commission (2007), the Royal Institution of Great Britain, and The World Anti-Doping Agency symposium on Gene Doping, which was attended by IOC President Dr Jacques Rogge and HRH The Queen of Sweden. In 2003, he was a visiting professor at the International Olympic Academy and he has conducted research and given lectures at the last 4 Olympic Games cities (Sydney, Salt Lake, Athens & Torino) under invitation by various Olympic organisations.

Professor Miah has been researching the cultural, political and media structures of the Olympic Movement since 2000, most recently examining the role of the Olympic Truce in international peace processes and, for the last 10 years, the role of the non-accredited media at the Olympic Games and has conducted research at 6 Olympic Games.

He has written for a wide range of national broadsheets and magazines, including *The Washington Post*, *The Observer* (London), *The Times* (London), *Project Syndicate*, *Science and Public Affairs*. He is also regularly interviewed by newspapers, radio and television and has appeared on *BBC Newsnight*, *SkyOne*, *CBC The National*, *ABC The 7:30*, among others.

Olympic TV Rights and European Law

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The policies of the European Union on the aspects of the free market and anti-trust regulations directly influence the sport and the allocation of TV broadcast rights in Europe. In particular the directive "Television without frontiers" (Directive 89/552/EEC as amended by Directive 97/36/EC) has a huge impact of the method of the distribution of TV broadcast rights in the member states of the European Union.

The directive concerning Events of major importance to society, including sport (Chapter II, Article 3a) allows "each Member State to take measures in accordance with Community law to ensure that broadcasters under its jurisdiction do not broadcast on an exclusive basis events which are regarded by that Member State as being of major importance for society in such a way as to deprive a substantial proportion of the public in that Member State of the possibility of following such events via live coverage or deferred coverage on free television".

The fight between the European Broadcasting Union (EBU) as representative of the free TV channels and stations in Europe and Pay-TV providers will reach new dimensions in the future.

The lists of sport events based on this directive and establishing sports events of such importance in that country that they must be broadcasted in Free-TV have an impact of the value of the product being protected by the directive and the strategy of sports organizations allocating the TV-rights to Broadcasters. Some sports organizations consider this exercise of influence as interference in their commercial rights and consider attacking the directive in front of the European court of justice.

The International Olympic Committee (IOC) has to deal with the fact that the revenues resulting from TV deals in Europe are depending on the outcome of the policies of the member states when implementing the directive to national law and thus are limited to a certain extend.

The new technologies like IP-TV open new ways of communication, for the Broadcasters and for the sports organizations to avoid such collisions.

This paper will discuss the legal aspects of the allocation of Broadcast rights in Europe and the impact of the European Union policies on the strategy of sports organizations in Europe when selling the rights, using the IOC example and considering the markets in Germany and the U.K. and comparing the methods taken by various EU member states.

Volker Bernardi is Attorney-at-law in Germany and lecturer for Sports Law at the Johannes Gutenberg-Universität Mainz (Germany). He is a Director of the Marketing Commission of the World Squash Federation and of the Marketing and

Communications Committee of the European Squash Federation. A former Administrative Director of the International Canoe Federation and a MEMOS (Executive Master of Sports Organisation Management, University of Lyon) graduate he completed his studies and state examinations at the Universität des Saarlandes Saarbrücken (Germany). His research and teaching interests are in sports law, impact of policies on sports strategies, media coverage of the Olympic Games and Olympic history. He is the author of the books *Olympic History of the Saarland*, *The History of the National Olympic Committee of the Saarland 1950-1956* (Gollenstein, 2004), *The IOC and the Olympic Television Broadcast in Europe, History – legal aspects and strategy* (2005), and editor of the book, *The Associations' Guidebook by Ministry of interior Affairs and Sports Saarland* (2000 and 2009).



Session VI

Legacy

Papers:

Bondonio, P. & Guala, A. (ITA): Four Years Later: Olympic Effect on Turin's Regeneration

Preuss, H. (GER) & Troelsen, T. (DEN): Place Branding through Mega Sport Events and the Impact on Stakeholder Communities

Kaspar, R. (AUT): The Event Life Cycle 2.0. – Lessons Learnt from Olympic Infrastructure Errors for Olympic Bid and Host Cities

Four Years Later: Olympic Effect on Turin's Regeneration

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Abstract

The paper aims are threefold, as well as its sections.

Section one discusses whether and to which extent Turin, the first capital of a unified Italy, which became in the XX century the automotive district of Italy and a typical "one company town", in the last fifteen years has been successful in reshaping itself into a recognized "cultural city", with increased attractions both for its citizens and visitors. The paper discusses how the XX Olympic Winter Games, hosted in Turin in 2006, played a central (but not unique) role in that transformation, as can be evaluated both from data and opinions (gathered from citizens' and visitors' surveys). In addition to the OMERO's researches 2002-2007, two recent surveys confirm the new Turin's image in Italy and abroad. In a 2,200 interviews survey, carried out in three Italian cities (Milan, Turin, and Genoa), which investigated the quality of life as perceived by their inhabitants, Turin is considered much better than in the past. Another survey of 2,100 people from France, Germany and Great Britain shows that Turin has improved its ranking in the international arena, although Rome, Florence, Venice, and Verona too, remain too strong competitors. The image of the city has dramatically changed from the past: in 1989 Ezio Marra found that the identity of the city was mainly "industrial", and totally related to the automotive system, as it was in 1986, when Arnaldo Bagnasco described Turin as a city "too simple", structured like a "one company town", and hence "too fragile" when the Fiat faced the delocalization process in the '80s. The identity of the city has deeply changed: if in 1990 Sergio Scamuzzi found that Turin was mainly related to Fiat Company, Agnelli Family and Juventus soccer team, in 2008 Chito Guala and Ezio Marra discovered that new symbols have emerged, such as Egyptian Museum, National Cinema Museum, and the ancient Royal Palaces network. Industrial symbols are fading, although the traditional economic core is still working, and new symbols are ruling.

