

Hosting Large Sports Events Sustainably: A Contemporary Administrative and Economic Evaluation

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ABSTRACT:

In the modern era characterized by digitalization and technological advancement, it is especially important to understand whether the country is ready to host large sports events sustainably from contemporary legal, administrative and economic point of view. Therefore, the aim is to explore the administrative and economic dimensions of hosting large sports events through the lens of sustainability. This evaluation is crucial for policymakers, event organizers, and stakeholders committed to fostering a balance between economic gains, environmental preservation, and social well-being in the planning and execution of future large-scale sporting events.

The methodological foundation of the study is built upon a range of general scientific methods, including the monographic, analytical, historical, and comparative methods, as well as the techniques of induction and deduction. Additionally, the study employs various methods for interpreting legal norms, such as grammatical, historical, teleological, and systemic approaches.

Keywords: economic activity and impact assessment, good governance, sports law.

1. Introduction

Organizing a Large Sports Event (hereinafter – LSE) involves more than just considerations of profitability; it is closely tied to the broader economic development strategies of a specific country and region, as well as the prestige associated with these entities. This prestige is manifested through increased popularity, positive contributions, notable achievements, and the recognition and respect garnered on the international stage. When organizing an LSE, both national and international residents are employed within the sports sector and related industries, generating additional revenue, including tax income, which contributes to the national budget. (Kamenecka – Usova, Lejniece, Zalcmane, 2023)

While sport serves as a unique generator of positive values and an unparalleled unifying force capable of transcending civilizational and cultural barriers, organizers of LSEs face significant challenges due to rapid technological advancements. Should the level of organization fall below the standards expected by athletes and the public, it risks tarnishing the country's global image. Furthermore, several external factors can adversely impact the perception and legacy of an LSE, including security incidents, corruption

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scandals, and public health emergencies, among others. (Kamenecka – Usova, Lejniece, Zalcmane, 2023)

The organization of LSEs like the FIFA World Cup can greatly influence a host country's global image, especially when dealing with issues like human rights violations, corruption, and public health crises. Qatar's experience during the 2022 World Cup highlights this, as the country faced intense scrutiny over its treatment of migrant workers despite significant investments and infrastructure improvements.

To manage its reputation, Qatar introduced legislative reforms and improved labour conditions, overseen by the Supreme Committee for Delivery and Legacy. (World Cup in Qatar: Human Rights and Normalization, n.d.) FIFA also pledged to address human rights concerns, though critics found these efforts lacking. (John Holmes, 2022)

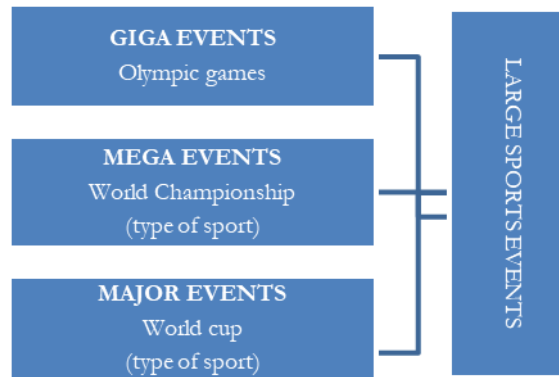
Host countries can enhance their global image by proactively addressing criticisms, maintaining transparent communication, adopting sustainable practices, and developing strong crisis management strategies. These steps can help mitigate negative perceptions and build a positive legacy beyond the event.

It is important to note that the lasting impact of soft power gained from hosting large-scale sporting events can be influenced by reputational challenges. For instance, the positive reputational effect of Russia's Sochi Olympics was entirely undone by the country's illegal annexation of Crimea and Sevastopol. Similarly, in Qatar's case, the soft power gained was weakened by revelations of human rights violations, poor working conditions for migrant workers, and issues surrounding LGBT rights. (Kamenecka-Usova, 2024)

2. Defining Large-scale Sport Event and its Influence

Large Sports Events (LSEs) vary in scale and scope and can be classified into three distinct tiers: major events, mega events, and, for the largest, giga events. (Kamenecka – Usova, Lejniece, Zalcmane, 2024)

The authors of the study developed their own schematic classification of large sports events according to their importance (see Fig.1).

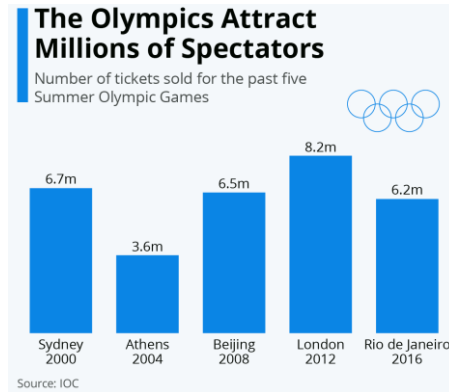
Fig.1.: Large sports events classification

A large-scale sport event refers to a significant and impactful gathering centered around athletic competitions, often involving multiple sports and featuring participants from various regions or countries. These events are characterized by their extensive organizational scope, broad public appeal, and substantial influence on the host location, participants, spectators, and global audiences.

Several defining characteristics contribute to the classification of an event as large-scale.

Magnitude of Participation: large-scale sport events typically attract a substantial number of participants, ranging from athletes and teams to officials, support staff, and spectators. The scale of involvement contributes to the event's overall significance and complexity.

