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# ***Sporting Leaders Study on Legacy***

SportAccord Convention World Sport &  
Business Summit 2015  
Interim Results April 2015



**pwc**

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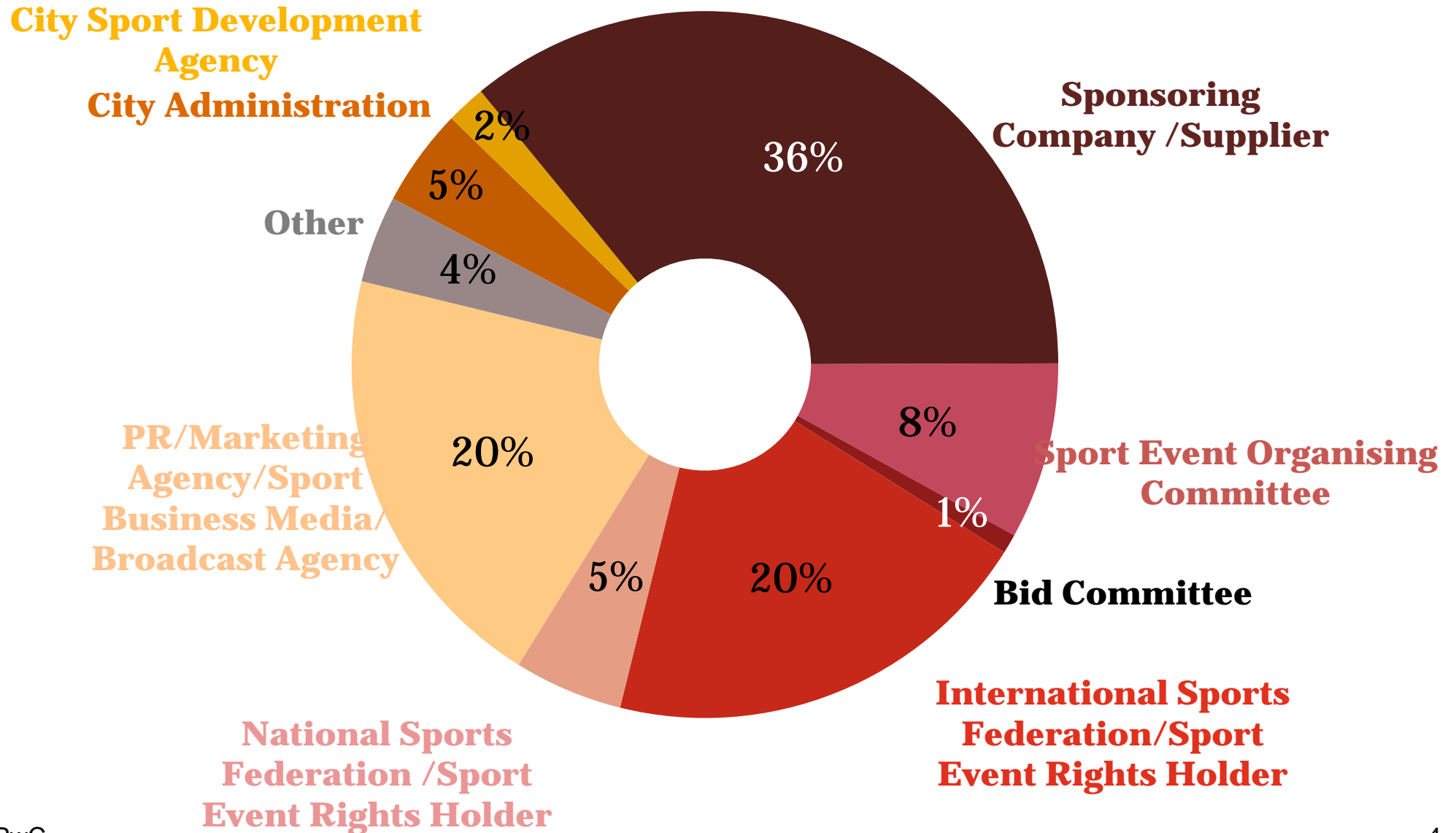
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# *Profile and demographics*

