2024

11th INTERNATIONAL SPORT BUSINESS SYMPOSIUM

ABSTRACTS

INTERNATIONAL SPORT BUSINESS SYMPOSIUM

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Edited by Prof. Dr. Holger Preuss, Farzad Ghafouri & Mohammad Alkayal

11th INTERNATIONAL SPORT BUSINESS SYMPOSIUM

Dear Colleagues,
Dear Friends of Sport and Sport Science,

" The Future of the Olympic Games"

“Games wide open”, this is the shared slogan for both the Olympic Games and Paralympic Games in Paris 2024. It is an invitation to the world and to all Olympic scholars of the world to come to Paris and experience new emotions together. Tony Estanguet (President OCOG) claims that the Games are “the commitments of new experiences and big thrills”. We will see other Games than ever before, new disciplines, outdoor competitions in the heart of Paris, a unique Opening Ceremony on the Seine, the Marathon for All so that everyone can run this iconic Olympic event like the athletes.

Are that the Games of the Future?

The Future of the Olympic Games is the motto of this symposium. The IOC Agenda 2020+5 addresses many topics to make the Games and the Olympic Movement modern and keep track with the mega trends.

The mega trends that will affect the Olympic Games and all organizations of the Olympic Movement are

- The change from a monopolar to multipolar world and a shift of geopolitical power
- Digitalization, bid data, AI and technology in general
- Climate Change – which challenges sport organizations and population health
- The greed for influence and profit drives doping, match fixing and corruption
- The loss of autonomy of sport by private investors and governments

Agenda 2020+5 tries to find solutions for these five trends which are formulated as such and fit on the above mentioned mega trends:

- the need for greater solidarity within and among societies;
- the growth in digitalisation, while keeping in mind the need to expand digital capability to the currently digitally underserved;
- the urgency of achieving sustainable development;
- the growing demand for credibility, both of organisations and institutions; and
- the need to build resilience in the face of the financial and economic consequences that will result from the COVID-19 pandemic and which will influence priority-setting among governments and enterprises.

The sustainability concept of the Games is: "Be better, together - For the planet and the people". The Olympic and Paralympic Games are among the world's largest sporting events. This impact is not limited to sport, but also on society, the economy and the environment. We aim with this symposium to emphasize the impact on the environment.

With kind regards,

Prof. Dr. Holger Preuß
Mathilde Foesser (Directrice Régionale Grand Est ACE Education)

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Content

Key Note: The Olympic Games of the Future 6

The Olympic Games of the Future 15

The process of Olympization: Organizational Change in the German Dance Sport Federation due to the Inclusion of Breaking in the Olympic Games Paris 2024 ... 16

Olympic Program 2050 – Retaining the universality of the Olympic Games under a shifting global economy 17

The politics behind the Olympic Games 19

Typology of the threats to the sporting autonomy..... 20

The Olympic Games, Geopolitics, and Judo Diplomacy: Lessons from Tokyo 2020 22

An Ethico-Political Evaluation of the Necessity for a Referendum over any Future German Olympic Bid..... 24

News and Noise in Anti-Doping Politics: The Role of Announcements and Risk Attitudes..... 26

The Olympic Games as a business platform / Future 28

The power of stakeholders within the Olympic System: Introducing the five forces model of M.E. Porter to the competition for Olympic medals 29

A Study on the Business Models of Olympic Sponsors: A Case of the Beijing 2022 Winter Olympics..... 31

“Will” or “Should” you watch the Olympics? Internal vs. external motivations of spectators to watch the Olympic Games. 33

Communication 35

Crisis Communication in Social Media and the Olympic Games: Why, When, and How?..... 36

New followers through the Olympic attention - Help or hurdle for developing the digital brand?..... 38

How Internationalism fails locally: Insights from the media coverage of failed Olympic referenda in Germany, Austria and Switzerland..... 40

Sustainability of Olympic Games 42

Investigating the Legacy Governance Process of YOG Organizing Committees for Building a Sustainable YOG Legacy 43

Understanding Social Sustainability Indicators: A Systematic Literature Review Towards Developing a Framework for Staging Future Mega Sport Events. 45

Is sustainable Olympic sport possible? 47

Future Collaboration between Sport for Development and Development of Sport 49

The IOC and the Olympic Movement 51

Exploring Corporate Social Advocacy (CSA) practices within the International Olympic Committee (IOC) 52

Olympic Agenda 2020+5 and Paris 2024: Assessing Impacts and Setting Standards for Future Games 54

Between lex Olympica, lex publica and Public Finance: National Sports Agencies in France and Germany compared 56

Winter Games 58

Evaluating the Impact of Beijing 2022 Winter Olympic Games on Ski Tourism in China: Implications for Continued Development 59

Participation and performance at the Olympic Summer and Winter Games: 1896-2022 61

An Alpine Winter Games as one of the permanent host locations for the Olympic Winter Games in the future 63

Participation, Inclusion & careers in the Olympic Games 65

Olympic Legacy Career Development: Insights from Europe and South America. 66

From Enthusiasm to Continuity? A Quantitative Analysis of the Volunteer History at the Special Olympics World Games 2023 68

Experience of Equity, Diversity and Inclusion Using Digital Technologies in a Olympic Studies Project, Rio de Janeiro-based, Brazil 70

Decades after the Winter Olympic Games Innsbruck 1964 and 1976 | Analyzing potential long-term effects on sports participation 72

The Legacy of Olympic Games 74

Legacy Framework for Switzerland 203X 75

Milking the 'Barcelona Model', a study on Barcelona's social and political legacy of the Olympics between 1993 and 2023. 77

Large-scale Urban Development Projects: The Long-term Governance and Management of the Olympic Village in Athens 79

Ethics and Integrity 81

Implementing Ethics and Integrity in (Olympic) Sports: An Analysis of Ethics Codes 82

Governance and integrity challenges in esports: A scoping review 84

A Taxonomy of Fraud in Esports: Safeguarding Game Integrity Through Digital Forensic Science 86

Looking forward to Paris 2024 87

Representation of the Refugee Olympic Team in IOC, UNHCR Press Releases and Japanese Media 88

Paris 2024 Olympic Games and image of host territories: change in image for what type of tourists? The case Seine Saint-Denis 90

Olympic heritage and Sports Practice: The Impact of National Olympic Labels for Paris 2024 92

Paris 2024's Potential Anti-Corruption Legacy 94

Global issues 95

Delivering a Climate-Positive Olympics: How can urban transport play its part? 96

Prospects of the Olympic Idea as global social capital of the Olympic Games: A conceptualisation based on survey findings in Germany 98

"Assessing and augmenting the potential for global mega-events to support sustainable urban development: a study of the Olympic Games." 100

Poster Session 102

Promotion Sustainable Impact of Winter Olympic Games on Host Cites: The Case of Beijing 2022 103

Internal Sports event-tourism as the new destination for resort-city: the case of Sochi 2014 Olympic legacy. 105

The study of co-hosted FIBA Women's Eurobasket 2021 alliance: the effect of event delivery model of FIBA Europe on organizational learning outcomes 107

Reducing Public Funds Reliance in Olympic Bids: The Agenda 2020 Approach 109

Sustainable Games - Paris 2024: Lessons Learned? 110

Workshops and Panel 112

Workshop I: Sustainability of Paris 2024 Olympic and Paralympic Games 113

Workshop II: Sport Ethics and Integrity – and the Olympic Games 114

Panel: Future of the Games and Legacy: 8 years to Brisbane 115

INTERNATIONAL SPORT BUSINESS SYMPOSIUM

Key Note: The Olympic Games of the Future

Richard W. Pound (CAN)

The Olympic Games of the Future

Richard W. Pound (CAN), IOC Honorary Member

Let me begin by thanking the organizers of this Symposium for their very kind invitation to participate on this occasion and especially Dr. Holger Preuss for his conception and organization of regular symposia on important issues affecting the Olympic Games. It is a measure of his commitment and dedication that he has been able to attract so many scholars and others to share their knowledge and expertise.

Speaking of Olympic Games of the Future, the pivotal question of course is whether there will be such Games. The answer to this question is yes, there will be such Games. What is less clear is what those Games may look like.

They may, for example, include esports or for esports to be celebrated in some parallel manner. In that respect, as with other new phenomena, the past is, to some degree, prologue. Many of the traditional Olympic values are proposed to be followed and possible international competitions can be envisioned, perhaps with nations competing in global festivals and possibly with different forms of games, esports which require some physical movement and including as well Olympic values, such as fair play and anti-doping, combined with the stated ambition to achieve gender equality. Time will tell…

Looking Back

There have been several stages in the evolution of the modern Olympic Games and there will certainly be more changes in the future.

The Olympic beginnings were exciting, but only the blindly convinced could claim that they were resounding successes, because they were not. Intercalated Games had to be inserted to maintain any sense of momentum.

Indeed, it is safe to say that only following the Stockholm Games in 1912 was there any comfortable sense that the Games were now part of the established sport continuum, only to run up against cancellation of the 1916 Games due to war in Europe. The Games were resumed in 1920 and continued thereafter through 1936, following which the Games in 1940 and 1944 were cancelled, also due to war, to be resumed in 1948 and thereafter without interruption (although not without their share of difficulties and tensions as modern followers know very well, including the Paris Games of 2024).

When I first became involved in the Olympic Movement in the late 1940s and early 1950s as a (very) young athlete, the IOC Presidents were, first, Sigfrid Edstrom, followed by the legendary Avery Brundage, who led the organization from 1952 to 1972. Brundage was a vociferous defender of the concept of amateurism, “documented” by rather suspect historical scholarship as to the way sport had been practiced by the ancient Greeks. The concept of professional sport, therefore, was anathema to him. One of his final actions as IOC president was to disqualify the Austrian ski hero, Karl Schranz, at the Sapporo Olympic Winter Games in 1972, on the basis that he was a professional.

The general Olympic amateur dogma of the Brundage era was so fierce that, as a swimmer, I would have been deemed to be a professional were I to be involved as a lifeguard, ostensibly because I

would (somehow) have derived an unfair advantage over other swimmers due to sitting in the sun all day to be sure that no one drowned.

The Olympic Games were in something of a time warp until the end of the two world wars and the Brundage era. It was not the IOC, however, that drove the initial changes. They were caused by the emerging role of sport in the post-war period and the many social and political changes which could not be ignored. There was, as part of the mix, a huge revolution in the communications infrastructure.

The first Olympic Congress in some forty years was held in Varna, Bulgaria in 1973, barely a year into Lord Killanin's presidency. Many of the participating international federations had advocated (stridently, in the case of Thomas Keller, president of the Rowing international federation) that the Congress should acknowledge their self-declared leadership of the Olympic Movement, but that initiative was unsuccessful. The IOC maintained its position that Olympic Congresses were merely consultative in nature and were not legislative occasions.

On the other hand, emerging from that Congress, the IOC was forced to recognize that the world of sport had changed significantly and that the IOC must respond to those changes or risk becoming irrelevant. It acknowledged that changes needed to occur and began to make cautious decisions in that direction.

Meaningful Beginnings of Change

The Varna Congress was followed eight years later in Baden Baden under the new presidency of Juan Antonio Samaranch, who had in mind an ambitious new paradigm for the IOC, including:

- the admission of the first female members,
- the acknowledgment that athletes and their views were important,
- that, following the boycotts of the Moscow Games in 1980, further significant changes in the role of the IOC were needed. These included:
- steps to create a new court to deal with sport-related disputes (Court of Arbitration for Sport)
- active IOC involvement in the monetization of television rights to the Games, beginning at the very outset of selection of host cities and broadening the revenue base through creation of active international marketing programs. The resulting revenues from both streams have been shared with Olympic Organizing Committees and the combination of international federations and national Olympic committees.

The latter initiative required a dramatic change of direction by the IOC and a completely new mental set, one never before considered by the IOC.

Instead of taking a passive stance regarding television negotiations, which were handled OCOG by OCOG, the IOC changed its role to managing the negotiations and working in effective partnership with broadcast organizations.

I was lucky to have been in the right place at the right time. My phone rang one morning. It was Samaranch. "Deek," he said, "you are now the chairman of the IOC Television Negotiations

Commission." I told him I knew absolutely nothing about television negotiations. " None of us do, but television is going to be our principal source on revenues." We had to become involved from the very beginning. I was an accountant and a lawyer, was English-speaking and located close to New York in the same time zone.

Instead of leaving sponsorships to the OCOGs and NOCs, the IOC negotiated its own international sponsorship programs. Another phone call from Samaranch: "Deek, you are now the Chairman of the IOC Marketing Commission." I said I knew nothing about marketing and that we did not have a Marketing Commission. He said that now we had one and I was the Chairman.

Almost overnight, the IOC became a different organization that understood its responsibility to manage its Olympic "assets."

A further overriding objective was to make the Olympic Movement as universal as possible and to encourage a coordinated approach to major sport-related concerns. Even in the context of the Moscow boycotts, the resilience of the Olympic Movement in the face of the United States government-led pressures to boycott had proved to be surprisingly effective. The Moscow Games, although diminished by the boycotts, were nevertheless celebrated.

Over time, the IOC also became gradually more confident in its dealings with governments. A case in point was its ability to manage the difficult negotiations between the two Koreas leading up to the 1988 Olympic Games which had been awarded in 1981. Government-to-government negotiations were set pieces doomed to failure. This became even more problematic when the DPRK abruptly changed its position, from total opposition to Games on the Korean peninsula to insistent demands for a co-hosting scheme, an alternative totally rejected by the Seoul-based ROC. Samaranch persuaded the ROK to let him manage the co-hosting "discussions" as if they were routine Olympic matters to be discussed within the Olympic family, even though just below the surface everyone knew there were deadly serious political issues at stake. He had privately assured the ROK that there would never be any Olympic events held in Pyongyang.

It was a brilliantly handled process, during which the IOC made certain that it never said an outright "no" to the DPRK, even up to the end of the Games. That process, however, allowed the non-aligned countries to recognize that the concerns of the DPRK had been taken seriously and that the real problem was not caused by the IOC, but by the DPRK. This was not a political ploy by the IOC, but an effort to try to make sure that the Games in Seoul were as universal as possible.

Variations on a somewhat similar theme re-occurred at the 2018 Winter Games in PyeongChang, when the IOC permitted entry of a joint team in women's ice hockey and joint participation at the Opening Ceremony. Again, this was not an overt political intervention by the IOC, but a sport solution within the power of the IOC to contribute to peace and the universality of the Games.

These skill sets have been put to increasing use in the current polarized international situation and will almost certainly be required in the immediate and near-term period following Paris, especially given the location of the 2028 Games in Los Angeles. Lord Killanin once lamented, à propos the decision of the IOC to host its Games during the years of presidential elections in the United States, that this had been an unfortunate error.

The Inevitability and Acceleration of Change

The past, as already noted, is prologue. Change is inevitable. It cannot simply be ignored. The current IOC President, Thomas Bach, has expressed the thought by using the expression "change or be changed."

Who, for example, would have thought that the staid IOC, with its 19th Century organizational structure, would ever embrace esports? What might that do to the future of the traditional Olympic sports? What other evolutions, dare we say revolutions, may lie in store?

It would have been revolutionary in the Brundage era even to contemplate the gender equality that we have witnessed on the field of play here in Paris.

Early in my involvement as a member of the IOC, the question of including a women's marathon in the athletics program of the Games was discussed during the 1980 Moscow IOC Session. There was considerable opposition to the proposal from many IOC members, stemming back, no doubt, to the mis-guided 1928 Amsterdam decision that no women's event should exceed 200 metres.

Even though I was then the junior member of the IOC (and not encouraged to speak for my first ten years as a member!), I intervened in the discussion to say that whatever the eventual decision on a women's marathon might be, an all-elderly-male organization should be very, very careful not to say, in 1980, that women were incapable of competing in such an event. We would be international laughing stalks. Reason prevailed and the event would be added to the 1984 Olympic program and it has since been extremely successful.

Science has, of course, played a major role in bringing high-performance sport to the world. Training methods, improved facilities and equipment and understanding the importance of diet have all resulted in better competition performances. Ease and speed of travel have brought more sport to the entire world. Television and streaming technologies have overtaken print, radio and still photography without, of course, eliminating them. All these factors play their roles in the evolution of the Olympic Movement and will continue to do so.

The growth of television and its offshoots has been responsible for fundamental changes in the Olympic program. Historically, a considerable source of tension had developed between the international sports federations and the IOC, with the IFs resisting expansion of the Olympic program in the interest of maintaining the supremacy of their world championships. The Olympic program in many sports was an abbreviated excerpt of the world championships. Given, however, the enormous world interest in the Olympic Games, the Olympic broadcasts attracted huge television audiences in comparison with the stand-alone world championships that drew much smaller audiences.

For international federations interested in growing their sports, the strategy was all too clear: focus shifted to expansion of the Olympic program. It proved to be a win-win solution for both the IOC and the international federations, as Olympic television rights expanded, and the shares of the international federations in the Olympic rights fees grew in consequence. Many international federations have now reached the stage of depending on Olympic television and marketing revenues as their principal source of income. There are inherent dangers in such dependence.

The digital world has been particularly important to the IOC in its mission to promote the Olympic Movement, not only in support of television broadcasts, but also as a stand-alone phenomenon that appeals to the younger audiences which the IOC wants to reach.