Section two explores the post-Games increased tourism inflows in Turin, adopting both a comparative perspective and an impact analysis point of view, i.e. trying to ascertain to which degree they occurred *because* of the Games, and not just *after* them. When analyzing hotel facilities, the offer of Turin increased by 28% in the last six years in terms of number of businesses/hotels and by 36% in terms of number of beds; on the other hand, arrivals and nights increased in Turin when compared with years 2002, 2003 and 2004 (before the Games), but decreased when compared with 2005 and 2006. Seen from an impact analysis perspective, however, Turin behaved better than three comparable Italian cities (Milan, Verona and Bologna), showing the true presence of an "Olympic effect"; in addition, Piedmont region registered a considerable rush of arrivals, the best in 2008 compared to all other Italian regions.

A third and final section of the paper discusses whether, how and to which extent Turin has succeeded so far in transforming the XX OWGs' intangible legacies into a tangible

and long lasting one. To do so, it reviews the main events (of sport, culture, or entertainment nature) that have been hosted since 2006, or are planned in the near future, and how they are coping with the current global economic crisis, which is hitting Turin no less than other Italian traditional art cities. The section induces a general conclusion: the cultural and tourism "Renaissance" for Turin is also established on projects of urban regeneration. Three key projects characterized the new municipal policy initiated by Mayor Castellani (and continued by his successor Chiamparino). Two projects directly involved urban renewal: one was the new Master Plan of the city, the other was of a planning-construction nature: the new city suburbs. The third project was the 1998-2010 Strategic Plan of the city and its metropolitan area, the end-result of a process actively involving many parties (public institutions, special interest groups, experts). The winning idea of candidating the city for hosting the 2006 Winter Olympic Games was born within this laboratory of ideas and initiatives, in partnership with some locations of the nearby Alpine valleys.

The general lesson we can learn from the Torino 2006 case is that Olympic Games are a formidable catalyst of urban change and promotion, if and only if the project is carefully planned, paying due attention to the long term material and immaterial Legacy.

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His publications about Olympic Games and Mega Events include:

Books, chapters of books

- *Mega Eventi. Modelli e storie di rigenerazione urbana*, Carocci, Roma, 2007, pp. 181
- (with P. Bondonio, E. Dansero, A. Mela, S. Scamuzzi, eds), *A Giochi fatti. Le eredità di Torino 2006*, Carocci, Roma 2007 pp. 374
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His main research fields are: Applied economics (Olympics, Health & Farmacoeconomics, Law and Justice), public expenditure analysis (both from a positive and a normative perspective), and local public finance.

His publications about Olympic Games include:

Books

- (with E. Dansero, C. Guala, A. Mela, S. Scamuzzi, ed.s), *A Giochi fatti. Le eredità di Torino 2006*, (*When Games are over. Legacies of Torino 2006*), Carocci, Rome, 2007, pp. 374
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Place Branding through Mega Sport Events and the Impact on Stakeholder Communities

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Summary:

A Mega Sport Event (MSE) creates much more than a direct monetary impact. It is a unique opportunity to position the host city/region/nation by sending information about location factors, “costly-signalling” and “something-to-talk-about” and thereby repositioning and changing the place branding. For the community – broadly defined – hosting a Mega Sport Event can produce additional advantages, which can be not only tangible economic outcomes, but also intangible such as local communication, pride and social capital.

Strategic use of signalling, especially related to the place, is a well established outcome of staging a MSE. Host governments often have interest in utilizing the event to send message about their international relations, capabilities, attractiveness, general public relations and national morale (Preuss & Guder, 2008). The era of industrial production is over for many regions and cities (Jensen, 1999). In the transformation from an industrial to a post-industrial and creative city, larger cities which have a history – and a story – benefit from hosting a MSE successfully. The full measurement of the benefits for all the stakeholders and the communities is still not done and needs further research.

1 Introduction

What will be the outcome for the Vancouver city brand from hosting the Winter Olympic Games 2010? To bring some light in this discussion an international digital survey on Vancouver’s brand was distributed in 2010 and provides some first results on the brand as it is perceived right before the Games. The findings will be differentiated by culture, age and gender. By hosting Olympic Games, Barcelona, Melbourne, Lillehammer, Atlanta and Salt Lake City have boosted their brands. Countries like Japan, South Korea and China have repositioned some attributes of their image. Political systems have showcased themselves in Berlin 1936, Los Angeles 1984, Moscow 1980 and Beijing 2008.