Global or Regional Significance: these events often have a global or regional impact, drawing attention and participants from multiple countries or geographic areas. The international or widespread nature of participation enhances the event's prestige and importance. For instance, if considering that Japan had to restrict the number of spectators at the Olympic Games to 50 percent of a venue's capacity, with a maximum limit of 10,000 people (www.ft.com, n.d.), the total number of spectators that have visited venues to watch the Tokyo 2020 Olympics in Japan amounted to 43.3 thousand. Due to apprehensions triggered by the COVID-19 pandemic, most venues hosted the competitions without spectators (Statista, n.d.). Simultaneously, based on Statista data (Pic.1), the Olympic Games in 2000, 2004, 2008, 2012, and 2016 garnered significantly larger audiences, resulting in a more substantial international impact and attention.



Public and Media Attention: large-scale sport events garner extensive public and media attention, contributing to their status as major cultural and entertainment phenomena. Broadcasts, media coverage, and social media engagement further amplify their reach. For example, the recent Super Bowl became the most-watched broadcast in the US since the 1969 Moon landing, with an average viewership of 123.4 million people. Although just behind Apollo 11's historic landing, which had an estimated 125 to 150 million viewers, this year's game set records with 112 million people watching on CBS, and others tuning in via Paramount+, Nickelodeon, Univision, CBS Sports, and NFL digital channels. Media analyst Nielsen reported that a record-breaking 202.4 million people watched at least part of the game. Changes in Nielsen's viewership counting method, considering people watching outside their homes, may have contributed to the increased figures. Last year's Super Bowl had 115.1 million viewers. (Super Bowl 2024 was most watched US TV broadcast since 1969 Moon landing, 2024)

Infrastructure and Logistics: hosting large-scale sport events necessitates robust infrastructure and logistical planning. Venues, transportation, accommodation, security, and other facilities must be organized on a large scale to accommodate the diverse needs of participants and spectators. For example, the International Olympic Committee (IOC) mandates that cities selected to host the Summer Games must ensure the availability of a minimum of forty thousand hotel rooms. In the 2016 Olympic Games in Rio instance, this requirement led to the construction of fifteen thousand new hotel rooms. Additionally, there was a need for upgrades to roads, train lines, and airports. (McBride and Manno, 2021)

Economic Impact: the economic impact of large-scale sport events is substantial, encompassing factors such as tourism, job creation, and increased economic activity in the host region. Governments and organizers often view these events as opportunities for economic development and growth. But in regards the Olympics, as stated by James McBride and Melissa Manno, the expenses associated with hosting the Olympic Games have surged, while the economic advantages remain uncertain. Consequently, fewer countries express interest in undertaking the role of the host, prompting a quest for strategies to alleviate the challenges associated with organizing such a significant event. A growing contingent of economists contends that the purported benefits of hosting the games are, at best, overstated and, at worst, non-existent, leaving many host countries burdened with substantial debts and ongoing maintenance obligations. Furthermore, cities

invest millions of dollars in the evaluation, preparation, and submission of bids to the IOC. The costs related to planning, hiring consultants, organizing events, and necessary travel consistently range from \$50 million to \$100 million. Tokyo, for instance, spent up to \$150 million on its unsuccessful bid for the 2016 Games and approximately half that amount for its successful bid for the 2020 Games. In contrast, Toronto opted out, deeming the \$60 million required for a 2024 bid unaffordable. (McBride and Manno, 2021)

Hosting the Olympic Games has traditionally entailed significant financial expenditures and sparked intense debates within both academic circles and among sports officials. The Olympics are often associated with the construction of new infrastructure, including airports, highways, transportation systems, sports facilities, temporary buildings, and accommodation. Additionally, public safety and environmental sustainability necessitate long-term investments. In recent years, however, numerous affluent countries have declined the opportunity to host the Olympics, often influenced by local referendum results, due to the difficulty of accurately calculating the precise costs and potential economic benefits, both in the short and long term.

The lengthy preparation process required for hosting the Olympics introduces substantial financial risks, which are further compounded by the ambitions of the event's organizers. To mitigate these financial risks, it is essential that costs are assessed with prudence, ensuring that expenditures are justifiable and aligned with the long-term development goals of the host nation's sports sector. Host countries and cities must establish a shared understanding of the expected outcomes, financial resources, and associated costs, especially concerning the introduction of new sports.

For instance, the unique advantages of the host region should be leveraged, including cultural and historical heritage, as well as pre-existing or adaptable infrastructure that can be repurposed for both sports and residential needs. When new infrastructure is constructed, it is critical that these facilities are designed for future use beyond the Olympics, such as for housing, social projects, and community sports development, thereby reducing long-term financial burdens.

The engagement of volunteers from around the world is also crucial, as it fosters greater public involvement and interest, while creating an emotional connection between volunteers and the Olympics. This volunteer participation can provide short-term financial relief for organizers and, in the long term, facilitate the transfer of cultural and historical knowledge, as well as the growth of other sports-related industries.

Moreover, Olympic organizers should consider the use of mobile equipment and technology for recording sports results, which could then be transferred to subsequent host countries or cities, either through donation or sale. This practice would not only help recoup part of the initial investment but also contribute to environmental sustainability by extending the lifespan of these technologies. Furthermore, such equipment could be repurposed for other large-scale events, such as concerts, thereby enhancing its utility and reducing waste.

Also, Bent Flyvbjerg and Allison Stewart identified when analysing the proportions of the Olympic costs, that there are two distinct characteristics that set the Olympic Games apart from other mega-projects: (1) The Games consistently experience a 100 percent cost overrun, making them unique in this aspect compared to other mega-projects. (Flyvbjerg, Stewart and Budzier, 2016) While various project types occasionally

stay within budget, the Olympics consistently surpass their projected costs. (2) The Games have historically exhibited larger cost overruns compared to other mega-projects, including infrastructure, construction, information and communication technology (ICT), and dams. With an average real-term cost overrun of 179 percent and a nominal-term overrun of 324 percent, hosting the Olympic Games represents one of the most financially risky types of mega-projects for a city and nation. This reality has been a costly lesson for many cities and nations. (Flyvbjerg and Stewart, 2012) For a more detailed analysis of economic benefits, see chapter 5.

