

How to attract mega sports events to Lisbon?

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HOW TO ATTRACT MEGA SPORT EVENTS TO LISBON?

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Those who do not believe in magic will never find it. – Roal Dahl

Abstract

Lisbon is an ancient city filled with history, culture, diversity and a life of its own. Sports are one of the key focus areas, as part of the city's development plan. Is within this context that a study to support Lisbon's application to become the European Capital of Sports 2021 was conducted. The purpose of this thesis is to underline the main success factors to attract mega-events to our city, satisfying the main group of stakeholders.

To understand the key factors involved, not only literature research was conducted but also an empirical one to add and to develop the proposed ideas. A focus group with representatives from the three main groups involved was conducted: Sport Events Organizers, Sponsors and Public Authorities. The purpose of this discussion was to identify the critical success factors to attract mega sport events, which factors motivate the groups to participate, and what are the ones that may compromise their participation. Furthermore, it could also be identified the factors that the city must improve to be a trustworthy applicant and complete host.

Findings suggest that Lisbon is a city with a hosting profile, demonstrating capability in many of the crucial areas, some solid points and some improvement areas.

Keywords: Mega Sports Events, Sports Marketing, Events Hosting

JEL Classification: M31 – Marketing; M3 – Marketing and Advertising

Resumo

Lisboa é uma cidade histórica, cheia de cultura, diversidade e uma personalidade intrínseca. Como parte do plano de desenvolvimento da Cidade, uma das áreas de atuação é o desporto. Desta forma, um estudo para suportar a Candidatura de Lisboa a Capital Europeia do Desporto 2021 foi conduzido. O objetivo do estudo, foi identificar os fatores críticos de sucesso para atrair os grupos chaves de *stakeholders* e assegurar as condições para receber eventos de grande dimensão.

Para poder fazer um levantamento dos factores-chave, foi feita uma revisão de literatura e também uma análise empírica de forma a agregar e reforçar os fatores abordados. Foi realizado um *focus group* com representantes dos três macros grupos envolvidos, Organizadores/Promotores de Eventos desportivos, Patrocinadores, e Entidades Públicas. A discussão teve como objetivo confirmar os factores retirados da revisão de literatura que motivam os grupos de *stakeholders* a participar em eventos e quais podem ser os que pelo contrário, podem condicionar a sua participação. Desta forma, foi possível delinear quais os pontos fortes da cidade na candidatura e identificar pontos de melhoria.

Concluiu-se que Lisboa, no geral, apresenta um perfil de anfitrião de mega eventos desportivo, demonstrando experiência e capacidade em muitos pontos-chave, pontos que distinguem Lisboa de outras cidades e apenas alguns pontos a melhorar.

Palavras-chave: Mega Eventos Desportivos; Marketing Desportivo; Organização de eventos

Classificação JEL: M31 – Marketing; M3 – Marketing and Advertising

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1. Introduction

1.1 Context and investigative problem

Mega sport events have a growing impact on the attraction of people to travelling destinations and consequently in the social and economic effects follows. Also, the benefits of hosting mega sport events are usually correlated with the infrastructures that are built, specifically for the event as well as with the activities of social integration and enjoyment.

Having this in mind, hosting and promoting sports events is something that the cities have in their pipeline, whether from the perspective of hosting events or from the communities participating in the event.

This dissertation is the result of a study made to the City Council of Lisbon, as a tool to support the Strategic Plan on Lisbon's Sports Development 2018-2021 and was made as a support tool for the Application of Lisbon- European Capital of Sports 2021.

This study is about the Critical Success Factors to host a mega sport event in Lisbon and provides a set of recommendations on what to ensure to deliver a successful event from the key stakeholder's perspective.

1.2 Structure of the thesis

The following six parts compose this study:

Introduction: The introduction outlines the context of this dissertation so that the reader understands the background and states the reason for this research and the contribution it will provide.

Literature Review: Provides an academic perspective on sports participation and consumptions, diving into what are mega sports event - its wider legacy, impact and finally the critical success factors on hosting such type of events.

Methodology: The methodology adopted had two stages:

- An exploratory phase where the key stakeholders were identified - City Authorities, Sport Events owners/promoters, Sponsors, Athletes and Spectators, followed by the identification of the motivational factors to attract the stakeholders to mega sport events. This phase was supported by the study of the existent literature

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review that originated a conceptual model. This tool supports and explains the dynamic and concept of the study, using five research questions to answer the main question: **What makes mega sport events attractive?** The questions were made having in mind the success factors derived from the literature review

- A confirmatory phase where a large meeting group was conducted, with 22 participants from potential sports event's organizers, sponsors and significant official entities. These participants represent the majority of the potential stakeholders involved in such events.

Data Analysis: To analyse the focus group, the conversation was recorded, transcribed and then the Leximancer software was used to understand the family group of the success factors and the most critical factors.

Conclusion: Findings suggest that Lisbon is a city with a hosting profile, demonstrating capability in many of the crucial areas, some solid points and some improvement areas. It is vital that government and communities be aware of the positive outcomes of hosting such events; there is an opportunity to align organizers/promoters of sport events and tour operators to collaborate and ensure an exquisite experience. A pavilion of bigger dimensions should be built so that it can host events with bigger audiences and be added to the current portfolio of infrastructures.

Notwithstanding, Lisbon should be promoted because of its good weather conditions, safety, prior hosting experiences and infrastructures available are some of the factors that must be showcased.

Limitations and future research: The focus group realized, had twenty-two participants, which provided trustworthy insights and feedback on their experience as main stakeholders involved in the Lisbon marketplace. However, it had more participants than what is advised, compromising the participation of all the participants present. On the other hand, since the main stakeholders present were from the Organizers/promoters of sport events, sponsors and official entities, the motivations and barriers of spectators and athletes, may not have been deepened studied. Further research can go more in detail on these stakeholders feedback.

2. Literature Review

The attraction of mega sports events is a wide topic with many variables to be considered to provide a successful event.

To approach this subject it is important to have a deep understanding of the importance of sports and physical activity, as well as the variables that impact them. Sport events come as consequence of sports and physical activity practice, their definition and criteria are discussed to further analyse the impact that such events bring to cities and countries on different levels, a legacy approach must be conducted.

To ensure good outcomes in terms of attracting sport events to a city, a checklist of requirements needs to be done, in terms of infrastructures, such as venues, accommodation, transportation and others, as well as general conditions, past experiences, volunteer's participation, among others.

Moreover, the city context must also be taken in consideration, which stakeholders need to be involved, the importance of damage control orientation and the importance of analysing and reflecting after the conclusion of the event.

To conclude, some good case practices of Mega Sport Events are presented to be considered as a reference for further events.

2.1 *What is a Sport and what is considered Physical Activity?*

Sports and Physical Activity are different concepts and present different dimensions, **Sport** is characterized as all form of physical activity, whether casual or organized participation, with the goal of improving physical conditions and mental well-being, developing social relationships and results in competitions (Council of Europe, 1992) as stated by Lera-López & Rapún-Gárate, 2007, whereas **Physical Activity** “refers to any form of bodily movement, performed by a muscle, or a group of muscles that ultimately leads to an increase in one's energy expenditure (Rowe, Shilbury, Ferkins, & Hinckson, 2013) .

According to Rowe *et al.* (2013) sports can be practiced as a recreational activity, competition level or even leisure activity. Taking as an example swimming, that can be

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practiced as a sport in a pool to keep a healthy lifestyle, on a competition level or if practiced on a pool on vacations as a leisure activity.

Sports activities involve different stakeholders, athletes, families and other supporters, event organizers, sponsors, sports materials suppliers, among others. And this is why, it is important to clarify the different variables that affect sports participation or sports consumption.

Sport Participation is widely described as the practice of one sport, whether actively or not, recreational or competition wise whereas sports consumption is on the other hand, described as the expenditure on sport activities, whether buying materials to the sports practice or tickets to matches or other events. (Lera-López & Rapún-Gárate, 2007)'

Lera-López & Rapún-Gárate (2007) concluded that men spend more money in sports than women; that an increase in age is positively correlated with sports participation and negatively with sports consumption and that being employed is positively related with sports consumption but negatively with participation.

Finally, Lera-López & Rapún-Gárate (2007) by professional status, people who work as managers, entrepreneurs, and skilled workers are positively more prone to spend more in sports than farmer or clerical worker.

2.2 *What is a mega sport event?*

Bjelac & Radovanovic (2003) refer that sports events can be characterized as having two dimensions, a creative and complex content of sports-like, recreational activities, of entertaining character can achieve touristic effects and have a serious social and economic importance for the place or region in which they are held

Roberts (2004) states that: mega-events are characterized as “mega” when they are ‘discontinuous’, out of the ordinary, international and big in composition. The United Nations Department of Economic and Social Affairs (2012) also contributed to the discussion, stating that: “A mega-event is large-scale, internationally sponsored, public entrepreneurship activity engaging a long-term multi-sector organization within the host

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city and nation with the double goal of supporting overall local and regional development and advancing universal values and principles to meet global challenges.”

Even though it was not possible to provide a quantitative criterion for mega-events, United Nations Department of Economic and Social Affairs (2012) described the three main aspects that differentiate mega-events from others:

1. Place-making activities that help to redefine and reposition a city;
2. Assigned by international bodies to a “deserving” city after a bidding process;
3. A local and a global mandate to cooperate on key challenges and urban improvement;

These kinds of events are able to engage billions of spectators through media platforms and create a global buzz. As Madrigal, Bee & La Barge (2005) and Home (2007), described: “An estimated television audience of 3.900 million people, for example, watched parts of the 2004 Athens Olympic Games, and the cumulative TV audience estimate was 40.000 million. A total of 35,000 hours were dedicated to its media coverage – an increase of 27% over the Summer Olympics held in Sydney in 2000.”

Mega sports events have reflected an increasing interest on the spectator’s side. Mega sports events are an example of the public interest in sports, not only in supporting their teams or participants individually, but as an entertainment activity such as concerts, movies, assuming the format of a spectacle.

Examples of mega sports events are the Summer and Winter Olympic Games, Euro Competitions, World Football Cup, but also, New York or Paris Marathons, Champions League Final Matches, among others.

In terms of dimension, some examples of mega-events are illustrated in Table 1, as it is possible to conclude that not only, mega sports events involve a large audience, but also, a large group of people contributing to the event.

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TABLE 1 - EXAMPLES OF MEGA-EVENTS AND THEIR CHARACTERISTICS

Event	Year	Period	City	Daily Contribution
Summer Olympic Games	2012	July 27th – August 12th	London (UK)	Athletes and official representatives: 18.000 Workforce: 200.000 Media: 28.000 Olympic family: 6.000 Official staff: 5.000 Marketing Partners: 25.000 Spectators: 500.000
Winter Olympic Games	2010	February 12th-28th	Vancouver (Canada)	Athletes: 2.560 Workforce: 18.500 Media: 10.000
Summer Olympic Games	2008	August 8th – 24th	Beijing (China)	Athletes: 10.950 Workforce: 100.000 Media: 24.699 Spectators: 425.000
Summer Olympic Games	2004	August 13th – 29th	Athens (Greece)	Athletes and official representatives: 19.000 Workforce: 110.000 Media: 21.600 Olympic family: 5.500 Sponsors: 31.000 Spectators: 410.000
World Cup	2010	June 11th – July 11th	South Africa	Spectators: 50.000 (per game) 3.200.000 (total)

Source: Adapted from (Stadium - ITS for large events)

On other hand, some types of events are more attractive than others. A Champions League Match, for example, will tend to have more spectators than a Badminton Final Match. Such factors must be considered when planning a mega sport event and how that sport is perceived and likely to attract more fans and spectators. It also depends on how the event in specific is viewed by the spectators. Having in mind the example of Red Bull Air Race, one can conclude that what attracts spectators is not the sport itself, but the show around it. Meaning that, it upgrades the dimension of sport to a spectacle.