The direct economic impact of MSE is transitory and has a different scale for different events (Preuss, 2007). While there is still controversy in academic discussion about the size of the positive direct economic effects from staging a MSE, there is unanimous agreement that it is the intangible factors being the benefits from staging MSEs, like the Olympic Games, which is the biggest advertising and branding opportunity a city and a country can hope for. And the success depends on the ability to harvest the numerous opportunities created by the ‘media-hype’.

2 Literature Review

City branding is a fairly new issue, compared to place branding. Little literature exists with regard to the branding process of cities (Hankinson, 2001). Research in regards to city branding connected to MSEs like the Olympic Games has particular deficiencies. Ritchie & Smith (1991) examined the change of recognition for Calgary after the 1984

Olympic Winter Games. The Australia Tourism Committee’s strategy on how to utilize the Olympic Games as an advertisement for Australia is worth exploring.

3 Theory on Branding Places and the impact on communities
 The staging of a MSE gives the organizers the opportunity to send multi-faceted messages, which can position universal values of a city/place (Tab. 1) in order to differentiate by forming a unique brand identity. Thereby a city can attract or compete for citizens, tourists or firms locally, regional by or from far away. Different Olympic Games have positioned universal brand values for cities and nations such as environmental care, integration and understanding, change of image of a nation, redevelopment, sport for all and youth, progress and innovation, sustainability, peace.

Figure 1 below illustrates how the stories about the Mega Sport Event are beneficial to the economic and social development of a place.

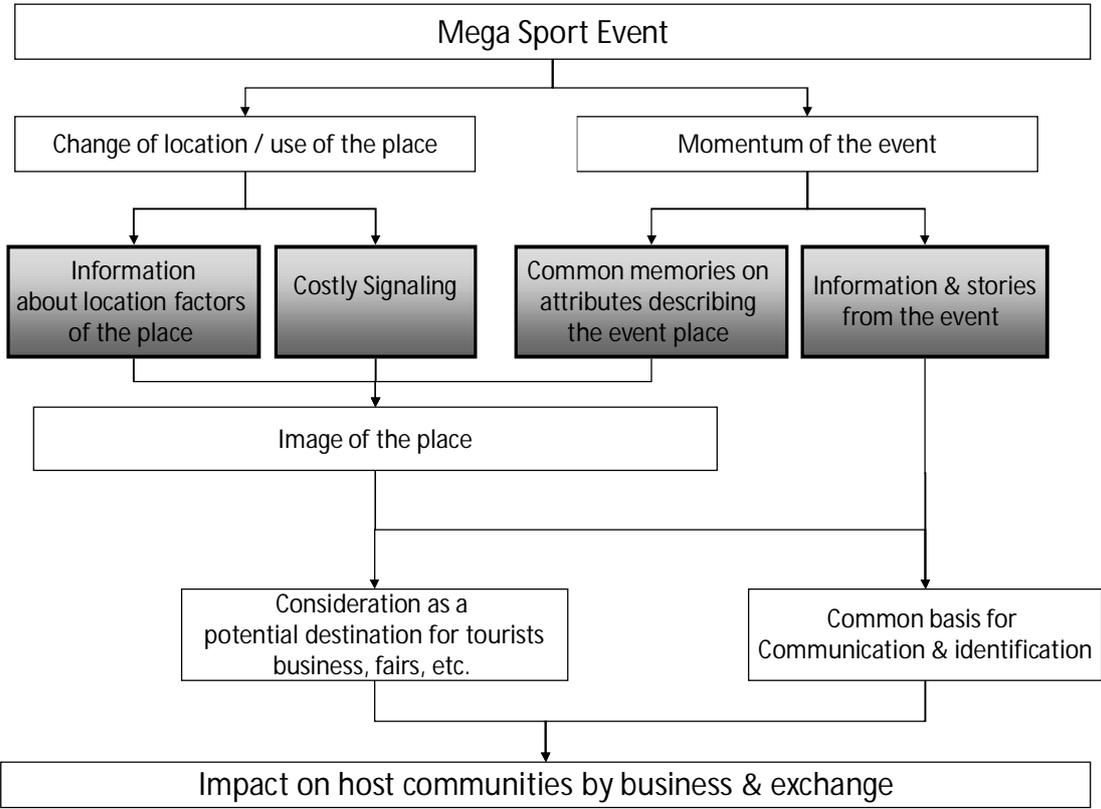


Fig.1: Scheme on how MSEs influence the impact on host communities through place branding

Signalling-theories are common in various scientific disciplines, e.g. in evolution theory, anthropology, sociology and ecology. However, the base of all this theories stems from “information science”, where “signal theory” describes the details of data transmission (through waves, power, etc.). Here the signaling-theory based on “information economics” helps to explain the process of branding places. Explained by Akerlof (1970), Spence (1973, 1974) and Stiglitz (1976), and similar to the theoretical concepts in social theory already used by Veblen (1899) and Mauss (1924).

Sociological and anthropology theory address another intention of signaling. Among various signaling-theory of evolutionary ecology the costly-signaling approach contributes best to explain other benefits from staging a MSE. Costly-signalling theory

involves the “communication of attributes that are relatively difficult or expensive to perceive directly” (Bliege Bird & Smith, 2005, 224). The Olympic Games are such a cost-signalling case.