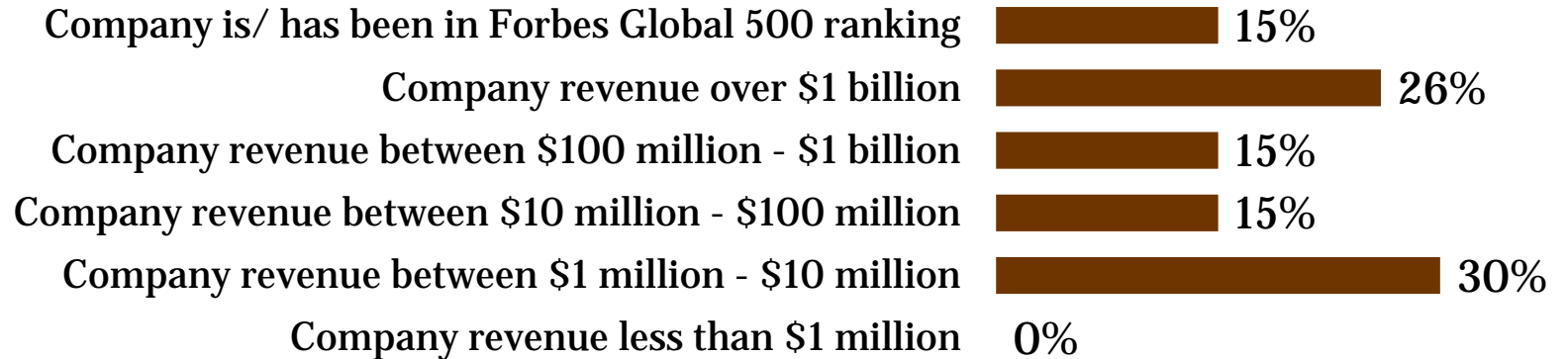
**1**

# ***What types of organisations are represented?***



# Sizes of organisations

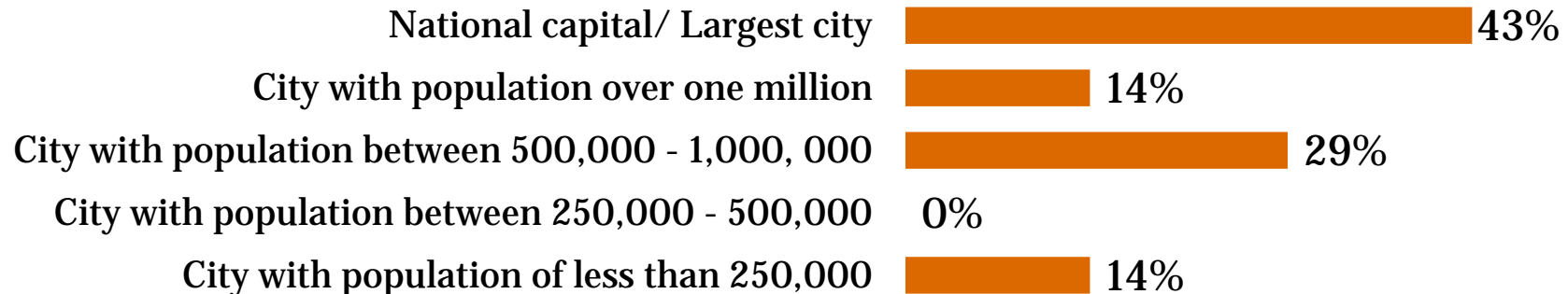
## Sponsoring Company /Supplier



## All other organisations



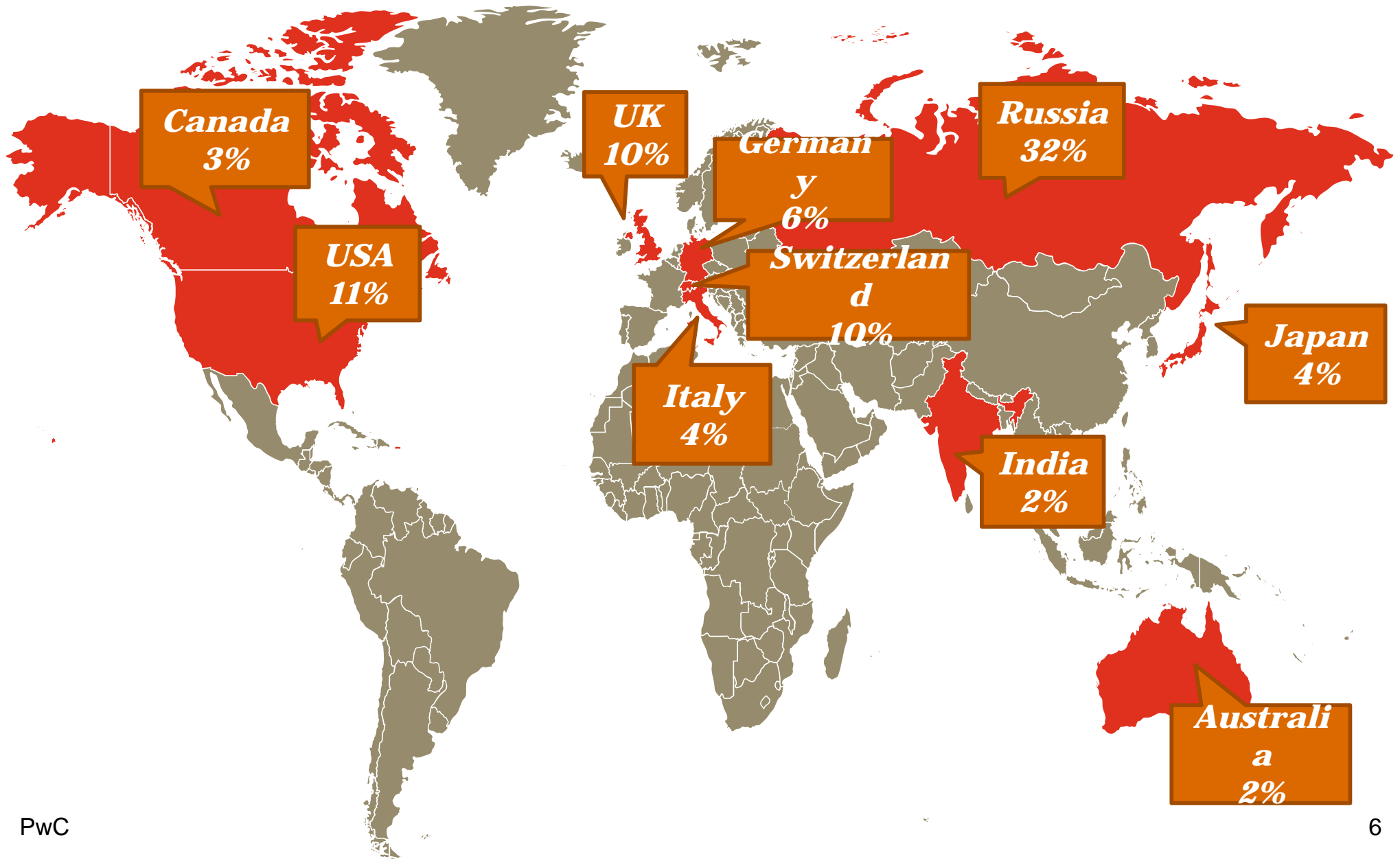
## City Sport Development Agency\* /City Administration\*



(\*Caution, less than 10 responses)