Growing the digital audience is a major IOC objective and the youth audience is a priority. This has been one of the many objectives of Olympic Channel Services, alongside the extraordinary digital enhancements created by Olympic Broadcast Services to improve coverage of the Olympic broadcasts, to reduce the costs of Olympic production for rights holders and to personalize the Olympic experiences of spectators.

The revenue-generating calculations from broadcasting are reasonably simple: total revenues, less advertising commissions, less production costs = money left over for rights fees and profits. Therefore, the lower the production costs, the more gross revenues become available for rights fees.

Acquisition of data, including from Olympic athletes and spectators, is an important element of increasing the IOC's ability to reach larger audiences. These developments assist considerably in the monetization of its Olympic-related assets since they can also be directed to support broadcaster programming and partner activations. As the Games of the future evolve, so will those assets. All these activities increase the growing value of the Olympic brand.

The most recent social and technical paradigm change to affect the world at large is Artificial Intelligence (AI). AI is evolving rapidly and daily. It will have a profound impact on many aspects of society, including sport. The IOC is intensely aware of both the challenges and opportunities that can flow from AI and is conscious of the need to focus on the rapidly changing AI environment. This is a focus that will require constant monitoring, not simply passive attention, particularly if we hope to influence some of the directions that may have impacts on the sport environment.

Some examples of the AI application to the sport context include:

- athlete recovery from injuries,
- extracting relevant information from huge statistical data,
- examining models for judging mechanics,
- remote modelling of venues and stadia,
- results analysis and preparation of editorial writing,
- driving management efficiency across sport,
- finding relevant information when needed,
- rendering black and white recordings in colour (e.g., 1924 Olympics in colour),
- identification of talent (across many different sports) for subsequent follow up and training,
- providing answers to questions when the data are considerable.

Risks, of which there can be many, include fake or altered data and photographic images and how to deal with complex intellectual property issues. Resolution of such issues will likely take some time, given the speed of developments and the need for international consensus.

The IOC's Olympic Agenda has become a recognized standard for major sporting events, from conception to financial and operational planning, to community involvement, to identification of

legacies and to sustainability. Under the new system of working with potential host cities or regions to maximize the mutual benefits of hosting, potential issues can be identified and solved before they become nasty surprises. Future Olympic host cities or regions will undoubtably add to the development of future Olympic Agendas, all of which remain as works in progress.

The IOC's observer status with the United Nations Organization permits it to engage more directly in efforts to elicit support for a broad range of the IOC's activities such as the Olympic Truce and the support of refugees (of which there are now some 60 million), including creation of a Refugee team (beginning in 2016), which participates in the Olympic Games, and helping to achieve mobilization of government support for sport development and participation at the Olympic Games.

Uncertain World Conditions

We are living through a particulary unfortunate period of political instability and polarization, including armed conflict and serious risk of escalation. The IOC, as a sports organization, cannot solve many of the resulting problems, but within its own environment, must ensure that its actions are consistent with its constating documents, principally the Olympic Charter.

The IOC's recent decision to suspend the Russian Olympic Committee was taken because of that Committee's purported inclusion of territories within Ukraine as part of the territory governed by the Russian NOC, a clear breach of the Olympic Charter.

The IOC has, at times, suspended other NOCs that were not compliant with the Olympic Charter, quite often when governments in their countries did not respect the autonomy of the NOC. This sanction can be a significant incentive in resolving such conflicts since governments do not generally wish to be seen as the cause for non-participation of their athletes in the Olympic Games.

The Future

The IOC is an organization based on principles and values. That is its essential difference from the political arena, where actions are mainly based on perceived self-interest and short-term objectives. Principles and values endure longer than political tactics. The Olympic Movement will persist so long as it maintains its commitment to its fundamental principles and values. The Olympic brand is stronger than the divisive negativity affecting the world today and will eventually prevail, as it has through world wars, boycotts, and the paralysis of COVID.

INTERNATIONAL SPORT BUSINESS SYMPOSIUM

The Olympic Games of the Future

Papers:

- **Schu (GER) The process of Olympization: Organizational Change in the German Dance Sport Federation due to the Inclusion of Breaking in the Olympic Games Paris 2024**
- **Nassif (LEB) Olympic Program 2050 – Retaining the universality of the Olympic Games under a shifting global economy**

The process of Olympization: Organizational Change in the German Dance Sport Federation due to the Inclusion of Breaking in the Olympic Games Paris 2024

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Research question

How will the inclusion of Breaking in the 2024 Olympic Games affect the German Dance Sports Federation, and what actions is the federation taking to meet the new requirements?

Research methods

A qualitative research in the form of interviews with key stakeholders within the DTV was conducted. The Theory of Institutionalization provided a structured framework for data analysis by identifying patterns and organizing the complex data into coherent categories. The Theory of Institutionalization examines how social practices, norms, and rules become established and accepted as authoritative guidelines for behavior. This theory was instrumental in analyzing how Breaking, as a new sport within the DTV, navigates through stages of legitimization, formalization, and integration into existing structures. It provided a lens to understand the dynamic interactions between organizational actors and the evolving norms and practices within the sport.

Results and findings

The analysis revealed multiple challenges in the institutionalization process, including the integration of volunteers, communication strategies, and the fragmentation of organizational systems. Key insights include the identification of essential process steps that every federation undergoes when becoming “olympic”, albeit with content-specific variations for Breaking. One significant outcome are some recommendations for action, emphasizing practical applicability and offering strategic guidance for other federations.

Management Implications

The findings from this study offer valuable insights for other sports federations undergoing the processes of “Olympization”. The recommendations provide a strategic framework that can be adapted and applied to different contexts, enhancing organizational effectiveness. Practical steps such as initial setup, volunteer management, and communication strategies are highlighted. This research underscores the significance of a structured, theory-driven approach to institutionalization, contributing to the broader field of strategic sport management as well as change management in sport governing bodies.

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Olympic Program 2050 – Retaining the universality of the Olympic Games under a shifting global economy

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Research question

In launching the 'Olympic Agenda 2020+5' roadmap, the International Olympic Committee (IOC, 2021, p.3) highlighted "the slogan "change or be changed" that inspired Agenda 2020 remains more compelling than ever". Current regulations only allow for limited changes to the Program, and on an adhoc basis. So how will delivering Agenda 2020+5's goal to sustain and "promote the universality of the Olympic Games" be impacted by emerging changes in global demographic patterns over the coming decades?

Research methods

To test the ability to deliver Agenda 2020+5's "universality of the Olympic Games", this paper proposes to develop a forecast-based analysis using a 'universality and popularity' (UniPop) measure of the Olympic Program sports at 2024 and projecting them against the world's population profile in 2050. In forecasting future event audiences the ability to assess each country individually rather than apply a generic global model is vital (Van Reeth, 2019). Hence a measure of 'universality' (breadth of Olympic reach) and 'popularity' of each sport within each individual country is needed. The World Ranking of Countries in Elite Sport (WRCES) (Nassif & Raspaud, 2023), a global annual index that captures both key dimensions for all the official sports will be used. 'Universality' is based on the number of nations having recognized National Olympic Committee (NOC) representation in that sport; and 'Popularity' based on ranking of media interest in that sport in each represented country.

Results and findings

It is contended that the current adhoc inclusion of a sport is insufficient program 'change' when compared to the shifting global population. Of the 9.8bn people the United Nations (UN, 2022) projects to be living on the planet by 2050, the fastest growing continents will be Africa and Asia, with half the world's future population growth coming from just nine countries. By contrast, Europe is projected to shrink over the same period, with 32m fewer people in 2050 than in 2015. Depth of audience interest is a vital factor in driving media reach and broadcast value. But not all sports are equally popular everywhere. Forecasting future UniPop patterns on the basis of demographics provides a "precise, quantitative and predictable" (Amer et al., 2013, p. 27) platform building longer-term scenarios. Hence leveraging existing UN global population projections at the matching country-level, the 2024 'per capita UniPop' sport scores can be applied to provide a grounded assessment of the relative 'universality and popularity' of individual sports within the global population at 2050.

The initial goal is to use the forecast UniPop scores for each of the Program's sports to establish the current Olympic Program's total reach and how it may change with the future world population trends. Additional analysis would project the changes in sports popularity already seen in the WRCES and extrapolate them to provide 'high' and 'low' cases for each sport should their rising or falling 'popularity' continue at the current rate.

Finally, even if each sport remained stable in their relative popularity, because the world's population is shifting in centres of population, how might the sports included in a 2050 Olympic Program differ from the current state? Those Program modifications and which sports may be most

likely impacted; and the limitations to and cultural implications of trading-off 'heritage' to maximise the "universality of the Olympic Games" will be discussed.

Management Implications

An Olympic Program that reflects a younger and larger Africa and Asia, in contrast with a shrinking and ageing European base, tests what future Olympic Sports mix would be needed to ensure the Olympic achieves the aim of 'preserving and promoting the universality of the Olympic Games' in the reshaped world of 2050. The results are also likely to provoke the question on how long before the IOC needs to commit to an Olympic Games in Africa to remain and retain the position as the world's dominant sporting event in 2050.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

The politics behind the Olympic Games

Papers:

- **Smirnova (RUS) Typology of the Threats to the Sporting Autonomy**
- **Dubinsky (USA) Olympic Games, Geopolitics, and Judo Diplomacy: Lessons from Tokyo 2020**
- **Gosebrink (GER) An Ethico-Political Evaluation of the Necessity for a Referendum over any Future German Olympic Bid**
- **Maennig (GER) News and Noise in Anti-Doping Politics: The Role of Announcements and Risk Attitudes**

Typology of the threats to the sporting autonomy

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Research question

In which areas can an erosion of sporting autonomy be observed and how are (selected) sport governing bodies trying to address resulting challenges?

Research methods

This paper adopts a reform-oriented approach, wherein autonomy is addressed from a dynamic perspective and considered a product of an evolutionary process that responds to changes and challenges within the society (Houlihan et al., 2009). Various methods are applied throughout the paper: a scoping literature review is conducted to identify and synthesize an emerging body of literature on the sporing autonomy and case studies are conducted to produce governance studies on European football and major events. By combining normative and descriptive research methods, the paper aims to achieve a comprehensive understanding of the erosion of autonomy in the evolving landscape of sports governance.

Results and findings

The topic of autonomy within the Olympic movement is fundamentally important for sports governance. Sports Governing Bodies (SGBSs) consistently strive to safeguard their autonomy, aiming to shield themselves from political intervention and legal regulations. Moreover, SGBs typically advance arguments asserting that they should be accorded special treatment because of the special status of sport. However, there is a linkage between autonomy and the need for good governance in the sense that it is implicitly recognized that such autonomy must be earned through good governance and the highest standards of integrity (Chappelet, 2016). Therefore, good governance in sport is a prerequisite for the autonomy and self-regulation of sport organizations and federations. Despite its autonomy, the sport ecosystem is not carved in stone (Rook et al., 2023). Stakeholders in and around sport must evolve in response to changes in the environment that continue to gather pace placing existing sport models under immense pressure. From a descriptive perspective, it can be argued that the autonomy of sport is eroding in the face of several challenges, for example: (1) geopolitical developments: In the light of the Russian invasion of Ukraine, the Olympic Movement did not withstand the pressure from political institutions and stakeholders, allowing the political convictions to dictate the sporting order; (2) commercialization: Along with increasing exploitation of lucrative rights by SGBs come the (legitimate) claims from a greater number of (commercial) stakeholders to seek for control of sports and events of sport that seeks greater control of sports and events. (3) internal role conflicts: Most SGBs have bundled up their regulatory functions with their commercial/executive functions. This bears the risk that their regulatory choices are influenced by their own commercial incentives. This includes the formation of breakaway leagues.

Management Implications

To protect values-based models of organised sport globally and in the long-term, it is important to anticipate and mitigate a number of trends and risks, as well as those developments that affect the autonomy of sport. The autonomy of sport cannot be granted, it should be earned through repeated acts of good governance. Recognizing the link between autonomy and good governance, SGBs must prioritize and enhance their governance standards. In an environment of high pressure and public attention, reactive and ad hoc approach are not sufficient means to rescue the Olympic

movement from some perceived detrimental trends. A proactive approach is required to improve the performance of SGBs as regulators.

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The Olympic Games, Geopolitics, and Judo Diplomacy: Lessons from Tokyo 2020

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Research question

The purpose of the presentation is to explore the use of judo for geopolitical purposes and public diplomacy through analyzing the Tokyo 2020 Olympic Games. This presentation is based on the article "The Olympic Games and Judo Diplomacy: An Exploratory Discussion on Country Image in Tokyo 2020" (Dubinsky, 2023) published in Communication & Sport. This presentation discusses the research question how did geopolitics, nation branding, public diplomacy, and country image manifest through the judo c

Research methods

For this research, the author spent three weeks in Japan during the Tokyo 2020, with press credentials, which gave him access to competitions, press conferences, and media-related information. The qualitative research is based on content analysis of press conferences, media guides, and international coverage of the judo competitions held in July 2021 at the Nippon Budokan. Based on three coding rounds of manual thematic analysis, four themes emerged from the data: (a) the sport and the host, (b) universal values, (c) geopolitics, and (d) the individual and the collective.

Results and findings

Judo was founded in Japan in 1882 as a martial art that embodies educational values of peace, respect, and controlling mind and body (Abel, 2012; Sato, 2013; Ueda, 2017). Judo made its Olympic debut in Tokyo 1964 and gradually became one of the most internationally diverse sports in the Olympic Games. Despite the Olympic Movement being European-oriented and American influenced, judo, as a non-Western sports, became one of the most globally disciplines in terms of diverse participation and medal-winning, leading also to geopolitical manifestations such as athletes from Arab countries withdrawing from competitions against Israel, or making Russian President Vladimir Putin an Honorary President of the International Judo Federation (an honor that was stripped following the Russian invasion to Ukraine). The research uses theoretical and conceptual frameworks and lenses drawn from nation branding (Fan, 2010), public diplomacy (Cull, 2008; Nye, 2008), country image (Buhmann & Ingenhoff, 2015), and related fields. Based the thematic analysis, four themes emerged from the data: (a) the sport and the host, (b) universal values, (c) geopolitics, and (d) the individual and the collective. Based on the thematic analysis, the discussion suggests lessons the Olympic Movement should apply in the contexts of geopolitics and judo diplomacy. The study is significant as it expands literature on the geopolitical significance of judo within the Olympic Movement, on the role of Tokyo 2020 in Japan's country image and on the intersections between sports, soft power, and public diplomacy (Boykoff & Gaffney, 2020; Dubinsky 2019; Murray, 2019).

Management Implications

This study provides lessons scholars, practitioners, and decision makers should consider in the contexts of nation branding and public diplomacy. The study identifies the value of judo to Japan's image and the role the sports plays in public diplomacy, soft power, and national identity. The study uses judo to analyze the complexity of Middle East politics and sports, but also to identify potential ways of collaborations through people-to-people diplomacy and maybe even a potential path to normalization through a judo diplomacy moment. Yet, the study also recognizes the threats of using judo for sportswashing and image laundering purposes.

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An Ethico-Political Evaluation of the Necessity for a Referendum over any Future German Olympic Bid

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Research question

What advantages and disadvantages can be deducted from the ethical and political considerations deciding whether a referendum should be held before a German Olympic bid?

Research methods

An analytical-hermeneutic approach was chosen. Hermeneutics aims to understand and interpret texts in their entirety, their meaning and in their historical, cultural and social context. The literature was extracted through databases such as: Google Scholar, Web of Science and the search interface Limo of the KU Leuven University. Further, relevant peer-reviewed articles from scientific journals and official documents and reports of the respective organisations were considered. To obtain targeted and producible results, the Boolean operators were used for the keywords in the search. The analysis serves as a central cornerstone to align and verify the coherence of the arguments before interpreting and placing them in a meaningful context. The researcher sustained the interpretation process by applying more context to the research problem and moving back and forth between different levels of interpreting and analysing the literature.

Results and findings

The all-or not logic of the referendum whether to support a German Olympic bid does not adequately capture the complexity of the issue in its whole entirety. Ensuring equal accessibility for eligible voters and providing accurate, sufficient and reliable information about the Olympic Games is crucial for citizen's education within the context of a referendum process. This analysis has shown that the ability of citizens to process the information correctly and to make a factual cost-benefit calculation is almost impossible – this is mainly because of the one-sided negative media coverage of the Olympic Games. Participatory and representative equality are crucial conditions that must be fulfilled to ensure fairness and inclusivity throughout the whole process. However, the findings have shown that large German cities have a relatively high likelihood of low voter turnout in a referendum, often accompanied by high social selectivity, excluding people from lower socio-economic strata. Since Germany is a heterogeneous and pluralistic society, an Olympic referendum would fail to reflect the general will which in turn does not live up to the claim that a referendum faithfully expresses popular sovereignty. What runs through the entire analysis and discussion of this work is the fact that a future German Olympic referendum will most likely show a large discrepancy between its normative demand and its actual implementation. This is to say because the alignment with the core requirements of the ethico-political considerations analysed from the political, civil and DOSB perspectives are not sufficiently pronounced to claim political integrity faithfully. In conclusion, a referendum before a German Olympic bid does not seem to be a suitable instrument in this context, which is why this work rejects its necessity.