Another outcome of hosting a MSE is related to the “Momentum” of the MSE. The “talking about”, “stories to talk about” providing the opportunity to “bask in reflected glory” (Snyder, Lassegard & Ford, 1987) when talking to foreigners and citizens, business persons and politicians can recall the “Momentum” of the Games to start conversations and networking to others. A common communication platform – or “something to talk about” – requires that the parties have an overall knowledge of the “something”-topic.

But why is it important that cities care about their branding. Fig. 2 below lists six impacts of event structure on location factors and its economic relevance (Preuss, 2007). Each of these six event structures transforms the location factors of a host city.

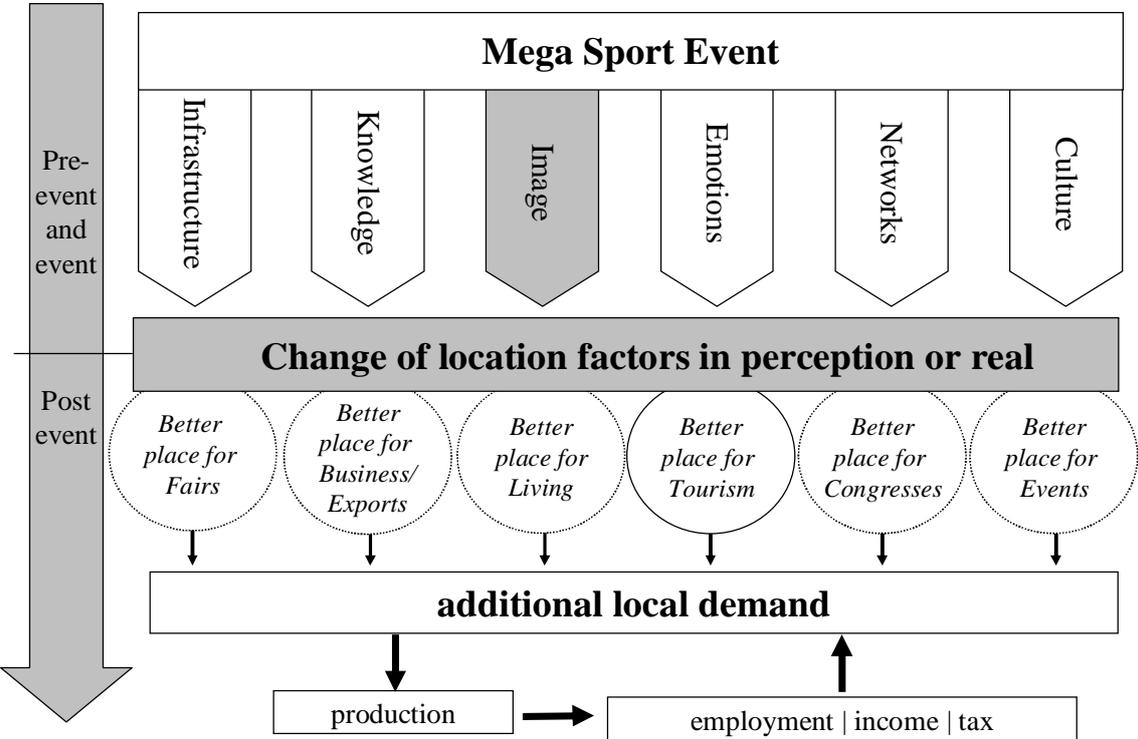


Fig.2: Transforming the Mega Event into economic activity by changing the perception on the place

The figure highlights the impact of a change of the image as one structure changed through a MSE. A different image can be seen as something that makes a location special being a better place for e.g. tourists. In case more tourists come to the city, that will pay off by additional local demand and is translated into employment and additional income for the community.

4. Results

To exemplify the theoretical approach some results on city branding will be shown. We administered a digital survey on the perception of the city brands, which will be presented at the symposium. Vancouver’s brand will be compared to those from Boston, Chicago, Milano etc. and Copenhagen. In case Copenhagen decides to bid for Olympic Games in 2020/24 this would, without doubt, affect the branding objects displayed in Table 1.

Table 1: Copenhagen: Branding objects differentiated by target group

Target Groups or Communities	Branding objects/ location factors	Further branding differentiation, age/gender
Long distance travelling foreign tourists	The Little Mermaid, Tivoli, The Royalty and Royal palaces, Climate, Denmark as a good country to live in, beautiful blond girls.	In this abstract it is not possible to list the differences in the most preferred branding objects for the two genders and the different age groups in the survey. These variations are significant demonstrating the importance of the signalling directed in different times for different recipients.
Near by foreign tourists (SWE, NOR, GER, NED, POL etc.)	Copenhagen as a cultural and cosy city, architecture, the ballet and opera, some museums. Good food and infrastructure.	
Domestic Danish tourists	All the above – and additional national icons related to nature, history, national culture and the biggest supply of culture, food et al.	
Regional citizens and commuters	The malls and shopping centers, the feel good factor of the capital, cultural activities, the infrastructure, the job opportunities etc.	
The citizens of Copenhagen	All the above – and additional the quality of the public services, sports facilities, police and safety, local cultural activities etc.	

