

SPEAR

SPORT, PHYSICAL EDUCATION
& ACTIVITY RESEARCH

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ECONOMIC
& SOCIAL
RESEARCH
COUNCIL



Leveraging 2012 in the Regions

**Tourism Flows
Physical Activity, Sport & Health
Community Engagement, Well-being & Pride**

Aim

To examine the opportunities presented by the London 2012 Olympic Games to develop sport, promote health, increase inward tourism flows and promote community pride and well-being outside of Greater London, particularly in the pre-Games period

The *raison detre* of the research

- A focus on social, cultural and health issues rather than on economic issues
- A focus on leveraging opportunities rather than on measuring or predicting impacts
- A greater consideration of opportunities in the pre-event “pregnancy” period rather than measuring legacies
- A focus on opportunities for regions outside the host region

So far...

➤ Three Round Tables:

- ***Olympic Tourism Flows***

(Bournemouth, Jan 2008)

- ***Physical Activity, Sport & Health***

(Essex, March 2008)

- ***Community Engagement, Well-being and Pride***

(Canterbury, May 2008)

➤ The Round Tables included contributions from academics and policy-makers at a national, regional and local level

Some Context on Legacies...

Processes not Outcomes: The *Leveraging* Approach

Unlike impact assessments, the study of leverage has a *strategic and tactical focus*. The objective is to identify the strategies and tactics that can be implemented prior to and during an event in order to generate particular outcomes. Consequently, a leveraging approach implies a much more *pro-active approach* to *capitalising on opportunities*, which focuses on *processes*, rather than impacts research which simply measures *outcomes*.

(Chalip, 2004)

Transferable Processes?

- *Research suggests that processes that have been used to leverage engagement from the Olympic Games, sports events and sports franchises may be transferable across behavioural domains.*
- Evidence from (*inter alia*):
 - TOURISM
 - COMMUNITY PARTICIPATION
 - VOLUNTEERING
 - SPORTS FANDOM

TOURISM

- Media coverage is claimed to enhance the tourism image of a destination resulting in long-term positive effects of tourism on the economy
- Need to get a destination into “consideration set” of potential tourists
- Olympic Games – research showed that Calgary Winter Olympics media coverage:

“enhanced the saliency and attractiveness of Calgary as a destination” (Ritchie, 1990)

TOURISM

- Chalip, L. & Green, B.C. & Hill, B. (2003) 'Effects of Sport Event Media on Destination Image and Intention to Visit'. Journal of Sport Management, 17(3).
- Green, B.C., Costa, C. & Fitzgerald, M. (2003) 'Marketing the Host City: Analyzing Exposure Generated by a Sport Event'. International Journal of Sports Marketing and Sponsorship, December/January.
- Ritchie, J.R.B. (1990) 'Promoting Calgary through the Olympics'. In S.H. Fine (ed) Social Marketing: Promoting the Causes of Public and Non-Profit Agencies. Toronto: Allyn and Bacon.

COMMUNITY PARTICIPATION

“Anthropological work on events demonstrates that their celebratory nature engenders a liminoid space that can foster social value, particularly through a sense of communitas.”

COMMUNITY PARTICIPATION

“In order to enable and amplify liminality and communitas, event organisers and host community planners should foster social interaction and prompt a feeling of celebration by enabling sociability among event visitors, creating event-related social events, facilitating informal social opportunities, producing ancillary events, and theming widely.”

COMMUNITY PARTICIPATION

“The resulting narratives, symbols, meanings, and affect can then be leveraged to address social issues, build networks, and empower community action. These may be furthered when the arts are used to complement sport, and when commercial elements support social leverage.”

COMMUNITY PARTICIPATION

- Green, B.C. (2001) 'Leveraging Subculture and Identity to Promote Sports Events'. Sport Management Review, 4(1).
- Chalip, L. (2006) 'Towards Social Leveraging of Sports Events'. Journal of Sport & Tourism, 11(2).
- Alomes, S. (2000). 'One day in September: Grass roots enthusiasm, invented traditions, and contemporary commercial spectacle and the Australian Football League finals'. Sporting Traditions, 17(1).