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It is important to clarify the possible different nature of mega sport events, depending on the recurrence and organization:

- Events with a fixed timeline and schedule, hosted by organizations with a non-profit basis and that demand an application to participate or be the country that hosts the event (e.g. Olympic Games or Football European Championship)
- Events promoted with an unfixed timeline, by private entities (e.g. Grand Pris or Volvo Ocean Race)
- Events with a defined timeline (usually annual) made for the location itself. (e.g. Boston Marathon or EDP Meia Maratona de Lisboa – Ponte 25 de Abril)

Also, Clark & Misener (2015) stated that one dimension to be considered is the connection of the portfolio event considering the scale and scope of the events and the variety to ensure a good mix of sport, culture and arts events.

When organizing big events, Chappelet & Lee (2016) outline the main elements to consider: Strategic Goals (1); Targets (2); Stakeholders (3); Strategic Tools (4) and Strategic Management Processes (5). These five components compose the concept of Sport-Event-Hosting Strategy (SEHS).

According to the authors, Chappelet & Lee (2016), the components give the following contribution:

1. Strategic Goals – According to SEHS, the success of an event can be evaluated in many ways and using different Key Performance Indicators (KPI's), however, one must be aware of what the desired legacy will look like, on an economic perspective, sporting participation, social or international awareness.

2. Targets – When identifying the target groups, in SEHS approach, a study about the different types of sport events and their intrinsic characteristics must be conducted to draw the target profile.

3. Stakeholders – Outline the different stakeholders involved in sports event organization is a key resource to ensure a successful event.

4. Strategic Tools – The key tools to ensure that the project wins the bid to host the event. As stated, firstly a technical file that satisfies a list of requirements. Secondly,

lobbying tactics to ensure that the project is known and recognized as a valuable, being accepted as an act of persuasion without bribery or corruption. Lastly, a strong communication campaign is needed to convince and show influencers and decision makers the added value of the project, recurring to PR, partnerships with the media (nationally and internationally), among others.

5. Strategic Management Processes – These processes aim to tackle different aspects and ensure the success of the bid.

2.3 What is the impact of mega sports events for the cities?

Hosting a mega sport event enables the development of sport infrastructures; increases sport participation and brand awareness of the city that hosts the event.

Bjelac & Radovanovic (2003) concluded that some mega-events may be considered a tourist attraction due to the showcasing of the city and its assets. To leverage this outcome, a set of parallel activities could be proposed to the tourists, so that the opportunity as a leveraging effect and resulting in a bigger return on investment.

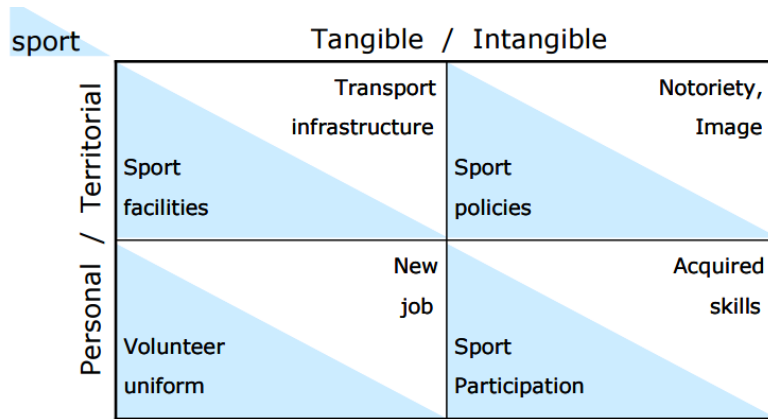
Also, Karadakis, Kaplanidou & Karlis (2010), defined the benefits of hosting the Olympic Games, in terms of knowledge and skills that the citizens gain and the three ways how it can be done:

1. Knowledge and skills in the service industry through hospitality training for volunteers;
2. Knowledge and skills needed to win future bids to attract congresses, fairs and cultural and sport events can be enhanced;
3. The skills that are needed to create a safe environment are improved (Solberg & Preuss, 2007). Volunteers, for example, improve their skills to detect insecure situations by their training for the major sport event. The local police receive better equipment, and the security network works better by setting up links with national and international security networks.

The impact of mega sport events is called legacy and has been long discussed and studied. Some authors have defined models and created frameworks to explain the outcomes of such events. As Chappelet (2012) summarized, it is possible to illustrate the legacy of mega sport events - Figure 1 – Legacy of Mega-events in Host Cities:

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FIGURE 1 - LEGACY OF MEGA - SPORTS EVENTS IN HOST CITIES



Source: (Chappelet, 2012)

As described in Figure 1, the types of legacy can be summarized into tangible or intangible and personal or territorial. For example, some intangible legacy that the population will benefit from is the creation of new jobs and acquired skills. Also, some benefits that the city itself will obtain are the sport facilities, but also the transport infrastructures.

Also, as United Nations Department of Economic and Social Affairs (2012) summarized, four main legacies can be described:

- The informational legacy reflects the know-how of organizers as the result of the all the records of the event (data, activities, events, etc.). These records are the knowledge base that will be invaluable for future organizers and researchers.
- The transformational legacy includes the wealth of different individual and joint projects with lasting impact on the economy, the public services, the city landscape, the culture, the environment, society, politics, etc.
- The theme legacy includes the projects and initiatives that are the result of the mega-event's focus on the theme.
- The cultural legacy includes the projects and initiatives that help foster the education of citizens, the values and the future of the relevant mega event.

From a local perspective, a study has been conducted to evaluate the impact of 17 Big Events realized in Lisbon between the 1st September of 2014 and 31st August of 2015 (Dionísio, Conceição, Leal, & Marcelo, 2016). Some of the conclusions were:

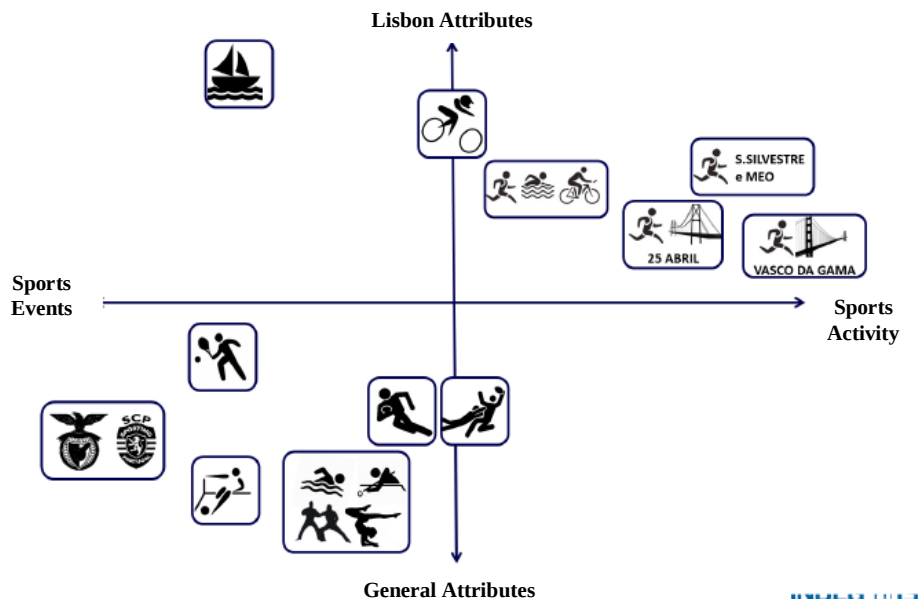
The biggest events in terms of attendance organized in the referred period were Volvo Ocean Race 2015 with 207.000 spectators (but only 77 participants).

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However, in terms of marathons, the one with higher number of participants was the Meia Maratona EDP and Mini Maratona Vodafone – with 37.433 participants.

Dionísio *et al.* (2016) described how the city values interact with different sports though the perceptual map (Figure 2):

FIGURE 2 - PERCEPTUAL MAP OF RELATIONSHIP BETWEEN VALUES AND SPORT EVENTS IN LISBON



Source: Adapted from Dionísio *et al.* (2016)

As described in Figure 2, general attributes influence sport activity and participation. However, it is important to reflect on how Lisbon's particular attributes influence sport events or activity. Some clear conclusions it that the Tejo River specifically provides a host space for sailing activities, but also that Lisbon has some assets that enable sport activities such as running activities, biking or swimming.

2.3.1 Economic perspective

Roche, Spake & Joseph (2013), consider that the increase in sport tourists who travel to a destination, brings greater revenues (1); the increase in sport tourists that travel to a destination, provides greater employment opportunities (2); the more sport tourists who travel to a destination, the more positive the image of the destination (3).

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These authors also refer that tourism is the single largest industry in world as stated by World Tourism Organization. Also, “the fastest growing segment is travel associated with sports or physical activities”. There is a relationship between the host country and the type of event that is organized, not only they have to complement each other, but also there is a synergy and a lasting effect generated by the event. One concept that has been studied in the last years is the concept of Sport Tourism that is defined as “travel to participate in sport activity, travel to observe sport, and travel to visit a sport attraction” (Delpy, 1998) as stated by Roche *et al.* (2013)

Referring to Lisbon, Dionísio *et al.* (2016) have concluded that big Sport Events have generated approximately 33M€, having in mind the period of time 2014-2015 and a total impact of between 93M€ and 109M€. Dionísio *et al.* (2016)

Furthermore, Karadakis *et al* (2010) considered some of the possible outcomes of sports events, such as the opportunity for tourism to grow, business development and relationships established, as well as infrastructures that are created and improved.

Likewise, a study about the relationship between affection towards event, intention to recommend the city and the image fit as consequences, was conducted by Oshimi & Harada (2016). One very important conclusion was that hosting a sporting event develops positive emotions on the spectators towards the city and this is a tool to positioning the city and also create positive Word of Mouth about the city.

Finally, United Nations of Economic and Social Affairs (2012) summarize the economic benefit that may arise from a mega event:

- New Investments
 - National and international investments
 - Public-private partnerships in investment
- New Business
 - Repositioning of existing industries
 - Development and launch of new business sectors
 - New opportunities from face to face international business meetings connected to participants, sponsors and suppliers
- New Revenue
 - Additional tax revenue for the city: national tax revenues that come back to the city
 - Higher-value real estate and new business and/or residential districts

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- New Talents
 - Additional employment options
 - New training opportunities in different domains that help develop human capital and foster new professional culture at all levels of society through the experience of working within an international event
 - Development of new entrepreneurial skills in city management

2.3.2 *Social Perspective*

One of the impacts that sports events have on people is the mimicking of those sports. When marathons happen, an increase in runners is expected, the same with other sports. So, in terms of social consequences of mega sports events, one that has to be taken into account is the outcome among the community, whether it is sports participation and sports awareness.

Once again, Karadakis *et al.* (2010) stated that some of the possible opportunities of realizing events of such dimension rely on the fact that it may trigger an increase in the quality of life for local citizens, opportunity for experiencing different cultures, the development of personnel, motivation to get involved and become active and also networking.

Clark & Misener (2015) added that events represent an opportunity to foster the community involvement that will benefit from an effective event portfolio. Also, as stated before, one of the outcomes is the training and experience that the people involved gain when collaborating with such events, as volunteers, staff or as other direct stakeholder.

So, one may suggest that one of the main direct impacts of events of such dimension are the creation of jobs, even though, these are not permanent. Borchers, Trusen & Sivuyile (2011) added that during the 2010 FIFA World Cup, were generated approximately 148.000 jobs, but the majority were only temporary.

2.3.3 *Sustainability of mega sport events*

In a long term perspective, Smith (2009) clarified that even though the majority of sport events had a negative impact in terms of sustainability to the communities, this has

little to do with the sport itself, but more with the dimension of the event. Event planners and host cities should consider this perspective and create strategies to include all the stakeholders and ensure that they have a positive experience.

The conclusion taken is that the event should be planned considering the long term implications. How are the sport facilities going to be used after the event? What are the long term impacts in terms of environment, jobs for people, tracking and evaluation after the event?

2.4 The requirements for mega sport events

Understanding the outcomes that come out of events of such magnitude is very important to outline the goals that the event is expected to bring. But to ensure that these outcomes happen, some requirements must be guaranteed.

In terms of **Critical Success Factors**, Emery P. (2010) identified the main factors (with no particular order): knowledgeable staff, in-depth planning, sufficient and appropriate finance management and media and awareness as well as the readiness to deal with unexpected factors that could impact the event.

