

From Event Planning to Legacy Planning

Lauri Elo



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Sincerely

Lauri

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| <p>The importance of legacy and legacy planning is increasing in the event industry. Mega-events are becoming so expensive to host that the opportunity costs decreases the amount of potential future hosts. The events aim to surpass the costs by creating positive legacies, impacts that last longer than the event itself. Small-events can also have legacies and the positive affects can be even more significant than with the mega-events. Event planning must change to legacy planning in the future, because the positive impacts events create at present is not enough to justify public support for hosting. The future of event planning is delivering legacies and the legacy should be the main reason why an event is organized Event planning is already changing because of the increasing demand for benefits by the stakeholders. Some changes have already been adapted, some are currently taking place and some needed changes are still to be included in event planning. Legacy planning is systematic event planning work with the help of relevant data collection in order to maximize the benefits and minimize the negative effects of an event to all the stakeholders. This research shows that involving the stakeholders from the very beginning of the event planning process is as necessary as data collection, analysis and data-based decision-making, also known as sport business intelligence. This research will present the traditional event planning process followed by detailed insights about legacy planning, to which event planning must change to be able to deliver sustainable legacies that affect all stakeholders.</p> <p>The aim of this research is to review the existing legacy planning definition: “systematic event planning work with the help of relevant data collection in order to maximize the benefits and minimize the negative effects of an event to all the stakeholders” and update it to best meet the requirements of modern legacy planning. The second aim is to create a legacy planning based on sport business intelligence framework, which illustrates the process of creating sustainable legacies. The definition of legacy is also updated.</p> <p>This research is conducted as a comprehensive literature review of event planning and legacy planning. The structure of the conceptual framework connects legacy planning process to knowledge management and shows reasons why events should be planned based on the legacy plan and data analyses during the whole event planning and implementation process. An integrative review presents the state of the research of the topic and has the potential to build new theories and concepts, informing research, practice and policy initiatives. Integrative literature review is an applicable method when the aim is to describe the research topic diversely and to possibly develop new information from the research subject, such as frameworks and perspectives.</p> <p>The researcher proposes new legacy and legacy planning definitions and presents a legacy planning based on SBI framework. The new definition highlights the importance of stakeholders in the process and long-term utilization of sport business intelligence. The presented framework clearly demonstrates the different phases of legacy planning and connects SBI to the process. The framework helps events in planning and preparing for legacies.</p> | |
| Keywords Legacy planning, Legacy, Sport business intelligence, stakeholder, Event planning | |

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1 Introduction

Legacy planning is becoming an important tool in the future when events are struggling with financial issues and participation decrease. The economic justifications are not enough in modern event industry, especially when the opportunity costs are considered. The increasing demand for more benefits for the locals and overall positive impacts for the stakeholders requires changing the ways events are planned and implemented. Events need to stand out from the crowd and fight for a long-lasting future. Legacy planning can be the tool to survive in the more demanding environment.

In event context Preuss (2007, 211) defines *legacy* as “irrespective of the time of production and space, legacy is all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself”. Legacy planning can help the event organizers to design a long-term structure for the event with future goals. Legacy planning should also be used to attract new and attend the current partners. *Legacy planning* is optimizing the total legacy. Puronaho (8.11.2013) defines it as: “systematic event planning work with the help of relevant data collection in order to maximize the benefits and minimize the negative effects of an event to all the stakeholders”.

Information is the key element in future event planning. Legacy plans should always be based on the right information at the right time and thus sport business intelligence should be used during the whole process; before, during and after the event to maximise the impacts and gathering data for the future events. This research will propose utilizing sport business intelligence (SBI) in the event process. SBI is defined by Sport Business School Finland (2012) as: “continuous and systematic data collection and analysis of relevant data in order to develop sport organizations and events”. In a broader definition Rasku, Puronaho and Turco (2015, 19) state that SBI is: “Rational and continuous development of sport events and organizations using advanced data-collection and sophisticated analyses to support informed decision and quality improvement”. Rasku & al. (2015, 19) continues with the definition that the core idea of SBI is to apply modern customer-oriented models of business to sport, utilizing existing ways and means considering at the same time the unique nature of sport events.

The amount of research and the number of studies in sport event legacies and legacy planning have started to increase during the past few years. Most of the articles in the literature are about legacies of mega-events like the Olympic games. Local and non-mega events are not studied in the same scale as the global events and the same applies to

systematic legacy planning. Small events have not been so keen on legacy planning and the plans are missing from most of the events. The theory will show that the non-mega events that are local can impact the host region and communities in some cases even better than mega-events. It is also to be noted that there are many more local events, in comparison to international mega-events, taking place.

Mega-event legacies impact the whole environment with huge infrastructural changes and nationwide goals. Small events do not have this scale in the legacy impacts. This study will show that even small events need a legacy plan that should be used as the corner stone in the whole event planning process. The small events should concentrate in their legacy plans in local impacts and stakeholders' expectations. Legacy plan can be a very effective tool for building long-lasting impacts also for the small events. The events provide opportunities that can be leveraged to create more impacts to a wider group of people. Leveraging is an essential part of maximizing the positive impacts. Leverage is attaching initiatives to events so that they deliver more optimal outcomes (Smith 2014a, 17). Leverage initiatives are the activities that need to be undertaken around the event itself, which seek to maximize the long-term benefits from events (Chalip 2004, 228).

With a well-made legacy plan the event organizers can show the partners how they will address the impacts for each stakeholder and fulfil and exceed the expectations. In the race for the sponsors' decreasing support the events with well-designed legacy plans are most likely to get the needed support, as the sponsors know that their needs are taken care of by the event organizers.

This research will go through a comprehensive literature review from event planning to legacy planning. Event planning consists of the traditional ways events are planned, which is followed by legacy planning. This research will present the required changes that need to be made in event planning. Legacy planning requires broadening the whole concept of event planning to be able to create benefits for all stakeholders. This research will show that some actions are already made or are being adapted in present event planning that support legacy planning. There are still many changes that are needed in future events.

This research, although the findings can be adapted to large-scale events, has a focus on small event legacy planning for long-term continuum and exceeding the stakeholders' expectations. It will be shown that small events can have long lasting impacts and that legacies are possible even if the literature mostly assumes legacies to be only parts of events under the definition of major events.

1.1 The purpose

Originally this research was planned to deliver a legacy plan for a sport organization. During the planning phase of this research, the researcher felt that legacy planning has such a demand in event industry, even though the industry doesn't even know it, that it is much more beneficial to broaden the work to concern the whole event industry rather than concentrate on one organization. At this point the researcher had gone through numerous articles and studies on legacy planning and was missing concrete studies on implementing legacy plans and on the effects the legacy planning has on the whole event planning process. The researcher found out that this literature is minimal and there is also a demand for it in the academic field. A comprehensive literature review was necessary to connect legacy planning, knowledge management (more precisely business intelligence) and event planning as a one unified whole. The goal for the researcher was to accumulate the theories in legacy planning.

It could be argued that this research is not directly work related, although it will act as a business card for the researcher in the ambition to make a career change towards sport development and management. Thus the work relatedness can be highlighted in future opportunities. By going through this whole process, the researcher can call himself an expert in this field and also possess such knowledge that will be beneficial in any work related matter in sport development and management. The researcher can also be employed by organizations concentrating in legacy planning. The conclusion of this work is a SBI based legacy planning framework, which can be adapted by most events and thus also affects the work related issue of this thesis.

1.2 The objectives

The aim of this thesis is to create a framework for legacy planning based on sport business intelligence. The *legacy plan* concept is mostly unknown for many event organizers and impacts of a legacy plan are just dreams of the future. This thesis will pinpoint the key elements in legacy planning and help events design their own plans for future events. Legacy planning process will be introduced in this thesis and maximising the positive impacts will be made clear. Also the use of sport business intelligence in legacy planning will be well justified.

This thesis will:

- Introduce a conceptual framework for legacy planning based on sport business intelligence for event organizations and event planning literature to maximise the long-term impacts to all stakeholders.
- Propose a new legacy definition
- Review the existing legacy planning definition and update it

The structure of the conceptual framework connects legacy planning process to knowledge management and shows reasons why events should be planned based on the legacy plan and data analyses during the whole process starting from pre-planning and continuing to the post-event evaluation from where the process continues with pre-planning a next event. The study is very topical as the literature is missing detailed theories about legacy planning as systematic data collection to maximize effects to the stakeholder. The literature is also missing the theories applying sport business intelligence in event planning and also in legacy planning. This thesis will show that event planning, legacy planning and sport business intelligence are parts of the same process and all of the elements of each theory should be applied during the whole event process, starting from the legacy plan, which defines the requirements of the event plan and implementation. This process is then supported with continuous data analysis and information-based decision-making, thus applying sport business intelligence.

1.3 The methods

This thesis is constructed by applying qualitative methods, more precisely an integrative literature review. Qualitative research aims to give the researcher interpretations and deeper understanding of the topic and also to build descriptive models around the research subject. Qualitative research requires use of a broad range of references. The researcher must accept thinking and dialog between himself and the topic as a research method. This will demand a lot of writing and re-thinking. It can be said that if the researcher can draw a picture about the research topic, he/she has understood what he/she is doing (Pitkäranta 2010, 16).

To draw such picture, the researcher must go through an inclusive literature review but it also includes the researcher's guiding principle about the topic. The guiding principle can be intuitive by nature or it can be a well-developed hypothesis. It can be used to focus the findings into circumstances that are believed to produce new insights, ideas and theories of the topic. The theories are formed using abduction, which refers to that new theory is

possible only when the findings are related to a guiding principle. Abduction consists of reflecting the facts and creating the interpretive theories for the facts. The guiding principle is transformed through the literature review into an action hypothesis. It is presumed that something can happen and act accordingly. New theories are not created just based on findings, but with the lead of the guiding principal. (Pitkäranta 2010, 21-22.)

The ambitious goal of a literature review is to develop current or create new theories. It can be used to evaluate the available theory and to draw the big picture of a specific topic. Literature review can also be used to discover problems in the existing theories and to describe the development of the theory in the past. (Baumeister & Leary 1997, 312.) Integrative literature review is used when the objective is to describe the topic diversely and is a good way to produce new knowledge about the already researched topic (Torraco 2005, 356).

The benefits of the integrative literature reviews include identifying gaps in the current research, identifying possible need for future research, bridging between related areas of studies, identifying key issues in those areas and identifying a theoretical or conceptual framework. The integrative literature review consists of five stages: problem formulation, literature search, evaluation of the literature, analysis, and interpretation and presentation of results. The outcomes of an integrative literature review can be a significant contribution to a particular body of knowledge and consequently, to practise and research. (Russell 2005, 8.)

The researcher has noticed during his past work history and observing event industry around the work related environment that event organizations do not plan the impacts or legacies of the events. Too often the event plans end in the implementation phase and the following impacts are not managed or measured. The researcher has also noticed how rarely event organizations, or even sport organizations in that matter, rationalize their actions with data-based decision-making. These observations have composed the leading principal of the researcher: Events need to plan and manage the impacts and legacies to achieve a sustainable future and long-lasting stakeholder relationships. The event organizations should also conduct constant research about the event environment to be able to base their actions in collected and analysed data. This leading principle is the starting point of this research.

Legacy planning and sport business intelligence are fairly new subjects of research and thus there are only a few or none articles about those topics. As the goal of this research is to combine these two theories into one single framework, a comprehensive literature

review is necessary to build the big picture around both of the theories to obtain sufficient personal knowledge for the researcher to be able to achieve the set objectives and to justify the choices made in the research process.

1.3.1 Integrative literature review

There are several types of literature reviews where the most common types are: plain literature review, systematic review and meta-analysis. The plain literature review can be divided into integrative reviews, explained later, and narrative, which aims to sort heterogeneous information into an easy to read form. The plain review gives an overview of the research topic without any strict or specific boundaries for the sources nor are the methodological issues a constrain in the selection of the articles. It can be seen as generally descriptive. The research questions can be more general in the plain literature review than in the systematic review or meta-analysis. A systematic review attempts to collate all empirical evidence that fits the pre-specified eligibility criteria in order to answer specific research questions. It uses systematic methods that are selected with a view of minimizing bias, thus providing reliable findings from which conclusions can be made. Meta-analysis can be either qualitative or quantitative. The goal is to summarize the results of independent studies to provide more precise results on the topic. (NYU Libraries 2016; Salminen 2011, 6-12; SCSU 2016.) As the goal of the research is to provide new knowledge to the studied topics and that the topics are missing sources due to them being such new subjects, integrative literature review was chosen as the methodology for the research.

Integrative literature review is an applicable method when the aim is to describe the research topic diversely and to possibly develop new information from the research subject (Broome, 1993, 234; Salminen 2011, 8). The integrative review is a research form, which reviews, critiques and synthesizes representative literature on a topic in an integrated way, so that new frameworks and perspectives on the topic are generated (Torraco 2005, 356). Integrative reviews have the potential to build new theories and concepts, informing research, practice and policy initiatives. A successful integrative review presents the state of the research of the topic, contribute to theory development and have direct applicability to practice and policy. (Whittemore & Knaf 2005, 546.)

Integrative reviews are mostly intended to address two general types of topics, mature and new, emerging topics. In this case the topic is new and emerging. The new and emerging topics benefit from a holistic conceptualization and synthesis of the literature to date. As these topics have not gone through a comprehensive review of the literature, the review is more likely to lead to an initial or preliminary conceptualization of the topic, such

as a new model or framework, rather than a reconceptualization of previous models, which is the outcome of integrative reviews of mature topics. (Torraco 2005, 357.)

Integrative reviews are the broadest type of research review methods. Integrative reviews often include non-experimental research, such as case studies, observational studies and meta-analyses, but can also include practise applications, theory and guidelines to more fully understand the topic of concern. Integrative reviews incorporate a wide range of purposes: to define concepts, to review theories and evidence, and to analyse methodological issues of a particular topic. (Whittemore & Knafl 2005, 547-548.) The integrative review is a sophisticated research form, which requires a great deal of research skills and insight (Torraco 2005, 356).

Torraco (2005, 358) point out that there should always be a need for the review. The need for the topic and research is argued in the introduction of this thesis, and the use of integrative literature review is justified earlier in this chapter. The review can be based on solely on the personal interests of the researcher, but thus the value-added contribution of the work can be disclaimed. This research is based on the personal interest of the researcher, but also on the need of the academic field and the event industry on this topic. This research will give a significant value-added contribution to new thinking in the field and thus emphasize the need and importance of the review. The research findings are applicable to more than a limited restricted situation and have relevance to real behaviour.

In an integrative review, the research questions should guide the process and delimit the scope of the review. The well-specified objects can be used to determine the selection of references and to extract appropriate data from the primary sources. (Broome 1993, 234; Whittemore & Knafl 2005, 548.)

1.3.2 Defining the references

Compared to systematic literature review, where strict rules are set for the references, the integrative review offers a much comprehensive description about the literature. Thus, integrative literature review is not as selective towards the references as the systematic review. This makes it possible to review much broader range of references with different backgrounds in the researches and articles. (Salminen 2011, 8.)

As legacy planning and sport business intelligence are relatively new topics, judgements were not made about the quality of the reference but everything relevant to the topic was

read. Events and event marketing issues were based on many relevant books from the key authors of those topics. Also numerous articles were used to broaden the perspective. Event planning includes some older references as it can be said that the traditional event planning consists of already established theories, thus key authors in that topic are still relevant to this research.

The articles were chosen for detailed review mainly based on the title. Some articles were chosen by the ranking of the article in search results based on the relevance to the key words, if the title did not describe the article to be fitting to the research. The abstract was read in all chosen articles and sorting was made by the relevance to the researched topic. Those articles that were relevant (all legacy and SBI articles) were read in full. Those that felt less relevant were left aside, for possible later use, if the topic should become more relevant to this research. The references were checked in all articles and many articles were also picked from these. The researcher also contacted several authors personally to obtain relevant articles, if the articles were not available elsewhere.

The researcher utilized Nelli search portal of both Haaga-Helia University of Applied Sciences and University of Helsinki. Also Google and Google Scholar were used to obtain articles that were not available from the Nelli portals. The Nelli portals utilize the following databases (Table 1). As mentioned, concerning articles that were cited in several articles, the researcher contacted the authors via email to gain the original text and also joined the Researchgate.net to be able to send those emails and to obtain several articles, which were not available through other means. To gain access to some very relevant articles required also going through library archives to find the original articles, as they were not available in any online search.

Table 1. Nelli databases

| Haaga-Helia University of Applied Sciences | University of Helsinki |
|--|---|
| <ul style="list-style-type: none"> • ABI/INFORM Complete (ProQuest) • Academic Search Elite (EBSCO) • Business Source Elite (EBSCO) • Communication & Mass Media Complete (EBSCO) • Emerald Journals (Emerald) • Hospitality & Tourism Complete (EBSCO) • SAGE Journals Online • SPORTiscus with full text (EBSCO) | <ul style="list-style-type: none"> • Academic Search Complete (EBSCO) • ARTO • Primo Central Index • Proquest Database • PubMed • SCOPUS (Elsevier) • Web of Science – Core Collection |

Due to differences in the Universities' licences, some articles were available from the other Nelli portal and not from the other. Both Nelli portals were tried before utilizing other means of search.

This thesis does not present the different key words used in the literature search. Due to the amount of sources the search was made with numerous key words aiming to find all relevant articles. The list of key words is available from the researcher.

In a qualitative research the amount of material, in this case the amount of references, should reach saturation, the point when there is enough material to conduct reliable conclusions (Tuomi & Sarajärvi 2009, 87). The research achieved a saturation level, when most cited articles in the research's field and new interesting citations, which came up reading the last articles were also found in the possession of the researcher. The researcher felt at this point, that there might be more relevant articles available, but the added value for this research can be negligible. Overall, the researcher has built a very broad view on the topic using mostly recently published references. Even though most of the articles are concerning mega-events and the aim is to create insights around small event legacy planning, the researcher feels that understanding the topic around the mega-events enables adapting those findings into small events. The multiple articles around mega-events were supported by reliable sources about small event legacies and leveraging events, to create a profound insight about opportunities for small events to deliver long-lasting legacies.

2 Event

Event at the simplest is something that happens (Beech 2014, 3). Event is defined to have a beginning and an end. Events are temporal phenomena. Event is often composed of several different, but related functions. All events are temporary and unique due to different management, program, setting and people involved in the event. If the event programme or schedule is generally planned in detail the event is called a planned event. Planned events normally take place in specific locations or locations in a certain timeframe. Unplanned events are often spontaneous with no management system or event organization. People with a purpose usually set unplanned events in motion. They may seem planned like some mass celebrations or political demonstrations, but they are categorically different from events that are planned and from which the terms like event management and event managers are used. Unplanned events might as well get a lot of media coverage and attract many participants. (Getz 2005, 16; Getz 2007, 18-28.)

Sporting events hold a long history. Developing from the early Greek, Chinese and Egyptian cultures to the modern-day mega-events like the Olympic Games and the FIFA World Cup. Sport and sporting events have become multi-billion industries, which affect the lives of most people in the world. The importance of sporting events has been recognised in the history and also as economic, political, social and technical forces in the present time and in the future. (Masterman 2009, 1-7.) Large events have huge economic, tourism and infrastructural impacts to the hosting region. Sport events can even change the ways of peoples' lives to a more sport friendly mind-set. Major events aim to make these impacts long lasting and changing them to legacies so that the effects would live far beyond the event itself. (Thorne 2015.)

Sport events are, at their best, inspiration for increasing participation in sports. There are not many other events than sport events where you get all the best in the world to compete at the same time and place while having the whole world's attention. Major events have been used to achieving economic, infrastructural and tourism objectives but only in the recent years the events have been used to help public sector objectives such as encouragement of sporting and physical activities as they did in the London 2012 Olympic Game legacy plan. (DCMS 2012, 10-18; UK Sport 2011, 3-4.) The impacts of sporting events to public, businesses, stakeholders and environment enable very large scale changes that every event organizer should take seriously despite the size of the event and try to inspire the rounding environment to create positive legacies for the future (Adcroft & Teckman 2009, 5-13; Ramchandani & Coleman 2012, 257-271).

The scale of the sport event industry is huge. Sport events are games or meets where sport activity occurs. Sport events take place in many formats. There are amateur and professional events, small one-day local events to global year-round championships, single discipline events to multi-sport mega-events, held indoor or outdoor and the list goes on. (Getz 2007, 42.) Events in general can be classified by numerous ways. Most often size is used to classify the event but other types are used as well. Motivation (fundraising, selling products etc.), event characteristics, audience profile are also used to classify events. Events can also be private or public and also profit motivated or non-profit motivated. (van der Wagen & White 2010, 7.) It is also possible to classify the events by their budgets into micro, macro and mega-events (Kaspar 2014a, 20). For this thesis the size is the most important classification type. The events are normally classified as major events, mega-events, hallmark events and small (minor) events.

Major Events attract significant local attention and a lot of participants while at the same time generate significant tourism revenue for the host region. Major events can be short- or long lasting events as the mega-events. Good non-sport related major events are the New York Time Square New Year's party or the Chinese New Year celebration lasting three weeks. Many hallmark events fit to this definition as well. The literature shows that there are no standards in the classifications. Mega-events and major events and sometimes hallmark events are put into different categories depending on the author. For the event attendees, a precise definition of the event is needed as they will be able to determine the scale themselves. (Masterman 2009, 11-13; Tara-lunga 2012, 767-771; van der Wagen & White 2010, 7-9.) Major sport events must involve competition between individuals or teams from number of nations. The event must attract national and international interest through spectator attendance and media coverage. The event also needs to be of international significance to the sport concerned. (Bowdin & al. 2011, 20.)

Mega-events are the largest events aimed for international markets, which affect whole economies and attract the interest of global media. Most known mega events are the Olympic Games, the FIFA World Cup and the Superbowl. Mega-events have large impact economically to the hosting region and economy. They tend to increase tourism, media coverage and change the infrastructure of the host region. Mega-events attract huge audiences globally and are usually very expensive to stage. Mega-events tend to leave huge impacts and legacies. Mega-events are extraordinary by size or significance and should be "must see" events by reputation. (Bowdin & al. 2011, 21; Getz 2005, 6-18; Taylor 2011, 539; van der Wagen & White 2010, 7-8.)

Hallmark events aim to increase the appeal of a specific tourist destination or region. The events recur in a particular place where the host city and the event itself become inseparable. They are often commercially driven and are economically important to the overall sport industry. Hallmark events tend to attract a lot of commercial media and consumer attention to the host city and this is why the competition for hosting hallmark events is becoming increasingly appealing. Well-known hallmark events are for example the Wimbledon tennis tournament, the WRC Neste Rally Finland and the Oktoberfest in Munich as an example of a non-sport related hallmark event. (Bowdin & al. 2011, 20; Masterman 2009, 11-12; Taylor 2011, 539; van der Wagen 2007, 6; Westerbeek, Turner & Ingerson 2001, 303-305.) Getz (2005, 16-17) points out that Hallmark events are very traditional and have such significance in attractiveness, quality or publicity that the event provides the host city or venue a competitive advantage and over time the event and destination become inextricably linked.

Most events are described as small events. These events happen everywhere and they can be one-off events or even annually held events like cup finals. Small events are assumed to have no global appeal or large-scale impacts or legacies. These events attract only small audiences, local interest and might be local traditions. The small events often have an annual or cyclic nature. These events tend to provide proportionately more impacts when held in a smaller location, rather than big cities. (Masterman 2009, 11-13; Taks 2013, 135; van der Wagen & White 2010, 10; Veltri & al. 2009, 126.) Small events are most often local and staged for their social, fun and entertainment value. Small events produce many benefits like increasing the pride in the community, strengthens the feeling of belonging and creating a sense of place. They can also expose people to new ideas and experiences, increase participation in sports and other activities. These events can also encourage diversity and tolerance (Bowdin & al. 2011, 19).

As mentioned earlier, the definitions are not standards. Matthews (20.11.2007) argues on the event definitions. He points out that events should rather be categorised by type than by size. He mentions that small events can have large economic and tourism impacts and would consider small events as part of the event management studies which mostly concentrate on larger scale events. Getz (2007, 25) also points out that not only mega-events leave major impacts and the *mega* in mega-events refer more to size than impacts.

Masterman (2009, 12-13) refers to Jago and Shaw (1998) describing the relationships between Major-, Mega- and Hallmark events (Figure 1). The model begins with ordinary (unplanned) events and special (planned) events. Special events can be either major or small (minor, as in many literature). Major events can be either Hallmark events as de-

scribed earlier or mega-events, which are one-off events that change location. Jago and Shaw (1998) describe major events as events that are high in status or prestige and which attract a large audience and a wide media attention. Major events have a tradition and incorporate other type of events. They increase demand for associated services, leave legacies and are expensive to stage

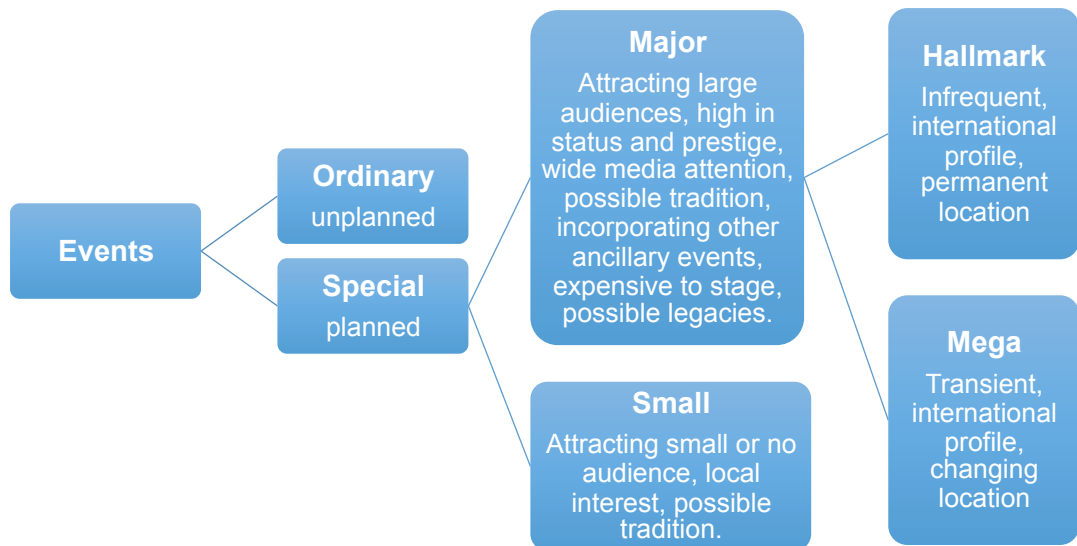


Figure 1. A definition for events, adapted from Jago and Shaw (Masterman 2009, 13).

The literature also shows a new perspective in defining events where differentiation between place and mobile events is suggested. Mobile events take place in a different location each time it is held. The events are often standardised and regulated by the event owner but each new location gives the event its unique image. For example, the Olympic Games can be seen as mobile events. Placed events take place in the same location every time on a regular basis. On the long-term the event and the location can build a joint brand like the New York City Marathon. (Kaspar 2014a, 18.)

2.1 Event planning

A good idea of an event is not enough to deliver it successfully, the idea must be transformed into well-designed planning (Rosca 2011, 608). The event planning starts with an initiation phase (Aicher, Paule-Koba & Newand 2016, 128). When an event is considered, the process needs to be well planned and the organizer needs to set the directions for the event. The event needs to be defined, the objectives should be set and the feasibility of the event needs to be determined. A well-made plan with enough data collection will make the event successful. If the event initiation phase is made with insufficient data, it will lead

into unrealistic resource and time estimates and to unclear objectives and goals. (Zarndt 2011, 170-171.)

Bowdin & al. (2011, 191) points out that the event organizer needs to make a preliminary feasibility report in the initiation phase. That report details the viability of the event and resources needed. It can also suggest venues, potential sponsors and stakeholders and an assessment of competing events in the region. The report should suggest potential impacts and legacies of the event. If the preliminary report shows that the event is feasible and all resources needed can be met, the event gets a green light from the event organizer and the event can be forwarded to the next stage; the event planning process. (Aicher & al. 2016, 128-129.) The event planning process consists of all phases required to create, implement and evaluate an event (See figure 2) (Masterman 2009, 58).

It should be noted that all management functions should be supported by research during the event planning process. Information with external and internal evaluation of the process is crucial to the accountability, improvement and learning. Using research sufficiently helps also with accountability to the stakeholders' increasing information demands on the event organizer. (Getz 2007, 293.)

A good approach to the event planning process is to start from the end. The event organizer needs to know what they want the event to do after the audience has gone and all cost have been covered. The organizer must decide will the event pursue profit or go for charity or maybe promote a particular lifestyle or sport. The event date should be set so that it best meets these objectives. Event organizer should know what they want the audience and participants to experience during the event. Event organizer should set a single primary objective which the event will achieve at the minimum and which will determine the event as success even if everything else fails. (Supovitz 2005, 17.)

The event planning process should start with deciding the objectives as these determine the strategies of the event so that the objectives can be achieved. The event planning must also cover strategies that including the use of new facilities or regeneration projects to ensure their long-term future. The event benefits need to be well evaluated in short-, medium- and long-term. The economic impacts are mostly evaluated in the short- and medium-term but the sustainability and durability of the long-term objectives and possible legacies created needs to be evaluated in the long-term. The process must have chosen mechanisms to meet the set objectives to allow continuous alignment with the short-, medium-, and long-term plans. (Masterman 2009, 58-61.)

The traditional event planning process can be divided into several stages. The literature has many different ways to stage the process. Aicher & al. (2016, 128) for example points out 5 stages; Initiation, planning, implementation, evaluation and closure. This thesis will use Masterman's (2009, 58) event planning process (Figure 2). Most of the different ways to stage the process includes all aspects as the Masterman's model, only merged into fewer stages. Masterman's event planning process was chosen because of its details and easy to follow nature.

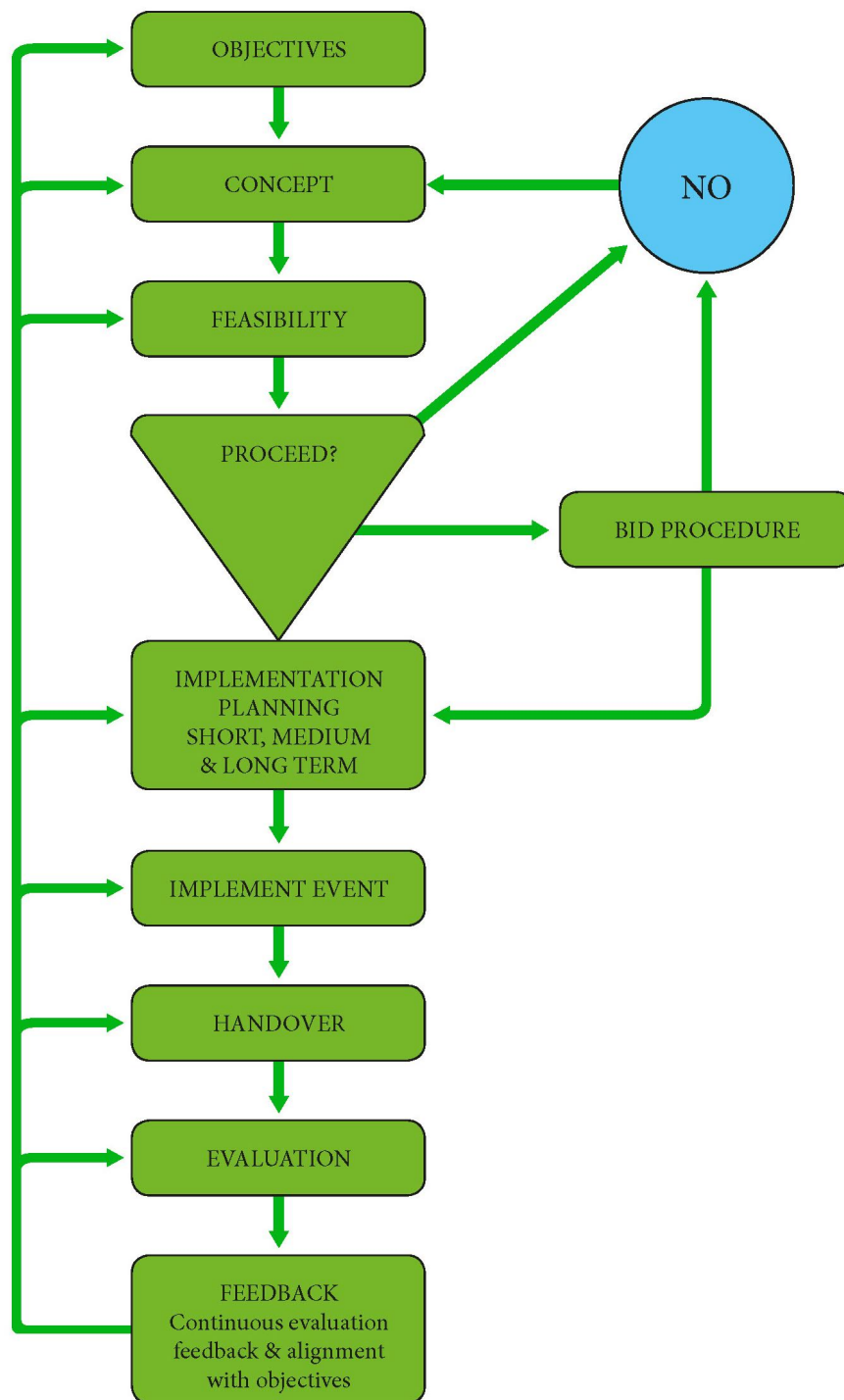


Figure 2. The event planning process. (Masterman 2009, 58.)

The staged structure of event planning process is an efficient way to ensure that effort and budget is used wisely. (Bowdin & al. 2011, 261-263). It is also to be noted that the success of the event depends on the amount of plans put into the event process. The plans need to be adapted if necessary to keep control of achieving the desired objectives and outcome of the event (Ivanovic, galicic & Micinac 2010, 930).

2.1.1 Event objectives

Objectives stem from vision and mission. They transform the vision and mission, the “why”, into performance targets to be achieved in a specific timeframe. Objectives can be used to help focusing on the purpose of the event. (Shank 2008, 41.) Objectives can be either open or closed. *Closed* objectives are quantitative, specific in form and timescale where *open* objectives are qualitative, general in form and timescale (Evans 2015, 23).

To be successful in event planning the organizer needs to know why the event is held, what type of audience is targeted, what benefits will be gained, the type of environment preferred, and the end result whether financial or otherwise. The key terms *who – what – when – where – why – how and so what* must be determined before moving forward to the event planning and coordination. These questions can also used in the marketing actions when building a consumer profile for the event and the event mission. (Hopwood 2007, 216-217; Mihai 2013, 234.)

It is important to clarify the objectives before deciding what the event will be or look like because the objectives will determine the nature and scale of the event. After the event objectives and purpose are well determined they will drive the event planning and sort out differences in opinion and managing conflicts (Masterman 2009, 62-63; van der Wagen & White 2010, 25). It is difficult to maintain the focus on the purpose of the event if the objectives are unclear or not all stakeholders understand them. The objectives show the full potential the event can have and in the long-term the objectives will determine the budget and the resources needed (Supovitz 2005, 32-33; van der Wagen & white 2010, 27).

It is essential that the objectives are specific and measurable. The objectives will be concerned with what the event will achieve. The event itself is the catalyst for achieving these objectives. Whatever the objectives of the event are they are what the event will be evaluated against and will determine if the event is a success or not. The evaluation of the achieved objectives also helps planning of future events. (Masterman 2009, 59-63; van der Wagen & White 2010, 26.)

Jamar (12.1.2015) and Masterman (2009, 63.) point out that when planning the objectives, a SMART consideration should be used. If the event objectives are SMART they are:

S- Specific: What outcome and when, the objective should specify what is to be achieved so that the event planning process can follow accordingly.

M- Measurable: There must be measurable performance indicators so that it can be evaluated whether the objective is met or not.

A- Achievable: The objective must be achieved in a certain timeframe while keeping in the given budget and resources of the event.

R- Realistic: Objective must be realistic compared to the resources of the event.

T- Timely: A timeline can be created that defines the beginning and end of the period the objective is evaluated. Sufficient time needs to be allocated to achieve the objective.

In a well-made plan, the objectives are evaluated during the whole event process and alignment mechanisms are used to ensure that the event is reaching those objectives. In a best-case scenario the event manager is aware of the objectives throughout the planning process and execution of the event and identifies when and where re-alignment is necessary. The objectives need to have performance indicators and targets that can be measured. Setting deadlines for achievements for example certain levels of income, media coverage or signed contracts give the event its own integrated indicators that can be measured. Using these mechanisms during the process and thinking how the event can be improved will ensure that the event will achieve what it is supposed to achieve. (Masterman 2009, 64-67.)

2.1.2 The stakeholders

A stakeholder is an individual or an organization that is financially, politically, emotionally, contractually or personally involved with an event. Stakeholders include those that are actively involved in the event, those that have influence on it and those whose interest may be affected by it. (Silvers 2008, 204-205; Strand & Freeman 2015, 72.) Merrilees, Getz and O'Brien (2005, 1063-1064) have combined several stakeholder definitions to identify three key elements of stakeholders: stakeholders should have interdependency, they should affect or be affected by the organization and they should have a sense of an

interest or right in the organization. All stakeholders have specific interests, expectations and requirements. The relationships with the stakeholders must be analysed, classified and managed by the event organization. It is important that the organization and the stakeholders develop a mutual vision of commitment to the requirements and desired outcomes for the event. This will provide more value to the stakeholders in the long run and also long-term partnerships for the event. (Silvers 2008, 204-205; Strand & Freeman 2015, 72.) Table 2 presents the typical event stakeholders.

Table 2. Typical event stakeholders and stakeholder groups adapted from (Silvers 2008, 205).

| | |
|------------------------|-------------------------------|
| - Attendees/ consumers | - Participants |
| - Board members | - Philanthropic beneficiaries |
| - Civic groups | - Public officials |
| - Client/ host | - Regulatory agencies |
| - Committees | - Sanctioning bodies |
| - Employees | - Shareholders |
| - Investors | - Sponsors |
| - Media | - Suppliers |
| | - Volunteers |

Before determining the event objectives, the event organizer should take into count the different perspectives of the event stakeholders, as there are multiple stakeholders who contribute to the event development of the concepts and implementation (van der Wagen & White 2010, 24). The event stakeholders are customers, suppliers, partners, sponsors, investors, staff and external influencers. *Customers* are the ticket buyers, competition participants, advertisers, corporate package buyers and merchandise buyers. *Suppliers* are organizations that provide equipment, services or goods in connection with the event. (Masterman 2009. 64-65.)

Partners are most often relevant regional, national and international governing bodies or their agencies. Partners can also be other organizations that participate in the event process. *Sponsors* are often seen as partners due to the close relationship with the event or by their title rights. Media organizations that purchase the event rights are also event partners. Some of the partners can be also included into *investors* if they are providing funding monetary, or by services or goods. These investments might result a monetary return or the investors might require non-financial returns such as sport or social development. (Masterman 2009. 64-65.)

People who are permanently or in short-term contracted to the event are the event *Staff*. Sub-contracted personnel and volunteers are also included into the event staff. *External influencers* are event publics that are important to the event success and who influence

decision-making in the event process even if they are not stakeholders from any above-mentioned category. External influencers can be the local community, governments from legislation, economics and health and safety, individual politicians and the media. (Masterman 2009. 64-65.) Primary stakeholders are those that provide tangible or intangible resources or assist in marketing as partners (Merrilees & al. 2005, 1063).

2.1.3 Event concept

Related to the objectives is the event's scope, which defines the date, time, duration and size of the event. The available resources determine the scope. Timing of the event is also very important for maximising the impacts so that the event does not clash with similar events held at the same time or other related events that might draw potential partners or audience from the own event. (BSharp 18.1.2013; Jamar 12.1.2015; Masterman 2009, 63; van der Wagen & White 2010, 27.)

After the event objectives, scope and stakeholders are decided it is time to decide what is the event and what does it look like. The objectives, scope, possible resources and timing will impose restrictions to the concept development. This is why it is important that the objectives of the event are realistic considering the time and funds in use. Often financial resources and voluntary commitment to the event restrict the concept. The event organizer needs to confirm the event scope by making a situational analysis including an evaluation of competition. This analysis is necessary to confirm that the event can achieve all set objectives. The key issues in determining the concept are the event scale, how will it operate, timing, location and venues, facilities and required equipment and also the features, which make the event unique or special. It is also important to identify the potential strategies, partners, local and national governments, sport federations, event owners, promoters and charities in an early stage of forming the concept. (Ivanovic & al. 2010, 927; Masterman 2009. 65-67; van der Wagen & White 2010, 27.)

The event organizer should not forget the entertainment value of the event. Entertainment is often expensive to arrange, and considering the usual tight budgets small events have, it is a cost versus benefits decision. The entertainment value of the event needs to be seen with a long-term perspective. The entertainment value of the event can be the decision-maker for participants considering future attendance. It is very wise to conduct customer research during the events to gather data about the entertainment value of the event so that the future events can be more precisely designed and also to modify the current show if the data shows it is necessary. (Masterman 2009, 66-67.)

The target market of the event should be decided if not done during planning the concepts. At this stage the target customers and participants or sport competitors must be identified and also targets for sponsorship, advertising and ticket sales. These targets are crucial to the event concept and must be realistically achievable. It is also to be considered that the audience can be very different than the chosen target group and at that point the event organizer should be aware of potential changes needed in the event plan. The potential differences between the plan and actual situation justify the use of information management in the events so that the event organizers have the current data to modify the event if needed. (Masterman 2009, 67; van der Wagen & White 2010, 29.)