Management Implications

First, the respective government could face up to its political responsibility and musters the courage to move forward with the final bid concept to the IOC without the direct consent of citizens. In this case, it would be necessary to publicly communicate why a referendum does not seem suitable. Given the complex nature of bidding and hosting the Olympic Games coupled with Germany's diverse and pluralistic society, it can be considered crucial to incorporate dialogue-oriented participation procedures (e.g. citizen's juries) to include citizens' concerns, preferences

and compromises in planning the Olympic Games in Germany. Therefore, the respective stakeholders should thoroughly examine these measures and consider the possibility of hybrid participation.

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News and Noise in Anti-Doping Politics: The Role of Announcements and Risk Attitudes

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Research question

We draw attention to a policy measure that is potentially cost-effective and could increase the effectiveness of anti-doping policies: the role of communication, particularly announcements of (future) policy changes. We add to the doping literature which builds on current values of perceived marginal costs and benefit of potential delinquents.

Research methods

We build on evidence from macroeconomics which finds significant effects of announced future policy changes (news shocks) on expectations and activities of individuals and institutions even if these expectations remain unfulfilled (noise shocks).

We develop a model that allows us to differentiate between risk-averse, risk-neutral, and risk-seeking behavior using Epstein-Zin (1989) preferences. We model the impact of announced anti-doping policies pre- and post-implementation.

Results and findings

- News about anti-doping policies such as increasing the detection rate are only effective in case of risk-aversion.

- Doping may rise in the transition phase, despite desired outcomes in the long run.

- Persistent effects occur even if the announced measures are not implemented

- Anti-doping policy uncertainty may deter risk-averse offenders, but attract risk-seeking athletes and officials.

Management Implications

Preannouncing future changes in anti-doping politics that aim to increase the detection rate may not be beneficial in the case of risk-seeking delinquents, as they will increase criminal activities during the implementation period to exploit the initial conditions before the detection rate rises. Furthermore, the announcement not only leads to adverse effects among risk-seeking delinquents in the implementation period but also undermines the effect of the policy at the time of implementation due to the preceding reallocation effects.

Our work demonstrates that the described effects among risk-seeking delinquents may become particularly harmful when policy makers are not able to implement the announced policy.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

The Olympic Games as a business platform / Future

Papers:

- **Weber (SUI) The power of Stakeholder within the Olympic System**
- **Xiao (CHN) A Study on the Business Models of Olympic Sponsors: A Case of the Beijing 2022 Winter Olympics**
- **Yilmaz (TUR) Will" or "Should" you watch the Olympic Games? A Self-Determination Theory Model on Spectators' Watching Intentions and the Role of the Fear of Missing Out and Bandwagon Effects**

The power of stakeholders within the Olympic System: Introducing the five forces model of M.E. Porter to the competition for Olympic medals

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Research question

The Olympic system includes different types of non-profit, for-profit and governmental stakeholders (e.g., Chappelet, 2021). Meanwhile, the competitive balance between nations has been examined by measuring the domination of the Olympic medal market over time (e.g., Baimbridge, 1998; Zheng et al., 2019). This paper draws on Porter's (2008) five forces model to examine how different stakeholders influence the intensity of competition for Olympic medals between National Olympic Committees (NOCs).

Research methods

Porter's (2008) five forces model provides the theoretical basis to shed light on the forces that influence the intensity of competition. The "industry competitors" are at the core of the model; while the four surrounding stakeholders represent the "suppliers", the "buyers", the "potential entrants," and the "substitutes". This paper draws on Porter's (2008) seminal work on firms' strategies, and applies his theory to the context of the Olympic Games, where the industry is defined as the "Olympic system" and the product is the "Competition for Olympic medals". At its core, the athletes representing their NOC are the industry's competitors. Based on a literature review and a content analysis of policy documents / reports of the IOC as well the Local Organising Committees (LOCOG) since the London 2012 Games, the relevant stakeholders are clustered according to Porter's (2008) model. The documents are examined with a focus on the role of sports stakeholders within the Olympic system.

Results and findings

By bridging the two research strands of "Olympic stakeholders" and "competitive balance at the Games", this paper provides a new perspective to further investigate the underlying forces that influence the measured domination of the Olympic medal market over time. The International Federations (IFs) of the Olympic sports included in an edition of the Games (e.g., Tokyo 202 Games) as well as the IFs that aim to be included in a future Olympic programme, the host country including its LOCOG as well as the major companies of the global sports industry are the "suppliers" for an edition of the Games. The "buyers" are the IOC partners of the Olympic Top Programme, the broadcasting rights holders as well as the nations that invest in their national elite sport system, their coaches and athletes to achieve Olympic success. The "potential entrants" are new NOCs that have qualified for the Games that aim at entering the medal market. Finally, the "substitutes" are major non-Olympic sporting events such as the Super Bowl, the X-Games or the FIFA World Cup. Finally, the IOC can be seen as a non-industrial market governing body that, according to Porter (2008), influences the five forces through government policy, but is not a sixth force. In the case of the Olympic system, the governing instruments of the IOC include the "Agenda 2020+5", the "Olympic Charter," as well as the Olympic programme for example.

Management Implications

Building on Porter's (2008) advice for firms to secure their competitive advantage by "exploiting changes in the forces", NOCs could target changes in buyers and suppliers to strategically exploit their forces for their own advantage. Following Porter's (2008) argument that dominant competitors may be able to strategically influence the governing of an industry for their own

benefit, this study allows the IOC to highlight the forces at play and thereby implement good governance measures to prevent potential abuse of the Olympic ideals. Further analysis could focus on examining the financial power of the identified stakeholders within the Olympic system using the IOC and Games financial reports to strengthen this analysis by quantifying the financial forces at play.

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A Study on the Business Models of Olympic Sponsors: A Case of the Beijing 2022 Winter Olympics

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Research question

This study explores the business models of Olympic sponsors. The analysis encompasses dimensions such as specific requirements for sponsoring the Olympics, transaction modes, value ecosystems, and sponsorship effects. Our aim is to investigate how future sponsors can enhance their sponsorship programs and how the Olympics can better meet the diverse needs of sponsors, thereby achieving mutual benefit and sustainable development. We also provide recommendations for future development.

Research methods

Through research methods such as literature analysis, on-site investigation, and in-depth interviews, employing a multi-case study design, this study examines the business models of Alibaba, Sinopec, Anta Group, and Tsingtao Brewery in sponsorship. Literature research is conducted by collecting data from Chinese and foreign literature databases, as well as relevant materials such as corporate news reports, financial reports, and executive speeches. Valuable firsthand information is obtained through interviews with sports marketing experts, corporate executives, and staff, providing substantive support for this paper. By conducting on-site research on sponsoring companies, visiting internal records, and collecting relevant data and content, this study enriches its practical content and experience. Applying the theories of value engineering and grounded theory, the collected data is subjected to mathematical statistics. The study results and future development recommendations are deduced

Results and findings

This study has obtained a business model framework for sponsors, and preliminary results indicate significant differences among different sponsors in sponsorship needs, sponsorship strategies, tactics, and marketing. However, a consistent pattern emerges in fulfilling social responsibilities and achieving sustainable development, reflecting the social commitment of Olympic sponsors. Additionally, in terms of sponsorship marketing strategies, employing digital experiences as an internal driving force and integrating user interaction throughout the entire process of new marketing initiatives are highlighted. Sponsors are focusing on enhancing their core competitiveness, adapting to the background of digital innovation to improve business models, and driving innovation in interactive scenarios, which is identified as a crucial future development trend. Detailed research findings are still under analysis and will be presented at the Paris conference in August.

Management Implications

The findings of this research hold significant practical implications for the future sponsorship strategy of Olympic sponsors. They contribute important theoretical value to the sustainable development of the Olympics in the future. Simultaneously, the research results lay the theoretical groundwork for how sponsors can optimize their business models and formulate marketing strategies in the future.

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"Will" or "Should" you watch the Olympics? Internal vs. external motivations of spectators to watch the Olympic Games.

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Research question

How do bandwagon (BW) motives interact with the spectators' intrinsic and extrinsic motivations to watch the Paris Olympic Games (OG) through media, and what is the role of fear of missing out (FOMO) in this process? To what extent the autonomy, competence and relatedness motives influence the intentions to watch the OG while controlling for sport involvement levels of the spectators?

Research methods

A self-determination theory (SDT) based model with autonomy, competence, and relatedness constructs was tested to predict the spectators' intentions to watch OG while controlling for sport involvement, FOMO, and BW motives. To test BW effects, the sample was split into two groups, one with BW priming (n=240) and the other with no priming (n=195). BW priming was utilised by prompting the upcoming matches of the Turkish National Women's Volleyball Team (current No.1 in FIVB World Ranking) at the OG before the survey in the experiment group. An online survey was conducted to collect data through a snowball sampling process from two universities in İstanbul, Turkiye. Hypotheses were tested through a multigroup SEM analysis in AMOS. The experimental condition was validated through a manipulation check, and the measures were assessed for validity and reliability properties. Measurement invariance and bootstrap tests were conducted to examine the structural relationships between constructs.

Results and findings

Results indicate that autonomy has positive direct effects on spectators' intentions to watch the Olympics on media in both priming and no priming conditions (0.62**; 0.66**), whereas competence and relatedness have only positive indirect effects on intentions mediated through FOMO. Positive direct effects are found from competence (0.23**;0.24**) and relatedness (0.27**;0.29) to FOMO. The direct effects from autonomy to FOMO, from competence and relatedness to intentions are not evidenced. Most strikingly, sport involvement has no direct effects on intentions in either group, whereas it only has a slight indirect effect through FOMO among primed respondents (experiment group). Through the invariance tests, the significant effects from autonomy to intentions, relatedness to FOMO, competence to FOMO, and FOMO to intentions were found to be indifferent among the groups. The effects of involvement on FOMO, BW on FOMO and intentions significantly differ in priming and no priming conditions. These results indicate a significant moderation effect of BW motives on the relationship between sport involvement and FOMO.

The final model predicts 31% of the variation in FOMO for the primed group and 34% for the no-prime group. The predicted variances of intention were 72% in both groups. Bootstrapping tests revealed the significance of indirect effects from competence and relatedness to intentions through FOMO in both groups. Sport involvement only has a significant indirect effect on intentions under the BW priming condition. The findings should be generalized deliberately with cognizance of the potential context-specific attributes present in the Turkish sports culture.

Management Implications

The constructed model proves that SDT and FOMO are potent constructs for developing better marketing strategies for the media broadcasts of OG. The counterintuitive insignificance of sports involvement, in the absence of BW motives, implies that media consumption intentions towards OG are well beyond just sports. The cultural, technological, political, and communicational components of OG merit greater attention from marketers and managers to sustain the popularity of future events in consideration of the changing media consumption patterns of the audience. In order to enhance the relationship between sports involvement and consumer intentions toward the OG, marketing and broadcasting decisions should take FOMO into account as an undeniable psycho-social phenomenon of our times.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

Communication

Papers:

- **Delgado del Rio (GER) Crisis Communication in Social Media and the Olympic Games: Why, When, and How?**
- **Schöttl (GER) New followers through the Olympic attention - Help or hurdle for developing the digital brand?**
- **Koenecke (BEL) How Internationalism fails locally: Insights from the media coverage of failed Olympic referenda in Germany, Austria and Switzerland**

Crisis Communication in Social Media and the Olympic Games: Why, When, and How?

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Research question

What are the cases that require a crisis communication response strategy on social media during the Olympic Games and how can they be categorized?

Research methods

The purpose of this study is to attempt the first round of categorization for further examination to provide communication managers with a framework that will help them prevent and/or act assertively in case of a paracrisis and/or a crisis. A qualitative approach that will compromise exploratory research will be implemented. The data will be gathered after a database search and document analysis to identify past Olympic Games crisis communication cases and how they were handled in social media. Then, a taxonomy analysis will be conducted to organize the different cases of crises into categories. The response on social media from each case will also be classified.

Results and findings

The categorization will identify potential communication crises threatening the Olympic system and its stakeholders. The stakeholders' responses in social media will determine if the communication strategy helped to solve the crisis or made it bigger. This discovery will lead to the development of a framework that will help communication managers pair response strategies based on the crisis presented. By having a categorization of possible crises and possible crisis communication response strategies, communication managers will be able to react quickly and in a more assertive way considering ethic and fairness, so all stakeholders involved are not severely affected by the crisis or potential crisis (paracrisis).

Management Implications

Crisis communication is imperative due to the rise of social media as a primary source of information. The best way to prevent a crisis is to prepare for it, so by providing a categorization and possible framework that can facilitate planning, managers will be able to prevent and/or act on paracrises or crises before irreparable damage is done. Crisis communication in the Olympic Games is necessary because of the scale of the Games and their growing presence in social media. With the IOC trying to attract younger audiences with new sports and increase their digital presence, the vulnerability to paracrises increases, which means that the International Olympic Committee (IOC) must consider and prepare crisis communication strategies now and for the future.

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New followers through the Olympic attention - Help or hurdle for developing the digital brand?

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Research question

Can the increased attention associated with the Olympic media coverage help athletes sustainably increase their digital brand awarenes? The aim is to investigate whether the above-average attention that the Olympic athletes receive during the Games can help them to permanently increase their social media reach and thus contribute to the athletes' digital brand building or whether the functionality of the social media algorithms tend to “punish” this brief anomaly in access numbers.

Research methods

The methodology for identifying answers to the research question is a quantitative analysis of the social media profiles of athletes from the past Olympic Winter Games in Beijing 2022. All official athlete profiles on the social media platform Instagram of the delegations from Norway and Germany are included in the sample. The two nations were selected because they were ranked 1st and 2nd in the medal table. The key figures for the development of follower numbers, user interactions and post frequency were collected for three different periods (T1 18.01.-03.02.22;T2 = 04.02.-20.02.22;T3 = 21.02.-09.03.22) so that the period during the Olympic Games is considered, as well as the 16 days before and the 16 days after.

The sample includes a total of 203 athlete profiles, 74 from Norwegian athletes (corresponding to 88% of all Norwegian Olympic athletes, the remaining 12% do not have a social media account) and 129 from German athletes(corresponding to 89.33% of all German Olympic athletes)

Results and findings

The descriptive analysis of the post frequency (T1: 2,9; T2: 3,54; T3: 2,25) as well as the growth rate (T1: 2,45%; T2: 5,65%; T3: 2,34%) and interaction rate (T1: 3,39%; T2: 4,81%; T3: 3,23%) shows that all three figures increase during the Olympic Games period and that the athletes also gain an above-average number of new followers during this period.

However, a comparison of the absolute interactions also shows that after the Olympic Games they fall to a lower level than before the Games, despite a higher follower base. This result must be interpreted sensitively because, given how social media algorithms work, it could lead to a higher proportion of inactive followers which causes a reduction in future post reach. The background is that an essential criterion by which the social media algorithms assess the “relevance” of a page is its ratio of interactions to followers (Kim, 2017), so a higher number of followers combined with low interactions let suffer the relevance rating and as a result also the reach of the profile (Taylor & Choi, 2017).

A differentiated evaluation of the key figures according to medal winners also shows that with regard to the development of the growth rate, no statistically significant difference can be demonstrated between medal winners and athletes without medals (Mann-Whitney U test; U = 170; p = 0,499). However, sporting success seems to have a positive effect on the interaction rate, as another Mann-Whitney U test (U=3685) shows that medal winners generate a significantly (p=0,16) higher interaction rate (Mdn = 113,06) during the Olympic Games than athletes without a medal (Mdn = 97,13). In summary, it can be stated that the sporting successes lead to a selective

increase in the interaction rate (and thus the reach) of the corresponding accounts, but are not accompanied by a direct increase in the number of followers.

Management Implications

The increased attention of the Games initially has a positive effect on athlete profiles. In the long-term perspective after the Olympic attention has decreased, a higher fan base in the absence of interactions can also become a problem with regard to the relevance assessment of the social media algorithms. The task of the athletes or their management can therefore be seen as keeping the post frequency stable even after the the Olympic Games in order to make interactions possible at all and at the same time regularly analyzing the followers with regard to their target group characteristics in order to adapt the content if necessary. for example, by publishing not only in the native language but also in English.

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How Internationalism fails locally: Insights from the media coverage of failed Olympic referenda in Germany, Austria and Switzerland

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Research question

Against the backdrop of a series of dismissive Olympic referenda in Germany, Austria and Switzerland, this study sets out to analyse the question how relevant regional media commented on the bids with a special focus on the negative aspects of bidding for and staging Olympic Games. The specific research question is: Which unfavourable aspects of bidding for and staging Olympic Games can be found in leading regional newspapers regarding selected referenda in Germany, Austria and Switzerland?

Research methods

For each of the regions under scrutiny, a leading newspaper is analysed. In line with Könecke et al. (2016), relevant articles published in these newspapers between four weeks prior to and two weeks following the referendum are included in the analysis. A full sample is taken for each of the relevant newspaper for the period under scrutiny, which means that articles from all sections of the newspapers (e.g., sport, politics, general interest) are considered to prevent a bias that could result from limitations in this regard. The analysis is conducted based on the content analytical framework proposed by Mayring (2000). Accordingly, all articles are divided into analytical units that are eventually reduced to a limited set of meaningful categories, a categorial system. The categorial system of Könecke et al. (2016) is used as a guide (deductive approach) but in addition, inductive elements are included to identify additional categories in the material.

