

Programme

12:45	Door opening
12:55 – 13:00	Welcome - Prof. Denis OSWALD, CIES Director
13:00 – 13:30	'E-Sports vs. traditional sports: competition or collaboration. A case study of League of Legends - Ulisses DE ALMEIDA PRADO BRESCIANI (Brazil & Portugal), Zeynep GENÇAGA (Turkey), Hussein KANSO (Lebanon), Shalini KRISHNAN (Canada)
13:30 – 14:00	The new trend of co-hosting: Half the costs but also half the benefits? A comparison of single vs. co-hosted football mega-events - Branco DE KOCK (The Netherlands), Joonoh JEONG (South Korea), Mariia MUSIIAKA (Ukraine), Aline SOARES RODRIGUES (Brazil)
14:00 – 14:30	The whole is greater than the sum of its parts: How can North and South America further collaborate to maximize the full potential of club football in the Americas? Natalie AMATO (Uruguay & United States), Meskerem GOSHIME TADESSE (Ethiopia), Kunihiro MATSUO (Japan & United States), Laurent VAN ROSSOM (Belgium)
14:30 – 14:45	Coffee break
14:45 – 15:15	How can a typical sports organisation benefit from the use of data analytics? - Camara DAVID (Trinidad and Tobago), Omar DREIDI (Palestine), Primrose MHUNDURU (Zimbabwe), SINDRE SVADBERG (Norway)
15:15 – 15:45	Building a Brand Through Sport: The Case of Qatar - Mead ALEMADI (Qatar), Daniele DIANA (Italy), Travis HALEY (United States), Charlène Marie TORDJMAN (France)
15:45 – 16:15	How will the new structure of the Euro 2020 affect the fan experience & how involved are fans as key stakeholder in organising football mega-events? - Bugra Cem IMAMOGULLARI (Turkey), Michel LUKASIEWICZ (France & Poland), BUNYE MZWAKALI (South Africa), Ginelle POLINI (Canada)
16:15 – 16:30	Coffee break
16:30 – 17:00	The Gold is not enough: Evolving the Youth Olympic Games through innovation - Cameron ANGUS (United Kingdom), Norane ISMAIL (Egypt), Harjass SINGH (India), Inés ZURERA (Spain)
17:00 – 17:30	Can a public-private partnership model of an international regulatory body be applied to address good governance in sports? - Namrata CHATTERJEE (India), Chiheb KAIBI (France & Tunisia), Ivan KRALJEVIC (Australia & Croatia), Adrienne Lerner (United States)
17:40 – 17:45	Closing remarks - Prof. Denis OSWALD, CIES Director
17:45 – 18:45	Apéritif

E-sports vs. traditional sports: Competition or collaboration. A case study of League of Legends



Ulisses DE ALMEIDA PRADO BRESCIANI (Brazil & Portugal), Zeynep GENCAGA (Turkey), Hussein KANSO (Lebanon), Shalini KRISHNAN (Canada)

EXECUTIVE SUMMARY

Tempora mutantur, mutantur ludi in illis - Times change, and sports are changed with them.

The societal perception and definition of sport has changed considerably since the ancient times as games, play, and organized sports have evolved alongside society. In addition, the complexities of modern days engender a fascination with classifying an institutional hierarchy for each and every sport.

Through our research, we aim to look at the possibility of mutually beneficial collaboration between well-known sports and eSports, without demanding the latter to exhaustively conform to a definition of sport that is constantly changing.

Do the people filling the stadiums to watch their favourite teams compete for the title in League of Legends care if sport governing bodies consider eSports to be a sport or not? Is there really a need to define what eSports is for people to appreciate this phenomenon that already has millions of fans and participants around the world?

What is eSports?

In some circles there is a general misconception of eSports as being sport games played on computers or gaming consoles, and this probably arose from the structure of the word itself. In reality, eSports are only a minor part of the online gaming industries.

The president of the Swiss eSports Federation defines eSports as: *“playing games on an electronic platform in a competitive setting (i.e. in a tournament format where a person or a team competes directly or indirectly with another person or team).”*

In the 21st century it is only fitting that the huge emphasis on technology plays an important role in the way people express themselves, work, socialize, play, and compete. According to the figures of the specialized agency of United Nations, International Telecommunication

Union, the estimated global Internet usage has risen from 2% in 1997 to 40% in 2014. In 2015, the global household computer penetration was reported at 45.4%, going up to 80.8% for the developed countries.

Why A Research on eSports?

Considering that eSports is a new wave of sport in lieu with today's landscape, as sports management professionals we feel the need to raise awareness of eSports. We conducted research from managerial, legal, and more importantly cultural points of view in order to understand this phenomenon and anticipate what could be next.