The timing of the event needs to be also decided at this point of the planning stage. The timing is often linked to the season or weather. Sport events are often held during the sporting season or traditional competitions. If the event will gain live broadcasting time in TV, it will also restrict the timing of the event due to TV broadcasting schedules. Planning the timing of the event, it is important to evaluate the season, days of the week, time of day and duration. Also the lead-time to the event is important and should also be considered planning the objectives, as short lead-time does not have that much space to modify the plan or handle unwanted incidents. The concept stage should also include a preliminary financial consideration to check if the chosen concept or objectives are possible to achieve. (van der Wagen & White 2010, 27-30.)

The next stage in event planning is the feasibility where it is decided if and how the concept can run. The event organizer can, at this point, do a preliminary assessment to determine if the event fits the hosting destination and with a positive result the more detailed feasibility study can be done. It should be possible to revise the concept during the feasibility stage as long as there is enough flexibility in the plan. The event plan needs to be adapted for changing circumstances. It is wise to see the event plan as an active document and conclusive rather than directional in nature. (Ivanovic & al. 2010, 925-926; Masterman 2009, 67.)

2.1.4 Feasibility

When the concept of the event and what the event is to achieve is clear, it is time to test if plans will work and if the event will fit the destination image or the overall strategy of the host. The event must fulfil the stakeholders' expectations and to ensure that, a feasibility study is necessary where all expectations, potential benefits and risks are analysed. (Kaspar 2014b, 253-254.) A feasibility study is also known as the pre-event evaluation,

which takes place before the event in order to confirm whether the event is viable to stage or not (van der Wagen 2007, 630).

Feasibility means that the plan is reviewed objectively to determine if what is proposed is feasible with the available resources. The main resources that are required are financial, human, political and time. All events should at this point start with a cost-benefit analysis to set realistic budget of the event. The forecast can be used to estimate the extent of the event benefits and used for budgeting and gaining support for the event. The event organizer can then make sure that unnecessary costs can be kept to a minimum looking at the costs versus benefits. The analysis can include the handover of long-term legacies after the event with an advantageous financial position. It is necessary to identify some key factors in the cost-benefit analysis to determine the cost side of the event. The analysis should show who is responsible for delivering the short- and long-term objectives and the timings involved. It should also show what resources are needed and the payment schedules of different sources like personnel, facilities and marketing. The analysis should also identify the event implementation, execution and evaluation requirements and timing as well as any bidding process requirements. When this analysis is made the event organizer should have a clear picture of the possible costs of the event and build the budget. The budget can then be used as a performance indicator and means by which the objectives can be assessed. (Goldblatt 2005, 51; Masterman 2009, 67-68; van der Wagen & White 2010, 398-402.)

Getz (2007, 317-318) points out that in this stage the budget is very important but it would be wise for the event organizer to consider an assessment of social, cultural and environmental factors. Feasibility study is also a comprehensive evaluation of the interest of the community, the availability of personnel and local politics and ideology. The event organizer must know where the human resources will come from and how they will be rewarded to fulfil the cost estimate and detail the available resources. Also the political situation in the region must be determined so that the event will have as smooth as possible cooperation with the local politics. (Yeoman, Robertson, Ali-Knight, Drummond & McMahon-Beattie 2004, 53.)

The economic value of the event is often most concerned by the stakeholders, but in some cases the local politics or political objectives might pressure the event organizer to implement the event without detailed economic, social or environmental evaluation. It should be reminded at this point that an unbiased feasibility report is the most important criteria for deciding whether the event should be held or not. (Jones 2001, 241-243; Yeoman & al. 2004, 223.)

Feasibility stage should also cover the timing of the event. The feasibility stage should include a competitive analysis. The competitive analysis involves looking at the timing and duration of other events, even if they are unrelated (van der Wagen 2007,24). A competition analysis is a good way to ensure that the event is held at the most potential timing for achieving the objectives and that the event does not have to compete for the participants and audience with a competing event held at the same time. Timing is also essential considering the target audience and the time they have in use. A wider competitive analysis would also cover social, environmental, political and technological impacts and regulatory requirements to put the event in a broader context and to aid the event planning and implementation in the next stages of the planning process. The event organizer should also start considering the marketing actions, which have an effect on the event timing. (Masterman 2009, 68-69; van der Wagen & White 2010, 31, 401-402; Yeoman & al.2004, 21-22.)

It is very important to evaluate the risks involved with the event in the feasibility study. It should also be considered that not all risks are financial but can also be environmental, political or social. The risks should be analysed at this point to recognise the potential problems the event might have and to change the plan if needed. The details and length of the feasibility study is linked to the scale of the event. Small local events do not need as long and detailed studies compared to for example the Olympic Games. A very detailed feasibility study will include a market research and financial study. It should still be considered how much resources will be used in these studies comparing to the scale of the event but on the other hand the more you know the more likely the event will be a great success with a long term future. (Ivanovic & al. 2010, 927; Masterman 2009, 67-68; van der Wagen & White 2010, 30-31, 393; Yeoman & al. 2004, 18.)

In summary the event organizer needs to estimate the cost of the event and compare them to the objectives to see if the event has value. The timing and resources need to be realistic and they should support achieving the event objectives, which are the main purpose of the event. It is also important to recognise the partners that are not recognized in the earlier stage especially those that can support financially and determine the critical short- and long-term path. The most important aspect of the feasibility stage is to determine can the objectives be delivered and how that will be achieved while ensuring the short- and long-term alignment with the objectives. (Masterman 2009, 60-70; van der Wagen & White 402.)

2.1.5 Risk management

The risk is the unknown outcome, which can be positive or negative. Risks can lead into a good result but there is always the possibility for loss, damage or injury. Risk is any uncertain condition or occurrence that can affect the outcome of the event and cause loss to the event organization. Risks are measured in probability and consequences. *Speculative risks* have possibility of loss and the possibility of gain while an *absolute risk* has the possibility of loss with no possibility of gain. (Silvers 2008, 4.) Allen, O'Toole, McDonnell and Harris (2005, 346) point out that risk in event context is likelihood of an event not fulfilling its objectives. Bowdin & al. (2011, 594-594) noted that without risk there can be no competitive advantage and that the uncertainty of the event is what makes it special, as the event has not been done before.

There are a lot of risk elements in every sport event. The Athletes or spectators may suffer injuries during an event. The event might be cancelled due to financial issues or weather related occurrences. Anything can happen during a sport event even if the event has made a very good risk management plan. It is impossible to eliminate all risks from an event, but it is necessary to take actions like insurances and risk management plans to ensure that the risks stay at the minimum level during the event. Risks can roughly be divided into three broad categories: (1) areas that affect health, safety and security, (2) financial and legal issues and (3) potential catastrophic occurrences. (Barry 2002, 74; Supovitz 2005, 379-380.) It is important to ensure that the event participants and attendees, and those that are affected by the event are protected during the event. Risk management is anticipating, preventing or minimizing the potential costs, losses or problems for the event, organization, stakeholders and guests while maximizing the opportunities (Getz 2007, 291 & Silvers 2008, 4).

Managing risks is an important part of the event strategic planning considering the likelihood and consequences of success and failure, negative outcomes will also affect the long term event planning and future events (Bowdin & al. 2011, 595-596). The risk management planning begins with identifying all possible threats and hazards in all three risk categories. It must be determined how likely those risks are to occur and what are the consequences. After these are identified it is possible to determine the priorities and take actions to minimize the possibilities and consequences. (Getz 2007, 291-292.) The risk analysis should be practical, anticipatory, realistic and systematic. The risk consequences should be analysed; how they affect the event objectives, stakeholders and resources. It is also wise to consider which risks are acceptable. The risk analysis should be an on-going process with continuous data collection to ensure that the event organization and

stakeholders are aware of the situation and can adjust the current circumstances to minimize the negative outcomes and maximize the positive impacts. The risk management needs to be in synergy with the event planning process and the organizing body to ensure the awareness of risks through the whole planning and production phases of the event. (Kocholl 2014, 182-186 & Silvers 2008, 11.)

The risk management process can be divided into several steps. First the environment or context of possible risks needs to be understood. The likelihood, targets and outcomes of the risks must be evaluated. After these have been determined the precautions are planned to avoid these risks and necessary actions are made. The possible reactions to potentially unavoidable crises should be identified. All findings in these analyses should be recorded, implemented and reviewed and updated if necessary. (Bowdin & al 2011, 596 & Supovitz 2005, 380.) Bowding & al (2011, 596) has nine steps (adapted from HSE 2006, 2) in the risk management process and Supovitz (2005, 380) proposes five steps in the process. By adapting these two risk management models, the process can be set to seven steps as in table 3.

Table 3. Risk management process (adapted from Bowdin & al. 2011, 596; Supovitz 2005, 380).

| | |
|---------------|---|
| Step 1 | Understanding context: Consider event type, management, stakeholders and general environment |
| Step 2 | Identifying risk: look for areas of risk exposure and the likelihood of their occurrence |
| Step 3 | Decision: Project possible outcomes and decide who might be harmed and how |
| Step 4 | Evaluating the risk: Evaluate the risks and decide whether the remedies are adequate or whether more should be done |
| Step 5 | Control: Identify possible reactions to the outcomes, take control of the problems that may arise and consider mitigating actions |
| Step 6 | Recording: Record the findings, formalize crisis management and communication procedures |
| Step 7 | Review: Review the assessments and update if necessary |

Going through the risk management process helps the event organizer to better measure the needed resources, quicker recognition and response to the risks, and leaves less surprises and crises to the event organizer. (Silvers 2008, 26.) After understanding what can happen in the event, the risk can be managed. A good option for an event organizer is to use resources for external risk management companies. In any case some resources must be used for risk management. Some risks can be accepted but after evaluating the possible consequences. (Kocholl 2014, 186-187.)

There are four ways to handle the risks. 1) The risk can be *mitigated* where the likelihood or the impact of the risk is reduced. 2) The risk can be *avoided* by eliminating the risk or the condition where the risk may occur. This cannot be done to all risks but to some specific event related risks this is possible. 3) The risk can also be *transferred* to an external party, but this normally needs more funds in terms of for example more insurances or use of fixed-price contracts. It is also very important to choose the right external party to handle some of the risks involved. 4) Risks can also be *retained* where an evaluated decision is made to accept some of the risks. (Larson & Gray 2011, 220-222.) Event organizations should also have all necessary legal precautions. It is also wise to choose the least damaging option if the risk is known to occur by documenting the plans and ensuring all necessary safety precautions are taken. It is difficult to allocate resources for risk management as some measures or resources could be used in more profitable activities. It is impossible to avoid or mitigate all risks. A well-made risk management plan is the tool to reduce the risk impacts and probability, avoiding some and accepting some risks and making the event a success. (Kocholl 2014, 186-187.)

A great tool for risk management, but also for successfully accomplishing objectives and planning marketing actions is the SWOT analysis (Kriemadis & Terzoudis 2007, 31). The SWOT analysis (Figure 3) consists of strengths, weaknesses, opportunities and threats. Strengths and weaknesses are internal factors that can be controlled whereas opportunities and threats are external and consequently beyond control. (Evans 2015, 305.)

The internal factors refer to the circumstances of the event organization and the analysis is essential to determine the strengths and weaknesses of the event. The external factors refer to the marketplace the event is held. This includes the immediate event industry, but also the national and international context. It is very important to understand the event related external environment and the nature of competitive events. When analysing the strengths and weaknesses it is wise to concentrate on present circumstances and with opportunities and threats the focus should be in the future. Opportunities are those favourable situations that the event can use to its advantage in order to enhance its performance. Opportunities occur when the environmental trends match the event's strengths. Threats are the unfavourable situations that can make the performance more difficult for the event. Threats should be assessed by their likelihood and harmfulness of the damage. (Kotler, Armstrong, Wong, Saunders 2008, 135-138; Mihai 2013, 232-233.)

The SWOT analysis is to examine the past or comparable events and identify or predict the advantages and weaknesses associated with the current or future event. The identi-

fied strengths and opportunities should be maximized and all weaknesses and threats should be carefully analysed, addressed and monitored. (Silvers 2008, 37-38.)



Figure 3. SWOT analysis (Silvers 2008, 38).

Evans (2015. 308-311) also points out that the SWOT analysis is a strategic tool that concentrates on major impacts of the past and future performances and it should distinguish the event organization from the competitors. For small events the SWOT analysis can be used to realistically represent the true position of the event compared to the larger scale competing events and then be used as advantage during the event planning and implementation process.

2.1.6 Implementation

This stage starts with planning for the implementation of the event concept. It starts with determining the strategies that make the event achieve the objectives. At this point it is also important to remember the long-term objectives and to implement the strategies to reach those as well. (Masterman 2009, 71-72.) This stage is very close to the final implementation and it is important to include everything that is necessary to execute the event successfully at the right time and the day required. It is also necessary at this point that the event concept and feasibility stages are well planned and studied. (Masterman 2009, 190-191.)

When the strategic plans are set, it is time to implement the strategies by operational plans. Operational plans will be needed for all key areas, which are essential to the achievement of the event's objectives and implementing their strategies. Due to different objectives and strategies the operational plans will vary but in common operational plans that concern most events are for example budgeting, marketing, administration, staging,

research and evaluation, risk management, sponsorship, waste management and staffing (paid and volunteer). (Allen & al. 2005, 133.) Each developed operational plan needs objectives, which are linked with achieving the event organization's overall strategy; action plans and schedules, details of the responsible personnel, monitoring and control systems, including budgeting and allocation of resources. If the event is held on a regular basis, it is useful to build standing plans from the policies, rules and standard procedures of these operational plans to ease the decision-making in the future events by ensuring that similar situations are handled in a consistent way. (Bowdin & al. 2011, 211.)

Event implementation can be seen and should be carried out as a project. The management should be planned in sufficient time so that the execution follows the operational and strategy plans done before. (Masterman 2009, 190-191.) It is important that all persons and stakeholders involved in the project are informed about the project's current situation and the provided information can be used to monitor whether the implementation is progressing according to the plan or not (Egger 2014, 226).

The final implementation will need execution of the plans such as hiring staff, sending out requests for bids, confirming contractors and implement the promotional schedule. It also needs testing the plans to see how real the progress is. The implementation requires constant evaluation between the plans and reality and taking measures if needed. The implementation should be done with cooperation with the stakeholders to let them know about the progress. The implementation stage also requires active risk management. The event organizer and all parties involved in the implementation have to be focused on the event scope and make sure that the plans are compatible with each other and with the overall event objectives. The successful implementation ensures achieving all short- and long-term objectives. If the implementation stage fails and short-term objectives are not met, it is very difficult for the event to achieve the long-term objectives and create positive legacies. (Allen & al. 2005, 282-284; Masterman 2009, 60 & 190-203.)

After all plans are made and resources acquired, the plans are executed and the event is staged. The event organizers work does not end with a successfully delivered event as the event needs to be handed-over and evaluated (Masterman 2009, 58-60).

2.1.7 Event closure

This stage includes the shutdown of the event, which involves clearing out and clearing up the event location and facilities, also the event's long-term objectives and legacies are handed over to the party that is in charge of their evaluation (Masterman 2009, 72-73).

After the event has been successfully delivered, the facilities and possibly equipment are handed over. This process takes time and should be included in the implementation planning. After-users include such as tourism agencies, local authorities, sport clubs and sport organizations. The hand-over of the facilities to the original user or the new after-user should be smooth and requires planning of time and resources so that the facilities can be handed-over in the condition as agreed. The hand-over of long-term objectives and legacies should be determined with all necessary stakeholders and parties involved and the evaluation of the objectives and legacies should be considered as those might happen years after the event itself. (Kaspar 2014b, 259-261; Masterman 2009, 190-207.)

When the event is shutdown the organization starts to scale down the operational management. The Event organizer starts looking at the next event at this stage of the event process by documenting and evaluating the management system and creating baselines for the future events (Bowdin & al. 2011, 264). When everything is cleared from the event location and the event is officially closed, it is time to start evaluating the event impacts, achieved objectives and legacies (Masterman 2009, 73).

2.1.8 Event Impacts

Events have an affect on almost every aspect of peoples' lives, whether the economic, political, social, physical or environmental aspects. The positive connections the events can have bring benefits that make the events so popular and supported (Allen & al. 2005, 31). The impacts are increasingly well documented and researched and event organizers are developing strategies to enhance and optimise the event outcomes (Bowdin & al. 2011, 79).

Events are beginning to be acknowledged as important tools for regional development as they have various impacts on the host region and communities. It is becoming even more important for the events to plan and manage the possible impacts. (Pasanen, Taskinen & Mikkonen 2012, 18). Planned events have always a purpose and objectives, this leads to certain outcomes that are both desired and predicted, but it is also possible that the event creates some negative outcomes that are unanticipated (Getz & Page 2016, 352). The positive impacts should be maximized and the potential negative impacts should be minimized to achieve the best outcomes for all parties and so that the overall impacts of the event are positive (Allen & al. 2005, 31).

Stakeholders often emphasises the financial impacts of the events because of the need of employers and governments to meet their budget goals and to justify the expenditure, but

also for the reason that the financial impacts are the easiest to measure. Agha and Taks (2015, 200) state that events are often promoted with all the positive impacts it can bring while still being justified with the economic impacts due to the use of taxpayers money. Especially mega-events highlight the economic impacts the event can create and the physical impacts and legacies through new facilities and infrastructural changes in the host location (Masterman 2009, 85). Table 4 shows the range of impacts to the host communities and stakeholders.

Table 4. The impacts of events, adapted from Bowdin & al. (2011, 81).

| Impacts of events | Positive impacts | Negative impacts |
|----------------------------|---|---|
| Social and cultural | <ul style="list-style-type: none"> - Shared experiences - Revitalisation of traditions - Building of community pride - Increased community participation - Introducing new ideas - Expansion of cultural perspectives | <ul style="list-style-type: none"> - Community alienation - Manipulation of community - Negative community image - Bad behaviour - Substance abuse - Social dislocation - Loss of amenity |
| Physical and environmental | <ul style="list-style-type: none"> - Showcasing the environment - Providing models of best practise - Increasing environmental awareness - Infrastructural legacy - Improved transport and renewal | <ul style="list-style-type: none"> - Environmental damage - Pollution - Destruction of heritage - Noise disturbance - Traffic congestion |
| Political | <ul style="list-style-type: none"> - International prestige - Improved profile - Promotion of investment - Social cohesion - Development of administrative skills | <ul style="list-style-type: none"> - Risk of event failure - Mis-allocation of funds - Lack of accountability - Propagandising - Loss of community ownership and control |
| Touristic and economic | <ul style="list-style-type: none"> - Destination promotion and increased tourist visits - Extended length of stay - Higher profit - Increased tax revenues - Commercial activity - Job creation | <ul style="list-style-type: none"> - Community resistance to tourism - Loss of authenticity - Damage to reputation - Exploitation - Inflated prices - Financial mismanagement - Financial loss |
| Sport | <ul style="list-style-type: none"> • Health benefits • Social benefits • Economic • New facilities • Increase in participation | <ul style="list-style-type: none"> • Negative health behaviour • Raised cost of health services due to increasing participation • Impact to less active people |

There can be short-, medium- and long-term impacts. Short-term impacts are those that take place during the event and also those that take place prior to or immediately after the event. Medium-term impacts are those that occur after the event has closed down. Long-

term impacts as a result of staging the event are referred to as legacies. Often the long-term impacts are not managed by the event organization and for that the party responsible for the after-use or evaluation should take part in the planning phase of the intended legacies (Masterman 2009, 84). Kaplanidou, Emadi, Sagas, Diop and Fritz (2016, 4110) point out that through proper planning and focusing on human and social capital changes, the impacts can be transformed into legacies.

The economic impacts are used to justify almost all mega-events. The problem concerning this is that it is impossible to fully measure. The construction of all the infrastructures before the games demands huge investments from public and private sectors.

These costs should be justified to the taxpayers, and that is when legacy planning steps in. When considering the economic impacts, all the positive outcomes should be measured, but also the true cost of construction, leakage of income, increase in taxes and the overwhelming opportunity costs. Host image, citizens' social and physical well-being, city development and economic growth are issues that are used to argue the importance of the mega-events. What if all the investments would have been used directly in e.g. medical care, education, increasing sport participation, social equality, what would the impacts be from these investments? The events create global media awareness and emotions that cannot be achieved any other way, but is that enough for the public to justify the investments in the event rather than investing directly in the quality of life? This problem concerns all impacts. An event has the potential to create positive long-term outcomes, but could they be achieved investing in some other, less expensive, option? (Agha & al. 2012, 132; Bresler 2011, 17-18; Coakely & Souza 2013, 584; EY 2014, 2-5; Feblowitz 2013, 3 & 17; Kavetsos & Szymanski 2010, 159-160; Mangan 2008, 1869; Mooney, McCall & Paton 2015, 921-923; Preuss 2006; Smith 2014a, 27; Solberg & Preuss 2007.)

The event's impacts are important for the local governments that support events for emotional, practical and economic reasons. Events that promote community pride and elevate the image and reputation of the host municipality are often favoured. These type of events that at the same time provide the host location with entertainment and recreational options are seen to improve the perception of the quality of life, keep the citizens in their hometown, increase spending money in local businesses and generating incremental tax revenues (Supovitz 2005, 278-279).

Economic impacts are not enough to justify the cost of mega-events. The events need to create more benefits for all stakeholders. This is the main reason why event planning should be tuned into legacy planning. Because of the lack of positive economic impacts, there is an increasing emphasis by the local and national governments on the "triple bot-

tom line” of social, economic and environmental objectives in relation to events (Bowdin & al 2011, 80).

Events have direct social impacts on their participants and host communities. The impact can be as simple as a shared experience in a sport event or it can increase national or community pride (Bowdin & al. 2011, 80). Events can be very powerful in transferring emotions, people encounter each other, exchange and have complex experiences designed by the event organization (Rössler 2014, 233). It should not be forgotten that sport events also impact the development of sport. National success in sport events boost the popularity of those disciplines and local events can be used to promote participation in sport on the grassroots level (Masterman 2009, 101-102). Events also impact the tourism of the host location, whether it is only for the duration of the event or if it creates a positive image as a tourist destination for the host. The touristic impacts have an effect on almost all types of event impacts. (Hallmann & Breuer 2010, 234.)

Sport events have many available resources that are not used at their best level such as volunteers, community’s knowledge and skills. Communities are often proud of the events they host and the event organizer should involve the community in the planning and marketing of the event. When the community is more involved the impacts of the event are greater, also local human resources and services are usually available for the event’s use just by asking (Supovitz 2005, 277).

Almost every event has some concerns by the community. The best way to front these concerns is to engage the local governmental officials, business organizations and community leaders early to the event planning process. The event organizer should build a genuine and functional partnership with these parties with open communication and recognise each party’s agenda to maximize the social impacts (Supovitz 2005, 280). The social impacts can also have an affect on the economic impacts for example in terms of productivity (Matheson 2006, 6).

2.1.9 Evaluating the event

Evaluating the event and gathering feedback are key elements in designing future events. Evaluation is the process where insights are gained, lessons are learned and the event is made perfect. The evaluation process starts from the feasibility study continuing to the post-event long-term legacies. Evaluating the event needs critical monitoring of the implementation of the event, to assess the outcomes accurately. (Allen & al. 2005, 449-450.) Despite the size of the event, performance indicators, such as budget and deadlines can

be used to evaluate if the alignment with objectives is being achieved. Good evaluation requires specific and measurable objectives. The better the targets are with the objectives, the easier it is to evaluate them. (Masterman 2009, 73-74.)

Evaluation process can be qualitative or quantitative, but the most important factor is that it must be reliable and there should be more than one type of evaluation of the event. Small events rely too much on the event organizer's evaluation, which can be bias or based on personal memories. (Masterman 2009, 324-326.) Event objectives need to be set for different time lines and achieving those objectives need to be monitored during the whole event process so that actions can be made if some objectives seem to fail. With constant monitoring the event organizer can ultimately ensure that the event achieves all set objectives. (Getz 2007, 319; McMahon-Beattle & Yeoman 2004, 190-191.)

The event is already evaluated in the feasibility stage to measure if the event should be held. The process continues during the implementation stage by monitoring the event. The event monitoring should include constant follow up with the ticket sales, budget and marketing. Monitoring the present circumstances and gathering real-time feedback from the event helps to improve the conditions and event experiences of the participants and spectators. This is a vital part of the evaluation to maximize the quality of the event. (Allen & al. 2005, 451.) Feedback is also necessary for the future development of the event. Gathering feedback should be a systematic process to address the present situation and to gather information for the planning of the next event to know how and why the past strategies worked and failed (Masterman 2009, 74-75).

The overall evaluation of the event is held just after the closure. This evaluation gathers important statistics and data on the event, which is used for future planning but also to provide value for the stakeholders (Masterman 2009, 330-331). The post-event evaluation should be done with all parties involved with the event, like the participants, spectators and stakeholders. The event should be evaluated from each party's perspective as the expectations do vary depending on the stakeholder. The numeric targets, the strengths and the weaknesses are analysed for future use. The immediate post-event evaluation gives the most information for the future events. For most stakeholders the economic impacts are often important and this data is available just after the event. Also all feedback from the participants can be used in future planning and marketing actions. The short-term evaluation takes place from the closure to around one year after the event. (Allen & al. 2005, 451-452; Schulenkorf 2012, 8-9.) When the evaluation process is finished, an evaluation report should be written and shared with media and the stakeholders, this report

can then be used in future events to attract the stakeholders by showing the impacts the event has had in the past (Allen & al. 2005, 464-465).

2.2 Event marketing

Marketing is, in simple term, satisfying consumer needs and wants by exchanging products, services or ideas for something of value (Allen & al. 2005, 182). Sport marketing is a marketing concept to sport products and services and non-sport products through an association to sport. Marketing *of* sport refers to the use of marketing mix variables to communicate the benefits of sport participation and spectatorship to potential customers. The goal of marketing of sport is to ensure the long-term future of the sport, which is highly depending on the core objectives of the sport organization in charge. Sponsorship is a great example of Marketing *through* sport. Corporations use sport and sport events to promote and advertise their products or services by associating with sport. Sport offers the marketer the tool to focus the marketing to a specifically identified demographic market known to follow a particular sport. (Shilbury, Westerbeek, Quick & Funk 2009, 30-32.)

Sport marketing is so appealing because of the uncertainty of the outcome, which can be seen as the core of sport and sport products. The uncertainty of outcome involves levels of excitement, stress, emotions and tension, which are rarely associated with purchase of other products. Successful sport marketing manages to combine the uncertain outcome and the experience associated to it. (Chadwick & Beech 2007, 9; Shilbury & al. 2009, 25.) In successful event marketing the long-term benefits should be marketed more to the stakeholders and the short-term benefits through experiences to the participants and spectators (Masterman 2009, 242-243).

Sport events are struggling for the decreasing spare time of consumers. There are currently so many options for consumers in leisure opportunities and substitutes on offer that it is very hard to provide an event with better value. Strategically planned marketing actions increase its importance to sport events as they can focus in very specific target groups of consumers when competing with the whole entertainment industry. (Kriemadis & Terzoudis 2007, 27; Masterman 2009, 210.) The event needs active marketing strategies, which include publicity, advertising, promotion and direct sales. The same principals are used in corporate marketing strategies. The sport event is a product and the consumers are ticket buyers, attendees, partners and athletes. The event organizer has to use various forms of media to sell the event to the public. (Supovitz 2005, 249.) Hall (1997, 136) defines event marketing as a function of event management that can communicate with the event's participants and visitors, anticipate their needs and motivation, develop

products that meet these needs and build a communication program that indicates the event's purpose and objectives. Marketing is used to ensure event participation and positive event image (McRoberts, Charlebois & Melnike 2014, 148).

All events benefit from understanding the basic marketing principals and having some experience in adapting those principals to satisfy the needs of the target market. Good understanding of the role of marketing leads to satisfied customers and to better relationship with stakeholders, who strongly influence the event's long-term success. (Allen & al. 2005, 184.) It is wise to promise only what you can deliver, so that the event can exceed the expectations for more positive outcome (Kotler, & al. 2008, 11). Involving the stakeholders in the marketing planning is important for the event to successfully fulfil the stakeholders' expectations. Event marketing can also strengthen the link between the communities, as sport events are great branding tools for the host location if the sport reflects the key values of the location. (Reiter 2014, 369-370.) The stakeholder analysis is a key element in the branding process of the event with shared value-driven marketing activities. Event branding can also be used as a stakeholder management tool to unify the stakeholders towards a joint goal. (Merrilees & al. 2005, 1075.)

The marketing plan must be able to adapt to the changing circumstances because the event industry is changing rapidly. New trends appear which reflect in events. Some trends disappear quickly and some become part of the mainstream. The event marketing should be aware of the new media and mobile technologies to maximize the marketing impacts. Social media can be used to reach extremely high media penetration through recommendation and sharing. Also modern location-based services are very effective ways to reach the target customers. Social media is not only for event promotion; it can also be used to transfer emotions from the event to the public. (Rössler 2014, 233-237.) The event marketing should also follow new technologies that arise, which can ease the consumption of the event in a more timely and convenient manner (Greenwell & Thorn 2012, 36).

Marketing planning is the most important part of marketing management, ensuring that the customers, competitors and trends are understood in the external environment as well as the event's internal capabilities and strategies support the marketing programs to assist the implementation (Kriemadis & Terzoudis 2007, 41). Marketing plan cannot rely on guesswork and hoping that everything goes as planned, it must be based on detailed analysis of the event environment (Greenwell & Thorn 2012, 30). In sport marketing the organization must recognize and analyse the event environment, determine its effect and make strategic decisions that will enhance the success of the event. Marketing research is

undertaken to ensure that the marketing actions are made in relation to the marketing mission and objectives and to the right target. Many of the researches the event organizer should have made in the earlier stages of the event planning process can be utilized in the marketing analyses. For example, the consumer profile and the SWOT analysis are also used in the event's strategic marketing planning. (Arthur 2007a, 403-405.)

The marketing planning starts with defining the mission of the event. The event objectives and purpose that are set in the beginning of the event planning process are turned into a clearly stated mission statement, which tells what is the purpose of the event and what it wants to accomplish in the wider environment (Armstrong & Kotler 2015, 66-67). When the mission is determined and the event is planned in relation with the needs and wants of the stakeholders, participants and audience, it is needed to develop strategies to influence the consumers to take part in the event. The marketing strategies are developed using the sport marketing mix variables to put the right product in the right place, at the right price, at the right time. (Mihai 2013, 232-234; Shank 2008, 396.)

Traditionally the marketing mix represents the primary elements of marketing, the 4P's, product, price, place and promotion (Turner 2007, 38). The marketing mix is a set of tactical marketing tools that can be used to produce the wanted response in the target market. The marketing mix consists of everything the event can do to influence the demand for it. (Kotler & al.2008, 49.) The elements in the marketing mix should correspond with the resources, skills and experience of the event organization and the event organization must be able to implement all aspects of the marketing mix (Mullins, Walker Jr & Boyd Jr.2008, 20). To be successful in the marketing mix it is necessary to analyse the marketing environment: the consumer, the Company (the event) and the competition, the 3C's, must be analysed before planning the marketing mix elements. It is also important that all these elements interact with the market but also between the elements themselves. (Schwartz & Hunter 2008, 22.)

Product means anything that is offered to the target market for attention, purchase, use or consumption that might satisfy a want or need. Product can be a physical item or a service. Physical items are tangible goods that you can own. Services are products that consist of activities, benefits or satisfactions. Services are intangible and do not result any ownership. (Kotler & al. 2008, 500-501.) Sport product can be seen as three-dimensional: tangible goods, intangible support services and the game or event itself. The tangible goods are such as the fan items, equipment and clothing. Intangible support services are activities or programs that are supplementary for the sport but essential for the operations, such as game officials and operations staff. The game or the event can be divided into

two parts, the core product and the product enhancements. The core product of the event is the competition taking place and the product enhancements are the extras during the event for example entertainment factors such as mascot, halftime entertainment, music and cheerleaders. (Schwarz & Hunter 2008, 26-27.) The support services and the product enhancements should have an important role as the event organization has very little or no control on the core product itself (Lambrecht, Kaefer & Ramenofsky 2009, 164). In sport products, the value-added elements of the service are the key to providing greater experiences to the customers (Turner 2007, 38).

The product is the key element in the overall market offering for the event and all customer relationships are based on the product the event offers. The best results are gained by integrating physical goods with the services provided to create and manage customer experiences. Customers are not buying just goods or services in sport events. They are looking for the emotions that the goods and services can provide them. (Armstrong & Kotler 2015, 230-231.) Advertisement can be used to promote more than the core product. It can be used to promote the entertainment, the activities and special opportunities to learn from experts. In other words, promote the fun and excitements associated with the atmosphere and thus make the event even more appealing for a larger customer segment. In marketing planning the product must be identified and ensured that the product provides benefits for the customers (Green 2001, 1-2; Mihai 2013, 234).

Price is in short the amount of money the customer is charged for a product or service, but seeing price as the value of the benefits the product or service provides to the customer makes the pricing decision very important in the marketing planning (Armstrong & Kotler 2015, 294). Pricing has been in the history one of the major factors in affecting buyer choice and is still the only element of the marketing mix that provides revenue. The pricing is changing more to selling value than cost. Consumers are willing to pay more for the product if they feel gaining more value from it. The event pricing should reflect the consumer value and be set so that the cost and gained benefits match at the minimum value expectation. (Armstrong & Kotler 2015, 294-295; Mihai 2013, 234.)

The benefits the consumer is expecting from the event can be exceeded by the value-added services the event can offer. The value that the consumer experiences at the event determines the success of the event and that must surpass the cost the consumer has paid for the event. (Gallarza, Gil-Saura, & Holbrook 2012, 152.) The extra value gained correlates with the positive customer satisfaction, which facilitates more word-of-mouth promotion, fewer complaints, buying more additional products and paying less attention to competitors (Shilbury, & al. 2009, 144). When planning the pricing of the event it is neces-

sary to consider the 3C's so that the pricing strategy fits the offered services and is in line with the consumers needs and competitors offerings (Schwartz & Hunter 2008, 28-29).

Place is all the event activities that make the product or service available to the target markets in a way that facilitates purchase or consumption (Kotler & al. 2008, 50). For sport events the place is the facilities where the event is held, but it also includes the points of distributing of the event like ticket sales at the facilities, geographic location of the target markets and other important channels where the event can be distributed to and consumed by consumers like media outlets. The physical place (Stadium, Arena etc.) is very important in sport events as it determines how many participants can attend and how the audience is located during the event. (Harness & Harness 2007, 169-170; Schwartz & Hunter 2008, 29.)

The place should be increasingly focused on in sport marketing. Many sport events are placed in a specific location in the consumers mind and are thus facility dependent sport services. It should also be noted that the place has a more important role for regular than occasional consumers and the marketing should consider the message it is giving depending on the customer group. There is a large gap between the young and occasional consumers compared to old and fanatic considering the place in the marketing mix. If the event takes place in the same location every time, the place in the marketing mix should be emphasized and branded together with the event. With a strong connection with the product and place the services can get a more tangible role for the consumers. (Westerbeek & Shilbury 1999, 1-12.) In short, for sport events the place must distribute the products and services to the right place at the right time for ease of purchase and consumption and the place should be focused on if the event is facility dependent (Mihai 2013, 234).

Promotion relates to communication with the target consumer segments. In sports, promotion can relate to different goals such as creating awareness, stimulating demand and retaining loyal consumers (Greenwell & Thorn 2012, 47). Promotion is used to ensure the potential customers know that the event exists, where it is held and what benefits it offers. Promotion is done with advertising, personal selling, sales promotions, licensing, sponsorship and direct and digital marketing. (Armstron & Kotler 2015, 396-397; Harness & Harness 2007, 170.)

Advertising is one of the primary elements of the promotional mix. Advertising includes broadcast, print, Internet, mobile, outdoor and other forms of attracting public attention to the sport product or event. Advertising is the most utilized communication process in sport marketing, sending paid messages to the sport consumers to persuade them to make a

purchase. (Armstrong & Kotler 2015, 396-397; Schwarz & Hunter 2008, 206-207.) The major advantage of advertising is that the advertiser can control the time, placement and content of the advertisement, the major disadvantage is cost per exposure per consumer, especially with mass advertising (Shilbury & al. 2009, 172).

Personal selling includes sales presentations, trade shows and incentive programs and it aims to make sales and build customer relationships (Armstrong & Kotler 2015, 397). Personal selling is one of the most effective ways to promote products and services. The personal contact with the potential customer enables giving more information about the event with two-way communication, possibly even in a manner that is not sales based or visibly targeted. Personal selling builds awareness through social involvement and can be used to promote goodwill in the community. (Blythe 2006, 254-257.)

Sales promotions are the activities that stimulate and support advertising, personal selling and publicity. The activities are usually temporary and may include different price strategies. Price strategies can be for example two-for-one deals or group deals. Non-price strategies are giveaways such as caps, water bottles and posters. (Shilbury & al 2009, 173.) Sales promotions are benefits in addition to the basic benefits the product or service offers and it aims to stimulate a stronger or earlier market response (Kotler & al. 2008, 799).

Licensing is granting a second party the permission to use a mark, symbol or likenesses of the product or service (Irwin, Sutton & McCarthy 2002, 242). Licensing can include the use of a logo, an association and the right to designations such as official. Licensed merchandises are one of the most profitable parts of the whole sport business (Shilbury & al. 2009, 176). Licensing provides the sport organizations opportunities to establish a presence in a specified marketplace while creating revenue at the same time. The licensing aims to enhance the brand awareness and appeal, especially in the new markets and is closely related to the fan identification. (Burton 2004, 259; Schwarz & Hunter 2008, 209-210.)

Sponsorship involves acquiring the rights to be affiliated with a sport product or event to obtain benefits from that association (Schwarz & Hunter 2008, 207). Sponsorship is an agreement between two parties in order to mutually benefit and accomplish their profit and non-profit objectives. It can be seen as a relationship between the sponsor and the sponsored where marketing communication objectives are pursued through associations. (Tsiotsou 2011, 557.) Kahle and Riley (2004, 173) points out that Sponsoring dominates

the sport marketing and is also one of the main financial sources and an important part of the promotion for the events, thus it is covered in detail in chapter 2.2.1.

Direct and digital marketing is engaging directly with targeted individual consumers and customer communities to obtain an immediate response and to build lasting customer relationships (Armstrong & Kotler 2015, 397). In direct marketing, the offers can be tailored to the needs of the consumer community or even for one individual customer. Direct marketing includes such as direct mails, online and social media, mobile marketing. The modern mobile and online technologies offer numerous ways to reach the target customers anywhere and any time and the possibilities the available customer databases offer for the marketers are huge. The potential of the direct mobile marketing nowadays is making the direct and digital marketing one of the fastest growing forms of marketing. (Kotler & al. 2008, 864-866.)

Marketing needs also its own objectives. Marketing objectives is the quantification of what the event sells (product and services) and to whom (its market). Marketing objectives can be divided into Marketing stance (indirect) and marketing performance (direct). *Marketing stance* is connected to the mission statement with a focus on the parts that affect the overall marketing effort. These also include the objectives like customer behaviour, opinion and attitudes. The objective can also be such as brand equity, brand awareness and brand image. Reaching the marketing stance objectives is necessary to reach all other marketing objectives. *Marketing performance* objectives relate to the end product or service of the marketing effort like sales volumes, market shares and profit. Both types of marketing objectives correlate with each other and support reaching both marketing objectives. The marketing objectives should be considered SMART as with the event objectives (Arthur 2007a, 401; Jensen 2012, 52; Mullins & al. 2008, 480; Ukman 1996, 5.)

One of the most important aspects of marketing is to determine which markets will be targeted. A full customer analysis is necessary (Greenwell & Thorne 2012, 42). The customer analysis should include questions like: What customer needs is the event meeting? How are customers currently meeting these needs? What can the event offer to meet the customers' needs? The customer analysis can be used to address strategic opportunities: Is there any interest to what the event can offer? Are there underserved markets the event can reach? Can the event offer benefits to existing customers? (Greenwell & Thorn 2012 42-43.)

The information that is gathered should be accurate and timely. The customer analysis should also include information about the market size, trends, customer profiles and pur-

chase patterns. This information can be used to create market segments and identifying target markets. It is more effective to target smaller, homogenous groups with similar characteristics or needs than try to market to every possible customer. (Jackowski & Gray 2004, 271; Mullin, Hardy & Sutton 2000, 99.)

The most common segmentations are *demographic segmentation* (gender, age, income, occupation, education, marital status, geographic region etc.), *psychographic segmentation* (attitudes, lifestyles, values and opinions), and *behavioural segmentation* (dividing the market based on how often or how much consumers use the product). It is often wise to also construct *multiple segments*, where different segments are combined with demographic segments. The multiple segments give new insights into demand and allow for customisation of products and services to unique consumer groups. (Greenwell & Thorn 2009, 43; Shilbury & al. 2009, 74-79.)

Selecting the target markets requires evaluation of the market segments. The segment must be substantial enough to justify consideration and the size and attractiveness in terms of financial resources must be measurable. The event organization must have enabling resources to access the segment and the segment must enable differentiation from other segments. Also structural attractiveness should be evaluated in terms of competitors, substitute products and buyer's power. The evaluation assists in determining the number and which segments they can most profitably serve and which segments best suit achieving the objectives. (Tsiotsou & Goldsmith 2012, 3-5; Shilbury & al 2009, 79-80.)

Positioning is arranging for a product or a service a competitive advantage, by occupying a clear, distinctive and desirable place relative to the competitors' products or services in the minds of target consumers. The event, in this case, should be positioned to distinguish itself from competitors' offerings and giving the event the greatest advantage in its target markets. (Armstrong & Kotler 2015, 78.) Positioning is a process of customisation of the marketing mix for the selected target markets, in other words linking the marketing research and the market segmentation. The position must provide competitive advantage, create marketing mixes that correspond to the selected position and deliver and communicate the selected position to the target segments. (Tsiotsou & Goldsmith 2012, 5.) Position can be established in two ways: by physical design or through advertisement. Physical design refers to rule changes and product modifications that can make the event more attractive to certain segments. Establishing the position through marketing means more customised marketing to very specific segments with the specific elements of promotion like personal selling and direct digital marketing. (Shilbury & al. 2009, 80-97.)