VOLUNTEERING

1. The decision to volunteer or not
 - Experience/Identification/Connection with the sport/event
 - Achieving social goals (family, friends, etc.)
2. Making a decision to commit time to volunteer activity
 - HIGH: Employment, Income, Children, Identification
 - Long working hours constrain volunteering (but not motivation to volunteer)

VOLUNTEERING

- Burgham, M. & Downward, P. (2005) 'Why Volunteer, time to volunteer? A case study from swimming'. Managing Leisure, 10(2).
- Downward, P. & Ralston, R. (2005) 'Volunteer motivation and expectations prior to the XVII Commonwealth Games in Manchester'. Tourism and Hospitality Planning and Development, 2(1).
- Downward, P. & Ralston, R. (2006) 'The Sports Development Potential of Sports Event Volunteering: Insights from the Manchester Commonwealth Games'. European Sport Management Quarterly, 6(4).

SPORTS FANDOM

“In today’s media-saturated, virtual society, members of representational sport ‘communities’ do not necessarily inhabit a shared geophysical space. Fans can form symbolic ‘communities’ in distantiated relational space. One way that this is accomplished is through communication technologies.”

SPORTS FANDOM

“For example, enthusiasts of the Atlanta baseball franchise can identify with their team even if they do not live in the city of Atlanta, enabled by broadcasting conglomerates. Internet technologies allow passions for the Atlanta Braves to be shared in cyberspace.”

COMMUNITY (locality)

VS

CONSTITUENCY (interest)

SPORTS FANDOM

- Kulczycki, C. & Hyatt, C. (2005) 'Expanding the conceptualization of nostalgia sport tourism: Lessons learned from fans left behind after sport franchise relocation'. Journal of Sport Tourism, 10(4).
- Ingham, A.G. & McDonald, M.G. (200?) 'Sport & Community/Communitas'. In R.C. Wilcox, D.L. Andrews, R. Pitter, R.L. Irwin (Eds.) Sporting Dystopias: The Making and Meaning of Urban Sport Cultures. New York: SUNY Press.
- Sparvero, E. & Chalip, L. (2007) Professional teams as leverageable assets: Strategic creation of community value. Sport Management Review, 10, 1-30.

!! BUT !!

***A PRE-CONDITION TO LEVERAGE ANY
BEHAVIOURAL EFFECT FROM THE 2012 GAMES IS***

***POSITIVE ENGAGEMENT WITH
THE HOSTING OF THE GAMES***

***NEGATIVE ATTITUDES TO 2012 PUTS PEOPLE BEYOND
INITIATIVES USING THE GAMES***

***ACTIVE GAMES REJECTERS MAY EXPERIENCE AVERSION
EFFECTS TO 2012 INITIATIVES***

THE KEY POLICY MESSAGES...

Engaging Communities Through 2012: Ten Issues

- 1. Government and LOCOG are failing to successfully make the argument that the Games will benefit the whole of the UK.*
- 2. There is a need for a more critical appraisal of the concept of legacy*
- 3. The Games and the legacies they may bring are in danger of being “socially elitist”*
- 4. The engagement of communities and constituencies is a prerequisite for the effective development of positive social, cultural and health legacies.*
- 5. The most effective way to engage communities is to encourage participation in the development of positive legacies from the Games*

Engaging Communities Through 2012: **Ten Issues**

- 6. Many stakeholders feel disappointed and frustrated by the lack of knowledge and expertise about leveraging legacies.***
- 7. Legacies are likely to be most effectively leveraged at the local level according to local needs***
- 8. At present opportunities to leverage legacies from the Paralympic Games are being lost.***
- 9. For a “knowledge legacy” to be left for future Games and events, details of processes must be captured and evaluated***
- 10. There is no ‘inherent’ legacy from the Olympic and Paralympic Games***