We acknowledge that there are well-founded concerns about eSports as well as widespread misconceptions in the world of traditional sports. As sports are ingrained in society, we felt that it would be interesting as well as relevant to research the possibility of mutual and beneficial learning with traditional sports as eSports continues to grow.

eSports is not the only activity created by humanity that has sparked debates about whether it should be considered a sport or not. Chess is constantly questioned about whether it involves enough physical exertion to be considered a sport, as the game requires cognitive abilities and strategic intellect. Motorsports were debated for the amount of effort or skill required from the driver versus the set up of the cars. Skateboarding was banned in some countries and was constantly referred to as a hobby or lifestyle, but surprisingly has made it to The Summer Olympic Games in Tokyo 2020. We believe that eSports is following the path paved by these non-traditional sports.

Why League of Legends?

In order to comprehensively conduct in depth research in such a vast field, we focused on the most popular game among players within the MOBA genre. There are a number of reasons why League of Legends was chosen as a case study for this research.

Firstly, League of Legends is a free to play game that creates a perfectly level playing field for participants. It is reportedly played by a group of 67 million people on a monthly basis within which 27 million people play the game daily. That is quite an impressive reach for a very complex game that requires devotion to even play as a hobby.

Secondly, from an ethical point of view the genre is not directly associated with violence. The game is far away from First Person Shooter (FPS) games that are criticized for possibly amounting to violent tendencies in youth. Furthermore, it does not present an alternative to physically practicing sports like some sporting games, which can create confusion in the meaning of eSports.

Thirdly, Multiplayer Online Battle Arena (MOBA) is a specific genre of eSports that has a number of similarities to traditional sports. Some similarities include the training in gaming houses similar to training facilities, use of managers, coaches and agents, and the concept that MOBA is a team based competition that requires a high level of skill.

Finally, the trend of collaboration between traditional and eSports teams has already commenced with the establishment of League of Legends teams by sporting clubs. Besiktas JK was the first traditional sports organization to invest in a League of Legends team. At the beginning of this year, Santos was the only other football team that had a LoL team and towards the end of the football season Schalke 04 announced they were moving into eSports.

The Business of eSports

As the evolution of eSports has transcended from a cultural and sociological point of view to reach a point where it has a sizable economy, the games that have been approached for leisure and entertainment purpose in the past has now become a global force that is generating revenues and attracting the spotlight from the major stakeholders in the sports industry.

According to Superdata research, the global market for eSports in 2015 amounted to a total of \$613 million. Further reports by the top research firm for eSports, Newzoo, suggest that the industry will generate around \$1 billion by 2019 as a result of a 20% Compound Annual Growth Rate of eSports audience reported and estimated between 2012 to 2017.

The growth of the market and the specificity of the eSports audience has even peaked the interest of giant endemic brands. One of the tipping points was the sponsoring of a LoL league by Coca-Cola. According to an internal research, after one year of the partnership, Coca-Cola became the number one non-video game brand associated with League of Legends. Moreover, this research also pointed out that 70% of gamers believe this brand sponsorship was positive while the total of survey participants with a positive or a neutral response was 97%.

Equally important in today's world, broadcasting is a major factor in the growth and the spread of any sport. Therefore, we have looked into the evolution of broadcasting in eSports in a chronological order, and what the major platforms are that are used in the industry today.

All major events of LoL are broadcasted online through free to use platforms Twitch.tv and YouTube. ESports fans are a large community who enjoy watching their favorite players practice in addition to major tournaments. Major events such as the final of the World Championship Series in 2015 drew 36 million unique viewers through the aforementioned online platforms where as the New York Times reported that almost 31 million tuned into watch the NBA Finals in 2016 on ABC Network.

Legal Issues and Governance Structure

Ubi societas, ibi ius. If there's a society, law will be there. This maxim revolves around the concept that law and society are indivisible and eSports has evolved and it is now a very complex society. The list of (natural or moral) persons involved rises every day. Players, coaches, agents, owners, fans, broadcasters, sponsors, developers, federation and others are connected by this mutual leisure or professional interest, where relations are built

between them. Those relations require an elaborate set of rules and regulations in order for the structure to grow and attract even more people to this “society”.

The project also includes our analysis of a list of legal challenges that the eSports industry is facing or will have to face in the near future. Some are closely related to what traditional sports experience, for example the match fixing and betting. Others are more specific to characteristics of eSports and its market, like the relation between a sports federation (IeSF) and a private company (Riot Games), where the latter, being the developer and publisher of the game, owns property rights over titles and content of “League of Legends”.