Results and findings

Most of the categories that are identified are in line with the findings of Könecke et al. (2016). The meta-categories they established are upheld: a general category regarding the IOC and Olympic Games, negative consequences particularly of hosting Olympic Games and other, more general reasons for rejecting the bid (due to the word limit of the abstract, specific categories cannot be listed here). But apart from a number of additional categories that result from the inductive analyses of the articles of the regional newspapers, it has to be mentioned that two categorial systems are developed for each newspaper/region, one for the time before and one for the time after the referenda to contrast differences in the coverage. Könecke et al. (2016) only looked at the media coverage following the referendum and did so for newspapers published on the national level and only in Germany.

Management Implications

The analysis conducted in this research project gives a very comprehensive overview of the negative aspects that central media outlets in German-speaking regions in three countries identified regarding Olympic Bids and staging Olympic Games. The results also outline differences in the media coverage before and after the referenda. As could already be seen in the results presented by Könecke et al. (2016), one interesting and very relevant finding is the blurred perception of international sport federations (e.g., IOC and FIFA) and the events to which they own the rights. This and many other insights from this research are the backdrop for a set of specific academic and practical implications that will be outlined in the presentation at the symposium.

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Sustainability of Olympic Games

Papers:

- **Kim (KOR) Investigating the Legacy Governance Process of YOG OC for Building a Sustainable YOG Legacy**
- **Van Waes (BEL) Understanding Social Sustainability Indicators: A Systematic Literature Review Towards Developing a Framework for Staging Future Mega Sport Events**
- **Girginov (GBR) Is sustainable Olympic sport possible?**
- **Delpy (USA) Future Collaboration between Sport for Development and Development of Sport**

Investigating the Legacy Governance Process of YOG Organizing Committees for Building a Sustainable YOG Legacy

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Research question

This study investigates how YOGOCs manage sustainable legacies for YOGs. Based on the legacy governance process framework (Leopkey & Parent, 2017), YOGOC's legacy management practices are explored across (1) conceptualization, (2) planning and implementation, (3) transfer and transformation, and (4) post-game management phases. For each phase, this study delves into the importance, management structure/system, challenges, and best practices of sustainable YOG legacy management.

Research methods

Data collection is in progress, focusing on Lillehammer 2016, Buenos Aires 2018, Lausanne 2020, and Gangwon 2024 YOGs. Data is collected through semi-structured interviews with YOG legacy managers and reviews of archival materials. As of October 2023, interviews/reviews of Lillehammer 2016 and Buenos Aires 2018 YOGs are completed, Gangwon 2024 in progress, and Lausanne 2020 in preparation. To identify key themes in each phase, two authors utilize a priori thematic coding (Miles et al., 2014) followed by open coding (Corbin & Strauss, 2008) to code transcripts independently. Then, the authors compare codes/interpretations through discussions and come into a common agreement (Corbin & Strauss, 2008). Initial codes are subsequently organized into categories and broader overarching themes. For trustworthiness, member checks and regular debriefings take place. As interviews are conducted in English, Spanish, and Korean, back translation is employed for translation accuracy.

Results and findings

While the project is still underway, preliminary findings from Lillehammer 2016, Buenos Aires 2018, and Gangwon 2024 (partial) YOGs are discussed. Legacy conceptualization occurred during the bidding stage. Legacy concepts were shaped as part of the overall game visions (than with specific focus on legacy), which visions were in accordance with IOC's emphasis on legacy and the city's identity/needs. The importance of acknowledging "the YOG is different from the Olympics" was highlighted (Lillehammer 2016). Planning/implementation took place after winning the hosting rights. Legacy-specific plans were developed, overcoming the challenge of discontinuity between bid and organizing committees. Involving YOGOC departments, organizations, and/or stakeholders in the planning was crucial for cultivating ownership, empowerment, and intra-/inter-organizational collaboration. Legacy initiatives were run in differing methods (e.g., legacy manager per department, central legacy unit). Linking YOG legacy programs to existing initiatives were efficient (e.g., government's 'Youth Lift' for Lillehammer 2016; 2018 PyeongChang's legacy programs for Gangwon 2024). For YOGs (compared to Olympics), soft legacies (e.g., build leadership, empower youth) were more emphasized than hard legacies (e.g., urban development). Transfer/transformation comes after hosting the YOG. Documentation (with transparency and accessibility) and intellectual property were important at this phase; utilizing data base portals was recommended. For post-game management, the need for appointing a legacy managing authority was highlighted. Lillehammer 2016 (Olympic Legacy Center) and Gangwon 2024 (PyeongChang

foundation) YOGs had such organizations. Buenos Aires 2018 did not and was facing major challenges in sustaining their YOG legacy. Developing long-/short-term goals with clearly set KPIs were required.

Management Implications

While the governance process/system of YOG legacy was generally similar to the Olympics, different aspects of YOG (e.g., venue requirement, cultural/educational programs) led to distinctive expectations (e.g., focus on soft legacy), challenges (e.g., less resources), managerial approaches (e.g., utilizing existing programs). Such distinctiveness calls for strategies tailored for YOG (Hanstad et al., 2013), with emphasis on efficiency. For countries that hosted the Olympics in the past, YOG itself can be a legacy and its legacy can be built upon (and sustain) past Olympics legacies. Collaborative efforts are critical as noted in stakeholder theory (Parent et al., 2015). The (preliminary) findings can inform YOGOCs and add to legacy literature, providing insights for YOG-specific strategies.

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Understanding Social Sustainability Indicators: A Systematic Literature Review Towards Developing a Framework for Staging Future Mega Sport Events.

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Research question

In the context of Mega Sport Event (MSE)…

1. What key Social Sustainability indicators emerge from the academic literature and how can they guide the development of a framework for defining Social Sustainability?

2. Which stakeholders impact / are impacted?

3. How do relevant stakeholder shape Social Sustainability?

Research methods

Using the systematic literature review, based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method, we analyzed 40 peer reviewed articles between 2018 and 2023 retrieved from two established academic databases: EBSCO (Business Source Ultimate) and Web of Science. To validate the findings of the literature review, we did a document analysis, using Nvivo 14, of the Candidature Files of the Olympic Games in Paris 2024. Through this technique, we could systematically review and interpret the information embedded in the Candidature Files (Kutsyuruba, 2023). The goal was to extract meaningful data and understand the perspectives of the Paris 2024 organizers on Social Sustainability, building on the insights gained from our literature review, verifying or falsifying the literature outcomes, and to advance theory building of the Social Sustainability concept.

Results and findings

Many authors recognize that Social Sustainability is a nascent research area (Kordi, Belayutham, & Che Ibrahim, 2021; Thomson, Kennelly, & Toohey, 2020). The result of this systematic literature review, independent of any specific industry or context, was to gain an understanding of the existing research and latest debates relevant to the topic. Transdisciplinary research can address gaps in social legacy studies by uniting the views and understandings of diverse scholars and practitioners. Our first observation is that the majority of articles lack references to any particular theoretical model. This finding is concerning as theory is crucial for validating management research. Only 9 articles (out of 40) adopt a theoretical foundation, the stakeholder theory being the most popular one. This may not be surprising, giving that understanding stakeholders is fundamental analyzing the relationship between a 'valued object' and it 'perceived outcomes' (Girginov & Preuss, 2021). A second result from this literature review is the development of an initial set of indicators to describe Social Sustainability independently of any specific context. The outcome is a list of 25 indicators, either tangible or intangible, which can be grouped in seven themes, represented in the table below. Expanding upon these preliminary findings, we sought to validate these outcomes using a document analysis approach of the Candidature Files of the 2024 Olympic Games. A first observation is that most indicators from the theoretical framework were referenced in these Files, suggesting that the framework has a solid foundation. On the other hand, real detailed actions or measurable Key Performance Indicators were often noticeably absent. Additionally, we identified new indicators associated with sports legacy. In line with our literature review, minimal attention has been given to stakeholders other than athletes and the media.

Management Implications

MSE organizing remains challenging often due to the opposition from the local population. At the same time, MSE hosts are reducing investments in infrastructure which were often the only legacies for inhabitants. To secure local support MSE, organizers should prioritize social heritages. This underscores the importance of Social Sustainability in changing organizers' mindsets and goals. Cities planning to host an MSE must understand the social factors important to stakeholders, which will inform their support or opposition. The proposed framework assists in developing effective staging strategies and recommends communication tactics to engage stakeholders. It acknowledges the diverse impacts on stakeholders, facilitating progress in hosting MSEs that forge meaningful social legacies.

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Is sustainable Olympic sport possible?

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Research question

The present study asks the question 'Is sustainable Olympic sport possible?' in the context of United Nations' sustainable development goals (SDG). This is an ontological question that deserves examination because the solutions to the question have practical implications for how we define, practice and manage Olympic sport.

Research methods

This is a conceptual study, which uses an extensive literature review to interrogate the concept of sustainable Olympic sport. In doing so, the study also critically analyses the IOC (2017) sustainability strategy by using Faber, Jorna and Van Engrelen's (2005) analytical framework including three key properties of the concept. The first property is concerned with what is sustainable. The second property implies innovation and change and can be placed on a continuum where at one end is an idealised end state (i.e., absolute perspective) and on the other end is an initial state (i.e., relative perspective). The third property of the concept is relational and implies that something is related to its supporting environment. The framework is applied to examine the IOC's approach to what needs to be sustained in Olympic sport, and its political position on the nature of sustainability as an absolute or relative target.

Results and findings

Analyses of the relationship between sport and sustainability are limited and divergent but most writers agree on the duality of sport. Sport has been hailed for its contribution to health and wellbeing and criticised for reinforcing inequalities and environmental degradation. Bjornara et al (2017) depicted physical activity as sustainable, but Loland (2006) pointed out that Olympic sport is unsustainable and that "if Olympic sporting life to continue indefinitely, record sports have to be either abandoned or reformed" (p. 147). For Tangen (2021) the double code of sport of faster, higher, stronger has pathological consequences, and the logic of modern sport threatens its internal sustainability. The duality of sport reflects an inherent tension between its irreducible physical dimension of growth in terms of participants, medals, and resources, and the need to sustain this growth indefinitely. The IOC (2017) Sustainability Strategy does not address this tension and the related fundamental question of what needs to be sustained. The Strategy follows a relative perspective to sustainability by identifying three interrelated levels of control including the IOC as an organisation, as owner of the Games and as a leader of the Olympic Movement. Related to each level is a claim for the IOC to embrace sustainability in its day-to-day operations, to take a leadership role and include sustainability in all aspects of the Games and to engage Olympic stakeholders with sustainability respectively. The IOC Strategy and bi-annual reports show which SDG have been addressed at each level of responsibility. Five SDG have been tackled across all three levels of responsibility, three goals at two levels, four goals at one level of responsibility and four SDG were not explicitly addressed at all. Critically, the SDG of no poverty and reducing inequality are not addressed. This is not to suggest that the IOC is not engaging with these issues at all as they are manifested in several

Management Implications

The lack of clarity about what needs to be sustained in modern sport poses serious conceptual and practical challenge to the management of sport. This is because sport management is defined explicitly at operational level and if we continue to promote the growth of sport, sustainable sport management becomes an impossibility.

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Future Collaboration between Sport for Development and Development of Sport

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Research question

What are future opportunities for athlete talent identification and development in conjunction with achieving SDGs as a mutual benefit for all stakeholders.

Research methods

A survey was developed with seven closed questions and six open questions related to awareness of Olympism365, existing partnerships with NGOs, level of interest in collaborating with NGOs, partnership priorities, factors prohibiting NGO partnerships, and interest in learning more about how to establish relationships with NGOs. The survey was piloted with 2 National Federations and 1 NOC. An email was sent with the survey link to 152 NOCs located in countries defined as "developing" according to the IMF definition as well as to the soccer (football), basketball, and athletics National Federations in each of the respective countries plus all 33 Summer Olympic Games IFs. In addition, a parallel survey will be sent to 40 NGOs working in sport across the world. The data was collected and analyzed using Surveymonkey software.

Results and findings

The results from 26 NOCs, 12 IFs, and 14 NSFs responses indicates 66% awareness of Olympism 365 with NSF least aware. All respondents indicated an extreme interest in collaborating with NGOs yet only 27% reported any current partnerships. IFs represented 75% of these responses with the primary activity for IFs involving a one-time grant or invitation to a regional training/summit. The NOCs indicated connecting NGOs to athlete ambassadors and inviting to Olympic Day Run. A few NSF indicated offering coach training and limited talent identification where top participants were offered spots at a national training camp. NSFs also indicated receiving safe guard training from UNESCO. The top priority for IFs and NSF were to formalize athlete pipeline opportunities and for NOCs to expand Olympic values. The main reasons for lack of collaboration included concern over capacity and funding, and knowledge on how to establish partnerships. Of the 24 NGO respondents, 12.5% were familiar with Olympism365. In terms of current collaborations, 37% work with an elite, Olympic or professional athlete. Only 12.5% partner with either a NOC, IF, or NSF and of these 43% incorporated Olympic values into programming, 29% received coach support, and 27% indicated some talent identification collaboration where some participants are invited to national or regional programs. One NGO mentioned being the official “Social Impact Partner” of an IF. The top priorities for NGOs were to incorporate Olympic values and to formalize a system of talent identification for participants. The main concerns around forming partnerships included lack of bandwidth, finance, and know-how on how to initiate. Overall, the results indicate an interest but lack of awareness for collaboration between athlete talent identification and development systems (TIDS) in conjunction with achieving SDGs. Research (Fedderson, et al., 2022; Rongen, et al., 2018) supports a more holistic approach to TIDS.

Management Implications

There is strong interest from both NGOs and Sport Organizations to find ways to partner for mutual benefit. The IOC, through Olympism365, is already establishing partnerships and financially supporting a number of SBYD programs globally and some IFs have establish social impact partners. Connections should be extended from the IOC and IFs to the local NOC and relevant NSF to create a holistic ecological approach to talent identification and development, integrate Olympic values into programming, incorporate in Olympic events (e.g. Olympic Day Run), support coach training, among other opportunities. Furthermore, a high priority for corporate sponsors is integration of

corporate, social, responsibility programs which aligns well with such Olympic organization and NGO partnerships.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

The IOC and the Olympic Movement

Papers:

- **Kantartzi (CAN) Exploring Corporate Social Advocacy (CSA) practices within the International Olympic Committee (IOC)**
- **Alkayal (GER) Olympic Agenda 2020+5 and Paris 2024: Assessing Impacts and Setting Standards for Future Games**
- **Jakob (GER) Between lex Olympica, lex publica and Public Finance: National Sports Agencies in France and Germany compared**

Exploring Corporate Social Advocacy (CSA) practices within the International Olympic Committee (IOC)

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Research question

The purpose of our study is to explore the International Olympic Committee's (IOC) involvement in corporate social advocacy (CSA) practices. More specifically we explore the following questions: a) what the IOC's current CSA practices are, b) how do the IOC CSA practices contribute to social justice matters, and finally, c) how does the IOC communicated its CSA to its stakeholders (internal and external).

Research methods

A qualitative method of research was used in the study. Specifically, an electronic archival search was performed with three publicly available IOC sources (IOC reports, IOC sessions, and IOC news). This method employed the use of the Wayback Machine (WM) to search the years and extract the articles from 2016 to 2022. In total, 126 sources were extracted for the study. After initial screening reviews, sources were categorized as follows: 55 sources were related to sustainability, 36 sources were related to gender equality, 9 sources related to human right, 26 were related to the Refugee Olympic Team. After we stored the data in chronological order, we ended up having 2 overarching themes labelled as a) IOC and Sustainability with a subtheme regarding environmental protection and, b) IOC and Human Rights, with two subthemes reflecting Gender Equality and Refugee support.

Results and findings

The findings indicated that the IOC follows a CSA strategy, by taking a stance on advocacy topics related to sustainability with focus on climate change and human rights including gender equality, and refugee support. More specifically, the IOC to embrace sustainability principles included sustainability in its everyday operations (e.g., reduction of travel impact, and applied sustainable standards for the consolidation of the Headquarters in Lausanne) (IOC, 2017). Future actions include the IOC's reduction emissions goals by 50% by 2030 and the creation of an Olympic Forest to offset more than 100 % of its unavoidable emissions and encourage other sport organization to act against climate change (IOC 2021a).

As for the CSA related to the theme "human rights", the IOC is involved with human rights topics since 1956, and there has been an observed shift from an IOC centric approach towards a multistakeholder approach, with focus on human rights standards that goes beyond the IOC's self-regulating authority. According to the subtheme "gender equality", it is evident that the IOC focuses on the importance of inclusion (IOC, 2021b), and empowers female representation within the IOC structures including the empowerment of gender equal Games. Moreover, the IOC gives attention to language and its usage aiming to promote inclusivity within its agendas and advocate for gender equality as a must-have for every organization and country (IOC, 2022). As for the CSA practices related to refugee support, the IOC not only has created channels of financial support (e.g., Refugee Olympic Foundation), but also created tools for refugee education and professional development within sports. Finally, the findings indicated that the IOC communicates its CSA practices through its yearly Sessions, annual reports, IOC website News and through its partnerships, which have vital importance for the IOCs CSA Communication practices.