This research is only a start. We frame some theoretical concepts and started with a small survey. Further impacts of MSE on city branding have to be researched.

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

Troels Troelsen is Associate professor and Course Coordinator for Sports Economics at CBS/Copenhagen Business School. Research fields: Dynamic Pricing and Sports Economics: Competitive Balance, Sports Liga Design, Mega Sports Events. Lecturing at the MBA's at FIFA and Warsaw (University of Oregon) and at LaTrobe Melbourne, Lessius Business School et al. Life long affiliation (present and former) to sports as president for the Danish Athletic Federation, member of the Danish Olympic Organisation, IAAF Marketing and Promotion Committee, President of Odense Athletic Club – and life long elite runner, last achievement IAAF World Champion in long hurdles 2007 for Masters. 15 years worked off campus in the food industry as sales manager in no. 2 dairy in the World (ARLA), CEO of one of Europe's largest cereal groups (Cerealía), CEO of a slaughterhouse and CEO of a large ship container leasing company in London. Today chairman of several companies. Have successfully made 3 IPO's at the Danish Stock Exchange.

The Event Life Cycle 2.0. – Lessons Learnt from Olympic Infrastructure Errors for Olympic Bid and Host Cities

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Since the IOC bidding process for the 2012 and 2016 Olympic Summer Games and the FIFA bidding process for the 2018 & 2022 Soccer World Cup more and more world renown, developed and less developed cities and nations are pursuing the world's prime events.

The event life cycle approach looks at the past host cities from a long term perspective. The author's evolving research indicates that the most important long-term impact is the change of the city/nation infrastructure. Interestingly, it is not the upgrading of sports facilities that is attracting the biggest share of infrastructure investments, but urban redevelopment, city and transport infrastructure and business venues.

Be it that a city has transformed its urban infrastructure into a new stage (Barcelona, Athens) of development, be it that cities have created a strong sports image to the world (Sydney, Lillehammer, Salt Lake City) long term tourism impacts show a great variety.

The Olympic Games 2016, for which many world capitals have launched a bid, have been awarded to Rio de Janeiro – among other reasons – for its commitment to bring Brazil from a second level to a first level nation (President Lula after the host city announcement)

The Olympic Winter and Summer Games can turn out to be the key to the successful infrastructural, sports and tourism development of a city and a nation, but also may leave a negative financial and infrastructural legacy.

The symposium contribution analyses both bid and host cities, and tries to review why temporary infrastructures have not become a more prominent aspect of sports venue planning for the Olympic Winter and Summer Games.

Another critical issue is the venue management and marketing after the event and which stakeholders and shareholders are key to success. Ultimately a well-minded venue-management master plan is designed well in advance of any planning and building decision as part of a city/nation sports venue master plan.

The conclusion will indicate a best-case event life cycle for any sports-minded tourism destination from the first idea to a long term perspective.

Robert Kaspar, Ph.D., is a full professor and the director of studies at the University of Applied Sciences in Kufstein, Tyrol, Austria. Besides his academic career, he has been involved in several major sport events and the related bidding committees (Salzburg 2010; Olympic Games in Vienna 2012; Alpine World Ski Championships 2001; and others) as a consultant and marketing expert. Furthermore, he has work experience as a manager in telecommunications, event and project management.

He describes himself as follows: Early international contacts and travel activities, active affinity to sports, engaged in large sports events since the Alpine World Ski Championships 1991 and the Olympic Winter Games 1994, strong interest in academic research and teaching, sociable and team spirited, broad range of experience and leadership, high willingness to learn and perform.

Session VII

Medal Prognosis

Papers:

Kuper, G. & Sterken, E. (NED): Who is going to Win in Vancouver?

Kempf, H. & Belz, C. (SUI): What is an Olympic Medal worth – the Quantification of the Intensity of Competition in Olympic Winter Sports

Who is going to Win in Vancouver?

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Abstract

The Vancouver Winter Games will be the largest Winter Games ever when it comes to the number of countries, participants and number of events. Olympic Games are events that may have huge economic consequences for the organizing region and country. Winning medals at a large scale is believed to affect consumer confidence and could lead to a higher grading of sports in media. Not only does performance at the Games affect the economy, also performance at the Games depend on the economic performance of participating countries. The latter effect is used in this paper to forecast the medal tally.

The current paper is the fifth in a series of earlier predictions of Olympic medal tallies. We briefly analyze our earlier forecasts and compare ours with competing forecasts. The forecast procedure consists of two steps. First, we analyze the decision to participate at the Modern Olympic Winter Games at the country level.

Second, we predict the number, and color, of medals each country is expected to win at the Vancouver Winter Games. This two-step procedure is required because participation is known only days before the Games. One of the indicators of success at the Olympic Games is success at the world championship events in the year prior to the Games. So, our panel of countries consists of countries that won medals at the most recent editions of the Winter Games or at the world championships in the year prior to the Winter Games.

Potential explanatory variables for participation are GDP per capita, population, geographical distance to the games and the home advantage. Host countries are allowed to participate in all events. We model medal winning, by color, as a function of the participation share, the home advantage, the legal systems and again income per capita. The existence of home advantage in relation to success has been well documented by many authors: the home advantage relates to home crowd supporting the home team, and other factors like learning or familiarity factors, travel factors and rule factors.