Cultural and Social Influence: large-scale sport events have cultural and social implications, shaping the identity and perception of the host location. They can serve as platforms for cultural exchange, fostering a sense of community and unity among diverse populations. As stated in the Deloitte report, a significant sporting event serves as a platform to showcase the enjoyable and exciting aspects of a host location. It has the potential to bring attention to a lesser-known tourist destination or aid an already established one in enhancing or transforming its image. For instance, Germany, known globally for its efficiency and mechanical precision, adopted the motto "time to make friends" during the hosting of the 2006 FIFA World Cup. This initiative aimed to create a welcoming atmosphere, even providing training for taxi drivers to ensure visitors had a positive first impression. By the conclusion of the tournament, many visitors and television viewers began perceiving Germany in a completely different and favorable light. (Lee, 2010)

Legacy and Long-Term Impact: the impact of large-scale sport events extends beyond the event dates. Organizers aim to create lasting legacies through the development of sports infrastructure, increased awareness of sports, and the promotion of positive social values. Three major impacts can be highlighted:

1. **Enhanced Local Pride and Self-Image:** major sporting events can significantly elevate the self-perception of residents in the host city or country, fostering a sense of pride and community. For instance, hosting the 1992 Olympics helped Barcelona transcend its historical overshadowing by Madrid, boosting the city's self-esteem.
2. **Improved Quality of Life:** host cities and countries are incentivized to address societal issues like crime, poverty, and urban decay to make a positive impression. Some conceal such problems, but others use the event as a catalyst for substantial improvements. Barcelona's Olympics, for instance, transformed a neglected area into a centerpiece and enhanced the city centre's appeal by connecting it to the sea, thereby improving citizens' access.

By strategically utilizing large-scale events (LSEs) to promote education, urban infrastructure, and community engagement—such as the intersection of sports diplomacy and diaspora diplomacy—host countries can achieve significant and lasting improvements for local communities. These efforts highlight the transformative potential of such interventions when aimed at long-term sustainability.

Leveraging the dynamic intersection of diaspora diplomacy and sports diplomacy at sporting events as stated by Gavin Price, allows nations, regions, and cities to achieve several key objectives. Firstly, they can strengthen connections between

people and foster a sense of shared identity and understanding across diverse backgrounds. Secondly, sports can serve as a platform for cultural exchange, allowing nations to showcase their shared sporting and cultural heritage while challenging stereotypes. Lastly, by engaging diaspora communities, countries can promote economic and social development, facilitate educational and professional exchanges, and advance common interests on the global stage. (Price, 2024)

3. Model for Behavioral Change: major events offer an opportune time to influence and change societal behaviors, particularly in areas like environmental sustainability. However, these events also attract external organizations using them as a platform for their political agendas, prompting bid organizations to proactively address or respond to these issues. (Lee, 2010)

Soft Power of Sport: hosting a major sporting event provides a host country with a global platform to showcase its culture, values, and capabilities. The positive exposure on an international stage can contribute to shaping a favourable and influential image of the host country, enhancing its soft power. Also, hosting a major sports event not only enhances the image of the host city or country but also contributes to the positive perception of the government and leaders involved in its success. This phenomenon is evident in Brazil, where President Luiz Inácio Lula da Silva experienced a significant increase in popularity and prestige for successfully attracting the 2007 Rio Pan American Games, the 2014 FIFA World Cup, and the 2016 Summer Olympics.

In 1995, the Rugby World Cup in South Africa served as an opportunity for the nation to declare its return as a full member of the global sports and political communities, signaling its emergence from years of racial oppression and segregation. The event showcased South Africa's transformation and reintegration into the international sphere. Similarly, the decision of the U.S. National Football League (NFL) to return to New Orleans in September 2006 was viewed as a pivotal step in demonstrating the city's recovery from the Hurricane Katrina impact of the previous year. (Lee, 2010) For a more detailed analysis, see chapter 3.

All mentioned above, when hosting a large-scale sports event, can act as a catalyst for legislative initiatives, prompting countries to introduce or modify laws to address the unique challenges and opportunities associated with hosting such events. These legislative efforts are often aimed at ensuring successful event execution, maximizing benefits, and leaving a positive and enduring impact on the hosting country.

3. Soft Power of Large-Scale Events

High-profile sports gatherings such as the Olympics, the FIFA World Cup, or the Super Bowl capture the interest of a diverse audience, suggesting a range of possible economic, social and even legal effects.

Undoubtedly, sport mega-events hold significant social, cultural, financial, political, and historical importance. In the contemporary world, countries commonly employ these events as tools for soft power, nation branding, and public diplomacy, as noted by Rookwood and Adeosun (Rookwood and Adeosun, 2021). Such events become collective memories, serving as reference points in communities' social calendars and the broader public organization of time, as highlighted by Roche (Roche, 2003). Each sport

mega-event is eagerly anticipated for sporting achievements, Olympic records, defining moments, and the overall atmospheric expectations it generates. (Müller, 2015)

As stated by Nygård and Gates, soft power involves non-coercive persuasion, where one entity convinces another to share similar desires. Sport serves as a tool of soft power on both the international and domestic fronts. Achieving peace-building and nation-building goals through sport diplomacy and politics involves four mechanisms: image-building, creating a platform for dialogue, fostering trust, and promoting reconciliation, integration, and anti-racism. It's important to note that these mechanisms are not entirely deterministically controllable and may lead to unintended consequences. While sporting events can be employed to build trust between adversaries, they also have the potential to reflect hostilities between different groups on playing fields. (Nygård and Gates, 2013)

Hence, sport mega-events should not be unquestionably celebrated. They have faced growing opposition, criticism, and scrutiny, often stemming from their exorbitant economic expenses, their effects on public space in terms of physical, social, and spatial impacts, and their inability to deliver the promised or overstated 'legacies' during the bidding stages, as highlighted by Boykoff (Boykoff, 2020).