Taking into consideration the specificities of this special market, we looked into understanding what should be the interests and main goals for each of this leading organizations and, with the help of experiences from traditional sports federations. Then the target was to identify which roles they should perform and how to interact with each other. With that in mind, we conducted an analysis of the complex governance structure of eSports and how it can evolve from now on.

Recommendations and Conclusions

We recommend that well-known sports and eSports attempt to collaborate as much as possible, as a relationship between the two could be mutually beneficial. ESports proved its capability by reaching a targeted audience and by generating revenues through new methods that have attracted sponsors and brands.

By embracing eSports, traditional sports can exploit new markets and open up a new field of potential sponsors. Some football clubs have already integrated League of Legends teams in their organizational structure. From a financial point of view, collaborating with larger sport organizations will reduce costs and provide new funds for eSports teams. In addition, eSports teams will have the chance to learn how management is achieved on a wider level and this can serve as a guide and reference for eSports clubs in the future.

We also recommend that there should be one overarching federation established to set the rules and regulations to be respected throughout eSports competitions regardless of the organizer. This federation would have to act in the best interest of the athletes, and protect, among other things, their welfare and right to a fair competition. We believe that the strategic focus of this federation should be directed towards recognition of its authority among the eSports community rather than focusing efforts on acceptance within traditional sports circles.

The eSports industry is in a stage of infancy, but it can no longer be ignored by the sporting world. Looking at the information available, the acceptance of E-Sports seems to be a matter of when this activity will be accepted, rather than if. We believe that for eSports to [continue to] succeed and to be taken seriously, a line does not need to be drawn nor a determination made as to whether eSports is considered to be a sport or not. ESports needs to consolidate its governance structure and determine, from within, how to present the sport to the world, and it will be a force to be reckoned with.

There are many areas of collaboration available with traditional sports and these relationships would be beneficial to all parties involved. Due to the continuous growth in participation, spectatorship and industry size, eSports is available for the entire world to experience. Perhaps its time to give this industry a fighting chance.

The new trend of co-hosting: Half the costs but also half the benefits? A comparison of single vs. co-hosted football mega-events



Branco DE KOCK (The Netherlands), Joonoh JEONG (South Korea),
Mariia MUSIIAKA (Ukraine), Aline SOARES RODRIGUES (Brazil)

EXECUTIVE SUMMARY

The event organising landscape of sports-related mega events is changing. Whether it is the increasing interest in cost saving, the desire of sport federations to spread their sport to new borders in their quest to further globalise sport, or related to a decreased number of bidding nations for mega-events co-hosting appears to be emerging more and more as the new format for mega-events. Furthermore, the nearby future indicates increasing opportunities and further enrolment of the concept co-hosting. If one takes a look into the upcoming event of EURO 2020, the recommendations in AGENDA 2020 by the IOC or the changing attitude of federations like FIFA or FIBA to further investigate the opportunities of co-hosting the conclusion has to be drawn that the future of co-hosting in sport events looks promising.

Given the relevance of co-hosting in sports mega events today, the aim of this dissertation was *“to compare the benefits from single hosting and co-hosting a football mega event, in order to understand if co-hosting halves the benefits equally as it also halves the costs.”* Whereas the matter of costs and benefits following a sports mega event has been researched quite substantially, this research paper wants to proceed from the assumption that co-hosting of a mega-event has an impact on both costs and benefits.

This research paper started off by analysing these existing academic findings in order to establish a framework of benefits which hosting nations can acquire through hosting mega-events. This framework contained a categorisation into four types of benefits: Economical benefits, Tourism, Sport Venues and Country Image.

After establishing a theoretical framework operationalized into seven measurable variables, four case studies were analysed to examine if the benefits of co-hosting can exceed those of a single hosted mega event, if these are shared equally between host countries and most of all, if this sum ends with a more positive balance in the end. The case studies chosen for this research are 2002 FIFA World Cup Korea/Japan, 2006 FIFA World Cup Germany, 2012 UEFA Euro Cup Poland/Ukraine and the 2014 FIFA World Cup Brazil. Two single-hosted and two co-hosted cases were selected to balance and better understand the benefits of the two different settings.

This investigative research provided qualitative and quantitative results obtained through documentary analysis and surveys. The main resources of the documentary analysis included official publications of national governmental organisations, bids and evaluations made by hosting nations, databases of international organisations, newspaper articles and existing academic findings. The survey was conducted among the FIFA Master Alumni community for gathering details to support our thesis.

In terms of economical benefits, the case studies of Germany and South Korea – Japan show a clear correlation between economical benefits, expressed in exponential growth in the gross domestic product and export of a nation attributable to hosting a sport mega event. This correlation is less visible in the case studies of Brazil and Ukraine – Poland. Furthermore the findings proof that the sum of the benefits of co-hosted events has the ability to significantly exceed those of single hosted events.