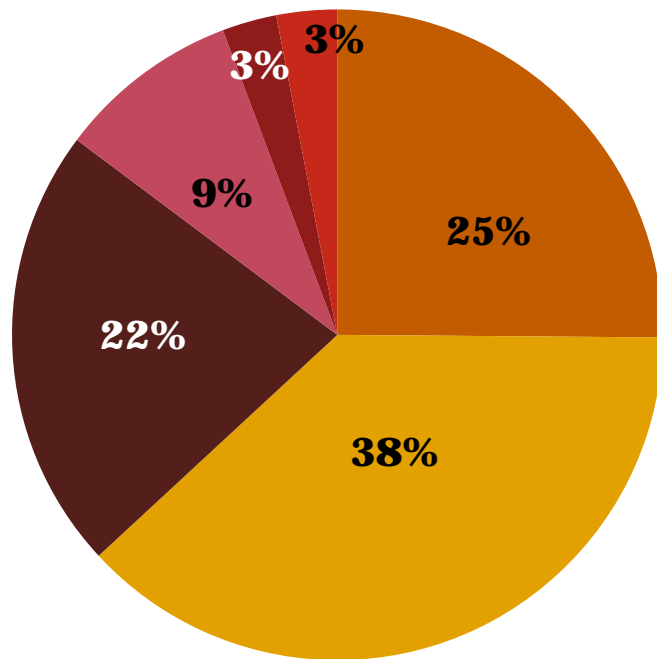


# Global coverage of delegates



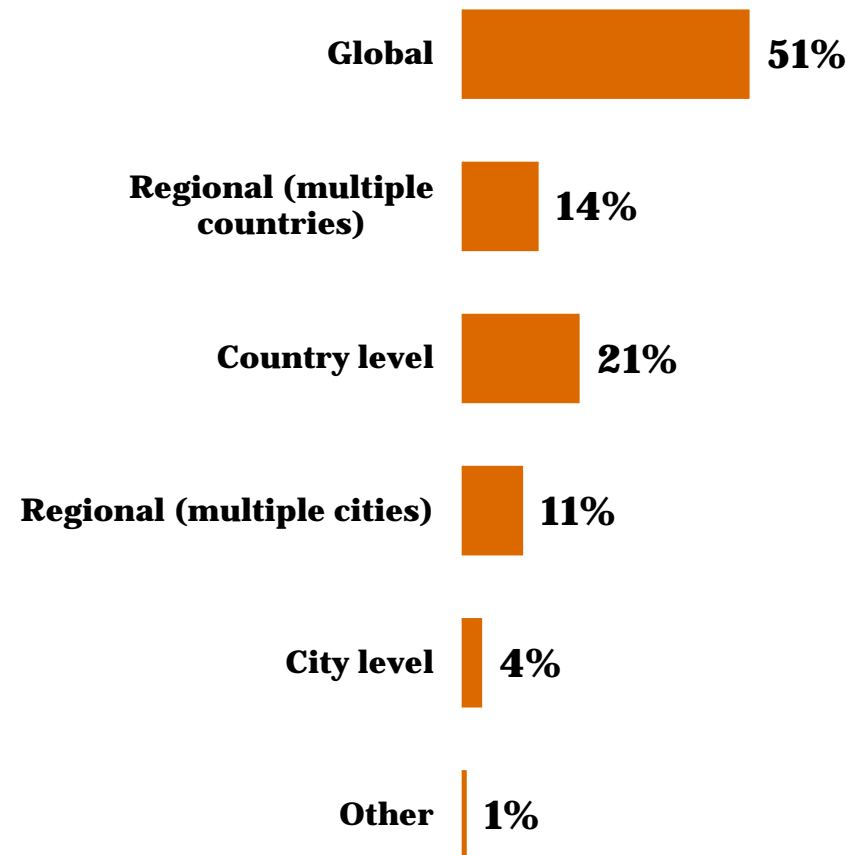
# Employment profiles and global reach

Please specify your position in the organisation.



- C-Suite (e.g. CEO, CIO)
- Department/Unit Head
- Sports Expert/Specialist
- Business Owner
- Journalist/Media
- Other

Please specify which level you represent in your organisation.



# *Experience of working on legacy events*

Which of the following best describes your personal experience of working on a major sporting event project?