Nygård and Gates mention the following events as successful and illustrative examples of the soft power of sport in action. One year following the collapse of the apartheid regime in 1995, South Africa hosted the Rugby World Cup. Traditionally regarded as a "white" sport in the country, rugby underwent a transformation under the newly elected President Mandela, who used the event to promote South African unity. The victory of the South African team in the tournament symbolized a triumph for the entire nation, signifying the shift of rugby from a "white" sport to a national sport inclusive of all citizens. This sporting event served as a mechanism for fostering reconciliation and integration in a previously divided nation.

In 1971, the US table tennis team formally requested an invitation to China. Subsequently, they were invited, engaging in a series of friendly matches. This sporting exchange laid the groundwork for President Nixon's visit to China and the eventual normalization of relations between the USA and China. In this instance, sports diplomacy played a crucial role in promoting peace between superpowers. Another example is the Goodwill Games, which played a role in re-establishing sports relations between the USA and USSR after the 1980 US boycott of the Moscow Olympic Games and the 1984 USSR boycott of the Los Angeles Games.

On the other hand, sporting events might be a litmus test of political tension between countries, and then the soft power of sport is not effective, which brings risks and security threats to both the participants of the event and the hosting country. Such examples are the tragic murder of 11 Israeli athletes and coaches by the Palestinian extremists that infiltrated athletes' dorms at the Munich Summer Olympics on September 5, 1972, setting off an international crisis; the boycott of the summer Olympic Games in Moscow by the United States in 1980 based on the decision of President Jimmy Carter (the announcement came after the Soviet Union failed to comply with Carter's February 20, 1980, deadline to withdraw its troops from Afghanistan); the case of Saïd Mollaei representing Iran and Sagi Muki representing Israel on the World Judo Championship in Tokyo 2019 when Iranian National Olympic Committee and Iranian

Judo Federation ordered to Mollaei to stop fighting for the champion title so as not to meet on the tatami a judoka from Israel. After threats of reprisals against members of the family and a ban on returning home, the athlete was forced to withdraw himself from the competition. (Kamenecka-Usova and Zalcmane, 2023)

Hence, it is hard to disagree with George Orwell's worlds: *"international sport and the Olympics is a 'war minus the shooting'.*

4. Good governance in sports

Sport promotes common values such as solidarity, diversity and social inclusion, making a significant contribution to the host country's economy and also to social development.

At the international level, there is currently no universally accepted code or standard for good governance adopted by sports organizations such as the International Olympic Committee, International Sports Federations, or other sports federations. However, general rules, principles, and statutes governing these organizations often incorporate references to the principles of good governance in sports. (Good Governance in International Non-Governmental Sport Organisations: An Empirical Study on Accountability, Participation and Executive Body Members in Sport Governing Bodies, n.d.)

Since there is no unified approach or vision of good governance in sports in the world and in order to analyse the principles and indicators of good governance in sports published by international sports organizations, intergovernmental organizations, researchers and non-governmental organizations, the authors offer a summary of these principles from the point of view that allows to evaluate the large sports the pros and cons of the host countries.

Although Recommendation Rec (2005) N8 of the Committee of Ministers defines good governance as "a complex network of policy measures and private regulations used to promote integrity in the management of the core values of sport, such as democratic, ethical, efficient, and accountable sports activities," it also calls on member states to implement effective policies and measures that embody the principles of good governance in sport. These measures should meet the following minimum requirements (PROMOTION OF GOOD GOVERNANCE IN SPORT Recommendation CM/Rec (2018)12 and explanatory memorandum Legal instruments, n.d.):

- Democratic Structures: Nongovernmental sports organizations should have clear and regular electoral procedures that are open to all members.
- Professional Standards: Organizations must be managed to a professional standard, including the establishment of an appropriate code of ethics and procedures for addressing conflicts of interest.
- Accountability and Transparency: Decision-making and financial operations should be characterized by accountability and transparency, including the open publication of annually audited financial accounts.
- Fairness: Fairness in dealing with membership, encompassing gender equality and solidarity, should be ensured.

Regulation of relations in the field of sports is significantly different from the regulation of other social relations. The presence of such features gives grounds for sports officials to declare the special status of the field of sports and the need to remove it from the general legal order.

In the research paper "A Review of Good Governance Principles and Indicators in Sport," Dr. Michael Mrkonjic employs six criteria for a systematic evaluation of governance frameworks: enforcement (EN), scope (SC), operationalization (OP), structure (ST), outreach (OU), and implementation (IM). The study highlights a lack of a harmonized approach and coercive enforcement concerning good governance in sport. The results indicate significant variations, particularly in terms of the scope and degrees of operationalization of governance principles. (Mrkonjic, 2016)

The effectiveness of governance structures within sports organizations is a complex and expansive subject, which the authors intend to explore in subsequent publications. However, it is the authors' view that the efficacy of management structures in sports organizations is influenced by several key factors, including the fragmentation of these organizations, the lack of consistent long-term funding within the sports industry, and the absence of a systemic approach in both financial models and the development of sports infrastructure, particularly in the context of hosting Large-Scale Events (LSEs).