After the marketing mix strategies and the target markets have been decided the plans are executed. The marketing implementation requires constant monitoring so that the actions are made in the right way, at the right time and place as planned (Shank 2008, 397-398). The implementation phase must be done accurately so that the marketing actions accomplish the set objectives. The marketing strategies that are implemented can be seen as “doing the right things “ and marketing implementation as “doing things right” (Armstrong & Kotler 2015, 83-85).

The implementation phase of marketing is difficult. In many cases the creative and interesting marketing plans are found to be totally unrealistic or impractical (Shilbury & al. 2009, 338). This points out the importance of the set objectives being realistic. The success of the marketing implementation depends on how well the event organization blends its people, organizational structures, decision and reward systems and organization culture into a cohesive action program, which support its strategies. The marketing implementation demands people with enough skills, motivation and personal characteristics to deliver the marketing actions in a way that supports achieving the set marketing objectives. The final issue in the successful implementation is that the marketing objectives fit the event organization’s culture, beliefs and values. (Kotler & al. 2008, 158-159.)

2.2.1 Sponsorship

Sport is developing as the most effective and efficient way to reach the current and potential markets. Sponsoring is one of the ways of marketing in sports. (Shank 2008, 263). Sponsorship has also become one of the most important sources of funding for sport events. Sponsorship can benefit the general public by making it possible to stage events that might not be feasible without the input of the sponsor (Bagusat 2014, 339-340). Sponsoring is seen as a marketing tool that creates mutual value for both the sponsor and the sponsored person or activity. Sponsoring has to lead in to some kind of commercial outcome, which can be additional revenues, increase in brand value, or many other things (Collet & Fenton 2011, 2-3).

Just giving support to the subject is not sponsoring. There must be a contract between the parties where the sponsored offers different kind of benefits and the sponsor offers money or other values in kind to the sponsored with consideration (Collet & Fenton 2011, 3; Valanko 2009, 51-52). To distinguish sponsoring from advertisement is now days more difficult in the real world at least from the eyes of the consumers. Sponsoring affects through images and it does not aim to give direct messages or compulsions like advertisements, it

affects indirectly to the target groups by combining the sponsor and the sponsored (Valanko 2009, 52-53).

It is hard to draw a line where sponsoring turns in to advertisement. The ground rules of sponsoring that are; it must be commercial and mutual and there must be a contract, rules out many ways that are seen as sponsoring like product placement, advertiser-funded programming and event creation. Plain patronage or philanthropy is not sponsoring (Collet & Fenton 2011, 3-4). It is common to mix advertisement to sponsoring especially in sports. An advertisement on a sport facility is not sponsoring, unless there are mutual contracts of co-operations, benefits and activities (Valanko 2009, 54-55). The sponsor should have an opportunity for promotional activities like publicity, premiums and selling, also the sponsored should offer benefits to the sponsor like emphasizing awareness of the sponsor or the product that may lead into preference or purchase of the brand (Nicholls & Roslow 1999, 365-366). Figure 4 shows the sponsorship process from the sponsor's perspective.

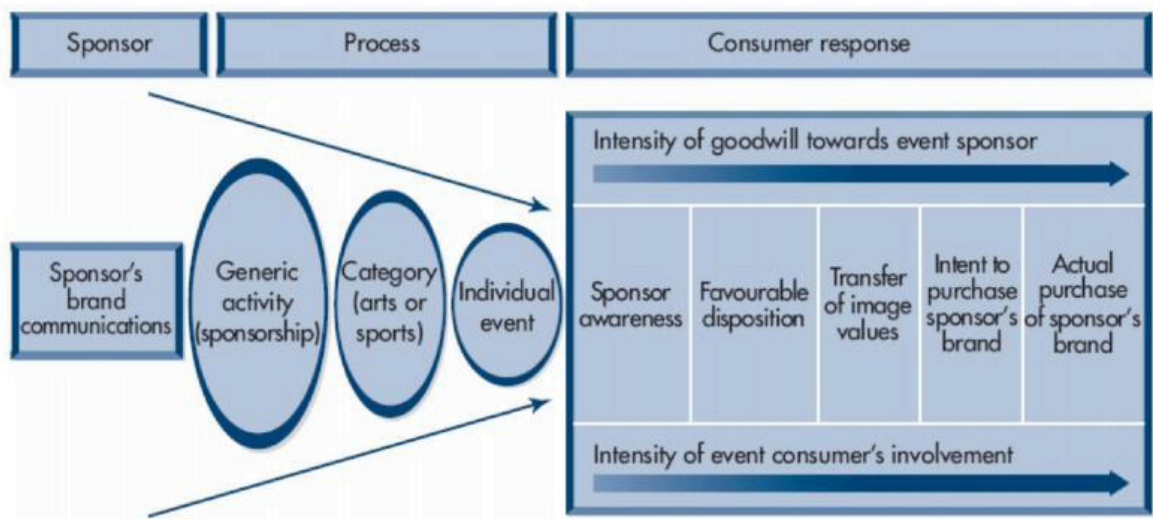


Figure 4. The sponsorship process adapted from meenaghan (Bowdin & al. 2011, 451).

Social sponsorship is also increasing in the future. Non-profit organizations can utilize sponsorship in achieving social marketing objectives and the event can gain credibility through being associated with organizations that have positive image in the consumers' minds. Often, the non-profit organizations prefer the term *partner* while the for-profit companies use the term *sponsor*. (Madill & O'Reilly 2009, 135.) Studies show that there are a growing number of sponsors from the non-profit organizations or governmental sector aiming to increase public awareness or educational and social marketing through sponsorship (Madill & O'Reilly 2009, 133).

Sponsoring has developed a lot from the 1970s when it was seen as an opportunity for advertisement and corporate hospitality. Sponsors are no longer satisfied with signage or on-site hospitality. Now sponsors want business-to-business marketing opportunities and measured results of their return on investment. Online sponsorship is increasing and new technologies will enhance the impacts on event marketing as a whole. Sponsoring has developed into a major marketing tool, which drives sales, creates favourable brand associations and awareness and also develops the corporate image. (Mastermann 2007, 11; Merrilees & al. 2005, 1062.)

Sponsoring objectives can be roughly divided into two different groups: sponsorship and commercial communication. The commercial oriented sponsoring aims to increase sales. The increase in sales usually needs more than just advertisements. Sponsorship is used to increase awareness of the brand and to enhance the image. (Ferrand, Torrigiani & Povill 2007, 20.) Sponsoring is also a great tool to show the values of the corporation or brand practise (Valanko 2009, 65).

Main target group of sponsorship is the consumers and the main goal is to influence their attitudes and behaviours towards the sponsoring brand or corporation. Sponsoring can also be intended towards the corporate employees, suppliers, wholesalers or retailers to gain value for the brand or corporation. Sponsoring can also be targeted to the media to influence the way they report on the corporation. (Collett & Fenton 2011, 10-11.) Sponsoring can also be used to reach new markets and retaining an existing customer base (Shank 2008, 324).

Sponsorship objectives are often set to increase brand or product awareness by greater visibility in target markets (Mastermann 2007, 34). Awareness relates to the fame and recognition of the brand (Ferrand et al. 2007, 21). Sponsorship also aims to affect the image of the brand or corporation (Pope 1998, 132). Nicholls and Roslow (1999 in Heitsmith 1994) points out that sponsorship presents a "back-door" for the sponsors to reach the consumers through their "hearts and minds". It is wise to recognise the effect of the image in consumer behaviour. Image is an immaterial equity, which affects all aspects of the company, and its business. A good image is priceless and it is obtained in a long-term process but it can be lost very easily and fast. Sponsorship is a very important tool for building the image. (Valanko 2009, 118-119.) This supports the definition of sponsoring. The goal is not to have a direct impact on consumer behaviour, but to change the attitudes and values towards the sponsor. Sponsoring objectives should be tied to a broader marketing planning. Advertisement is there to support sponsoring, to give

consumers the message where and how to obtain the product or reach the corporation (Shank 2008, 333). The image and brand awareness influence purchasing decisions. It is important to plan what parts and how to reinforce the image by sponsoring as sponsorship gives the possibilities to make quite specific targets in image enhancement (Ferrand et al. 2007, 21).

Sponsoring should also create experiences, which affect the minds and feelings of the consumers as feeling based logic has become more important and feelings affect purchasing decisions as these days it does matter where we buy the products or services (Valanko 2009, 65). Affecting the feelings of the spectators in a sports event should be easy. The spectators are a quite limited target group who are under favourable conditions as there is enthusiasm, excitement and enjoyment present. The audience in a sport event are seen relaxed and naturally receptive. Some research on the other hand sees the spectators so preoccupied that they fail to absorb the sponsors' messages. (Nicholls & Roslow 1999, 369.)

Sponsoring can have many objectives depending on the sponsor and the targets. In the literature most commonly mentioned objectives besides those already mentioned are Stimulating the sales force, goodwill, developing and maintaining relations and building positive attitudes. Sponsorship can also aim to affect the corporate communication. The communication affects can be in social programmes, motivating corporate employees or even in enhancing personnel recruitment. (Mastermann 2007, 36; Ferrand et al. 2007, 21-24.) In the end most of these are associated with increasing awareness and enhancing image (masterman 2007, 36). Figure 5 shows examples of event sponsorship objectives.

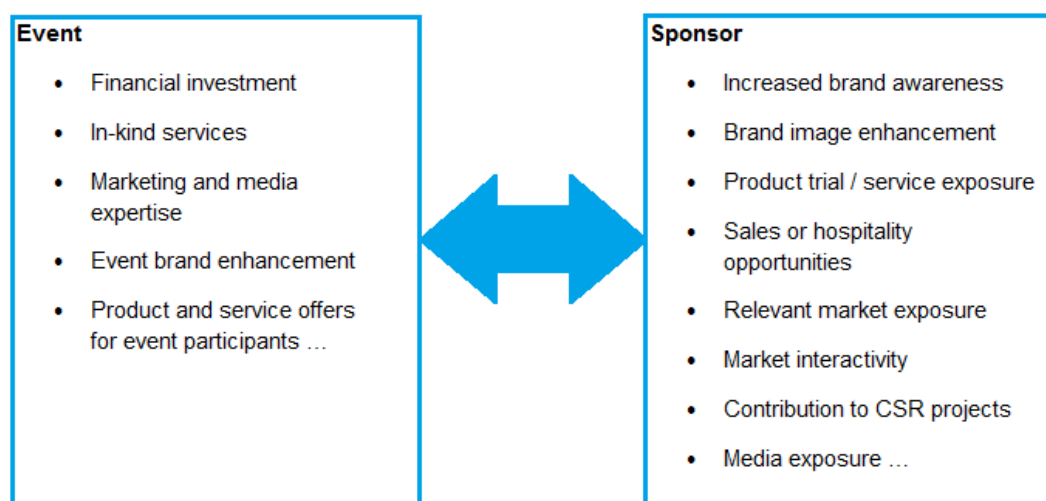


Figure 5. Objectives of event sponsorship (Bagusat 2014, 346).

There should be some kind of fit between the sponsor and the event, as the relationship between them will affect the marketing strategies of the event. Developing a more strategic fit between the sponsor and the event can be used to create mutually beneficial leveraging programs. The programs can provide better opportunities for the stakeholders to develop brand awareness through placement on event information, competitor's apparel, and venue signing. The better engagement the sponsors have with the event, the better goodwill they can gain. (Bagusat 2014, 346-367; Mackellar 2015, 22.)

It can be said that goodwill can be earned (and lost) through sponsorship and that goodwill is what separated sponsorship from mere advertisement. The level of involvement, which consumers have in an event, mainly determines their response to the sponsors. Ideally sponsorship reaches those who are emotionally involved with the event. The image transfer due to co-branding of the sponsors is partly determined by the perception of the consumers. The better the fit between the sponsor and the event, the better perception the consumers have. (Merrilees & al. 2005, 1062.)

Because the stakeholders should influence the decision-making, their reactions towards sponsorship agreements should be of great interest to the sponsors. The sponsors should use the other stakeholders as communication platforms to increase their image, reputation and visibility. This verifies the importance of the compatibility of each party's objectives. (Tsotsou 2011, 558.) The event organizer should be able to identify the benefits the sponsor can bring to the event and how the event can benefit the sponsor. Event sponsorship can be seen as working business partnership with mutual understanding of each other's expectations. This understanding is essential to understand the potential of leveraging the event. Figure 6 shows an example of the opportunities the event can offer and how they affect the engagement of the corporate stakeholders. (Bagusat 2014, 346-367; Mackellar 2015, 12-13.)

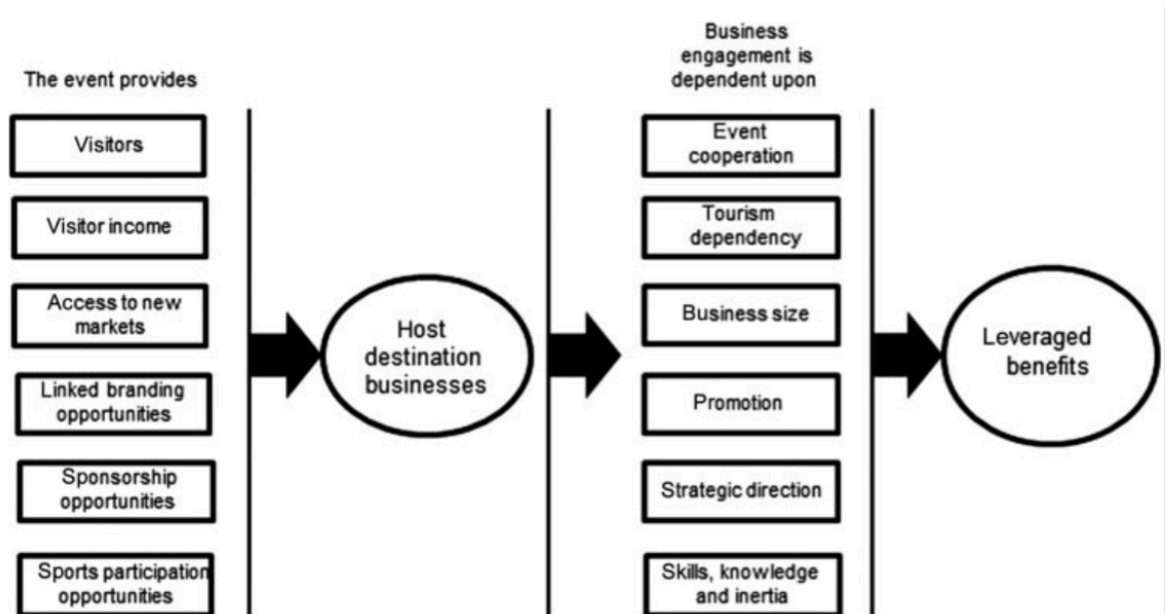


Figure 6. Schematic diagram of the cultural scheme (Mackellar 2015, 13)

Sponsorships are often linked with events because the sponsors can use the events to gain personal contact with special target groups that might be hard to reach through other marketing activities (Kinney & McDaniel 2004, 213). Both parties benefit from the relationship more if the expectations are noted on both sides and the sponsor is involved already in the planning stages of the event. Too often in event sponsorship, the rules of marketing actions are strict and set by the event organizer. Event sponsorship is, in these cases, more one-way than interactive communication and sponsoring is used as a strategic marketing tool by a company investing in the event. (Bagusat 2014, 340-341; Slater & Lloyd 2004, 192-194.) Typically businesses that are engaged with smaller-scale events are sponsors aiming to; give back to the community, obtain media or publicity, increase awareness of their business, increase sales and attract tourists, the level of sponsorship can vary in both scope and scale, depending on the match between the event and their own objectives (Mackellar 2015, 9-10).

Choosing the right way or target of sponsoring is not easy. There are multiple levels of sponsorship packages which all aims for different kind of objectives. There are options like title- or anchor-level sponsorships that are very costly but with very high visibility and integration with the event. Less expensive options are considered with less visibility and less integration. (Wakefield, Becker-Olsen & Cornwell 2007, 61.) Events often have fixed sponsorship packages where the sponsor is promised different levels of visibility and rights. The packages are often sold at the same price to all sponsors. This is an easy way to handle sponsoring but it lacks the ways to fill the sponsor's needs. (Masterman 2007, 77.) There are different packages with different visibilities and rights. These deals are

hardly ever built from the needs of the sponsors and are mostly priced so that the sponsorship income covers the even costs. The most common rights that are implemented to sponsoring are title-, presenting-, naming- and supplier rights (Masterman 2007, 80).

Sponsoring levels can be named as main sponsor, official partner and official sponsor. The main sponsor is the top level of commitment. The main sponsor should have special deals and most visibility at the event. Normally the main sponsor has the naming right if that is offered. The most commonly used term is "official partner". There can be several main partners at the event. This might cause difficulties as the sponsored should fill all needs of the partners but the partner's needs might be contradictory to other partners' needs. It would be wise to have only one official partner and the rest should be partners. There are usually many official partners involved with less visibility and less influence at the event. The official partnership is also less expensive way to take part. (Valanko 2009, 66-67.)

Many managers find sport event sponsorship more effective than other marketing communication tools and it is seen that the image or personality of the event can be linked to the brand through sponsoring activities (Lee & Cho 2012, 52-53). When choosing the ways to sponsor it is very important to realize the impacts on the visibility. It is not always so that the most visibility gives the best outcomes for the sponsor. Events that are closely related to the brand image will give better outcomes than events that are unrelated. Unrelated sponsors might reach the same associations as the related sponsors with low level of commitment to the event but they must have the high priced sponsorship levels and most visibility. It is still unlikely that the less related and less prominent sponsor is remembered from the event even with additional exposure at the event because the consumers might see the sponsor-event relationship as not making sense or not being appropriate. (Lee & Cho 2012, 52-54; Wakefield et al. 2007, 62-65.)

It is shown that the level of commitment and relatedness has major effects on the outcome of the sponsorship. High-level deals always give more visibility and that way more awareness for the brand or corporation. It must be considered that the high level deals are not always necessary for good outcomes. It seems that the relatedness to the sponsored event is the key and gives much more options for sponsoring than those that are sponsoring events that are far from the image and value of the corporation or the brand. (Madrigal 2004, 249-252.)

2.2.2 Marketing evaluation

The marketing actions must be constantly controlled during the implementation phase. The marketing control starts with setting the measurable marketing objectives. The marketing performance in the marketplace is measured and the cause of any differences between expected and actual performance is evaluated (Armstrong & Kotler 2015, 86). Actions are taken, if necessary, to close the gaps between the objectives and performance, this might require changing the action programs or even changing the objectives (Kotler & al. 2008, 161).

The changes should still be made with consideration. As one season or event rolls into the next, it becomes important for marketing personnel to step back every so often to assess progress and to ensure that strategies are not subject to quick changes based on short-term success. In particular, for seasonal sports it is important that week-by-week winning or losing does not excessively interfere with strategic marketing plans that are usually prepared for longer periods. This is one of sport's greatest pitfalls: reacting to short-term poor on-field performance. It also represents the main difficulty confronted by the sport marketer: to market a product over which there is little control. (Shilbury & al. 2009, 341.)

The evaluation is comparing results against the goals to determine whether the strategies were appropriate in meeting the goals, it is not about "what did we get" rather than "what did we accomplish" (Greenwell & Thorn 2012, 49; Lagae 2005, 222-223). All objectives should be measurable and the measurement criteria should be precise. The higher the marketing expenditures are, the more important it becomes that the results can be measured and financial outcomes can be quantified. It is essential in all evaluation that it is known what is measured and how, and to what is the data compared to. (Bruhn, Georgi & Tuzovic 2009, 51; Ginevicus, Podvezko & Ginevicus 2013, 200-204.)

Marketing return of investment is one of the most used evaluation tools in marketing. The marketing ROI is the net return of the marketing investment divided by the cost of marketing investment. The ROI can be assessed by standard marketing performance measures like the brand awareness, sales or market share. (Armstrong & Kotler 2015, 87.) It is important in ROI that the company has measured data of the objectives before the marketing deal starts so that the effects of the marketing actions can be compared to the pre-deal situation (Jensen 2012, 52). Another evaluation tool is the marketing dashboard where meaningful marketing measures are assembled on a single display and that information can be used in detail to adjust and measure the overall marketing actions (Armstrong & Kotler 2015, 87).

The marketing evaluation depends on the set objectives and different objectives might require different evaluation methods (Wood 2009, 264). Quantitative objectives are quite easy to measure like ticket sales, number of participants, registered followers on social media, the qualitative objectives, such as customer engagement, retention or experience, are more difficult to measure (Shilbury & al. 2009, 333-338). The qualitative measurements capture present performance and also indicators for future performance in terms of customer relationships. Questioners or interviews are normally used to evaluate these types of marketing impacts. The social marketing performances affect the future plans when creating better customer value, engagement and satisfaction, which in turn increase customer attraction and retention. (Aarmstrong & Kotler 2015, 86-87.)

Sponsorship is a very important and growing tool for marketing, but for long, measuring the effects relative to the investments has been unclear. The most commonly used way to measure sponsorship is evaluating the gained exposure as free media coverage and then counting the cost of the same time in television advertisements (Jensen 2012, 40-43; Olson & Thjomoe 2009, 505; Ukman 1996,5). This is an easy way and gives a return of investment in a way all managers understand (Olson & Thjomoe 2009, 505). Sponsor is identified mainly through the use of their name and logo. Sponsors always expect return for their investment and it is very important to evaluate the objectives during the whole sponsorship period (Van der Wagen 2007, 99).

The evaluating is developing fast due to new technologies and the often-used TV coverage measurement is dropping out from the methods even though it is still used for its simplicity. Sponsorship evaluating is researched quite a lot and there are many new aspects to the research. Very interesting findings can be found in Jensen's (2012) research: The study shows that winning itself does not guarantee the best exposure. The most impact was in the ranking of the athlete. If the athlete was highly ranked in the sport it meant that the athlete would get more exposure in the television coverage. With more similar researches it would be possible to build up a model for the sponsors to evaluate the exposure in an event beforehand.

2.3 Knowledge management

Staging events is such a complex process that it cannot be started from scratch. The event planning should include benchmarking previous events and build on this to further develop the event (Bowdin & al. 2011, 633). Also different phases of planning, implementation, marketing and evaluation require research. Knowledge is the basis for good decision-making process (Ghaffar, Beydoun, Shen & Tibben 2011, 382). Knowledge is a mix

of framed experiences, values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information (Ghaffar & al. 2011, 377). Sport events have become more commercially focused and are beginning to show signs of development of conventional business approaches (Adamson, Jones & Tapp 2005, 167). Knowledge management in forms of customer relationship management and data-based marketing increase the value of the organization and the service it provides (Adamson & al. 2005, 157-159). The use of knowledge management can create advantages for the organization and information technologies can assist athletes and spectators to participate in and attend sport events with professionalism, efficiency and overall service quality (Wu, Tang & Lo 2013, 31-32).

Managing spectator perceptions of service quality and understanding how these perceptions affect value, satisfaction and behaviour intentions is very important if a sport organization are going to succeed in today's competitive entertainment environment (Clemes, Brush & Collins 2010, 370). First step in knowledge management is to determine the purpose of data collection, which will define what data is required (Bowdin & al. 2011, 635). The event should start by defining the key performance indicators (KPI), to face the more demanding conditions in relation to competitive leisure activities, but also to be able to provide a more customer value oriented event that stands out from the competitors (Gabcanova 2012, 117-119). The organization should determine the most essential performance indicators that have a direct impact to the successful delivery of the event and achieving the objectives. The KPIs should be easily measured and managed and analysis should be repeated in chosen intervals if necessary (Chae 2009, 422-425; Done, Murphy & Bedford 2016, 17).

The measurement of the KPIs is the most important target of evaluation. These are the indicators that best show the current situation and helps modifying the event actions to reach the objectives. If nothing else is measured, these are the indicators every event must determine and measure for unbiased evaluation (Gabcanova 2012, 118-120). If the organization has not determined the performance indicators or do not know the event environment, how can the event be developed or how can legitimate decisions be made? The event organization needs to conduct research to be able to determine the current situation and the direction where the event will continue (Aho 2011, 1). The research should be continuous and happen pre-, during and post-event.

Knowledge management is essential to improve the events. Feasibility studies help adjusting the event plans to best meet the competition requirements, achieving objectives and keeping in budget. Collecting feedback during the event can enhance the quality of

the event and improve the customer satisfaction (van der Wagen 2007, 359). Customer satisfaction is very important, as it is associated with numerous positive business outcomes (Van Leeuwen, Quick & Daniel 2002, 99; Wu & al. 2013, 32). Post-event evaluation serves a number of purposes, including measuring the success of the event in relation to its objectives (Bowdin & al. 2011, 655). Post-event evaluation also includes impact studies, such as economic impact analysis, which is often seen as the most important impact of events.

3 Legacy

Sport events are used increasingly to promote development (especially economic growth), enhance social cohesion and healthy lifestyles and profile locations as tourist destinations. These are presented as the legacies of the hosted events. Mega-events involve huge investments in city infrastructure. After the event, the structures that remain may be used by the public and be an asset to the stakeholders, or they can be more of a burden, white elephants. As the event hosts are facing high cost, the taxpayers demand that event-related social, economic and ecological changes will improve the living conditions for the host city. It will be shown that identifying legacies from the general city development is not easy. Legacies also affect the stakeholders differently; someone's positive legacy is negative for some other. The legacies might also lose power over time and thus need funding and strategies to maintain. The following chapters about legacy will show the processes involved in legacy planning and delivering the desired outcomes. Many of the legacy plans of mega-events unfortunately fail to deliver as the overly positive, promised outcomes are so far-fetched. It can be said in many occasions that essentially legacy is a dream to be pursued rather than a certainty to be achieved. (Bob & Swart 2010, 72; Chappelet 2012, 76-82; Girginov & Hills 2008, 2097; Preuss 2015, 643.)

Not only for the public authorities, but also for the international sporting bodies, the positive legacy of the event is a priority (Preuss 2006). Gratton and Preuss (2008, 1922-1923) give three reasons for this: First, international sporting body avoids the blames of the public of the host city or nation by providing them evidence that the event has been good for them. Second, it justifies the use of scarce public resources for permanent or temporary event infrastructure. Third, a positive legacy motivates other cities and nations to bid for future events. High demand for the positive legacies increases the power of the international sporting bodies and secures the continuance of the mega-events. (Gratton & Preuss 2010, 1922.) Every host city expects long-term impacts, legacies. It is, however, difficult for most of the organizers to think beyond the event in any systematic way due to the pressing nature and planning complexities involved. The post-event phase, even though it is the longest period involved in the event, is clearly the least-planned one. (Chen 2015, 74.)

This chapter will present the concepts and types of legacy. The overall existence of positive legacies is discussed in detail, as the studies are not that homogeneous about the legacy benefits. In contrast to the discussion of positive legacies, legacy planning is presented as a summary how to plan and implement differently. A triple-bottom-line approach is introduced as it is getting more emphasized in the literature. An opportunity to maximize

the host city's overall outcomes, an event portfolio approach is also introduced in this chapter. This chapter also takes a very detailed approach to small event legacy planning.

3.1 Defining the concept

The concept of legacy appeared within sport management during the 1990s, when the questions about the costs and benefits of organizing mega-events first raised from not only financial and economic aspects but also with respect to social and environmental aspects. The term legacy has different meanings depending on the languages and cultures. This chapter will show that the concept of legacy is broad and somewhat unclear and hard to measure. Despite of this, cities and nations continue to bid for mega-events while promising long lasting impacts, even though they do not understand the complexity of legacies and their uncertain nature. (Chappelet 2012, 77; Matheson 2010, 11; Preuss 2007, 207; Sant & Mason 2015, 43.)

Most often only positive legacies are discussed in the official bids and they tend to be seen, as self-evident, thus no specific definition is needed (Cashman 2005, 15). As the term legacy has no clear definition, Preuss (2007, 211) proposes the following comprehensive and useful definition: "irrespective of time of production and space, legacy is all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself". Mangan (2008, 1869) states that legacy is a tangible or intangible thing handed down by a predecessor; a long-lasting effect of an event or process; the act of bequeathing. Related to this, Chappelet (2012, 76) defines legacy as "positive or negative, tangible or intangible, territorial or personal, intentional or unintentional, global or local, short- or long-term, sport- or non-sport-related, and can also be seen from the various event stakeholders' perspectives". Legacy in short is all that remains and may be considered as consequence of the event in its environment (Chappelet 2012, 77). Li and McCabe (2013, 390) offers the following definition of legacy: Tangible and intangible elements of large-scale events left to the future generations of host country where these elements influence the economic and psychological well-being at both community and individual levels in the long-term. Despite the differences in the definitions, the legacy is believed to be multifaceted and to encompass tangible (hard) and intangible (soft) outcomes (Kaplanidou & Karadakis 2010, 111).

The intangible effects, such as community pride, social cohesion, sport participation, enhanced destination image, improved public welfare are becoming extremely important to consider, as they often capture the social impacts and experiences. Most mega-events

are justified to the public by the intangible legacies the event leaves. The tangible effects are such as sport infrastructures, telecommunication, development of transportation networks and increase in tourism numbers, the tangible effects are much easier to measure (even though still difficult) than the intangible effects. (Bob & swart 2010, 78-79; Preuss 2007, 209; Sant & Mason 2015, 43.) Table 5 presents examples of hard and soft legacies.

Table 5. “Hard” and “soft” legacies adapted from (Preuss 2007, 208.)

| “soft” legacies | “hard” legacies |
|--|--|
| <ul style="list-style-type: none"> - Knowledge: organizational, security, technological - Networks: political, sport federations, security - Cultural goods: cultural identity, cultural ideas, common memory | <ul style="list-style-type: none"> - Primary structure: sport infrastructure, training sites - Secondary structures: Athletes’ village, technical officials and media - Tertiary structures: security, power plants, telecommunication networks, cultural attractions |

Legacies, as mentioned, can be either positive or negative. Preuss (2007) identifies both positive and negative legacies. Positive legacies can be such as on-going sustainable operations of sport venues and facilities, urban regeneration, enhanced international reputation, increased tourism, additional employment, more local business opportunities, better corporate relocation, opportunities for city marketing, renewed community spirit, individual or community well-being, production of ideas, production of culture values, memory, opportunities for education, emotional experiences, increase in sport participation and additional know-how. These all are of course in contrast to the possible negative legacies such as debts from construction, high opportunity cost, unneeded infrastructure, temporary crowding-out, loss of permanently returning tourists, increase of property rental, socially unjust displacement and re-distributions. (Li & McCabe 2013, 391; Preuss 2007, 209-210.)

A fundamental definition of a legacy can be concluded by summarizing the different definitions of legacy: Legacy lasts longer than the event itself. Legacies can be created from structures already existing before the event, but mostly they are related to changed location factors and new structures. Legacy produces new opportunities from the initiated impacts and can even create new initiatives over time. Legacy can bring positive outcomes to the stakeholders but it can also cause negative outcomes to other at the same time. Legacy can be tangible or intangible, material or non-material. It can also be personal, local, international or global. Legacy is often created indirectly by the event and the negative outcomes refer to the possibility of unintentional outcomes (not always planned). (Preuss 2015, 647.)

3.1.1 Legacy versus impact

What is really caused by an event and what is not? In many cases construction of general infrastructure is only accelerated due to the event and would anyhow be constructed at a later date. The mega-events can catalyse a great deal of energy and projects, but cannot be held responsible for everything that takes place in the city. Also not all legacies are planned and how can these be connected to the outcomes of the event? (Chappelet 2012, 81-82.) This chapter aims to clarify what is a legacy, who is affected, how stakeholders are affected and when a legacy begins and how long does it last.

The measurement of legacies must consider all changes caused by the event over time. Economic impact is most often measured, as it is tangible and needed for political justification of investing public resources in an event. The term "impact" must be distinguished from the meaning of "legacy". Impacts are caused by an impulse, such as the consumption of event visitors, which affects the economy directly through the event. An impact can occur prior to, during and immediately after the event. Preuss (2007, 212)

Preuss (2007, 212-213) states that although mega-event's economic impacts are strong, they are short-term and thus not a legacy. An economic legacy is all additional long-term economic activity based on greater productivity due to the changes, created by the event, in the host city. The increased demand must be filled by the supply side, which lead into economic growth, for example post-event tourism because of the increased interest in the event city. Long-term economic growth requires a constant flow of autonomous money, which can only be achieved if the mega-event has changed the city's structures, e.g. improved tourism infrastructure, museums and hotels to mention some examples. (Preuss 2007, 212-213; Solberg & Preuss 2006, 221-223.) The key difference is related to time, impacts are short-term and legacies are long-term effects of the event (Masterman 2009, 84).

Figure 7 illustrates the measurement and multifaceted nature of legacies.

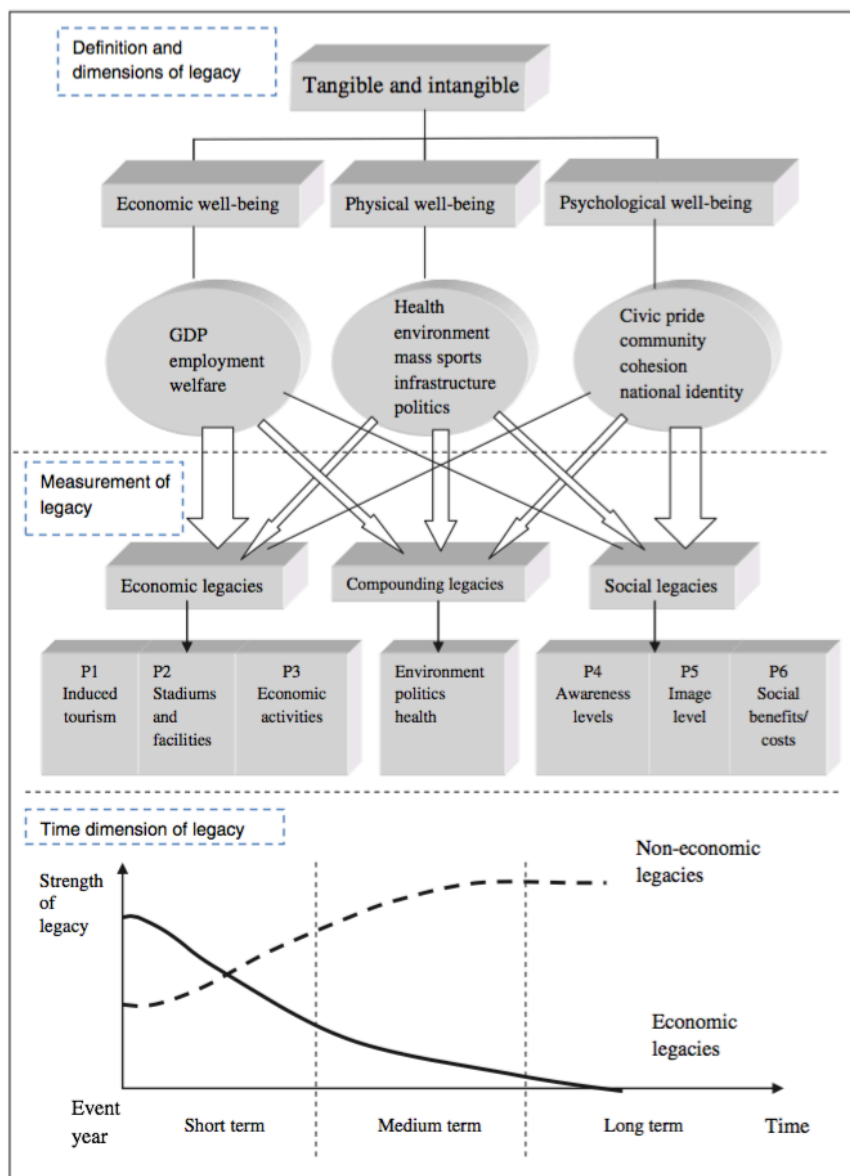


Figure 7. A framework for measuring the legacies of mega-events (Li & McCabe 2013, 392)

Preuss (2015) demonstrates a very detailed framework of identifying legacies. The framework identifies the value and size of the event-related changes taking into account four aspects: *What* should be considered as legacy, *Who*, as in which stakeholders are affected by the changes, *how* the legacy will eventually affect the quality of life and *when* does the legacy start to create value. The researcher finds the framework of Preuss (2015) the most comprehensive description, found in the literature, of the creation of a mega-event legacy.

3.1.2 Legacy and time

Legacy develops from structural change, which is often latent (value in exchange) and will turn into positive or negative impact only if the structures are used. The new structures offer opportunities for the city and communities and the impacts only turn into legacies if the opportunities are used (value in use). Legacies can sometimes be mixed with normal city development, in which case the change can be presented as “placebo” legacy. (Preuss 2015, 644-645; Sant & Mason 2015, 46.)

What can be considered a legacy? Not all new structures create an event legacy. It is very important to determine which changes in the city structures are because of the event and which ones are accelerated, already planned, structures due to hosting the event. The accelerated development can be counted in as a legacy, if the power behind the event is to remove barriers or gain financial support to get something done. Event legacies can also evolve from the new structures created because of the event. If already existing structures are renewed, they can create a so-called “retro legacy” because the structure’s lifespan is extended or enhanced. A “re-use” legacy is created when infrastructures, built for the event, are used, with a minimal cost to adapt, in a different purpose as in the event. The new event facilities can create a legacy from the after-use of the facilities if the facilities are used in the same purpose in a sustainable way. (Preuss 2015, 649-651.)

Kassens-Noor, Wilson, Müller, Maharaj and Huntoon (2015) found the following legacy types in their study: bid, cancelled, delayed, created, renovated, finished and unfinished (see figure 8). The *bid* legacy is created from the development of the bidding process. The bid legacy only occurs if the event is not hosted. In the case where the games are hosted, the bid legacy is considered a part of the host legacy, which can be divided into three groups. First, the mega-event *cancelled* legacies, which is defined as the projects that were never developed because of the mega-event. Second, the *delayed* legacy is defined as projects that were planned to be implemented before the event but which were delayed because of resources or lack of time. Third, mega-event driven legacy is defined as the development that is implemented before the staging of the event, the event speeds up the implementation process. The mega-event driven legacy can be either accelerated or motivated. The accelerated legacy means urban agendas prior to the bidding that are accelerated due to hosting the games and motivated legacies are defined as not being on urban agendas prior to the bidding, but integrated into them because of the event. Accelerated legacies can be divided into unfinished and finished legacies. The *unfinished* legacies refer to structures that were completed but where the intended legacy has not yet been completed (latent). The *finished* legacies are the structures that are completed and which

have delivered a post-event legacy. The motivated legacies can be divided into renovated and created legacies. The *renovated* legacies are pre-existing structures that are upgraded to meet the mega-events standards; this extends the lifespan of the structures or provides opportunities for re-use. The *created* legacies are all other possible legacies that are caused by the changes of the structures due to hosting the event. (Kassens-Noor & al. 2015, 667-668.)

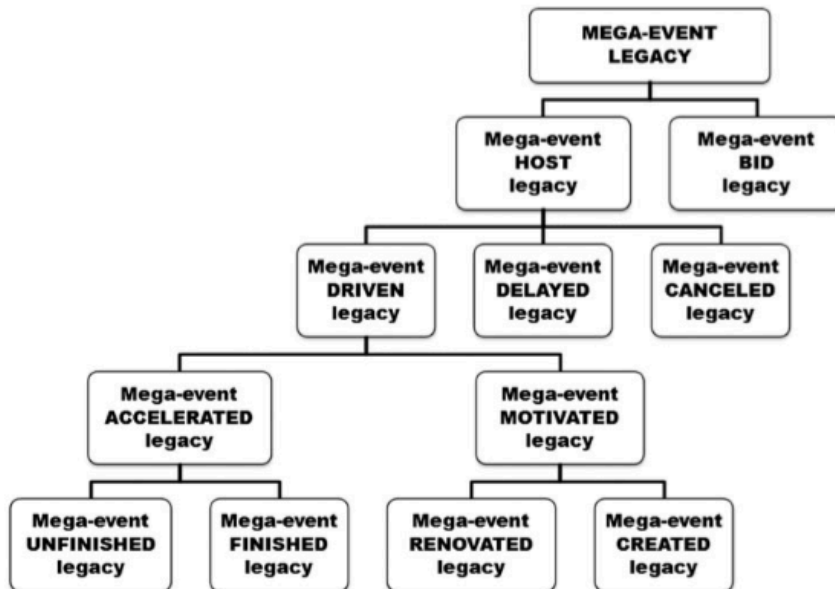


Figure 8. Mega-event legacy framework (Kassens-Noor & al. 2015, 668)

Each event requires its own particular structures and cities differ in the structures they have available, thus every legacy is different for each host, even if the event is hosted in the same place again (Ferrari & Guala 2015, 15; Preuss 2013, 3587). Preuss (2015) identifies five different event structure types common in every event: infrastructure, knowledge, policy, networks and emotions. These can be created to a greater or lesser extent by an event and all of these cause structural changes and last longer than the event itself. The four first structures develop from the planning phase of the event and the last one, emotions, build on the momentum of the event. (Preuss 2015, 651; Bresler 2011, 20.) Table 6 shows the variety of structures affected by staging a mega-event.

Table 6. Examples of event structures (Preuss 2015, 651)

| Event structure | Examples |
|-----------------|--|
| Infrastructure | Roads, airport, venues, parks, power supply, harbours, housing, beaches, fairgrounds, sewage plants |
| Knowledge | Volunteering, bidding process, employee up-skilling, school education programmes, event organization, research, service skills |
| Policy | Education (School curricula), security, sport, environment, social, public policies (city, region, and nation), laws |
| Networks | Politicians, sport officials, environmental activists, security persons |
| Emotions | Image, celebration, memories, stories “to talk about”, a sense of belonging, activism |

The legacies affect the stakeholders differently. To better capture the complexity of the legacies, the event structures can be broken down into different branches or industries that are affected by the structures (see table 7). There are varieties of branches or industries that can be analysed regarding legacy. The branches can be such as sport, health, politics, economy, society, environment et cetera. The structures can be reflected under the relevant branches and determine what legacies they can deliver to them. Event organizers can also use the table from right to left to plan the event to develop a legacy (Bottom-up). (Preuss 2013, 3587-3588; Preuss 2015, 651-652; Sallent & al. 2011, 416.) Table 7 offers a way to capture the potential legacies in a particular field.