The OPASH Legacy: Four Messages

The **Olympic Physical Activity, Sport & Health** *Legacy*

(derived from work funded by the Department of Health and conducted by SPEAR)

The OPASH Legacy:

Four Messages

1. THE DIRECT EVIDENCE IS POOR

- The evidence with the most direct relevance is the poorest
- The highest quality evidence is transferred from other sectors
- There is a trade-off between quality and relevance
- *BUT* – although the evidence on which these conclusions are based is not good evidence, it is the *best evidence*

The OPASH Legacy:

Four Messages

2. THE 2012 GAMES IS NOT A MAGIC BULLET

- The 2012 Games *may play a role* as part of a suite of factors in a complex set of interactions that are not well understood
- The 2012 Games needs to be seen in the context of current initiatives to raise participation
- The 2012 Games cannot turn a non-participant into someone exercising at 3 x or 5 x 30mins per week
- Care needs to be taken about developing strategy in the wake of excitement following the successes in Beijing

The OPASH Legacy:

Four Messages

3. THE 2012 GAMES MAY HAVE THE POTENTIAL TO CONTRIBUTE TO INCREASING PARTICIPATION FREQUENCY

- Among *current or lapsed participants* in sport or the most formal physical activities
- This is through a **DEMONSTRATION EFFECT**
- A pre-Games effect that *must be leveraged* throughout the Olympiad
- May result in *activity switching*
- May have *aversion effects* among non-participants

The OPASH Legacy:

Four Messages

4. THE 2012 GAMES MAY HAVE THE POTENTIAL TO CONTRIBUTE TO STIMULATING CONTEMPLATION OF PARTICIPATION AMONG NON-CONTEMPLATORS

- Among *non-participants* and for *physical activity in the community* rather than sport
- This is through a **FESTIVAL EFFECT**
- An *untried & untested* process for physical activity
- Provision should be through *locally or culturally relevant* opportunities
- Integration with the *Cultural Olympiad* and the *Inspired Mark*

Generating Tourism Flows Through 2012: Three Lessons from the South West

*Centre for Events and Sports Research &
International Centre for Tourism and
Hospitality Research*

Generating Tourism Flows Through 2012: **Three Lessons from the South West**

1. How do we maximise the tourism potential in the South West?

- Involve the support of the local community
- Engage the media for publicity & PR
- Publicise the return to the local economy and businesses
- Minimise displacement
- Promotion of Sailing Activities

Generating Tourism Flows Through 2012: **Three Lessons from the South West**

2. What can other regions learn from the South West?

- Improve local products, labour skills and customer service
- Each region has shared ideas and ambitions, but distinct differences can also be exploited
- Look after the domestic market
- Plan beyond the sailing legacy!

Generating Tourism Flows Through 2012: **Three Lessons from the South West**

3. How can the academic community help?

- Research into building a rural legacy
- Finding out what Olympic tourists want (split the markets)
- Help to maintain a sensible balance in expectation of the benefits
- Research into destination recovery

REGIONAL ISSUES ACROSS SECTORS

➤ *The Public...*

- STILL NOT CONVINCED BY, OR BOUGHT IN TO, THE IDEA OF REGIONAL LEGACIES

➤ *Practitioners...*

- WANT SPECIFICS ABOUT HOW TO GET LEGACY (NOT WHAT LEGACY MIGHT BE)

➤ *Policy-makers...*

- NOT ABLE (OR IN SOME CASES WILLING) TO DRAW ON AN EVIDENCE-BASE IN MANY AREAS

TWO AIMS FOR TODAY

➤ KNOWLEDGE DISSEMINATION

...of findings from round tables and linked related research so far

➤ KNOWLEDGE EXCHANGE

...from your presentations and perspectives throughout the day