We collected the medal data for the previous Olympic Games and the world championships from various sources on the internet. Data on participation by country are from Statistical Annexes of the Official Report of the Games (kindly provided by the International Society of Olympic Historians). Data on GDP are gathered from data sets of the International Monetary Fund and the World Bank. Data on population are provided by the World Bank. Moreover, the World Bank provides data set on development indicators. We use this source for other geographical and demographic data, such as longitude and latitude, female labor participation, legal system dummies.

We present results for event-specific and country-specific intercepts.

Moreover, we present forecasts for the Vancouver 2010 Winter Games participation and medal tally. As a novelty, we also consider gender differences in winning medals.

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Interests related to sports and statistics:

- prediction limits in elite sports events
- forecasting Olympic medal tallies
- the development in technical progress in speed skating

Publications in the field of sports science:

- Participation and performance at the Olympic Summer Games, 2003, *Economy and Sports*, 3, 9-20 (with Elmer Sterken).
- Endurance in speed skating: development of world records, 2003, *European Journal of Operational Research*, 148, 65-73 (with Elmer Sterken).
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- Do Skin Suits Affect Average Skating Speed, 2008, *Sports Technology*, Vol. 1, pp. 189-195. (with Elmer Sterken)

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. He is also the dean of this faculty.

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.

Publications in the field of sports

- Do skin suits increase average skating speed? , 2008, *Journal of Sports Technology*, 1, 189-195 (with Gerard Kuper).
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What is an Olympic Medal worth – the Quantification of the Intensity of Competition in Olympic Winter Sports

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Introduction

With the Vancouver Olympic Games just weeks away, medal-winner discussions are moving to the forefront. These discussions often focus on a nation's ranking in the medal count – especially popular among sports officials and politicians. Since not all sports are afforded the same respect, medals won in an array of sports are viewed differently, i.e. some medals are worth more than others in the public eye. For example, which medals are “worth” more, those won in the women's downhill skiing or those won in ski jumping? While the medals are quantitatively equal in the medal counts, the market – as an expression of the views held by the general public as well as each sport's popularity – determines each medal's value and merit depending on the *intensity of competition* within the event. It seems obvious that an investment in sporting talent engaging in the most competitive events makes the most sense. For this reason, the *intensity of competition* needs to be quantified.

Literature review

In the literature, we find various efforts to achieve just that. *Stamm & Lamprecht* (2000) develop a model to measure Olympic medals won in relation to size of population, economic power and tradition. *Stamm et al.* (2006) value Olympic medals based on the „openness“ of different sports, i.e. in relation to the number of events and successful nations. *Soares de Mello et al.* (2007) aim into a similar direction: the value of an Olympic medal is measured as a function of the number of events within a sport (e.g. swimming) and the intensity of competition (number of participating nations). *Mitchell & Stewart* (2007) develop a competitive index for different international sports. The authors use a Poisson regression model with numerous socio-economic parameters in order to predict medals to be won and relate them to the medals of all nations, thereby calculating a competitiveness index for each individual Olympic sport.

Even though all cited research delivers plausible results, the construction of an objective measurement of the *intensity of competition* within each event is not possible. This is where our research sets in. Our focus, thus, is not to measure the effect of athletic performances on popularity, but rather to quantify the *intensity of competition* to make those performances comparable on an objective scale. This is not only interesting to the armchair sporting expert, but becomes especially relevant when it comes to spending government funds.

Research design and proposed data analysis

In order to quantify the *intensity of competition*, we measure the distribution or rather the concentration of World Cup points of the participating athletes. The Gini coefficient

serves hereby as statistical parameter. Our objects of investigation are all sports of the Vancouver Olympic Games. For all medal events, we calculate the Gini coefficient, using the World Cup results of the 2008/09 season. In order to ensure comparability, the data were standardized and adjusted.

Findings

Results show that there are considerable differences between men and women's events as well as among different sports. Men's cross-country skiing is the most competitive sport with a Gini coefficient of 0.64. At the other end of the spectrum, we find women's bobsleigh with a Gini coefficient of 0.89. In conclusion, the object of desire for spectators – *ceteris paribus* – ought to be the cross-country skier, whereas for the sports officials and politicians, it ought to be the women's bobsleigh team.

Hippolyt Kempf studied economics and social sciences at the University of Fribourg in Switzerland after his careers in professional sports. He specialised in business and finance politics. From 1998 until 2003 he was a scientific assistant to Prof. Dr. Guy Kirsch at the seminar for New Political Economy.

His dissertation written in the field of sport economics. Since 2005 he is head of the department of sports and economy at the federal institute for sports and the Sports University in Magglingen, Switzerland.

Session VIII

Youth Olympics

Papers:

Schnitzer, M. (AUT): Will Youth Olympic Games create Sporting Legacies?

Redl, M. (AUT): Exercising Adaptive Leadership in Olympic Sport Organizations: The Case of the Youth Olympic Games

Walzel, S. (GER): First Youth Olympic Games from the Sponsorship Perspective

Will Youth Olympic Games create Sporting Legacies?