Table 7. Branches affected by the event, adapted from (Preuss 2013, 3587-3588; Preuss 2014, 651-652)

| | Health | Sport | Economy | Environment | Society | Etc. |
|-----------------|--------|-------|---------|-------------|---------|------|
| Infrastructures | | | | | | |
| Knowledge | | | | | | |
| Policy | | | | | | |
| Emotions | | | | | | |
| Networks | | | | | | |

For example if you take sport and plan to develop sport infrastructure, sport knowledge, sport policy, sport networks and sport emotions. Each of these structures can then have in turn several possible legacies. As an example sport infrastructure includes venues, training sites, and clubhouses. All these possible legacies must be considered whether they truly are legacies or not. Would the particular infrastructures be planned in any case, or were they developed sooner, or was it not planned but is now available, or were the facilities a opportunist use of the event to fit in with the city’s long-term sport development planning. (Preuss 2007, 220; Preuss 2015, 651-652.) Figure 9 shows possible legacies related to the different branches.

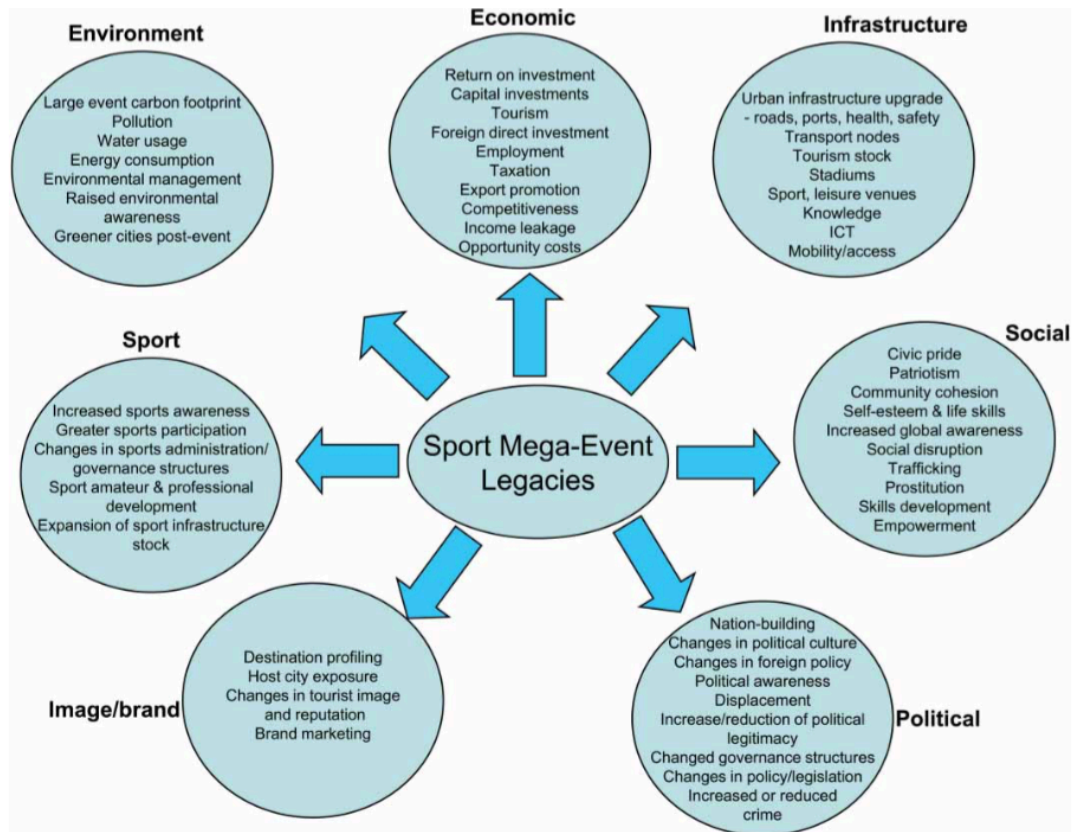


Figure 9. Sport mega-event legacies (Cornelissen, Bob & Swart 2011, 311)

A mega-event legacy should also be seen as a structural change that affects the city's location factors. Location factor is a strength or a weakness that needs to be considered when searching for event legacy related locations, for such as business, tourism, living, events, conferences, fairs, sport or exhibitions. The location factors, whether a strength or a weakness, caused by the event-related structural change make the city a different kind of destination. The location factors cause new impacts. One impact can be event tourist's expenditures, which is an economic impact. For example, if the location factors make the city a more attractive tourist destination and thus bringing more tourists to the host city, this increases the economic activity and causes a change in the supply side, which is a legacy. (Gratton & Preuss 2008, 1925; Preuss 2015, 652.) Figure 10 illustrates the creation of a legacy based on the changed location factors.

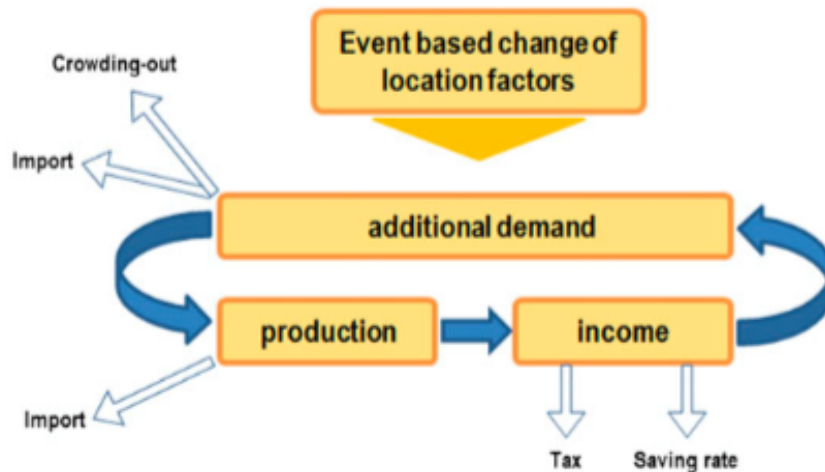


Figure 10. Keynesian model of consumption and income cycle (Preuss 2015, 653).

In the figure 10, the white arrows present the leakage, which decreases the income effect of consumption in each round of the consumption and income cycle. If the cycle goes around only a short time, it cannot bring any long-lasting benefits. Legacy is considered only when additional demand is regularly stimulated, leading to a permanent higher income and productivity level and subsequently to additional tax income and jobs. To achieve this, the location factors must be changed (supply side) by the event. (Chappelet 2012, 84; Preuss 2006; Preuss 2015, 653; Solberg & Preuss 2006, 221-223.) The increase in demand caused by the event must correspond with increase in the supply side. Without the increase in the supply side, there cannot be any increased overall economic benefits. In a case where the supply side stays at the pre-event stage, the demand is supplied with allocating the supply side's resources from other subject to another.

The same model can also be used in all legacies. For example sport: the location factors improve the communities' ability to do grassroots level sports due to new sport facilities, which increases the awareness of sport, sport facilities and sport opportunities, which then lead to more sport participants that again leads to additional demand for the sport facilities. A sport legacy is created. (Ramchandani, Davies, Coleman, Shibili & Bingham 2015, 97-98.)

The times when legacies occur differ a lot. Some legacies can occur even before the beginning of the event; some location factors, such as sport facilities and city infrastructures, can be built before the event and thus the location factors are changed before the event. This is called a "pregnancy effect" as presented by Weed (2008, 107); the legacy is not of the event itself but of the preparation phase of the event. The legacies can be felt long after the event. Legacies become active only when other circumstances occur from the opportunities the event creates. Until the opportunity is used, the legacy remains latent.

Legacies can happen in all event structures (see table 6). As an example, network is only activated when a contact is used for cooperation of some kind or knowledge of how to bid for and prepare a mega-event becomes a legacy if the city decides to bid for another mega-event. (Chappelet 2012, 79; Preuss 2015, 655-656.) The pregnancy effect can also be called a pre-event legacy, which will be covered in more detail in a later chapter.

The duration of the legacy is a temporal aspect. There are no specific durations for legacies. The mega-event legacies should be sustained for a considerable time after the event. The literature defines this to be 15-20 years. The expected duration causes an evaluation problem, who is in charge of measuring the effects after so many years? The IOC's Olympic Games global impact study (OGGI) ends two years after the games, which is not nearly enough to measure the legacies. Up to this date, it has not been shown that long-lasting legacies can be associated with sport events. In many cases the events are justified to the people with positive legacies, and the proof is shown with short-term impacts. It is also noted that the duration is different for each stakeholder. Infrastructural legacies last longer, but many, such as emotions or political reputation, last must shorter. As stated earlier, the legacy can turn from positive to negative after time. For example a new stadium can be a positive legacy when it is used in its purpose after the event, but as time passes, the stadium gets older, does not fill the future criteria of mega-event standards and is in need of renovation. The stadium can turn into an economic burden as the maintenance is increasing its cost and the renovation would acquire a considerable funding. The positive legacy has turned into a negative economic legacy. (Bob & Swart 2010, 79; Chappelet 2012, 80; Matheson 2010, 12-13; Preuss 2015, 654-656.)

Most legacies lose power over time, especially the intangible ones, which time can dilute. People get older, networks vanish, knowledge and skills become out-dated, and stadiums no longer meet the standards. Some event outcomes become less important for the quality of life as time goes by, but those that are seen as important outcomes can still stimulate memories and pride felt from the event even decades after the event. To achieve the legacies, no matter the duration, the legacy benefits and the measures to achieve those should be planned way before the event. (Chappelet 2012, 80; Kaplanidou 2012, 430; Preuss 2015, 657.)

Time is a difficult dimension of a legacy. The theories suggest that a legacy should last around 15-20 years or even longer. What if a positive outcome affects 5 years after the event, is it not a legacy? Identifying the difference between a long-term impact and a legacy is difficult and thus the researcher would propose determining the length of a legacy more precisely in the legacy concepts. Chappelet (2012, 79) adapts this thought stating

that there should be at least short- and medium-term legacies as well as long- (15-20 years) and extremely long-term (urban regeneration) legacies

To summarize this chapter, an event changes the location factors of the host city, which provides many opportunities, but it can also be costly if the opportunities are missed. Legacy is created if an opportunity is used in a sustainable way. Finally, the “net” value of the legacy, which in the end is all that matters, should be determined in terms of future earnings or benefits minus the cost of creating the opportunity (including construction, maintenance and the opportunity costs) (Getz & Page 2016, 371-372; Preuss 2015, 660-661.)

3.2 Legacy and stakeholders

In legacy planning stakeholders have a much more important role than in the traditional event planning. In legacy planning the stakeholders is the key to every measure and should be involved in all phases of the event life cycle, from defining the legacy to the long-term evaluation of the legacies, it is very important that the stakeholders are considered and analysed in detail. Engaging the stakeholders throughout the whole event process provides the event organization a stronger likelihood that the community is satisfied with and will support the event and thus provides competitive advantage to the event organization. It is becoming increasingly important that the organizing body and the stakeholders share similar values and goals so that the co-created image and objectives benefit both parties. The event organization should aim to deliver opportunities for the stakeholders to promote their strategic goals and values. A value driven approach should be considered with all stakeholders. When the event shares similar values as the stakeholders. Soininen (2014) states that the event can provide added value for the stakeholders, which they can utilize in their own customer- and stakeholder relationships.

Studies, such as Fombrum, Ponzi and Newburry (2015) show that there is an increasing importance of stakeholders' reputation and social responsibility in modern time partnerships, when negative actions from one side affects the others reputation, image and goodwill. Studies also show that social programs can be used to gain support to the sport or event. Stakeholder analysis is very important in this area, to find out the stakeholders' reputation and willingness for social responsibility. (de Brito 2013, 135-136; Derret 2011, 36-37; Flöter, Benkenstein & Uhrich 2014, 146-147; Reid 2011, 22; Walters & Tacon 2010, 567-568.)

Merrilees & al. (2005, 1064) also highlights the importance of social responsibility of the organization and stakeholders and also states that the stakeholder analysis is a tool for

risk management. There are numerous examples in sport about negative choices, made by athletes and the affects on the sponsorship co-operations. Also sport organizations can make actions that affect the stakeholder relationships such as corruption or bad management or the event organization and the sustainability of the event can suffer from opportunistic stakeholders with short-term goals (Johnston 2015, 91). Considering the risks involved with stakeholders and also all benefits that can be gained, conducting a stakeholder analysis is necessary (Bunn, Savage & Holloway 2002, 181).

3.2.1 Stakeholder analysis

The stakeholders should be analysed so that they can be managed in a proper manner. The benefits of the analysis are that the most powerful stakeholders, who will more likely support the event and improve its quality, are identified. Gaining support from the stakeholders can help acquiring more resources for the event organization. When the important stakeholders are identified in the early stage of the event process, the objectives of each party can be communicated frequently, which will ensure full understanding of each party's objectives and thus makes it possible to actively support achieving them. (Thompson 2002.) Mendleson and Polonsky (1995) demonstrates in their research how strategic planning with the partners help achieving all parties' objectives. They also show that implementing stakeholder analysis can increase community credibility and give access to different market segments for the organization.

The stakeholder analysis is based on data collection and brainstorming. The event organization should use brainstorming to find out all possible stakeholders and utilize interviews with the stakeholders to collect more information about their possible needs and interests towards the event (Shirey 2012, 399-400). First step in stakeholder analysis is to identify who the stakeholders are. Stakeholders are all parties that are affected by the event, have influence on it or have an interest in it (Schmeer 2000, 6).

Step two includes understanding the needs and interest of the stakeholders. The stakeholders are classified in meaningful groups by their attributes (priorities, stake and influence). At this point a social network analysis should be conducted to examine the dynamic relationships among stakeholders and to identify and manage possible conflicts of interest or potential coalitions. Determining the stakeholders' salience can be used to make more precise strategic decisions regarding for example legacy governance practises at sporting events. (Bunn & al. 2012, 182; Leopkey & Parent 2015, 4; Sallent, Palau & Guia 2011, 416-417; Shirey 2012, 400.) Step three involves prioritizing stakeholders by what should be communicated and reported to them relative to the event process, this step

demands strategic planning on how to address each stakeholder (Thompson 2002; Shirey 2012, 400). Figure 11 shows how the stakeholders can be categorised by their interest (stakes) and power (influence) towards the event.

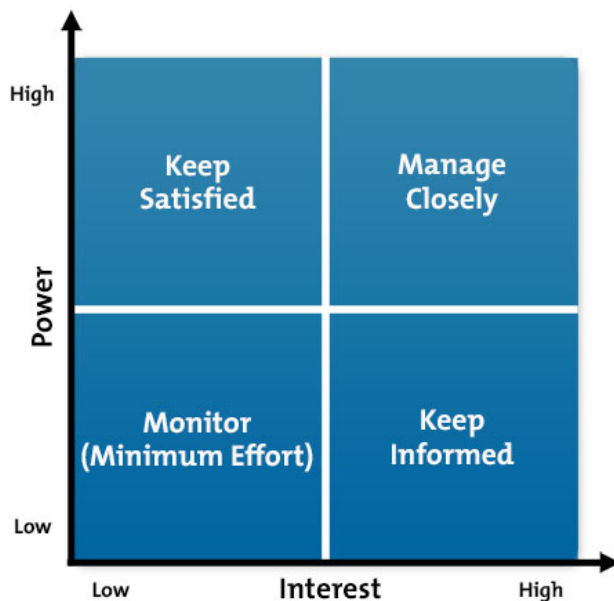


Figure 11. Power/interest grid for stakeholder prioritization (Thompson 2002).

Step four in the stakeholder analysis involves identifying the key stakeholders who have the power and interest in the event and who are vital for the successful implementation of the event. Integrating stakeholder needs into targeted communication strategies and into appropriate communication plans. Stakeholder management strategies are also created, so that every type of stakeholder groups can address accordingly. (Bunn & al. 2002, 182; Shirey 2012, 400; Thompson 2002.)

Stakeholders, who have high power and interest in the event, and stand to lose or gain significantly from the event and whose actions can affect the event's ability to meet its objectives are those that should be *managed closely*. These stakeholders' interests and expectations should be fully represented in the event planning process. The overall impacts of the event will require good relationships with these stakeholders. The event organization should engage and consult these stakeholders regularly. These stakeholders can be for example main sponsors and government departments. Those stakeholders who have a lot of influence in the event but have fewer stakes in it need to be *kept satisfied*. These stakeholders' actions are not vital to achieving the objectives, but their interest in the event needs to be well represented in the event planning. Event organization should try to increase the involvement of these stakeholders and move them to the "manage closely" box in the stakeholder map. In this group, the stakeholders can be such as media

or opinion formers. Stakeholders that do not hold much power over the event process but have significant interest in it should be *kept informed*. These stakeholders should be consulted during the event process. The actions of these stakeholders can affect the ability of the event to meet the objectives, but these stakeholders will not invest in the event in resources. These stakeholders may be a risk for the event organization and the risk should be analysed and managed. They can, on the other hand, also be potential supporters or goodwill ambassadors. For example local communities can be included in this group of stakeholders. Stakeholders that need to be *monitored* are those who do not invest in the event or have much interest in it, such as the general public. These stakeholders may require limited monitoring and be informed of the progress, but they are unlikely involved in the event activities. The event organization should try to increase these stakeholders' interest in the event. (Morphy 2015; Reid 2011, 22-33; Shirey 2012, 400-402; WWF 2005, 4-5.)

After the stakeholder analysis is ready, the stakeholders should be placed on the stakeholder map (Figure 11) and managed accordingly in relation to their importance (Thompson 2002). At this point all stakeholders should be identified and categorised by their importance to the event. The event organization should be aware of the obligations it owns the stakeholders and how to balance the decision-making and the interests of each stakeholder and also how will the stakeholders influence the event process. This should all be written down for clarity as well as how the organization will exploit each stakeholder and what actions will be utilized with them. (Hui Loi 2016, 159-163; Walters & Tacon 2010, 582.)

3.2.2 Stakeholder relationships

Stakeholder partnerships should cultivate through strategic collaboration with extra attention in the event planning process, formal and informal communication between the partners and the objectives set for the relationship (Morgan, Adair, Taylor & Hermes 2014, 273). Successful relationships with the stakeholders require good strategic compatibility, commitment, trust and economic and interpersonal satisfaction between the parties. It should also be noted that the different stakeholders' objectives should all be met and thus be at least at in some level similar in type so that they can truly be achieved by the event. Especially in the sponsorship co-operation the objectives need to be clear, as both parties should gain fair value from the sponsorship deal. (Johnston 2015, 92.) Compared to traditional event planning, where the provided value for a sponsor depends on the sponsorship package, in legacy planning the aim is to create maximal value to all sponsors.

Achieving long-term partnerships with the stakeholders involves reaching the set objectives, but also good personal relationships with each party, efficiency of operation, and proved compatibility between the partners. Especially sponsors are looking at the fit between the sponsor's brand and the event. It is unlikely that successful sponsorship activities will be continued if it is not aligned with the brand strategy. (Morgan & al. 2014, 275.)

The event must be planned and implemented with full understanding with the stakeholders so that every party will know what the benefits of the event are and how the contributions of the stakeholders will affect them. The event organizer must know the stakeholders' expectations for long-term objectives and possible legacies so that the actions can be adjusted during the event process to ensure that these expectations will at minimum be fulfilled. (Supovitz 2005, 11.)

The event organizer should be asked these basic questions; why will the event be held, what will it achieve and who will it benefit and how? These questions will help to determine the potential partners and linked strategies. The preliminary event objectives do not need to be categorized, but it might help in determine the stakeholders, the people and organizations that will influence the staging of the event. The objectives can be such as political, social, sport, cultural, environmental or economic. (Masterman 2009, 59-63.)

This thesis will show that stakeholders should be part of the event planning process from the very beginning and stay along to the legacies. As the research of Morgan & al. (2014) shows, the stakeholder relationships require trust, understanding, communication and collaboration and support towards achieving all objectives. The stakeholders should genuinely be able to influence and be involved in the event processes even though this will require very good management from the event organizer. It should be considered that those stakeholders who are more involved with the process have also more influence in the decision-making. (Carmin, Darnall & Mil-Homes 2003, 530; Emiliani 2001, 620.) The stakeholders' interests should be linked to the event strategies and the success of the event depends on the needs, motives and objectives of the stakeholders with whom the event organization interacts (Tsiotsou 2011, 558).

Theories on stakeholders suggest that the primary financial and social responsibility of an organization is to generate positive returns and serve the various and often conflicting objectives of all the stakeholders involved in order to maintain profitable relationships with the them and to be successful in long-term. Good event management requires finding the balance with the stakeholders' financial objectives and other stakeholders' objectives re-

lated to such as customers, local communities and sport participation. (Smith 2003, 85-87.)

Stakeholder engagement should serve value-creating purposes and competitive advantage (Verbeke & Tung 2012, 540). It should also be considered that there might be political or conflict aspects in stakeholder relationships as highlighted in the study of Larson and Wikström (2001). These are not always bad things for the event organization as they can develop better consensus through the conflict process and thus create an even better, more profitable and longer-lasting relationship with the stakeholders (Larson & Wikström 2001, 63-64).

Stakeholder management involves understanding the importance of stakeholder roles and treating all stakeholder groups with fairness and respect. The event organization must be sensitive to the needs of the stakeholders and it is very important that the different interests of the stakeholders are identified and kept up to date to assist with changing strategies. (Merrilees & al. 2005, 1074-1075.)

3.3 Event legacy

In general, legacy planning and legacy impacts are studied and implemented in mega-events. The major international events even require a legacy plan in the bidding process, although there are no tangible mandates or specific policy commitments concerning the plans. (Black, Hoffman, Inglot, Khanna & Mudege 2010, 16.) The candidates involved in the event bidding provide plans with very positive cost-benefit results, large-scale social impacts and world-class implementation teams. Cities and nations that host these major events, and manage them correctly, can expect to increase tourism, create jobs, improve their infrastructures, and boost the demand for products and services. The possible economic returns from such events are unmistakable and every host should be able to capture them well enough. (A.T. Kearny 2005, 1.) This, on the other hand, should not be the only target for the event hosts. In terms of legacies, the intangible outcomes should promote more active, connected and sustainable communities. This involves increases in economic growth, employment, tourism, improvement in the environment and infrastructure, increase in physical and cultural activities and environmental responsibility. (Owe 2012, 2.)

The event hosts are less capable at capturing the longer lasting, less tangible benefits that the event can create. The economic aspects justify most events: tangible returns minus tangible cost. The legacy plans often have social programs to gain local support, but those

programs are rarely integrated into the broader national or regional strategies. The longer-lasting, more emotional and inspirational, intangible legacies must be planned beyond the costs versus benefits thinking of the event hosts. (A.T. Kearney 2005, 1.)

The cost-benefit analysis is an important tool for event planning, but considering legacy, a cost-utility analysis should be presented to expand the traditional cost-benefit analysis. Cost-utility analysis is used to determine cost in terms of utilities, especially quality of life (McCabe 2009, 1). Cost-utility analysis is useful for evaluating and comparing programs that aim to reach the same goal in non-monetary terms (Fleming n.d.). Cost-utility analysis can also help decision-makers compare the value of different measures that have very different benefits, and it facilitates these comparisons without appeal to place monetary values on the different outcomes (McCabe 2009, 1). Cost-utility analysis is especially important when planning the intangible legacies.

Although events should aim at achieving the tangible legacies and avoiding such as “white elephants” by incorporate into a national or regional (depending on the size of the event) strategy, they should also advance the intangible legacies, such as social and economic development of the region, inspire passion and pride, and build reputation to the host, all of which can last a lifetime. (A.T. Kearney 2005, 1.) Cornelissen & al. (2011, 311) presents the different types of legacy in figure 9: Environmental, economic, infrastructure, sport, social, image and political.

3.3.1 Social

Social legacy includes intangible aspects, such as experiences, national and community pride and greater awareness. The social legacies can also increase community participation and enhance community cohesion. (Bowdin, Allen, O’Toole, Harris & McDonnell 2011, 80-81.) An important part of the main intangible legacies of hosting a mega-event are the positive social benefits. The excitement, euphoria and pride that are experienced by the residents of the host city and nation are described as the psychic income, which turns into longer-lasting social capital. Social impacts tend to overlap, as do many legacies, with other categories. The social impacts are generally those that improve the quality of life. For instance employment, it can improve the well-being of the individual, but it also has an economic effect, same goes with skills and knowledge. The legacies that can have a more direct economic impact will be covered in the economic legacies and those that have a more indirect effect will be covered as a social legacy. (Agha, Fairley & Gibson 2012, 137; Bason & Anagnostopoulos 2015, 52-54; Bob & Swart 2010, 83-85; Fredline 2005, 264; Wilks 2013, 1.)

Social legacies can be seen as personal or community based. The personal aspect refers to relationships and networks between individuals. The individuals can gain opportunities to extend their personal networks and strengthen their communication links. Personal aspects can also be such as increase in self-esteem and personal growth. The events can have the ability to increase social capital, strengthen the communities and enhance the image of the city and nation. Social inclusion, reinforcing collective identities, uniting people, social interaction, increased social and cultural understanding are all possible outcomes of events, which can last significantly longer than the event, thus can be counted as legacies. "The non-use" or as mostly referred, the "feel-good" effect of an event is a large part of the social effects of the event to the host community. It benefits the host community even if they do not visit the stadiums. The mega-events can do a lot of social good. The events can even be used to develop education as in Torino 2006 and in London 2012. The events can promote cultural values, such as in sport; hard work, discipline, teamwork, fairness and respect for others. These all apply to all aspects of life. The cultural aspect can also be seen in the economic legacies. The event might boost renovation or construction of new museums, which can affect the citizens' well-being in a social way, but it can also boost economic legacies, such as increase in tourism. (A.T.Kearny 2005, 3; Cornelissen & al. 2011, 310-314; Gratton & Preuss 2008, 1929; Kemlo & Owe 2014, 36-37; Lassila, Lindroth & Rantanen 2013, 32-33; Minnaert 2011, 362-363.)

Mega-events have the capability to increase the skills and knowledge of the residents. The organizing committees usually launch programs to upgrade the service industries skills such as teaching English to the taxi drivers in the FIFA World Cup in Germany 2006. The learned skills and knowledge can be used in future sport events and to attract congresses, fairs and cultural events. Hosting a mega-event involves people from various industries, from which everyone taking part in the event process can gain updated skills and knowledge that can be used to improve productivity and methods. If these new skills and knowledge are used on a longer period than the event, it can be seen as a legacy. Participating in the event processes enables learning and updating their skills. Volunteering is seen as a powerful tool to enhance positive social outcomes. Volunteering itself can also be an event legacy. Volunteers can benefit from participating in the sport event processes by developed skills, knowledge, and job-specific competencies. The volunteers can also improve their social networks, experience the atmosphere of an international mega-event. Volunteering is seen as an opportunity to enhance the community's participation and cohesion. Volunteering in a sport event is likely to increase community volunteering in other areas. (Costa, Chalip & Green 2006; Doherty 2010; Gratton & Preuss 2008; Minnaert 2012; Misener & Mason 2006; Solberg & Preuss 2007, 218; Toohey 2008, 1964-1965.)

The social legacies can also affect globally. The media coverage of the events enables people all over the world to feel the excitement and to be emotionally attached to the event (Müller 2015, 630). People following the event can be part of the celebration atmosphere, no matter where they are globally (Chalip 2006, 118). Elite sport performances such as a specific FIFA World Cup final that can turn into a legendary game, which is referred and talked about years after the event, or an individual athlete's performance in an event, such as Diego Maradona's "Hand of God" in 1986 (Murray 8 April 2014), or Ben Johnson's 100m race in Seoul 1988 (Hall & Moore 7 July 2012), these sport performances affect people emotionally during the events but also decades after the event and thus can be seen as intangible legacies of the events.

The focus in planning social legacies should be on the ways the mega-event respect, improve and encourage the development of the local socio-cultural systems and value and protect these resources (Fredline 2005, 264). Even these legacies are not sustainable if not addressed post-event. Bob (2010, in Bob & Swart 2010, 83) states that gaining sustainable social legacies requires securing existing and future members of society, maintaining and developing social resources, equity in terms of access to resources and opportunities, participation in decision-making processes and investments in the social capital.

3.3.2 Sport

Sport legacies include the effects on changing the sporting culture such as introducing new disciplines and increasing sport participation (Chappelet & Junod 84-85). Concerning sport mega-events, a sport related legacy would assume to be a priority and the most obvious outcome. Sport can contribute to health, well-being, and identity of individuals, communities and nations, and also it can inspire passion. (A.T.Kearney 2005, 4.) Looking at sport related legacies on a wider prospect, they should be enough for the sport mega-events as the effects sports can create affects all aspects of the lives of people, such as education, social capital, economy, security (decrease in crime), health and overall quality of life (Coalter 2007; Taylor, Davies, Wells, Gilbertson & Taylor 2015).

Increasing sport participation is on many mega-event legacy plans. The events create many new facilities to promote the possibilities for people to be more active. The games also increase the awareness around sport and create a sport-promoting atmosphere. Increasing sport participation and physical activities have many proven benefits like better health, but also social aspects such as better self-esteem, new networks and even aspects that enhance community issues. Sport events certainly seem to have a huge poten-

tial to leave a positive sport legacy, but it is not self-evident. In most events, the sport legacy is expected to happen in a trickle-down way, where the inspirational effect of the games and the elite athletes' performance is enough to encourage people to be more active. This is based on the "festival-effect" the mega-event creates. The festival-effect is that the community spirit creates a desire, if not an urge, to participate in some way, and that this desire is stronger if the event is perceived to be bigger than and beyond sport. Some proof can be shown that this happens with the already active people, but not with those who are not active. Studies show that these effects with the active people are most often only short-term. As in many other legacies, the sport legacy strategy should be embedded into existing programs and strategies, not to mention well-planned implementation and a robust, long-term evaluation to show the proof of the positive legacy. For example in London 2012, the education legacy is extended to secure a positive impact on young people's lifestyle choices, values and aspirations. The plan is to achieve this through participation in sports, addressing youth disaffection and orienting young people towards an understanding of their world in a global context. The recent sport related legacies have failed (not in Barcelona 1992, with a considerable doubt) because of lack in offering programs to support the goal of increasing participation. In Sydney, where the aim was also to increase the activity, the result was decreasing participation and more people actively watching sport on TV. (Bloyce & Lovett 2012, 368; Frawley 2013, 101-106; Frawley & Cush 2011, 66-74; Griffiths & Armour 2012, 2-3; Mahtani & al. 2013, 2; Mitchell & al. 2012, 16; Thomas, Thomson, Hanlon & Bond 2010, 7; Weed & al. 2009, 9; Weed & al. 2012, 75-80.)

The researches show only short-term sport related outcomes, but this does not mean that there are no legacies. The researches have just been conducted too close to the event and with inadequate data to compare the results, thus there can be unidentified long-term sport related legacies. The sport related outcomes that last beyond the event would also benefit if the aspect of time would be more precisely defined concerning legacies.

Studies show that the event is not enough to inspire inactive people to participate more in sports and other physical activities. The trickle-down effect can happen to those who are already active, but the affect is only short-term. The sport related legacy's difficulties start from the constraints people have. Those can be structural as poor facilities or transport to the facilities, mediating constraints as manager's attitudes or labelling by society, and personal constraints such as lack of time, income, skills or confidence. The increase of activities requires change in attitudes and abilities. Sport policies hold a very important role in this process. Figure 12 shows the links between people's behaviour, social systems and

people's attitudes and how all of these can be affected by sport policies. (Homma & Masumoto 2013, 1466; Kemlo & Owe 2014, 43-44; Minnaert 2012, 361; Ramchandani & al. 2015, 98-108.)



Figure 12. Conceptual diagram using culture complex model (Homma & Masumoto 2013, 1466)

These relationships should be analysed to find out all the possible leverage opportunities to create an increase in sport and physical activity participation. The sport policies should be adapted so that the actions can face the people's constraints best way possible. The programs that are planned to increase participation should match the current levels of engagement with physical activity, sport and health-related behaviours. This means different programs to different levels of participation. Those who are already active the programs can be based on the demonstration effect of the event by encouraging the contemplation of physical activity. The programs for the non-participants should rely on most informal sport-related activities through leveraging the festival-effect of the event. The sport policies must promote all of these different level programs with national significance while ensuring that they remain relevant to local communities. It should be noted when promoting the programs that non-participants may suffer from a competence gap if the promotion is based on elite sport performances or top athletes. This may cause even bigger difficulties in activating these people. The elite sport can on the other hand have an inspirational affect to those who are already very active. (Homma & Masumoto 2013, 1466; Weed & al. 2009, 12-26.)

The event itself and the legacy programs, which are all the activities and plans to ensure delivering a legacy, should provide opportunities to change people's attitudes and behaviours. These changes take time and no quick-wins are available. Ramchandani and Coleman (2012, 259) points out five stages of change from pre-contemplation to maintenance of participation. The stages are pre-contemplation (no intention of becoming physi-

cally active), contemplation (thinking about becoming active), preparation (making small changes in physical activity behaviour), action (taking up physical activities, but only recently), and maintenance (being physically active for a sustained period of time). The process is cyclical, rather than progressing linearly. Being a cyclical process suggest that most relapses do not regress all the way back to where it was started to as in figure 13. Once people have progressed from pre-contemplation to contemplation, a return to the pre-contemplation is unlikely. (Ramchandani & Coleman 2012, 259-260; Ramchandani & al. 2015, 97-99.)

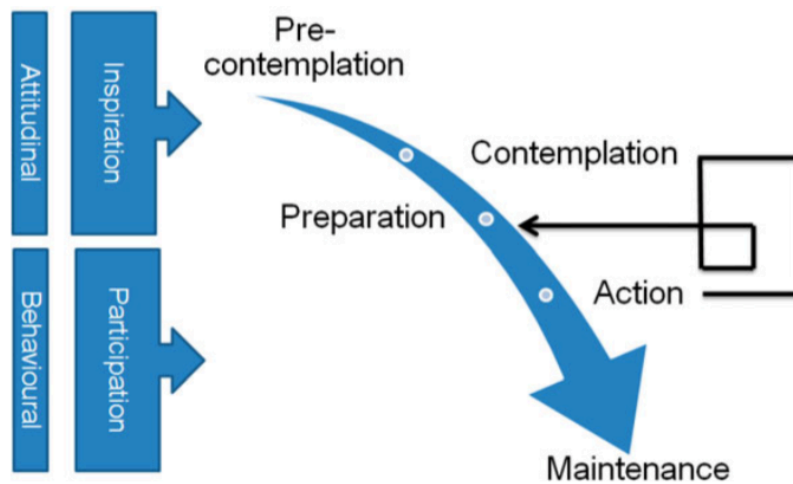


Figure 13. Stages of change (Ramchandani & al. 2015, 98)

The inspirations gained from a sport event can increase people’s awareness of sport and give people belief in their own ability to change. This is where the legacy programs should step in. The event should be used to promote the programs as part of wider social agendas. The people must be able to easily consume the programs. The opportunities to be more active should be presented to the non-participants in a way that makes participating as easy as possible. This means giving tangible information about the opportunities at the event and on local scale promotion activities. The local facilities can promote their activities by offering opportunities to try sports for free. The programs must be designed to reach all community groups. Targeting children with school related educational programs and providing opportunities to do more sport after school means that their parents will also get involved. Programs should be also available where people spend their free time, such as parks where programs can include such as walking groups or yoga, activities that are easily consumed by the non-active people. (Colmar brunton 2013, 18-23; Ramchandani & al. 2015, 99.)

The sporting events provide a number of opportunities to be leveraged to increase people’s physical activities but leveraging the right initiatives requires insights and knowledge

as the process is very complex, see especially Hughes (2013) and Ramchandani (2015). Puronaho (2014, 8-10) covers the multifaceted process of becoming involved in sport participation, see figure 14. The process includes filters that affect the change in attitudes and behaviours. The process in the end follows the same pattern as in figure 13. Weed & al. (2009, 55-56) suggest that when targeting the non-participants, the mega-events should be promoted as a significant national celebration that transcends sport and is relevant to local communities, with benefits of participation being linked to community participation rather than health. The physical activity, sport and health legacy objectives should be included within wider legacy events rather than attempting to develop separate sets of activities to each of the objectives. The legacy programs should be event-themed that will engage and motivate local communities. The programs should also be integrated across sectors with aspects of local identity and engagement as key parts of the programs. (Frawley & Cush 2011, 74; Hughes 2013, 89-110; Puronaho 2014, 8-10; Weed & al. 2009, 60-61.)

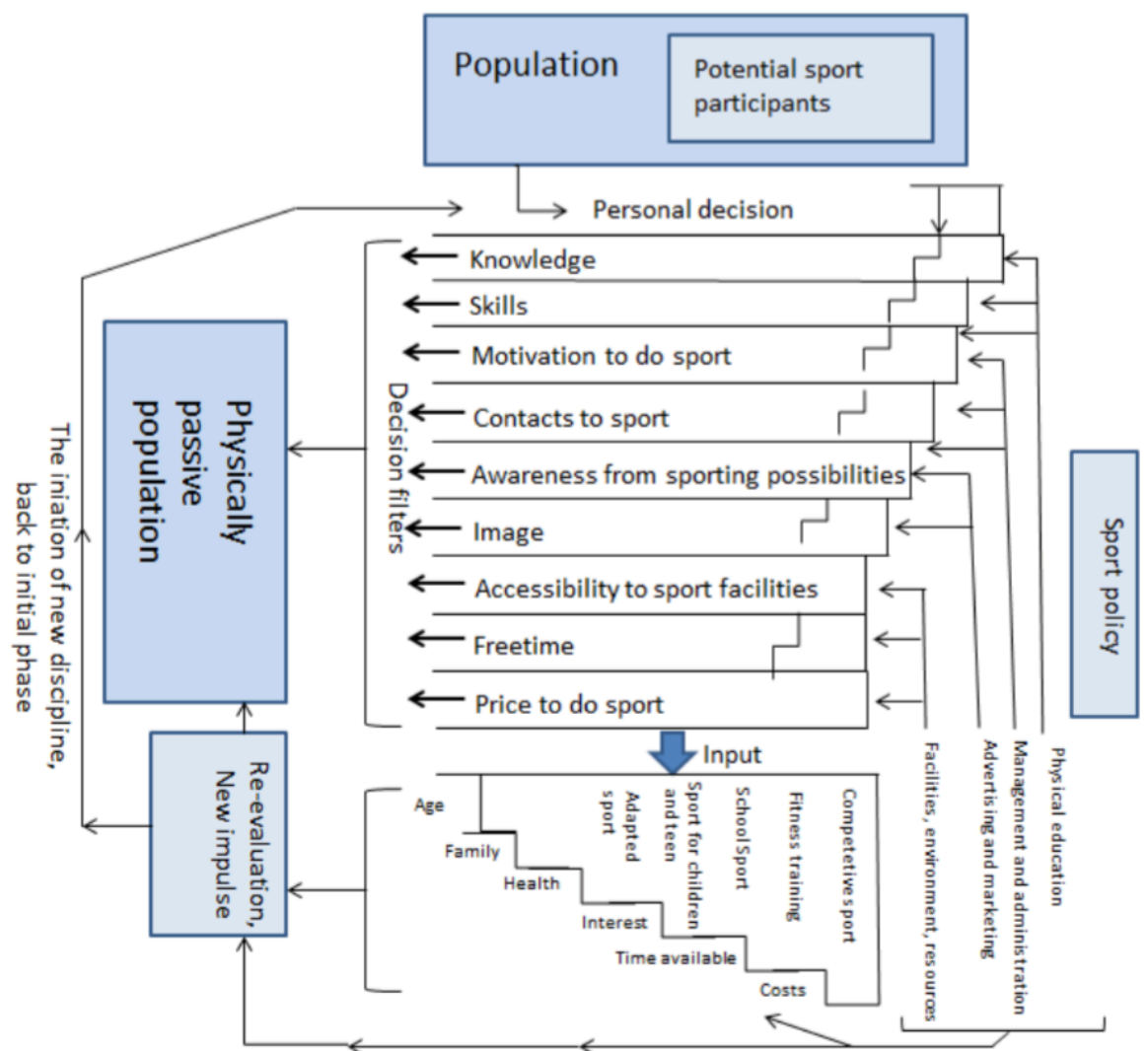


Figure 14. Initiation of sport participation process (Puronaho 2014 in Savinainen 2015, 29)

An example how to achieve a sport related legacy to highlight the importance of a comprehensive legacy plan that takes into account the multifaceted nature of sport participation as in the Figure 14: Achieving for example an increase in sport participation legacy, which is in reality extremely difficult, requires a strategy that creates an inclusive planning process. The strategy should show: 1. Where the participation will occur. 2. How programs will be funded and implemented 3. How people will access the participation sites. 4. How participation will be integrated into peoples' lives, into their family lives, relationships, organizations, schools, and community programs. If the plan does not effectively take into account all of these things, sport participation will neither meet expectations nor be sustainable. The programs that are aimed at achieving the legacies should have budgeted resources and existing organizational structures through which effective facility programming can occur. Also the people whom are planned to take part in the programs must be identified in advance and meaningfully included in the planning and implementation processes. The programs must be compatible with the interests and rhythm of everyday lives of the targeted people. The people must also have easy access to the facilities where the participation should occur; otherwise the intended legacy will not reach its targets. This example shows that a great plan is not enough. A successful legacy requires a well-designed implementation strategy with micro level approach. All key players and their responsibilities must be identified not to mention the evaluation to see if the programs are achieving the intended outcomes. (Coakley & Souza 2013, 581-582; Murphy, Lane & Bauman 2015, 763-764; Phillips & Barnes 2015, 552.)

