

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

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Conference  
“Die Laufbahn der Athleten  
6. Deutsch-Chinesisches Symposium”  
Berlin 12-15.12.2016

*Olympic Flame London 2012*



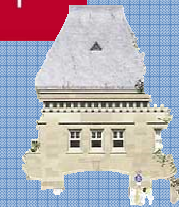
EU – Sport Unit  
XG ECO –  
Lead Expert “legacy of major sport events”



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)



OLYMPIC RESEARCH

Links between Education and Economics

# 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.

### DEFINITIONS

## Legacy

# Consultation with Researchers Framework

Feedback from academics:

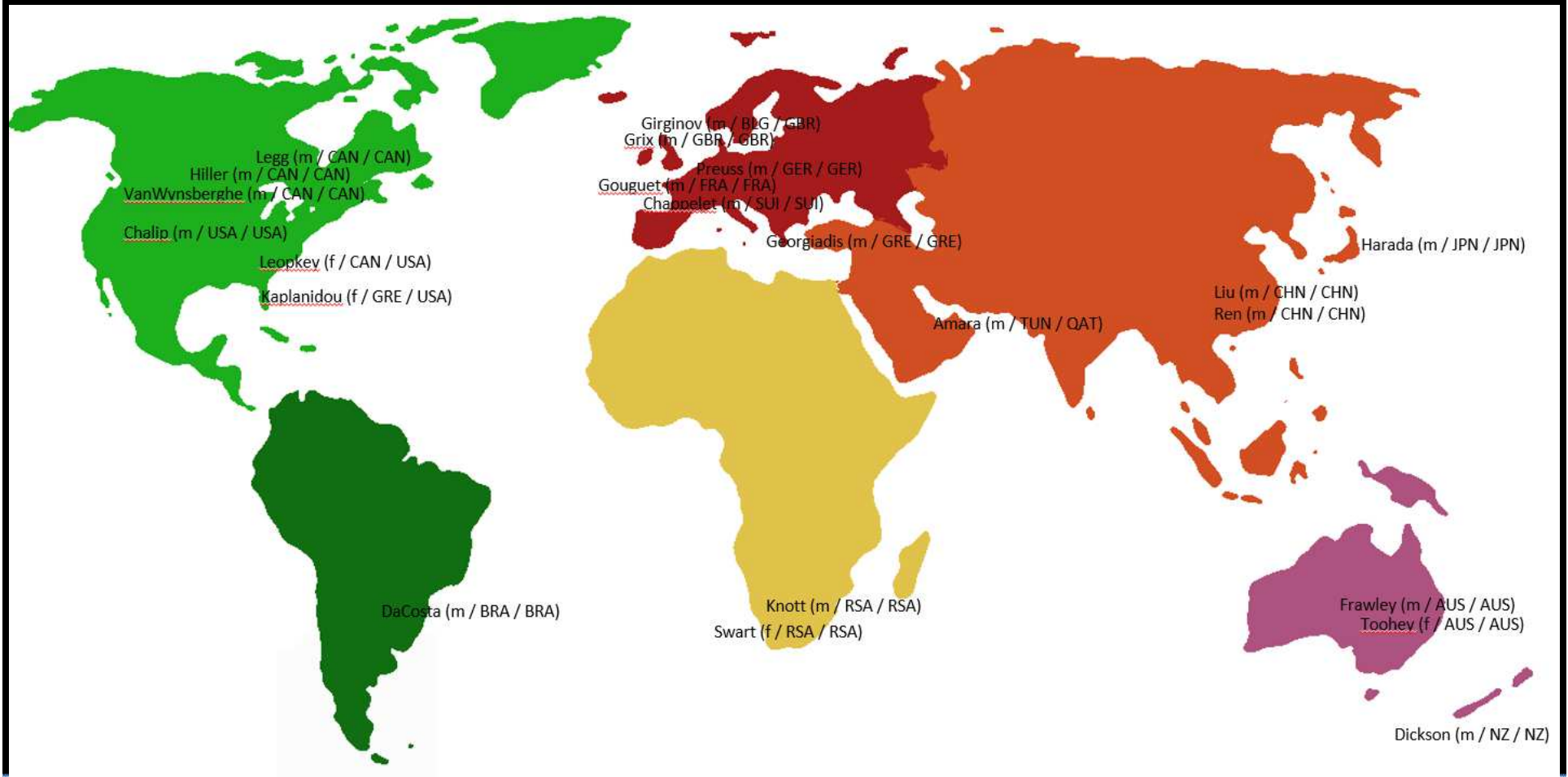
- Workshop in Rio de Janeiro 16.8.2016 (with members of IOC commission)
- Written comments to suggested framework (1.9.-28.9.2016)