**I am currently working on one major sporting event project**



**I am currently working on multiple major sporting event projects at the same time**



**I have worked on a major sporting event project in the last 12 months**



**I worked on a major sporting event project more than 12 months ago**



**I am planning to work/ anticipate working on a major sporting event project in the next 12 months**

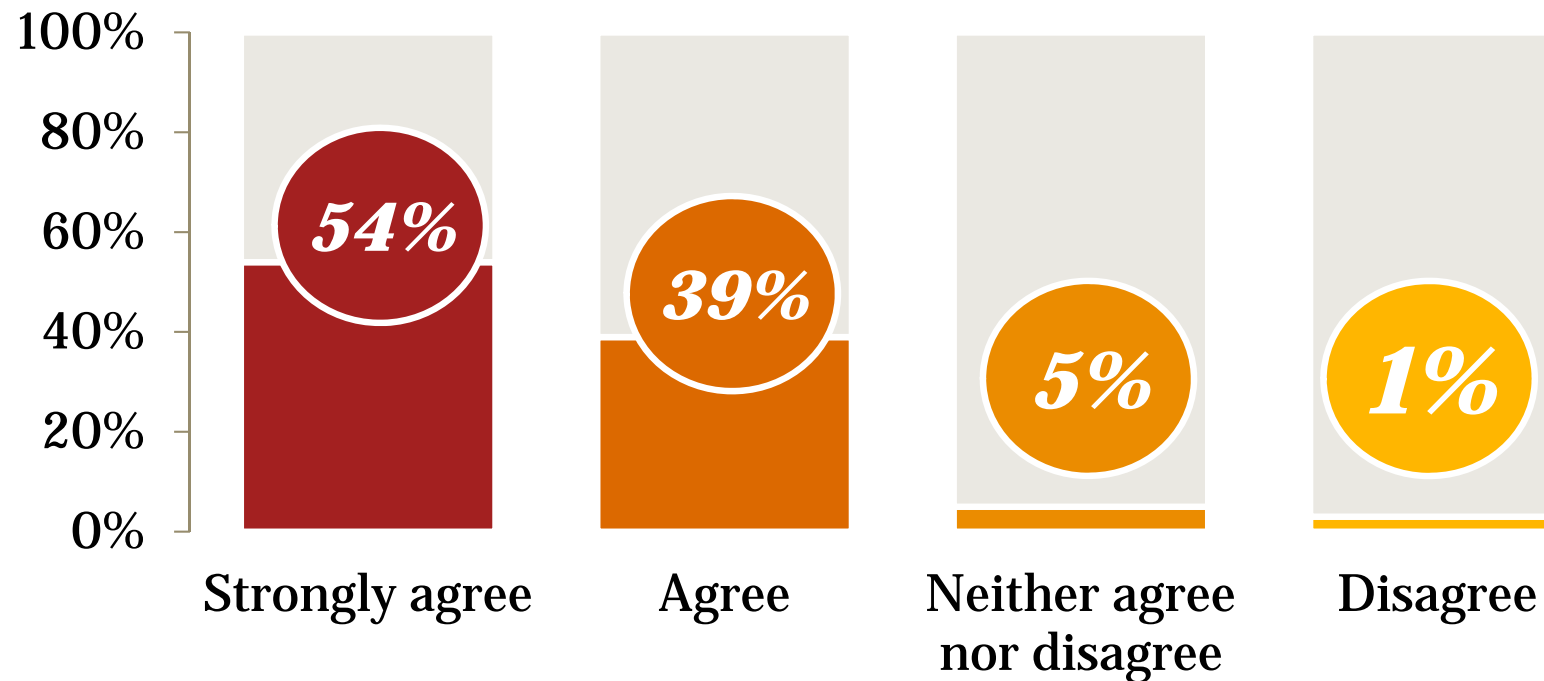




# *Defining the sport event legacies*

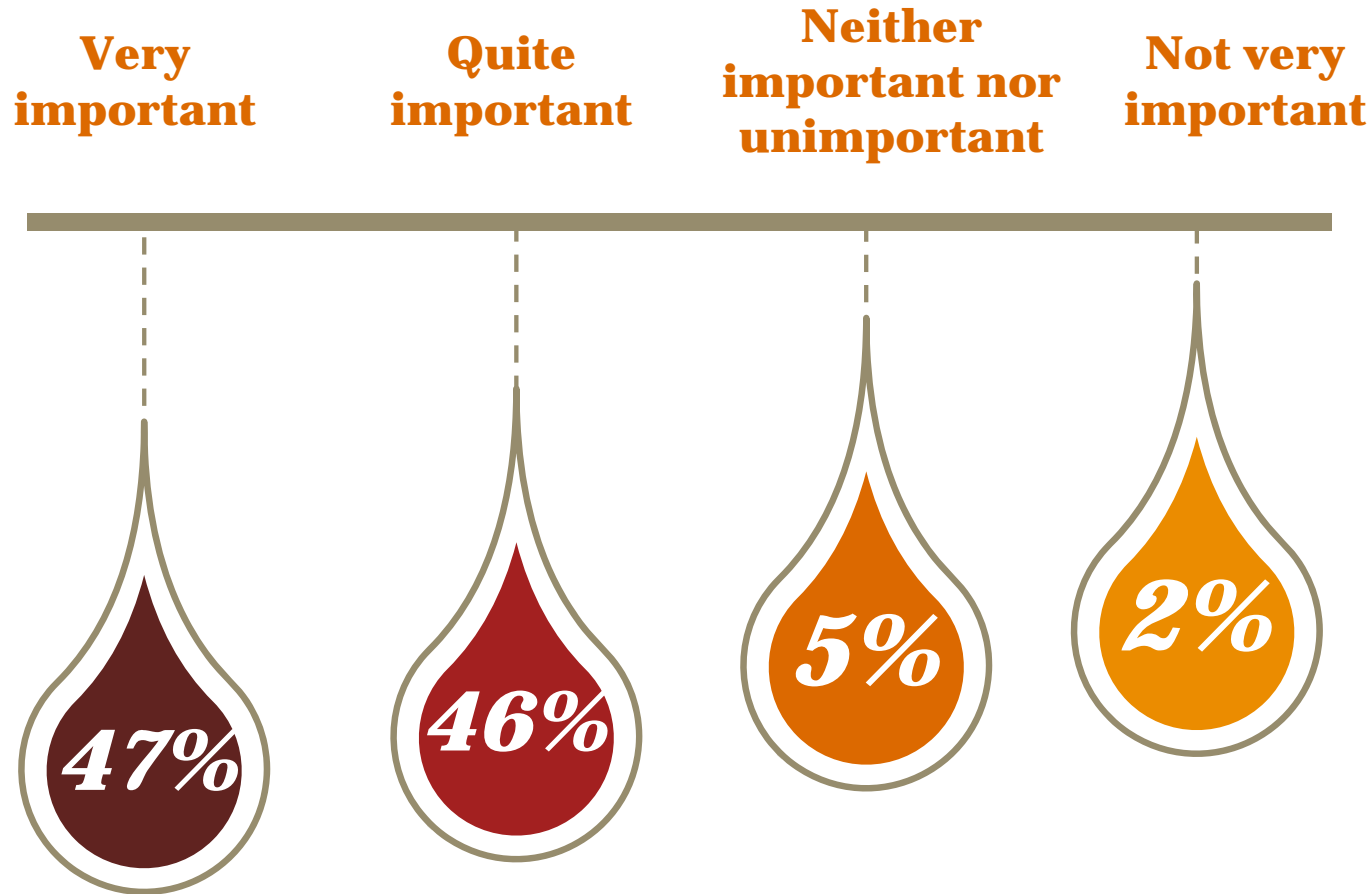
2

**In general, do you agree or disagree with the statement that 'sporting events can contribute to long-lasting positive changes in a host city?'**



***93% of sports leaders believe that sporting events can contribute to long-lasting positive changes in a host city, of this 54% strongly agree***