3.3.3 Environmental

Environmental legacies are the sustainability imperatives associated with the event, reducing the negative and enhancing the positive effects on the environment. Key issues in environmental legacies are minimizing the carbon footprint of the event and integrating greening principles (Cornelissen & al. 2011, 310).

The mega-event hosts face challenges to find new ways improve their performance, not only in economic and social terms, but also in terms of the environment. The mega-events are often considered as "footloose industries", which means that the organizations mobilize considerable resources in the short-term but then disappear, leaving long-term consequences, which can affect the environment considerably. The environmental issues are increasing their importance globally but also concerning the mega-events. A good example is from Vancouver 2010 Olympic Winter Games, where Karadakis and Kaplanidou (2012, 252-256) found the environmental legacy to be the most important one to the local residents. The mega-events are often conceptualized as tools for the sustainable devel-

opment or ecological modernization of the host country or city. Thus the event industry is moving towards blending the global environmental concerns into the long-lasting benefits of the events. The international sporting bodies have recognized the environmental issues concerning their games. Table 8 shows environmental bid requirements of future events for FIFA and IOC. (Death 2011, 100; Mitchell 2007, 52; Preuss 2013, 3581-3585.)

Table 8. Bid requirements of FIFA and International Olympic Committee (IOC) regarding environmental issues (Preuss 2013, 3586)

| FIFA for 2018/2022 | IOC for 2020 |
|--|--|
| <ul style="list-style-type: none"> - A comprehensive environmental assessment of staging FIFA World Cup - Systematic integration of the environment into management structures - Composition and integration of an environmental advisory board - Outreach program for stakeholder consultation - Measurable objectives in six core topics of water, waste, energy, transportation, procurement and climate change - Planned activities to minimize the adverse environmental effect | <ul style="list-style-type: none"> - Venue planning to support the concept of sustainable development as it applies to the Olympic Games in general, and to venues specially (e.g., use of permanent or temporary structures, and environmentally sensitive materials, systems and impacts) - Protected or environmentally sensitive areas - Potential natural risk on the ambient air quality and quality of drinking water - Details of any Game-specific environmental actions you plan on implementing, outlining how those actions fit in the development strategies - A brief assessment of the environmental impacts and legacies of staging the Olympic Games in your city/region |

FIFA focuses only on reducing the footprint of the event. In contrast, the IOC aims to reduce the long-term environmental harm by requesting a sustainable development concept and assessment of the environmental impacts and legacies. FIFA, however, expects a higher degree of management participation in regards to environmental actions. FIFA requires an integration of the environment in the management structures, an implementation of an environmental advisory board and stakeholder consultation. In contrast to FIFA, the IOC does not directly request any environmental management structures. (Preuss 2013, 3585-3586.)

The mega-events can affect the environmental issues by mitigating the environmental impacts or the footprint (carbon dioxide emission, created waste, water and energy used, etc.) of the event. The events also have the potential to catalyse a broader societal and political shift towards more sustainable ways. The media coverage, and global and national attention can be used to communicate the importance of environmental management to the citizens. There are good examples of the environmental impacts of mega-events, which some can be considered as legacies. The renewal on public transportations, park constructions and pedestrian zones in many cities, the huge environmental

efforts in Beijing such as, support for changing heating from coal to gas, the overall decrease in pollution and cleaning up of industries, or the use of green technologies such as cooling systems in Qatar or Dioxin remediation techniques in Sydney. (Death 2011, 101-107; Mol 2010, 517-522; Preuss 2013, 3589-3591.)

Minimizing the negative environmental impacts and creating a positive greening legacy are important goals for mega-events. The events have the power of being recognized with huge interest and media coverage, and those can offer opportunities for communication and inspiration that other policy programs cannot provide. The events can create such an awareness of sustainability issues and behaviour change that the opportunities should not be used. If the events can manage to make significant environmental changes, such as in Beijing, it is hard to change back to the old ways. The environmental issues also have a huge affect on the well-being of residents and thus affects the social legacies as well. (Bob & Swart 2010, 81; Death 2011, 110-111; Li & McCabe 2013, 397; Mitchell 2007, 52; Mol 2010, 524; Preuss 2013, 3590-3591.)

3.3.4 Infrastructural

The mega-event infrastructures are the sport facilities for competition and training, but also the general infrastructures of a city such as roads, airports, hotels, housing, entertainment facilities, fairgrounds that are built because of hosting the event. All infrastructures should fit into the city's development to gain positive outcomes post-event. Modern temporary constructions can avoid the problem of negative legacy related to unused or oversized facilities. The facilities should always be within the host city's long-term demand, there is no justification to build an 80 000 spectators stadium into a 150 000 residents city and expect it to be something more than a white elephant. As the mega-events come even larger in scale, the pressure of constructing even bigger stadiums and facilities is inevitable and thus increases the risk of unnecessary constructions to fit in the city's development plans and making it very difficult to plan the realistic, cost-covering, after-use. Considering infrastructural legacy of mega-events, the after-use of the built facilities should be well planned and strategies to implement the after-use should be done. Too often the planning is not done well enough and the event organizers notice after the event that the facility's original after-use intention is not enough to cover the construction and operating costs. For example the Sydney Olympic stadium should have had an event every week after the Games to cover the operating costs. Many other event-related facilities can boost economic growth such as convention centres and increase in hotel capacity, but only if the event can enhance the image of the host as a business or tourism location. If there is no increase in business travellers or casual tourists, the use of the event-related

facilities are just re-placing the visitors from other host city's locations and thus not increasing the economic growth and not creating a legacy. This refers to the change in the supply side and the way a legacy is created, see figure 10. (Agha & al. 2012, 136-137; Cornelissen & al. 2011, 312-313; Leopkey & Parent 2012, 927; Preuss 2006; Preuss 2015, 653; Solberg & Preuss 2007, 213-219.)

3.3.5 Economic

Economic legacy is generally regarded as the most important aspect and the primary reason why governments bid to host an event. The economic legacy includes such as increase in tourism, new companies in the host region that are attracted to the area by the opportunities the event can create. Also jobs that are created due to the event and changes in the unemployment rate in the region are included in the economic legacy. The infrastructural changes made because of the event can also have both positive and negative legacies concerning economic issues. The new sport-related facilities can be used for new events and grassroots level sports as well as for professional sports. The secondary infrastructural changes such as airport, hotels, congress centres, roads and railways can boost the economy by modernizing the region and transport networks. Also the pre-event investments can provide future opportunities for various businesses in the host region. It has also been shown in research that a mega-event can increase the national export of host country. The research points more to the fact that the direct economic legacies rarely happen or are mostly negative due to the debts of construction. The direct economic impacts can be very positive, but last only a short time. This is the reason why tourism is so important in the future economic legacies as the change in the image and the attractiveness of the host region can increase the number of tourists arriving to the nation and thus can be seen as a positive legacy. Some good examples of positive economic legacies are available, like the enormous profit of 1984 Los Angeles Olympics where almost all facilities were already available and thus construction costs were at minimum or the Barcelona 1992, which legacies seems to be the goal for every mega-event after that. (Agha & al. 2012, 127-128; Barget & Gouguet 2007, 167-170; Bob & Swart 2010, 81; Chappellet & Junod 2006, 85; Chen 2015, 76; Cornelissen & al. 2011, 309-313; Knott, Allen & Swart 2012, 122-123; Leopkey & Parent 2012, 932-933; Li & McCabe 2013, 393-395; Pellegrino & Hancock 2010, 6-7; preuss 2007, 222-223.)

Economic impacts are the most studied types of impacts. This is understandable as governments and businesses are more involved in the event industry and thus stakeholders want to know what they are getting for their investment and how it compares to other investment options (Bowdin & al. 2011, 79). Kemlo & Owe (2014, 14) point out that there

are three broad ways to increase long-term economic impacts by hosting a sport event: to increase economic participation, productivity, or the perception of the host, either for business or tourism. Burton and O'Reilly (2009) states that the event's economic impacts can be sorted in three areas: 1) direct financial impacts (e.g. jobs created, visitors related to the games, etc.); 2) indirect financial impacts (e.g. tourism incremental gains due to the event, long-term job growth, etc.); and 3) intangibles (e.g. improved volunteer base, stronger city brand, healthier population, etc.).

Cornelissen & al. (2009, 311) refers to event's direct economic impacts as the generation of revenue mainly through the development of the event infrastructure, new income from the spectators and participants, and the creation of short-term employment through the development of stadiums and other event facilities. The research points out the increase of tax base and the longer-term maintenance of new employment as potential indirect impacts. The more people the event attracts the greater the impact is to the local businesses (Supovitz 2005, 279).

Cornelissen & al. (2009, 311) also brings up the possibility of an event to stimulate growth in ancillary sectors such as leisure consumption, tourism and construction. Arnold (2014) also states that economic legacies can be measured by the number of created new permanent jobs and in unemployment rate of the host region, but concerning creation of new jobs, Agha and Taks (2015, 207) finds it unlikely in the context of small events. Also in most cases the small events do not need new facilities or larger development of city infrastructure.

Cornelissen & al. (2009, 309-310) point out in their research the potential increase in tourism as one of the main long-lasting economic outcomes of an event. The research also points out the opportunity to leverage investment opportunities, especially with the mega-events; to attract non-tourism oriented companies to the host region due to the event's dynamism. Matheson (2006, 7) also points out that event visitors can return later to the event location raising future tourist revenues for the location. Also the media coverage can promote the location as a tourist destination and bring new visitors after the event. Matheson also points out the possibility that corporate visitors might relocate manufacturing facilities and corporate headquarters to a mega-event location.

Agha and Taks (2015, 200-201) point out that smaller events might generate limited economic activity compared to larger-scale events, but their outcomes and net benefits for the host community can actually be more positive than with mega-events. They also state that the added value of smaller-scale events is based on the potential for more tighter net-

works, sense of ownership, and connectedness of the local population with the event as opposed to large or mega-events. The events should aim to retain the event expenditures in the region to maximize the economic impact.

Chalip (2004, 235) suggest that the event should make best use of the local business services and if local management, local labour, and local concessionaires can be obtained, then event earnings will stay within the local economy. Walo & al. (1996, 28-29) point out that if the event organizer is working with the host community, it can ensure that most of the visitors spending can remain in the local region. Supporting local industries and encouraging participation within community sporting and volunteer groups, a local sport event can generate value to the host, not just the visitors and the tourism industry.

Agha and Taks (2015, 203) points out that every feature that relates to economic impacts can be put into five benefit drivers that increase economic impacts and five cost drivers that decrease the economic impacts, see figure 15.

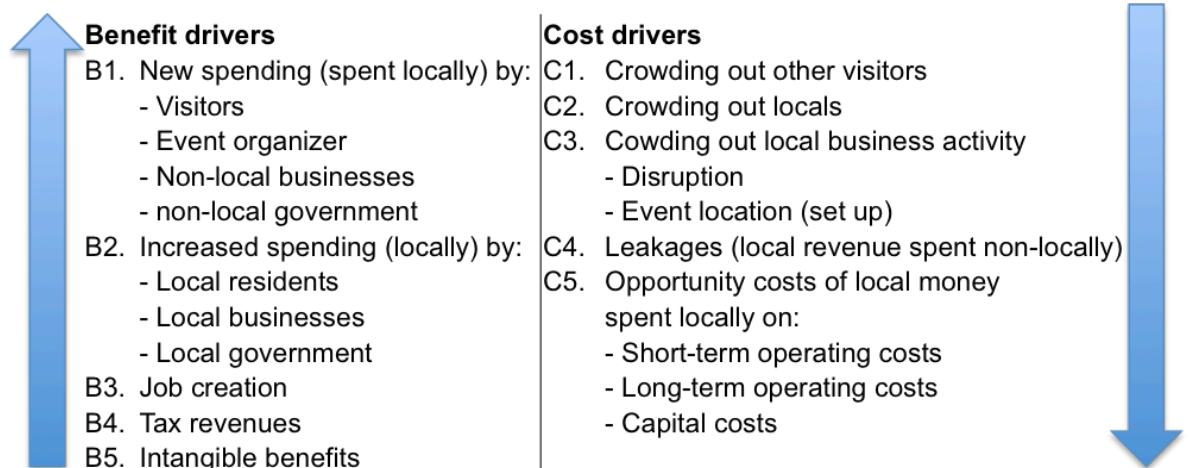


Figure 15. Economic impact drivers (Agha & Taks 2015, 203)

An optimal economic impact of any event occurs when locally supplied resources match the demanded event resources (Agha & Taks 2015, 215). Concerning economic impacts, the smaller events are often in a more ideal situation compared to the larger events. The small events rarely require huge amount of resources that the host city cannot provide, normally it is just the opposite, the events require less resources than is available and thus the host city benefits more from the smaller events and this affect can be cumulative if the city hosts multiple smaller events (Agha & Taks 2015, 215; Matheson 2006, 20).

Matheson (2006, 20-21) and Taks & al. (2011, 188) point out that the smaller events have less negative economic issues and additional expenses staging the event, such as crowd-

ing out effect or requirements for high-end facilities. Gibson & al. (2012, 162) state in their research that in most cases the economic benefits outweigh the costs in small events because of the use of existing facilities, they bring visitors to the community who would not have otherwise visited during the event (or ever), provide income for hotels and restaurants, and benefit other businesses such as gas stations and retail shops.

Veltri & al. (2009, 125) point out that accommodations, food and drinks, merchandise, and lodging are jointly responsible for the majority of total expenditures by event participants and non-local visitors. Gibson & al. (2012, 168) point out that everybody must eat and if the event provides food that fits the taste and price requirements of the visitors, it will be part of the event's success and its sustainability. Without provided food the local restaurants will gain the benefits.

Veltri & al. (2009, 125) found out that the visitors' spending are strongly affected by travel distance, and the larger number of out-of-town participants, the greater the economic impact to the city. Veltri & al. also point out that in order to maximize the economic impact the event organizers should aim to encourage the visitors to stay for a longer period than the event itself at the host city.

Gibson & al. (2012, 168) and Nogawa, Yamaguchi and Hagi (1996, 53) bring up the idea that there should be organized compatible activities with the event and built free time for sightseeing and shopping to maximise the impacts. This would benefit the economic and social impacts of an event as visitors who compete in the event rarely devote time for visiting the attractions or other activities (Csobán & Serra 2014, 20). Chalip (2006, 113), Fredline and Faulker (2000, 69), and Pereira & al. (2015, 44) also support organizing ancillary events and entertainment around the main event to provide enhanced opportunities to increase the event's impacts.

Veltri & al. (2009, 125) state in their study that limited administrative expenses and the assistance of volunteers can eliminate administrative cost and increase the economic impact to the community. Walo & al. (1996, 8) points out that the use of volunteers and existing facilities are two crucial factors in maximising the social, physical, and economic benefits associated with hosting a small event. Table 9 presents different ways to maximize the economic impacts.

Table 9. Maximizing economic impacts

| | |
|--|---|
| Chalip (2006) | Use of local business, management, labour and concessionaires; Organizing ancillary events |
| Walo (1996) | Encouraging community participation; supporting local industries; use of volunteers and existing facilities |
| Veltri & al. (2009) | Maximize non-local visitors; maximize the visitors stay at the host city; use of volunteers; minimizing administrative cost |
| Gibson & al (2012) Nogowa & al. (1996) Csobán & Serra (2014) | Organized compatible activities and built free time |
| Fredline & Faulker (2000) Pereira & al. (2015) | Organizing ancillary events |

Agha and Taks (2015, 213) highlight the fact that host cities have a huge effect on the positive economic impacts of an event. The city should aim at hosting events that requires resources that are available locally and that fit the scale and infrastructure of the city (Daniels & Norman 2003, 214). In the event planning phase it is important to analyse the event resource requirements, available city resources and local economic conditions. The event portfolio approach would enhance the economic impacts to the host city, as multiple smaller events that do not exceed a city's available resources will be cumulatively more beneficial than a single large-scale event that exceeds the available resources and requires significant expenditures to obtain the missing resources. The host city can use the economic impact drivers to select events, which have features that promote higher benefits. On an annual base, the economic impacts created by the small sport events should get more recognition by the local businesses, politicians and tourism planners (Daniels & Norman 2003, 214).

Gibson & al. (2012, 167-169) point out that youth sports tend to generate more positive economic impacts among small sport events. They also state that parents that are responsible for their children's happiness are willing to spend more money on their sport events, even by cutting back from other expenditure. Turco points out that youth sport events tend to have significant economic impacts especially when families take vacations due to the event (Daniels & Norman 2003, 215). This points out that cities should aim at hosting many youth sport events to maximise the annual economic impacts of events. Gibson & al. (2012, 169) also note that utilizing a small-scale sport event portfolio can promote sustainable tourism for a community especially if the host location is or wants to be branded as a sport-oriented location. Fredline (2005, 268) points out that studies show

that sport tourists tend to spend more money compared normal tourists, which highlights the benefits of hosting sport events.

It is important to remember that not all economic impacts are positive. Mega-events have huge opportunity costs as the infrastructures and other activities around the event requires huge amount of public support. Also negative environmental issues and crowding out can occur during events Small events do not have such negative impacts due to small resource requirements. There are still possible negative impacts also with the small events. Local businesses might lose income because the local event visitors spend their money on event tickets and merchandise or with location related disturbance due to the event (Taks & al. 2011, 199). On the other hand the businesses might gain extra income from the non-local event visitors and thus minimize the negative impact to the businesses or even bring a positive outcome (Taks & al. 2011, 199).

The economic legacies suffer from the same problems as most of the legacies. If you look at for example the increased number of tourists 20 years after the event, it is very difficult to associate it with the mega-event. The tourism impacts can be seen as a possible long-term legacy, but many aspects of the economic impacts do not last long enough to be included as legacy. For example the jobs created should only be measured after a long-enough time period to see how long lasting the impact has been. This is supported by the comprehensive study of Owe (2012).

The economic impacts can also be measured by applying an input-output model such as presented by Leontief in 1936 (see e.g. Ghosh, Ghose & Chakraborty 2011; Leontief 1967). The input-output model presents the supply chains that are related from the purchase of a product to the initial point of manufacturing. Basically an external increase in expenditure into an area brings an increase in output in relevant industries. This in turn requires an increase in inputs supplied to those industries, which again requires an increase in outputs by supplying these inputs and so on. (Ramchandani & Coleman 2012, 190.) In many cases the effects of the procurement takes years to reach the initial point. It can be said that applying an input-output model when evaluating the duration of an economic impacts can transform most of the impacts into legacies if considering the impacts duration. On the other hand, is the impact long-term if you look at one supply chain at a time?

3.3.6 Political

Political legacy includes the promotion of democracy and rights, and improved governance. Co-operations with the local governments and event organizations can lead into the enhancement of capacity in the public sector. The development of collaborative relations between the various departments of government during the event planning phases can build trust and leave new political structures to help improve the political governance post-event. The enhanced skills and improved human resources can also occur in the private sector, as companies may train their staff to perform in new or more complex tasks. Communities might also gain from interventions by the government or private companies aimed at skills development. (Bob & Swart 2010, 82; Cornelissen & al. 2011, 310.)

3.3.7 Image

The global media attention that the mega-events gain is huge and it should be utilized to enhance the city's or nation's image (Preuss 2015, 645). The image legacy can be associated with increased international awareness and image enhancement for the host destination and region (Leopkey & Parent 2012, 932). Events can be seen as great tools for image building (Swart, Bob & Turco 2010) The image can include such as, tourism destination, political and environmental. Especially the tourism destination and political issues can be used to increase the long-term increase in tourist numbers (Bob & Swart 2010, 81)

Chen (2015, 74) states that the image can be used to promote a competitive business destination. Coakley and Souza (2013, 581) also note that the enhanced destination image can increase investments and tourism. The enhanced national image can also strengthen the feel-good effect of the event (Cornelissen & Maennig 2010 109). The image of the destination is created during the preparation stage of the event, when the interest is on a high level. Although the media exposure of an event can be extremely high, but the traditional media sources vanish quite quickly after the event and for this the image building should be well planned to optimize the outcomes (Agha & al. 2012, 133). The targets of creating a new image or rebranding range from governments, inward investors and tourists. Internally, the impact within the host city is most often expressed in terms of a "buzz", the euphoria created by the event that can contribute to increased feeling of patriotism, community spirit and desire to volunteer. (Vigor, Mean & Tims 2004, 17.)

Misener (2015, 137) and Smith (2014a, 23) also highlight the fact that creating a desired image requires good planning and leveraging the event momentum. The enhanced image does not concern only the host destination. The events can also be used to enhance the

image of sponsors and stakeholders (Homma & Masumoto 2013, 1456). The image that the media creates is not always positive or desired. Unfortunate accidents, nature disasters or crime can create a very negative image for the destination (Gratton & Preuss 2008, 1928). Even with good planning and leveraging, the benefits of a positive image can easily turn into a negative legacy, such as decrease in tourism or investments (Agha & al. 2012, 133).

3.3.8 The triple bottom line

The triple bottom line approach has many of the aspects already mentioned as requirements of successful legacies. The triple bottom line of economic efficiency, environmental integrity and social equity is meant to be used to measure sustainable development. As most of the mega-events are used as part of public policies, these events and their legacies have been subject to relevant analysis as the events are often justified with the dimensions of the triple bottom line. As the concept of legacy has become increasingly important for the host cities, the rhetoric of legacy is directly connected to the importance of triple bottom line approach where host cities aim to meet the demands of stakeholders for economic, social, and environmentally sustainable outcomes. All of these dimensions affect quality of life. The core characteristics of triple bottom line approach include accountability to stakeholders, transparency in reporting of activities and integrating the three dimensions of the triple bottom line into strategic planning and operations, and stakeholder engagement. The triple bottom line and stakeholder theory are inextricably linked when examining events as social environmental and economic outcomes of events may have different importance to each stakeholder. Solving these differences requires greater understanding of commercial, government and non-profit stakeholders, and collaborations among them. Event organizations that adopt the triple bottom line strategies can benefit through the mutual reinforcement of meeting stakeholders' economic, social and environmental goals, often referred as the corporate social responsibility. The triple bottom line can be used as an advanced planning and reporting mechanism and decision-making tool for both internal management and external reporting. The focus in this approach is sustainable outcomes for the communities. The triple bottom line includes public officials and community leaders in knowledge-transfer and making decisions about community planning and development. The triple bottom line approach aims to incorporate the prevailing values in a community and the various populations within the community. The dimensions of the triple bottom line should be understood by the event organizing body as these dimensions and their long-term benefits largely determine the support for the event. The better the reasons are understood behind the support and possible opposition the more opportunities occur to improve the event outcomes for the stakeholders and the local

communities. The triple bottom line approach offers a way to plan positive legacies as it considers broader issues and also considers the trade-offs between different types of outcomes. Leveraging the event and related resources are needed to create sustainable legacies. When the legacy is considered as a leveraged opportunity, more focus should be paid to the triple-bottom line perspective. The triple bottom line approach supports sport event leveraging strategies in an attempt to move the focus beyond economic development to more social and environmental issues. (Fairley, Tyler, Kellett & D'Elia 2011, 142-145; Fredline 2005, 264-278; Gibson, Kaplanidou & Kang 2012, 161-162; Hede 2007, 14-21; Ma, Egan, Rotherham & Ma 2011, 80; Misener 2015, 135-136; Ritchie, Shipway & Cleeve 2009, 144; Smith 2009, 109-118; Tyrrell, Paris & Biaett 2012, 279-282; Wise 2016, 33.)

3.3.9 Legacy evaluation

The event evaluation does not stop with the short-term impacts, as there should also be evaluation of the long-term durability and sustainability (Masterman 2009, 73). In other words, the success of the created legacies should be measured. For long lasting legacies the event needs to include the long-term benefits in the event's strategy plan from the beginning of the planning process. Evaluating the long-term impacts is difficult as they can be indirect and often subtle. (Getz 2007, 319; McMahon-Beattle & Yeoman 2004, 190-191.) The importance of the measurable objectives is emphasized in the evaluation of long-term legacies. It is necessary to know the situations before the event to be able to measure the long-term impacts of the event in the future. Without this data, it is almost impossible to connect the development to the event legacies. (Allen & al. 2005, 458-459.)

Benchmarking the past events and using macro-economic indicators to find legacies are often used to measure event legacies. A top-down and a bottom-up approach are also introduced to measure legacies. In the top-down approach, the legacies are the difference between the case of with and without the event. It is also possible to replace the without case with a control case where the normal development is estimated without the event being held. The top-down approach is mostly used to measure numeric legacies like economic growth created by the event. Bottom-up approach takes into account all changes of structures due to the event like the community pride, image and emotions. (Preuss 2007, 207-218.)

The measurement of legacies is a very complex process. All the changes caused by the event should be measured. Determining the "net" legacy rather than the "gross" legacy is very difficult. Without staging the event, the host city would invest its resources in other

projects, such as other infrastructure, medical care or education, which would lead into different legacies. These opportunity costs must be considered when measuring the net legacy, as must the crowding-out effects caused by the event. The event related legacies cannot totally be isolated from the general city development of the host. The most difficult part of the measurement of legacies is the timescale when the legacies occur. In most cases, there is no one responsible for the long-term evaluation and thus the legacies remain uncertain or cannot be related to the event. (Bob & Swart 2010, 79; Gratton & Preuss 2008, 1933; Mangan 2008, 1871; Matheson 2010, 13; Preuss 2007, 212-223.)

When measuring the long-term legacies, which might occur year a after the event itself and which might turn from positive to negative during their lifetimes, it is very important to remember to handover the evaluation process to the responsible stakeholder who will continue the process and data collection of the legacy effects (Kaspar 2014b, 259-261; Preuss 2015, 656).

3.4 Critics against legacy

Legacies are mostly concerning the mega-events like the Olympic Games. The researches show that a positive legacy is not guaranteed and many of those benefits can truly be negated. Is it just that legacies do not exist or is the problem elsewhere, such as in the evaluation? It can be said that the legacy plans of the mega-events cannot show anything else but exaggerated positive outcomes, which make the bid books more of a sales promotion tool or even positive stories rather than an executed goal concerning the legacies. There is usually a huge gap between the optimistic forecasts of the bidding phase and the actual impacts to the local economy, society, and culture. The previous aspects of the overly positive legacies of the mega-events can also be supported by the OGGI, which aims to evaluate the legacy benefits two years after the games while the true legacies should be measured 15-20 years after. The long-term evaluation is also one of the main problems of legacies. It is very difficult to find the resources and governing bodies to execute the evaluation considering the fact that most organizing bodies would prefer not to know the true long-term effects of hosting a mega-event as those studies might show that there has been no positive outcomes in the long-run and overall legacies might as well (or even likely) be negative to the host city. (Chen 2011, 93; Gratton & Preuss 2008, 1931-1932; Horne 2007, 85-90; Stewart & Rayner 2015, 158-167; Thomas & al. 2010, 4-6; Waardenburg, van den Bergh & van Eekeren 2015, 92-93.)

Every stakeholder should be affected by a relevant legacy. The legacies affect the stakeholders differently (Chappelet 2012, 81). This is why it is virtually impossible to conduct a

general study on mega-event legacies, as the study needs to define the perspectives of all stakeholders. This is presented in the following example of wealthy and poor citizens: Gentrification and entertainment opportunities are seen as positive for the wealthy, who can afford the expensive tickets and like to see their neighbourhood developed. On the opposite side, this change does not benefit the poor, who cannot afford the tickets and have high opportunity cost. The poor would probably prefer to see the investments on social projects. (Preuss 2015, 653.)

Another good example is from the London 2012 Olympic Games, which states increase in sport participation as one of the main legacies: the increased costs of constructions were partly covered by the funding of the national lottery, which reduced the funds of sport development by 8%. The monetary value of the decrease in funding matches the funds needed to buy as many new coaches as there are coaches in the whole of France. The facilities were built, but they have a huge affect on the sport development, which in the end is one of the main objectives of the event. (Girgonov & Hills 2008, 2096-2097.) This relates to the fact that it is very difficult, at the end, to determine how the legacy affects and if it is positive or negative as the effect can be very personal, far-reaching and change the future development significantly so that the legacy eventually changes its form (positive or negative) (Preuss 2015, 653-654).

The modern legacy plans aim to deliver to those who most need the improvements, although in most cases in a top-down approach, due to lack of for example planning or funding, the primary beneficiaries are often those who have been part of the bid preparations, initial planning, resource allocation, policy formation and program implementation. Those who can influence the flow of capital associated with the event can benefit from it extensively. For the population who are socially excluded and those who lack power and access to resources, the benefits are rare, even though they are prominently featured in the promotional narrative used to gain public support for the event. (Coakley & Souza 2013, 581; Leopkey & Parent 2016, 2 & 12.)

In 2010 Delhi's Commonwealth Games, the athletes' village was to be a student hostel for the local university. It was then found to be too expensive for that use and was sold as luxury apartments. (Stewart & Rayner 2015, 166.) London 2012 Olympics are even a better example, where British athletes won more medals than expected. As stated earlier, the sport legacy was one of the main justifications for the Olympics, the original goal was to produce a significant increase in sport activities, especially concerning the youth, and making sport an integral part of the community. The success in the Olympic Games caused an increase in the funding of elite sports to be even more successful in Rio 2016.

As in most cases, there is no free floating money available so the funding for the elite sport caused the national government to cut funding from schools and sold many playgrounds that could have been used for physical education and after-school sport programs. They also had to cut funding from the increase of general sport participation, thus undermining the primary legacy of the London 2012 Olympic Games as stated in the original bid. The organizing committee ended up changing the original objective of turning the decreasing activity to a significant increase in sport activity in their evaluation report, which states that the event managed to inspire people of all age to be more active in sport. Unfortunately the decrease before the games nor the post-event increase are supported by data. (Coakley & Souza 2013, 582-583; Department for culture, media & Sport 2013, 8; Girginov & Hills 2008, 2096-2097; London Candidate file 2004, 23; Mangan 2008, 1877; Weed 2014, 117.)

Unfortunately the literature is full of these kinds of examples from every mega-event, which has stated legacies in the their bids for the events. The conclusion is that a legacy is nearly impossible to measure due the multifaceted nature. The legacies should affect the relevant stakeholders, but there are rarely occasions where the legacy is positive to all stakeholders. The way the legacy affects depends on the event structure, branch and time, where the time has the potential to change the affect of the legacy.

The question is: what kind of cost-benefit balance should the organizer accept in the overall legacy effect; how much negative a legacy is accepted in relation to achieving the targeted positive legacy? What will happen to the legacy as years go by? (see e.g. Bob & Swart 2010; Chappelet 2012; Preuss & Solberg 2007; Preuss 2007; Preuss 2015.)

The social legacies are also argued to be only short-term. The euphoria surrounding the event and community pride fades away soon after the event is over. Displacement is probably the most controversial social legacy, even if it affects only a few residents. Displacement is a defining feature of mega-events, which is often seen as a by-product of the urban development. It is something that must be done to host the event. Displacement occurs when any household is forced to move from its residence by conditions that affect the dwelling or its immediate surroundings. Displacement is beyond the household's reasonable ability to control or prevent. Displacement also concerns local businesses and the homeless people. The displacement due to mega-sporting events often occurs because of the need to make room for the event facilities or athletes' villa. The constructions are also often justified by providing modern affordable housing for the community. Even with promises like this, the old residents who are displaced can hardly ever move back to the original community. The negative social legacy is enormous for the displaced individuals and

families who are forced to move from their homes. (Minnaert 2012; Porter, Jaconelli, Cheyne, Eby & Wagenaar 2009; Stewart & Rayner 2015; Toohey 2008, 1964-1965.)

Most *sport* related legacies such as increasing sport participation and general physical activities require a national policy and long-term investment strategy. Usually the opportunities that are presented are short-term and operated as projects. This is just not enough to create a legacy. Sustainable participation demands a longer perspective. To achieve sport related legacies require changes in people's behaviours and attitudes. This is a large process, which includes huge efforts from both, sport policies and social systems. It also requires knowledge and understanding of the process how, when and if changes occur (see Ramchandani & al. 2015 and Puronaho 2014, 8-10). Also the trickle-down effect does not occur in such a way that it increases participation in the long-term. It has been shown that it can affect those already active in an increasing way pre-, during and post-event, but there is no proof that it lasts for a longer period. The trickle-down effect does not reach the non-active people, or at least in a positive way. Some studies show that the elite athletes performances and using the athletes in marketing can instead have a negative affect to those who are not active or feel that they are not good enough because of their competence-gap. (Girginov & Hill 2008, 2111-2112; Homma & Masumoto 2013, 1465-1466; Weed & al. 2009, 9-33; Weed & al. 2012, 75-80.)

It is undisputed that mega-events have a major impact on the host cities and nations. The long-term impacts, legacies do occur but it is yet to be seen whether they are truly positive. The researches are missing studies on the impacts on a long enough time period. As mentioned in the research of Coakley and Souza (2013), the evaluation research of the Vancouver 2010 Olympic Games could show some light on this, but the IOC has not released the data from the original research. The original evaluation research found 126 sustainable impact indicators from which none were mentioned in the final report of the games. Although looking for evidence of positive legacies, rumours hint that none of these indicators were positive.

For now, most of the studies show that the legacies of mega-events last only a short time or are negative. It is also understandable from the perspective of the organizing bodies that the true nature of the legacies are kept unknown as the data just might demolish the potential public support of those events and the motivation of the possible future hosts to organize such events. Therefore bid decisions for mega-events are based on unsubstantiated beliefs, wishful thinking and strategic profiteering rather than reliable evidence about costs and benefits. As long as cities and nations have faith in in the power of sport mega-events delivering long-lasting positive impacts, they will continue to submit bids hoping to

share in the benefits believed to come with sport mega-events. (Coakley & Souza 2013, 587; Gratton & Preuss 2008, 1922; Stewart & Rayner 2015, 160.)

3.5 Legacy planning

Even though the legacies of the mega-events can be argued, they still have the capability to transform the host city and inspire communities. Mega-events give the forgotten neighborhoods the much-needed makeovers. Massive cleanup projects are implemented to dispose smog and pollution in major cities. The transportation systems are re-designed. There are a lot of possible impacts that can improve the quality of life in the local communities. The city's transformation becomes of greater interest the more public money is used. The major events affect the host cities in many beneficial ways, but there is always the negative side of the hosting, prolonged debt and disrepair. It is hard to justify spending billions of euros on a brief sport event, despite its worldwide promotional value. It is essential that the politicians and policymakers are truly aware of the potential the event has in creating long-lasting effects. Only a few events, despite the size, live up to their full potential and even fewer deliver the promised long-term rewards. The event organizations that do not simply host the event, that focus on planning, implementing strategies and organizing funding for both the immediate and the longer-term outcomes, are the ones that build a legacy. (A.T. Kearny 2005, 1; Preuss 2015, 643.)

Legacy planning is a complex process involving difficulties such as identifying the responsible stakeholders, funding the legacy plan, and embedding the legacy within the host community. The planning should start with the stakeholders by understanding what legacies are possible, how, why and for whom. The legacy objectives should derive from the community needs, thus a bottom-up approach is recommended. Strategies should then be established to deliver genuine legacy outcomes and those should be prioritized during the whole event planning process with sufficient effort, time resources and commitment. The legacy plan and implementation should be transparent and the process should be reported to the public. (Coakley & Souza 2013, 587; Matheson 2010, 14; Rogerson 2016, 3-9; Weed 2014, 109.)

It should be recognized that there will be no sustainable change in the host area unless communities are given the power and responsibility to take action (Mean, Vigor & Tims 2004, 138). If legacies and development are to be equitable and sustainable, they must be planned, funded, organized, and strategically connected with existing social structures and the everyday lives of local population. The plans must also fit into a wider national agenda and reflect the long-term development goals. This way the baseline for the event

is the existing conditions and development plans and the mega-event's investment decisions can be aligned with broader objectives and support meaningful change. The planning and implementation should be inclusive so that every stakeholder's perspective is taken into account. This highlights involving the stakeholders as early as possible to ensure that the hard and soft legacies can be achieved. Legacies should not be based on wishful thinking or beliefs. They are intentional outcomes grounded in political processes that begin with bid preparation and continue through and following the mega-event. The organizers should conduct proper social impact assessments and full public consultation before submitting bids for mega-events to gain the public support and become more democratically accountable achievements. The budgets of the events should be monitored and possible fines for cost overruns should be set. The environmental and social impacts assessments should be conducted on the basis of an independent research. The public's support is also essential to achieve the legacy initiatives. If the legacy plans are integrated in the development plans and into existing or new programs, the public is more prepared to take part in the programs and thus the intended legacies might occur. (Agha & al. 2012, 136; A.T.Kearney 2005, 7; Black & al. 2010, 29-31; Cheng & Jarvis 2010, 93-94; Coakley & Souza 2013, 581; Dickson, Benson & Blackman 2011, 299; EY 2015, 6; Horne 2007, 92; Toohey 2008, 1962; Weed & al. 2009, 59.)

The post-event phase is the longest but least planned period concerning the mega-events. Legacy is not self-evident and thus needs planning, strategies and funding. The legacy can be seen as the return on investment (ROI) for the event and thus should be focused on appropriately. Legacy planning differs from conventional regeneration planning as it involves an event, something that can accelerate and assist, but also complicate and disrupt, regeneration processes. At the basic level, legacy planning involves formulating long-term plans for new facilities. Through careful planning, host cities can avoid unnecessary facilities that are expensive to maintain. In reality, the facility legacies are not enough to justify the public funding, thus wider benefits are expected, such as social, economic and environmental aspects and image enhancement, issues that enhance the quality of life of local communities. The planning and delivering legacies means configuring appropriate governance and funding arrangements. As the legacy planning requires complex planning, it should start at a very early stage of the event project. The event organization should start the planning by conceptualizing the legacy and developing a legacy vision before bidding for the event. Taylor and Edmondson define the legacy vision as a clear articulation of legacy benefits (Preuss 2015, 657). Legacy vision should be developed to maximize the support from the stakeholders, including the public and government. The legacy vision should then guide the process years after the event is over. It can be argued that the clear vision and effective planning process are more important factors in

the success than funding because without a clear vision and effective process, funding would not be effectively utilized. The legacy vision requires active and continuous promotion so that the public and key stakeholders do not lose their interest. In an optimal situation, measures for delivering the legacies are already being planned at this point. The legacy planning should start as soon as the event planning is initiated and the planning should be integrated to the event planning. Too often the event itself requires most of the efforts in planning and the long-term outcomes, legacies, are seen distant and uninteresting. The literature and evidences from missed legacies show that if the legacies do not receive sufficient attention and investments throughout the event's lifecycle, it can be very difficult or impossible to achieve the ambitious long-term goals. The legacy planning must involve those who are engaged in local or regional economic, social and public policy strategic planning. The legacy programs will require human and financial resources and the event organizer and national policy makers must anticipate and account for such costs in their planning. The legacies, to be realistic, must correlate with the resources; human, finance and time that are used to implement them. It is also very important to conduct pre-event evaluation of the legacy initiatives so that there is genuine data to compare the legacy outcomes in later periods. (Bell & Gallimore 2015, 724-737; Brown, Cox & Owens 2012, 237; Deng, Poon & Chan 2016, 164-165; Griffiths & Armour 2012, 10; Leopkey & Parent 2012, 925; Leopkey & Parent 2016, 7; Mangan 2008, 1880; Matheson 2010, 13; Pellegrino & Hancock 2010, 7-10; Phillips & Barnes 2015, 550; Smith 2014b, 1921-1936.)

The strongest legacies can be achieved when the five components in a legacy program (figure 16) are used. The program should be initiated at the beginning of the bidding phase or even sooner and refined throughout the whole event life cycle. Applying such program ensures that achieving a legacy is integrated into the overall legacy vision. (A.T.Kearney 2005, 6.)



Figure 16. The five components of a legacy program (A.T.Kearney 2005, 6)

The legacy program starts with getting the support from all interested parties including political and community leaders. The key stakeholders who are involved in the planning, implementation and funding of legacies need to be identified. Also the program should be supported by the national government and the local legislators and also by the corporate stakeholders and grassroots community organizers. All parties involved must be convinced of the importance of achieving the legacies rather than concentrating on the short-term economic impacts. The interaction between the stakeholders creates networks, and those networks can be used to increase the greater knowledge of sport and related matters. For example the networks between politicians, local stakeholders and sport federations can promote the image of a sport city, and that image can be used to gain grassroots level benefits such as coaching programs, facilities for schools, sport for all and additional sport events. (A.T.Kearney 2005, 6; Gratton & Preuss 2008, 1929; Matheson 2010, 13.)