When analysing the factors that present bigger relevance when studying the sport tourists intention to visit a destination, Roche *et al.* (2013) realized that some aspects have a **positive impact** on the attractiveness of sport events, such as: **good weather**, the **perceived friendliness** of destination residents, the perceived **safety** of the city , **attractions and sport related activities**, quality and proximity of **accommodation**, the perceived **quality of food**, **joint marketing efforts** and lastly the **type of sporting events realized**. There authors have also identified some **negative impact factors**, such as the **cost of travelling** to the destination.

Given the existence of many factors to be considered, this thesis will approach the most important dimensions to ensure a successful mega event.

Some of the factors to be considered, as Bjelac & Radovanovic (2003) discussed are the appropriate accommodation and food, safety and medical conditions, accesses/transportations, but also the people involved, working at the event but also assisting as a spectator. Furthermore, spectators will spend money outside the sport

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facilities. However, they do not present high cultural or educational interest, being more drawn to sports related activities.

Looking at past examples of mega-events, Karadakis *et al.* (2010) conducted a **SWOT** concluding that the main factors are:

“Strengths lie in having certain **infrastructures** in place, volunteers, a **strong economy** and **good political standing**.

Weaknesses stem from a lack of infrastructure, the size of the country, uncertain political and economic stability.

Opportunities included the **growth of tourism industry, business developments, increase in quality of life, the use of legacies post-event, and the improvement and development of infrastructures**.

Threats included the cost of the event, pollution, relying on the event to rejuvenate the economy and the displacement of residents”

Richmond Sport Hosting (2010) summarized the components of a strong Sport Hosting model factors as: **facilities, strategic direction, services, infrastructures, event management capabilities, marketing, stakeholder cooperation funding, regional support** and attitude towards the event.

This research will focus on the importance of infrastructures in terms of venues, accommodation, transportation, technological conditions and other general conditions.

2.4.1 Infrastructures

When organizing a sports event, it makes sense to analyse the main infrastructures that enable a remarkable event experience to the participants and spectators. Not only in terms of sports facilities, but also in terms of living conditions in the city as accommodation, resources centre and transportation, among others.

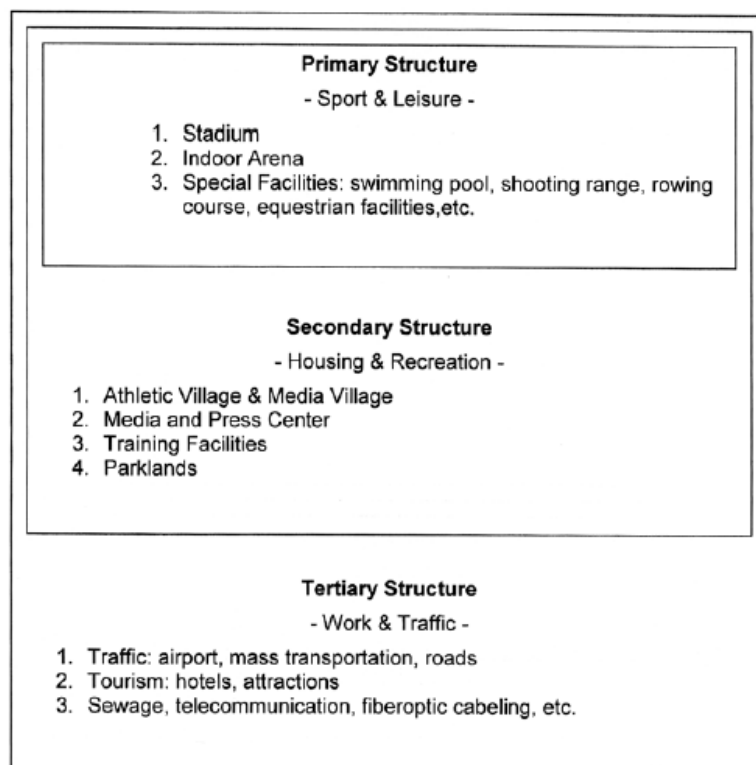
Some authors have already approached the difference between hard infrastructures changes and soft infrastructures changes required to run a mega sport event. As Solberg & Preuss (2007) added, some cities already have prior infrastructures to receive mega sport events, however, there are some that have to invest more to be able to have

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infrastructures of such dimension. It is then suggested that to run the event, the host city should consider the existent infrastructures and the ones that need to be built and are not included in city's long term development.

Solberg & Preuss (2007) provided an overview about the types of infrastructures needed, divided by priorities, as shown in Figure 3. The levels prioritize the sports facilities, the accommodation for athletes and partners and lastly the infrastructures in terms of accessibility and extra added value to the event.

FIGURE 3 - HARD INFRASTRUCTURES NEEDED IN SPORT EVENTS



Source: Solberg & Preuss (2007)

2.4.1.1 Venues

In terms of venues, the city must be able to guarantee the right conditions to the practice of sporting activities. If the construction of the structures is built for the only purpose of the hosting the sport event, it is important to plan its post event use. (Solberg & Preuss, 2007)

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Also, an analysis of the main characteristics and capacities of all competition venues and non-competition venues should be conducted to identify the main bottlenecks and how to overcome them. (Bovy, 2014)

So, the venues are a fundamental part of any sports event since they host the sport itself. Thus, cities need to analyse if they already have the necessary structures or not and if not what are the necessities and how will they be capitalized in the long term.

2.4.1.2 Accommodation

Regarding accommodation, both the quality and proximity of hotel accommodation to a sports venue can be important factors in the decision to travel to attend a sporting event. (Roche, Spake, & Joseph, 2013)

The host city must be able to provide accommodation not only for the athletes, but also for the general public, spectators, and visitors. A study about the number and capacity of hotels and other hosting facilities in a 10 Km radius should be conducted, advocates Bovy (2014).

This is a main satisfaction factor; the city should be able to host the visitors in good conditions and good proximity level, not only representing the event being hosted but also the country, city and its core values.

2.4.1.3 Transport Infrastructures

According to Roche *et al.* (2013) quality transportation facilities are a key resource when organizing a mega event. Accessibility in this case, plays a similar role to accommodation but also refers to the speed and ease of travelling for sport tourists and athletes to the venue, accommodation or other attractions include public transportation and parking availability.

As Bovy (2014) stated, transports have different priorities per client-group at the time of the event:

- Athletes: Highest security, punctuality and comfort;
- Olympic Family: Mostly on-demand transport, high security, travel reliability;
- Media/Press: 24 hours per day service, media from over 200 countries;

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- Sponsors: Chartered bus systems;
- Spectators: By public transport with workforce, volunteers, visitors;
- General public: Transport “almost” as usual.

2.4.1.4 Technological Infrastructures

Regarding technological infrastructures, to support mega-events there is not until now, enough literature to elaborate on this argument. However, cities need to ensure that they present the right conditions to host, promote and broadcast the event. Examples of such conditions are: telecommunication, wireless and broadband services, private radio networks, frequency controls, energy supply and developments. (Bovy, 2014)

2.4.2 General Conditions

Safety is a key element to the attractiveness of the event, it is expected that sport tourists are more sensitive to issues related to safety since many sport events are held in areas with a large amount of people and take place outdoors, where safety conditions are harder to ensure. Roche, Spake & Joseph (2013) Nowadays, with terrorism attacks, the increasing perception of safety, cities need to provide the right security measures to keep their populations and visitants safe, but also to be able to promote it and gain from that fact.

On the other hand, one topic that also needs to be taken into account is the availability of **attractions/activities sports related** this is something that plays an important role to the host city and that may positively influence the number of sports tourists travelling to the that destination. In fact, the value that sport tourists give to sport related attractions/activities is significantly higher than non-sport tourists. Roche *et al.* (2013)

Another aspect that Roche *et al.* (2013) outlined is that the perceived **quality of food** of the host country will positively influence the number of sport tourists travelling to that destination.

Volunteers, represent a very important resource to the success of the event, without their support or other local support, the host city will lose the opportunity to leverage the social benefits and engage with local populations. (Karadakis, Kaplanidou, & Karlis,

2010) One initiative that may be very useful is to create an informal volunteers database to use afterwards in the event. (Clark & Misener, 2015)

2.4.2.1 Involvement of local authorities/organizers

As discussed by Parent (2015), the creation of an Organizing Committee, in the host country, is crucial to the success of a Mega Event. An **Organizing Committee** represents a group of people that have contact with all the stakeholders and are accountable for their satisfaction. The main responsibilities of this structure rely on facilitating the relationship with those that the event may impact and leveraging the legacies that can occur. Organizing Committees are useful since they are a touchpoint with local structures, if an event organizer company wants to organize an event in a specific city, this organizing committee facilitates all the bureaucracies and next steps, offering a pleasant experience of organizing an event in a city. This Committee begins its functions prior to the event (when bidding for it) and ends it when the event ceases to exist (it may contribute to the analysis of the event outcomes).

As stated, the Organizing Committee can assume different structures, depending on the type and size of the event, the schedule and complexity of the event. The main stakeholder relationships that this committee enables are with governments, community, sport organizations/federations, media, sponsors, delegations and other relevant organizations. Parent (2015) interprets the organizing committee as the centre of the stakeholder network

2.4.2.2 Past experiences

Having previous experiences organizing events provides a basis for future hosting experiences. Karadakis *et al.* (2010) add that past experiences enable better preparation and performance at the event and also that previous partnerships can be re-established.

Looking at the past years, Lisbon has organized some events of mega dimensions: Volvo Ocean Race with 207.000 spectators, Web Summit 2016 – more than 50.000 attendees from more than 160 countries, during a three days event, more than 2.000 journalists (Web Summit), music festivals had more than 2 million visitors in 2016 (Marketeer)

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Also, to represent the commitment of the hosting city/country and the respective organizational structures, a written document stating the vote of confidence and commitment towards the event bidding package should be attached, representing the willingness of local structures to contribute to the project and cooperate to provide a good event.

2.4.3 *City Context*

City marketing concept has been widely discussed and is commonly accepted that cities need to develop enterprising and attractive city marketing strategies. (Westerbeek, Turner, & Ingerson, 2002)

Hosting a mega event, represents an opportunity to better position the city in its marketplace, but also offers a chance to rebrand itself. City branding is a concept that defines the way the country wants to position a specific city. As Herstein & Berger (2013) discussed, cities that found in events an opportunity to rebrand and create a competitive advantage over other destinations and also position themselves in consumers mind.

The process of rebranding a city can be an expensive and with no guarantees of being successful. One cost effective manner of doing so is through sports events. As stated by Herstein & Berger (2013), city planners who implement such strategy should ensure the presence of three conditions:

- First, these events must generate significant economic activity on their own, including urban redevelopment.
- Second, the event must reflect and project, especially in de-industrializing cities, a widely prescribed turn to the service sector of the economy.
- Third, the event must function as a locus of community effort and identity which, among other formulations, reproduces the concept of a spatially constructed unity.

Oshimi & Harada (2016) developed a study to analyse the (1) the structure of the host city image, including sports image and (2) verify the antecedents and consequences of city image by including image fit. The conclusions obtained reflected that hosting a sporting event develops positive feedback from the spectators and could help develop the city image and also create positive associations and WOM towards the city.

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Lisbon is an historical city, the second oldest capital in Europe (after Athens), the capital and the biggest city in Portugal. It is one of the few European capitals with both a river and coastline. These reasons have contributed to the positioning of Lisbon as a city with history, tradition, but also with the excitement of a modern, cosmopolitan city. (World Travel Guide)

With a warm Mediterranean climate, Lisbon is characterized by short winters and long hot summer seasons. According to Climate Data (2018) the average temperature in Portugal is 16.8°C, Portugal has 82 days per year with precipitation and that the average annual hours of sunshine are of 2781 hours.

In fact, it is correct to admit that **weather** as a decisive role regarding the consumer's decision to attend a sport event. (Hansen & Gauthier, 1989) and (Noll, 1974) as stated by Roche *et al.* (2013) Also, one can admit that weather is more important to sport tourists than to non-sport tourists. (Chen & Funk, 2010) As stated by Roche *et al.* (2013) due to the fact that many events are held outdoors.

Roche *et al.* (2013) suggest that another important factor is the **financial expenditure** that consumers can support, financial costs to attend a sporting event can include a variety of purchases including travel, accommodation, even ticket price, food, incidentals, and/or parking.