The findings analysing the benefits of tourism demonstrate a clear correlation between hosting a sport mega event and experiencing a growth in both tourism numbers and – spending. However the cases of both Ukraine – Poland and South Korea – Japan indicate that hosting nations didn't benefit equally from these benefits. Both Poland and Japan benefitted significantly more than Ukraine and South Korea in terms of tourism.

Finally all four case studies demonstrate unanimously that their image had benefitted from organising a major football event. In addition, the case studies show that the benefits in terms of image of the country are not bisected between co-hosts. Furthermore, the hosts who cooperated in order to organise the event South Korea, Japan, Poland and Ukraine were able to obtain the same benefits as Germany and Brazil as single hosts.

Following these findings, two main conclusions can be drawn:

1. The findings demonstrate that co-hosting of a mega-sport event has the ability to provide host nations more than half of the benefits that single hosted nations have.
2. The findings have established proof that there are different disparities between co-hosting countries and the benefits between two co-hosts are not always shared equally.

However these conclusions have to be seen in a wider perspective. Although this research has formulated extended proof that co-hosting is an emerging concept in sport events and it has the potential to bring more than half the benefits to two countries against having to pay half the costs, this research places the cautionary comment in terms of the additional risks that are concealed in the nature of co-hosting. The research paper has examined additional risks in terms of the legal framework, the governance and most significantly, security that have to be addressed to fully prosper and reach the potential benefits of co-hosting.

A final prerequisite is the notion of national stability, as sport never takes place in a vacuum. The study of Brazil has shown the impact corruption scandals can have on economical effects, Ukraine has demonstrated that the effects of the year after the event have strongly been affected by a civil war, South Korea and Japan display highly differing results attributable

to fluctuations in terms of a country's currency with regards to tourism and finally the case study of Germany has demonstrated how a country can fully benefit from hosting a World Cup when the legacy of the tournament is planned into detail and the country goes through stability during the tournament cycle.

The future success of co-hosting of football mega events such as the FIFA World Cup or the UEFA European Championships lies in the ability to be prepared to face additional risks and the stability of the country at times of the event. If both those conditions can be answered in the affirmative, co-hosting has the added value to bring hosting nations benefits against a lower price.

The whole is greater than the sum of its parts: How can North and South America further collaborate to maximize the full potential of club football in the Americas?



Natalie AMATO (Uruguay & United States), Meskerem GOSHIME TADESSE (Ethiopia), Kunihiro MATSUO (Japan & United States), Laurent VAN ROSSOM (Belgium)

EXECUTIVE SUMMARY

When one hears the words ‘Champions League’, it is natural that one’s mind travels directly to Europe. The power trio of Messi, Suarez and Neymar at Barcelona may be one of the first images that spark, perhaps followed by Sanchez at Arsenal or Vidal at Bayern Munich. It is easy to forget that some of the most renowned masters of the world’s beautiful game that make the UEFA Champions League so remarkable have their roots on the other side of the Atlantic. It is also easy to forget that on the other side of the Atlantic in the Americas, while with a different flavor, club football is huge and has the potential to grow immensely given the right vehicle.

In South America, there exists a magical, incredible club competition: the Copa Libertadores. Filled with passion, emotion and a rich history, the Copa Libertadores is the pride of South American club football fans. Neighboring North America’s CONCACAF Champions League has been played since the early 1960’s and is the platform for powerful Mexican clubs as well as uprising MLS teams to compete for a spot in the FIFA Club World Cup. While both the CONMEBOL Copa Libertadores and the CONCACAF Champions League have their strengths and prestige, there are many factors that have contributed to the hindrance of their popularity and development worldwide and even within the region.

Club football in North and South America has faced very different challenges given the widely diverse development of the sport in different sub-regions and the influence of varied socio-economic factors. Because of these differences, the weaknesses of one continent have been found to be the strengths of the other and collaboration between the two continents is an opportunity to maximize the potential of club football in the region. A proposed Americas Champions League that would involve clubs from throughout the Pan-American region has sparked interest from key stakeholders and has been identified as a truly innovative way of reshaping the struggling landscape of club football in the Americas and maximizing its potential.

In light of these elements, this paper intends to explore the major strengths, weaknesses and opportunities of club football in the Americas and analyze how collaboration between

the two continents of North and South America could aid in exploiting the full potential of football in the region. The originality of the research lies in a deep analysis of the Pan-American region's footballing history and the realities today, the areas in which a joint competition between the two continents could impact the development of club football and the main challenges posed by such a club competition.