Enhancing these governance structures is essential to ensure transparency, accountability, and ethical management, especially when organizing LSEs. A crucial improvement would involve establishing a stable, long-term funding model for the sports industry, in which priority sports are identified and funded through a centralized organization. This organization would allocate funds based on clearly defined, measurable criteria and manage the distribution of resources among priority sports. Furthermore, an independent oversight mechanism should be instituted to ensure that funds are used in accordance with their intended purposes and performance metrics. This approach should be tailored to the specific context of each country, considering factors such as geographical location, population, cultural traditions, existing infrastructure, budgetary constraints, tax systems, and GDP.

Moreover, a single organization should be responsible not only for the funding model but also for the oversight and development of sports infrastructure. This would foster a competitive environment conducive to hosting future LSEs. Additionally, international cooperation is needed to establish and enforce security measures, particularly in consideration of ongoing global conflicts and war zones.

The authors chose one of several models offered by sports industry researchers, analysing and evaluating the national benefits of streamlining processes in each country hosting major sports events. The implementation of orderly procedures, or principles and criteria of good management in national laws and regulations, provides prerequisites for each of the host countries of major sports events to use not only economic growth and economic benefits from the sports industry and sports-related industries, including fair funding. (See Tab.1.).

Table 1: Criteria of good governance in sports (Mrkonjic, 2016)

Criteria	Description	Levels	Benefits	
			+	-
Enforcement (EN)	decision-making autonomy in sports organizations	low average high	high level of execution, using the requirements set out in the national laws and regulations	low level of enforcement through research groups or intergovernmental declarations
Scope (SC)	to the volume of good governance principles	narrow moderate broad	Implementing a limited number of recommendations is generally less costly and more efficient.	exhaustive list of criteria
Operationalisation (OP)	scoring system	low average high	measurable indicators including a scoring system	abstract concept broad principles
Structure (ST)	structured system	yes no	behaviour of sports organisations	
Outreach (OU)	Reachability: This encompasses all sports organizations, including International Sports Organizations (ISOs), national sports federations, National Olympic Committees (NOCs), and other related entities.	narrow moderate broad	the concrete needs and priorities of sports organisations	The broader the target group, the more challenging it becomes to identify solutions that effectively address everyone's needs.
Implementation (IM)	specific mechanisms (instruments, procedures, etc.)	yes no	inception of a follow-up committee or a reporting system	

Using the criteria of the proposed model, the host countries of major sports events will undoubtedly benefit from the implementation of such principles in their sports organizations, as it will guarantee a high level of performance. Financial and human

resources will be spent less on the implementation of various recommendations, so that the processes of all sports sectors and sports-related sectors are transparent and understandable.

By introducing a scoring system, it would also be a positive benefit for the host countries of major sports events, so that all indicators, including financial and economic ones, could be measured and evaluated accordingly.

The behaviours of each sports organization depend on it, as well as the specific needs and priorities of these organizations when participating in large-scale sports events.

Any positive benefit goes hand in hand with the risks faced by host countries of large-scale sporting events. A low level of criteria fulfilment, using only research groups or introducing intergovernmental declarations, without incorporating specific measurable criteria into regulatory acts, can negatively affect the financial performance of large-scale sports events and even cause losses to the host country.

An exhaustive list of criteria with abstract concepts and broad principles can adversely affect the specific needs and priorities of the sports organizations of the host country of large-scale sports events.

In turn researcher Stephanie De Dycker analyse one is witnessing the emergence of a new trend among European States to include sports governance as a topic of Sports Governance in its macro sense, namely the relationship between the State and the Sport Movement. (De Dycker, 2019) In doing so, States have adopted all kinds of measures. While examining different types of measures, ranging from compulsory codes of conduct or covenants on ethical sports to voluntary codes on good governance and self-evaluation tools. Stephanie De Dycker research will in particular focus on mandatory codes on sports governance, namely a measure designed to encourage good governance within sports organisations by making public funding conditional upon compliance with a defined set of sports governance requirements. (De Dycker, 2019)

Sports is a field in which EU powers are relatively new, that is, they were acquired only with the entry into force of the Lisbon Treaty in December 2009. The EU is responsible for developing evidence-based policy, facilitating collaboration and driving leadership initiatives to support physical activity and sport across Europe. Within the framework of the Erasmus+ program (2014-2020), a special budget line was created for the first time to support projects and networking structures in the field of sport. (www.europarl.europa.eu, n.d.)

5. Sport-related economic benefits and activity

In the European Union (EU), sports-related economic sectors account for approximately 2.12% of EU GDP and provide 2.72% of employment, meaning that sporting events have a significant territorial impact, both in terms of participation and economy. (See Tab.2.)

Table 2: Sport-related GDP and employment in the EU Member States (EOC EU Office, 2018)

Member State	Share of sport-related GDP (%)	Share of sport-related employment (%)

Austria	4.12	5.63
Belgium	1.16	1.59
Bulgaria	0.80	1.55
Cyprus	1.85	2.08
Czech Republic	1.27	1.76
Germany	3.90	4.60
Denmark	1.56	2.45
Estonia	0.88	2.31
Greece	0.93	1.31
Spain	1.44	1.50
Finland	1.63	2.09
France	1.91	2.29
Croatia	1.54	1.83
Hungary	1.26	2.00
Ireland	1.03	1.68
Italy	1.32	1.76
Lithuania	0.85	1.62
Luxembourg	1.43	1.89
Latvia	0.64	1.48
Malta	1.81	1.98
The Nederland's	1.24	2.04
Poland	2.30	2.17
Portugal	1.12	1.39
Romania	1.04	1.22
Sweden	1.41	2.43
Slovenia	1.69	2.43
Slovakia	1.31	2.03
United Kingdom	2.18	3.75