Lisbon has been changing the way it markets itself and consequently the way inhabitants and visitors perceive the city. Hosting a mega event only creates on more opportunity to continue this process.

2.4.4 Stakeholders Map

As stated by Post, Preston & Sachs (2002): stakeholders are the group of people involved in the event that adds value to the event. Sport events, have various stakeholders involved, to define each dimension of responsibility, design their profile, expectations and gains, a stakeholders map should be drawn.

Under these circumstances, to organize a successful event, the Organizing Committee has to take in account the following stakeholders, as stated by Conceição (2015):

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Market (or Primary) Stakeholders – those that involve economic transactions;

- Government Regulatory Agencies, Legislative Bodies and tax-collecting agencies;
- Event Promoters and Managers;
- Stadium Arenas and Facilities owners and operators;
- Event Management – consultancy of professional services;
- Marketing Professionals;
- Media, Video, Audio and Technology Solutions;
- Cleaning and Waste Management;
- Travel, Accommodation and Tourism;
- Transport and Logistics;
- Other Product and services :
 - Professional Tents, Audit Services, Electrical and Lighting, Mailing Services, Market Research, among others.

Non- Market (or Secondary) Stakeholders – those that even if not directly engaged with the event are somehow affected by the event.

- Media Representatives – from TV's, newspapers, magazines and internet;
- Communities and General Public
- Activists Groups;
- Business Support Groups and Professional Associations;
- Competitors.

2.4.5 Damage Control Actions

While aspects such as accommodation, sport facilities, media centres and others are crucial to the success of the event, one point that makes a difference is the readiness of a city to deal with unexpected events during the event. So it is fundamental that the host and/or bidding city outline a damage control plan - are the hospitals ready to receive 40.000 people with food poisoning? How about an earthquake? How is the city going to guarantee the safety of all the people involved in the event in case something unplanned happens?

A study made by Emery P. (2010) outlines some incidents in sport events that have occurred and suggest a strategy to deal and react if something similar happens, as it is

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possible to see in Figure 4. The elaboration of a firefighting plan having in mind some of these aspects among others, may represent the success of the event dealing with such situations.

FIGURE 4 - HISTORIC OF INCIDENTS IN SPORT EVENTS

Incident	Examples	Country	Sport
Ticketing problems	• 2006 FIFA World Cup (e.g. process, security, and sponsor issues)	Germany	• Football
	• 2006/7 Ashes series (e.g. website crashes, 2 h phone waits, and scalping issues)	Australia	• Cricket
	• 2008 Beijing Olympics (e.g. false website, official website crashes, and lack of overseas allocations despite many empty seats)	China	• Multi-sport
	• 2009 World Cup Qualifier (e.g. ticketless fans stampeded stadium that left 22 dead and 130 injured; 3rd incident in last 9 months in Africa)	Ivory Coast	• Football
Crowd problems	• 2007 Firecracker explodes and removes three fingers of a steward	Israel	• Basketball
	• 2007, 2008 and 2009 Australian Tennis Open ethnic brawls	Australia	• Tennis
	• 2007 Police death at national football league match	Italy	• Football
	• 2008 Racism/pitch invasion/Mexican wave incidents and complaints at international and domestic cricket matches	Australia	• Cricket
	• 2008 Olympic torch relay political protests	France/UK/USA	• Multi-sport
	• 2008 Melbourne Cup drunken violence and public transport problems (e.g. very long queues)	Australia	• Horse racing
Legal problems	• 2009 European Cup game postponed as team flees for own safety	Turkey	• Basketball
	• 2003 Prosecution of an event organiser for criminal negligence due to a participant death	New Zealand	• Cycling
	• 2007 Drag racing driver prosecuted over 6 spectator deaths	USA	• Motor sport
	• 2008 rescheduling of ATP Hamburg tennis tournament	Germany	• Tennis
	• 2008 Dispute over the nature of Digicel sponsor rights of \$20 million Stanford Twenty20 cricket event (BBC, 2008)	West Indies	• Cricket
Financial problems	• 2009 Legal dispute causes America's Cup to be postponed	Spain	• Sailing
	• 2005 Professional cycling tour debts	Malaysia	• Cycling
	• 2008 UK grossly underestimated London 2012 Olympic costs (Hammond, 2007)	UK	• Multi-sport
	• 2008 Australian F1 \$40 million loss (Ferguson, 2008)	Australia	• Motor racing
Weather related problems	• 2009 Tour of Germany cancelled due to a lack of interested sponsors	Germany	• Cycling
	• 2006 Sydney–Hobart yacht race crew rescued by soldiers	Australia	• Sailing
	• 2007 Australian Tennis Open heat related incidents	Australia	• Tennis
	• 2008 Cancellation of English Royal International Air Tattoo and NatWest Twenty20 cricket match due to heavy rainfall	UK	• Aerosport and cricket
Other	• 2005 FINA Aquatics World Championship cancellation of the organising committee contract due to five interacting factors (Parent & Séguin, 2007)	Canada	• Swimming
	• 2006 Commonwealth Games defection of 14 Sierra Leone asylum seeking athletes	Australia	• Multi-sport
	• 2008 ICC World Cup officiating problems, empty seats and the death of a team coach	West Indies	• Cricket
	• 2009 Cancellation of test match due to poor pitch conditions	Antigua	• Cricket
	• 2009 Team and official shootings on the way to a national cricket match	Pakistan	• Cricket

Source: Emery (2010)

As stated by Emery P. (2010) the problem is not only the occurrence of problems, but also the incidence, periodicity and cross border impact. The most common incidents are crowd problems, being a problem that is not only reflected in many countries, but in many sports, as well.

2.4.6 Analysis and Evaluation of the event

After the realization of the event, a reflection about the event should be conducted, especially to evaluate the outcomes of the event on a short term basis. As Conceição (2015) stated, an analysis about the six key performance categories that deliver the experience should be made:

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- Event day experience: atmosphere, DJ, speaker, entertainment, video quality, lightning, sound
- Game quality: both teams, coaches, players, referrers
- Venue experience: accessibilities, parking, fan safety, stewarding, home and away fans behaviour in case of a sports event, cleanliness, disabled facilities, catering
- Ticketing process: easy to buy, easy to choose the ticket, easy to find ticket info and price
- Customer Service: overall attitude of representatives of different main service areas of the promoter
- Merchandising / products and services: event content such as core entertainment and related products and services

2.4.7 Good Case Practices

A study about Good Case Practices was conducted by United Nations Department of Economic and Social Affairs (2012) to understand what makes a mega sport event a successful one for all of their stakeholders. Such examples are: Shanghai 2010 - Expo, Aichi 2005 – Expo and Beijing 2008 – Olympic Games. Here are the main good practices by city:

Shanghai 2010: “There are many reasons for the success of Shanghai (...). These can be briefly summarized in the ability of the organizers to create as much synergy as possible between very different public institutions, which were often open - as in the case of the Shanghai Library - to undertake innovative activities in addition to their current ones. The strong planning and coordination system in China was certainly a strong asset in establishing a synergy and opening communication channels between different organizations.”

Aichi 2005: “By referring consistently to its environmental theme in the design and in the operations of the Expo, Aichi 2005 was able to greatly increase the impact of its message. Significant efforts were made to make citizens active drivers and supporters of new environmental behaviour and policy implementation. This was achieved by engaging society within the site and beyond through specific programmes and educational campaigns.”

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Beijing 2008: “Beijing 2008 shows how a mega-event can have a significant impact on urban infrastructure and liveability provided that it is properly integrated in an already existing programme of infrastructure, technology and policy roadmap development.”

Finally, United Nations Department of Economic and Social Affairs (2012) summarized the main 6 best practices:

Best practice 1: Develop clear goals and objectives for your city based on its overall resources and identity.

Best practice 2: Choose the right event

Best practice 3: Ensure local consensus

Best practice 4: Integrate the event into the long-term urban development strategy

Best practice 5: Engage all the key stakeholders

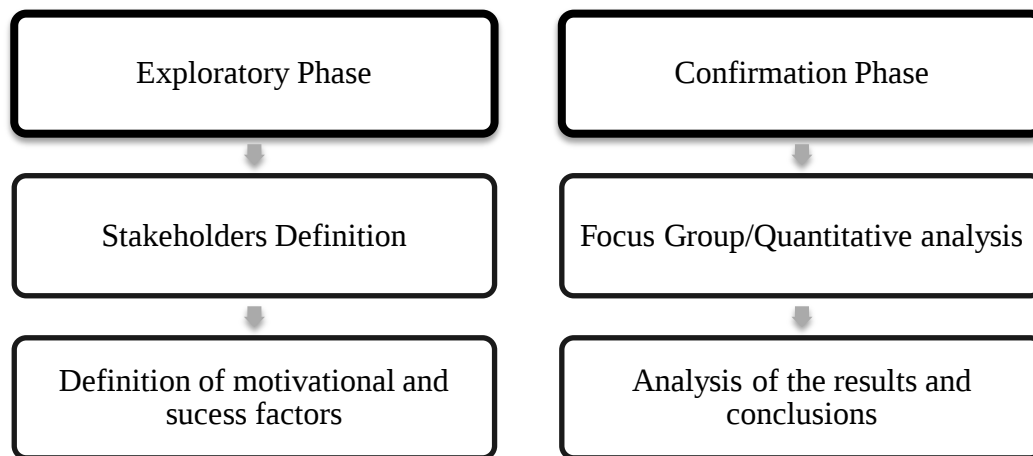
Best practice 6: Establish an open and inclusive organization

3. Methodology

After the literature review, it was possible to conclude that exist many conditions to be satisfied when organizing mega sport events. Also, there are several key groups that are involved. But what are the key factors to ensure to each group?

This research uses a methodology composed by two stages, as characterized in Figure 5:

FIGURE 5 - METHODOLOGY ADOPTED



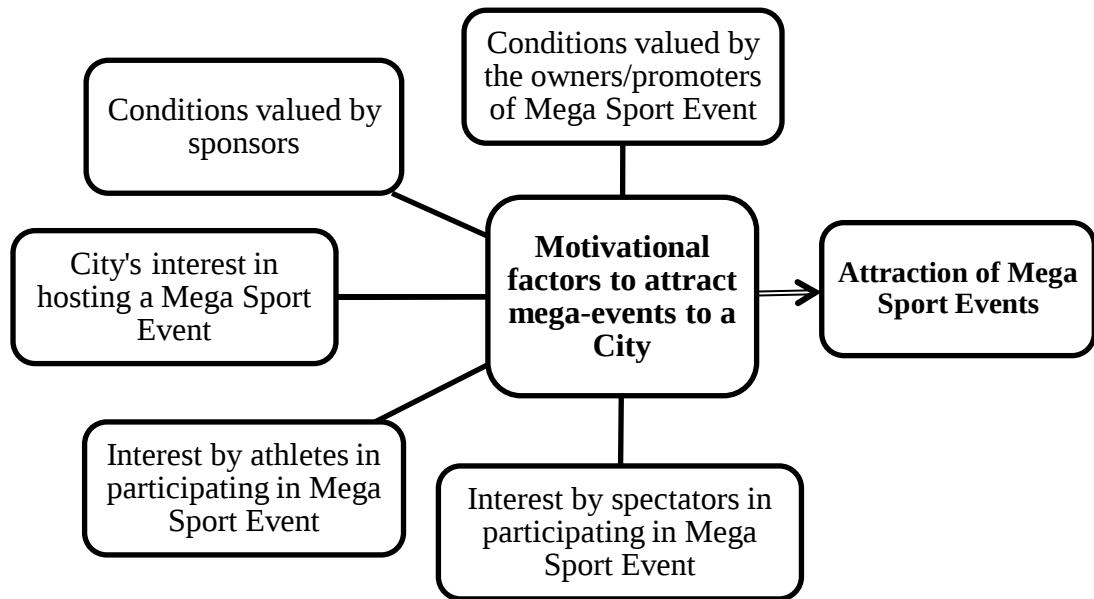
In the first stage – Exploratory Phase, were identified the main stakeholders involved in events of this kind, specially organizers/promoters, sponsors and public entities and also the main motivational and success factors to attract the stakeholders and ensure a successful event. These were the targets of this study.