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

WORK IN PROGRESS

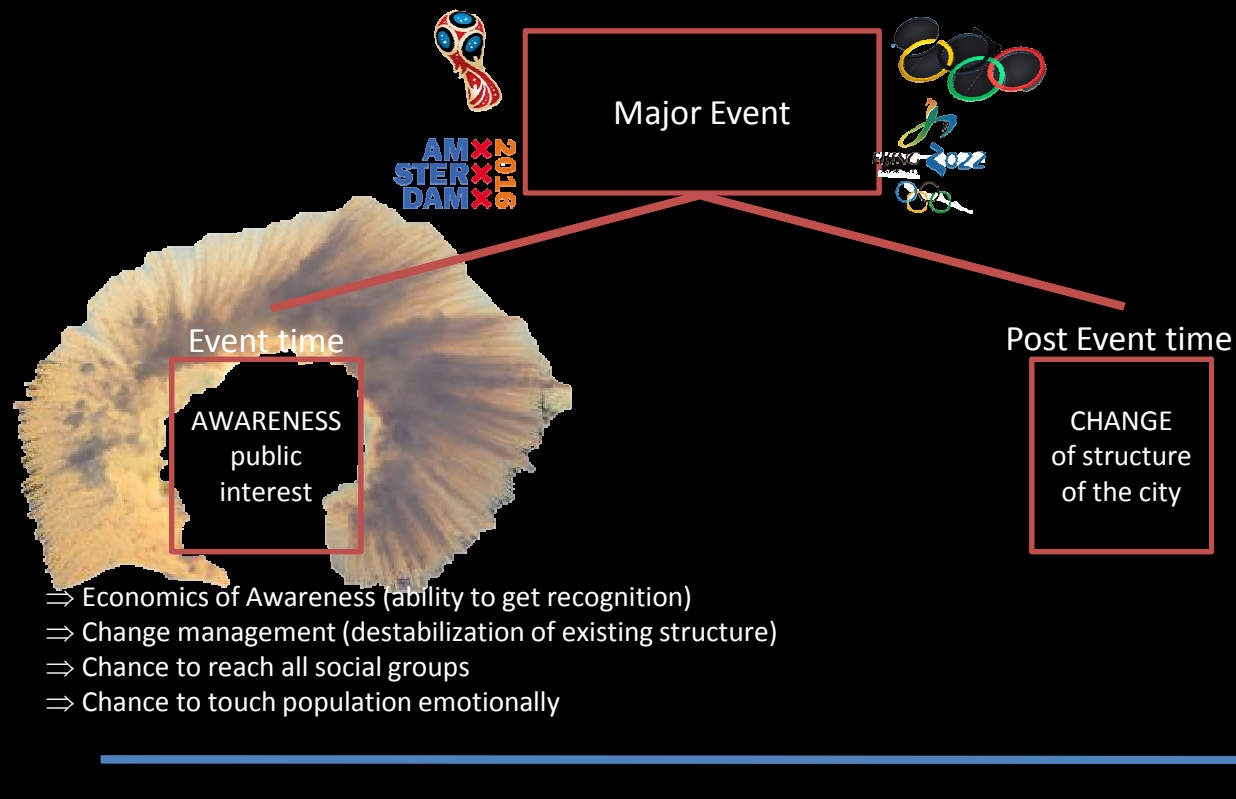
The Legacy Framework

# Consultation with Researchers Framework



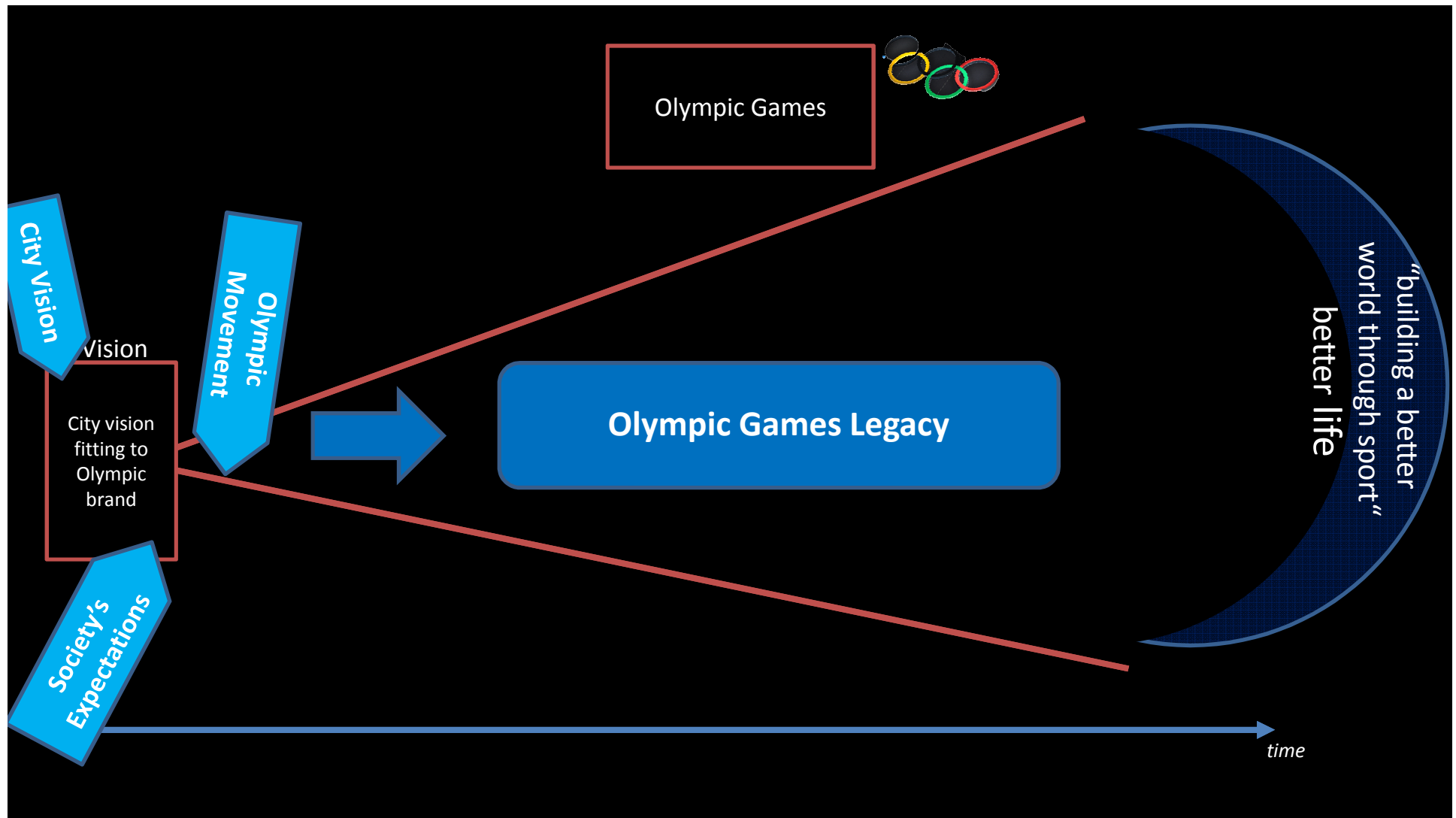
WORK IN PROGRESS

## The Legacy Framework



## DRAFT LEGACY FRAMEWORK

# Event & Education



THE VISION

## Olympic Games' Vision

- 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 content 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:

Olympic  
Movement

IOC: Creating a better world through sport

City Vision

Host City: Creating a better city through the Games (Recommendation: involvement of the

Society  
expectation

population/stakeholders shall be ensured. Thus an governing body should minimize “political opportunism”.