The table summarizes each EU member state- share of sport-related GDP (%) and share of sport-related employment (%). The authors conclude that countries which economically benefit the most from sport are Austria (GDP- 4.12%, employment- 5.63%), Germany (GDP- 3.90%, employment- 4.60%), Poland (GDP- 2.30%, employment- 2.17%) and France (GDP- 1.91%, employment- 2.29%). The collected results show that Latvia (GDP- 0.64%, employment- 1.48%), Lithuania (GDP- 0.85%, employment- 1.62%) and Estonia (GDP- 0.88%, employment- 2.31%) are the least receiving country from sports related.

In order to understand the impact of the sports industry and sport-related economic activity on the national economy, the authors analyse three indicators of economic activity - Gross Domestic Product (GDP), employment, indirect multipliers.

Since Gross Domestic Product (GDP) is among the main indicators of an economy's performance and certainly the best known to the public and following Alexander Rathke, Ulrich Woitek's statement (Rathke and Woitek, 2007), that the impact of GDP is always positive, the authors consider it the main driving force of the sports industry.

In 2012, the 28 EU Member States of the European Union reported a GDP totalling 13.198 billion euros. Sport related GDP was found to be 279.7 billion euros or 2.12% of total GDP. Around one in 47 euros of GDP was generated within sport. (EOC EU Office, 2018)

The second highly important indicator of economic activity is employment. In 2012 a total of 208.55 million employees. Out of these, 5.67 million could be attributed to sport which is a share of 2.72%. In other words, one in 37 employees works in a company or institution directly related to sport.

The researchers explain in the study that sport is an employment-intensive economic activity, therefore generating a greater sport share in employment than in GDP. In fact, an increase of GDP by 1% goes hand in hand with an additional 1.35% of employment. Furthermore, as regard to GDP, statistics show that education services and sport services (sport facility operations, sport clubs, fitness facilities, and other sport services) are the two main sport-related GDP contributors, respectively 0.39% (51.237 million euro) and 0.33% (43.075 million euro) of the EU's GDP.

TOP-10 sport-related sectors in EU (share of total GDP, %): education services (0.39%), sport services (0.33%), public administration and defence services; compulsory social security services (0.24%), accommodation and food services (0.18%), retail trade services, except of motor vehicles and motorcycles (0.15%), wholesale trade services, except of motor vehicles and motorcycles (0.12%), constructions and construction works (0.08%), creative, arts, entertainment, library, archive, museum, other cultural services; gambling and betting services (0.07%), human health services (0.06%), land transport services and transport services via pipelines (0.05%).

Contribution of TOP-10 sport-related sectors to employment in EU (share of total GDP, %): education services (0.53%), sport services (0.36%), retail trade services, except of motor vehicles and motorcycles (0.28%), accommodation and food services (0.28%), public administration and defence services; compulsory social security services (0.24%), wholesale trade services, except of motor vehicles and motorcycles (0.17%), creative, arts, entertainment, library, archive, museum, other cultural services; gambling and betting services (0.12%), constructions and construction works (0.09%), human health services (0.07%), textiles, wearing apparel, leather and related products (0.06%).

Other often used indicators of the economic importance of sport sectors are the indirect multipliers.

Multipliers are derived from Input-Output tables, which break the economy down to display transactions of all goods and services between industries and with final consumers, within a given time period. (Coalter and Taylor, 2008)

The influence of sports and sports-related industries on the world and European economy is enormous, from sports activities, shows and other events, to the large-scale development of information technology, which allows a sports event to be broadcast on Earth at any time, to every possible place in the world. (Ošeniņeks and Jansons, 2012)

Indirect multipliers indicate the total output required to meet a single unit of direct demand across various sectors. For instance, multipliers range from 1.36 for education services to 2.55 for food, beverages, and tobacco products.

To illustrate, with a multiplier of 2.55, producing one million euros worth of food, beverages, and tobacco products necessitates generating a total of 2.55 million euros of

output across the economy. The magnitude of the multiplier is influenced by the degree of economic interconnectedness and the extent of product imports. Generally, economies with higher levels of self-sufficiency and fewer imports exhibit larger multipliers, benefiting from the ability to produce a greater share of goods and services domestically. (See Tab.3.)

Table 3: Ranked EU-wide sectoral multipliers of sport-related goods and services (EOC EU Office, 2018)

Up to 1.50	1.51-1.80	1.81-1.99	2.00-2.55
Education services	Public administration and defence services; compulsory social security services	Scientific research and development services	Rental and leasing services
Repair services of computers and personal and household goods	Human health services	Sport Services	Products of agriculture, hunting and related services
	Residential care services; social work services without accommodation	Wholesale and retail trade and repair services of motor vehicles and motorcycles	Rubber and plastic products
	Coke and refined petroleum products	Air transport services	Computer, electronic and optical products
	Water transport services	Wholesale trade services, except of motor vehicles and motorcycles	Furniture and other manufactured goods
	Creative, arts, entertainment, library, archive, museum, other cultural services; gambling and betting services	Basic pharmaceutical products and pharmaceutical preparations	Textiles, wearing apparel, leather and related products
	Computer programming, consultancy and related services; Information services	Security and investigation services; services to buildings and landscape; office administrative, office support and other business support services	Constructions and construction works
	Legal and accounting services; services of head offices; management consultancy services	Land transport services and transport services via pipelines	Insurance, reinsurance and pension funding services, except compulsory social security