In the second stage – Confirmation Phase was made a theoretical context of the subject, and a selection of literature that supports the problem to be answered through this study. In this phase, a vast meeting group was conducted, with 22 participants from potential sport event's organizers, sponsors and major official entities. These participants represent the majority of the potential stakeholders involved in such events.

In this research, were approached the main dimensions that make Mega Sport Events attractive for five different groups: a possible hosting city, the owners or promoters of the event, athletes who participate, spectators and sponsors (Figure 6):

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FIGURE 6 - THEORETICAL MODEL SCHEME



As the theoretical model illustrated above in Figure 6, the five research questions would answer to main question: What makes mega-events attractive? The research questions were supported by authors from the literature review – see Appendix 1.

Given that a qualitative approach was taken, where some stakeholders intervene, it is important to state that the following research questions are in frame with the context of the involved stakeholders (Sport Event Organizer, Sponsors, Official Entities involved in Mega Sport Events)

In this context, regarding the factors that contribute to the interest of cities in host a mega event, the following Research Questions can be developed:

RQ1: Is hosting a Mega Sport Event attractive to cities?

This investigation question was divided in five sub-questions drawn from the literature review:

- RQ 1.1: Hosting a Mega Sport Event presents an opportunity for the city to **rebrand itself**.

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- RQ 1.2: Hosting a Mega Sport Event presents an opportunity for an **increase in employment**.
- RQ 1.3: Hosting of a Mega Sport Event presents an opportunity of **improving its infrastructures**.
- RQ 1.4: Hosting of a Mega Sport Event presents an opportunity for **an increase in tourism**.
- RQ 1.5: Hosting of a Mega Sport Event presents an opportunity **for know-how gaining** in hosting mega-events.

RQ2: Which conditions and specificities can attract event owners/promoters to host a sports event?

This investigation question was divided in eleven sub-questions drawn from the literature review:

- RQ 2.1: **Sport facilities** are important conditions to host a Mega Sport Event.
- RQ 2.2: **Good telecommunications/technology** are important conditions to host a Mega Sport Event.
- RQ 2.3: **Media facilities** are important conditions to host a Mega Sport Event
- RQ 2.4: **Weather conditions** are important conditions to host a Mega Sport Event.
- RQ 2.5: **Accommodation** conditions are important to host a Mega Sport Event.
- RQ 2.6: **Transportation** conditions are important to host a Mega Sport Event.
- RQ 2.7: **Volunteers** are an important condition to host a Mega Sport Event.
- RQ 2.8: **Past experiences** are important conditions to host a Mega Sport Event.
- RQ 2.9: The existence of an **Organizing Committee** is an important condition to host a Mega Sport Event.
- RQ 2.10: The **Commitment Reputation** of the host country is an important condition to host a Mega Sport Event.

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- RQ 2.11: An important condition to host a Mega Sport Event is the **Authorities Written Compromise**.

RQ3: Why are athletes attracted to Mega Sport Events?

This investigation question was divided in four sub-questions drawn from the literature review:

- RQ 3.1: Athletes have interest in participating in a Mega Sport Event due to the **sport itself**.
- RQ 3.2: Athletes have interest in participating a Mega Sport Event due to the **augmented product – spectacle**.
- RQ 3.3: Athletes have interest in participating a Mega Sport Event since it is an **opportunity to visit a new city**.
- RQ 3.4: Athletes have interest in participating a Mega Sport Event to be part of the **group of people that attend the event**.

RQ4: Which factors can attract spectators to Mega Sport Events?

This investigation question was divided in five sub-questions drawn from the literature review:

- RQ 4.1: Spectators have interest in assist a Mega Sport Event due to the **sport itself**.
- RQ 4.2: Spectators have interest in assist a Mega Sport Event due to the **augmented product – spectacle**.
- RQ 4.3: Spectators have interest in assist a Mega Sport Event **to support athletes** (as friend, family member or fans).
- RQ 4.4: Spectators have interest in assist a Mega Sport Event since it is an **opportunity to visit a new city**.
- RQ 4.5: Spectators have interest in assist a Mega Sport Event to be part of the **group of people that attend the event**.

RQ5: Which factors attract brands to sponsor Mega Sport Events?

This investigation question was divided in three sub-questions drawn from the literature review:

- RQ 5.1: Sponsors are attracted to Mega Sport Events since it's an opportunity to better its **brand awareness**.
- RQ 5.2: Sponsors are attracted to Mega Sport Events since it's an opportunity to increase its **clients**.
- RQ 5.3: Sponsors are attracted to Mega Sport Events since it's an opportunity to increase to take its brand to new destinations.

3.1 Research Approach

When choosing which methods are most suitable for this study, one have to evaluate which one will provide better insights about the subject.

Since the topic being studied is a specific case on how the city of Lisbon can attract and fulfil the expectations of specific groups of stakeholders, it makes sense to adopt a qualitative approach, specifically an exploratory as the research theme is so focused and particular on a specific subject.

In this scenario, it did not make sense to adopt a quantitative approach as the subject is so specific about the city and the key stakeholders that represent the groups in question.

As Marrelli, 2008 described, some advantages of running a focus group is the opportunity to have an in-depth quantitative data approach on the groups opinions, feedback, experience and attitudes towards the subject being studied. Also, a focus group enables creativity to provide new ideas, perspectives, insights and qualitative informations from trustworthy sources in a short period of time. The outputs taken from this type of method can be used for further quantitative investigation.

The focus group framework had the following elements:

- Guideline of questions to guide the conversation and explore the 5 blocks in study. The research questions to be test in the empirical study and the literature that supports them are all described in Appendix 1..
- Presentation about the project and with materials supporting the questions (e.g : images of situations and the audience reaction)
- Set of quantitative questions made after each main set of questions.

4. Data Collection

The Focus Group was realized on the 15th of March of 2017, at 2.30pm, at INDEG-ISCTE and were present 22 people from three main groups:

- Sport Events Organizers
- Public Entities
- Sponsors

In specific:

TABLE 2 - FOCUS GROUP PARTICIPANTS -

Sport Event Organizers	HMS	HMS Representative
Sport Event Organizers	Aporvela	Aporvela Representative
Sport Event Organizers	Podium	Podium Representative 1
		Podium Representative 2
Sport Event Organizers	Lisboa Triathlon	Lisboa Triathlon Representative
Public Entities	Turismo de Lisboa	Turismo de Lisboa Representative
Public Entities	Proteção Civil	Proteção Civil Representative
Public Entities	Regimento Sapadores Bombeiros	R.B.S. Representative
Public Entities	PSP	PSP Representative 1
		PSP Representative 2
Public Entities	PM	PM Representative
Sponsors	Santander	Santander Representative
Sponsors	adidas	adidas Representative 1
		adidas Representative 2
Sponsors	SIC	SIC Representative
Sponsors	RTP	RTP Representative
Sponsors	Unicer	Unicer Representative
Sponsors	CTT	CTT Representative
Sponsors	Caixa Geral de Depósitos	CGD Representative
Sponsors	NOS	NOS Representative

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Sponsors	EDP	EDP Representative
Sponsors	Novo Banco	Novo Banco Representative

The focus group lasted for 2 hours and had audio and video recording.

Firstly the participants were contextualized and presented to the topic, to start the discussion and as an ice-breaker; an overview of Lisbon was made with the participants, describing the city, its qualities and characteristics. The focus group itself, provided a tool to better understand the importance of the different factors, at the end of each block, a survey was conducted where the participants evaluated from 1 to 10 the importance of each factor and an auto evaluation of Lisbon to that factor.

5. Data Analysis

To provide the insights about the critical success factors and motivations of each group, the results will follow that structure.

Through these conclusions, the authors identified not only the motivations of each group to participate in mega sport events, but also which areas can be improved to make them more attractive for the key stakeholders.

5.1 Sports Events Organizer

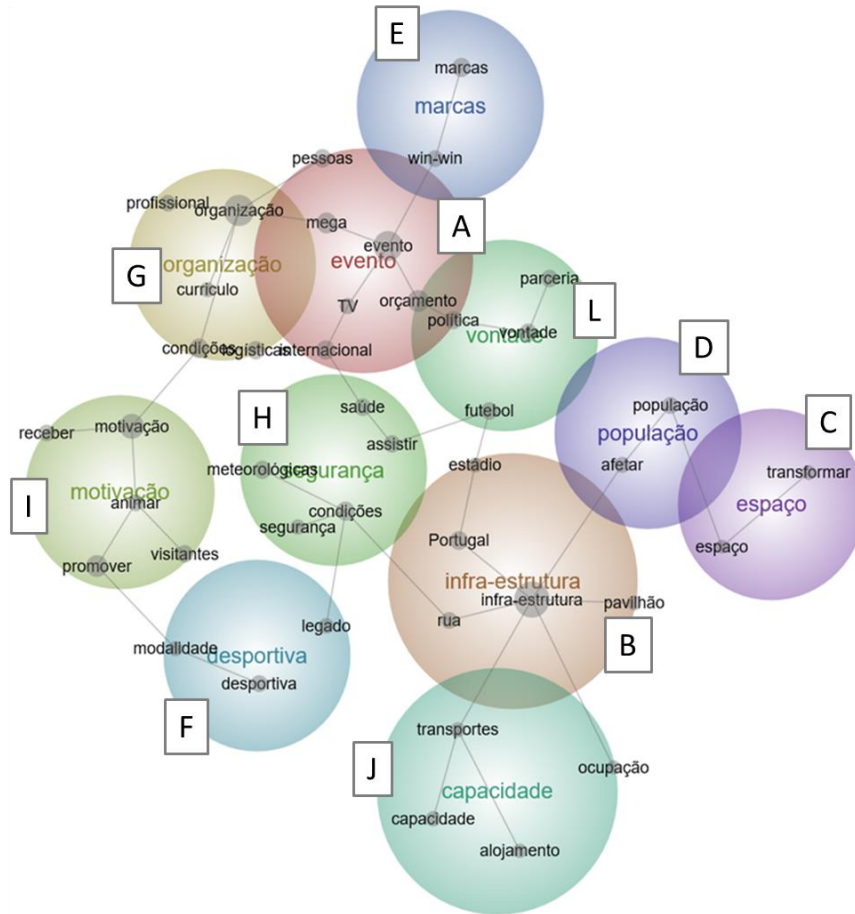
To better understand the main variables related with success factors for sport event's organizer, a content analysis was made, using the software Leximancer. Using this resource, a conceptual map was drawn, as it is illustrated in Figure 7. Seven main variables stood out as factors to motivate the sport event organizers and also the main questions directly connected with those motivations:

- Organization/ Event dimension – these are the two factors that can influence the involvement of this group. However, some questions were asked by sports events organizers: What are the requirements and what can they expect for the event? What is the size of the audience? How big is the reach of the event?
- Brands involved – sport event organizers are more willing to participate if the brands involved are attractive and representative
- Will / Motivation – is there a political will, supporting the event? This is a crucial factor for the involvement of sport event organizers.
- Safety – Is the hosting city/country, a safe one? Having the guarantee that the event will occur in a smooth way and will not be putting at risk anyone safety is a factor that sport event organizers contemplate when considering participating in such events.
- Population – is the population accepting of the event? It is very important that the communities are supporting the event and that their daily lives will not be impacted negatively.
- Space/ Infrastructure/Capacity – This is an important condition to ensure a successful attraction of sport event's organizers.

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- Sports – Which sport will be contemplated in the event? Different sports attract different audiences and have different magnitude of impact, effort and return involved.

FIGURE 7 - CONCEPTUAL MAP: ATTRIBUTES TO ATTRACT MEGA SPORT EVENT



In order to have a quantitative approach and even though it is not representative from a statistical point a view, the survey made with the focus groups participants about the conditions of Lisbon to host a mega sport event showed the following conclusions (Table 3):

Some of the most important factors to ensure a successful event are: weather conditions, past experiences and expertise, authorities' written support and financial/non-financial support from city hall. However, Lisbon does not score well in the above. Having very good standards on weather conditions and past experiences, Lisbon can improve in matters of political factors: written supports from the authorities and financial/non-financial grants from city halls.