⇒ NOC / national government: may be involved

*Practice – it starts with BIDDING:*

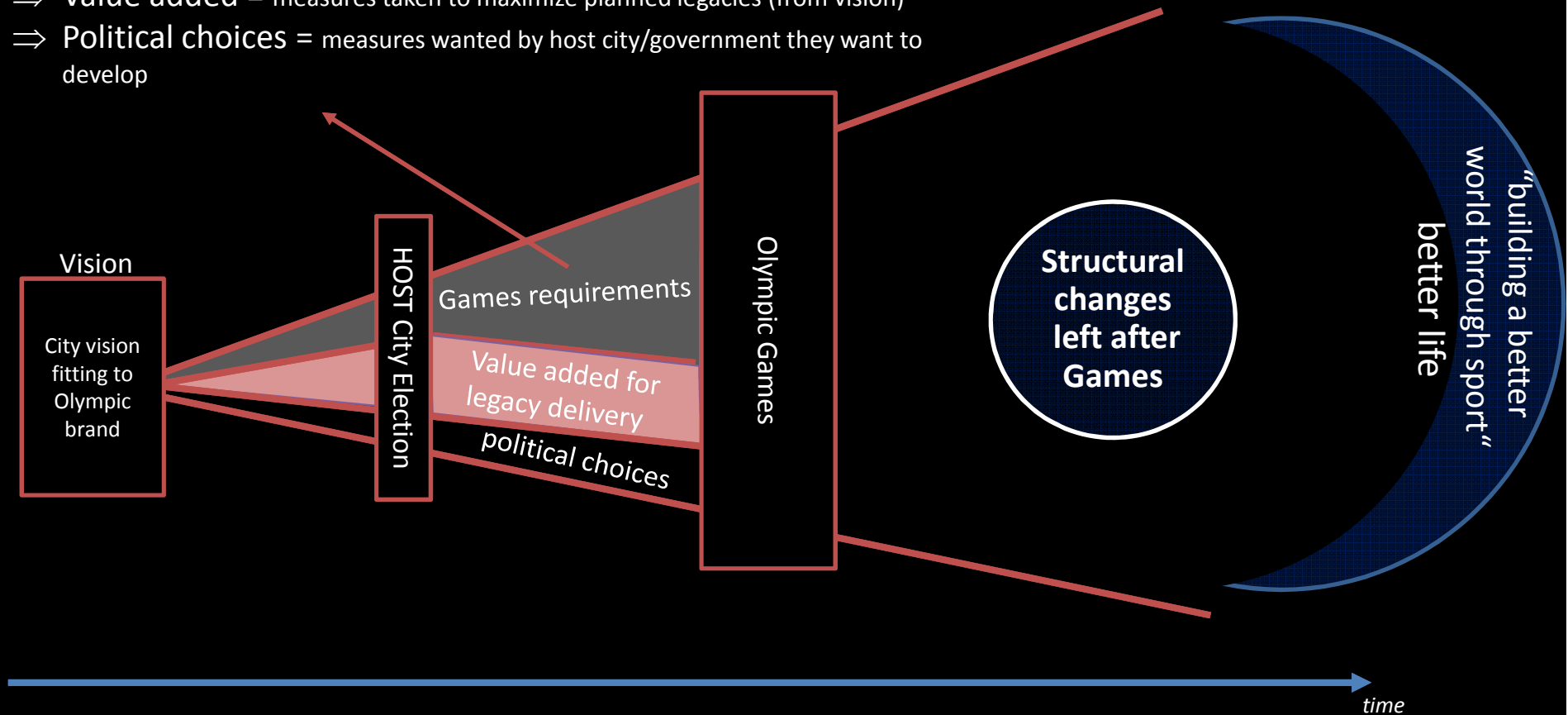
- a) workshops in early stage to help finding the best vision for the bid cities.*
- b) The vision (fit to Olympic Brand) and its stakeholder acceptance shall become a major point in any planning*
- c) The host city / government shall install a legacy governing body which acts independent from the OCOG 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)*

KEY INFORMATION ABOUT CREATING THE VISION

## Olympic Games – Vision



- ⇒ **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

Legacy derives from of 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.