## ***Importance of achieving long lasting legacies from events***

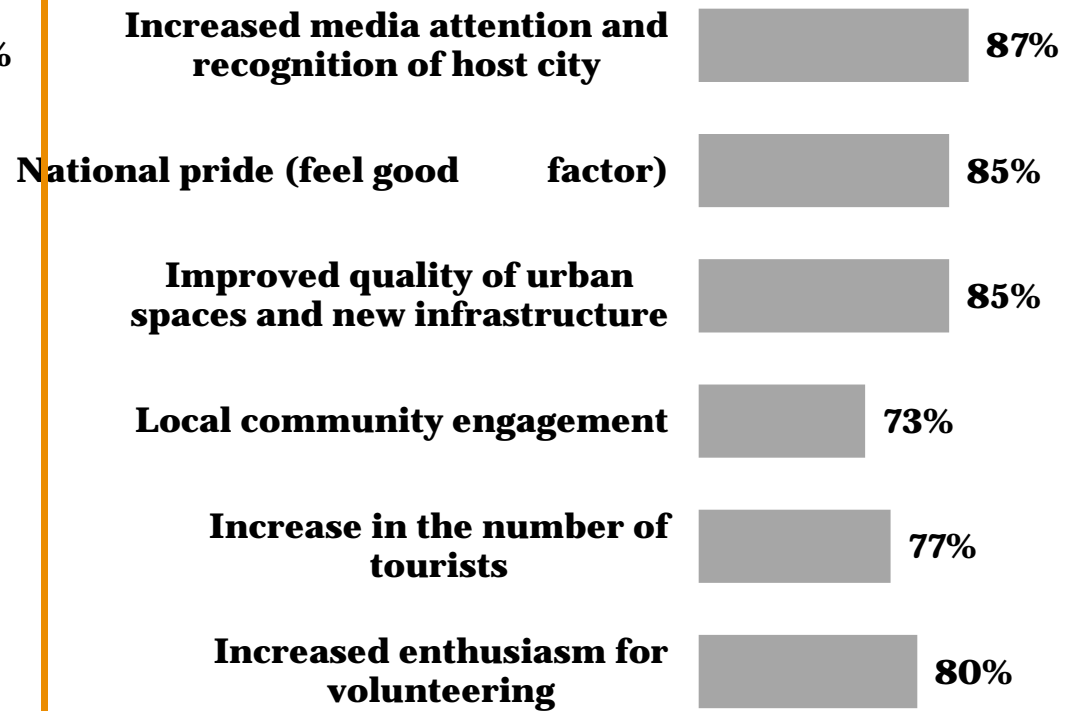


***93% of sports leaders believe that the achievement of long lasting legacies from sporting events is important to their organisation***

# Perception and reality of improvements to a city due to the legacies are consistent (Top 6 only)

In your experience, which of the following scenarios did you expect to increase/improve **due to** the legacies of sporting events **before** you started working on a major sporting event?

In your experience, in which of the following scenarios have you seen an increase/improvement **due to** the legacies of sporting events **after** they had happened.