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TABLE 3 - SPORTS EVENTS ORGANIZERS CITY ASSESSMENT

City attributes to attract a mega sport event	Average importance given to the attribute	Lisbon average score to the attribute
1. Sport Infrastructures	8,6	6,8
2. Telecommunications/technology	8,6	7,2
3. Media conference room	8,8	8,4
4. Weather conditionss	9,6	8,4
5. Hosting capacity to receive visitors	8,6	9
6. Public transportation facilities	7,6	6,2
7. Volunteers participation and availability	6,5	5,4
8. Past experience and expertise in hosting events	9,2	8,4
9. Existence of a local Organizing Committee with previous experience	8,2	7
10. Commitment and good results reputation from other events	8	7,8
11. Written support compromise from authorities	9,2	8
12. Financial/non-financial grants from city halls	9	7,2

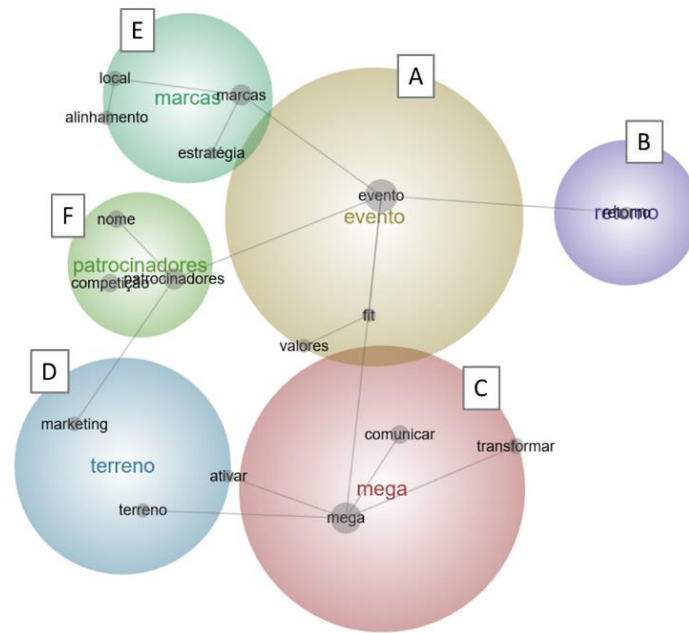
5.2 Sponsors

The same process was conducted to understand the key variables that attract sponsors to mega sport events. Results indicate the relevance of three main variables and some key issues related with this dimension – Figure 8:

- Event/Dimension and reach – The dimension of the event is crucial to the participation of sponsors. Not only has the event to be aligned with the brand strategy, values and goals, but also does it have the magnitude to compensate the investment.
- Sponsors – Which other sponsors are already booked? Or do brands choose to be the only sponsor of that category.
- Brands itself – Once again, the brands that are already present and representing the event, are they aligned and do they want to be sharing the same space/event/audience.

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FIGURE 8 - - CONCEPTUAL MAP: MOTIVATIONS TO ATTRACT SPONSORS TO MEGA SPORT EVENTS



From the survey made after this respective block – Table 4, it is possible to conclude that the most important motivations for the involvement of sponsors in mega sport events is the opportunity to foster/reinforce positive brand associations and the desire to attract more consumers. However, Lisbon can improve in being a city that provides this space to sponsors, especially in attracting more consumers to the brands. Possible because the brand is already known and implemented in the Lisbon marketplace.

TABLE 4 - SPONSORS ASSESSMENT ON MEGA EVENTS OPPORTUNITIES

Importance given to each motivation to attract sponsors to mega sport events	Average importance given to the attribute	Lisbon average score to the attribute
Increase brand awareness.	7,8	7,5
Attract more consumers	8,2	7
Foster/Reinforce positive brand associations	9	8,2
Brand Internacionalization	4,2	4,3

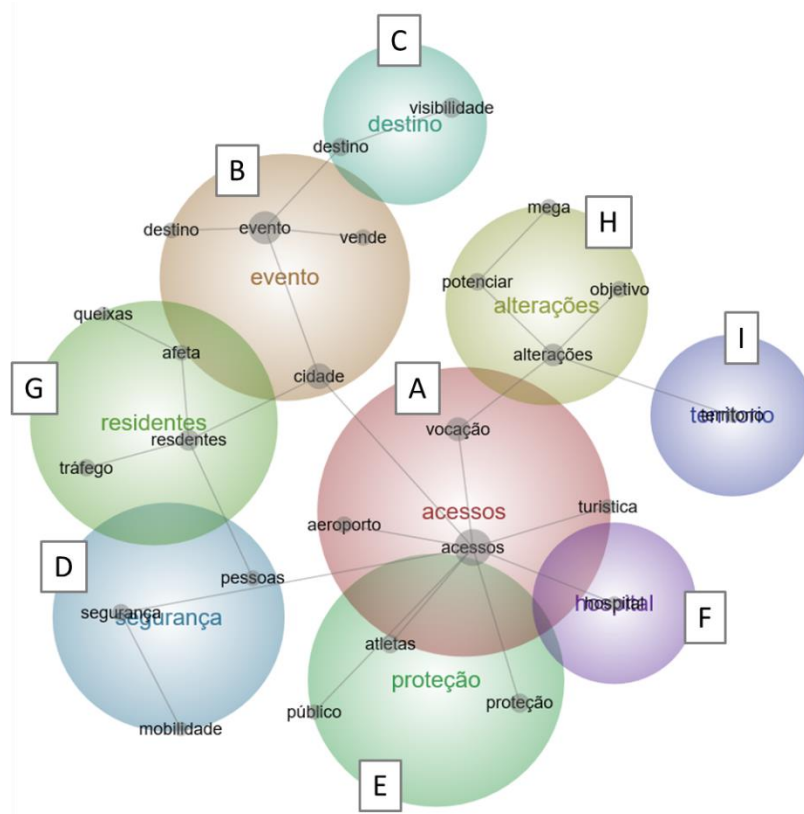
5.3 Official Entities

Regarding the conditions valued by Official Entities, it is possible to conclude. Table 5 – which are the most valued conditions:

- Event – Which type of event is being hosted? This is an event that has to bring added value to the city. Not only the dimensions of the event and logistics associated, but the impact of the event is a crucial factor to attract official entities to be part of it, representing an opportunity to increase the city's brand awareness, but even presents an opportunity to rebrand the city.
- Safety – This factor is important not only due to the general safety environment of the country and city, but also the safety measures that the event itself will have. The support that will be given by the authorities the assurance that the people involved will not be in danger.
- Local communities – One of the main concerns of the Official Entities involved in the study is that local communities are engaged and support the event. Meaning that, their daily life will not be negatively impacted or constrained.
- Access – Following the previous conditions, accessibility is a condition that official entities value in an event. The event, should have in mind the accesses and transports infrastructures but also ensure that the accessibility of the event is practical, effective and works hand in hand with the city daily life, not influencing it in a negative way

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FIGURE 9 - CONCEPTUAL MAP: CITY PERSPECTIVE



At the end of the block about the Official Entities motivations and constraints in participating in mega sports events, the same questions were made in a quantitative way. The conclusion is that mega events present mainly an opportunity to improve the city brand awareness and providing an increase in tourism, although these are factors that Lisbon already has a good performance in. On the other hand, Official Entities do not agree that mega sports events are important in providing new job opportunities or to gain know how in events hosting, being factors that Lisbon can develop and have a better performance. A factor that has potential to be developed is the opportunity to improve infrastructures, being a variable that Lisbon scores averagely.

TABLE 5- OFFICIAL ENTITIES PERSPECTIVE ON SPORTS EVENTS

Importance given to the outcomes of hosting a mega sport event	Average importance given to the attribute	Lisbon average score to the attribute
Improve city brand awareness	9,0	8,7
Offer job opportunities	6,5	7,0
Improve infrastructures	7,8	7,8
Increase in tourism, short and long term	8,2	8,2
Know how acquisition in events hosting	6,8	7,5

5.4 Athletes and Spectators

Regarding the athletes and spectators motivations to participate in mega sports events, it is possible to conclude (Table 6) that the major motivation for athletes to participate in mega sports events is the sport itself and less because of the socializing reasons, spectacle itself or the opportunity to visit another city. On other hand, Lisbon is not a provider of such reasons for athletes to participate, on the stakeholders perspective, the best that Lisbon has to offer is the fact of being an opportunity to showcase itself.

Spectators are more drawn to participate in mega sports events not only for the sport itself, but for the opportunity of seeing that special show while visiting a new destination. Once again, Lisbon proves to be a destination that people want to see, provides memorable events through the shows, but does not have events of specific sports to attract spectators.

TABLE 6 - SPECTATORS AND ATHLETES MOTIVATIONS TO PARTICIPATE IN MEGA SPORTS EVENTS

ATHLETES		
Why do athletes participate in mega sport events ¹ ?	Average importance given to the attribute	Lisbon average score to the attribute
For the sport itself	8,7	7,7
Because of the show	7,4	7,4
An opportunity to visit another city	7,9	8,4
Being part of the exclusive group of people that participated in the event	7,1	7,4
Socializing reasons	6,8	7,8
SPECTATORS		
What are the reasons that drive spectators to watch mega sport events?	Average importance given to the attribute	Lisbon average score to the attribute
For the sport itself	8,6	7,5
Because of the show	8,7	8,1
To support the athletes (as friends or fans)	6,9	6,8
An opportunity to visit another city	8,2	8,2
Being part of the exclusive group of people that participated in the event	6,5	6,6

¹ Non professional events where participation is dependent on the athletes will to do so.

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To conclude, Table 7 summarizes if the Research Questions were confirmed or not.

TABLE 7 - VALIDATION OF THE RESEARCH QUESTIONS

	Research Questions	Validation
RQ1	Is hosting a Mega Sport Event attractive to cities?	Confirmed
RQ1.1	Hosting a Mega Sport Event presents an opportunity for the city to rebrand itself.	Confirmed
RQ1.2	Hosting a Mega Sport Event presents an opportunity for an increase in employment.	Confirmed
RQ1.3	Hosting of a Mega Sport Event presents an opportunity of improving its infrastructures.	Confirmed
RQ1.4	Hosting of a Mega Sport Event presents an opportunity for an increase in tourism.	Confirmed
RQ1.5	Hosting of a Mega Sport Event presents an opportunity for know-how gaining in hosting mega-events.	Confirmed
RQ2	Which conditions and specificities can attract event owners/promoters to host a sports event?	Not applicable
RQ2.1	Sport facilities are important conditions to host a Mega Sport Event.	Confirmed
RQ2.2	Good telecommunications/technology are important conditions to host a Mega Sport Event.	Confirmed
RQ2.3	Media facilities are important conditions to host a Mega Sport Event	Confirmed
RQ2.4	Weather conditions are important conditions to host a Mega Sport Event.	Confirmed
RQ2.5	Accommodation conditions are important to host a Mega Sport Event.	Confirmed
RQ2.6	Transportation conditions are important to host a Mega Sport Event.	Confirmed
RQ2.7	Volunteers are an important condition to host a Mega Sport Event.	Not Confirmed
RQ2.8	Past experiences are important conditions to host a Mega Sport Event.	Confirmed
RQ2.9	The existence of an Organizing Committee is an important condition to host a Mega Sport Event.	Confirmed
RQ2.10	The Commitment Reputation of the host country is an important condition to host a Mega Sport Event.	Confirmed
RQ2.11	An important condition to host a Mega Sport Event is the Authorities Written Compromise.	Confirmed
RQ3	Why are athletes attracted to Mega Sport Events?	Not applicable
RQ3.1	Athletes have interest in participating in a Mega Sport Event due to the sport itself.	Confirmed
RQ3.2	Athletes have interest in participating a Mega Sport Event due to the augmented product – spectacle.	Not confirmed
RQ3.3	Athletes have interest in participating a Mega Sport Event since it is an opportunity to visit a new city.	Not confirmed
RQ3.4	Athletes have interest in participating a Mega Sport Event to be part of the group of people that attend the event.	Not confirmed
RQ4	Which factors can attract spectators to Mega Sport Events?	Not applicable

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RQ4.1	Spectators have interest in assist a Mega Sport Event due to the sport itself.	Not confirmed
RQ4.2	Spectators have interest in assist a Mega Sport Event due to the augmented product – spectacle.	Not confirmed
RQ4.3	Spectators have interest in assist a Mega Sport Event to support athletes (as friend, family member or fans).	Not confirmed
RQ4.4	Spectators have interest in assist a Mega Sport Event since it is an opportunity to visit a new city.	Not confirmed
RQ4.5	Spectators have interest in assist a Mega Sport Event to be part of the group of people that attend the event.	Not confirmed
RQ5	Which factors attract brands to sponsor Mega Sport Events?	Not applicable
RQ5.1	Sponsors are attracted to Mega Sport Events since it's an opportunity to better its brand awareness.	Confirmed
RQ5.2	Sponsors are attracted to Mega Sport Events since it's an opportunity to increase its clients.	Not confirmed
RQ5.3	Sponsors are attracted to Mega Sport Events since it's an opportunity to increase to take its brand to new destinations.	Not confirmed

6. Conclusions

There are a set of conclusions that are possible to retrieve from the study made and methodology used. Through the focus group made, is it possible to conclude the following:

- The main stakeholders (sports organizers, sponsors and public entities) agree on the importance of mega-sport events to Lisbon, not only due to the immediate economic impact and medium/long term impact on tourism, but also on the leverage of sports practice among younger audiences.