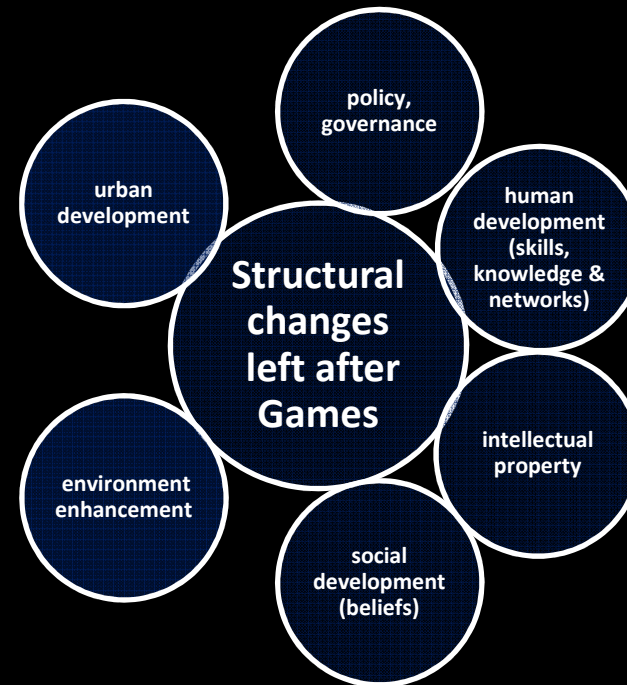
*STRUCTURAL CHANGES* exist longer than the Games and offer permanently opportunities for action. Thus it must not be mixed up with the primary (direct) impact of the Olympic Games (e.g. economic impact or worldwide media interest). The *CHANGES* can be found in

Cities (physical / space):

- 1) Urban development
- 2) Environment enhancement

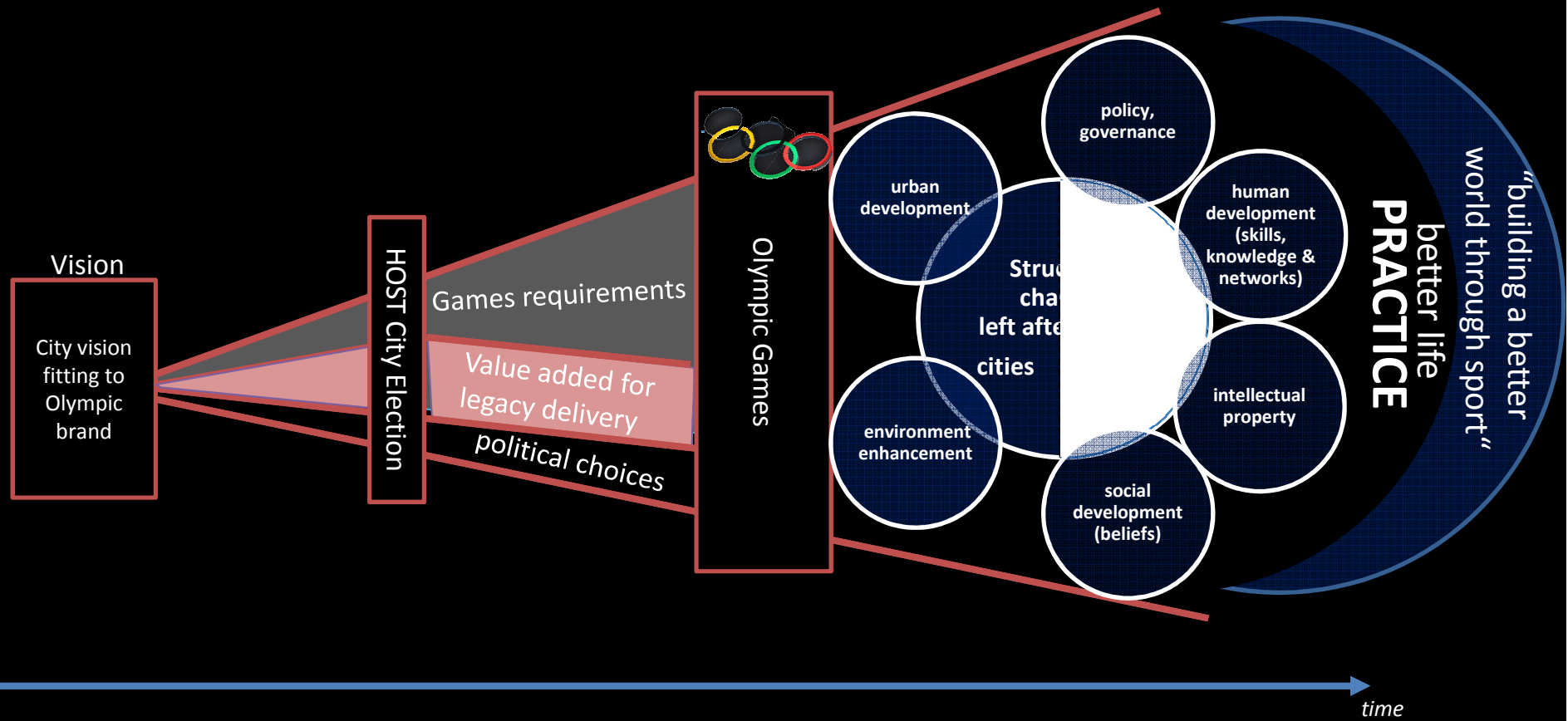
People (soft / humans):