	Retail trade services, except of motor vehicles and motorcycles	Accommodation and food services	Other transport equipment
	Sporting services and amusement and recreation services	Other professional, scientific and technical services and veterinary services	Printing and recording services
		Motion picture, video and television programme production services, sound recording and music publishing; programming and broadcasting services	Travel agency, tour operator and other reservation services and related services
		Publishing services	Repair and installation services of machinery and equipment
		Warehousing and support services for transportation	Fabricated metal products, except machinery and equipment
		Employment services	Motor vehicles, trailers and semi-trailers
		Financial services, except insurance and pension funding	Food, beverages and tobacco products

Consequently, larger economies benefit from their ability to produce a greater proportion of goods and services domestically. For instance, Cyprus has an average multiplier of 1.51, while Germany's average multiplier is 1.74. The European Union, as a whole, exhibits a higher indirect multiplier of 1.94.

Table 2 presents the multipliers for sport-related goods and services within the EU. The sector with the lowest multiplier, 1.36, is "education services." This lower multiplier is expected, as the education sector predominantly relies on highly skilled personnel, with intermediate goods accounting for only 22.5% of total costs. Consequently, education services have a relatively minor impact on stimulating the broader economy through its supply chain.

Conversely, the highest multiplier of 2.55 is observed in the "food, beverages, and tobacco products" sector. This sector is closely linked with agriculture, which has a high

multiplier effect itself due to its extensive network of suppliers and strong economic connections.

Overall, the average multiplier for sport-related goods and services is 1.95, which is marginally higher than the average multiplier of 1.93 for non-sport sectors.

Benefits of host countries of large-scale sporting events:

- world sports stage;
- global followers through media and digital platforms;
- tourist destination;
- foreign quests;
- sports-related economic sectors development;
- GDP growth;
- Employment growth;
- economic impact studies, such as the extent of indirect multipliers; they show how much total output is necessary to produce in order to satisfy a single unit of direct demand.

5.1. Sport-related economic benefits in Latvia

Latvia has been a member of the EU since May 1, 2004. In the referendum on Latvia's accession to the European Union family, 66.97% of Latvian voters voted "for".(european-union.europa.eu, n.d.)

The most important sectors of the Latvian economy in 2020 were wholesale and retail trade, transport, accommodation and catering services (23.1%), public administration, defence, education, health and social care (18.1%) and industry (15.4%). 62% of Latvia's exports go to internal EU trade (15% to Lithuania, 11% to Estonia and 7% to Germany), but the main export partners outside the EU are Russia (13%) and the United Kingdom (5%). 76% of imports are from EU member states (17% from Lithuania, 10% from both Germany and 10% from Poland), but outside the EU the main import partners are Russia (6%) and Belarus (2%). (european-union.europa.eu, n.d.)

In 2018, EU27 GDP was 18.6% of world GDP expressed in real prices. The US and China were the world's two largest economies, accounting for 24.0% and 15.9% respectively. Japan was the fourth largest economy with 5.8% of global GDP, followed by the United Kingdom and India. (european-union.europa.eu, n.d.)

The Ministry of Education and Science performs the functions of state administration in the sports sector.

2012 data show that in Latvia, sport-related economic activity mainly takes place in three key sectors: education services; sport services; and the creative/entertainment/cultural services and gambling services sectors. Education accounts for the lion's shares of sport-related GDP (38%) and employment (49%). Sport services generate 19% of both GDP and employment in the sport industry, while 14% of sport GDP and 13% of sport employment takes place in the creative/ entertainment/ cultural services and gambling services sector. A small contribution also comes from the retail of sporting goods, which accounts for shares of 4% in both sport-related GDP and employment. Across all sectors, the Latvian sport industry generated GDP of 142 million euros and employment of 12.600 persons. (European Commission,2018)

In 2016, in the study "Research on the impact of large-scale sports events on the national economy of Latvia" commissioned by the Ministry of Education and Culture, a methodology was developed as an aid for calculating the state budget co-financing required. The methodology provides for the calculation of multiple coefficients in order to determine the impact of large-scale sports events on the national economy.

In the calculations of the economic impact, data are taken only on foreign visitors. The expenses of foreign guests during the events can be recognized as additional foreign funds for the national economy.

The value of the coefficient reflects the country's income from the amount of its investment. Using the coefficient, the state it can be determined which event attracted more funds from foreign countries compared to the national one co-financing. The higher the coefficient, the more profitable it is for the state to co-finance the Event. (Pētījums par liela mēroga sporta pasākumu ietekmi uz Latvijas ekonomiku PĒC IZGLĪTĪBAS UN ZINĀTNES MINISTRIJAS PASŪTĪJUMA SIA 'TRCONSULTING', 2016) The authors will use the 2023 World Ice Hockey Championship as an example. It took place from May 12 to 28, 2023 in Finland (Tampere) and Latvia (Riga). The national team of Latvia won a bronze medal in this championship. The Men's Ice Hockey World Championship is one of the most important international sporting events in the world, with an estimated 1 billion people in the world following through media and digital platforms. Riga and Latvia will be on the world sports stage for the duration of the championship and it is a great opportunity to promote Latvia as a tourist destination.

Authors summarized data on 2023 World Ice Hockey Championship, to compare impact of event participants on economy of Latvia. (See Tab.4.)

Table 4: Impact of event participants on economy of Latvia (IIHF International Ice Hockey Federation, n.d.)