- There are some concerns, not only from the sports events organizers but also official entities, on the excess of sport events, specifically running activities, at public spaces, that may damage the daily life of locals but that may compromise the feedback on future events.

- Lisbon has good conditions to attract mega sport events, specially running ones, due to different reasons, among them easiness of accesses – an airport inside the city – sports infrastructures (football stadiums and outdoor facilities), however there are some gaps in some sports necessities such as pavilions or tennis fields.

- Some other features contribute on making Lisbon a city that is ready and capable to host mega sport events: accommodation facilities, being a trendy and fashionable city in terms of tourism that has light, gastronomy culture, city beaches, night life and the mix of history and traditional neighbourhoods with new and modern areas such as Parque das Nações.

- To host a mega sport event, a very high investment is needed, which means that there is a need of involving sponsors that are able to invest millions of euros. This is reflected as a weakness in our marketplace since there are not many Portuguese companies with international exposure ambitions that may enjoy such opportunities to market themselves. Traditionally, the Portuguese sponsors come from the telecommunications, banking and beverages sectors and aim to capitalize the investment made with clients from the country.

- The Portuguese sport events organizers have experience in mega sport events, some of them are Euro 2004, Lisboa – Dakar or Volvo Ocean Race.

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- Having the mentioned factors in mind, it is possible to conclude that to attract mega sport events to Lisbon there has to be firstly, a political will to do it, in order to convey public and private investment and align the framework when successfully applying and showing interest with the international organizations owners of such sports events.

- From the public interest perspective, the most interesting events are the ones that are hosted in spaces where people can enjoy the city, aside from the immediate impact, organic content shared on social media promotes the city for a very large community, whether they are tourists or athletes.

7. Limitations and Future Research

Attraction of mega sport events is a very wide subject where many stakeholders are involved. The satisfaction of the motivations of the main stakeholders is the result of the successful attraction of Mega Sport Events to a city. Even though this study approached the most important group of stakeholders and tried to provide evidence of the motivations of each group, due to the methodology used, the focus group realized focused more on the three main stakeholders: Organizers/Promoters, Sponsors and Official Entities representing the City.

On the other hand, the focus group had twenty-two participants, which is positive in the way that these stakeholders are interested in the topic and in contributing to the discussion, providing accurate insights. However, since there were so many people in the room, it might have been a limitation to some people to intervene and give more inputs about the subject, providing other perspectives.

Future research can deepen the study about the motivations of Spectators and Athletes' to participate in Mega Sport Events. To do so, another methodology tool can be adopted. If with some groups of stakeholders as Organizers, Sponsors and Official Entities, a qualitative approach provides more insights, on the other hand with spectators and athletes that have a bigger sample, a quantitative approach could provide more assertive and accurate recommendations about these groups.

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Appendixes

APPENDIX 1 - RESEARCH QUESTIONS TO TEST IN THE STUDY

	Research Question	Author	Question
RQ1	Is hosting a Mega Sport Event attractive to cities?		Do you think that hosting a Mega Sport Event is attractive to cities?
RQ1.1	Hosting of a Mega Sport Event presents an opportunity to the city rebrand itself .	(Westerbeek, Turner, & Ingerson, 2002) (Herstein & Berger, 2013) (Oshimi & Harada, 2016)	Do you think that a Mega Sport Event is an opportunity to a city to change its image?
RQ1.2	Hosting of a Mega Sport Event presents an opportunity for an increase in employment .	(Roche, Spake, & Joseph, 2013)	Do you think that a Mega Sport Event is an opportunity to increase employment? On a short term? Long term?
RQ1.3	Hosting of a Mega Sport Event presents an opportunity of improving its infrastructures .	Self-drawn hypothesis	Do you think that a Mega Sport Event is an opportunity to improve its infrastructures?
RQ1.4	Hosting of a Mega Sport Event presents an opportunity for an increase in tourism .	(Roche, Spake, & Joseph, 2013) (Bjelac & Radovanovic, 2003)	Do you think that a Mega Sport Event is an opportunity to increase tourism? On a short term? Long term
RQ1.5	Hosting of a Mega Sport Event presents an opportunity for know-how gaining in hosting mega-events.	(Karadakis, Kaplanidou, & Karlis, 2010) (Borchers, Trusen, & Sivuyile, 2011)	Do you think that a Mega Sport Event is an opportunity to gain know how in hosting mega-events?
RQ2	Are event owners/promoters attracted to events with specific conditions?		Do you think that event owners/promoters are attracted to events with specific conditions?
RQ2.1	Sports facilities are an important condition to host a Mega Sport Event.	(Richmond Sport Hosting, 2010) (Solberg & Preuss, 2007) (Bovy, 2014)	Are sports facilities a condition to implement a mega sport event, by event owners/promoters?
RQ2.2	Good telecommunications/technology infrastructures	(Bovy, 2014)	Are sports telecommunications/technology a condition to implement a mega

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	are important conditions to host a Mega Sport Event.		sport event, by event owners/promoters?
RQ2.3	Media facilities are important conditions to host a Mega Sport Event.	Self-drawn hypothesis	Are media facilities a condition to implement a mega sport event, by event owners/promoters?
RQ2.4	Weather conditions are important conditions to host a Mega Sport Event.	(Roche, Spake, & Joseph, 2013) (Hansen & Gauthier, 1989) (Noll, 1974) (Chen & Funk, 2010)	Is weather a condition to implement a mega sport event, by event owners/promoters?
RQ2.5	Accommodation conditions are important to host a Mega Sport Event.	(Roche, Spake, & Joseph, 2013) (Bovy, 2014)	Is accommodation a condition to implement a mega sport event, by event owners/promoters?
RQ2.6	Transportation conditions are important to host a Mega Sport Event.	(Roche, Spake, & Joseph, 2013) (Bovy, 2014)	Are transports conditions a priority to implement a mega sport event, by event owners/promoters?
RQ2.7	Volunteers are an important asset to host a Mega Sport Event.	(Karadakis, Kaplanidou, & Karlis, 2010) (Clark & Misener, 2015)	Are volunteers a priority to implement a mega sport event, by event owners/promoters?
RQ2.8	Past experiences are important conditions to host a Mega Sport Event.	(Karadakis, Kaplanidou, & Karlis, 2010)	Are past experiences important to implement a mega sport event, by event owners/promoters?
RQ2.9	An important condition to host a Mega Sport Event is the existence of an Organizing Committee	(Parent, 2015)	Is it important to have an organizing committee to implement a mega sport event, by event owners/promoters?
RQ2.10	An important condition to host a Mega Sport Event is the Commitment Reputation of the host country	Self-drawn hypothesis	Is it important that the host country has a commitment reputation to implement a mega sport event, by event owners/promoters?
RQ2.11	An important condition to host a Mega Sport Event is the Authorities Written Compromise	Self-drawn hypothesis	Is it important that the Authorities present a Written Compromise to implement a mega sport event, by event owners/promoters?
RQ3	Are athletes attracted to Mega Sport Events?		Do you think that athletes have interest in participating in Mega Sport Events?
RQ3.1	Athletes have interest in participating a Mega Sport Event due to the	(Mykletun & Rumba, 2014)	Do you think that athletes have interest in participating in Mega Sport Events due to the sport itself?

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	sport itself.		
RQ3.2	Athletes have interest in participating a Mega Sport Event due to the augmented product – spectacle.		Do you think that athletes have interest in participating in Mega Sport Events due augmented product – spectacle?
RQ3.3	Athletes have interest in participating a Mega Sport Event since it is an opportunity to visit a new city.	(Hallmann, Feiler, & Breu, 2012)	Do you think that athletes have interest in participating in Mega Sport Event since it's an opportunity to visit a new city?
RQ3.4	Athletes have interest in participating a Mega Sport Event to be part of the group of people that attend the event.		Do you think that athletes have interest in participating in Mega Sport Event to be part of the group of people that attend the event?
RQ4	Are spectators attracted to Mega Sport Events?		Do you think that spectators are attracted to Mega Sport Events?
RQ4.1	Spectators have interest in assist a Mega Sport Event due to the sport itself.	Self-drawn hypothesis	Do you think that spectators have interest in assist Mega Sport Events due to the sport itself?
RQ4.2	Spectators have interest in assist a Mega Sport Event due to the augmented product – spectacle.	(Bjelac & Radovanovic, 2003) (Roberts, 2004) (United Nations Department of Economic and Social Affairs, 2012)	Do you think that spectators have interest in assist Mega Sport Events due to the spectacle?
RQ4.3	Spectators have interest in assist a Mega Sport Event to support athletes (as a friend or family member).	Self-drawn hypothesis	Do you think that spectators have interest in assist Mega Sport Events to support athletes (as a friend, family member or fan)?
RQ4.4	Spectators have interest in assist a Mega Sport Event since it is an opportunity to visit a new city.	(Bjelac & Radovanovic, 2003)	Do you think that spectators have interest in assist Mega Sport Events since it's an opportunity to visit a new city?
RQ4.5	Spectators have interest in assist a Mega Sport Event to be part of the group of people that attend the event?	Self-drawn hypothesis	Do you think that spectators have interest in assist Mega Sport Events to be part of the group of people that attended an historical event?
RQ5	Are sponsors attracted to Mega Sport Events?		Do you think that sponsors are attracted to Mega Sport Events?
RQ5.1	Sponsors are attracted to	Self-drawn	Do you think that sponsors are

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	Mega Sport Events since it's an opportunity to better its brand awareness .	hypothesis	attracted to Mega Sport Events since it's an opportunity to better its brand awareness?
RQ5.2	Sponsors are attracted to Mega Sport Events since it's an opportunity to increase its clients .	Self-drawn hypothesis	Do you think that sponsors are attracted to Mega Sport Events since it's an opportunity to increase its clients?
RQ5.3	Sponsors are attracted to Mega Sport Events since it's an opportunity to increase to take its brand to new destinations .	(Bruhn & Holzer, 2015) (Cornwell & Maignan, 1998)	Do you think that sponsors are attracted to Mega Sport Events since it's an opportunity to take its brand to new destinations?

APPENDIX 2 - FOCUS GROUP SCRIPT

Guião Focus Group – Atracção de Mega Eventos Desportivos

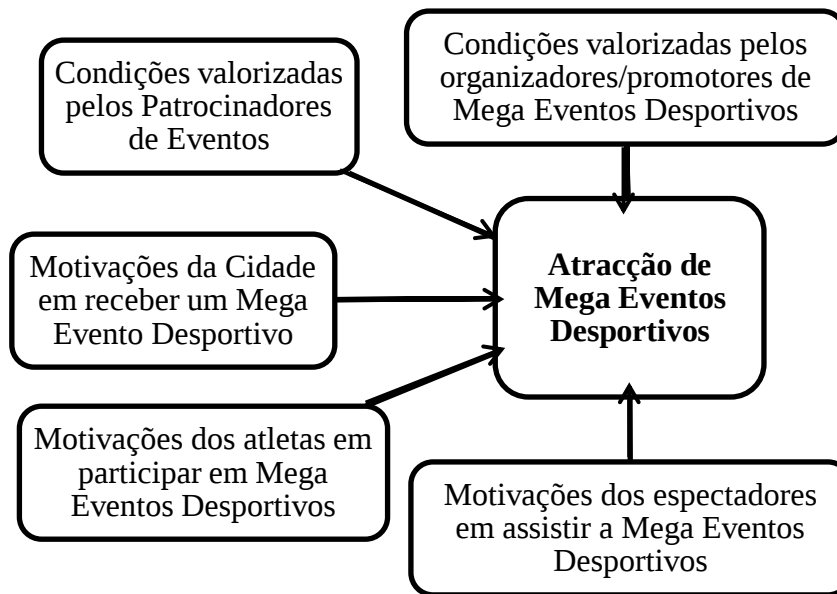


FIGURE 6 - ESQUEMA RESUMO SOBRE ATRACÇÃO DE MEGA EVENTOS DESPORTIVOS

Objectivo do Focus Group: Perceber quais as variáveis mais valorizadas por diferentes grupos de stakeholders ao definir os factores-chave para a atractividade de mega eventos desportivos.