Management Implications

CSA is a new term identified as the outgrowth of CSR and Strategic Issue Management (SIM). CSA moves beyond SIM and CSR and represents corporate engagement in social or political issues that often lack direct relevance to the primary function of the organization. While approaching CSA practices, IOC's voice is an important element of its public perception and helps the organization shape its brand image, its communication with stakeholders and influence public opinion. The study offers theoretical insights into CSA (Dodd & Supa, 2014) advances research on CSA within sports management with focus on the IOC and show beyond doubt that the IOC follows CSA practices within its agenda, aiming to a direct/internal positive social change as well as an indirect/external social influence.

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Olympic Agenda 2020+5 and Paris 2024: Assessing Impacts and Setting Standards for Future Games

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Research question

How did the implementation of Olympic Agenda 2020+5 impact the planning and execution of the Paris 2024 Olympics, and what are the implications for future Olympic Games?

Research methods

The study will employ a mixed-methods approach to assess the influence of the Olympic Agenda 2020+5 on the upcoming Paris 2024 Olympics. Our analysis will include content evaluation of official IOC documents and sustainability reports from Paris 2024. We plan to conduct interviews with IOC officials, organizers of Paris 2024, and local stakeholders to obtain qualitative insights. Additionally, we will perform a comparative analysis with previous Olympic Games to gauge the progress and effectiveness of the implementation of the Olympic Agenda 2020+5.

Results and findings

Olympic Agenda 2020+5 has significantly influenced the Paris 2024 Olympics, at least during the planning and preparation phase, particularly in enhancing sustainability efforts, such as leveraging existing infrastructures and renewable resources. This marks a pivotal shift towards environmentally responsible Games. Anticipated inclusivity measures suggest a progressive policy framework, although challenges may arise in their practical application, potentially revealing gaps between policy intentions and actual outcomes. We anticipate technological advancements to be evident in operational improvements and digital fan engagement, setting new standards for future Games. However, we also expect to identify ongoing challenges in governance transparency and comprehensive stakeholder engagement, which would indicate areas needing further improvement.

Management Implications

The findings from this study are expected to provide vital lessons for future Olympic organizers and the IOC. There will likely be a need for stronger enforcement mechanisms and clearer accountability structures to achieve the desired outcomes of sustainability and inclusivity policies. Future Games might benefit from earlier and more integrated stakeholder involvement, especially from local communities, to ensure that Olympic developments are aligned with both local needs and global sustainability objectives. Strategic investments in technology should be continually assessed to ensure they remain relevant and effective in enhancing the Games' experience and operations, especially the integration of the new IOC AI Agenda.

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Between lex Olympica, lex publica and Public Finance: National Sports Agencies in France and Germany compared

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Research question

While various models exist for financing eletite and grassroots sports, France created a national sports agency in 2019, while Germany is currently considering the introduction of an independent sports agency. We will ask wheter the agencies are meant to only trigger more medals in elite sports or also more participation within the public. We shall identify the most salient aspects of the (extant) French agency and the (still only proposed) German agency, including their links with Olympic bids.

Research methods

In an effort to connect with current debates, we are borrowing the notion of lex Olympica from James & Osborn (2023) which we shall compare and contrast with the notion lex publica. We review the validy of theories from law and economic for a more state-oriented sports system and a non-profit-sports-movemement. However, this orientation and direction seem to be oriented to top level sports and medals in global contexts. Our aims are to define the sense, the ways and the consequences of these new types of agencies. While the French agency did mark a break of contnuity in many ways, it nevertheless was in line with the French tradition of a sports policy framed by the state. By contrast, the recently proposed sports agency of Germany is more intriguing and - to be understodds fully - needs be seen against the backdrop of cumbersome federalist doctrines and institutional arrangements which have hitherto made it diffcult for the state to take a leading role in shaping sports policy.

Results and findings

Both systems look for strategies and new structures for more sporting success. Currently, Germany is financing elite sports based on an individual sports potential analysis for each Olympic cycle and individual discussions with politics. This is due to two main principles 1. the principle of autonomy of the non-for-profit-movement, which exists on a worldwide level (with the German Olympic Sports Confederation, DOSB, as umbrella and the CNOSF as umbrella in France), and 2. the German principle of subsidiary and partnership with the state (responsible is the sports department of the Ministry of Internal Affairs and Construction, BMI). Thus, Germany envisages to break with the current model and to centralize sports financing and money distribution. What are the legal aspects? Are the agencies legally and technically able to make sports specific decisions which probably interfere with the autonomy of the sports movement? Are the agencies intent as policy makers or as warrantor for sporting success? Will they contribute to other aspects in sports; both at elite and grassroot level?

Management Implications

At a first glance both agencies shall have the duty to trigger higher top sports rankings for the nations. A further aim is the transformation of the system to promote talented athletes and their sporting success through more efficiency. The question remains, however, whether the

administrative structure, the roles and responsibilities of such agencies provide added value in relation to the core business of financing the sports system. Value and valuation seem to be the most important targets for the development of the sport in the two countries. Next steps would be to review how other nations structure and finance their top level Olympic sports beyond the State or the national sport umbrella federations.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

Winter Games

Paper:

- **Bai (CHN) Evaluating the Impact of Beijing 2022 Winter Olympic Games on Ski Tourism in China: Implications for Continued Development**
- **Sterken (NED) Participation and performance at the Olympic Summer and Winter Games: 1896-2022**
- **Kaspar (AUT) An Alpine Winter Games as one of the permanent host locations for the Olympic Winter Games in the future**

Evaluating the Impact of Beijing 2022 Winter Olympic Games on Ski Tourism in China: Implications for Continued Development

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Research question

How has the Winter Olympics affected the global visibility and attractiveness of ski tourism, especially within China? What are the factors contributing to the tourist attractiveness of winter sports destinations in China in the post-Olympic context?

How can the appeal of Chinese ski destinations be quantified post-Beijing Winter Olympics?

What strategies can be employed to enhance the attractiveness of Chinese ski destinations following the Olympics?

Research methods

This research utilizes a mixed-method approach, beginning with the Delphi method which gathers insights from a diverse panel of 22 experts across academia, ski resort management, and professional athletes to refine and screen a set of initial indicators that assess the attractiveness of ski resorts. Subsequently, extensive consumer surveys were conducted both offline and online. The offline surveys were distributed to consumers at the service centers of Chinese ski resorts during the 2020-2021 snow season, yielding a 91% response rate with 273 out of 300 questionnaires returned, and an 85.3% validity rate with 256 effective responses. Simultaneously, 701 online questionnaires were distributed, achieving an 84.5% validity rate with 593 effective responses.

Results and findings

The final evaluation index system methodically captures the factors of the attractiveness of Chinese ski resorts, including accessibility, facility quality, environmental appeal, leisure experience, and coaching resources, offering a substantive tool for assessing and improving tourist attractiveness in the post-Olympic context. However, the overall assessment of their attractiveness is still modest to some extent. This is largely attributed to the nascent nature of the ski consumer market in China, where there is still a limited understanding of what constitutes an attractive ski tourism experience. Concurrently, the COVID-19 pandemic has prompted a shift among seasoned Chinese skiers, who now prefer local destinations over international ones, highlighting the significant gap in standards between Chinese resorts and their renowned international counterparts. This gap signifies a substantial opportunity for the development and enhancement of the attractiveness of ski tourism in China. The findings suggest that Chinese ski resorts need to bolster their appeal across the aforementioned five dimensions. Resorts should undertake a critical self-assessment to identify weakness, cultivate distinct local attributes, and enhance the consumer's awareness of their offerings. Geographically, resorts in North China have the potential to strategically utilize the legacy of the Winter Olympics to diversify consumer options. Resorts in the Southwest, Northwest, and Northeast should focus on modernizing and expanding their established facilities, delineating and catering to specific customer segments, elevating service quality, and thereby augmenting the overall attractiveness of the regional ski tourism sector.

Management Implications

The practical implications of this research are significant for the development of China's ski tourism industry post-Beijing Winter Olympics. The study categorizes Chinese ski resorts into stratified

levels of tourist attractiveness, identifying areas where Olympic legacies have been effectively leveraged and others where improvement is necessary. By identifying the strengths and areas for improvement in China's ski resorts, the study informs targeted strategies for enhancing international marketing and standardizing management practices. Key recommendations include leveraging Olympic heritage to enhance international marketing, standardizing management practices, and bolstering integrated promotional communications, and the region-specific strategies are proposed.

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Participation and performance at the Olympic Summer and Winter Games: 1896-2022

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Research question

The paper analyses the relative importance of key determinants of Olympic participation (female and male) and performance (medal winnings) over the full history of the modern Olympic Summer and Winter Games: 1896-2022. These determinants are: population size, real per capita income, home advantage, political/cultural systems, and geographic factors. As Rewilak (2021) shows for recent editions of the games it is likely that the above-mentioned determinants have had a differential impact over

Research methods

We review the literature and present the estimation results of applied econometric models. We use Pooled and Tobit models for both participation shares and performance (medal shares) at the country level over the full range of observations 1896-2022 for both Summer and Winter Games (see also Bernard and Busse, 2004, Johnson an Ali, 2004, and Forrest et al., 2010). We distinguish different time frames: pre-WW2, the Cold War (1948-1992), and recent editions (1994-2022) and make a distinction between female and male participation and success. For the more recent editions of the games, we also include the results of the corresponding World Cup competitions to describe medal success.

Results and findings

The five key determinants show a rather little relative variation over time. This applies in particular for the political/cultural systems and to geographical factors, but also population and real per capita income show a relative low variation. This is the main reason to split the whole sample into three timeframes: pre-WW2, Cold War and modern times. The fact that a country has a geographical composition favorable to winter sports is represented in the estimated fixed effects. In the pre-World War 2 editions travel distance is a key determinant of participation and therefore also performance (see also Kuper and Sterken, 2011). In Cold War episodes the political regime matters. Even if the average real per capita income is low, a political regime can be able to divert resources to sports investment. In general, the impact of real per capita income has diminished over time. The latter implies that the relative price of leisure time has decreased, which makes sports activity affordable for all social classes around the world. We present results for both female and male participation and success. In recent editions of the games we observe that investment in sports takes time to yield a return: for instance countries having been the host are often successful in the subsequent editions.

Management Implications

The findings are useful for National Olympic Committees (re)considering their Olympic strategies. Installing an Olympic strategy requires not only funding, but also a careful consideration of various options (sports) and timing of the investment.

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An Alpine Winter Games as one of the permanent host locations for the Olympic Winter Games in the future

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Research question

Is a polycentric 2038 Olympic Winter Games bid in the Alps (German speaking frontier region of Switzerland plus Austria and Germany) a sustainable and viable candidate to become one of the permanent host cities for the Olympic Winter Games of the future?

Research methods

The research project is a blend of expert interviews with Olympic bid leaders and document analysis of the current IOC strategies and bid evaluations. By means of a qualitative content analysis according to Mayring, the expert interviews will be categorized for central aspects of Olympic bids.

Results and findings

The resulting categories are as follows:

- "Strategy"
- "Stakeholder"
- "Media & Sponsoring"
- "Residents & Athletes"
- "National & international framework"
- "Sports Venue Master Plan"
- "Sustainability"

As the research phase will be finished by June, there are no results yet to show. It's important to mention that the results will be presented for the first time in Paris.

Management Implications

Based on all the findings and expert interview results, key strategic recommendations will be made for a future polycentric Olympic bid of the Alps along the following items:

1. Success factors for the development of a sustainable sports venue master plan with a focus on existing and temporary (iconic) venues
2. Developing a polycentric approach with a reduction of the burdens on the transport and the accommodation sector
3. Alignment of all political stakeholders before the public announcement of the bid
4. Co-creating the bid with the population and their concerns in mind
5. Dialogue with the sports stakeholders
6. Development of a truly sustainable bid with environmental experts

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

Participation, Inclusion & careers in the Olympic Games

Paper:

- **Egoavil (PER) Olympic Legacy Career Development: Insights from Europe and South America**
- **Hannawacker (GER) From Enthusiasm to Continuity? - A quantitative analysis of the volunteer history of the Special Olympics World Games 2023**
- **Pena (BRA) Experience of Equity, Diversity and Inclusion Using Digital Technologies in a Olympic Studies Project, Rio de Janeiro-based, Brazil**
- **Anderlan (AUT) Decades after the Winter Olympic Games Innsbruck 1964 and 1976 - Analyzing potential long-term effects on sports participation**

Olympic Legacy Career Development: Insights from Europe and South America

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Research question

1. What key components of career transition programs are present in the national elite sports systems across different countries?

2. Which organizational characteristics contribute to the quality of career transitions for elite athletes in different sports organizations?

3. How can career transition programs be effectively applied to assist future elite athletes in achieving successful post-athletic career transitions, as perceived by sports professionals across different countries?

Research methods

The multiple case-study design is applied to gain deeper insights into operational management (Yin, 2009). The mixed method is used in this research, focusing on members of sports organizations and former elite athletes. Six sports organizations were identified for this study: the FFVB French Volleyball Federation, the FFA French Athletics Federation, INSEP, the FEVA Argentinian Volleyball Federation, the CADA Argentinian Athletics Confederation, and ENARD, the National High-Performance Sports Entity. The data is collected through semi-structured interviews with members of sports organizations. A quantitative online survey was sent to former elite athletes. The interviews are analyzed deductively (determined codes in management and program effectiveness) and inductively via Nvivo v. 10 software. The surveys are analyzed via JASP (correlation analysis).

Results and findings

The study is currently in the data analysis stage; therefore, the results will be presented at the conference. The organizational effectiveness of each sports organization and the cross-comparison between each country will be demonstrated. The results, therefore, will show great potential for improving development management in sports organizations. They are expected to make a significant theoretical addition as it is one of the first studies to examine the organizational effectiveness of the national elite sports systems regarding career transition programs. Empirically, it involves diverse national elite sports systems across different continents (Europe and America).

Management Implications

Some potential implications for elite sports organizations and Olympic athletes:

1) Long-term planning and preparation:

The study shows the importance of planning in athlete's career transitions. Sports organizations should emphasize long-term planning and preparation for athlete's post-sports lives. Staff managers can implement proactive measures to ensure that athletes have the tools and resources they need well in advance.

2) Internationalization of career transition strategies:

Sports organizations may need to consider implementing internationalized career transition strategies that account for cultural differences.

3) Survey feedback for continuous improvement:

Sports organizations can adopt similar mechanisms to assess and improve career transition programs.

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From Enthusiasm to Continuity? A Quantitative Analysis of the Volunteer History at the Special Olympics World Games 2023

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Research question

"Who are the volunteers at Special Olympics 2023, what motivates them to volunteer, and what factors influence their long-term commitment to volunteering in sports and other social areas?"

Research methods

An online questionnaire was developed based on Werkmann's event volunteering utility model (Werkmann, 2014). In collaboration with the Special Olympics World Games 2023 Organising Committee, the questionnaire was distributed in November 2023, five months after the event.

A total of n=515 questionnaires were completed and subsequently subjected to inferential statistical analysis, including t-tests and a Kruskal-Wallis test. The objective of this analysis was to evaluate the volunteer experience and engagement in relation to various aspects, before and after the event.

Results and findings

The results of this study show significant differences in post-event volunteering intentions from the neutral category across all test areas, with a consistently positive mean difference. The areas include for example "general intention to volunteer" or "intention to volunteer in sports clubs".

Following the initial analysis of the entire sample, the data were divided into three groups based on the volunteers' history of volunteering: "Active before and after the event", "Became active because of the event", and "Did not become active because of the event". A Kruskal-Wallis test was conducted to assess differences in satisfaction between the groups in question. The results indicated statistically significant differences in satisfaction ($H(2) = 13.87$, $p < .001$). A post hoc analysis revealed a statistically significant difference between the "Active before and after the event" and the "Became active because of the event" groups ($z = -3.69$; $p = .001$; $r = .17$).

A Mann-Whitney U-Test was calculated to determine if there were differences in socio-demographic variables between the "Became active because of the event" and "Did not become active because of the event" groups. A significant difference was identified in the parents' volunteering experience ($U = 987.500$, $Z = -2.075$, $p = .038$). No significant differences were observed for the other socio-demographic variables, including gender, marital status, number of children, and highest level of education.

Management Implications

The findings indicate that an event has a positive impact on volunteers' intention to continue volunteering beyond the event. In addition, the findings highlight the importance of satisfaction with their volunteering experience. Furthermore, the findings illustrate both shared characteristics and unique distinctions among the cohort of sport event volunteers, emphasizing the necessity for a detailed analysis of specific subgroups to identify the factors that influence long-term volunteering. Consequently, the findings provide a basis for the development of strategies to create a volunteering legacy and underscore the importance of identifying additional key factors that contribute to the sustainability of volunteering.

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Experience of Equity, Diversity and Inclusion Using Digital Technologies in a Olympic Studies Project, Rio de Janeiro-based, Brazil

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Research question

The eMuseum of Sport is an innovative experience of egalitarian access to Olympic and Paralympic Sports using digital advances in an interactive trailer. The eMuseum of Sport in its origin presented itself as a project of digital technologies following recommendations from IOC Agenda 2020+5 . Thus far, from this factual context, a research project was created asking what would be the reactions of practitioners of sports proposals presented by simulations produced by digital equipment.

