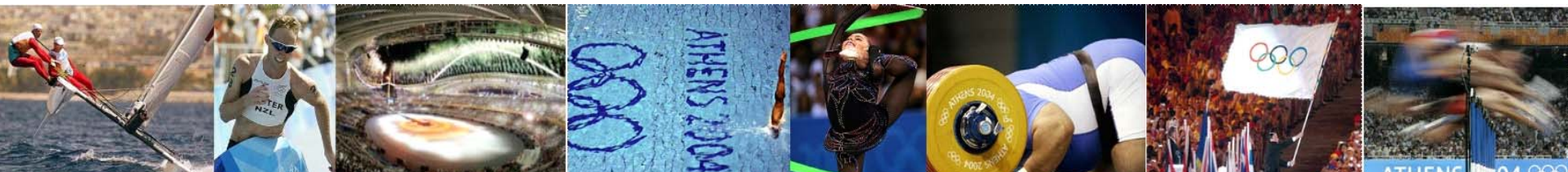


# THE EVENT LIFE CYCLE APPROACH –

## THE LONG RUN FROM BIDDING TO HOSTING AND CREATING AN EVENT LEGACY

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# IMC UNIVERSITY OF APPLIED SCIENCES KREMS/AUSTRIA

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Tourism Management and Leisure Industry**