The legacy needs to be clear to all stakeholders and they need to be satisfied with the set objectives. The legacy programs should also be monitored and managed with the same fidelity as the event (A.T. Kearney 2005, 6-7). Figure 17 illustrates examples of a measurement system where key metrics are established for each stakeholder group. Detailed measuring systems can be used to monitor whether the goals are to be achieved and if other measures are needed (A.T. Kearney 2005, 6).

| Sports organization | | Government | |
|---|--|--|---|
| Objectives | Metrics | Objectives | Metrics |
| <ul style="list-style-type: none"> • Increase sport infrastructure and participation • Raise profile of sports organization | <ul style="list-style-type: none"> • 15% increase in local sports clubs • Five substantial media articles addressing social responsibility | <ul style="list-style-type: none"> • Spur economic growth • Increase employment • Attract tourists • Limit cost to taxpayers | <ul style="list-style-type: none"> • US\$3.3 billion boost to economy • 160,000 new jobs • 400,000 visitors • Fully funded by event revenues |
| Private-sector sponsor | | Host city | |
| Objectives | Metrics | Objectives | Metrics |
| <ul style="list-style-type: none"> • Obtain return on investment • Build shareholder value • Raise corporate profile and brand image | <ul style="list-style-type: none"> • Double investment • 10% increase in shareholder value • 40% increase in positive media mentions in pre-event years | <ul style="list-style-type: none"> • Reduce poverty • Increase employment | <ul style="list-style-type: none"> • 10% decrease in poverty • 20% increase in employment in pre-event period, with no more than a 5% decline within five years after the event |

Figure 17. Established (Illustrative) key metrics for each stakeholder group (A.T. Kearney 2005, 7)

The stakeholder roles and duties must be defined in regards to the legacy and they should be encouraged to take accountability for their actions and results. To get the private sector stakeholders and local organizers involved as early as possible increases stakeholders commitment and the credibility of the legacy plan. There is only a small chance that the legacy will occur if the local stakeholders are not involved. They need to be part of the decision-making, implementation and evaluation as well as have the opportunities to continue with the legacy program in the future with adequate resources. It is not the event organization that carries on with the implementation of the legacy; it is the local stakeholders who are involved in the process decades after the event. An efficient legacy program should involve as many local stakeholders as possible. The legacy program in general should be community-driven and community-oriented. This means embedding the initiatives within wider programs, involving local stakeholders in strategic activities, applying community consultation, reflection and focus on mutual learning in all activities, enhancing the public accountability, embracing the community values and understanding the real needs of the community so that the most important legacies for the community can be addressed. Best way to fail is to exaggerate the benefits to the community. Without involving the community and the local stakeholders, it is very difficult to maintain the legacy if there is no willingness to engage in the program in its implementation phase. The early involvement enables the legacy programs to develop organically, which decreases the need for financial and institutional support from the event organization. Involving the stakeholders from the very beginning of the legacy planning ensures that the promised

legacies are realistic and the stakeholders are able to deliver them as promised.

(A.T.Kearney 2005, 6; Bob & Swart 2010, 89; Brown & al. 2012, 236-237; Hartman & Zandberg 2015, 110-114; Homma & Masumoto 2013, 1456; Karadadis & Kaplanidou 2012, 260; Kemlo & Owe 2014, 17; Leopkey & Parent 2015, 17-23; Matheson 2010, 20; Minnaert 2012, 364; Misener & Mason 2006, 47-51.)

Creating a positive and lasting legacy requires deliberate effort, strong leadership and sustained commitment and attention, thus the legacy process should have separate legacy governance, which manages the processes and controls that drive the network towards its overall goal (e.g. sustainable legacy) (Leopkey & Parent 2016, 1). The governance should include key individuals from the stakeholders and communication should be very active between all parties involved, as these members of the stakeholders influence the decisions being made regarding the governance of legacy of the event (Leopkey & Parent 2016, 2). The legacy governance should be accountable for meeting the legacy objectives, steering the collective actions of stakeholders towards achieving the goals, measuring the progress and allocate the resources. The active communication can improve the aspiration of the stakeholders and enhance their engagement and ability to deliver the legacies. The governance should also keep the momentum going as otherwise it would abate as time goes by. The event organizing committees are temporary organizations and are generally disbanded within two years after the event, thus the governance structure should exist in some form as long as the legacy itself and thus it should be in charge of the continuation of the legacy. The legacy governance begins prior to event planning, thus should be set-up at the initiation phase. As the governance exists much longer than the event planning and implementation, it should be considered independently from the planning, while acknowledging that they do not occur in isolation. Legacy governance is an ongoing process that is shared by a number of stakeholders. (Agha & al. 2012, 127; Bell & Gallimore 2015, 730-736; Bob & Swart 2010, 82; Brown & al. 2012, 237; Leopkey & Parent 2012, 927; Leopkey & Parent 2015; Leopkey & Parent 2016, 11-12; Pellegrino & Hancock 2010, 10.)

3.5.1 Pursuing the right initiatives

The importance of legacies is related to the values and perceptions of the residents. The perceptions of the quality of life can change over time. The event organizers and local governments should aim to understand these perceptions because the residents experience the legacies and contribute to the success of hosting mega-events. By understanding the perceptions and importance of the legacies, the event organizer can leverage the positive and minimize the negative legacies and mitigate the concerns for the use of infra-

structures and facilities built for the event. Mega-event's success requires support from the communities and thus their input and perceptions are critical factors for the event organizer. The support is easily gained when the core values of the residents and community are embraced and the community is genuinely able to participate in the legacy planning. (Karadadis & Kaplanidou 2012, 244; Misener & Mason 2006, 45.)

The community's participation cannot only increase the support for the event, but also enhance the social capital of the community. Involving the community in the decision-making of the event enables bottom-up approach in planning. The more the community is involved, the more social capital they can gain. This should be kept in mind when planning and implementing the legacies. The legacy plan should support effective participation and involvement in community programs. The events provide great opportunities to build new social networks through participation, planning, volunteering and consumption of the event. (Misener & Mason 2006, 44-50.)

Sport mega-events have the power to unify and motivate people. Although this is often temporary, it is possible to make the positive effect more enduring by careful planning and leveraging the opportunities. A successful legacy depends on how well the event can be used to mobilize the host residents. Communities respond well to the publicity, media efforts and corporate investments provided due to the event. Even the best programs fail without well-known, effervescent and energetic local people leading the way. The most effective mobilization efforts go beyond publicity to actively engage communities in identifying social and economic programs, which will have the biggest impact on local level. Mega-events can be seen as a catalyst for providing funds, attention and activity to various programs that the local communities will take forward to create the lasting legacies. Depending of the legacy initiative, the required resources and dedicated time vary. With communication and knowledge transfer both ways between the communities and event organization, these issues can be solved. The implementation bodies must have the knowledge needed for the legacy programs to reach the intended outcomes. (A.T.Kearney 2005, 7-8; Bob & Swart 2010, 87; Carey, Misener & Mason 2015, 274; Coakley & Souza 2013, 582; Cornelissen 2011, 505.)

A great plan requires a well-designed strategy that should work as an action plan. It should hold details how the intended promises are turned into reality. The strategy should also work as an evaluation measurement to check how the process is advancing and if some additional measures are needed in some programs. Legacy planning and implementation should be seen as one distinct phase rather than being divided into two due to the fact that implementation of many legacy programs overlap with planning of other lega-

cies. Some legacy initiatives should be implemented even before the event if possible for more beneficial outcomes for the locals. When the event is finally awarded to the host city, the developed legacy vision in the conceptualisation phase is then activated. (Leopkey & Parent 2016, 7; Weed 2014, 105.)

After the event is over and the organization behind it is dissolving, the legacy programs are transferred fully to the proper authority, local communities and stakeholders, to continue with the legacies without the support of the event organization. The transfer phase is important as it includes finalising all necessary knowledge transfers, confirming resources and making sure that the vision, objectives and structures are in line with the progress and outcomes. The legacy governance that should exist continues with the legacy programs ensuring that the stakeholders' investments are properly monitored and managed and that the stakeholders' needs are also fulfilled. The transfer phase is the final chance for the event organization to ensure that all of its initiatives are pursued and the opportunities are leveraged. (Leopkey & Parent 2015, 16; Leopkey & Parent 2016, 8-9; Toohey 2008, 1968.)

3.5.2 Leverage and securing funding and support

Direct impacts of an event are hardly ever long lasting. The direct impacts are different from outcomes that have been deliberately leveraged by attaching initiatives to events so that they deliver more optimal outcomes. The leverage initiatives are activities that need to be undertaken around the event itself, which seek to maximise the long-term benefits from events. Leveraging initiatives enable the event impacts to be transferred towards wider public policy. When leveraging initiatives the event becomes a resource from which wider benefits can be levered. Leveraged outcomes are those that are pre-planned and which only occur due to associated strategies and tactics. Leverage can be related to the notion of "activation", a concept, which highlights that positive action needs to be taken in association with events to achieve desired effects. (Chalip 2006, 112; Rogerson 2016, 2; Smith 2014a, 17; Weed 2014, 103.)

Too often leverage is used when the impacts are not occurring. Leverage should be integrated already at the planning phase. This makes it possible to have leverage as a part of the project design and implementation can be based on leveraging certain outcomes. If leverage is a strategic use of the event, the top-down/impact-led/trickle down legacy planning can be left behind. (Smith 2014a, 20.) Many mega-event opponents are adequately asking why is the mega-event needed for these leverage opportunities, couldn't the projects be leveraged without the event? Leveraging the mega-event opportunities to create

legacies means utilizing the celebration or festival effect of the event to achieve multifaceted outcomes that are associated with the event. These kinds of emotions and celebration cannot be achieved otherwise. This is why mega-events are still needed for the leverage initiatives. Leverage projects should be adopted because of the need to bring local communities involved in decision-making, planning and implementation of the event legacy. (Bell & Gallimore 2015, 723; Smith 2014a, 27-28.) Preuss (2007, 221) illustrates the process of building legacies, see figure 18.

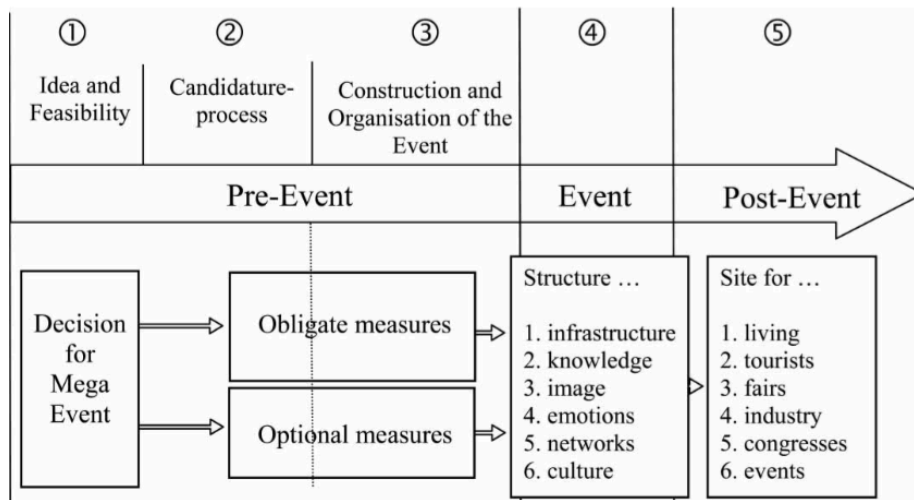


Figure 18. Process of building up planned legacy (Preuss 2007, 221)

According to Preuss (2015, 658-659) the conceptualization and vision of the legacy are designed when the decision to bid is made. Leopkey and Parent (2016, 7) give the legacy vision a more important role than Preuss. Leopkey and Parent state that the whole planning process starts by developing a legacy vision. The legacy planning starts immediately from this stage. The event requires obligate measures, which are the requirements from the International Sporting Body and the infrastructure needed to host the event. The optional measures are embedded at the same time as the obligate measures. The optional measures are those that increase the positive legacies. These are measures that are not required to host the event, these are the leverage opportunities that are created and planned for delivering long-lasting legacies after the event. (Preuss 2015, 658-659; Rogerson 2016, 2.)

As mentioned, the event-caused development should fit the larger development plan of the host. The event should be used to leverage the opportunities and the investments should be directed to those sectors that continue beyond the event. This way it is ensured that the event has clear strategic objective for the post-event phase. The events have the capability to increase economic growth by supporting small- and medium-sized local com-

panies through procurement, capacity building and market creation. Ensuring local input in the event processes will lead to skill development in such areas as construction, media and hospitality. Leveraging these opportunities can lead into a very positive legacy. (EY 2015, 5-6.) This type of leveraging is called event-led leverage, which is leveraging opportunities that are directly linked to the event. Event-led leveraging aims to regulate and manipulate the impacts that are normally associated with the events to optimise outcomes. Other leverage projects have much looser links with events. These are general initiatives designed to capitalise on the opportunity of the mega-event. These leverage initiatives aim for outcomes that are not directly expected from the events. These opportunities are results of imaginative leveraging that seeks to harness the power and emotions of events. (Rogerson 2016, 3; Smith 2014a 19.)

Event-themed leveraging is leveraging the opportunities the event provides and enables developing legacy initiatives through themed programs which are a wider set of non-essential projects that are pursued with the event used as a hook to achieve more interest, higher rates of participation and better outcomes. Event-themed leverage opportunities are seen in association with the event, but they exist independently of the event itself. Themed programs allow greater scope for sustainable benefits at grassroots level, whilst using event association to generate publicity, excitement and engagement. If the legacy programs are too event driven, there is a much bigger risk that the initiatives falter almost immediately once the event is over. There is also a fundamental limitation to what can be achieved if the legacy initiative relies on direct event impact rather than leveraging the opportunities. The main difference between event-led and event-themed leveraging is that the event-led leveraging aims to optimise the event impacts whereas the event-themed leveraging projects are designed and organized to address key priorities. (Smith 2014a, 18-19.)

Event-themed leveraging is a bottom-up approach to legacies at its best. Creating leverage initiatives, the host city can utilize a more-enlightened development, which is more focused on the needs of target beneficiaries. These projects can be designed and implemented at the grassroots level, while the mega-event is used merely as a theme to assist projects. Leveraging as a bottom-up approach to legacy planning is also supported by Deng & al. (2015, 174); it is much likely to achieve legacies if the plans are made with the possible end-users and stakeholders rather than being determined just by the organizing body as in the top-down approach. In many occasions the event projects are top-down interventions, but supplementing leverage (bottom-up) in those projects enables the benefits of each approach to be realised. (Deng & al. 2015, 174; Smith 2014a 19-21.)

Leverage can also be used to deliver positive impacts to a larger group of people and in extended policy fields, geographical areas and time periods. Commitment and publicity to event-themed programs should not only be used to encourage community involvement. These programs should be used to leverage the possibility to target the groups who are often the hardest to reach. The programs can be used to stimulate engagement from those who may be otherwise reluctant to get involved in regeneration programs. Volunteer programs are good examples of encouraging skills development and can be used to attract participants from the socially excluded groups. Similarly sport programs can be used to introduce rewarding and healthier lifestyles for marginalized groups. Without leveraging and relying on direct event impacts, the socially excluded groups would probably see no benefits from the event. Leveraging enables local stakeholders to be more involved in the implementation of the projects and thus the benefits for local communities are more likely and longer lasting. (Bell & Gallimore 2015, 724; Ecotec n.d., 7; Smith 2014a 20-22.) Community engagement is most successful when local partnerships are able to claim visible policy success and direct benefits from participation and when community participation and mobilisation is supported without placing too many restrictions on it (Raco 2004, 40).

It would be more beneficial if the events would provide more financial resources for legacy planning. Too often the construction costs are much more than budgeted and only tokens are left for the legacy plans. As opposition of the mega-events is getting larger and long lasting benefits rarely happen, should the legacy planning be a much bigger part of the event impact- and finance-wise? Delivering effective leverage initiatives means accessing adequate funding. Hopefully in the future, the mega-events are hosted truly for the long-term benefits and legacy planning would get the resources it really needs and would not rely on uncertain support. The more money legacy planning has in use, the wider social outcomes can be achieved through leverage. The event organizer should allocate enough funding so that every legacy initiative can be achieved. This is not easy in the modern mega-events and will require significant change in the policy of allocating funding for the events. The legacy programs require resources at the local level that are available at the right time and the resources must be clearly dedicated to the legacy programs. The combination of top-down and bottom-up efforts provides a co-creation approach for legacy planning. Public authorities provide planning and funding for the legacy programs and local stakeholders and social organizations are involved in the planning and implementation. This way more local scale initiatives can contribute to the mega-event planning. One suggestion to secure the legacy resources would be to establish a legacy fund that would be created by the event organization and national government. The legacy fund is independent from the event budgets, and is responsible for funding only legacy related issues.

This way the legacy initiatives will not suffer if, for example, the event facilities cause a crisis in the event budget, as often happens in mega events. The fund should be set up in the planning phase and be independent from the general event budget. In some cases the legacy programs are promised a share of the surplus of the event. In most of these cases the legacy programs are left with no funding. The host government should hold a very important role considering the legacy fund. The funding of the legacy programs must be sustainable over years regardless of how leadership might change or which political party is in power. (Bell & Gallimore 2015, 732; Brown & al. 2012, 236; Black & al. 2010, 58-59; Hartman & Zandberg 2015, 113; Leopkey & Parent 2016, 8; Pellegrino & Hancock 2010, 11; Smith 2014a, 21-24.)

Sponsors represent an alternative source of funding for leverage initiatives. The sponsorship programs can be extended to reach beyond the event into long-term commitment to the region. Sponsors can use the funding of the legacy programs as social responsibility or social investment. Especially the social responsibility is increasing its importance and thus the programs could offer a very efficient way to promote this issue for the corporates. Utilizing local sponsors and stakeholders in the leverage projects and legacy programs means that they could this way already have the financial resources and governance for the future, if the projects are already planned and implemented with local support. (A.T.Kearney 2005, 8; Rogerson 2016, 17; Smith 2014a 25-26.)

Event sponsors should be provided with opportunities to combine their commercial activities with leveraging possibilities linked with the legacy goals. By combining these two the event marketing and the host community will jointly benefit. The use of sponsors can also be extended to the construction of the facilities. If the end-user is a commercial organization, it should be part of the funding of the facility already at the pre-event phase. This way the planning would follow more the end-users needs and thus the costs post-event would most likely be decreased. (Chalip 2006, 124; Black & al. 2010, 67-68.) These opportunities involve extra investments by the sponsor on top of the basic sponsorship fee to create programs that will take advantage of the rights gained. This means undertaking activities to maximise the opportunity and strengthen the relationship between the sponsor and the event. (Smith 2014a, 18.)

3.5.3 Success factors

The studies on past legacies refer to the importance of early planning and the importance of local stakeholders. Legacy planning requires a lot of positive leadership from the decision-makers to be able to notice all stakeholders and their needs. The legacies must

come from local needs and thus the planning and implementation cannot be sustainable without those parties being involved. The stakeholders and communities must have the time and resources to manage the legacy programs and this is the key point for future host to organize. Too often time pressure alone makes the decent implementation impossible, but also with insufficient funding the legacy will never be sustainable. The success is almost guaranteed if all key stakeholders are involved in the event and legacy planning and the objectives are embedded into a broad setting involving the infrastructures, sports and business networks and destination marketing. Potentially, not all objectives can be met. This requires good communication with the stakeholders so that these issues can be addressed and thus make it possible that the overall perception of the legacies is still positive. The realistic legacy programs require insights of the conditions the program should have and research plus evaluation is needed before the implementations so that the right methods and leverage possibilities can be best managed. (Derom, van Wynsberghe & Scheerder 2015, 39-40; Hartman & Zandberg 2015, 113-115; Hughes 2013, 74.)

The future mega-events and their legacy planning should be based on control, competence and efficiency, and also on the values such as transparency, trustworthiness and honesty. (Mangan 2008, 1880.) The process should be explained to the public, how long it will take and what benefits can honestly be expected. Public should also be noted on the progress of the legacy programs. Table 10 presents a simple way for the event organizer and legacy governance to evaluate the programs and those results can be then reported to the public.

Table 10. Purpose of evaluations and likely questions posed (Sherwood 2007, 12)

| Purpose | Likely Questions |
|---|---|
| To find out if the needs are met | What should be the focus of a new program? Are we reaching the target group? Is what we provide actually what they need? |
| To improve the program | How can we make the program better (for example, in meeting needs; or in its effectiveness; or in its efficiency)? |
| To assess the outcomes of a program | Is the program effective (for example, in reaching planned goals)? What happens to clients as a result of following the program? Is it worth continuing (or expanding)? |
| To find out how a program is operating | What actually occurred during the program? Is the program operating as planned? |
| To assess the efficiency of a program | How do the costs of running the program compare with the benefits it provides? Is it more (or less) efficient than other programs? |
| To understand why a program works (or doesn't work) | They are unlikely to seek answers to this – but such understanding may assist in improving the program and its effectiveness |

The programs and promises must be realistic so that the outcomes are not under delivered, this is very important for the support for future events. The sport events have huge potential to deliver positive outcomes, with sufficient effort in planning, resources and implementation. The best way to deliver the successful positive legacy initiatives is to have a clear vision and sustained commitment to pursuing the vision. (Karadakis 2012, 101; Pellegrino & Hancock 2010, 11-15.)

3.5.4 Event portfolio

Cities could maximize the overall outcomes to the region and communities by considering what event they host and creating an event portfolio. An event portfolio consists of events of different types and scale (Ziakas 2010, 146). The idea in an event portfolio is that it benefits all stakeholders by ensuring that the potential contributions of all events are considered and by establishing appropriate support mechanisms. The event portfolio approach can assess the value of different events to be hosted, seeking to appeal to a wide range of market segments and placing events at different times of the year according to regional, market, or environmental condition. (Ziakas 2010, 146.)

Event portfolio is a strategic tool rather than a random collection of miscellaneous events that are hosted in a community. The chosen events should correlate with the opportunities the communities want to lever by integrating event planning into public policies and their common objectives. By hosting a series of events in a synergistic way, the events' benefits can be enhanced and sustained over time, hence overcoming the temporal limitations of single events. An event portfolio can be used to foster social networks by enabling social interaction and improving informal networks through the practise of events, and developing and maintaining an enduring network of event stakeholders that will collaborate in event implementations. An event portfolio can become a channel through which event stakeholders gain access to resources, increase their cultural capital through contacts with community leaders and experts or affiliate with organizations and groups that provide value and support their event. (Ziakas 2014, 329-227; Ziakas & Costa 2011, 410-416.) Figure 19 presents the process of event portfolio planning and public policymaking.

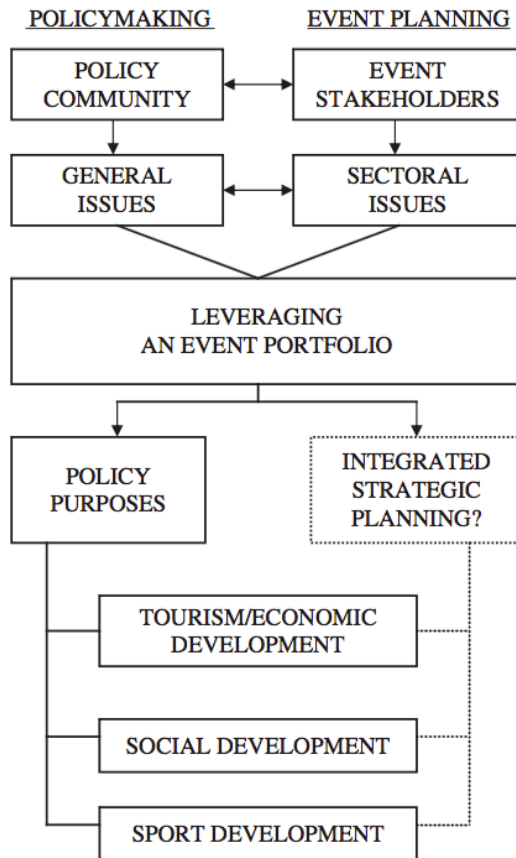


Figure 19. Event portfolio planning and policymaking (Ziakas 2014, 337)

The host cities could provide even wider range of legacies by developing an event portfolio approach. The event portfolio offers a strategic opportunity to promote joint tactical planning and enhancing mutual relationships in order to accomplish multiple policy purposes as social, economic and environmental leverage use similar tactics. The legacy initiatives would be planned with the local communities and stakeholders and the host city would try to host events of different type and scale. Each event would be considered in detail concerning what benefits it can be used to leverage. On this base, the integrated strategic planning for leveraging an event portfolio can set common policy objectives for every issue. This way the co-planned legacy for the host community would benefit the most as the legacies can be built on the host city's event portfolio assets and resources. The aim is to cross-leverage events with one other in the portfolio as well as with the host community's overall product and service mix in order to attain multiple outcomes and maximize their overall impact. Applying network analysis to the event portfolio (e.g. Chalip 2014; Ziakas 2014), shows that collaboration within an event portfolio includes information exchange, resource sharing, joint initiatives and joint problem-solving, which can ultimately build community capacity to implement events. Although managing and implementing a successful event portfolio is very complex and difficult, it should be considered because of its wide benefits. The portfolio approach enables creating a network from the stakeholders

of disparate events with the aim to cross-leverage the events and thus it may also improve collaboration. The event portfolio can also integrate different objectives in a comprehensive strategy and incorporate different events into an integral entity. The event portfolio can sustain the benefits of an event, which alone would have a short-term lifespan. One of the most beneficial aspects of event portfolio is that it can help in the optimal use of community's integrated set of resources. (Bell & Gallimore 2015, 735; Preuss 2015, 661; Smith 2014a, 21; Ziakas 2010, 146-148; Ziakas 2014; Ziakas & Costa 2011, 413-421.)

Utilizing the event portfolio approach, the host cities can use the different events in co-marketing them and also to market the region. The events provide excellent opportunities for city's brand marketing and enhancing the destination image in both city's own and the event's marketing actions, such as public relations and advertisement. The marketing should also include the main sponsors so that they can be better connected to the event and communities. These co-marketing opportunities can be leveraged to increase network creation, knowledge transfer and community involvement. The tightening of relationships among sponsors, events and host communities presents opportunities for both event and place marketers to embed their image into sponsors' marketing activities and thus, to reinforce, alter, or simply broaden regional appeal in the marketplace. (Chalip 2004, 239-243; O'Brien 2007, 146; Ziakas & Costa 2011, 412.)

The city of Kuopio has adapted an event portfolio approach to determine the strategic support and co-operation with different events. In this model the event must be compatible with the values and long-term marketing objectives of the city (Soininen 2014). The events, that request support or marketing co-operation with the city, need to provide key information about the event content and the opportunities it provides to the city (Soininen 2014). The information can be put into a co-operation framework presented in figure 20.



Figure 20. Event portfolio co-operation framework, adapted from (Soininen 2014)

The event media coverage covers all marketing actions that the event will utilize. The co-operation framework highlights those factors that enhance the co-operation opportunities with the city's marketing actions. The meeting places that the event provides are opportunities for the different stakeholders to encounter each other in a meaningful matter and which the city can utilize to achieve its own objectives. (Soininen 2014.) The event should be seen as an experience to the participants and stakeholders. The event organization should provide information about the different ways to participate in the event activities. This includes the traditional participation of competitors and spectators, but also the opportunities for the stakeholders and different networks in the city (Soininen 2014).

Utilizing the event content means the leverage opportunities that the event can provide. The leveraging opportunities should be based on the value structure of the host city. The opportunities can be such as wider social agendas, environmental, or economic agendas. The leverage opportunities, that the event portfolio approach provides, are important for the host city and thus should fit into the wider range of city's objectives (Soininen 2014). When the city adapts the event portfolio approach and takes for example the above-mentioned method to gather information about the events, the city can construct a co-operation network between the different stakeholders and event organizers from each event and co-create a leveraging plan to achieve multiple objectives with optimal use of resources.

3.5.5 Pre-event legacy

Even though legacies are considered to occur after the event, some studies show that an effective approach could be to implement legacy initiatives already before the event itself. Weed (2008, 107) introduces the pregnancy effect and Vigor & al. (2004, 22) state that a significant proportion of the event's legacy is actually delivered pre-event. This is because funding sources and interest after the event often wanes without proper leverage pre-, during and post event (Smith 2014a, 23). It is also shown in a leveraging framework (figure 21) that the points of leverage appear already in the pre-event phase. Preuss (2007, 211) also considers pre-event legacies possible in his legacy definition stating "irrespective of the time of production...", and also the legacy definition of the Government of Canada (2008): "... legacies are planned for, operationalized and measured; and may occur prior to, during, or following a bidding or hosting event" recognize the possible pre-event legacies.

A good example is from the Glasgow 2014 Commonwealth games where the sport facilities were open for the public before the games so that the after-use possibilities were introduced before the event took place, the inspiration was enhanced during the event by improving other sport facilities around the city while the event facilities were closed (Rogerson 2016, 9-14). Otherwise there would have been a big risk that the inspiration of the people would have decreased during the event as the new facilities were closed and there would have not been modern facilities for the public to do sport. By modernizing many older facilities, the sporting inspiration was maintained and it improved the chance of delivering an increase in sport participation legacy. The same model as in Glasgow can be utilized by any sport-related event. The events can have the facilities open for the public pre-event for physical activities or for training for the event. Providing the facilities or event routes (for example in cycling competitions or in marathons) offers great opportunities for training for potential participants. This can also create positive social impacts and an additional marketing channel through word-of-mouth, which can increase the number of trainers and potential participants.

As the studies show, a legacy needs time and dedicated resources for planning and implementation. In most cases, when the legacy planning starts with the bidding process, the resources are put to the construction of the event facilities and focus is on the event itself. As the legacy should carry a much more important role for the events in the future, more resources and time should be dedicated to the legacies. A very good example of a possibly very successful approach to legacy planning is the "Dutch Approach" (see Hartman & Zandberg 2015) where legacy initiatives are already created and been prepared for

years before the bidding for the event even starts and even before an official decision of bidding has been made by the nation. This way the benefits will occur as a “bid legacy” even though the event would not be hosted in the city. The earlier the planning starts the more locally sensitive approach can be implemented and if the legacy programs are implemented pre-event, the programs can utilize the events momentum even better than post-event (Weed & al 2009, 24). The very early planning enables the legacy governance to be organized at a local level. The local governments can take the lead in the planning and funding and co-creation with the stakeholders. The event organization can provide knowhow and resources to the planning, but the main responsibility of the legacy is with the local stakeholders. (A.T.Kearney 2005, 8; Hartman & Zandberg 2015; Rogerson 2016, 12-13.)

Chappelet (2012, 80) states that the notion of legacy that develops before and during the event is being increasingly used. This means aiming for legacies during the preparation and even during the candidature phase of the event as a “win even if you lose” strategy. The event impacts start to emerge immediately when the decision to bid or host the event is made. Mega-events need new facilities and city infrastructure, which both create huge impacts pre-event and many of those last as legacies after the event (Derom & van Wynsberghe 2015, 120). These constructions also cause economic and environmental impacts that will last post-event. The social impacts also emerge pre-event, for example the training of new volunteers, employment and new skills (Smith 2014a, 23). Legacy planning needs to ensure that the enthusiasm for the event is maintained by ensuring that the legacy initiatives are consolidated prior to the event to ensure post-event commitment (Coalter 2004, 104).

Considering the preparation phase of events, the triple-bottom-line approach is necessary to be planned and implemented pre-event (Ma & al. 2011, 81). Ma & al. studied the perception of the local residents towards the event impacts pre-event. This approach enables planning the impacts to be more sustainable post-event and also can be used to avoid mistakes and improve future events (Ma & al. 2011, 94). Smith & Fox (2007, 1136-1138) point out that the opportunities to create event legacies should be maximised in the pre-event period, referring to the resources and interest towards the event. These pre-event activities can then be leveraged to extend the positive effects for a longer period (Smith 2014a, 23).

The events can utilize the pre-event phase by offering opportunities for the stakeholders to arrange activities and promotions related to the event such as pre-event trainings, clinics and ancillary events. The pre-event phase is much longer than the event itself and

thus the time should be used to create networking initiatives and relationship building with target segments. The networking and relationships can provide opportunities for longer-term impacts for local business and tourism development (O'Brien & Gardiner 2006, 26).

The pre-event activities can increase the number of potential participants and also act as important marketing programs for both the event and the stakeholders (O'Brien & Gardiner 2006, 29). With different type of activities and promotions during the pre-event phase, the event can enhance the public engagement and interest towards the event. Kaplanidou & al. (2013, 154) suggest that the pre-event activities and promotions should generate awareness of the sense of community benefits that the event offers for spectators and participants. In legacy planning the awareness of the benefits should also be highly promoted to the locals. These factors are crucial to the event's success and can also lead to enhanced reputation and increased sport participation related to the event (The Scottish Government 2014, 109).

The pre-event period is an optimal time to present opportunities for children, volunteers and for example coaches to develop knowledge and skills and to offer exercise opportunities that improve health outcomes for youth (Kaplanidou & al. 2013, 153). Starting the activities for long-term impacts in the pre-event phase enables a much longer time period for the stakeholders and event organizations to promote and implement them. The pre-event interest, the anticipation and the momentum of the event can be utilized more effectively in the legacy programs that take part already before the event (Derom & van Wynsberghe 2015, 113; O'Brien & Chalip 2008, 323). The pre-event activities can also increase the economic activity related to the event and also provide new opportunities for local businesses (The Scottish Government 2015, 24).

The earlier implementation of the legacy programs provides opportunities to improve the programs and initiatives before the event is over so that the post-event phase and the continuum of the programs would carry on most effectively (Ma & al. 2011, 94). Rogerson (2016, 18) and The Scottish Government (2015, 11) state that concentrating in the pre-event legacies will make the legacy programs less separate from the event itself and the event can be seen as embedded into the legacy programs. Through pre-event leverage and legacy programs, the appreciation of the co-operation between the event and local stakeholders increases and becomes more important to the delivery and sustainability of legacy (Rogerson 2016, 18).

3.5.6 Small event legacy

Small events have been under-researched when it comes to sustainable legacies in general. However, small sport events would seem to have more potential to affect people in the local community, including the potential to inspire participation. These events occur more frequently than mega-events, are accessible to a wider variety of host cities and towns, and require tight local partnerships and human resources to stage. (Taks 2013, 121-136.) This can motivate and train the local workforce (including volunteers) to enhance the skills required to both run the event and to develop the sporting infrastructure in the community. Small events have the potential to build social capital that remains in the host community. When compared to mega-events, small events may suit better to create durable benefits for host communities, including stimulating community sports. (Taks, Green, Misener & Chaplin 2014, 214.)

The increased opportunity for success from smaller events could be explained by market segmentation, where mega-events are too generic to provide benefits but smaller events may provide greater opportunities for local community participation and recognition (Hodgetts & Duncan 2015, 365). Hosting small events have many benefits compared to mega-events, such as utilizing already existing facilities, little administrative expenses, limited negative impacts on local residents and the use of local volunteers helping to limit expenses (Veltri, Miller & Harris 2009, 126). Small events can offer more intimate experiences for event attendees and more opportunities for interaction between the athletes, spectators, local communities and stakeholders (Taks & al. 2014, 217).

Small events benefit also from the financial requirements as they do not need huge public investments for infrastructures and thus the opportunity costs are much smaller than in mega-events. The small events rarely require new facilities, and if they do, they are usually designed to meet the local community's needs. These facilities often carry only a small opportunity cost and the future value is secured by involving the community needs in the planning process. The after-use of these new facilities is almost guaranteed with a positive effect on sustainable sport participation and thus the negative impact is minimal. The impacts of a small event may seem minimal, but they can become significant over time if they are leveraged, thus turning into legacies. Communities are likely to perceive impacts positively if the event is in harmony with the community values and the community members experience benefits through participation. (Fredline 2005, 266; Gibson & al. 2012, 162; Karadakis 2012, 108; Taks 2013, 124-127; Taks & al. 2014, 220; Taks, Chalip & Green 2015, 4.)

Maximizing the long-term social benefits of a small event, the event organizers need to implement more strategic planning than used to in the past. Also stakeholders need to utilize the leverage opportunities by planning their actions more strategically. (O'Brien 2007, 159.) Misener and Mason (2006) provide propositions related to how events can offer meaningful sources of social capital. These propositions are: Community values should be central to all decision-making processes. Various stakeholders, particularly community interest groups should be involved in strategic activities related to events. Collaborative actions should empower local communities to become agents of change. Open communication and mutual learning throughout strategic activities related to events must be maintained to minimize power brokering. (Misener & Mason 2006, 45-50.) All of these propositions have more potential to be successful with small events than mega-events. For example, creating coherent networks within communities seem more plausible for small events, which are by default embedded in local communities. (Taks 2013, 133.)

The event organizations should adopt a vision of a self-sustaining urban community, where people play a key role in its planning, design and governance (i.e. bottom-up strategy). With this kind of vision of the community, it is clear that this opportunity presents itself much more in this manner with small events than mega-events. Empowering the communities this way is equitable and ethical, and therefore socially sustainable. (Taks 2013, 134.)

The main benefits of small events in legacy planning and implementation come from the possibility to involve all stakeholders in the event processes from the legacy initiatives to the evaluation of the event. Mega-events that are owned by the international sporting bodies are too far from the local communities and the strict requirements of hosting such events minimize the opportunities to involve the local stakeholders in the planning processes. Small events do not have these barriers and thus can involve the stakeholders and communities to the event processes. Involving the stakeholders offers opportunities to create and sustain partnerships and relationships, both personal and organizational, which may become instruments to foster various outcomes. (Taks & al. 2014, 221.)

Involving the local stakeholders can be argued to be essential for the economic contribution to the community, but also to the continued success of the events and to the satisfaction of event visitors. The active engagement of local stakeholders is possible when the barriers to become involved are low. The more engaged the local stakeholders are with the event, the more they might utilize resources towards the event, such as human, financial and in-kind, to facilitate improved on-site services (Mackellar 2015, 8-23.) In many small events, the local governments are one of the key stakeholders in terms of facilities

and funding and in a way they present the interests of the local community. This offers an opportunity for the stakeholders to communicate with the local government leaders and to take part in the decision-making. This communication makes government decisions more transparent to the stakeholders and communities and thus can improve the perceived quality of life. (Djaballah, Hautbois & Desbordes 2015, 49; Karadakis 2012, 94.)

Especially the local sport clubs can improve their relationships with local governments through sport events. Successful events can lead to long-term co-operations with the sport clubs and local governments and into hosting future events. (Taks & al 2014, 232.)

In many occasions the enhanced relationship between the local sport clubs and local government can improve the opportunities presented to increase the overall physical activity of the communities. It should be noted, in this kind of objective, that such fits the capacity of the local sport clubs and thus does not cause crowding-out effects. To increase sport participation, the local facilities and sport clubs must improve accessibility to the activities and facilities and make sure that they have the capacity to manage the increase in participation. Relating to the increase of sport participation, the small events have better opportunities to act as “sign posts” for consumers by providing detailed information about the different possibilities to be active in the local region and in local sport clubs and this way improve the opportunity for the consumer to take the next step towards being more active, when the information is personally given to the individual. (Hodgetts & Duncan 2015, 374; Ramchandani & Coleman 2012, 269; Taks & al. 2014, 235)

Many studies show that children should be of a bigger part of the events and the leverage opportunities. Parents in general gain positive emotions when they see their children satisfied and full of enjoyment. Seeing their children play and succeed can have an impact on quality of life for years to come. Involving children also can unite the community. It is also noted that if the children are involved, the parents will also get involved. Children’s participation can also affect the total expenditure during the event and also lengthen the event visitors’ stay at the host location, thus including youth sport events in the event portfolio is a good way to increase social and economic benefits for the communities. Sport events also have great opportunities to develop knowledge and physical activity of children. (Colmar Brunton 2013, 18-19; Gibson & al. 2012, 167-168; Hodgetts & Duncan 2015, 375-376; Kaplanidou, Kerwin & Karadakis 2013, 144-155; Karadakis 2012, 108-111; Taks & al. 2014, 233-235.)

Taks & al. (2014, 235) suggest on ways to leverage sport events to include children's' involvement in event planning:

- 1) The events could involve schools before, during and after the event (e.g. cultivating interest through educating teachers, having athletes visit schools, giving away free tickets to students),
- 2) Including event related activities to children during the event, and providing opportunities for stakeholders to become part of those activities.
- 3) Organizing meet and greet opportunities for athletes and coaches.
- 4) Creating opportunities for local clubs to be present at the event.
- 5) Building up and gasping the excitement of the momentum.
- 6) Organizing transport to the event from further away communities.
- 7) Having a "champion" in the sporting community.

The host cities that arrange small sport events should adopt the event portfolio approach. This way the host can achieve a strategic and holistic focus for the combination of various activities. The portfolio should support both sport and cultural events which both contribute to the community development. The portfolio approach facilitates the involvements of different members of the local community, as well as communication among the stakeholders. The portfolio approach can have a sociocultural and psychological function, creating and reinforcing the sense of community and enhancing the local networks across different sectors and interest groups. (Bertella 2014, 141-143.)

Long-term sustainability requires involving the communities in every stage of legacy planning. The structures created by a single event should not disappear. The communication and collaboration between the stakeholders needs to be sustained and maybe even strengthened after the event. The networks and relationships should be forwarded to other event opportunities in an event portfolio. (Taks 2013, 135.) The existence of a single sport event is not enough for the host city to achieve positive outcomes for every community member and stakeholder. The most important issue is to reach the desired market segment, preferably repeatedly, through several events and throughout the whole year. The events need to be built into an integrated marketing and development package that synergizes it with the host community's overall branding and development strategy. If the events hosted by a community are compatible with the overall image of the community they tend to be more successful and ultimately self-sustaining. As mentioned, the portfolio should be cross-leveraged to enhance their overall effect, and to enable event management and marketing capability to be developed and retained. (Chalip 2014, 8; Gibson & al. 2012, 169; Murphy & al. 2015, 764; Pereira, Mascarenhas, Flores & Pires, 2015, 30.)

There should be a vision, when choosing the events into the portfolio, for the ways that maximize the net benefits, for example how revenue will be optimized and how the community image will be improved. The attention of the stakeholders should focus on targeting social issues, and the ways to utilize the event publicity to further social objectives. For events to make an economic, social, or environmental contribution, they must be leveraged individually and as a portfolio. (Chalip 2014, 8.) The potential for creating synergies between economic and social leveraging lies in identifying and combining local resources with the portfolio event design and each event's program (Pereira & al. 2015, 43).

The event portfolio approach also encourages planning beyond the short-term impacts. For instance maximizing long-term social outcomes, there could be opportunities that enable sociability and facilitate informal social opportunities during the events; sport event related social events nearby and also there should be ancillary events and theming (Murphy & al. 2015, 762).