Methodology

The authors used varied research methods to determine and describe the landscape of club football in the Americas and the challenges and recommendations for an Americas Champions League. Secondary resources such as books, journal articles and online sources were used to describe the historical and present context of club football in the Americas, to provide a theoretical analysis of elite club competition governance and to develop a comparative analysis of the 6 confederations' top-tier club competitions. Primary data was collected via phone and Skype interviews with executives at clubs, leagues and the two confederations of the Americas (CONMEBOL and CONCACAF) to collect their opinions of the main issues facing club football today, the challenges posed by an Americas Champions League and their general interest and thoughts on the proposal.

The steps in the research process were as follows:

1. Analyze and describe the historical development of national and club football in North and South America
2. Analyze and describe the landscape of club football today in both continents
3. Review of literature outlining a theoretical perspective on elite club competition governance
4. Comparative analysis of all 6 top-tier continental club competitions in order to highlight major strengths and weaknesses of the Copa Libertadores and the CONCACAF Champions League
5. Introduction of the Americas Champions League proposal along with a description of 5 key areas of impact
6. Identification of key challenges posed by the Americas Champions League followed by a feasibility analysis
7. Development of 2 recommendations of alternative joint club competition formats that tackle key challenges

Key findings

Club Football Landscape in the Americas

From a comprehensive study of the historical development of club football in the region and an in-depth comparative analysis of the 6 confederations' club competitions, the authors have narrowed down the main problems of club football in North and South America. In South America, they have been identified to be: financial instability (leading to difficulties retaining players), poor infrastructure and weak management strategies. The strengths on the other hand lie in the quality of football, passion of fan bases and strong brand authenticity and value of clubs.

In North American club football, main problems have been identified as: lower interest in football (specifically in the United States), lower level of football throughout the region and relatively weak brand value of clubs. On the other hand, strengths lie in the professional management of clubs and leagues, excellent infrastructure and stronger financial resources.

Potential Beneficial Impacts of an Americas Champions League

The following are the 5 areas where the authors have found where a joint club competition could potentially help maximize the full potential of club football in the Americas:

1. Economic
2. Technical Development
3. Brand Exposure
4. Fan Generation and Engagement
5. Knowledge Transfer

Proposal of the Americas Champions League

The Americas Champions League as proposed would be a 64 top-tier club competition spanning the Pan-American region. The proposed format is straight double-legged knock-out rounds with a one-off final in a pre-determined venue to be rotated each year between North and South America. It would not replace the existing Copa Libertadores or CONCACAF Champions League but rather run in parallel. Confederations would not be the organizers or owners of the tournament.

Key Challenges

The researchers have identified the following main challenges that are posed by a joint club competition:

1. Schedule (Calendar and Player Fatigue)
2. Travel Distance & Costs
3. Political & Legal

Feasibility of the Proposed Americas Champions League

Given the challenges stated above and analyzing each under the details of the proposal, the Americas Champions League today as proposed was deemed to be unfeasible. The 2 challenges that did not pass the feasibility test were scheduling and political & legal issues.

Proposals

Given the unfeasibility of the Americas Champions league as currently proposed, we have designed 2 alternative proposals of joint club competitions that would tackle the challenges and maximize the full potential of club football in the Americas.

1. Proposal #1: The Pan-American Cup

In the analysis of the key challenges of the Americas Champions League, it was highlighted that these challenges arose from the proposal of the tournament to run in parallel to the other existing competitions and including the same top teams. Upon determining

that this was not feasible, our first proposal is to create a joint club competition as a **second-tier** competition in the region. The idea would be to have this competition replace the CONMEBOL Copa Sudamericana (currently considered the second-tier competition of the confederation) and expand it to include MLS teams and other teams from the CONCACAF region.

- 64 teams from CONMEBOL and CONCACAF would participate with 40 and 24 berths allotted to each confederation, respectively. Teams to qualify according to domestic league standings.
- Format of the tournament would be as follows:
 - Two regionalized (North and South) double-legged knock-out rounds ultimately eliminating 48 teams
 - Group stage involving 16 teams, put in 4 groups of 4 via a draw¹. 10 spots will be attributed to CONMEBOL clubs and 6 to CONCACAF.
 - From each group the top two teams advance to the knock-out stages, where double legged quarter finals and semi-finals will be organized, before a one off final in a neutral stadium.

Issues Raised:

While this proposal tackles the 3 main challenges, as it is a second-tier competition, it would not really be maximizing the full potential of football in the region. The full potential of football in the Americas lies in having a tournament whereby the best teams participate. The problem with a second-tier competition is that a) there may be lower interest from fans and therefore lower attraction of commercial partners and b) the quality of football would not be the highest. Furthermore, prize money would not be able to exceed that given by the Copa Libertadores, which also restricts the maximization of the potential of the region. In light of these elements we have outlined below a second proposal of a tournament involving the whole Pan-American region with top teams participating and with more attractive revenue streams.