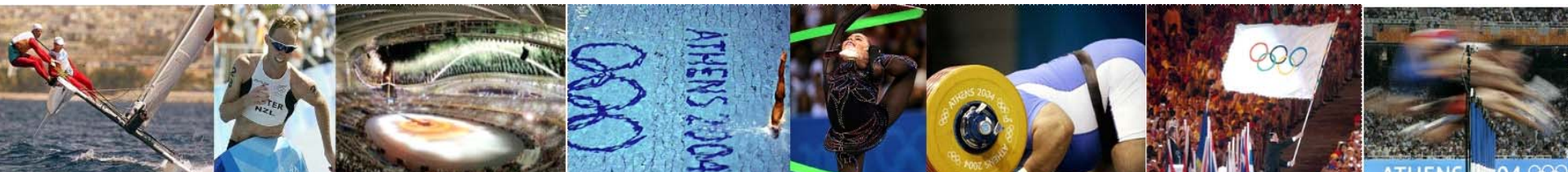
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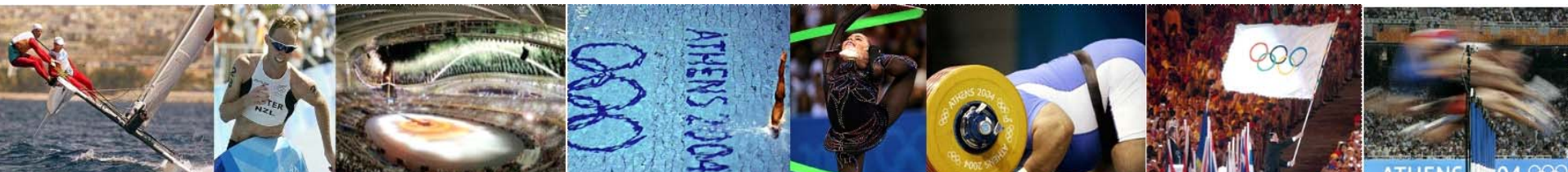
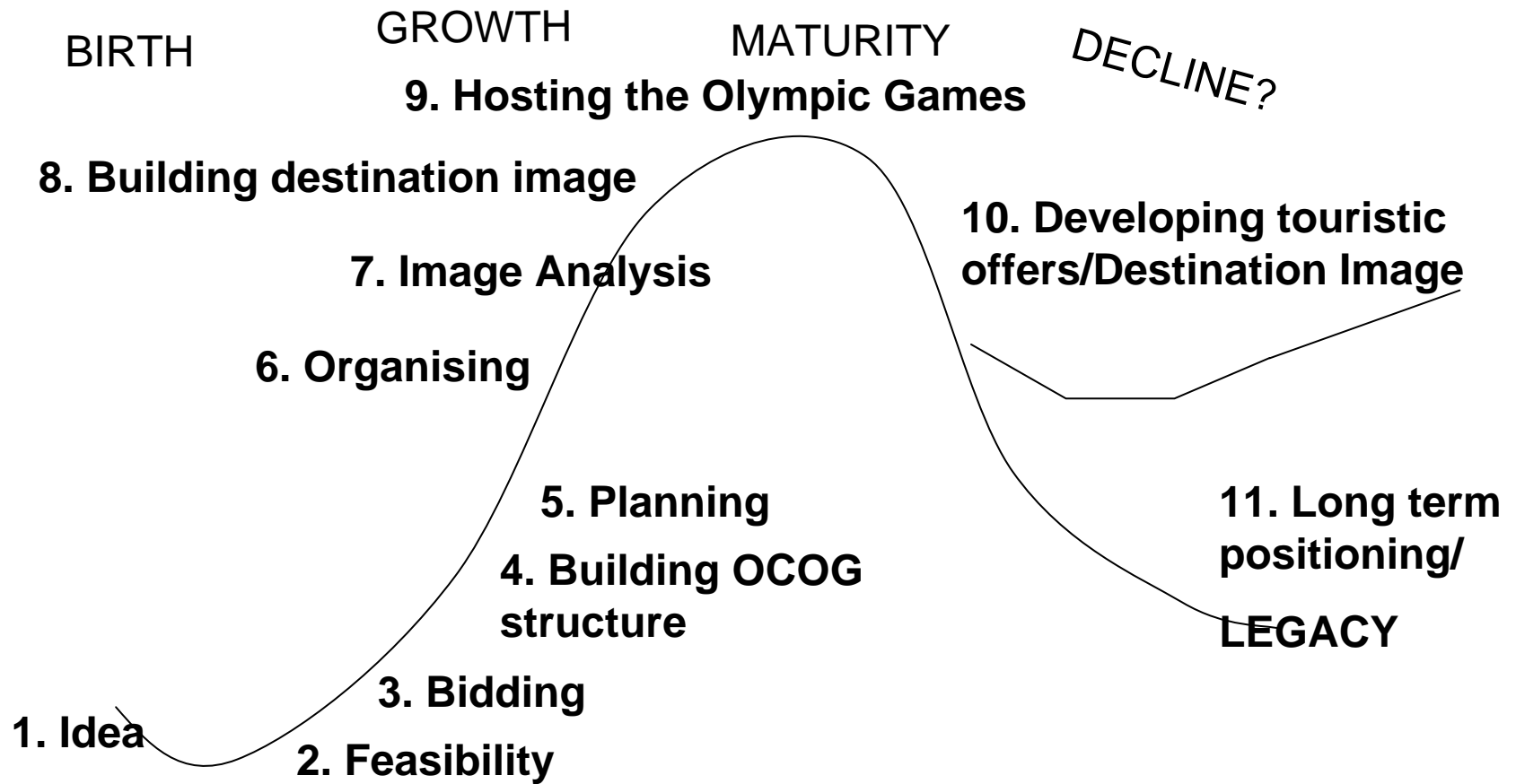


# EVENT LIFE CYCLE OF OLYMPIC GAMES

- Idea of hosting OG
- Feasibility of the destination
- Bidding for OG
- Organising OG
- Delivering OG
- Creating image
- **EVENT LEGACY: Developing touristic products/Post Use of Infrastructure**



# Event Life Cycle



# The Idea

Generated/Driven by:

**Sports**

- **Politics**
- **Business**
- **Tourism**



**Decision for an Olympic Bid**



# Feasibility

- Infrastructure (sports, media, accommodation, access, traffic, security)
- Budget - Financial aspects (how to be financed → guarantees/Risks)
  - Public support
  - Broadcast revenue
- Post-Use/Legacy
- Environmental issues
- Location (where were previous OG held)



**Feasibility Study: Analysing the chance for the potential hosting city**



# Bidding

- **Bidding city – approval from NOC**  
↓
- **Applicant city - application to IOC (bid book I)**  
↓
- **Candidate city - application to IOC (bid book II)**  
↓
- **Short list**  
↓
- **Final vote: Host City Election at IOC Session**



