Major Sport Events: From Bidding to Implementation – Maximising positive Legacy

Prof. Dr. Holger Preuß
Johannes Gutenberg-Universität Mainz

Conference
“Die Laufbahn der Athleten
6. Deutsch-Chinesisches Symposium”
EU – Sport Unit
XG ECO – Lead Expert “legacy of major sport events”

IOC Commission Member
“Sustainability & Legacy”

Member: Research Project
“The Basic Principle, Key Areas and Significant Issues for the Preparation of the 2022 Winter Olympics’, (National Social Science Foundation of China)
From Bidding to Implementation –
Maximising positive Legacy

Definition of Legacy

“Legacy is any action (practice) in a given area (e.g. host city) and time driven from structural changes initiated by staging of the Olympic Games.”

Note: Sustainability describes social development, economic development and environmental protection and is a different concept than legacy.
## Consultation with Researchers Framework

Feedback from academics:
- a) Workshop in Rio de Janeiro 16.8.2016 (with members of IOC commission)
- b) Written comments to suggested framework (1.9.-28.9.2016)

### The Legacy Framework

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Country of origin</th>
<th>University</th>
<th>Perspective</th>
<th>Work in Olympic Host City</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Amara</td>
<td>Tunisia</td>
<td>Qatar University, Doha</td>
<td>Qatar</td>
<td>Management</td>
<td>No M</td>
</tr>
<tr>
<td>2</td>
<td>Chalip</td>
<td>USA</td>
<td>University of Illinois</td>
<td>USA</td>
<td>Management</td>
<td>No M</td>
</tr>
<tr>
<td>3</td>
<td>Chappelet</td>
<td>Switzerland</td>
<td>UNIL, Lausanne</td>
<td>Switzerland</td>
<td>Management / Politics</td>
<td>Yes M</td>
</tr>
<tr>
<td>4</td>
<td>DaCosta</td>
<td>Brazil</td>
<td>State University of Rio de Janeiro</td>
<td>Brazil</td>
<td>Philosophy / Urban Engineer</td>
<td>Yes M</td>
</tr>
<tr>
<td>5</td>
<td>Dickson</td>
<td>New Zealand</td>
<td>Auckland University of Technology</td>
<td>New Zealand</td>
<td>Management</td>
<td>No M</td>
</tr>
<tr>
<td>6</td>
<td>Frawley</td>
<td>Australia</td>
<td>University of Technology Sydney</td>
<td>Australia</td>
<td>Management</td>
<td>No M</td>
</tr>
<tr>
<td>7</td>
<td>Georgiadis</td>
<td>Greece</td>
<td>University of Peloponnes, Sparta</td>
<td>Greece</td>
<td>History</td>
<td>Yes M</td>
</tr>
<tr>
<td>8</td>
<td>Girginov</td>
<td>Bulgaria</td>
<td>Brunel University, London</td>
<td>UK</td>
<td>Management</td>
<td>Yes M</td>
</tr>
<tr>
<td>9</td>
<td>Gouguet</td>
<td>France</td>
<td>University of Limoges</td>
<td>France</td>
<td>Economist</td>
<td>No M</td>
</tr>
<tr>
<td>10</td>
<td>Grix</td>
<td>UK</td>
<td>University of Birmingham</td>
<td>UK</td>
<td>Management</td>
<td>No M</td>
</tr>
<tr>
<td>11</td>
<td>Harada</td>
<td>Japan</td>
<td>Waseda University, Tokyo</td>
<td>Japan</td>
<td>Management</td>
<td>Yes M</td>
</tr>
<tr>
<td>12</td>
<td>Hiller</td>
<td>Canada</td>
<td>University of Calgary</td>
<td>Canada</td>
<td>Urban Sociology</td>
<td>Yes M</td>
</tr>
<tr>
<td>13</td>
<td>Kaplanidou</td>
<td>Greece</td>
<td>University of Florida, Gainsville</td>
<td>USA</td>
<td>Management / Tourism</td>
<td>No F</td>
</tr>
<tr>
<td>14</td>
<td>Knott</td>
<td>South Africa</td>
<td>Cape Peninsula University of Technology, Cape Town</td>
<td>South Africa</td>
<td>Tourism</td>
<td>No M</td>
</tr>
<tr>
<td>15</td>
<td>Leopkey</td>
<td>Canada</td>
<td>Georgia Tech University, Atlanta</td>
<td>USA</td>
<td>Management</td>
<td>Yes F</td>
</tr>
<tr>
<td>16</td>
<td>Liu</td>
<td>China</td>
<td>Shanghai University of Sport</td>
<td>China</td>
<td>Management</td>
<td>No M</td>
</tr>
<tr>
<td>17</td>
<td>Preuss</td>
<td>Germany</td>
<td>Johannes Gutenberg University, Mainz</td>
<td>Germany</td>
<td>Sociology / Economy</td>
<td>No M</td>
</tr>
<tr>
<td>18</td>
<td>Ren</td>
<td>China</td>
<td>Beijing Sport University</td>
<td>China</td>
<td>Education</td>
<td>Yes M</td>
</tr>
<tr>
<td>19</td>
<td>Swart</td>
<td>South Africa</td>
<td>Cape Peninsula University of Technology, Cape Town</td>
<td>South Africa</td>
<td>Management</td>
<td>No F</td>
</tr>
<tr>
<td>20</td>
<td>Toohey</td>
<td>Australia</td>
<td>Griffith University, Gold Coast</td>
<td>Australia</td>
<td>Tourism</td>
<td>No F</td>
</tr>
<tr>
<td>21</td>
<td>VanWynsberghe</td>
<td>Canada</td>
<td>University of British Columbia, Vancouver</td>
<td>Canada</td>
<td>Education / Politics</td>
<td>Yes M</td>
</tr>
<tr>
<td>22</td>
<td>Legg</td>
<td>Canada</td>
<td>Mount Royal University</td>
<td></td>
<td>Education</td>
<td>Yes M</td>
</tr>
</tbody>
</table>
Consultation with Researchers Framework