Research methods

This inquiry proposal made use of sports practices simulators assembled in a trailer for

travel by public roads and streets promoting meetings without costs or impediments with users of any age, sex, physical condition and socioeconomic status. This new format of offers was then aiming to maintain its egalitarian and diversified purposes by giving them interactive and inclusive attributes. In practical terms, eight small towns were visited between 05/15/2023 and 07/09/2023 bringing together 12639 visitors of the

interactive trailer to whom were offer simulated experiences in canoeing, fencing and ski.

Methodologically, the experiment measured the satisfaction rate of visitors through a

questionnaire using a scale of 1 to 5 (from low satisfaction to full acceptance of the equipment). The analysis of the collected data was performed using the IBM SPSS 25 software.

Results and findings

In conclusion, the analysis of the data resulted in a satisfaction index of the research subjects equal to 4.8 with the meaning of high accessibility to the sports activity simulators

offered. In addition, there were no important differences considering the socioeconomic or

physical activities conditions of the respondents.

Management Implications

This last interpretation included 464 individuals with physical disabilities equaly participating in the experiment. These results confirm the validity of the proposal in terms of accessibility, but additional research is needed to observe long-term effects and also the search for a

management model of sports simulators devices.

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Decades after the Winter Olympic Games Innsbruck 1964 and 1976 | Analyzing potential long-term effects on sports participation

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Research question

The research question of the study in hand is to find out whether the WOG Innsbruck in 1964 and 1976 led to a long-term increase in sports participation in winter sports. The study pursues two additional goals: First, are there differences in sports participation among the various age groups? And second, whether there are differences in sports participation regarding the distance between the Tyrolean districts and the Olympic venue Innsbruck?

Research methods

To address these research questions, in a first step, secondary data was used by analyzing member data from the Tyrolean Ski Association (TSV) and the Austrian Ski Association (ÖSV) and the membership data for ski clubs for all federal states in Austria. The membership data collected covers the period from 1957-58 to 2022-23. The entire membership data was collected from the archives of the TSV office in Innsbruck. The results are presented exclusively as absolute figures and relative (percentage) changes. The percentage changes were calculated using the following formula:

1-(absolute value of the previous season)/(absolute value of the current season)

A positive value means an increase in the number of members compared to the previous season, and a negative value means a decrease. The calculation of the percentage changes makes it easier to compare the absolute figures.

Results and findings

Regarding the first research question, results show that the number of members of the nine Austrian provincial ski associations increased in almost all provincial ski associations in the 1960s and, in some cases, up to the end of the 1970s. However, from the beginning of the 1980s stagnation can be seen in all provincial ski associations. The analysis of the member data also showed that adults make up the majority of members. By looking at the data and the graphs, it is proven that the membership figures for young people and schoolchildren rose more sharply after the 1964 Games than for adults. If this period of 12 years were to be shifted, for example, from 1976 to 1988, this strong increase would not be recognizable, but the membership figures in all age groups would rather stagnate and the course would be much flatter.

During the analysis, a closer look at the Tyrolean district was taken. The data shows that in the first interval of sixteen seasons, the district of Schwaz, followed by Kitzbühel, had the highest growth, with Innsbruck in third place at 117%. After 1974, the trends differ greatly between the individual districts: Innsbruck, Schwaz, and Kitzbühel show a clear decline in membership numbers between 1975 and 1990.

Based on the above-mentioned results, it is proven, that the number of members of the nine Austrian provincial ski associations increased after the 1964 OG. As far as the connection between sports participation and the OG in Innsbruck is concerned, this could be a possible effect of the Games and thus an indication of the "trickle-down effect". If we look at the 1976 OG, it is notable that the number of members remained steady and fell after the Games in the Olympic venue

Innsbruck; this result diverges from that of the first Games and therefore provides no evidence of a possible "trickle-down effect".

Management Implications

There are a few limitations to this work. First, the focus of this study was only on skiing, and other Olympic sports were not considered. In addition, the data was only analyzed descriptively, and no statistical correlations were tested. Furthermore, it is difficult to control for other influencing factors, such as changes in the population and population growth or other trends in the federal states (e.g., the "Franz Klammer" effect in Carinthia). Although the development of membership in other federal states was also examined, it was not possible to control for particular events. It must therefore be said that further research is needed to confirm the results of this study.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

The Legacy of Olympic Games

Paper:

- **Kempf (SUI) Legacy Framework for Switzerland 203X**
- **Alsina (ESP) Milking the 'Barcelona Model', a Study on Barcelona's Social and Political Legacy of the Olympics between 1993 and 2024**
- **Sengouni (GRE) Large-scale Urban Development Projects: The Long-term Governance and Management of the Olympic Village in Athens**

Legacy Framework for Switzerland 203X

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Research question

It is difficult to create a legacy with the Olympic Games (see Müller 2021). Switzerland's approach makes it even more challenging: Switzerland is bidding as a nation, the Games are being prepared with a series of world championships, the private sports sector is in the lead, and it is budgeting on the basis of estimated secured revenues. The aim of the study is to provide the main features of a framework that will enable the organizer to contribute to the SDG 2030 or to the IOC's Agenda 2020+5.

Research methods

A mixed-research method according to Creswell and Clark (2011) is chosen:

- Desk research: As a first step, the concepts and lessons learned from previous Olympic bids were considered. Lessons learned from comparable projects (e.g., UEFA Euro 08, National Exhibition) were reviewed.
- Literature review: In a second step, relevant literature on the topic (e.g., Kassens-Noor 2015, Preuss 2019) was reviewed. The structure of the framework was developed.
- Expert interviews: Based on the preliminary results of the first steps, 6 expert interviews were conducted with former organizers and sustainability managers of international organizations.
- Workshops with partners: Two workshops with partners (e.g., cantonal economic departments, representatives of central sports federations) were held.
- Synthesis: The systematically condensed content was prepared as draft for the framework. This legacy framework was discussed with the core candidate team and finalized for the feasibility report.

Results and findings

The results of the process were presented in the organizer's feasibility study. Legacy, in the sense of SDG 2030 or Agenda 2020+5, is more likely to be achieved if the organizer follows the framework. The Legacy Framework consists of 12 propositions. Of these, 6 theses relate to the good governance of the organization of the Games. The place of legacy in the strategy and organization of the Games must be clearly defined. The management of the various public goods generated by the organization must be addressed. The position and participation of the public sector (Confederation, cantons and municipalities) in the private-sector-driven bid must be regulated from the start. The theses on good governance should ensure that the organizer not only commits to a positive legacy with promises, but that this legacy is also implemented in the day-to-day life of the organization. Negative developments for the legacy should be identified and avoided as early as possible. The key to a successful legacy is the formulation and quantification of goals and the generous funding of priority actions. A further 6 theses refer to concrete content for measures. The content theses are based on the classical dimensions of sustainability (economy, ecology and social issues) as well as on the dimensions of sport and overarching national issues. Important issues of social sustainability (integration, inclusion, volunteerism) as well as those of environmental sustainability (climate, energy, transportation) are at the top of the list. With the chosen form of organization and financing, economic sustainability will also change. More professionalism and entrepreneurial thinking will be required of the sport. The bid will challenge

the way we see ourselves and work together in Switzerland and will have a lasting impact on the way we promote sport. The various major sporting events in the run-up to the Games must be used consistently for the development and preparation of the Games.

Management Implications

The study was commissioned as part of the Games feasibility phase. The results have been incorporated into the feasibility study. Key findings were also presented to the IOC Future Host Commission. During the "Privileged Dialogue" for the 2038 Games, the 12 theses and their content need to be further specified. Commitment to the content will need to be obtained from organizer, partners and stakeholders. The organizational involvement of host communities, cantons and the Confederation is likely to be a challenge in democratic, federal Switzerland. Clarification of decision-making authority in this cooperation and funding of key legacy actions is the next step. A legacy management tool needs to be developed for this complex organization to be able to work together more effectively.

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Milking the 'Barcelona Model', a study on Barcelona's social and political legacy of the Olympics between 1993 and 2023.

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Research question

Barcelona'92 is arguably the most quoted example of how the Olympic Games can change a city for the better (Moragas Spà & Botella, 1995). In this study, we aim to which extent what has come to be called 'Barcelona Model' effectively triumphed, whether it was abused by the city authorities and whether this led to an eventual collapse of the model in the early 2010's. We will also be looking into the political and social debates of the city and connecting them to the legacy of the 1992 Games.

Research methods

This study will have two parts. First, we will review economic, social and tourism-related data and do a comparative analysis of branding and development with three cities that were in the same situation in the 1980's to allow us to understand to what extent the Olympic Games made a difference in the city's international brand projection and try to infer how the city's image would have evolved without the Games worldwide platform. We will use De San Eugenio's model for city branding (2011) to understand the different dimensions of the brand. Second, we will look at the use and abuse of the 'Barcelona Model' by the city's authorities and how it might have marked the political debate of the early to late 2000's as an extended legacy of the Games. To research that we will connect political narratives appeared in the Catalan media with real policies developed with the public administration during the decade of the 2010's.

Results and findings

The games created a new city image and sparked a change of scale and Barcelona's entry into international circuits (Morillo Palomo, 2016) and are considered a sort of 'template model' for urban regeneration through Olympic Games. The successful rebranding of Barcelona through urban renewal allowed the city to jump from 11th to 5th in the European Cities Monitor survey between 1990 and 2005 and more than quadrupled the number of visitors (Cushman & Wakefield, 2011). This resounding success led the city's authorities to tour the world presenting the 'Barcelona Model' to all audiences and to try and repeat the story in the following years. However, new attempts lacked the careful alignment different public administrations and private interests and innovation that characterized the Olympic consensus. This devolved into the Forum de les Cultures 2004, an out-of-control real estate-led operation under the disguise a made-up big event and further slipped into abuse of iconic architecture, especially during the real estate bubble of the 2000s. After the great recession of 2008-2012, Barcelona was left with a great imbalance: People would "come to Barcelona to be inspired and leave" (Universitat Ramon Llull, 2013) as the city ranked high on creativity rankings but low on long-term business attraction. The struggle between different approaches to fight this asymmetry has dominated the political landscape of the city in the decade of 2013-2023.

Management Implications

The Games provide a worldwide communication platform, and it is up to the host city's authorities to decide the product they wish to put on display. Barcelona implemented an extensive urban renewal program and showed a beautiful city, ready to receive the world. And that is what happened: The world came, liked what they saw and then came back with friends, family, and

business associates. The games kicked the ball, and the ball started rolling on its own. However, city managers should be aware of the long-term effects of such a massive platform, as Barcelona's brand has ever since suffered of a great imbalance, leaning towards tourism and creativity and struggling to identify with business opportunities, which in turn has affected the city's political landscape.

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Large-scale Urban Development Projects: The Long-term Governance and Management of the Olympic Village in Athens

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Research question

Which strategies and planning should an Olympic city follow and adopt for the post-Olympic governance and management of the Olympic Village in order to ensure its long-term sustainability and the local population's needs?

Research methods

The study used qualitative method in a case study approach for in-depth analysis. The main data collection was semi-structured interviews with key stakeholders (government, organizing committee, consultants, local government, civil society) on the basis of a predefined list of questions for discussion. Furthermore, direct observations were combined with interpretive walks offering contextually rich data on various aspects of Olympic Village residents' experiences. Documents such as reports, website information and grey literature constitute an important part of the data in this study by increasing the reliability of the data from the interviews. As a result, data triangulation was achieved by contributing to the data's validity and reliability.

Results and findings

The construction of an Olympic Village is essential for hosting a successful mega event like the Olympics. An Olympic Village as an urban planning intervention can serve as a catalyst for urban development by revitalizing underutilized areas and providing temporary economic benefits. However, the temporary nature of these development can also pose challenges in terms of long-term planning, sustainability, and legacy use of the Olympic Village. In this sense, the Olympic Village for 2004 Olympics provides a useful case study as it represents a significant major urban residential development project whose design and construction were a unique example of social housing experimentation in Greece. The Olympic Village, was initially designed to accommodate athletes during the 2004 Summer Olympics and then according to the plan to be repurposed for post-Olympic use, serving mainly as a social residential area. However, due to various factors such as the location, far from the city center and the lack of a long-term plan for the post-Olympic period, not all of the initial plans were fully realized. After the Olympics, the Olympic Village was allocated to beneficiaries of the workers' housing organization program in Greece. The concept of social housing was relatively underdeveloped at the time, and the provision of adequate housing for low-income individuals and families introduced a set of challenges and complexities. Twenty years after the Games the problems in the Olympic Village are still apparent. This paper delves into the difficulties of the Olympic Village post-Olympic use and into the difficulties faced by its inhabitants. Through interviews with various stakeholder groups, we aim to reveal the social, economic, political and urban challenges and impacts within the management and governance of the Olympic Village by highlighting the intricacies of social cohesion and public policy, particularly in the realm of social housing.

Management Implications

Overall, mega-events such as the Oympics have the potential to exert a decisive influence on urban transformations in metropolitan areas, shaping the spatial, economic, social, and cultural dynamics of host cities. However, realizing positive outcomes requires long-term strategic planning, effective

management and governance as well as engagement with diverse stakeholders to maximize the benefits and mitigate potential risks.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

Ethics and Integrity

Paper:

- **Meneses (BEL) Implementing Ethics and Integrity in (Olympic) Sports: An Analysis of Ethics Codes**
- **Lopes da Silva Candeo (GER) Governance and integrity challenges in esports: A scoping review**
- **Reyes (SUI) A Taxonomy of Fraud in Esports: Safeguarding Game Integrity Through Digital Forensic Science**

Implementing Ethics and Integrity in (Olympic) Sports: An Analysis of Ethics Codes

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Research question

This presentation aims to provide insights into the current state of affairs of implementing ethical behavior in international sport federations recognized by the IOC by analyzing the implementation processes stated in their codes of ethics. The research questions are: Which structures and processes to implement ethical behavior are present in the codes of ethics of international sport federations recognized by the IOC? How do these structures and processes differ?

Research methods

This study considers the IOC and all international sports governing bodies recognized by it. To answer the research questions, we analyze the publicly available code of ethics of each organization using the analytical framework for conducting content analyses developed by Mayring (2000) when looking for the foreseen processes and structures to implement ethical behavior. The results are first categorized based on the strategies for managing ethical behavior proposed by Stead et al. (1990) who identified various strategies for managing ethical behavior in organizations (such as open discussions about ethics, whistleblowing systems, training, ethics units, and rewarding and sanctioning behaviors). If needed, new categories will also be developed in an inductive procedure. Following the example of Garegnani et al. (2015), we will eventually develop a scoring model to quantitatively assess the ethical codes.

Results and findings

Results will be ready for presentation at the conference. Preliminary insights show a low presence of implementation structures and processes in ethical codes and some meaningful differences have already been identified. The latter applies to the actions under scrutiny, persons covered, organizational procedures, and sanctions. For instance, in terms of coverage, the reach of the code can be limited to employees in management positions, all officials, or all officials and athletes in the organization.

Management Implications

This study is the first to examine the ethical codes of the IOC and international sport governing bodies regarding structures and processes to implement ethical behavior. The developed scoring system allows a comparison of the codes and an analysis of best practices. This is important because better ethical practices in governing bodies should have a spillover effect into lower levels in the sport pyramid. This means that identifying best practice examples of how the implementation of ethical behavior can and should be implemented in the codes of ethics of leading sport organizations can inform international sport governing bodies on how to optimize their own ethical codes. Moreover, it can serve as a blueprint that can be adapted to other levels (national, local) as well.

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Governance and integrity challenges in esports: A scoping review

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Research question

"What are the challenges that esports face in governance and integrity?"

Sub questions:

(1) What is the extent of the identifiable challenges?

(2) Who are the stakeholders involved and/or affected by those challenges?

(3) What are similarities/differences among the challenges identified in the literature?

(4) Where are situated the contexts of those challenges (virtual or "physical" world)?

(5) What types of evidence are available regarding governance and integrity challenges in eSports?

Research methods

This study is a scoping review. This method is considered an important instrument to guide policymaking (Arksey & O'Malley, 2005; Mak & Thomas, 2022; Munn et al., 2018) by allowing a broad research question to map out important concepts and gaps.

Results and findings

Throughout the research that led to this scoping review, we identified a gap in literature that synthesizes what is generally available in terms of governance and integrity studies in esports. Although, we could identify reviews on the concepts of esports and specific integrity issues like gambling (Mattinen et al., 2023), impacts on health (Kelly & Leung, 2021), match-fixing (Zohn & Bleakley, 2023), societal impacts (Riatti & Thiel, 2022), role of the body (Riatti & Thiel, 2023), and on the concept of esports (Tang et al., 2023). The findings presented in the conference will be of preliminary nature as this is a work in progress.

Management Implications

The broad aims of this body of work are: map governance and integrity challenges in esports, detect the extent of issues in each aspect, as well as identifiable trends, and offer an overview of how those issues are debated in the eSports literature based on Reay et. al's (2009) six levels of evidence.

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A Taxonomy of Fraud in Esports: Safeguarding Game Integrity Through Digital Forensic Science

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Research question

What are the different types of fraud in esports, and how can they be categorized to strengthen detection and prevention efforts through digital forensic science?