Based on those who agreed or agreed strongly with each statement

Based on those who agreed or agreed strongly with each statement

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# *Achieving the legacies*

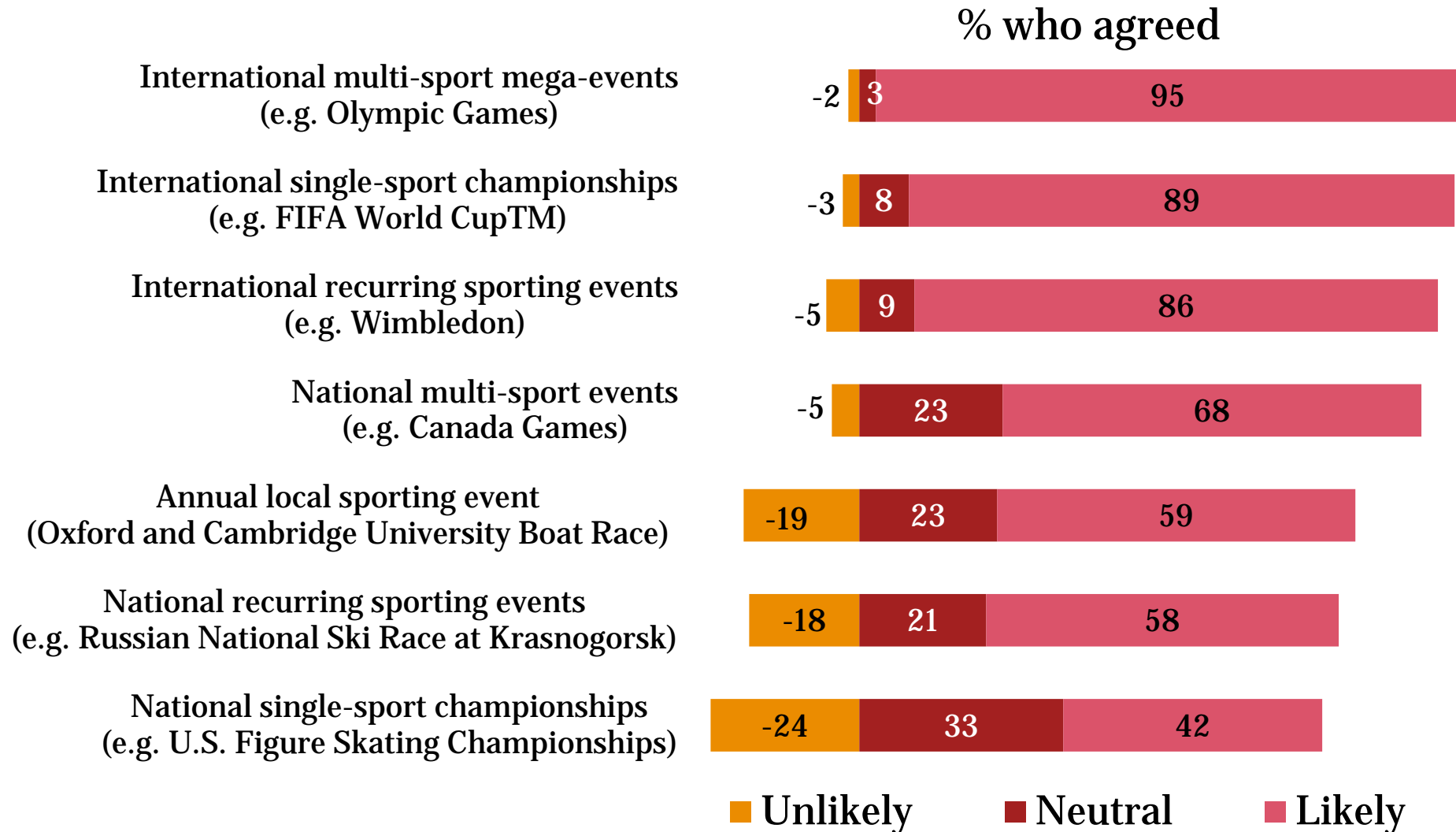
3

## ***How significant are each of the following factors in achieving successful legacies of a sporting event?***

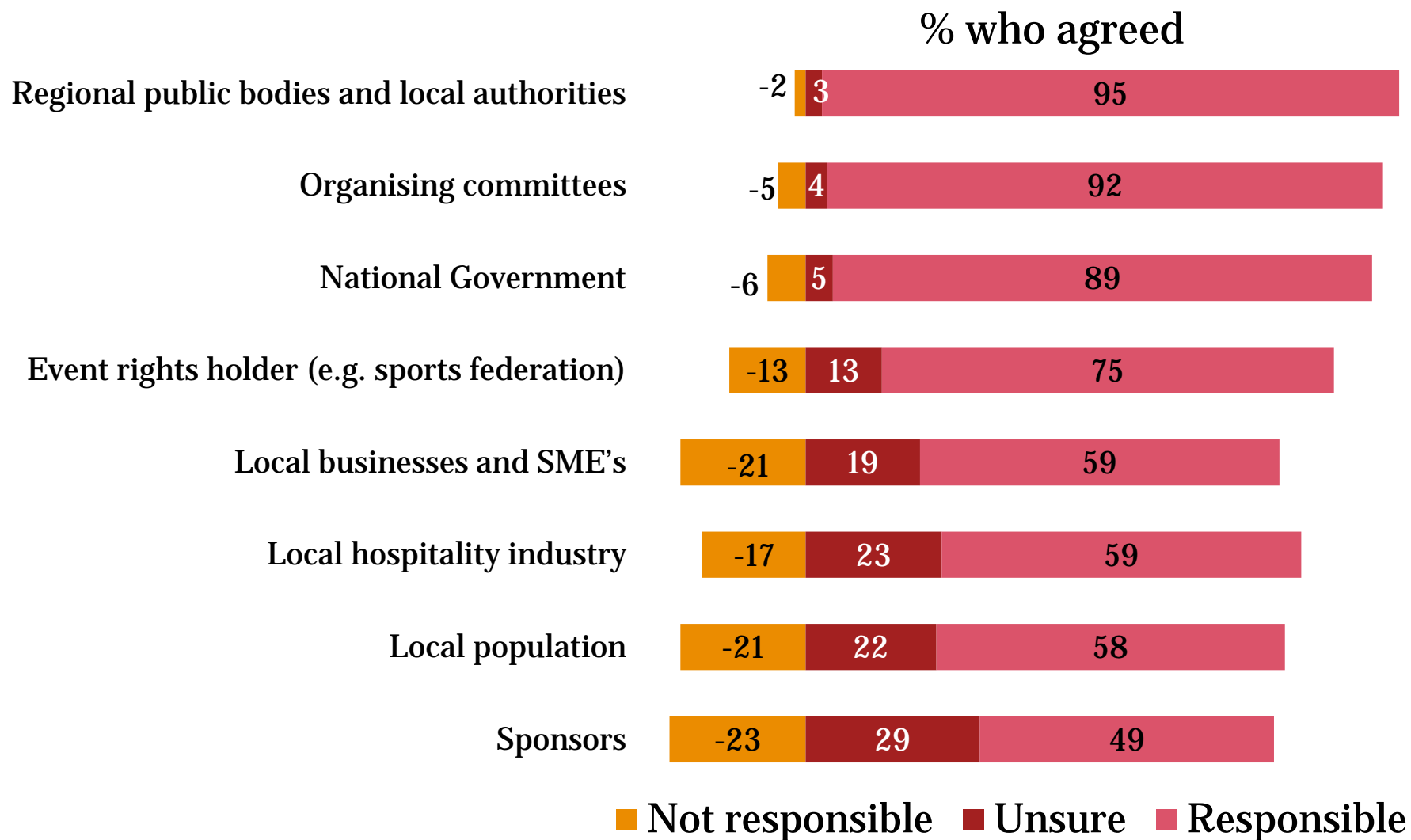
	Not important	Neither /nor	Important
Integrating legacy considerations in early stages of the event planning process	2%	2%	96%
Integrating potential legacies with the long-term development priorities of a host city/region	1%	5%	94%
Effective local communication and stakeholder management	1%	7%	92%
Robust budgeting and financial planning	1%	8%	90%
Business community financial support and commitment	2%	9%	89%
Public sector <b>political</b> support	3%	9%	86%
Local population support of the sport event project	5%	9%	85%
Local community engagement in sport event preparation and delivery	5%	11%	85%
Effective international communication and stakeholder management	5%	11%	83%
Public sector <b>financial</b> support	5%	16%	79%
Public-private collaboration (joint plans)	4%	15%	78%
International support for the event	12%	20%	68%



## ***How likely or unlikely are each of the following sporting events to leave long-lasting legacies to a host city?***



***Which of the following stakeholders are primarily responsible for the achievement of a positive legacy from a sporting event?***

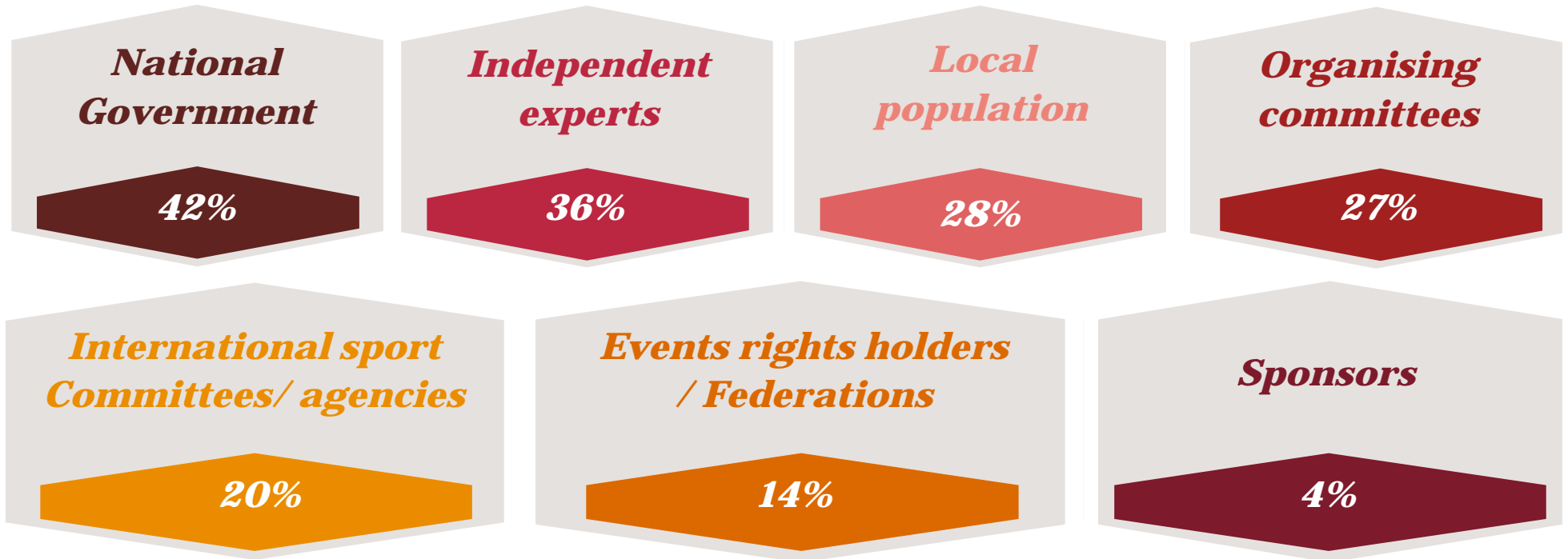


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# *Measuring the legacies*

# 4

***In your experience, which of the following organisations are in the best position to assess the success of legacies left by sporting events?***