# Organising

- **Most crucial part**
- **No trial possible**
- **Actual event determines success/failure**
  
- **INFRASTRUCTURE: city infrastructure and venues ready in time**
- **SPORTS OPERATIONS: smooth running**
- **OPERATIONS: flawless traffic, security etc.**
- **TV/PR IMAGE: Branding, Symbols**



# Image creation

- **Creating a new image**
  - **Attractiveness of the destination**
  - **Sport image**
  - **City Image**
  - **Business Image**
- **Success and expected impact can only be analysed 7 years after the event**
- **Investment in image creation pays off only six years after the actual Olympic Games**



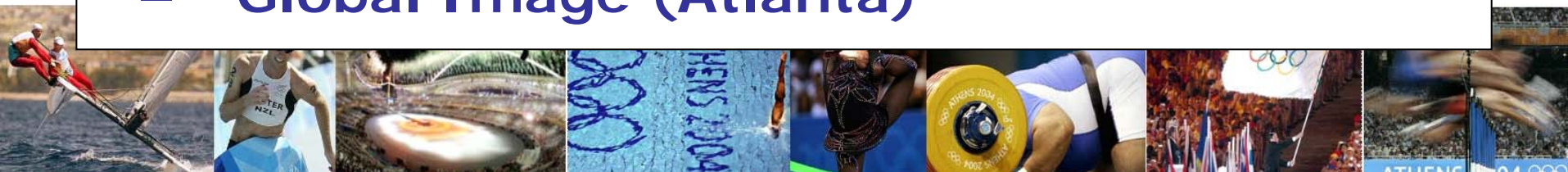
# The actual event

- **Smooth running of the event**  
Secured by good organisation previous to the event
- **Satisfying traffic solution**
- **Accommodation/Security/Atmosphere**
- **Media presence – global attention**  
→ broadcast rights



# Long term impact

- **Successful**
  - Creation of strong sports image (Sydney, Lillehammer)
  - Development of city infrastructure (Barcelona, Athens)
  - Positioning as a Ski Destination (Salt Lake City)
- **Not Successful**
  - Sports Infrastructural legacy (Athens)
  - Negative financial outcome (Montreal)
  - Global Image (Atlanta)



# Lillehammer 1994 – Best Case

## Infrastructure updated/newly built

- Road & transportation
- Housing, offices & schools

## Legacy

- Environmental Games
- Norway positioned as a sports tourism destination
- Unique Atmosphere



# Torino 2006

- Sports Infrastructure
- Enormous investment for airport and city Infrastructure
- Transfer of City Image
- Great Games ?
- Event Legacy ?



# Limitations and Suggestions for Future Research

- Detailed Study required on legacy of the Olympic Winter Games

**1992: Albertville**

**1994: Lillehammer**

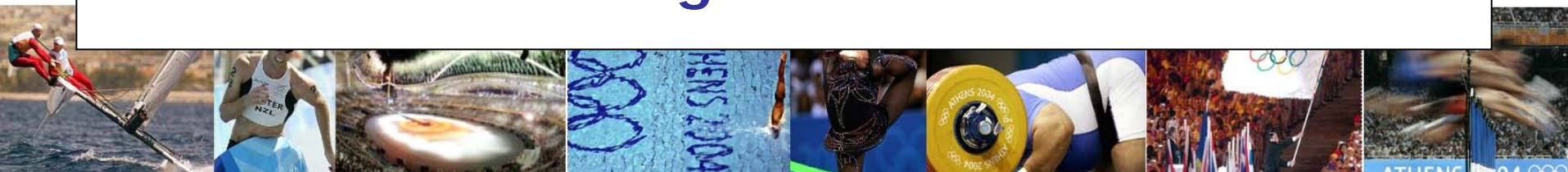
**1998: Nagano**

**2002: to be analysed by 2008**

**2006: to be analysed by 2012**

**2010: Recommendations can be made**

**2014: Ideas can be generated**



# Conclusions

- **Most organisers focus on Olympic Winter Games only**
- **Legacy is key for city/country and the IOC**
- **Transfer of Knowledge Suggested by Legacy Conferences**