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Abstract

The International Olympic Committee (IOC) has decided in July 2007 to create with the Youth Olympic Games (YOG) a new event format. In 2010 there will be the first edition of the YOG 2010 in Singapore; in 2012 the first winter edition of the YOG 2012 will be staged in Innsbruck (Austria). The YOG have been created in order to reach a young, global audience promoting Olympic values and sport. The vision of the YOG is to 'in inspire young people around the world to participate in sport and adopt and live by the Olympic values' (IOC, 2008). With the YOG the IOC wants to balance sport, culture and education within a sporting event and wants the YOG to be a catalyst for sporting, educational and cultural initiatives.

Sustainability and event legacy have become to one of the most challenging issues for sport event organisations. In the 1990ies a discussion, mostly on the environmental impact of events started. Nowadays economic and social legacies are of growing importance in the context of creating sustainable sporting events. Sporting legacy (sports participation (active, passive), elite sport role models and sports infrastructure) are the most named types of sporting legacies in the framework of major sporting events.

Example of sporting legacies of past events can be shown on different cases such as the Olympic Games Sydney 2000, the Commonwealth Games 2002 in Manchester or the UEFA EURO 2008™ in Austria/Switzerland. With the initiative '2010 legacies now' and the programme 'be active' sporting legacies should be created through increasing sporting performance, sport participation, physical activities, school programmes and aboriginal sport development on occasion of the Winter Olympic and Paralympic Games Vancouver 2010.

While both, bidding and organising committees of large-scale-sporting events always highlight grassroots participation in sport through new sporting facilities and elite sporting role models encouraging sports participation HINDSON ET AL (1994) argue that there is little research on the impact of major sporting events on sports development. CASHMAN (2003) is seeing a lack of rigorous post-games evaluation despite substantial claims are made about the wider social impacts of major sporting events. VEAL (2003) has assessed the sports participation on occasion of the Sydney Olympic Games and concludes with a 'mixed picture'. WEED ET AL (2009) have assed several cases on sports participation within major sporting events and are coming to the conclusion that sporting events have - mainly through its high public awareness - a high potential helping increasing sports participation, but staging the sporting event does not automatically lead to higher sport participation.

IOC (2008) has clearly defined in its objective for the YOG to 'raise sport awareness and participation among the youth'. The author investigates what currently the IOC and the YOG organising committees are planning and what the bidding committees (YOG 2014) will propose to reach this goal. Furthermore the author will critically reflect if organising the YOG is the right approach to increase sports participation among the youth and is

finally proposing on a few examples initiatives the YOG organisers should take in action in order to create sporting legacies.

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Martin Schnitzer of Merano, Italy, served as CEO of Innsbruck 2012, Candidate City for the Youth Olympic Games. He previously held the position of Secretary General of the UEFA EURO 2008™ Host City Innsbruck, Austria

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-Fraiteve.

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 acts as CEO for Cortina 2015, Candidate City for the FIS Alpine Ski World Championships. Martin also lectures and tutors young people at the university, while working on his own PhD at the Institute for Sport Science, University of Innsbruck on "creating legacies for major sporting events".

Exercising Adaptive Leadership in Olympic Sport Organizations: The Case of the Youth Olympic Games

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Abstract

This paper examines how the concept of adaptive leadership can help Olympic Sport Organizations to more effectively advocate for their educational agenda through the newly created Youth Olympic Games. Adaptive leadership can be defined as “the practice of mobilizing people to tackle tough challenges and thrive”¹. Suggesting, among other things, that “successful adaptive changes build on the past rather than jettison it”² the concept of thriving is an analogy drawn from evolutionary biology. As a framework, adaptive leadership is about diagnosing the essential from the expendable and strategically challenging the status quo through a set of experiments.

Olympic Sport Organizations, such as International Federations (IFs), National Olympic Committees (NOCs) or Organizing Committees for the Olympic Games (OGOCs), operate under the umbrella of the International Olympic Committee (IOC). The IOC states its own role as “to encourage and support the promotion of ethics in sport as well as education of youth through sport”³. Funding of Olympic Sport Organizations is often legitimized by the social and educational value of their programs for young people. However, the inability of organized sport to reach out to a majority of young people or many young high-performance athletes’ “winning is everything” mentality, caricature government favoritism.

Introducing the newly created Youth Olympic Games (YOG) IOC President Jacques Rogge said that the Olympic Movement “must now adapt to meet the taste of today’s young generation. For our Movement, and all that it stands for, to remain relevant into the next decade and beyond, we must find ways to keep the appeal of our event, to engender the interest of young people in the thrill of sport and reduce the skyrocketing obesity rates in developed countries that threaten their well-being.”⁴

So clearly, the Olympic Movement currently falls short of its aspirations. The YOGs surface adaptive challenges, which by definition do not have known solutions or can be resolved by authoritative expertise⁵, within the Olympic Movement. This paper will identify these adaptive challenges and investigate how they can be tackled strategically. Differences in perspectives on the work issues and competing values and views will guide us to relevant conflicts. Most importantly, this paper will describe how conflict can be orchestrated. For example, the IOC could apply a strategy named ‘Give the Work Back’⁶

¹ Heifetz/Grashow/Linsky 2009, 14

² Ibid 15

³ International Olympic Committee: Olympic Charter, in force as from 7 July 2007, http://www.olympic.org/Documents/olympic_charter_en.pdf

⁴ International Olympic Committee (2007): Speech by the IOC President, Opening Ceremony of the 119th IOC Session Guatemala City, http://www.olympic.org/Documents/Reports/EN/en_report_1200.pdf

⁵ Heifetz/Grashow/Linsky 2009, 19

⁶ Ibid 161

to engage IFs and NOCs in the concrete organization of the YOGs asking them to actively contribute to the 'Culture and Education Program'.