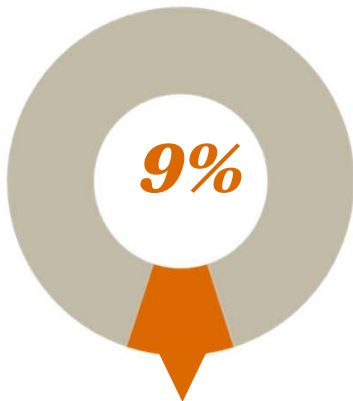


**National Governments were considered better positioned to assess the success of legacies than the organising committees**

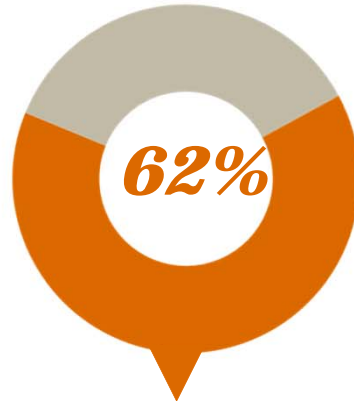
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***The optimum time frame for assessing the success of the sporting event legacies was considered to be two to five years after the event***

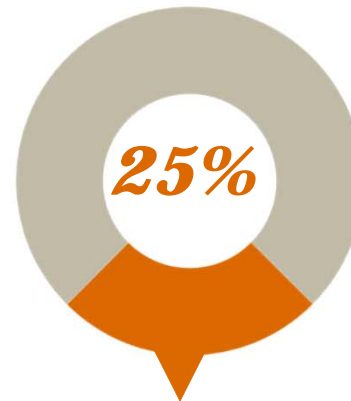
**Within one year of staging the event**