- 3) Policies, Governance
- 4) Human development (Skills, knowledge and networks)
- 5) Intellectual Property
- 6) Social development (beliefs)



## 6 STRUCTURAL CHANGES

# The Concept of Legacy



## LEGACY FRAMEWORK

# Sport Legacy

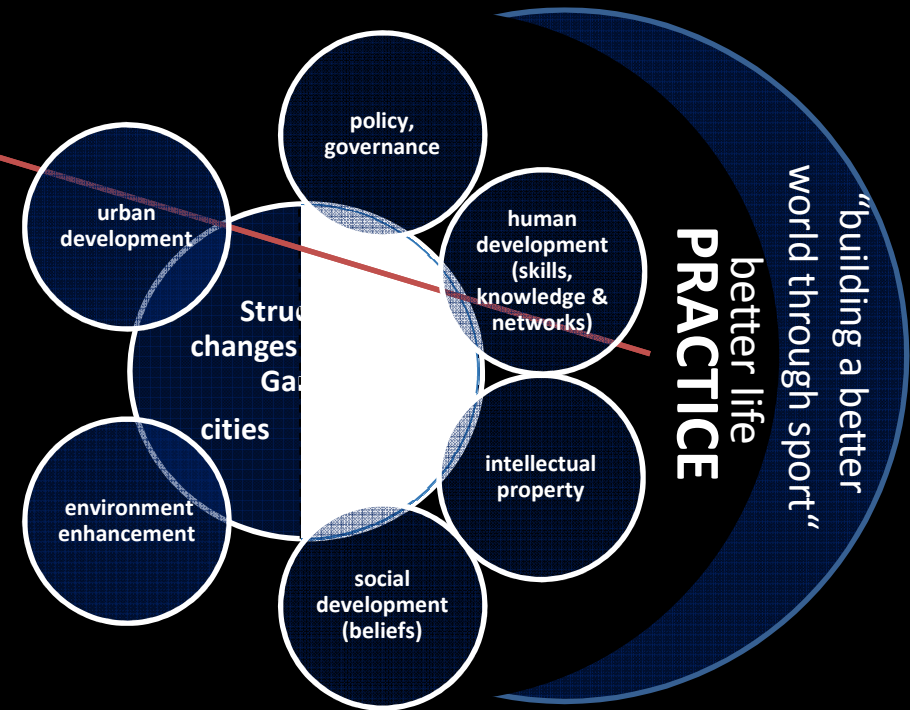
# PRACTICE

Each *STRUCTURAL CHANGE* is only building a „better world“ when it is used or when peoples' behaviour changes.

e.g.

White elephant vs.  
Knowhow there vs.  
Believes vs.

Venue used  
Knowhow used  
Change in behaviour



WHY THE STEP TO PRACTICE A CHANGE IS IMPORTANT

## Sport Legacy in Practice

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