2. Proposal #2: Americas League 1

- 20 top-tier clubs from CONCACAF and CONMEBOL
- For the first edition to raise awareness and generate interest and excitement, qualification will be based on strongest brand value (as developed by fan base and history) of clubs². If the first edition proves to be a success, qualification to the following editions will be based on sporting merits via domestic league standings. The number of berths per country will remain the same as detailed below to ensure an important representation of the biggest markets in the competition.

¹ Different pots to be divided by federations and confederations to ensure groups are balanced in terms of geographical diversity of clubs, assuring that there will be at least one CONCACAF representative club in each group.

² The Mexican, Brazilian and Argentinian teams were selected based on the clubs with the best brand image in terms of popularity and past sporting records. The U.S. teams were selected based on the market size, best average attendances and Hispanic population. The Central American teams of Costa Rica and Honduras were selected based on past sporting performances and since they represent Central America.

CONMEBOL

Brazil (4)
Argentina (3)
Uruguay (1)
Chile (1)
Colombia (1)

CONCACAF

MLS (4)
Mexico (4)
Costa Rica (1)
Honduras (1)

- Format of the tournament as follows:
 - Group stage consists of 4 groups of 5 teams. In every group each team will play against each other once. They will play 2 home games and 2 away games to be determined via a draw. The top 2 teams with the best record in the group will advance to the knock-out stage.
 - In the knock-out stage, the 8 teams will play a home and away game.
 - The 4 teams that make it to the Final Four will go through a draw to determine the next round of matches, 2 semi-finals and a final. Teams from the same association will not be playing against each other unless there 3 out of the 4 are from teams from the same association. The 3 remaining matches will take place in one host city, Los Angeles, California at the famous Rose Bowl Venue. This host city was chosen based on the successful Copa America Centenario 2016 and for financial reasons since Los Angeles, California has the best potential market in terms of population and a large Hispanic community.
 - Projected total prize money for champion of USD 5.4 million (not including added disbursements from the market pool of USD 39 million).

Conclusions

While the above two proposals do raise certain issues, they have been deemed to be feasible following an analysis of the key challenges. Given that top-tier clubs would participate, record revenues would be generated, clubs from throughout the region would enjoy increased brand exposure and fan generation and a significant transfer of knowledge with clubs from the other confederation, the **Americas Power League** would truly successfully maximize the full potential of club football in the Americas

How can a typical sports organisation benefit from the use of data analytics?



Camara DAVID (Trinidad and Tobago), Omar DREIDI (Palestine),
 Primrose MHUNDURU (Zimbabwe), Sindre SVADBERG (Norway)

EXECUTIVE SUMMARY

The best-selling book *Moneyball* by Michael Lewis changed the way people thought about sport and it sparked a revolution in which player performance was measured and assessed using an evidence-based approach rather than a tradition dominated by anecdote and intuition. Since then, sports scientists have attempted to replicate the success of this approach in sports such as basketball, soccer, American football to name a few. However, business analytics represents a second type of data analytics within the sports industry, which is the science of learning from data to improve business performance. Data analytics is a trending topic, yet many organisations and individuals do not know how to fully utilize data analytics to their advantage. Classics such as *Moneyball*, *Soccernomics* and *The Numbers Game* are in large part devoted to explain what is happening on the field of play, and as the management side of sport was the area where we identified a gap in existing research on data analytics in sports, our paper aims to bringing to light the use of data analytics off the field of play.

Research methodology

Our research begins with a primary study into how a typical sports organization's departments are structured. We found this necessary as it gave us the basis to know which areas off the field we should tackle. We examined organizational structures of 60 American sport franchises across the NBA, MLB and the NFL in addition to a secondary source on the administrative structures for a number of football clubs across the globe. From our findings we were able to identify six main areas of activity that were common within all the sport franchises and football clubs studied. These main areas were Sport Operations, Ticketing, Marketing & Sales, Facilities, Digital & Broadcasting and Administration. Then, our research narrows in on each of the mentioned areas to examine how analytics have changed the way they operate and make decisions. For each of the departments we identified methods that are rapidly becoming common practice and those that are at the "frontier".

Findings

Sport Operations

The focus of our paper was on the business side of analytics but we found it necessary to include at a minimum some of the sporting operations use of analytics. Our findings showed that across all markets, namely the US and Europe, analytical approaches in sports was being used. We were able to present some the methods using the popular 'Moneyball approach' in European soccer, most evidently through Danish club, FC Midtjylland. Additionally, just like American franchises uses data analytics to rank players in the draft process, we found that analytical models assisting player transfer decisions are rapidly becoming common practice for European soccer clubs.