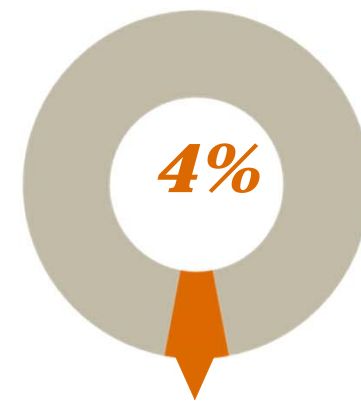
**Two to five years after the event**



**Five to ten years after the event**



**Ten to twenty years after the event**

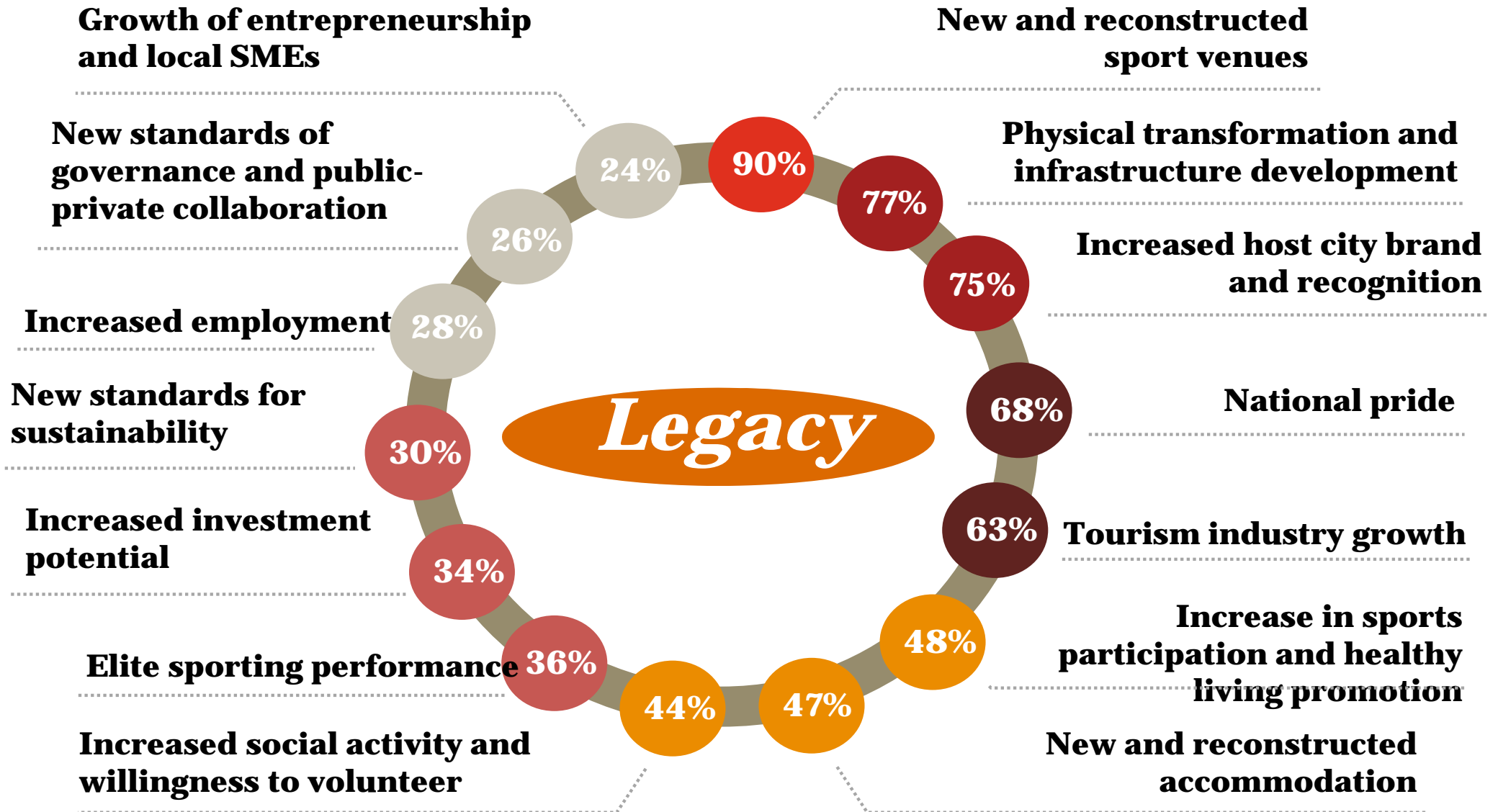


# *How important are each of the following metrics to the success of legacies after sporting events?*

	Not important	Neither /nor	Important
Utilisation of tangible assets (number of sport venues constructed, new accommodation units provided, total length of newly built roads etc.)	0%	5%	95%
Volume of tourists	1%	11%	88%
Quality of built environment	2%	14%	83%
Levels of investment	7%	14%	79%
Investment return/ Investment-debt balance	8%	12%	79%
An increase in sports participation	7%	17%	75%
Number of people employed (including indirectly)	5%	23%	73%
Audience size/number of spectators	11%	18%	71%
Elite sports performance	11%	25%	64%
Direct benefits to low-income residents	17%	34%	49%
Support of electorate	14%	39%	46%



***In your experience, which components of legacy are most commonly achieved by hosting a sporting event?***



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# ***Thank you***

**Hazem Galal, Partner, Cities &  
Local Government Sector  
Global Leader  
([hazem.galal@qa.pwc.com](mailto:hazem.galal@qa.pwc.com))**

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# *Appendix*

## ***How significant are each of the following factors in achieving successful legacies of a sporting event?***

	Not at all significant	Not very significant	Neither /nor	Quite significant	Very significant
Integrating legacy considerations in early stages of the event planning process	0%	2%	2%	32%	64%
Integrating potential legacies with the long-term development priorities of a host city/region	0%	1%	5%	32%	62%
Public sector <b>financial</b> support	1%	4%	16%	41%	39%
Public sector <b>political</b> support	1%	2%	9%	32%	53%
Business community financial support and commitment	0%	2%	9%	59%	31%
Robust budgeting and financial planning	0%	1%	8%	35%	55%
Public-private collaboration (joint plans)	1%	3%	15%	41%	37%
Local population support of the sport event project	0%	5%	9%	48%	37%
Local community engagement in sport event preparation and delivery	0%	5%	11%	50%	35%
Effective local communication and stakeholder management	0%	1%	7%	42%	50%
Effective international communication and stakeholder management	0%	5%	11%	43%	40%
International support for the event	1%	11%	20%	34%	34%

***In your experience, how much impact would you consider each of the following factors to have on achieving successful legacies of a sporting event?***

	Large negative impact	Minor negative impact	No impact	Minor positive impact	Large positive impact
Government commitment at the senior level	0%	0%	5%	8%	85%
Public sector transparency and accountability	1%	0%	15%	37%	42%
Public involvement in the decision-making processes	0%	5%	19%	42%	33%
Competition on bidding for contracts in event's planning and delivery of a project	1%	0%	15%	47%	32%
Local general population support	0%	1%	8%	37%	54%
Local business community support	0%	1%	9%	36%	53%
International community support	0%	3%	13%	38%	45%
Sufficient collaboration between the stakeholders	0%	0%	7%	20%	70%
Media censorship	29%	15%	18%	19%	10%
Involvement of large businesses in the project	1%	4%	10%	40%	42%
Focussing on event delivery rather than the events legacies	16%	29%	12%	23%	12%
Feasibility studies to support legacy initiatives	0%	2%	11%	40%	43%

## ***How likely or unlikely are each of the following sporting events to leave long-lasting legacies to a host city?***

	Very unlikely	Unlikely	Neither likely nor unlikely	Likely	Very likely
International multi-sport mega-events (e.g. Olympic Games)	0%	2%	3%	27%	68%
International single-sport championships (e.g. FIFA World Cup™)	0%	3%	8%	40%	50%
National multi-sport events (e.g. Canada Games)	1%	4%	23%	50%	18%
National single-sport championships (e.g. U.S. Figure Skating Championships)	2%	23%	33%	32%	11%
International recurring sporting events (e.g. Wimbledon)	0%	5%	9%	37%	49%
National recurring sporting events (e.g. Russian National Ski Race at Krasnogorsk)	2%	16%	21%	35%	23%
Annual local sporting event (Oxford and Cambridge University Boat Race)	2%	17%	23%	36%	23%

## ***Which of the following stakeholders are primarily responsible for the achievement of a positive legacy from a sporting event?***

	Not at all responsible	Not very responsible	Neither/ nor	Quite responsible	Very responsible
National Government	2%	5%	5%	32%	58%
Regional public bodies and local authorities	0%	2%	3%	27%	68%
Sponsors	5%	17%	29%	34%	14%
Local businesses and SME's	4%	17%	19%	46%	14%
Organising committees	2%	3%	4%	23%	68%
Event rights holder (e.g. sports federation)	4%	9%	13%	33%	41%
Local population	4%	17%	22%	36%	22%
Local hospitality industry	4%	14%	23%	44%	15%



# *How important are each of the following metrics to the success of legacies after sporting events?*

	Not at all important	Not very important	Neither /nor	Quite important	Very important
Audience size/number of spectators	2%	9%	18%	37%	34%
Volume of tourists	0%	1%	11%	52%	36%
Levels of investment	0%	7%	14%	44%	35%
Investment return/ Investment-debt balance	0%	8%	12%	32%	47%
Utilisation of tangible assets (number of sport venues constructed, new accommodation units provided, total length of newly built roads etc.)	0%	0%	5%	30%	66%
Number of people employed (including indirectly)	0%	5%	23%	50%	23%
Direct benefits to low-income residents	5%	12%	34%	35%	14%
An increase in sports participation	0%	7%	17%	41%	33%
Elite sports performance	2%	9%	25%	39%	25%
Support of electorate	4%	11%	39%	32%	14%
Quality of built environment	0%	2%	14%	54%	29%