WORK IN PROGRESS

The Legacy Framework
Event & Education

Event Time
- Awareness of public interest
  - Economics of Awareness (ability to get recognition)
  - Change management (destabilization of existing structure)
  - Chance to reach all social groups
  - Chance to touch population emotionally

Post Event Time
- Change of structure of the city

Major Event
The Vision

Olympic Games’ Vision

City Vision

City vision fitting to Olympic brand

Olympic Movement

Society’s Expectations

Olympic Legacy

“building a better world through sport”

Better life

Time
• The VISION is the focal point for the Olympic Games planning process. Each activity initiated for the Olympic Games shall go along with the vision. The vision shall fit to the Olympic Brand but can contain legacies in the interest of the host city.

• Where does the vision come from? Who is designing the vision?

It shall be a consortium of the following stakeholders:

⇒ IOC: Creating a better world through sport
⇒ Host City: Creating a better city through the Games (Recommendation: involvement of the population/stakeholders shall be ensured. Thus an governing body should minimize “political opportunism”).
⇒ NOC / national government: may be involved

Practice – it starts with BIDDING:

a) workshops in early stage to help finding the best vision for the bid cities.

b) The vision (fit to Olympic Brand) and its stakeholder acceptance shall become a major point in any planning

c) The host city / government shall install a legacy governing body which acts independent from the OCOG and shall last longer than the Games.

d) IOC and this governing body for legacy delivery may jointly define key criteria and variables to regularly measure the legacy (OGL = Olympic Games Legacy)
⇒ **Games requirements** = necessary and from IOC defined changes a city needs to stage successful Olympic Games
⇒ **Value added** = measures taken to maximize planned legacies (from vision)
⇒ **Political choices** = measures wanted by host city/government they want to develop

**LEGACY FRAMEWORK**

**The three deliveries before the Games**

- **HOST City Election**
  - Games requirements
  - Value added for legacy delivery
  - Political choices

**Olympic Games**

**Structural changes left after Games**

"building a better world through sport"
Legacy derives from all STRUCTURAL CHANGES caused by staging the Olympic Games. Thus legacies start already with changes initiated right after the decision to bid for the Games. STRUCTURAL CHANGES exist longer than the Games and offer permanently opportunities for action. Thus it must not be mixed up with the primary (direct) impact of the Olympic Games (e.g., economic impact or worldwide media interest). The CHANGES can be found in

Cities (physical / space):
1) Urban development
2) Environment enhancement

People (soft / humans):
3) Policies, Governance
4) Human development (Skills, knowledge and networks)
5) Intellectual Property
6) Social development (beliefs)

6 Structural Changes

The Concept of Legacy
Vision
City vision fitting to Olympic brand

HOST City Election
Games requirements
Value added for legacy delivery
political choices

Olympic Games

Structural changes left after cities

Policy, governance
human development (skills, knowledge & networks)
intellectual property
social development (beliefs)
environment enhancement
urban development

"building a better world through sport"
Each *STRUCTURAL CHANGE* is only building a "better world" when it is used or when peoples’ behaviour changes.

e.g.

White elephant vs. Venue used
Knowhow there vs. Knowhow used
Believes vs. Change in behaviour

**Sport Legacy in Practice**

**WHY THE STEP TO PRACTICE A CHANGE IS IMPORTANT**
Major Sport Events: From Bidding to Implementation – Maximising positive Legacy