In relation to the event portfolio, presented earlier, are the volunteers. The small events should aim at increasing event volunteer numbers, as it is important from a sport development perspective because it contributes to better quality and better-trained volunteers. Often the smaller-scale event's success is depending on the assistance of volunteers in planning, organizing, marketing and production. These volunteer activities can create significant long-term contribution to the development of the local community. The volunteers of small events typically assume several roles within one event, thus gain several learning and social interaction opportunities and also gaining confidence in their capabilities and decision-making skills. The training opportunities or accreditation processes can provide learning or personal development experiences for volunteers, which can increase the likelihood of on-going volunteering. The volunteers should be provided with opportunities to socialize in cultural exchanges, develop knowledge and skills. The high level of community involvement through the volunteers has a positive effect in strengthening pride and offering pleasure and satisfaction. The volunteers have a key role in event portfolios. The trained and skilful volunteers can be utilized in several events, thus resources can be saved by not needing to educate new volunteers for each event. Also the increased involvement can enhance the social outcomes for the volunteers and communities. (Gibson & al. 2012, 169; Hodgetts & Duncan 2015, 374; Horne 2000, 32; Karadakis 2012, 108; Kerwin, Warner, Walker & Stevens 2015, 77-87; Taks & al 2014, 227; Taks, Kesenne, Chalip, Green & Martyn 2011, 198; Walo, Bull & Breen 1996, 7.)

In many events the priorities of the organizing body are in delivering a successful event and thus the leverage opportunities and long-term outcomes do not get the attention they

require due to time and resource restrictions. The leverage opportunities might be overwhelming for a single event. It might be that annual or bi-annual events would facilitate leverage by creating and retaining a base level of event knowledge and social capital. This can then free capacity to leverage the event. This is also supported by the fact that constant evaluation during the whole event process can be used to monitor the formulation and to implement strategies as well as tactics and this information can then offer improvement opportunities through benchmarking and thus open new leverage opportunities with more resources. Benchmarking also enables identifying areas that need more support or improvement. The event organization and local governments can then address the problem areas that are identified in terms of more attention and resources towards these projects. The events should create programs and communication campaigns that promote the positive effects that will occur due to hosting future events. (Chappelet 2012, 84; Horne 2000, 31-35; Karadakis 2012, 114-115; Taks & al. 2014, 235-236.) Taks & al. (2014, 233),

Misener (2015, 145-146) and Pereira & al. (2015, 44) suggest organizing a *leveraging committee*, (also referred as legacy governance), to work with the event organization that would be responsible for the leveraging opportunities. The committee would consist of stakeholders, communities and public officials, this way the additional efforts would come with the assistance and input of a broader community. The committee would focus on leveraging the event, which is separate and distinct from event organizing. This way the event organization could utilize their effort in the event planning work and would not need to strain their resources into legacies and leverage opportunities. When the group of invested members of the committee are focused on leverage efforts, the ideas are likely to come implemented and have any possibility of providing sustainable results. There should be clarity in the assignment and responsibilities of the committee and in evaluation of performance, transparency, and accountability requirements, in order to ensure success. (Brown & al. 2015, 511; Djaballah & al. 2015, 72; Leopkey & Parent 2015, 24; Misener 2015, 145-146; Taks & al. 2014, 233; Walo & al. 1996, 28-29.)

The committee is a key part in a leveraging framework (Figure 21) presented by Misener (2015). One of the key issues small events can do to leverage the event is to theme actively. The host city has great potential to broaden the event outcomes if the local businesses and communities are themed with the event. This opens better opportunities for the businesses to connect with the event participants, which can lead to better economic and social outcomes. Theming the local community and businesses requires active communication, especially towards the businesses so that they are aware of the event and the opportunities it offers. The local businesses should be offered opportunities to directly

access visitors through website links, advertisement, competitors packs and sponsorship programs. (Mackellar 2015, 15-20.)

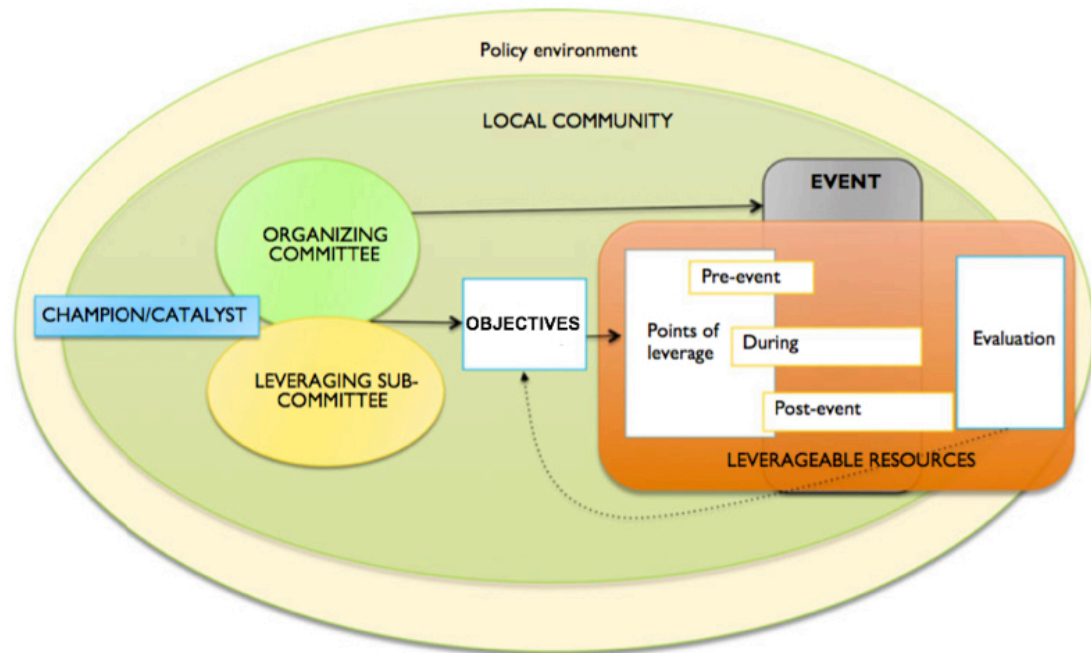


Figure 21. Leverage framework, adapted from (Misener 2015, 143)

Policy environment is a part of the broader socio-political context in which urban development projects, such as events, must operate. The policy environment is one of the key elements of the leverage framework. The policy environment influences the scope of programmatic actions, the resources available, and the organizational structures of specific projects. The policy environment sets the base for understanding the leverage opportunities of an event. The policy environment can be supportive and constraining at the same time concerning the event. The policy environment can be a driving force to leverage the event, but it can also present constraints such as only supporting necessary changes that meet the minimum policy standards or the community needs might be overrun in the place of policy imperatives. To maximize the leverage opportunities, the community needs and desires must be at the centre to any leveraging efforts related to the event process. The local government has the most affecting role in the policy environment as it can control most of the facilities and also contribute significant financial resources to the event. It can be said that achieving social benefits from a sport event is a collective and coordinated responsibility for different levels of government, especially because event leveraging strategies should complement each other in terms of methods and targets, influencing the individual and its environments simultaneously. The local community can be seen as a method to not only educate but also to motivate individuals to participate in the leverage programs, which can then be followed by increased support for community participation or

levels of government encouragement. (Brown & al. 2015, 521; Derom & van Wynsberghe 2015, 126-127; Misener 2015, 142-144.)

To have any positive outcomes to the *local communities*, the event related activities must embrace the core values of locals and community groups. For the leveraging efforts to be sustainable and embedded into local community values, members of the local community above and beyond those with a specific vested interest in sport, need to be involved in all processes, particularly in setting objectives. (Misener 2015, 144; Misener & Mason 2006, 45.)

Too often the local communities are left outside of the planning process and thus are unlikely to gain any benefits from the event. The event organization must change the whole planning process if they want to achieve legacies. They must start ensuring that the local communities are part of every leverage opportunity, thus ensuring a more community-centred approach. Long-term sustainability of leveraging tactics requires meaningful involvement of local citizens at every stage. The communities should be involved in the communication between the stakeholders, in organizing the event, and developing leveraging strategies and legacy outcomes. Community consultation is necessary in all stages of the event process. The active community involvement in decision-making should start from the strategic visioning of the event. The strategic efforts can then be built into overall processes of event development, such as community visioning and asset mapping techniques. (Derom & van Wynsberghe 2015, 124; Misener 2015, 144; Misener & Mason 2006, 45-47; Taks 2013, 135.)

As stated in this chapter, utilizing a *champion* or a *catalyst* in the sporting community can be an asset in leveraging. A champion is an individual or a group who believe change is possible and is willing to take the first steps needed to create interest and support for that change. The champion can be such as a coach, parent, sport club or a local governmental official. The champion or catalyst is in a key role in generating community support, development of a hosting strategy, and assurance that positive outcomes from the event will occur. The champion or catalyst is vital to establishing leadership and a collaborative community-centred approach. Normally the individual or the group believes in the power of sport and events to create opportunities for long-term legacies. The champion or catalyst is normally well connected to the community and has a key role identifying the community partners and initiating actions in the local community. The champion or catalyst is not often recognized in most of the community development frameworks, but even in those frameworks it is assumed that an individual or a group acts as a catalyst for developing strategic actions. (Misener 2015, 144-145; Task & al. 2014, 234.)

The most essential features of any leveraging efforts are the overall *objectives* of the efforts. The objectives must be strategically developed, situated in the policy environment and inclusive of local community values to ensure positive sustainable outcomes. It takes time to set the objectives so that they are specific, targeted, and measurable for the leveraging strategies. It is stated already a number of times that the objectives must be embedded in the community values and needs as well as in the city's overall development plans. Also the event objectives must be in synergy with the stakeholders needs. In a simple form, setting the objectives and leveraging strategies are based on the community members' knowledge base and the community members' perception of how their input, time and energy, will be influential in shaping decisions. This overly simplified model of community involvement highlights the fact that a community-centred strategy needs to be considered if any of the leveraging tactics are to be successful and sustainable. This all relates to the importance of strategic planning that situates the event within the overall community objectives. (Brown & al. 2015, 521-522; Djaballah & al. 2015, 69; Misener 2015, 146-147.)

The *points of leveraging* can only be identified when the objectives are established with particular attention to feasibility and manageability within the context of the event. This process is about identifying, understanding, and investigating where resources and related activities can be leveraged to put plans into place for implementation of strategies before, during, and after the event. The resources that are necessary to undertake any leveraging effort include economic, knowledge, human, and social resources. In many cases most of the resources are dedicated to the event process and the legacies and leveraging are left with inadequate resources. The leveraging sub-committee and communities should hold the responsibility to seek out the necessary resources for implementing leveraging strategies. The resources can come from within the community, from stakeholders and from local government, if the objectives can be clearly linked with the policy environment. This process requires coordination between the committee and the relevant stakeholders to get the resources and commitment to the event leverage strategies. (Djaballah & al. 2015, 70-72; Misener 2015, 147-148; Murphy & Bauman 2007, 199.)

Probably the most critical and neglected area of any legacy and leverage efforts implemented is the efforts made to evaluate the outcomes, especially the long-term legacies. The *evaluation* is essential for the communities and all the stakeholders, but it also offers leveraging opportunities for future events as the success factors and failed issues can be identified. Also evaluating how the policy guidelines were met should be essential for the possible future support from the public officials. Fundamentally the evaluation of the legacies should start from the changes the event creates, which need to be based on the ob-

jectives set by the leveraging group. The leverage framework highlights the important aspects of event leverage; setting the event within the context of the broader policy environment, placing the local values at the centre of leveraging efforts and strategy that sets the responsibility for leveraging efforts outside the local organizing committee responsibilities to work in partnership with these efforts. (Djaballah & al. 2015, 70-72; Misener 2015, 148-149.)

Achieving long-term legacies, the small events need to utilize the same methods as the mega-events. This includes strategic planning and implementation, involving the stakeholders and communities in the process and same comprehensive programs to be leveraged to reach the set legacy objectives. The annual or periodical nature of most small events is seen as an asset to deliver long-lasting legacies as the long-term impacts of an one-off event is questionable. This part of the legacy chapter described the benefits that small events have compared to mega-events in involving the local stakeholders and communities, as well as creating long-lasting outcomes through strategic leverage.

3.5.7 Legacy marketing

Legacy planning requires much broader marketing actions than used to in traditional event marketing. The target audience is much broader as it includes both the event and the legacy. In many occasions some of the presented marketing actions have been already included in sport event marketing, but the researcher also notes that in legacy planning the marketing actions should be as broad as relevantly possible to reach as wide audience as possible.

Normally in the marketing mix there are only 4P's, but sport has an expanded role for publicity or public relations. In sport marketing mix a fifth element is added which is publicity, forming a mix of 5P's (Schwarz & Hunter 2008, 21). Sport utilizes activities to establish and promote awareness with the public by spreading information through various media outlets. Due to the expanded role of the *publicity*, it has been separated into its own element in the sport marketing mix. (Schwarz & Hunter 2008, 22.) It is also possible to have 7P's in the marketing mix in service industry where sport events can be included. In 7P's the three added elements are: process, people and Physical evidence (or package) (Turner 2007, 38). A modern marketing mix can also include such as purpose, planet, partnership, personalisation, participation, personality and promise (Evans 5 August 2015).

In legacy planning the aim is to create benefits to the stakeholders, thus a model of at least 13P's should be considered. In addition to the 4P's, legacy planning should include purpose, planet, publicity/public relations, people, process, physical evidence, partnership, participation and promise.

The *purpose* refers to the reason why the event exists (Erhard 1 August 2012). In legacy planning the purpose is the legacy and that should play a major role in the event's marketing actions, the benefits and opportunities must be marketed to the locals, communities and all relevant target groups. The objectives are paramount and present the aim to bring real change and benefits (Solis 2013, 7).

Planet refers to the increasing concern on environmental aspects and the triple bottom line. All events must consider the impacts caused on the environment. Especially with mega-events the importance of environmental aspects in marketing is very important.

The legacy planning requires stakeholder, community and public participation in the planning and implementation processes and as mentioned, it is very important to let the different parties know about the benefits participation can bring to them. *Participation* and engagement have such an important role that participation is added to the marketing mix elements (Erhard 1 August 2012).

Promise also refers to the legacy. In many occasions the mega-event legacies are promising overly positive outcomes that cannot be achieved. The objectives must be realistic and the promises made for the stakeholders and community must be kept (Pellegrino & Hancock 2010, 11-15). Legacy must be based on the values such as transparency, trustworthiness and honesty (Mangan 2008, 1880).

Partnership is essential in legacy planning. Co-operation with the stakeholders, community, local or national governments and other events requires creating lasting partnerships with different parties. The different partnerships can strengthen the event and legacy as presented earlier. The partnerships enhance the effectiveness of resources and marketing, thus it should be included in the marketing mix (Weinreich 2006). Wasan and Tripathi (2014, 135-136) add that promoting sustainable development through marketing via partnering with local governments and communities can increase the economic, environmental and social outcomes, thus it has an important role in the marketing mix.

Process refers to implementation in a way that it increases the value of the product and creates high advantage to customers (Khan 2014, 104). Boonpradub and Thechatakerng (2015, 9) state that the process refers to customer management, as process is the procedure, mechanism and flow of activities by which services are consumed. Process represents the convergence of marketing and operation functions, thus it affects the real-time service delivery and quality (Shilbury & al. 2009, 7). The way that the customer is served is relevant to the customer satisfaction; therefore process should ensure the availability and consistence of quality for the customer (Khan 2014, 104). Shilbury & al. (2009, 133) state that the process includes the purchase and consumption by which the event is distributed to the customers. Marketing should be heavily involved in the process to influence and optimize the contacts between the customer and the event organisation. In legacy planning the marketing should also include optimizing the contacts with the stakeholders.

Physical evidence is the visual and/or tangible clues of the service products, such as the design and construction of the facility, and in general the aesthetic appeal (Shilbury & al. 2009, 7). Boonpradub and Thechatakerng (2015, 9) refer to the ability and environment in which the service is delivered, both tangible issues that help to communicate and perform the service, and the intangible experience of existing customers and the ability of the organization to relay that customer satisfaction to potential customers. Sport event as a service is intangible and a subjective experience. Shilbury & al. (2009, 131) state that marketing should aim at making the service or product more tangible for the customers prior to purchase. Marketing can provide unique and attractive physical representation that “tangilise” the service, giving it brand identity and strong mental images, thus producing physical evidence.

Publicity focuses on the use of unpaid, non-personal promotion of a sport product or service through a third party print media or present information in radio, television or the Internet. The aim for any good publicity is that it is positive and viewed as coming from an unbiased, neutral source. (Schwarz & Hunter 2008, 207.) Sport has traditionally been able to rely on publicity with unlimited amount of media exposure, as its principal form of marketing and promotion. Downside to this is that it is not always positive and can thus affect the event negatively. (Shilbury & al. 2009, 26.) Understanding and utilizing the publicity helps to evaluate public attitudes, articulate policies and procedures of organizations that may be of public interest, it can also be used to acquire public understanding and approval (Griswold 1995, 7).

Public relations (PR) is used to build mutually beneficial relationships with the stakeholders and consumers. In other words the event organization needs to see how different par-

ties perceive it and match its desired image with the public's perception. Public relations are a part of the promotion actions and many of the elements in it correspond to the activities in promotion and vice versa. Public relations is a very effective way to enlarge the marketing organization to involve parties that are not included in the event organization. There are many ways to utilize public relations such as promotional events, community consultation, publicity and traditional newspapers and e-publications. Public relations aim to increase the positive image of the event but also to gather media publicity as it gives the event free media space in the event's market. (Bowdin & al. 2011, 428-429; Shilbury & al. 2009, 283-285.) Public relations objectives are to earn understanding and acceptance for the organizational activities, explain certain behaviour, educating and informing publics, raising awareness for the organization and creating trust and goodwill. Public relations are also the tool for the organization to explain to the public if something unexpected happens at the event that affects the public's opinion about the event and organization. (Shilbury & al. 2009, 284-291).

Marketing communication is a part of the public relations and is used to ensure that those who need the information such as registration days, event days and where to buy tickets are well informed. The communication team will also manage the event website and social media linked with the event. The guest services that are a part of the communication have a major effect on the event image. The services provided to the visitors and participants should be at the same standards and professionalism as the event itself. Guest services are such as VIP areas, hotels or restaurants and in small events such as information booth or guides to show the way or even signposts. (McRoberts & al. 2014, 148-149.)

People in a marketing mix refer usually to the organization staff (Foster 19 February 2010). The people who produce and deliver services have interaction between the customers and have strong influence on the customers' perception of service quality (Khan 2014, 104). Boonpradub and Thechatakerng (2015, 9) also state that the personnel have a huge impact on the service quality. Wasan and Tripathi (2014, 134) state that the role of people is to extend empathy and show responsiveness to the consumers needs. Although marketing should promote filling customers' needs and wants, it is interesting that the customers do not normally have a role in the "people" in the marketing mix. This creates an interesting dilemma because modern marketing should be customer-focused (Practicology 2016, 3) and the people should be at the centre of everything (Solis 2013, 7). Customer satisfaction is essential part of marketing. The organizations must meet or surpass the customer expectations and at the same time retain existing customers and target non-customers (Ubeja & Bedia 2015, 36). To succeed in the future, the people element needs to be re-positioned to present the voice of the customer (Swan 29 January 2016). As leg-

acy planning is creating benefits to the people, the people in legacy marketing refer to the staff, but also to the customers, locals and individuals in the stakeholder organizations.

Compared to the time, when the original marketing mix was created, people now have price and product features transparency and limitless number of choices they can make. All marketing actions should focus on the customer, thus a customer mix model of 6W's, who, why, what, where, when and what's next, should be considered (see figure 22) (Practicology 2016). The original marketing mix does not properly consider customers' motivations, preferences and loyalties, nor does it consider that different groups of customers might want very different things from the service provider (Practicology 2016). The customer mix model with 6W's refers to delivering customer experiences



Figure 22. 6W's model (Practicology 2016)

Who refers to the different target customers and to who need to be involved with planning or production (Mun 23 March 2013). *Why* refers to the motivations of the customers. Understanding why helps organizations to become more relevant to the customers (Practicology 2016). It is important to know *what* the customers want. It is not only the product or service, but also the elements of the core product, such as value, convenience or personalisation (Practicology 2016). *Where* refers to the locations where the expectations are fulfilled, and also locations for every other aspect of the customers journey including research and purchase (Practicology 2016). The ease of purchase and consumption is essential for the modern consumers. Timelines can be key to customer demand. The consumers are becoming more time-pressured and the importance of *when* is increasing (Practicology 2016). The aspect of when in the product or service can be decision-maker

for the target audience. *What's next* is very important. This element of the customer mix refers to customers' lifetime value, on-going customer relationships and customer loyalty (Practicology 2016). This element includes the strategies how the organization will continue to engage with the customers and how to keep them coming back. What's next is an essential part of applying modern business intelligence as it requires constant data collection to know the expectations and interests of the customers, and if, why and how they might change in the future (Swan 29 January 2016).

The customer mix is a great tool to shift the traditional marketing mix towards a more people centric approach. In legacy planning it would be wise to consider applying both methods in marketing to achieve the best results, considering the event and legacy, but also the people and stakeholders.

Some key elements of event marketing should also be considered differently when applying legacy planning. The traditional methods aim to put the event in a competitive situation where the event is in an environment that ensures minimal competition between alternative options for the customers. Legacy planning aims to do quite the opposite. The ideal situation is an environment where other activities available and instead of competing against those alternatives, in legacy planning the event aims to co-operate with those alternatives to enhance the benefits that all activities can create together. This refers to the event portfolio approach and the opportunities it can create by co-operation, shared resources and networking to the host city, stakeholders, community and locals.

In legacy planning customer segmentation is as important as in traditional event marketing, but when creating customer segments, benefit segmentation is most important. Benefit segmentation refers to the benefits customers seek from an event (Shilbury & al. 2009, 76). This is essential in legacy planning, as the aim is to create benefits to the people. In this approach people are not after the physical product or service, but the benefits they can gain. Benefit segments can be created from desire for socialisation, performance, entertainment, esteem and diversion from participating in or watching a sport event (Shilbury & al. 2009, 76).

The event organization must have a system for managing the event marketing process. The process includes the implementation, management and evaluation of all marketing components. Marketing actions should be based on market research and use of all available data. Managing the marketing need set objectives for the marketing strategy and a marketing plan, which should correspond with the event objectives and stakeholders. (Mihai 2013, 235.) In legacy marketing, the objectives provide the direction for the market-

ing programs. The objectives assist in defining the purpose of the plan, guide the planning process and define what should be accomplished in a social context. When the objectives are set, the efforts are focused on the most important activities. (Greenwell & Thorn 2012, 39-40; Kriemandis & Terzoudis 2007, 37.)

Marketing plans need flexibility to pursue developing opportunities in the market and adjust the current actions if necessary. Research and analysis are key elements in marketing decisions and should be used constantly. The marketing planning needs on-going exploration of alternatives and new decision-making options related to the marketing objectives, strategies and implementation. (Arthur 2007b, 474-477; Greenley, Hooley & Saunders 2002, 933.)

3.6 Knowledge management in the future of sport events

The following chapters will show the increasing importance of research and data-based decision-making in legacy planning and marketing. There are vast quantities of information involved in a single event, ranging from all of the planning documents to the attendee and personnel databases, all researches conducted for the event planning, implementation and evaluation and the list goes on. This information must be collected, analysed and put into action. (Silvers 2008, 199.) Event organizations cannot afford to adopt a “status quo” mentality, meaning that if they have managed the core areas of their events successfully in the past that consumers will still continue to attend (Lockstone-Binney, Robertson & Junek 2013, 178). The knowledge about the event environment, community, locals, participants, stakeholders and leveraging opportunities are key issues in delivering a successful event and a sustainable legacy. All actions in the event process should be based on facts (Gabcanova 2012, 117-119). The use of data and information is illustrated in the figure 23.



Figure 23. Elements of the analytics index (Troilo, Bouchet, Urban & Sutton 2016, 74).

Using data-based information in the event actions will not only show the current situation in the event environment or help creating customer profiles, but it can also be used to increase revenues and decrease costs as well as maximize customer experiences and val-

ue (Troilo & al. 2016, 82). The end result will normally be much better with decisions based on facts than what is believed. The following chapters will show the importance of capability to communicate the most important data clearly, effectively and directly. The use of relevant data is essential for the decision-makers and there should be a balance between the data, audience and objectives (Gemignani, Gemignani, Galentino & Schuermann 2014, 84).

3.6.1 Big Data: knowing it all

The collected data can be used to develop value and customer distribution, the data processes also affect the event's critical success factors in present and future planning: cost, quality and time (Vera-Baquero & Colomo-Palacios 2013, 29). It can be argued that there can't be too much of knowledge and data for the event organizer. To develop and plan a long-lasting event tradition, which is sustainable year after year, the use of Big Data is justified. Big Data is a collection of data from traditional and digital sources, inside and outside the organization and the data is collected, unified and stored for on-going discovery and analysis (Arthur 2013). Big Data is being generated by everything around us at all time. Every digital process and social media exchange produce Big Data. Big Data is generated from multiple sources at an alarming velocity, volume and variety (IBM n.d.). Extracting meaningful value from Big Data requires optimal processing, power, and analytics capabilities and skills (IBM, n.d.).

Big Data is related to the data-based decision-making of the event organization. The argument for the use of Big Data in a data-based decision-making is the fact that it can provide new insights created by new sources beyond the traditional sources of data (Amoore & Piotukh 2015, 345). Big Data is not just utilizing databases; it is information management (Courtney 2012, 73). Good example of the use of big data is text analytics from social media and digital interactions as in the study of Yu and Wang (2015) where the fans' emotions were analysed based on their twitter messages during 2014 football World Cup. Big Data can also be used to replicate the personal touch of social media in the event's large-scale activities (Allen 2014, 32).

The Big Data is already in use in the sport analytics when determining the athletes' performance, but it can also be used to analyse the event's past, present and future performance, as well as customer behaviour and predict the future trends. (Millington & Millington 2015, 150-151; Vera-Baquero & Colomo-Palacios 2013, 30.) The constant development and the competitive advantage require data usage from multiple sources. The data is available everywhere just waiting to be collected and analysed. The future trend in cor-

porate business as well as in event industry is moving from report-centric to analysis via interaction. This means that the organizations should be able to digest and gain insights at a glance. The data processes should be a natural part of the organizations and the data should be used to break barriers between the organization and customers. Business Intelligence (BI) is turning data into information that support decision-making (Pepalis 10 November 2015). Business Intelligence is, in the present data collection and Big Data analysis, the tools of the future for interactive, data-based decision-making. (Preimesberger 2014.) In a perfect setup the organization would also collect “thick data”, which is underlining the motivations. Thick data is collecting by observing the consumers behaviour. The nearly perfect analysis about the consumers comes from combining the Big Data and thick data. (Rasmussen & Hansen 2015.)

Collecting and analysing usable data, as much as possible, from the past and present events assists also in the legacy planning process. It is much easier to concentrate on the positive legacies with more information about the stakeholders and event environment than without the relevant data. It can be argued that “Black Swan” approach can be adapted in a small scale with event legacies. The Black Swan is an event that comes as a surprise, is random, has a major effect, and is often rationalized after the event. The role of the Black Swan theory, in this thesis, is not to emphasize the importance of preparing for everything that can happen but to pinpoint the fact that data collection and analysis is essential for event organizers. Adopting the Black Swan theory as the principal in data collection makes what you don't know far more relevant than what you do know considering that many impacts can be caused and exacerbated by their being unexpected. (Castro Correa 2012, 2-5; Taleb 2007, xix.)

3.6.2 Business intelligence

In a broader definition of business intelligence, Evelson (29 April 2010) includes the use of methodologies, processes, architectures, benchmarking, data mining, data warehousing and technologies that turn the raw data into meaningful and useful information that is used to create more effective strategies, tactical, and operational insights and decision-making. Turning raw data into actionable insights is the goal for many businesses and it should also be that for many event organizations when planning and developing their events. The modern technologies make it possible to turn the Big Data into business intelligence and into interactive use of the data (Waldron 2015). Utilizing business intelligence can be a challenge for organizations that are not used to fact-based decision-making, but the potentially large benefits it offers should not be dismissed (Rajteric 2010, 50). BI reports on what happened and inform process optimization and evolutionary change. This infor-

mation can be used to identify and develop new opportunities and the organization can then gain competitive advantage and long-term stability with the use of the new opportunities and effective strategies. (Kenyon 2014; Mazini & Novaes 2014, 116.) The process of transforming data into supportive information for decision-making is illustrated in the figure 24.

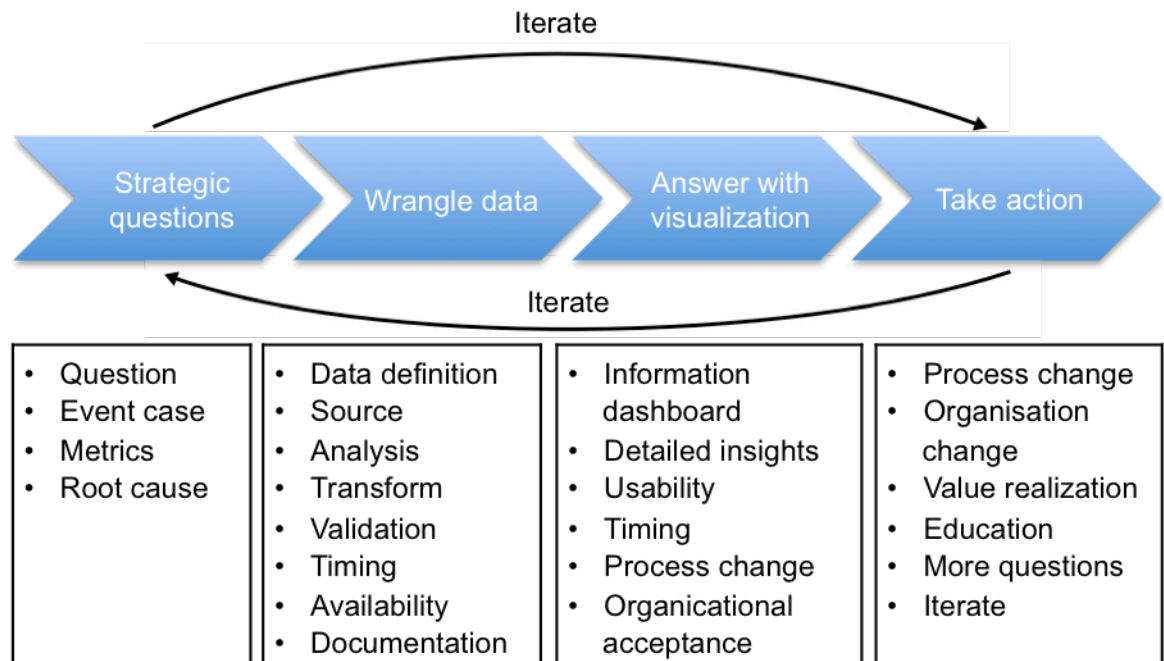


Figure 24. SWAT iteration framework adapted from Carter, Farmer & Siegel (2014, 18).

Every organization has its priorities and strategies. Data should be used to answer the strategic questions by utilizing the most relevant information available. Strategic questions in event industry can e.g. be such as: How do we increase participation and customer experiences? Who are our customers and how can we meet their needs? Answering these questions will bring clarity to the overall purpose of the event. The clarity will also help getting sponsors' and partners' support for the event as they can clearly see the possibilities for their own benefits from the event. The selected data that is used should focus on the question in hand and thus the quality and validity should be reviewed. The insights that can be gained are as good as the data that is used. (Carter & al. 2014, 18-19.)

It is very important that the information and data is reviewed, as there is a chance that time and money will be spent on data collection and analysis to find out that the data contains only little or no value for decision-making (Courtney 2012, 73). Basic questions when going through the wrangle data are: 1) What kind of data will answer the questions? 2) Where can the data be found? 3) Who will analyse the data? The data collection should be repeated to gather more useful data. When the data is collected, it should be present-

ed visually. This will help the decision-makers in their tasks. There are numerous IT-programs that can display the information on a dashboard for easy visual analysis. Key issue in the answering is that someone has a vision how and why the answer will be used and can answer the exhaustive question: so what? When creating the answers based on the data, some questions should be asked: 1) Why do the study? 2) How will the answer be used? 3) How can we best show where we are today and how to continue tomorrow? 4) How do we embed intelligence into event development? 5) Are the critical issues being highlighted for review? When the answers, based on the data, are finalized, it is time to take actions. The measures should be considered in short- and long-term with key stakeholders. The action phase should go through issues where actions can be made right away and those that should be addressed later in the event process. The decision-makers should consider how could they best capture the saved or earned value created by the data analysis. The event organization should also consider what parts of the process should be changed to support the fact-based decisions. (Carter & al. 2014, 18-21.)

The above questions can also be used in maturity models. The maturity models are used to describe, explain and evaluate growth life cycles. The basic concept of all models is based on the fact that everything change over time and that most of the changes can be predicted and regulated. (Rajteric 2010, 49.) The maturity models can be used to rationalize the use of business intelligence and to prove its benefits. They are also used to clearly show how the information can be used to improve the processes of the organization, which areas need special attention and expose such areas that might otherwise be overlooked. There are different ways of measuring the business intelligence maturity and it would be recommended to apply more than one model in the use of business intelligence. (Rajteric 2010, 60-65.)

In BI, information is important, not the data itself. The information should be provided at the right time when the decisions are made and in the right format so that the information is understood as it should be. The information must also be handed to the right people, who make the decisions. (Jordan 2009, 16.) Business intelligence works only if the decision-makers realise the importance of the information and trust the information they are receiving (Stoodley 2012, 8). BI should be used in the key organization processes that lead to decisions and actions, which facilitate improved performance and profit (Turco, Puronaho & Rasku 9 October 2014).

3.6.3 Sport business intelligence

Probably the most known use of data analysing in sport is the Moneyball theory in baseball. It was first used by Oakland A's general manager Billy Beane when he used data analysis to identify undervalued players when constructing his baseball team. He used statistics and predictive modelling to look into patterns in historical data to determine future performance and trends. Beane suggested that an on-base percentage of a player is significant in predicting team success and player salaries. Today almost all major sport teams, athletes and disciplines use data-analyses in determining the athlete's performance and development. (Nath 2015.) While athletes' performances are commonly analysed, the use of business intelligence and data analyses have not been used in the same way in sport business processes. Decisions are based on experience and intuition without the benefits of insights. (Hendrickson 2012, 68-69.)

The sport industry can't be affected by the rapid development of economy and social. Traditional management methods are no longer suitable for increasingly complex sport management. The sport organizations need to utilize data analysis to improve the efficiency in all aspects of sport management. Information management systems can provide the most reasonable opinions for the decision-makers. (Li & Wang 2012, 251.) Using data analyses in sport organizations enables sponsoring evaluation, targeting key performance indicators, ticketing strategies and consumer satisfaction measurements. The analyses can also be used to maximize the revenue during good times and minimize the dip in revenues during the bad times. (Hendrickson 2012, 68-69.)

The growth of sport business-driven activities forces the sport organizations to adopt corporate business practices. For example combining the marketing efforts and capabilities of sponsor and sponsor rights owner in the relationship between the teams and sponsors. (Rasku & al. 2015, 17.) The sport organizations also need to analyse the customers to advance their experiences. It is all about knowing the customer to best cater to them and to be able to communicate with them when they are in the decision mind-set. (Brousell 2014.) The concept of sport business intelligence (SBI) presented in Turco & al. (9 October 2014), aims to apply modern customer-oriented business models to sport. The core idea is to combine rational and continuous development of sport events and organizations using data collection and analyses to support informative decisions and quality improvements. SBI is defined as continuous and systematic data collection and analysis of relevant data in order to develop sport organizations and events (Sport Business School Finland 2012). Applying SBI is using existing ways and means of data analysis while taking into account the specifics of sport. The definition of SBI also involves the unique nature of

sport. Fans are not only customers but also service/experience contributors, athletes are seen as performers, sport clubs are service providers and sport events are experiences. (Rasku & al. 2015, 19.)

The value of business intelligence in sport organizations comes from the possibility to differentiate from the competitors by offering experiences the customers want and expect based on data analysis. Information management can facilitate dialogue between the customers, the organization and the stakeholders to promote strong and positive experiences to customers. (Tynan & McKenzie 2009, 504-505.) This is based on a new approach to mutual value creation through the exchange of knowledge, skills and expertise. The customer experience is measured as a process including pre-consumption, the purchase (the event) and core experience (post-event). Customers throughout the consumption process evaluate the created value. (Tynan & McKenzie 2009, 508.)

Communication between each party is necessary to understand the customers evolving needs. The dialogue begins in the pre-consumption phase (pre-experience) to get the customers involved, to be able to make offers and to support imagining, searching and planning activities. The dialogue proceeds during the purchase phase (customer experience), when value sources are communicated. Value sources can be such as emotional, rational, social and informational. The dialogue continues to the post-event phase (post-experience) to reinforce the positive outcomes. The positive outcomes are e.g. enjoyment, entertainment, learning skills, nostalgia and fantasising. Using this type of customer behaviour analysis, the event organization can use the data for experience marketing with co-created value sources and also easily develop the event quality in present and future events. (Tynan & McKenzie 2009, 509-512.)

Utilizing the customer's experience model by Tynan and McKenzie (2009) and adapting theories from Clemes, Brush and Collins (2010) on spectator perception of service quality and how the perceptions affect value, satisfaction and behaviour intentions, Van Leeuwen, Quick and Daniel (2002) on how expectations and perceived performance affect the satisfaction and how and why customers are satisfied, Quick (2000) on customer motivations, values and identifying fan types and from Robinson and Etherington (2006) on customer and brand loyalty, Turco & al. (9 October 2014) presents a model of the process of SBI applied to a sport event (figure 25). The model is also presented in Rasku & al. (2015, 20).

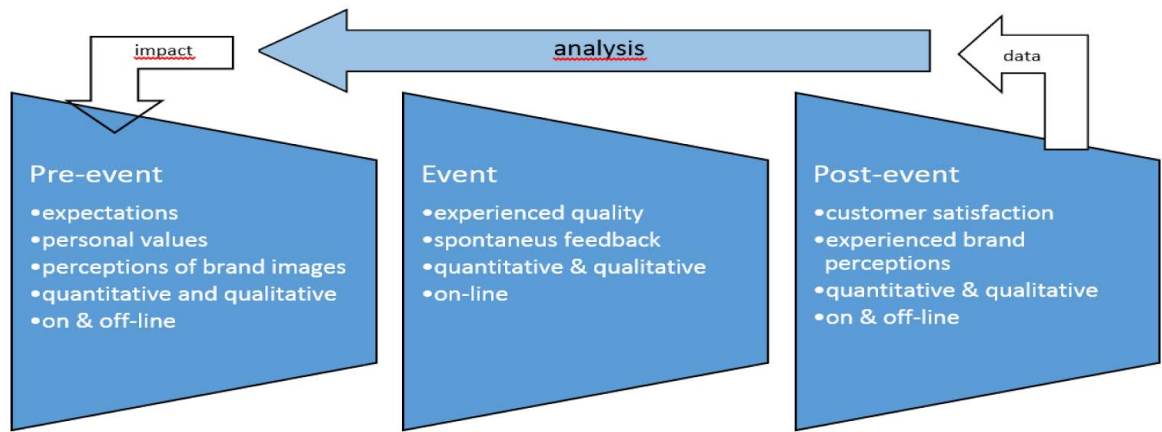


Figure 25. Process of SBI applied to a sport event, adapted from Tynan & McKenzie (Turco & al. 9 November 2014).

As the event is seen as an experience, the data collection model (figure 25) follows the event lifecycle from pre-event expectations through experienced quality to customer satisfaction. The pre-event data collection aims to measure the expectations of the consumers and partners so that the event planning can be adjusted to exceed the analysed expectations. Customers do not tend to respond to inquiries during the event, but they should have the possibility to give spontaneous feedback, which can be used to enhance the event quality. It is important to focus on the strengths and opportunities when enhancing the experience, but also to remember to address the problems that need to be solved immediately. Customer satisfaction should be measured after the event. At this point it is also possible to gather data about the perception of brand images of sponsors and partners. The post-event research is essential for the stakeholders of the event for them to determine the success of their involvement, such as ROI. (Rasku & al. 2015, 20-21.)

The post-event analysis is a vital point of the SBI and can be seen as the start of the next pre-event phase. The gathered data should be used to communicate with the past customers and stakeholders so that they will not be distracted by competitors. Loyal customers can be achieved with constant communication and involvement and this should be kept in mind when the post-event phase turns into pre-event actions. (Rasku & al. 2015, 21-22.)

The benefits of applying SBI in sport events increase year after year. The data that is collected cumulates as years go on. The information that is gathered from the past events can be measured in more detail to get deeper insights, but it can also be used to explain

customer behaviour and thus new measurement topics can be added to the process. (Rasku & al. 2015, 22-29.) Figure 26 shows how the data cumulates annually in the WRC Neste Oil Rally Finland case.

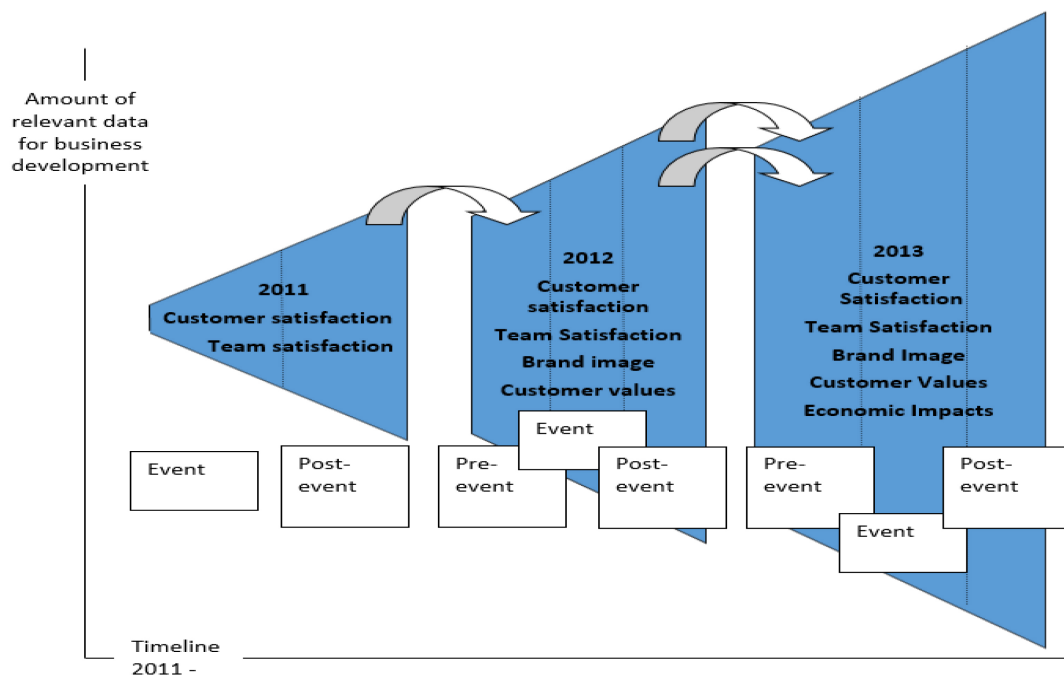


Figure 26. Cumulation of data for SBI (Turco & al. 9 November 2014).