Research methods

This study aims to develop a comprehensive taxonomy of fraud in esports, encompassing both traditional and digital forms of cheating. A systematic literature review will be conducted to identify existing research on esports fraud, cheating, doping, and match-fixing. Case studies of documented esports fraud incidents will be analyzed to identify patterns and vulnerabilities. Expert consultations will be conducted to validate and refine the taxonomy.

Results and findings

The resulting taxonomy will provide a structured understanding of the different methods employed in esports fraud, including edoping, which refers to the illicit use of digital means to enhance gaming performance. This categorization will serve as a foundation for developing targeted prevention and detection strategies, leveraging digital forensic science techniques to identify and analyze digital evidence of fraudulent activities aligned with Olympic Ideals and the Sydney Declaration of Forensic Science, which emphasizes the potential of forensic science to address broader issues beyond traditional crime-solving.

Management Implications

By understanding the landscape of Esports fraud and developing a comprehensive taxonomy, stakeholders can implement more effective measures to safeguard game integrity and uphold the ethical standards of fair play. This research will inform the development of anti-fraud frameworks and expand the capabilities of digital forensic investigators attuned to the unique rules and regulations of the Olympic system, contributing to the overall growth and sustainability of the Esports industry within the Olympic Movement.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

Looking forward to Paris 2024

Paper:

- **Hara (JPN) Representation of the Refugee Olympic Team in IOC, UNHCR Press Releases and Japanese Media**
- **Gignon (FRA) Paris 2024 Olympic Games and Image of Host Territories : the Case of Paris, Seine et Marne et Seine Saint-Denis Departments**
- **Moussi-Beylie (FRA) Olympic heritage and Sports Practice: The Impact of National Olympic Labels for Paris 2024**
- **Spalding (USA) Paris 2024's Potential Anti-Corruption Legacy**

Representation of the Refugee Olympic Team in IOC, UNHCR Press Releases and Japanese Media

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Research question

The research question of this paper is how the IOC/UNHCR/Yomiuri Shinbun (a Japanese newspaper) expresses the Refugee Olympic Team in the Olympics. The paper discussed how the Refugee Olympic Team makes an impact on internationalism, which is an institutional/ideological premise in the Olympics.

Research methods

This paper adopts Critical Discourse Analysis (CDA) as a method. ' It aims to point out the domination, discrimina-tion, and power relations expressed in linguistic discourse and, in particular, to critically examine unequal social rep-resentations, constructions, and institutionalizations that appear in discourse (Ruth & Michael, 2018). The documents covered are mainly IOC press releases, UNHCR/UNHCR Japan press releases, and the Yomiuri Shimbun, which is one of Japan's biggest newspapers. I analyzed all documents published up until 30 September 2023 from each website of IOC HP, UNHCR HP, and "Yomidasu," which is a digital archive system of Yomiuri Shinbun.

Results and findings

The analysis revealed five characteristics. The first is the emphasis on the nation, the second is the philosophy of sportspersonship, the third is the symbol "Yusra Mar-dini," the fourth is limited support for sport, and the fifth is no significant differences between IOC UNHCR and the media.

The first characteristic is the emphasis on the nation. All athletes participating in the Refugee Olympic Team are re-ported after the NOC of origin and host NOC are made clear. In addition, some refugee athletes have said they wanted to represent their home country. The second characteristic is the philosophy of sportspersonship. Being a sportsperson helps and is a criterion in dif-ficult situations as a refugee. However, the criteria for refugee athletes differ from those for other athletes and are de-termined by consultation between the IOC and the IFs. This means they are eligible to compete even if they do not reach the international competition standards that other athletes must meet in order to compete. In the philosophy of sportspersonship, there is a contradiction between awareness and the system. The third characteristic is the symbol, Yusra Mardini, who emphasized four elements: women, youth, swimming, and Syrian refugees. This attribute deserves attention in the media. The fourth characteristic is limited sports support: for top athletes, there is also the Refugee Olympic Foundation, established after the Rio 2016 Games, which provides scholarships and support to athletes aiming for the Olympics. Much of the support in refugee camps is targeted at children. The fifth characteristic is the strong links between UNHCR and the IOC: both shared some of the same articles and disseminated information about each other in their press releases. In the Yomiuri Shimbun, which featured the local media reporting on the event, the Refugee Olympic Team was reported only as a possible contributor to the peace celebrations.

Management Implications

The representation of the refugee athletes in the media - press releases and newspapers - reveals that the IOC and UNHCR generate similar information, and the newspapers simply disseminate this information. The fifth characteristic showed a governance problem, with a top-down structure bringing down information. Good governance ensures the reliability of holding sporting events or

maintaining sports organizations (Chapelet & Bayle, 2019). There is also a media problem in that eight newspapers were sponsors at the Tokyo Games (Moritsu, 2022).

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Paris 2024 Olympic Games and image of host territories: change in image for what type of tourists? The case Seine Saint-Denis

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Research question

Paris will host the Olympic and Paralympic Games. But some competitions and some infrastructures are also located in Seine Saint-Denis County (93), that is in a working-class area characterized by poverty and insecurity. The aim of this communication is to identify how the 2024 Olympic Games in the 93 and the facilities that will be built there, could change this image for different types of tourists (proximity tourists, French tourists and International tourists).

Research methods

The image of a territory can be defined as "the sum of beliefs, ideas and impressions that a person has of a destination" (Crompton, 1979). But it can change as a result of a positive or negative event and/or due to policies (Delaplace, 2020). Olympics can change this image but not all Olympic Games areas benefit from the same image effects. The image effect does not benefit cities that are already recognised worldwide (Kenyon and Bodet, 2018; Lai, 2018) and is only significant for cities and countries with little presence on the international stage (Chappelet, 2016). Moreover, as the image corresponds to a partial vision, situated, taken from a certain angle, or even distorted from reality, the image and the change in image is likely to differ according to people. In order to analyse the image effects of the Olympic Games in Seine-Saint-Denis for different types of tourists, we conducted a questionnaire survey with 979 visitors to Seine-Saint-Denis during the summer of 2023.

Results and findings

The survey shows that the vast majority of tourists in Seine-Saint-Denis are local (44.6% from Île-de-France, i.e. proximity tourist), followed by domestic tourists from outside Île-de-France (29.4%) and international tourists (26%). The proportion of international tourists is therefore much lower in Seine Saint-Denis than in Paris. Each visitor surveyed contributed three expressions. In total, we collected more than 1946 words, 472 words from international tourists, 570 from domestic tourists and 904 from proximity tourists, which were reclassified according to their semantic proximity. We also asked tourists to indicate whether these expressions were positive, neutral or negative. The responses enabled us to identify the images conveyed by the area amongst different types of tourists and day-trippers. In all, 52.9% of the words were described by the tourists as positive, and 37.9% as negative. Few words were described as neutral (9.2%). Among the most frequently occurring positive words were diversity, development and the Basilica of Saint-Denis, which tourists see as a characteristic feature of the area. On the negative side, poverty, insecurity and dirt are the most frequently cited words. During the survey, visitors were asked whether they thought the Games would change their perception of Seine-Saint-Denis. 66.1% felt that the Games would not change their image. 30% felt that their image would be improved, while only 2.5% felt that the image of Seine-Saint-Denis would deteriorate. The image effects of the Olympic Games, although limited, should therefore be positive. Analyses are in progress concerning the change in image way change their image or the different types of tourists.

Management Implications

Our findings show that the staging of numerous Olympic events in Seine-Saint-Denis, together with the infrastructure located there, will only marginally change the image of this county for the tourists questioned. More than ever, it is up to the region's promoters (politicians, tourism professionals, etc.) to publicise its characteristics and communicate on this subject to the tourists who will be present at the Games. These policies will make it possible to pursue the overall dynamic of transformation that characterises this region and perhaps to coproduce a tourism legacy of the Paris 2024 Games for Seine-Saint-Denis.

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Olympic heritage and Sports Practice: The Impact of National Olympic Labels for Paris 2024

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Research question

Since the announcement of the Paris 2024 Olympic Games, the Paris 2024 Games Organizing Committee has undertaken to label certain municipalities with the aim of promoting sports participation. This initiative stems from the recognition that major sporting events can play a crucial role in encouraging sporting participation, particularly among young people. The main objective of this initiative is to assess the impact of the "Land of the Games" label on the level of sporting participation.

Research methods

To measure this impact, we use the 'difference-in-differences' method, both conventionally, with a staggered treatment (Callaway & Sant'Anna, 2021) and spatially (Yan & al. 2022). The latter approach, which is our main method, combines the principles of the before-and-after and control group methods with those of spatial econometrics. The before-and-after and control group method enables us to compare the changes observed in the practice of sport before and after the introduction of the label, both in the labelled municipalities and in a group of non-labelled municipalities serving as a control group. At the same time, spatial econometrics helps us to take the geographical dimension into account by analysing the spatial interactions between communes and assessing the 'spill-over' effects, i.e. the indirect effects of the labelling policy on neighbouring communes.

Results and findings

In our analysis based on the classic DiD method, we observed a positive and significant effect of the treatment on the total number of licence-holders following accreditation. In fact, the municipalities awarded the label recorded an average increase of 0.2% in the number of licence-holders. This effect is even more marked for the Olympic federations in the municipalities awarded the label, as well as for the number of licences held by young people (under 25). About the staggered double-difference approach, it is particularly interesting to note that this effect of the label persists over the two years immediately following the award of the label for the municipalities concerned from 2019. This analysis also makes it possible to assess the overall impact of the Terre des Jeux label in France. The results show that, on average, a municipality awarded the label increased the number of members of its sports clubs by 0.1237%. These results confirm the findings of the classic double differences on Olympic federations and young people. The spatial regressions show a spill-over effect, albeit relatively limited.

Management Implications

This study has major implications for sport-related public policy, athletes and sport managers. It has shown that implementing a public policy focused on elite sport maximises the trickle-down effect, encouraging individuals to become more involved in sport by obtaining a sports licence. Indeed, it has been found that this trickle-down effect is relatively limited in the French sports market (Moussi-Beylie, 2023), underlining the need for appropriate public policies to make the most of it (Potwarka, Luke & Wicker, 2021).

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Paris 2024's Potential Anti-Corruption Legacy

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Research question

What is an anti-corruption legacy, and what measures is Paris 2024 adopting which could eventually constitute such a legacy?

Research methods

This piece relies on legal research, literature review, and interviews with anti-corruption officials.

Results and findings

Megasports are demonstrating a new capacity to build what this research calls an anti-corruption legacy: laws, policies, practices, or norms promoting accountability and transparency, that have application beyond the event, remain in place after the event is over, and the implementation of which is accelerated by hosting the event. France has adopted a number of public-sector reforms and private-sector initiatives that satisfy multiple recognized facets of legacy.

Management Implications

The theoretical framework and qualitative findings have implications for reforms that various entities within the host city/country can adopt to leave positive anti-corruption legacies: national governments (laws, policies, and enforcement initiatives); organizing committees (policies, contractual provisions, training programs, public awareness campaigns); and companies (policies and compliance systems).

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Global issues

Paper:

- **Fabre (AUS) Delivering a Climate-Positive Olympics: How can urban transport play its part?**
- **Kurscheidt (GER) Prospects of the Olympic Idea as global social capital of the Olympic Games: A conceptualisation based on survey findings in Germany**
- **Morris (GBR) Assessing and augmenting the potential for global mega-events to support sustainable urban development: a study of the Olympic Games**

Delivering a Climate-Positive Olympics: How can urban transport play its part?

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Research question

What factors tend to increase or decrease greenhouse gas emissions from urban transport in the context of hosting the Olympics? How might this insight be used to better manage the carbon footprint of the Games?

Research methods

A Systematic Quantitative Literature Review (SQLR) was conducted to delimit the state of knowledge on the positive and negative impacts of the Olympics on urban transport systems with regards to climate change. The SQLR systematically analyses patterns/trends and debates within the topic and provides a comprehensive analysis across various disciplines to address the first part of the research question. This is followed by a comparative policy analysis for three selected cities that are at different stages of hosting the Olympics: Past (London 2012) to identify the legacy for urban transport systems; Present (Paris 2024) to identify the dynamics of what happens during the Games; and Future (Brisbane 2032) to identify the possible implications for future Games. This policy analysis examines urban transport decarbonisation strategies initiated or accelerated for the Games in these three host cities and assesses their potential to create transformative change.

Results and findings

To avoid the worst effects of climate change, more robust interventions are needed in sectors such as transport that are major emitters of greenhouse gasses (GHG) but are least likely to achieve net zero emissions in the medium term. As the third largest contributor to GHG emissions globally, urban transport is not sustainable and needs to be decarbonised. By increasing travel demand in host countries, the Olympics, one of the largest events in the sports world, tends to exacerbate the problem of transport emissions. With the new International Olympic Committee's (IOC) climate commitments to deliver climate-positive Games from 2030, host cities are now required to provide more sustainable solutions, including emission reduction and carbon offsets. Despite having a significant carbon footprint, the Olympics can also provide the impetus for investments that accelerate the transition towards more sustainable transport systems. Research shows that the most sustainable way of doing this includes fully decarbonising transport systems, where priorities involve:

- Redirecting investments to low-emission transport networks and infrastructure, such as active mobility, public transport, and electric vehicles; and,
- Implementing transport demand management strategies and more ambitious emissions standards and regulations.

As host cities use these mega-events that attract funding, the Olympics is an opportunity to accelerate sustainable investments and strategies. London 2012, Paris 2024, and Brisbane 2032 have the common goal of prioritising sustainable transport in their overall planning for the Games and creating an enduring legacy, with different degrees of climate commitments, transport capacities, and urban contexts. Despite operational, financial, and social barriers, all three host cities share interesting opportunities for change to decarbonise urban transport.

Management Implications

The findings of this project will be useful for Olympic organisers and managers to better prepare for the decarbonisation of urban transport for the upcoming Olympics to achieve the IOC target of delivering climate-positive Games by 2030. This project will give key stakeholders involved in organising the games more insight into how we can learn lessons from the previous Olympics and how the changing criteria of the IOC will affect strategies to prepare for the Games. The findings of this research can be used to determine the extent to which the host city may successfully steer investments towards urban transport decarbonisation and identify the changes needed in this area to comply with the IOC's climate commitments.

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Prospects of the Olympic Idea as global social capital of the Olympic Games: A conceptualisation based on survey findings in Germany

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Research question

How could the Olympic Idea be perceived and conceptualised as global social capital and, thus, be credibly developed as a global intangible legacy of staging Olympic Games?

Research methods

Among Olympic officials and organisers of the Games as well as in the academic debate, the concept of long-term Olympic legacies, created for hosting cities, regions and nations by staging the Games, has attracted much attention during the past years. However, largely overlooked are two dimensions of Olympic legacies. First, the intangible legacy of fostering the Olympic Idea (notably, the three key values of the Olympic Charta: respect, friendship, and excellence) in the hearts and minds of people, and second, the global legacy of Olympic Games as conveyor of the Olympic Idea beyond the hosting nations. Therefore, this study proposes social capital theory to model the legacy of the Olympic Idea. Relevant constructs of the theory together with measurements of attitudes towards sports, the Olympic system, and the Games had been operationalised in a questionnaire and distributed among German residents via a clustered online sampling as a repeated survey by the time of the 2014, 2018, and 2022 Winter Olympic Games. The results presented here focus on the latest 2022 issue of the survey (N=441 with a completion rate of 79%). The cluster sample can statistically be interpreted as approximately representative and covering control groups (e.g., less sports interested people).

Results and findings

Already the descriptive findings evidence a high appreciation of Olympic Values (i.e., Olympic social capital) and, at the same time, inner conflicts of the respondents regarding the commercialised and politicised role of the Olympic Games. While 62% think that the Olympic Idea is important and impressive 94% like the Olympic Idea as integral part of the Games, only a third (somewhat) agree that the Games convey Olympic Values. Likewise, 85% state that the Games are 'nice to have'. Yet, less than half (45%) still believe that sports are the focus of the Games and rather see economic (78%) and political interests in the centre (51%). However, multiple regression analyses on constructs of Olympic Values reveal that, all else equal, younger people tend to value the Olympic Idea more than older generations while the latter are less sceptical towards the potential of the Games to convey Olympic Values. Interestingly, those respondents who think that economic interests are dominant at the Games tend to significantly appreciate the Olympic Idea more than others when controlling for confounding attitudes. Thus, the conflict of logics between commercialisation and values of the Olympics may not be strictly given. Moreover, elements of the Games that symbolise the Olympic Idea, such as the opening ceremony and the integration of new sports, are found to be consistently significant in strengthening positive attitudes towards Olympic Values.

Management Implications

The Fostering the Olympic Idea should be understood by Olympic officials and organisers of the Games as an effective strategy to shape the future of the Olympic system and the Games alike. Investments into Olympic education and symbolism of Olympic Values pay off by creating a global social capital and, thus, an intangible legacy of staging the Olympic Games. In turn, the appreciation of the Olympic Idea raises the acceptance of economic and political realities of the Games and may contribute to more support of the Olympics, as well in (Western) democratic societies where the backing of the Olympic system waned over the past years. Hence, the Olympic Values are more than an idea and a façade of the Games. They are also a business and political asset of Olympic system that deserves targeted investments.

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"Assessing and augmenting the potential for global mega-events to support sustainable urban development: a study of the Olympic Games."

