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How to Apply A Strategic Approach to Deliver Legacies from Hosting Mega Sport Events

In the process of bidding for and organizing mega sport events (e.g., Olympics, Paralympics, and FIFA World Cups), there are many opportunities to leave a legacy for the host communities. The more obvious legacies are new stadiums, better transport, and urban redevelopment. Less obvious legacies are increased sport participation and enhanced volunteering activity[1]. Yet there is little research after the events that demonstrate these legacies. This Research Report is informed by recent research that highlights the lack of strategic planning for legacies [2-7]. To outline how a host community could increase their chances of delivering legacies after hosting mega sport events this paper applies a common business approach, strategic management.

Event Impacts, Legacies, and Leverage: similar but different

- Event impacts are the short-term effects of the event, such as increased tourism and economic expenditure. In contrast, legacies are longer-term and are those things that remain beyond the life of an event. Examples are new transport and sport infrastructure, enhanced accessibility and increases in sport participation and volunteering [7, 8]. Leveraging activities are those decisions and actions taken before, during and after the event to maximize the impact and legacy potential. Examples are planning, advertising, database management and training.
- When we think about legacies it must be remembered that not all legacies are the same. Legacies may be positive or negative; tangible or intangible; may benefit some parts of the host community more than others. Further, they may vary in how long it lasts and even the cost of planning for and delivering the legacy [1, 9, 10]. A stadium is an example of positive tangible legacy that may benefit stadium visitors for future events. Typically, a stadium would last for decades. However, the cost of construction may be in the hundreds of millions. In contrast a sport participation legacy is positive, but less tangible. It can benefit generations of people through increased fitness and

health outcomes. The cost to deliver a sport participation legacy may be small in comparison to the construction of a stadium.

- Research on 4 Olympic and Paralympics Games, a World Masters Games and a FIFA Women's World Cup [2-7] has demonstrated that often there is insufficient planning and resourcing put into legacies. This means there is a missed opportunity for host communities to leverage off the event. Thus, more time and effort need to be put into planning for legacies. Strategic management is one approach that may be of benefit.

Strategic Management and its Application to Mega Sport Event Legacies

Essentially, strategic management is the ongoing planning, decision making and actions taken necessary to achieve your organization's vision and goals.

Using the example of having a vision of being a country where people are involved in lifelong physical activity. The goal of the mega sport event may be to leverage opportunities from hosting sport events for sport participation and development for all.

- Thus, the following are examples of the key steps to be taken, and questions to be asked, from a strategic management perspective, to achieve three inter-related legacies: sport participation, volunteering and accessibility. If you aim for a sport participation legacy, then you will need more volunteers. These sport participants, volunteers and officials may have access needs. Also, one area of potential growth is Para-sport or disability sport. Accessible sport venues, accommodation and food and beverage will benefit residents and tourists who have access needs as well [8]. The leveraging activities that event-organizing committees, local organizations and host communities may apply to achieve desirable legacies are as follows.
- Pre-event activities that can create a legacy:
 - Design and build stadiums that are accessible for people with mobility, vision and hearing access needs;
 - Ensure accessible paths of travels to the stadium, including transport, accommodation and food and beverage;

- Design a database for volunteers that collects and stores skills, qualifications, access needs and volunteering interests;
- Have a strategy in place to manage the database of volunteers beyond the event to enable effective communication with people looking for future volunteering situations;
- Network with like organizations, such as adaptive sport groups, and community recreation organizations, that could benefit from and help to leverage the event for legacy;
- Provide strategies for local/regional organizations to leverage for legacy. For example, imbed volunteers in the event to develop skills and networks;
- Train volunteers in work with people with disabilities to support future Para-sport strategies;
- Inform event volunteers of future volunteering opportunities utilizing the database and networks;
- Design and resource your evaluation strategy to assess how successful your legacy planning and management has been.
- Activities during the event that can create legacies:
 - Have activations to demonstrate and come-and-try sports. This could include hands-on, digital and virtual and augmented reality to inspire people to sign-up for a new sport;
 - Have information, contact details and resources on how to get involved in sport and volunteering. This enables sport groups to contact potential volunteers after the current event;
 - Imbed your volunteers in the event to develop new skills and networks. These will benefit your organization in the future.
- Activities after the event to measure and demonstrate your legacies:

- Evaluation is essential to demonstrate your legacy. This needs to be conducted sufficiently after the event to be considered a legacy. If the event organizing committee no longer exists after the event, who is going to be tasked/resourced to do it? Questions to ask in your evaluation include: What worked? What didn't work? What can you still do to leverage the legacy now that the event is over?

Legacies are what remain. What positive legacies will your event plan for and leave for your host community and its residents?

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