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Markus Redl is an internationally renowned expert for sport and major events at ICG Integrated Consulting Group currently based in Vienna, Austria. He consults to public and non-profit organizations especially in sport, leisure, health, education, culture and science.

He was an Austrian first division basketball player for his home squad 'Klosterneuburg' as well as a trainer and examiner of ski instructors. During his first three years at university, Markus served as Assistant to the Secretary General of the Austrian Olympic Committee. In 1999 he became the responsible administrator for national and international university sports affairs in Austria.

After leading the respective bid, Markus served as Secretary General of the 2005 World University Winter Games in Innsbruck/Seefeld from 2002 to 2005. This major event was highly acclaimed for innovative strategies such as introducing ski cross and women's ski jumping to the athletic program of the International University Sports Federation. A record-breaking participation in terms of athletes and countries as well as 500 hours TV coverage were reached.

In 2004/2005 Markus led the City of Innsbruck's bid team for the 2014 Olympic Winter Games. Markus also acted as a senior political advisor to the Mayor of Innsbruck.

Since 2003, Markus is a part-time lecturer for sport management at the University of Innsbruck and the University of Applied Sciences Kufstein Tirol. Markus has been volunteering as Secretary of the Austrian Olympic Academy and on the board of the Austrian Basketball Federation.

Markus Redl received a first degree in Sports Science/Sport Management in 1999 and an advanced degree in Public Relations in 2002, both from the University of Vienna. As a Fulbright scholar he was awarded a Master in Public Administration degree at the John F. Kennedy School of Government, Harvard University, in 2007.

First Youth Olympic Games from the Sponsorship Perspective

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Abstract

By organizing the first Youth Olympic Games the International Olympic Committee (IOC) aims "to inspire young people around the world to participate in sport and adopt and live by the Olympic values" (www.olympic.org). The participants at the age of 14-18 years as well as the general youth audience are both very attractive target groups for companies.

Children at the age of three are able to be aware and to recognize brand logos (Lindstrom 2004). By this ability they do not only develop brand preferences for themselves. Children also have an enormous influence on their parents buying decisions (Lindstrom & Seybold 2003, Flurry & Burns 2005). Brand preferences which are developed in childhood can be constant for a long time, sometimes for the rest of the life (Zanger 2004, Benady 2004). Yet, youth undergo a period of time with a very strong variety seeking behavior (van Kenhove et al. 2003). The puberty is a critical stage for companies. Once brand attitudes and preferences have been developed, they are questioned. If owners of top mind brands miss to promote their brands, new brands have perfect conditions to establish themselves in the youth consumer's mind (Kroeber-Riel et al. 2009).

Sponsorship is able to put a brand upward into an acceptable or even leadership position in the consumer's mind. Olympic sponsors like VISA and Samsung have shown how powerful the brand communication by sponsorships can be (Aaker 2004, Keller 2008). In comparison to other communication instruments "sponsorship has the potential to contribute to brand building in a variety of ways, several of which are unique to sponsorships" (Aaker & Joachimsthaler 2000, 203).

By knowing this, the aims of the research project were to have a look at the awareness in detail and at the general attitudes towards the Youth Olympic Games as well as to sponsorship by youth at the age between 14 and 18 years. A standardized questionnaire with 22 questions was designed and sent by mail to 14 out of 40 randomly selected Elite Schools for Sports in Germany. In these schools more than 11,000 young, talented athletes are trained and educated in a special environment across Germany. The mail was addressed to the schoolmasters who were asked to select one class of each grade in the age from 14 to 18 year old pupils. 492 Questionnaires were sent back, 95% of them were completely answered and considered for further analysis.

It will be presented how the Youth Olympic Games are recognized by German young sporting talents and which attitudes the 14 to 18 years old youth have towards this event one year before. Further the results will also show the motivation to participate in the Youth Olympic Games and which role doping could play for youth in enhancing their performance. Can the Youth Olympic Games contribute in educating values like fairness,

respect etc? This question will also be answered as well as how the youth see sponsorships in general and Olympic sponsorships in particular.

The results are of interest for different parties. On the one hand Olympic sponsors could also have an interest in the research results by knowing how the youth thinks about sport sponsorship and Olympic sponsors and what can be done to increase their brands in the mind of a very attractive target group. On the other hand the IOC and the NOC get an idea how the event is seen by the youth in Germany and what has to be done to increase the awareness of this event.

Stefan Walzel is a research assistant and a Ph.D. candidate at the German Sports University in Cologne, Germany. Before, he used to be the Managing Director of the German soccer club SV Fortuna 50 Neubrandenburg e.V. and he also was a Marketing-Assistant at the Bidding Committee for hosting the Olympic and Paralympic Games 2012 in Leipzig, Germany.