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Research question

The research explored a constructionist hypothesis via three research questions:

1. How potent are mega-events like the Olympic Games as agents of urban/human transformation?
2. How much of that potential is translated into positive sustainable urban development?
3. How effective are current governance, public funding streams and event franchise models to support sustainable urban development?

Two Olympic Games (those of London 2012 and Rio 2016) also provided Case Studies.

Research methods

Research explored the following hypothesis: "With adjustments to governance, funding and event franchise structures, global mega-events such as Olympic Games could make significant contributions to sustainable urban development and the events themselves, more sustainable."

A mixed methods approach was underpinned with a literature review and analysis of extant data. Original research was via thirty-six extended interviewees with senior experts from the following sectors:

- International Olympic Committee - IOC (Strategic Leadership, Legacy, Sustainability, Hosting and Broadcast)
- Olympic Games Organising Committees - OCOGs (Strategic Leadership, Communications, Public Engagement, Education, Legacy)
- Host City Government
- Urbanists/Planners
- Commercial Partners
- International agencies (including OECD, WHO etc)
- Academics and commentators from diverse geographic, cultural and ideological groundings

Responses were analysed alongside extant research/data.

Results and findings

Findings can be summarised as follows:

Q1. How potent are mega-events like the Olympic Games as agents of urban/human transformation?

Strong consensus emerged that such mega-events create public energy and political motivation sufficient to act as highly potent catalysts through short term inspiration and long-term systemic change with potential to impact major urban sustainability issues such as public health, climate change or social inclusion and equity.

Q2. How much of that potential is translated into positive sustainable urban development?

With notable exceptions, potential benefit for hosts is not regularly or sufficiently translated into sustainable development. Over-promising or under-planning were evidenced, as was naivety on behalf of hosts ill-equipped to harness Games energy.

Q3. How effective are current governance, public funding streams and event franchise models to support sustainable urban development?

Governance arrangements emerged as a key factor in determining long term impacts and greater long-term continuity of ambition and community engagement could be underpinned with more balanced governance around the OCOG. Evidence also suggested further scope for hypothecated public funding to be deployed by hosts as a powerful lever in favour of long term, targeted impacts. Event franchise models for the Olympic Games are undergoing significant revision (particularly in host selection and flexibility of hosting requirements) and should be evaluated, whilst scope exists for further adjustments. Thus the hypothesis was largely validated but found to be incomplete. Case Studies from London 2012 and Rio 2016 demonstrated the need for clarity of long-term urban vision allied to sound governance, hypothecated public funding leveraging long-term impacts, and further adjustments to event franchises if Olympic Games are to promote sustainable urban development.

Management Implications

Governance arrangements should be adapted to integrate long term sustainable development with short term event delivery. Public funding flows offer powerful levers and should be hypothecated towards long term sustainable development priorities. Franchise holders such as the IOC are to be encouraged in their current direction of greater flexibility, seeking hosts with appropriate goals for their city. Cities should host only if, first, they are confident about their long-term community and sustainable development needs and secondly, the event will sufficiently add value to meeting such challenges. Academics can develop a matrix analysis tool to assess each city`s sustainable urban development needs against the assets of events such as the Olympic Games.

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INTERNATIONAL SPORT BUSINESS SYMPOSIUM

Poster Session

- **Bai (USA) Promotion Sustainable Impact of Winter Olympic Games on Host Cites: The Case of Beijing 2022**
- **Markina (RUS) Internal Sports event-tourism as the new destination for resort-city: the case of Sochi 2014 Olympic legacy**
- **Mukanova (FRA) The study of FIBA Women's Eurobasket 2021 alliance: the effect of event delivery model of FIBA Europe on organizational learning outcomes**
- **Nicoliello (ITA) Internal Sports event-tourism as the new destination for resort-city: the case of Sochi 2014 Olympic legacy**
- **Doustaly (FRA) Sustainable Games - Paris 2024: Lessons Learned?**

Promotion Sustainable Impact of Winter Olympic Games on Host Cites: The Case of Beijing 2022

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Research question

How have policies, regulations, operational strategies, and procedures contributed to the successful staging of the 2022 Beijing Winter Olympic Games?

What strategic initiatives have the host cities undertaken to leverage the Olympic legacy for long-term community growth and urban transformation?

How has the Winter Olympic legacy impacted the development and sustainability of the regional ice and snow industry, and regional economic growth?

Research methods

Through conducting documentary analyses, on-site observations, and interviews of event organizing committee members and event managers, this case study was designed to examine the 2022 Beijing Winter Olympic Games with a focus on policies, regulations, operational strategies and procedures, and other management activities associated with staging the 2022 Beijing Winter Olympic Games. By dissecting tourism data, we analyzed and synthesized the strategic initiatives undertaken by the host cities to leverage the Olympic legacy.

Results and findings

Preliminary findings have revealed that the legacy plan is positioned for long-term community growth, urban transformation, and developmental sustainability of host sites to be premier winter sport destinations and serve as a driving force for continuous contributions to regional economic growth. The findings confirm and reinforce the stated objectives of 2022 Beijing Olympic Games and indicate that well planned and managed Winter Olympic legacy has the capacity to significantly enhance the regional ice and snow industry, generate economic development and diversification, and contribute to environmental protection and sustainability. Doing so, regional sport tourism potential can be bolstered by improved facility accessibility, increased tourism attractiveness, elevated domestic and international visibility, and most importantly, heightened interest and participation of winter sport activities among the general populace.

Management Implications

These findings provide implications for sustainable operation of Olympic infrastructures and promotion of winter sport participation and tourism. The findings also shed light on how future host cities should do to maximize the post-event's utilization, management, and marketing of sporting venues and supporting infrastructures.

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Internal Sports event-tourism as the new destination for resort-city: the case of Sochi 2014 Olympic legacy.

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Research question

This article is devoted to the issue of formation and development of sports event tourism in the city of Sochi in the post-Olympic period, as well as the impact of this factor on the socio-economic development of the city 10 years after the Games. The aim of this study is to analyze the development and involvement of tourism infrastructure in the host city of Sochi to determine the socio-economic results of the legacy of the Sochi 2014 Olympic Games.

Research methods

The study used a case study approach and mixed methods of data collection: data analysis and semi-structured interviews. For a more objective study of the impact of the XXII Olympic Winter Games "Sochi 2014" on the development of sports event tourism in the city of Sochi in the period from 2013 to 2022, the author analysed documentary data from the Ministry of Tourism and Olympic Legacy of the Krasnodar Region (annual reports), the Ministry of Physical Culture and Sports of the Krasnodar Region (annual reports) and, at the same time, conducted interviews with CEOs of three sought-after commercial projects for non-professional athletes.

Results and findings

Today Russia is out of international sports event tourism. However, between 2013 and 2021, Russia hosted many international events, sush as: the FISU Winter and Summer Games, the FIFA World Cup Russia 2018, and Sochi hosted the annual Formula 1 Russian Grand Prix. In 2022, the situation changed drastically for political reasons. This study is directly devoted to the development of a new area - sports event tourism and the development of this area in the resort city of Sochi as one of the elements of the legacy of the Sochi 2014 Olympic Games. A significant part (65%) of sports event tourism in Sochi is made up of regional and federal youth sports competitions, namely championships and cups in various sports areas. The main flow is represented by athletes from 8 to 18 years old, as well as their coaches and parents. Federal budget funds are allocated for such events, including accommodation and meals for the participants. The economic effect for the city lies in the direct spending of tourists on leisure time during the competitions. Commercial competitions of professional athletes (25%) contribute to attracting tourists to Sochi. These are matches of professional hockey and football clubs, matches of national teams, as well as competitions of individual athletes in boxing or MMA. The target audience of this segment is families with children or the working population aged 27 to 60. They stay in Sochi usually 1-3 nights. The economic effect for the city consists of the costs of accommodation, food, transport services and leisure activities. Commercial competitions for non-professional athletes account for 10% of sports event tourism in Sochi. The main events: the International Sochi Marathon, the IRON STAR Triathlon and the Night Hockey League (a tournament of amateur hockey teams).

The economic effect for the host city:

- IRON STAR Triathlon - 411,500 € per year;

- Night Hockey League - 432,000€ per year;

- International Sochi Marathon - 463,000 € per year.

Management Implications

The results of the study allow us to speak about the development of internal sports event tourism in the city of Sochi after the Games. All Olympic venues combined are exceptional in terms of quality, compactness of location and infrastructure integration. The development of the commercial sports events sector for non-professional athletes in the post-Olympic period defines this fact as an Olympic legacy.

Event tourism in general and sports event tourism in particular has enabled the city to secure a high ranking for the area and attract significant tourist flows.

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The study of co-hosted FIBA Women's Eurobasket 2021 alliance: the effect of event delivery model of FIBA Europe on organizational learning outcomes

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Research question

The objective of this thesis is to analyze factors affecting collaboration outcomes such as organizational learning of Joint Hosting Alliances (JHAs). The first question asks what the drivers and motives of JHAs are (formation phase). The second question investigates the event delivery model that manages JHAs (management phase). The final third and fourth research questions examine the organizational learning outcomes and the factors affecting these outcomes (outcomes phase).

Research methods

This study analyses the collaboration of multiple hosts in co-hosting sporting events which has been a recent one-off monosport event hosting trend in the last 20 years. We will refer to their partnerships as Joint Hosting Alliances (JHAs) as we rely on strategic alliance, Interorganizational relationships (IOR) and interorganizational learning theoretical frameworks (Babiak & Willem, 2017; Byun et al., 2019; Malo & Elkouzi, 2001).

The research employs a single case study of the International Basketball Federation (FIBA)'s Eurobasket Women 2021 event co-hosted by Spain and France. The data were collected from two sources: semi-structured interviews (n=12) and event governance documents (i.e. bid regulations, workshop meetings minutes). The data analysis included a mix of deductive and inductive coding approaches through MAXQDA software. We also performed analysis of the frequency of ties to measure the intensity of collaboration.

Results and findings

We learned that inter- and extra-organizational learning are not the areas that are financed and therefore controlled by either JHA members or event owners which explains the lack of strategic planning for such organizational learning outcomes. Future studies should focus on understanding the role of the public sector in being involved in planning and managing such organizational learning outcomes as they turned out to be incremental in supporting such outcomes. Practitioners will also benefit from this study's findings: a) event organizers should focus on building the match based on alliance formation and the national factor recommendations that could facilitate learning opportunities; b) event owners should be more aware of how their formalization tools affect the frequency and quality of interactions that can be conducive to learning.

Management Implications

To conclude, this work was a small and modest contribution to understanding how sporting events can be harnessed for international dialogue, understanding, and peace. The main takeaway message of this research lies in highlighting that JHAs are not necessarily strategic partnerships, but rather transactional. Due to the high event velocity and differences in legal, administrative, and financial background, this study proved that such events could not be platforms of intense collaboration that can lead to specific strategic social legacy outcomes or planned interorganizational and extraorganizational learning outcomes. Although social impacts, unfortunately, remain an area that is not yet regarded as important in such alliances, the contribution of this study is that we identified the start

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Reducing Public Funds Reliance in Olympic Bids: The Agenda 2020 Approach

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Research question

Agenda 2020 and 2020+5 encourage bids to prioritise existing infrastructure and venues, reducing the need for costly new construction. This approach promotes long-term sustainability by repurposing facilities for future use, ensuring a lasting legacy beyond the Games.

Can this new approach make the bidding process more cost-effective and accessible for potential host cities?

Research methods

Using the content analysis method, the research will analyse the documents issued by IOC related to Agenda 2020 and Agenda 2020+5 in order to show how this new approach can reduce the public funds reliance in Summer and Winter Olympic Games bids.

Results and findings

To decrease the financial strain on host cities, Agenda 2020 and 2020+5 encourages collaborative efforts between regions, countries, and even multiple cities. This approach spreads the financial responsibility and promotes unity and regional development.

The IOC's commitment to promoting sustainable practices, environmental responsibility, and increased transparency aligns with Agenda 2020's goals.

Management Implications

By fostering a more sustainable and cost-effective approach to hosting the Olympics, the IOC can ensure that bids are economically viable and reduce the reliance on public money, ultimately benefiting both the host cities and the integrity of the Games.

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Sustainable Games - Paris 2024: Lessons Learned?

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Research question

The paper questions the sustainability of Paris 2024 promoted as 'the most sustainable Games in history' in the regeneration of lower income/ deprived neighbourhoods, clean-up of waterways, and participation by young people. Paris claims that only 5% of the facilities would be new, however this ignores the two previous failed bids for which new facilities were constructed and now form part of the 2024, and the over-turning of planning decisions on road and environmental schemes in the city.

Research methods

Literature review, Documentary content analysis, Site visits, Interviews with key agencies, city and development authorities and host communities.

Results and findings

Sustainability is conceived through social, economic and environmental pillars so the notion of a Sustainable Games operating at the scale of the Olympics struggles to reconcile these elements. In reality they conflict with one another as the spatial fix demanded creates winners and losers manifested through land use decisions, uneven resource allocation and negative impacts on incumbent communities. In Paris2024 sustainability is promised through the use of pre-existing facilities however this is disingenuous since Velodrome, Watersports and Tennis centres were authorised as a result of the earlier bids with the latter major extension approved by central government despite democratic planning decisions repeatedly turning this development down on environmental and social grounds. Olympic budgets in this case are significantly under-stated, undermining any cost-benefit analysis and credibility. Major previously rejected road schemes were also resurrected to support the Olympic project and other environmental corridors compromised as part of facility development. Social objectives around young people's participation in sport reveals weak programmes and failure to learn from evidence from previous Games where there were no sustained increases in young people's participation in sports, and no improvement in health and well-being amongst local youth. Off-site sports notably surfing to be hosted in the Polynesian island of Teahupo'o rather than closer to home are mired in controversy over social and environmental impacts, visitor carrying capacity constraints (coinciding with peak tourism) and failure to heed local community concerns. The clean-up and planned usage of a stretch of the Seine also presents challenges over sewage pollution and restricted access for businesses and residents as experienced in London2012 where the river/canal, long polluted from industrial waste/toxic soil, effectively pushed the problem outside of the Olympic zone to adjoining areas.

Management Implications

As the event itself beckons, the claim to be the most sustainable games in history ignores recent history and is already negated by the decisions that have been made despite this stated goal. This again questions the feasibility of such an event as presently conceived to be anything but unsustainable. Questions therefore arise as to why lessons are not learned in this process and what model, if any, might be adopted to approach genuine sustainability of this mega-event.

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Workshops and Panel

- **Workshop I: Sustainability of Paris 2024 Olympic and Paralympic Games**
- **Workshop II: Sport Ethics and Integrity – and the Olympic Games**
- **Panel: Future of the Games and Legacy: 8 years to Brisbane**

Workshop I: Sustainability of Paris 2024 Olympic and Paralympic Games

Christoph Lepetit (FRA), Centre de Droit et d'Economie du Sport (CDES)
Marie Barsacq (FRA), Director of Impact and Legacy for OCOG Paris 2024
Holger Preuss (GER), Chairman Evaluation Commission for Sustainability of Paris 2024

We discussed and delivered (concise oral presentations) certain findings from the Paris 2024 Supervisory Evaluation Committee on the social and economic impact, as well as the challenges associated with assessing the Games' impact and legacy. The Paris 2024 OCOG was present at this workshop.

Workshop II: Sport Ethics and Integrity – and the Olympic Games

Prof. Dr. Jörg Königstorfer (GER), Professor at Technical University of Munich
Dr. Ian Brittain (GBR), Associate Professor at Coventry Business School

We discussed and presented (brief oral presentations) the latest findings and ideas concerning sports ethics and the integrity of sports. Topics may include governance issues, match-fixing, sexual harassment, environmental harm, discrimination, etc., related to the Olympic Movement or the Olympic and Paralympic Games. The DoctorAl Training Network in Sport Ethics and Integrity (DAiSI) (EU-funded MSCA DAiSI DTN) had been presented for this workshop.

Additionally, we looked at the future of "EventRights" from different perspectives. We invited the partners of this EU funded RISE Marie-Curie project to report their latest research and then discuss what that means for the future.

Panel: Future of the Games and Legacy: 8 years to Brisbane

Stephanie Brantz (AUS), Sport and Major Events MC, Presenter, Commentator, Reporter, Non-Executive Director
Baklai Temengil (PLW), IOC Member, Vice-President Oceania National, Olympic Committees, Secretary General Palau, National Olympic Committee
Matt Carroll AM (AUS), CEO Australian Olympic Committee
Tim Baker (AUS), CEO City of Gold Coast
Kerry Peterson (AUS), Chief Impact Officer, Brisbane 2032 Olympic and Paralympic Games
Dr. Caroline Riot (AUS), Director Games Engagement and Partnerships, Griffith University

Brisbane is getting ready to welcome the world in 2032, and from the perspective of stakeholders who are involved in Games preparations for 2032, this panel share a future vision for the City and Region. To ensure an ongoing legacy, the panel explores what is required by government, industry, communities and universities from across Australia and globally, and how 'alliance' can benefit the Olympic Movement. Titled "The Future of the Games and Legacy: 8 years to Brisbane", the panel unpacks legacy challenges and opportunities, discusses how lessons from the past are being used to shape future plans for sport and society, and explores how future trends will impact the Olympic Movement.

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We would like to thank all our partners, participants and guests.