Marketing & Sponsorship

In this section we decided to group the main areas of Marketing & Sales and Digital & Broadcasting because of the similarity in our findings. We were able to examine Marketing, Social Media & Fan Engagement as well as Sponsorship in separate sections. For marketing, we found that traditionally marketing decisions were being made in isolation. There was no integration between the marketing department and the ticketing department for example when making decisions. A collaborative data analysis across various departments is necessary to increase business results. We explored several concepts that were introduced because of data including Customer Relationship Management and Customer Lifetime Value to name a few. Social Media has rapidly become the ideal way to interact with fans. This digital transformation of fans allows clubs to connect beyond the fourth quarter or after 90 minutes. With the advent of data analytics on social media platforms, like Facebook and Twitter, a club can "listen" to their fans and know exactly what their fans preferences are and can easily tailor individualized content to suit them. Clubs and sponsors both now benefit with data analytics when it comes to sponsorship. We explained how they now use analytics to help them negotiate sponsorship deals by presenting accurate numbers to their sponsors measuring visibility and perceptions of their brands, more commonly known as Sponsorship Return on Investment.

Ticketing

The past five years have seen a rapid acceleration of ticketing models and use of data to understand customer behavior. Our findings explained how ticket pricing is becoming more personalized through new data sources such as secondary ticketing, improved communication tracking or detailed behavioral/demographic tracking of fans. These findings brought our attention to how pricing decisions were made before analytics and after analytics. Again, we witnessed a number of European clubs that continue to price tickets based on guesstimates of the market whereas the US franchises have started to adopt more analytical approaches in the past three years. As sports organizations are heavily influenced by current events, many US franchises have successfully adopted a similar strategy to the airline industry in dynamic ticket pricing.

Facilities

The connection between facilities and data analytics is fairly new but rapidly growing in the sporting industry. With fan experience being at the heart of modern facility management, it is of no surprise that data analytics is making its way through the stadium gates. The idea of a smart stadium was one of the concepts that were introduced in our findings where applications and sensors can provide up-to-date information about empty parking spots, crowds at the entry gates and queues at concession stands. Data analytics also assisted management in other areas like security and maintenance.

Administration

Our last key area reviewed, was how data analytics is changing the organizational structure and the human resources in sport organizations. Again, our research showed that European soccer clubs are slowly adding data analyst personnel into their organizational structure whereas the American franchises are already far ahead hiring computer science graduates from Harvard, Yale and MIT, which is fueling an argument from Soccernomics claiming that soccer clubs are incompetent because they hire incompetent staff. Manchester City FC however, hired 11 data analysts focusing on the Sports Operations and has added a Research Insights Department, which shows that they have made it a priority within the club to introduce data analytics.

Conclusion

Although most of our findings show how advanced the US franchises are in terms of implementation and usage of data analytics, it is important to note that the sport markets are all not the same. Our experts when interviewed all agreed that clubs implement analytics into areas that are their main revenue drivers and areas that are considered a priority to them. So although ticket sales may be the main revenue driver for one team in the US, sponsorship as well as monetizing a global fan base may be the driver for another team in Europe. Furthermore, American sports organizations possess a data-driven mindset that European soccer clubs do not, which shows that there is still a cultural barrier to adopting data analytics amongst European soccer clubs, most evidently on the management side of the organization.

There is no secret recipe or winning formula drenched in the numbers alone. Data analytics is about asking the right questions. Most of the questions that have been asked in soccer for example have been offered solutions through traditions and faith. Today, we find that there are new techniques to provide the answers through the analysis of data. The revolution of business analytics in the sports industry is here, and European soccer clubs as well as other sports organizations in the US and the rest of the world need to embrace it or risk falling behind.

Building a Brand Through Sport: The Case of Qatar



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EXECUTIVE SUMMARY

One decade ago, Qatar was a relatively unknown, small, oil rich country in the Middle East. Today, the image of Qatar is drastically different. As part of the continued advancement of the country, Qatar chose to brand itself primarily through sports. Our argument is that Qatar is increasing its global awareness and changing the perception of the worldwide audience by hosting major sports events, investing in and sponsoring internationally-known sports brands and developing its own sport culture from within. Qatar is taking these steps to brand their country through sports because of the benefits it provides. While Qatar is doing everything in its power to project the image it wants to, the media is also influencing the perceptions of the international community. Our goal was to describe Qatar's model, including the successes and failures, and in turn describe how it could benefit similar countries hoping to learn from Qatar's experience. This is not a research project on the soft power of hosting major sporting events or the creation of soft power through sports as a matter of national policy. Although soft power is an important aspect of hosting and utilizing major, international sports, our focus was specifically on the branding of Qatar.