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Perfil do Focus Group: 12-15 participantes (Organizadores de Eventos, Patrocinadores de Eventos, Pessoas de entidades oficiais que autorizam/apoiam Mega Eventos Desportivos)

Duração: 2 horas

Passo 1 - Preparação do espaço e dos materiais a utilizar na sessão.

Passo 2 - Realização *Focus Group*

Introdução

Identificação da equipa de investigadores; identificação dos objectivos do estudo; garantia da confidencialidade e consentimento informado;

Digam, por favor, o vosso nome, função e organização onde trabalham.

De acordo com diferentes estudos, foram identificadas cinco temáticas envolvidas na organização de mega eventos desportivos (organizadores/promotores do mega evento desportivo, patrocinadores de eventos, a cidade que recebe o evento, atletas participantes e espectadores). Assim, é pedida a vossa opinião relativamente a assuntos relacionados com estes temas.

Tempo Dedicado à Introdução: 10 min

Questões Introdutórias

1. Qual o maior impacto na cidade de um grande/mega evento?

Questões-chave

2. Valores Associados a Lisboa (15 min)

Temática	Perguntas	Metodologia
Valores Associados a Lisboa (15 min)	Que valores associa a estas imagens?	Apresentar imagens de: • Monumentos Lisboa • Paisagens Lisboa • Pessoas/Convívios • Maratonas Ponte • Final da Liga dos Campeões • Volvo Ocean Race

3. Organizadores/Promotores do Mega Evento Desportivo (20 min)

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Temática	Perguntas	Metodologia
3. Organizadores/ Promotores do Mega Evento Desportivo (20 min)	3.a) 1. Acredita que os promotores/organizadores de eventos são atraídos por condições específicas? Quais?	Pergunta aberta
	3.a) 2. Pelas instalações desportivas?	Conduzir a discussão para este tópico
	3.a) 3. Pelas condições de telecomunicações/tecnologia?	Conduzir a discussão para este tópico
	3.a) 4. Pelo espaço específico para os media?	Conduzir a discussão para este tópico
	3.a) 5. Pelas condições meteorológicas?	Conduzir a discussão para este tópico
	3.a) 6. Pela capacidade hoteleira para receber visitantes?	Conduzir a discussão para este tópico
	3.a) 7. Pela capacidade dos transportes públicos?	Conduzir a discussão para este tópico
	3.a) 8. Pela participação e disponibilidade dos voluntários?	Conduzir a discussão para este tópico
	3.a) 9. Pela experiência em organização de eventos?	Conduzir a discussão para este tópico
	3.a) 10. Pela existência de um comité organizador local, com experiência anterior?	Conduzir a discussão para este tópico
	3.a) 11. Pela reputação de compromisso e bons resultados de outros mega eventos?	Conduzir a discussão para este tópico
	3.a) 12. Pelo compromisso escrito por parte das autoridades?	Conduzir a discussão para este tópico
	3.a) 13. Pelos subsídios financeiros/não financeiros atribuídos pelos Governos das Cidades?	

4. Patrocinadores de Eventos (10 min)

Temática	Perguntas	Metodologia
4. Patrocinadores de Eventos (10 min)	4.a) 1. Acredita que os patrocinadores são atraídos a patrocinar Mega Eventos Desportivos, em Lisboa? Porque?	Pergunta aberta
	4.a) 2. Para aumentar o seu brand awareness?	Conduzir a discussão para este tópico
	4.a) 3. Para aumentar o seu número de clientes?	Conduzir a discussão para este tópico

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	4.a) 4. Para se internacionalizar?	Conduzir a discussão para este tópico
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5. Cidades (Poder Político) (10 min)

Temática	Perguntas	Metodologia
5. Cidade (Entidades Oficiais) (15 min)	5.a) 1. Acredita que receber um mega evento desportivo valoriza a cidade de Lisboa? De que formas?	Pergunta aberta
	5.a) 2. Por posicionar a sua marca?	Conduzir a discussão para este tópico
	5.a) 3. Por proporcionar oportunidades de emprego?	Conduzir a discussão para este tópico
	5.a) 4. Por melhorar as suas infra-estruturas?	Conduzir a discussão para este tópico
	5.a) 5. Por aumentar turismo a curto e longo prazo?	Conduzir a discussão para este tópico
	5.a) 6. Por ganhar Know-how em organização de eventos?	Conduzir a discussão para este tópico

Pausa para resposta ao questionário sobre bloco 3, 4 e 5.

Tempo de resposta para fichas: 10 min

3.b) Entregar a ficha abaixo e pedir, por favor, para responder às questões da ficha:

Temática	Qual é o grau de importância, dado a cada condição, para a atractividade de um mega evento desportivo?	Grau de Importância de 1 (nada importante) a 10 (muitíssimo importante)	Lisboa em termos de: 1 (nada desenvolvida) a 10 (muitíssimo desenvolvida)
3. Organizadores /Promotores do Mega Evento Desportivo	3.b) 1. Instalações desportivas		
	3.b) 2. Telecomunicações/tecnologia		
	3.b) 3. Espaço específico para os media		
	3.b) 4. Condições meteorológicas		
	3.b) 5. Capacidade hoteleira para receber visitantes		
	3.b) 6. Capacidade dos transportes públicos		

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	3.b) 7. Participação e disponibilidade dos voluntários		
	3.b) 8. Experiência em organização de eventos		
	3.b) 9. Existência de um comité organizador local, com experiência anterior		
	3.b) 10. Reputação de compromisso e bons resultados de outros mega eventos		
	3.b) 11. Compromisso escrito por parte das autoridades		
	3.a) 12. Pelos subsídios financeiros/não financeiros atribuídos pelos Governos das Cidades		

3.c) O que pode ser melhorado, em termos de condições, para atrair organizadores/promotores de mega eventos desportivos, para Lisboa?

4.b) Entregar ficha abaixo e pedir, por favor, para responder às questões da ficha:

Temática	Qual é o grau de importância, dado a cada razão, para patrocinar um mega evento desportivo?	Grau de Importância de 1 (nada importante) a 10 (muitíssimo importante)	Lisboa em termos de: 1 (nada adequada) a 10 (muitíssimo adequada)
4. Patrocinadores de Eventos	4.b) 1. Aumento do seu brand awareness.		
	4.b) 2. Aumento do seu número de clientes		
	4.b) 3. Desenvolvimento de associações de marca positivas		
	4.b) 3. A internacionalização da marca		

4.c) O que pode ser melhorado, em termos de condições, para atrair patrocinadores de mega eventos desportivos, para Lisboa?

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5.b) Entregar a ficha abaixo e pedir, por favor, para responder às questões da ficha:

Temática	Qual é o grau de importância, dado a cada condição ou motivação, para a recepção de um grande evento desportivo, em Lisboa?	Grau de Importância de 1 (nada importante) a 10 (muitíssimo importante)	Como avalia o interesse para a cidade de Lisboa em termos de: 1 (nada interessante) a 10 (muitíssimo interesse)
5. Cidade (poder político)	5.b) 1. Posicionamento da marca da Cidade		
	5.b) 2. Proporcionar oportunidades de emprego?		
	5.b) 3. Melhoria das infra-estruturas		
	5.b) 4. Aumento do turismo a curto e longo prazo		
	5.b) 5. Ganhar Know-how em organização de eventos		

5.c) O que podem ser também consideradas, como razões, para receber um mega evento desportivo, em Lisboa?

6. Atletas (10 min)

Temática	Perguntas	Metodologia
Atletas (10 min)	6.a) 1. Acredita que os atletas estão interessados em participar em mega eventos desportivos, em Lisboa? Porque motivos?	Pergunta aberta
	6.a) 2. Devido ao desporto em si?	Conduzir a discussão para este tópico
	6.a) 3. Devido ao espectáculo em si?	Conduzir a discussão para este tópico
	6.a) 4. Oportunidade de visitar uma nova cidade?	Conduzir a discussão para este tópico
	6.a) 5. Para fazer parte do grupo restrito de pessoas que participou nesse evento? (de uma perspectiva histórica)	Conduzir a discussão para este tópico

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Tempo de resposta para ficha: 5 min

6.b) Entregar ficha abaixo e pedir, por favor, para responder às questões da ficha:

Temática	Qual é o grau de importância, dado a cada razão, para participar num mega evento desportivo?	Grau de Importância de 1 (nada importante) a 10 (muitíssimo importante)	Como avalia o desempenho da cidade de Lisboa em termos de: 1 (nada adequada) a 10 (muitíssimo adequada)
Atletas	6.b) 1. Devido ao desporto em si		
	6.b) 2. Devido ao espectáculo em si		
	6.b) 3. Oportunidade de visitar uma nova cidade		
	6.b) 4. Para fazer parte do grupo restrito de pessoas que participou nesse evento (numa perspectiva histórica)		
	6. b) 5. Pela Socialização		

6.c) O que pode ser melhorado, em termos de condições, para atrair atletas para um mega evento desportivo, em Lisboa?

7. Espectadores (5 min)

Temática	Perguntas	Metodologia
Espectadores (5 min)	7.a) 1. Acredita que os espectadores são atraídos por Mega Eventos Desportivos, em Lisboa? Porque razões?	Pergunta aberta
	7.a) 2. Pelo desporto em si?	Conduzir a discussão para este tópico
	7.a) 3. Pelo espectáculo?	Conduzir a discussão para este tópico
	7.a) 4. Para apoiar os atletas? (como familiares, amigos ou fãs?)	Conduzir a discussão para este tópico
	7.a) 5. Por ser uma oportunidade de visitar uma cidade nova?	Conduzir a discussão para este tópico
	7.a) 6. Para fazer parte do grupo restrito de pessoas que participou nesse evento? (de uma perspectiva histórica)	Conduzir a discussão para este tópico

HOW TO ATTRACT MEGA SPORTS EVENTS TO LISBON?

Tempo de resposta para ficha: 5 min

7.b) Entregar ficha abaixo e pedir, por favor, para responder às questões da ficha:

Temática	Qual é o grau de importância, dado a cada razão, para assistir a um mega evento desportivo?	Grau de Importância de 1 (nada importante) a 10 (muitíssimo importante)	Como avalia o desempenho da cidade de Lisboa em termos de: 1 (nada adequada) a 10 (muitíssimo adequada)
Espectadores	7.b) 1. Pelo desporto em si		
	7.b) 2. Pelo espectáculo		
	7.b) 3. Pelo apoio dos atletas (como familiares, amigos ou fãs		
	7.b) 4. Por ser uma oportunidade de visitar uma cidade nova		
	7.b) 5. Para fazer parte do grupo restrito de pessoas que participou nesse evento (numa perspectiva histórica)		

7.c) O que pode ser melhorado, em termos de condições, para atrair espectadores para um mega evento desportivo, em Lisboa?

Tempo de resposta para questões adicionais : 15 min

Questões Adicionais:

8. Quais os pontos-chave a ter em atenção numa organização de um evento desportivo? O que pode correr mal?

Mostrar aos participantes os valores sínteses das respostas em relação a cada item dos cinco temas abordados ao longo do focus group.

9. O que é que os Portugueses/Lisboetas podem oferecer que nenhum outro destino pode?

Passo 3 - Avaliação e Conclusões