Items	Unit	2023
Foreign guests	number	40 000
Team members (including staff and coaches)	number	310
Referee	number	28
Nights at the hotel, total	number	120 000
Hotel costs per night	euro	146
Hotel costs, total	euro	17 520 000
Food, transports, souvenirs, total	euro	30 480 000
Financing attracted by foreign guests, total	euro	48 000 000
Budget, total	euro	7 700 000
<i>including:</i>		
Country financing		500 000
IIHF financing		250 000
Riga City financing		700 000
Supporters of the Latvian organizing committee financing		550 000
Indirect impact coefficient		40
Tax revenue (VAT), total	euro	7 662 148

Direct impact coefficient	6.4
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The authors analyse two indicators that describe the impact of event participants on the economy of Latvia- indirect impact coefficient and direct impact coefficient.

Indirect impact coefficient is calculated as a ratio - the attached financial volume for the country economy against to country financing.

Direct impact coefficient is calculated as the ratio of tax revenues (VAT) against to country financing.

Indirect impact coefficient is calculated as a ratio - the amount of funds raised (in this example, the amount of money spent by foreign guests in the amount of 48 million euros) against to country financing (country financing for the license 500 000 euro and Riga City financing 700 000 euro, total 1 200 000 euro). Indirect impact coefficient in 2023 is 40.

Calculating the ratio of the total funding attracted by foreign guests to the total budget of the event, a coefficient of 6.23 is obtained. This means that the event has paid back 6.23 times. Calculations show that from for the funds raised, the event attracted 6.23 times the amount of financial funds for the national economy than event budget. This means that supporting the 2023 World Ice Hockey Championship with state funds has been beneficial both for the organizers, as well as for the economic well-being of the country in general. The total indirect impact of the 2023 World Ice Hockey Championship on the national economy of Latvia amounts to more than 40 million euro.

Direct impact coefficient is calculated as the ratio of tax revenues (VAT) (in this example is 7 662 148 euro) against to country financing (country financing for the license 500 000 euro and Riga City financing 700 000 euro, total 1 200 000 euro). Direct impact factor in this example in 2023 is 6.4.

The authors conclude that for every 1 euro spent by the state, 6.4 euros were raised. It undeniably shows what the 2023 World Ice Hockey Championship has created the effect of money circulation on the economy.

As can be seen in the Tab 4, the VAT revenue is 7 662 148 euro. Therefore, it also had a positive impact on the tax revenue ratio. Therefore, within the framework of direct economic influence, the country has repaid its investment. The authors conclude that the 2023 World Ice Hockey Championship was economically beneficial. Its impact on the country is reflected in the near future too, because the amount of indirect impact created by the measure, while in circulation, will have an additional impact on the country's tax revenues. The event has not only paid for itself, but exceeded the expected results.

Benefits of host countries of large-scale sporting events, in this case Latvia benefits from 2023 World Ice Hockey Championship:

- bronze medal in this championship;
- world sports stage;
- 1 billion global followers through media and digital platforms;
- tourist destination;
- 40 000 foreign quests;
- the total indirect impact on the national economy in the amount of more than 40 million euro;

- VAT revenue of more than 7.7 million euro;
- sports-related goods and service sectors economic development.

6. Conclusion

Organizing LSE extends beyond mere profitability to encompass broader economic development objectives for a country or region. It serves as a vehicle for showcasing national prestige, fostering popularity, and making positive contributions, thereby garnering admiration, recognition, and respect. In the process of organizing an LSE, both domestic and foreign residents are engaged in various sectors related to sports, leading to additional revenue streams, including tax contributions that bolster each country's budget.

Undoubtedly, sport mega-events hold significant social, cultural, financial, political, and historical importance. In the contemporary world, countries commonly employ these events as tools for soft power, nation branding, and public diplomacy. Nevertheless, sport mega-events frequently face growing criticism, and scrutiny, often stemming from their exorbitant economic expenses, their effects on public space in terms of physical, social, and spatial impacts, and their inability to deliver the promised or overstated legacies during the bidding process.

Regulation of relations in the field of sports is significantly different from the regulation of other social relations. The presence of such features gives grounds for sports officials to declare the special status of the field of sports and the need to remove it from the general legal order. Without a well-functioning management system, the presence of achievable criteria and the use of high technologies will transform any positive benefit in to the disadvantage. The authors argue that when organizing Large-Scale Events (LSEs), the adoption of stricter legal regulations that would be binding on all host countries is essential.

In the European Union (EU), sports-related economic sectors account for approximately 2.12% of EU GDP and provide 2.72% of employment, meaning that sporting events have a significant territorial impact, both in terms of participation and economy.

Nevertheless, despite the fact that the economic benefits of LSE are undisputable, there are several economic disadvantages as well. Hosting LSE often means that significant financial investments will be required in infrastructure, security, marketing and other areas that can burden taxpayers and the government as a whole. An economy dependent primarily on sports could cause economic instability if the industry experiences a downturn or disruption. Hosting LSE can provide short-term economic growth through tourism and increased consumer spending; however, long-term benefits do not always materialize, resulting in an unsustainable economic situation.

Therefore, as the authors concluded previously, addressing these economic disadvantages requires careful planning, transparent decision-making, and a balanced approach to maximizing the benefits of sport while mitigating potential disadvantages. To mitigate the aforementioned economic risks, the authors suggest implementing a comprehensive risk management strategy that incorporates both mathematical methods for risk modeling and expert assessments. This strategy should delineate the boundaries

between risk appetite and risk tolerance, while identifying both internal and external risk factors. For instance, the COSO ERM (Enterprise Risk Management) model could be employed, emphasizing the principles of prudence, consistency, and integration. By embedding this model into existing processes, it would enhance governance, efficiency, and sustainability in countries hosting Large-Scale Events (LSEs).

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