The figure shows that the more reliable data available, the more opportunities to improve the quality appear. The event organizer has every year more useful data for strategic planning and information based decision-making. The cumulative data starts to form Big Data, which can be used to achieve big impacts. The more data there is to analyse, the more valuable findings can be concluded. (Rasku & al. 2015, 29.) As in the case of WRC Neste Oil Rally Finland, the cumulative data gives a very detailed picture of the event participants and thus this information will be used in the future to reach non-participants by analysing the data to find out the gaps in communication and also how to reach those that do not participate, yet. (Rasku & al. 2015, 31.) This case shows that all events should use SBI on annual basis and use the data to develop their events. The data is shown to cumulate as years and events pass and thus open new opportunities for the event organizations in enhancing the experiences and reaching new customers. SBI should also be applied to the stakeholders in the same way as to the participants to gather similar data about their expectations and satisfaction to improve the relationships and to maximise the impacts.

Utilizing continuous data collection increases the amount of data available and thus can lead to a DIKIW hierarchy (data-information-knowledge-intelligence-wisdom), presented

by Liew (2013). The *data* forms *information* through analysis. *Knowledge* can be gained when there is a clear and certain perception and understanding of the information. *Intelligence* requires ability to sense the environment, to make decisions, and to control actions. In the event context, intelligence is gained when knowledge is utilized to make decisions to improve the event processes. *Wisdom* is eventually a plausible goal for all individuals and organizations that seek for a better future. Wisdom is practical problem solving of business, human, and social issues. (Liew 2013, 49-61.) The Liew's (2013) hierarchy is presented to illustrate the benefits of the cumulative data. The more data is collected and analysed, the more details it provides and thus can lead to very specific insights, which in the end can provide opportunities for huge improvements, new leverage opportunities and overall success.

4 Legacy planning based on SBI framework — a summary and definition

Most of the mega-events are justified by the positive legacies the event can create. As the literature and evidence from the events show, legacies are not self evident, they need complex planning and sufficient resources and involving the stakeholders and the community. These are all essential parts of a sustainable legacy and without these, the legacies cannot have the impacts that were promised. Same issues concern also small events only in a smaller scale. Legacies are possible for any event and the presented framework (figure 27) provides a model for effective legacy planning, where stakeholders and data-based decision-making (SBI) are the key factor of the event planning and implementation process.

The whole event process should start with the legacy vision, a clear description of what benefits will be achieved. The vision should guide the current and future actions. As stated: a clear vision and effective planning process are more important factors in success than funding because without a clear vision and effective process, funding would not be effectively utilized. Identifying the key stakeholders should take part during and immediately after determining the vision; this is essential before determining the legacy and event objectives. The multiple stakeholders should contribute to the event legacy, objectives, planning and implementation. The early stakeholder analysis enables embedding the different objectives to the event plan. The early involvement of the stakeholders can also bring more resources, skills and knowledge to the event process. The stakeholder analysis and choosing the right stakeholders bring community credibility and can provide the event organization access to brand new market segments.

A stakeholder-driven approach to event and legacy planning can require changing ways of thinking and actions. This approach requires good strategic compatibility with the stakeholders and the event organization, goal governance, commitment, trust and economic and interpersonal satisfaction between all parties. The event organization must enable the stakeholders to have genuine influence in the event process as their needs, motives and objectives all affect the event's success. Positive leadership and communication is a good base for a successful event, as the event organization must be sensitive to the needs and interests of the stakeholders and must also communicate all strategic changes to the stakeholders. The stakeholders are involved with the event through the whole process and in many cases they can provide resources and knowledge that can enhance the event planning and implementation. In most cases the stakeholders are responsible of the leveraging and thus their input and commitment should be the most important subject for

the event organization. Involving the stakeholders also creates sustainable partnerships and relationships that can foster various long-lasting outcomes.

Legacy planning must include those parties that are engaged with the local or regional economic, social and public policy strategic planning. Local businesses can provide financial and marketing support for the event and, as mentioned in the literature, theming is one of the most effective ways to be involved with the event. Local community should also be tightly involved with the event as their support is often essential for the event in terms of event participants, spectators and also visitor satisfaction. Local government and the city's long-term objectives should also play a key role in the event. In most small-scale events the city provides the event facilities and financial support. The event should cooperate with the host city event portfolio so that the event can contribute to achieving the city's objectives that are related to the event type, such as sport objectives. Events can also have a huge impact on destination marketing and this way create long-lasting positive impacts, for example an increase in tourism, which brings many more impacts such as economic and social. Co-operation with the city is important and will increase the possibility to gain a long-lasting future for the event.

The legacy objectives should be decided after the stakeholders are identified. The stakeholders and especially local community need to be involved in the legacy planning. The legacy objectives must be community-driven and community-oriented. People must feel that they are part of the process. Sustainable legacies are defined by the event organization with the stakeholders and community and the legacies should be prioritized through the multifaceted process of planning, funding, implementation and evaluating all aspects of hosting the event. As mentioned multiple times in this research, a bottom-up approach with joint decision-making is highly recommended in legacy planning compared to a top-down approach where the key parties are not involved in the legacy planning. When the legacy objectives are set as a priority and decided before proceeding with the event planning process, a much more locally sensitive approach can be achieved. The early planning of legacies and the inclusion of the legacy plans as an essential part of the event planning enables capitalizing on existing assets and harnessing the momentum of the event in delivering legacies pre-event.

Deciding the legacy objectives is not an easy process. The legacy goals must be determined with all the key stakeholders who will also be involved implementing the plans. All the stakeholders that are involved with the legacies must support the objectives and be satisfied with them. The legacy objectives need to be realistic and promising overly positive outcomes should be avoided at all cost. The legacies are, in the end, what is left be-

hind after the event is over and what determines the long-lasting success of the event. The authentic legacy objectives are community-oriented, meaning that the legacy initiatives are embedded into wider programs, created with the local community and stakeholders, embracing the community's values, supporting mutual learning and addressing the real needs of the community and stakeholders. The legacy planning should support community participation and involvement because the events are great opportunities to create social networks and inspiration through participation, planning, volunteering and consumption of the events. The legacy programs should be event-themed rather than event-led. Event-themed programs aim to leverage the opportunities, excitement and engagement that are related to the event. If the programs are event-led, there is a risk that the programs falter soon after the event because the programs have a fundamental limitation to the direct impacts of the event.

The vision, legacy objectives and the host region's event portfolio determine whether the event should be organized or should the bidding process be started. The vision determines what benefits will be the target of the event process. The event portfolio also has an input in this decision; does the event fit into the host region, what resources can be allocated to the event from the portfolio and can the event contribute to the event portfolio's objectives. Also, the legacy objectives are very important when deciding should the event be organized. Are the objectives realistic and can they be achieved? It is most important to know if the intended benefits are needed by the stakeholders and are the benefits enough to justify the event. With an event with a bidding process this is an essential moment with the event. The bidding process should aim at creating legacies in the preparation phase of the event so that the benefits can be maximized even if the bid is lost and the event is not hosted. The goal is to win, even if you lose!

The ideal situation is that the event is embedded into the legacy plan. Compared to traditional event planning, where the event is the priority and the impacts are based on the event, the event in legacy planning should be designed to support achieving the legacies. The event is a part of the legacy plan and an essential factor in creating legacies. Especially with the mega-events, the rising cost of hosting those events and the opportunity costs are becoming unbearable for most potential host cities and nations. The events must leave authentic legacies that surpass the costs of hosting. The legacies must have the most important role in event planning and resources. This requires dedication for the legacy cause and realistic objectives. The legacy plan requires sufficient time as well as human and financial resources and these resources must be anticipated and accounted for before proceeding to legacy planning.

The legacy fund is recommended for events aiming at legacies. The legacy fund is resources dedicated strictly for the legacy and the resources cannot be allocated in the event implementation even if the event resources face a crisis. This is one of the past events' biggest problem, the good legacy initiatives have suffered from minimal resources as the event itself has claimed most of the resources, even those that were originally allocated to legacy programs. The legacy resources must be sufficient to deliver all initiatives and enough to continue the programs post-event.

The set objectives must be achievable with the given resources. By starting the event process with the legacy vision and objectives, it is more likely that the legacy initiatives will require less financial or governmental support during the implementation and post-event phases because the stakeholders have been involved from the beginning and the legacy initiatives have been planned to match the available resources to implement them. Embedding the event planning into the legacy initiatives does not require huge changes in the ways of event implementation. It requires constant collaboration with the stakeholders, data collection, analysis and proper actions based on the information.

An ideal event planning work already has data collection and analysis and, with legacy as the priority, the focus should be changed more to the legacy environment and its requirements. The event and legacy processes include constant monitoring and evaluation so that necessary measures can be made, but also for post-event evaluation. One key aspect of delivering sustainable legacies is the pre-event evaluation to identify the situation with the legacy objectives and expectations so that right measures can be taken to achieve the objectives and also to have something to evaluate the achievements and experiences post-event.

When the legacy is a priority, the event planning process proceeds in a similar way as presented in figure 2 but constantly aiming at maximizing the legacy outcomes. All phases of the event planning process require modification to work in legacy planning. Especially marketing actions require broadening the measures to best suit the marketing objectives that are related to the legacy. Theming is also a very effective way to promote legacy and that is also an important part of event planning. In legacy planning the event concept should include the event theme. There is an endless amount of possible themes the event can have, for example sport and entertainment. The chosen theme somewhat determines the venue considering the available budget. The venue can also be very traditional considering the type of the event or it can be located into something very different. The decision about the venue should be made so that it fits the budget, makes the objectives possible and can accommodate the participants and audience. If new facilities are needed,

the after-use of these venues must also be considered as well as the re-use of existing venues. The event theme should also include the stakeholders and local businesses so that the promotional and impact-related outcomes can be maximized.

Many of the legacy planning benefits derive from co-operation and networking between the stakeholders, community participation and leveraging. Legacy planning aims to maximise the positive impacts and minimize the negative impacts to all stakeholders. This involves engaging the stakeholders in the whole legacy process, which can bring many benefits for the event itself. As the number of parties involved in the event increases in legacy planning, it minimizes the risks and the potential consequences as there are much more responsible stakeholders carrying the risks together. The SWOT analysis is a great tool for mapping the risks involved. In traditional event planning the focus is more in strengths and weaknesses, but in legacy planning the main focus should be in opportunities and threats, as these elements provide the environment where a legacy is created.

The pre-event phase has a very important role in delivering legacies. In most cases the legacy initiatives should be implemented in the pre-event phase. This is the time when most of the resources are available. Providing event-themed programmes and leveraging the event, the pre-event phase can be used as an effective marketing, networking, promotion and learning period where all actions lead to the event and continue after the event. Mega-events such as the London 2012 and Glasgow 2014 have already taken steps towards pre-event legacies and this trend tends to be increasing in future events.

More attention should be put into the pre-event programmes and the benefits should be promoted to the communities, locals and stakeholders. The pre-event programmes and activities tighten the networks between stakeholders and ease the efforts to achieve the common goals.

The pre-event period enables an event-related connection to last longer and also provides the opportunities to utilize the event momentum with the programmes. The post-event phase should require less efforts if the legacy initiatives and programmes have been started when the interest and anticipation have been on a higher level in the pre-event phase. This is particularly important when considering leveraging physical activity, sport and health, where the event's potential appears to be almost entirely in the pre-event phase. The event legacy is the main benefit why the event is hosted and promoting the pre-event phase enables the event to be part of the legacy efforts, embedded in the legacy programmes. This approach gives the event organizers and host cities a much more effective way to maximise the event legacies and should be considered even more im-

portant than the event planning itself. The event is not seen as an end in the pre-event legacy approach, but as means for development.

Deriving from the figures of Masterman (2009, 58), Preuss (2007, 221) and Rasku & al. (2015, 20), the legacy planning based on SBI is presented in figure 27 (also appendix 1). The framework illustrates the timeframe of the Legacy planning and implementation process, while at the same time presenting the SBI process.

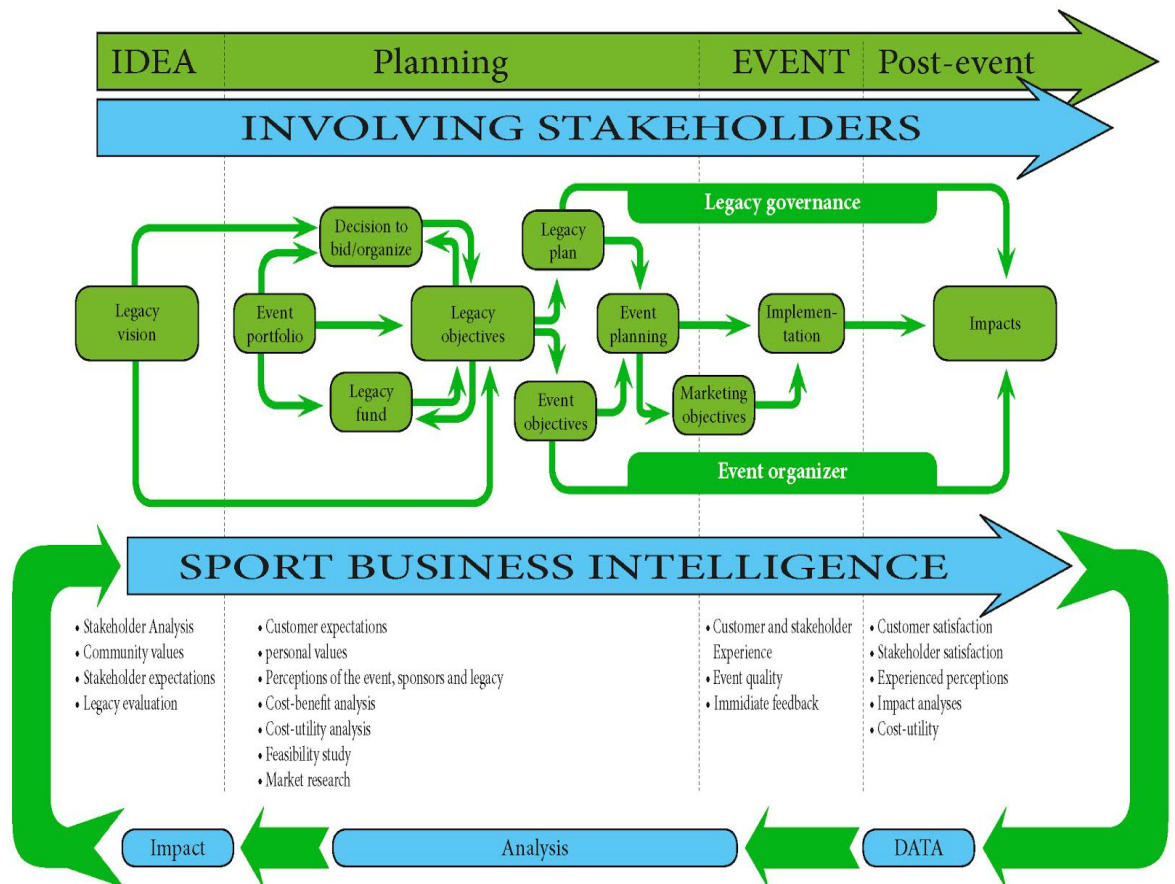


Figure 27. Legacy planning based on SBI

The framework shows that the stakeholders are involved from the very early beginning of the process when the legacy vision is set. The legacy objectives affect the legacy planning but also the event objectives, as the event objectives can be seen as stepping-stones on the path to sustainable legacies. The event objectives also include aspects that the individual event is to achieve. Each single event can have its own event objectives depending on the event environment, stakeholder analysis and benchmarking. The event objectives and the legacy plan already create impacts. Focusing on the legacy plan, this is the time when the pre-event initiatives and programs are put into action. It is recommended that a legacy governance or committee be set up in the early phases of the process. The legacy governance will be responsible for the legacy initiatives, programs and leverage opportunities. The governance should exist, at least in some form, as long as the legacy pro-

grams, as it is also responsible for the post-event implementation of the legacies. This approach can enhance the opportunities and possibilities to achieve a more positive net legacy as the event organizer can commit its actions to the event and its immediate impacts. With legacy governance, the legacy will not suffer from the common problem in the past events, where the legacy is a secondary priority while the event acts as the most important priority, thus the legacy does not get the attention it requires.

The event planning is based on the legacy objectives, legacy plan and the event objectives, which determine the whole process. Marketing objectives are to meet the set legacy and event objectives and to ensure the maximal publicity for both the event and the legacy. A well-planned event is implemented in a way that promotes the legacy objectives and acts as a catalyst for post-event activities that are based on the legacy plan. Legacies are created when the impacts last longer than the event itself and sustainable legacies are based on long-term work. The impacts of an event are carefully analysed and this information is used to design and improve the next event. The legacy objectives can be very similar in the following event to ensure a continuum for the stakeholders. New data and information can be used to modify the objectives and plans in the future events if necessary. SBI, which is required in the process, means constant data collection, analysis and data-based decision-making, which is supported by the presumption that people do what will be measured. Data-based decision-making, in simple terms, is taking what is asked and actually doing it (Schenk, Parent, Macdonald & Therrien 2015, 544). The framework provides the necessary analyses required to successfully implement legacy plans. The analyses are set into the proper timeframes of the process.

As stated earlier, a successful event provides the stakeholders positive impacts and the annual or periodical nature can be said to change those impacts into legacies (see figure 28).

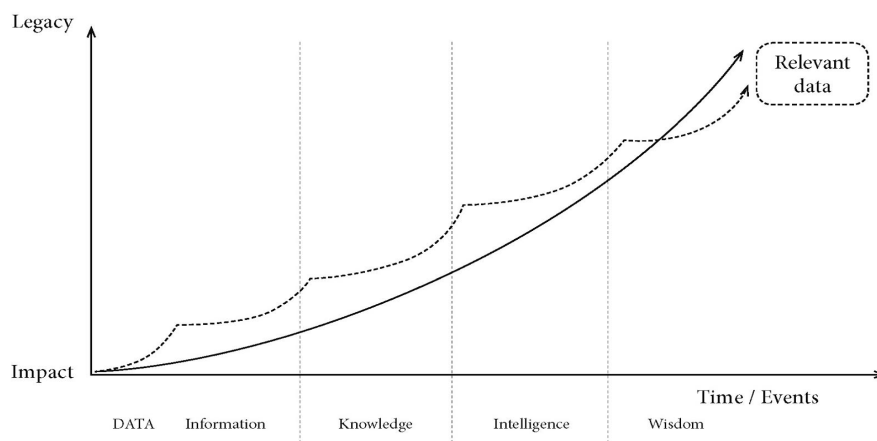


Figure 28. Annual effect; impact to legacy

The figure 28 derives from the research of Rasku & al. (2015) where the data is shown to cumulate from event to event if the data collection is systematic and also from the researches of Brown & al. (2015), Chappelet (2012), O'Brien and Chalip (2008), and Taks (2013), where the researchers refer to greater opportunities to create legacies if there are several events rather than one single event. Event planning work can utilize more information in each following event and the cumulative data can be used to enhance the stakeholder and customer experiences and the event quality. As stated earlier, the more data is collected and analysed, the more details it provides and thus can lead to very specific insights that can have a major role in strategic decisions, marketing and communication with the target customers which in the end can provide opportunities for huge improvements, new leverage opportunities and overall success. The enhanced opportunities to improve impacts and overall quality through SBI provide the stakeholders positive outcomes and if this process can be continued in the long-term, the impacts turn into legacies.

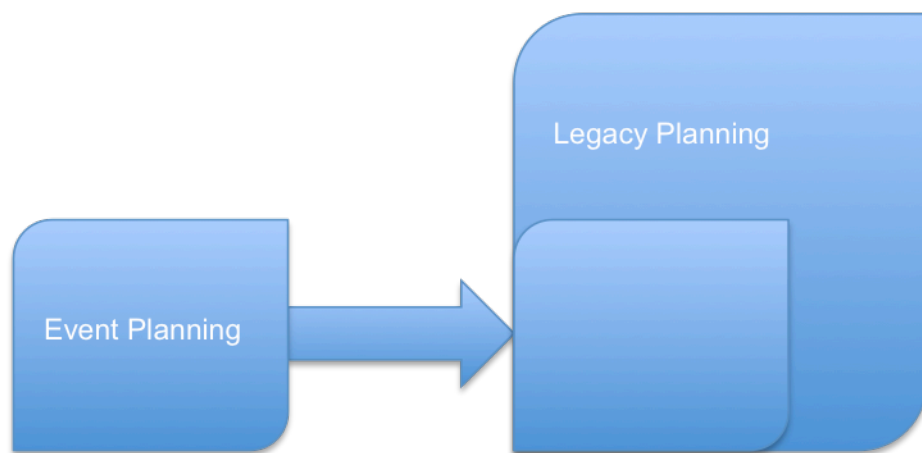


Figure 29. From event planning to legacy planning

Legacy planning is the future way of planning an event. Legacy planning transforms traditional event planning into a much broader environment (see figure 29). Legacy planning can provide much more positive impacts to a wider range of stakeholders than what traditional event planning could ever provide. The positive impacts are based on stakeholder involvement and engagement and all initiatives are community-driven. Legacy planning and utilizing an event portfolio enhances the efficient use of resources, which is essential in future events. Utilizing sport business intelligence can be used to deliver better quality, customer and stakeholder satisfaction and improvements for future events. It is time to fulfill the promises in the bid books and start planning for realistic, community-oriented legacies that outweigh the costs!

5 Legacy and legacy planning definitions

The legacy planning definition: “systematic event planning work with the help of relevant data collection in order to maximize the benefits and minimize the negative effects of an event to all the stakeholders” by Puronaho (8.11.2013) will be reviewed in this chapter and evaluated against the legacy planning and sport business intelligence theories and models presented in the previous chapters. Also the definition of legacy will be discussed.

Cornelissen & al. (2011, 308) states that despite the focus of several studies on the legacy impacts, there is little consensus on what the term “legacy” entails or how should it be defined. Most often the literature describes legacies to be post-event outcomes. Also as shown in previous chapters, the time when a legacy occurs and how long they last is undefined. As mentioned in the economic legacies, the effects can be seen to last a very long time, depending on the perspective. Impacts can also have an affect for a shorter time than the proposed timeline of 15-20 years, but longer than just post event impacts (0-1 years). As “mid-term” legacies fall into a gap of undetermined outcomes, are they impacts or legacies? Chappelet (2012, 79) states that it appears to be necessary to identify short- and medium-term legacies, which can for example affect one or two years after the event.

The researcher also thinks that the event outcomes can reach a very wide range of impacted, such as in the input-output model presented in the economic legacy chapter, which presents a problem of identification and thus it can be argued that not all legacies can be connected to the event. Weed & al. (2015, 109) states that any outcome that cannot be linked or attributed to specific legacy strategies are not legitimate legacy outcomes. The researcher would include all event-related outcomes as legacies, despite the time when they occur, whether they occur pre-, during or post-event, as long as the effects last longer than the event itself. The aspect of legacy, whether the outcome can be connected to the event, should also be included in the legacy definition. Based on some inconsistency in the legacy concepts, the researcher proposes a much simpler definition for the legacy concept:

“All identified long-lasting impacts.”

This definition allows determining of all longer-lasting impacts as legacies. The researcher feels that the current legacy time-scale (15-20 years) is too long, and much shorter outcomes should be included as legacy. The presented definition of legacy also enables realistic legacy planning, as it is very difficult to pre-plan legacy that can be identified decades

after the event. By allowing shorter legacies with the new definition, it is also much more realistic to be able to connect the effects to the event. The researcher highlights the fact that the proposed definition of legacy does not include those outcomes that cannot be connected to the event.

The mega-events aim at outstanding legacy outcomes with huge infrastructural changes to the host city and nation. The intangible legacy initiatives touch the lives of all in the host city and in some cases even the whole nation. The mega-events on the other hand come with huge opportunity costs and the legacy initiatives often lack planning, strategies and resources. Thus the legacies do not occur or they are not measured in an adequate time-period. It is also suggested that the overall legacies of mega-events might be negative. The small events have the upper hand in the bottom-up approach to legacies compared to mega-events. The small events are already embedded in the local communities and involving the local stakeholders is much easier and most often necessary to deliver a successful event. Creating networks between the event organization, stakeholders and communities is much easier with the smaller-scale events. Applying relevant data collection, small events with the local and often annual nature makes it possible to utilize the data in future events. The long-term data collection is essential to enhance the interest towards the event and maximizing the impacts as Burton and O'Reilly (2009) state in their research. The data can be used to gain insights on the event, stakeholders, communities, and on many more issues.

The small events can provide similar legacy programs as the mega-events with a more community based approach. The small event legacies can also be created through the annual or periodical nature of the events. If the impacts of the event are not seen positive for the stakeholders, the event's future has no base. Improving the event and its impacts for the stakeholders, on an event-to-event basis, creates legacies; utilizing data collection, analysing the data and improving the event can enhance long lasting impacts.

Legacy planning as Puronaho (8.11.2013) defines it is about maximising the impacts of the event to all stakeholders by using systematic data collection. As shown in the SBI process (figures 25 and 26), the small events should utilize the annual nature of most of the events as the collected data cumulates and can then be used to improve the future events. The cumulative data opens new opportunities for the event organizations, such as in the case of WRC Neste Oil Rally Finland (Rasku & al. 2015), where the data will be used to reach the non-consumers of the event. It also makes it possible to achieve the stakeholders' and event's objectives as co-operation can be enhanced year by year. Utilizing SBI in the event process enables gathering detailed information about the consum-

ers and their consumption behaviour. The more detailed information there is available, the more reliable conclusions can be made. The information can be used to attract more event participants, to improve the events and to maximize the positive impacts and minimize the negative, and therefore it is essential for the legacy planning (Laitila, Ratilainen, Puronaho & Virkkunen 2015).

The small event legacies should not aim at having such large-scale impacts as the mega-events that transform the cities. They should concentrate to offer long-term positive impacts annually to all stakeholders. The cumulative data and constant communication with the stakeholders, and monitoring the progress of achieving the set objectives in cooperation with the stakeholders enables the impacts to turn into legacies as years go by. This is also supported by the research of Chappelet (2012); the study shows that the general policies in legacy planning do not apply directly to smaller scale annual events. The recurring events have less need of the concept of legacies. As they continue to be organized means that they are considered to be valid by their stakeholders and thus can be expected to deliver long-lasting impacts (legacies) to the stakeholders and host cities. The benefits of an annually organized event, that form a longstanding tradition, are considered as veritable intangible legacies for the host cities.

Smith (2014a) states that if a city is successful in the event hosting, they will try to host future events. Hosting same events multiple times enables building upon the learning and leveraging efforts with each opportunity. Brown, Lee, King and Shipway (2015) point out that the intangible legacies for the host communities are enhanced when the communities can engage with the event and stakeholders on an annual base. Brown & al. (2015) also bring up the case of economic legacies that can be created from the collaboration of host communities and the stakeholders and that the local events tend to rely on local businesses, which offers potentially significant opportunities for the businesses, communities and stakeholders. The small events should provide an opportunity for communities to be noticed, to establish strategic alliances, to become part of the networks, and to create relationships with relevant business, government and sport organizations. It should be highlighted that the communities and locals must become aware of these opportunities and then become actively engaged to take advantage of them. By leveraging these opportunities, the small events can be used to achieve local ambition with a bottom-up approach with providing inspiration at the neighbourhood level and thus, legacies can be created, which reflect local needs and are consistent with strategic community objectives. This is supported by the researches of Brown & al. (2015), Deng & al. (2016), Taks (2013) and Taks & al. (2014)

As the literature review points out, event and legacy planning requires constant collaboration with the stakeholders. Legacy planning is a long-term and complex process that relies heavily on the support of a range of stakeholders (Hartman & Zandberg 2015, 114). Referring to stakeholders, the researches of Chalip (2006), Misener and Mason (2006), and Sallen & al. (2011) point out that engaging stakeholders builds networks, which create social capital and provides long-term opportunities for community development, thus the stakeholders should be the first priority of strategies aiming at building event legacies.

Utilizing systematic data collection, which eventually cumulates, requires annual or periodical nature for the events. Exploiting benchmarking as presented by Chen (2015), Cornelissen & al. (2011), Homma and Masumoto (2013), and Preuss (2007) and as Derom and van Wynsberghe (2015) state in their research that the accomplishments from the past can be used as leverage resource for future events, all support the benefits of annual or periodical nature as an enhancement for legacies. Brown & al. (2015) and Chappelet (2012) point out, in their research findings, that smaller events should plan and implement the sustainable legacies progressively. These also support utilizing the annual (or periodical) nature of most small events in their legacy planning and implementation. Also as Taks (2013) points out, sustainable long-term outcomes might require several leverage opportunities, which an annual or periodical event can provide. O'Brien and Chalip (2008) also refer to the opportunities that an annual nature can provide by stating that event organizers must learn from experience in order to improve future attempts to leverage.

The researcher feels that these key elements, annual or periodical nature and collaboration with the stakeholders, are missing from the legacy planning definition by Puronaho (8.11.2013). Thus, deriving from above and referring to chapter 3 and 4, the researcher has refined it and proposes a new definition for legacy planning:

“Stakeholder driven event planning work based on systematic utilization of SBI to maximize the overall positive net impacts.”

The proposed event legacy planning definition now highlights the importance of involving stakeholders in the whole planning process. It also highlights the benefits of systematic utilization of sport business intelligence to maximize the benefits, referring to the long-term (annual or periodical) nature of the events (especially concerning the small events), as the possibility to create sustainable legacies with a one-off small-scale event is controversial.

6 Discussion

The presented legacy planning based on sport business intelligence framework offers a model for events to consider the importance of legacies and ease the process of planning those. The framework presents the time frame when each part of the process should take part and highlights the fact that the starting point for everything should be the legacy initiatives and vision. All actions after that should be based on the goal to achieve the set objectives. In an annual or periodical event the general objectives and legacy objectives can differ much more than in a one-off event. The annual or periodical events can utilize each event to achieve the legacy objectives progressively without the pressure of achieving the objectives with only one event. Utilizing sport business intelligence is an essential way to improve the impacts and the opportunities to achieve the legacies as it presents continuing possibilities to improve the event and its impacts based on data about the past and current event.

Even if the framework is presented more towards smaller events, it is also possible to adapt the model in larger-scale events. The process is similar despite the size of the event. It has to be considered that the model is not for every event organization as it puts a lot of requirements for the event organizer. The organizer must be willing to base its decisions on data rather than intuition. The process requires positive leadership plus willingness and ability to co-operate and plan with multiple stakeholders. Not all objectives can be met and the event organization must be able to lead the process with the stakeholders to find the objectives that meet everybody's expectations. The event organization must also be able to meet the individual objectives of each stakeholder as an addition to the joint objectives. Also utilizing SBI requires extra resources from the organization and also parties responsible for the data collection and analysis. In many small event organizations there is not this type of required knowledge to conduct the research. In these cases it would be recommended that the event organization would co-operate with the stakeholders, local students or outsourced organizations to conduct the necessary data-collection and analysis.

To apply the presented framework for the first time can be a difficult decision for a small event organization considering the required resources, possible changes in the organization and the trust in data. It should still be considered that event legacies towards the stakeholders are the most important outcome of the event and the importance increases towards future events. The framework presents an ideal situation for achieving long-term legacies and maximising the impacts to the stakeholders. Based on the broad literature review and especially the examples of the case study of WRC Neste Oil Rally Finland, the

researcher proposes the events to adapt the model at least in some parts to achieve more long-term impacts and thus enhance the future opportunities of the event if the current situation does not make it possible to conduct all necessary actions at once.

The researcher feels that small sport events' most important stakeholder is the local government with its long-term objectives. Without a genuine interest from the local government towards the event's opportunities to participate in the city's long-term objectives and counter wise without willingness from the event organization to co-operate with the local government's objectives the potential long-term legacies are much more difficult to achieve. The sport events are great opportunities to promote and leverage the local government's programs, but this requires a systematic approach from both sides; the local government should have an on-going strategy to utilize different type of events (event portfolio) with set objectives for each different event, on the other hand the event organizations must be willing to co-operate with the government to achieve the objectives. It is not realistic to expect a small event to achieve long-term impacts on its own. The legacies require co-operation with the government as well as with the other main stakeholders of the event. In many cases the other stakeholders are in an important role to deliver the legacy programs and initiatives as well as being responsible for the leverage. The stakeholders are also the most reliable group to continue with the legacy programmes after the event is over

Many studies refer to the benefits of an event portfolio approach to maximize the benefits for a city. The researcher finds this to be true and proposes that the event portfolio approach would be considered more often. The legacy planning based on SBI framework can also be utilized in the event portfolio approach. In the portfolio case the legacy, event and marketing objectives would be co-created to fit into the wider plans of the host city, such as in the Kuopio case. The portfolio approach would ease the efforts needed by the event organization to maximize impacts and deliver legacies, as the objectives, plans and resources would be designed in co-operation with the host. In these cases the host city and local government can allocate their resources to the events in a meaningful way, while ensuring that their objectives are pursued by the event. The event portfolio approach also enables a much wider set of objectives for the host city when the portfolio includes events of different type and scale. Cross leveraging the different events, sharing resources such as volunteers and financial, and integrating the different events into a one, but much wider, legacy plan offers opportunities that should be investigated. Thus the researcher would suggest future research on the opportunities of utilizing event portfolio approach and the potentials of creating a city's wider legacy plan that is implemented through an event portfolio. If the researcher would continue studying legacy planning and

SBI, the future research would address how often and in what scale local governments take into count the different sport policies and sport related objectives when deciding about the support they offer for different sport related events. This kind of research could clarify the process and reasons for allocating resources to the events and also define the positive opportunities to achieve wider sport policy objectives through events. In other words, conducting a research of the benefits of an event portfolio approach. The researcher's guiding principle is that creating a legacy plan for the city and hosting and supporting events that can be used to deliver those legacy objectives would enable achieving more wider set of legacies, to save resources and to create much stronger networks and co-operation with different stakeholders, communities and local governments.

6.1 Reliability and validity

Verifying reliability and validity in a qualitative research is very difficult as the measures were originally developed for nature science and thus are not easily applicable to researches where the aim is to create new theory and theoretical frameworks. There are no strict methods to show reliability and validity in qualitative research. Validity refers to whether the research answers the questions it is intended to answer. This refers to the right things been researched in the right way. Reliability refers to the consistency and repeatability of the research. The repeatability of a qualitative research is more of a conceptual ideal. The reliability of a qualitative research can be measured considering the consistency, thoroughness and precision of reporting. (Hirsijärvi, Remes & Sajavaara 2007, 226-228; Kananen 2011, 66-69; Koskennurmi-Sivonen n.d., 1-2.)

As the aim of this thesis is to create a new conceptual framework, review the current definition of legacy planning and give guidelines for small event legacy planning, the chosen method fits best as the research questions are answered based on the comprehensive literature review. The literature review encompasses all relevant issues related to the research questions in detail and provides current insights on the topic. Even though the research topic is partly based on the guiding principle of the researcher, all the findings are well justified based on theories and research findings from the numerous references, thus the validity can be confirmed. This thesis covers the topic very consistently. All major aspects around the topic have been reviewed and reported in the literature review. The thoroughness of this thesis and the list of references are the broadest compared to other available literature in this area. All references are relevant to the topic and saturation was achieved during the "data collection", referring to the search of references. This thesis covers the topic and especially legacies in a very broad way, offering such a review of the topic that has not been done before. The reporting covers the topic in a very precise way,

thus, as the reporting also is consistent and thorough, it can be considered to have achieved the reliability.

6.2 Researcher's self-assessment

The basic knowledge of the researcher about legacy and legacy planning was mainly based on the studies for the Master's degree in sport development and management. The researcher was immediately interested in the topic and its potential. The researcher further educated him on the topic at the EASM 2014 conference. The original idea was to create a legacy plan and its implementation guide to a sport organization in Finland. Starting the thesis process by going through a huge amount of literature, the researcher found out that the topic should be covered more broadly and put into a more general event environment covering the whole industry. Most of the literature is based on specific cases and general research of the topic is missing, thus this research took a general view of the topic without concentrating on a single event.

The process was much harder than first anticipated. The amount of literature that was reviewed is enormous and it took a lot of time to go through it all, organize the material and write the literature review. This process has helped the researcher to create very detailed insights about legacy, legacy planning and event planning. Understanding legacy planning has enhanced the researchers way of thinking. Evaluating the impacts of any action is very important and the researcher feels that he has learned, due to this process, to adopt a way of thinking that focuses on the impacts of actions and maximizing those impacts to relevant parties. This research has also strengthened the importance of data-based decision-making in the researchers mind.

The researcher started studying for the degree to make a career change from sales and marketing towards general sport development and management. This process has deepened that wish and increased the confidence of the researcher that he can also perform well in sport management as now the researcher can call himself a legacy and legacy planning expert. These new insights can be utilized in any work environment, especially related to sport management. The researcher got an idea from a graduating student that this research might open new possibilities to work exclusively on legacy planning and this idea has not been forgotten. This research might hopefully provide the researcher a position of a legacy expert in an international context.

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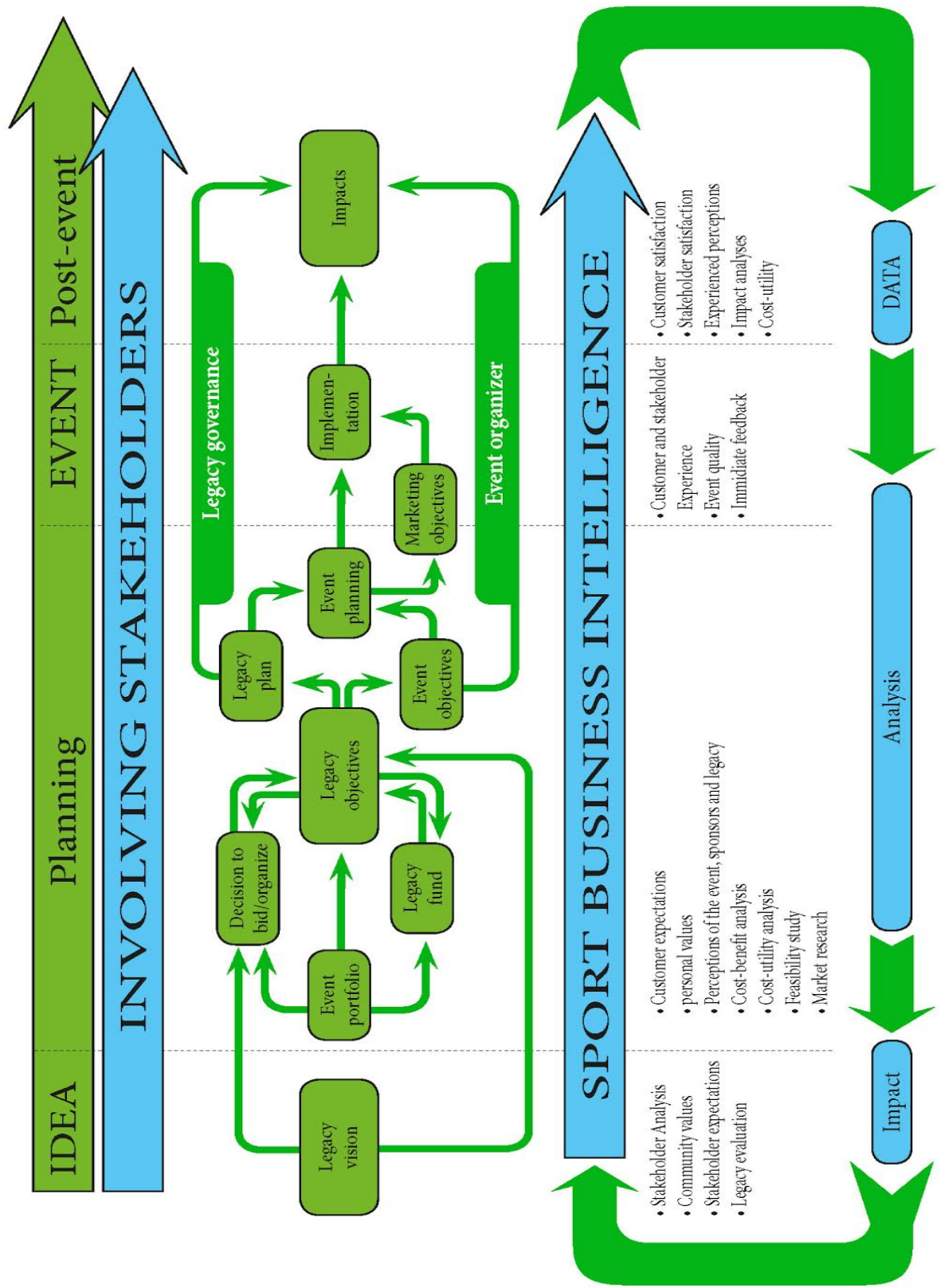
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Appendices

Appendix 1. Legacy planning based on SBI



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