Aims and objectives

The rationale of the project was to better understand Qatar's branding strategies, the role of the media on those strategies, the perception of those strategies within the sports industry and communicate our findings to a broader audience. With the aim to investigate the challenges of building a nation brand through sport, the objectives of the study were:

- To examine what Qatar has gained through hosting major sporting events, sponsoring globally recognized sports brands and developing their own sporting culture from within
- To explain how Qatar is positioning its brand on a global scale through sports
- To investigate the role of the media in shaping perceptions of Qatar

General framework

To begin, we examined the power of branding a country through sports and help to give a clearer picture of why Qatar chose this path. We then dove into the three main pillars of

Qatar's sports branding approach, which are: hosting major sporting events, investing in and sponsoring internationally recognized sports brands, and using sports as a tool to develop a sporting culture and address social problems within Qatar, as well as in the surrounding region. In addition, we examined how the media has portrayed Qatar through an analysis of media trends as they relate to major sporting events. Each of these sections paid special attention to the link between Qatar's brand and the topics addressed. Finally, to understand the international perception and awareness of Qatar further, we conducted interviews with influential leaders within the sports world. We shared the opinions of those individuals in the Interviews section to give a unique and interesting, international perspective on the branding of Qatar. The interviews were the primary methodology used to answer our research questions outlined in the Introduction of the project. We supplemented it with secondary research by collecting and interpreting relevant information from books, journal articles, documentaries, interviews, academic works, new publications, etc. To conclude we summarized our final points on the subject and offered recommendations for how Qatar can improve the current model and what other countries can learn from Qatar's journey. The summary of those conclusions and recommendations is shown below.

Conclusions

After significant research and reasoning, we concluded that Qatar is undoubtedly branding itself through sport and is doing so in order to enjoy the benefits it provides. However, it has not been a simple journey and there is still a long road ahead. Qatar's three pillars have been and will remain the primary focuses of Qatar's approach to brand the nation through sports. We have seen that, despite the steps Qatar has taken to put out positive and redeeming images of its brand, the media has used the 2022 FIFA World Cup to brand the country in a different way. Upon the conclusion of our research and interviews, these are the three major takeaways from our project:

Qatar's efforts to brand the nation through sports are working, but not entirely the way they intended. While there is no question that the rise in awareness has been an extraordinary feat for Qatar, there is some hesitancy to claim it has been the best thing for its brand. The negative media stories associated with the 2022 FIFA World Cup have damaged the current perception of the country and it will take time, decisive actions and more transparency going forward to repair the international image of the country. However, as shown in our interviews, the perceptions amongst leaders in the sports industry reveal that the shift in perceptions over the last decade has not been as significant as anticipated and that they believe Qatar has a bright future ahead.

Qatar's branding efforts will impact the country negatively in the short term, but will be seen as a positive in the long term. Our interviews indicated that perceptions about Qatar have not been impacted as negatively as we anticipated. Our research revealed that, although the media trends have had an impact on the overall perceptions of Qatar's brand, there is the impression that Qatar is transitioning away from old stereotypes and now is largely seen as a country "of the future." As Question #6 of our interviews show, our participants believe the top word associated with Qatar in 2024 will be "sports" so there is reason to believe Qatar's branding efforts will pay off in the long run. In addition, Qatar's use of

sports is not done completely with the intention of promoting and branding the country. Its primary objective is to develop and improve the health of its society. As soon as that message becomes louder than the negative, controversial media stories associated with the 2022 FIFA World Cup the international perception of Qatar will begin to improve.

To improve its brand, Qatar needs to address its large, systemic issues to change international perceptions. The media has revealed issues stemming from the 2022 FIFA World Cup and until those problem areas are addressed, perceptions aren't likely to change. From the interviews we gathered that there needs to be swift, transparent and sweeping reform in the areas of workers' rights and human rights to improve the perception of Qatar's brand. It is our conclusion that if Qatar were to market the 2022 FIFA World Cup as the catalyst for addressing these issues and inducing social change it would help change the international perceptions of the country, FIFA and the region as a whole. From the legal perspective, we understand this is easier said than done, as the legal system of each country is very different and international agreements can be very complex to navigate.

Recommendations

This paper allows for a deeper understanding of Qatar's branding techniques through sport and is directed toward audiences interested in learning about the successes, failures and potential places for improvement in Qatar's model. We believe the foundation of Qatar's model is solid and that through hosting, investing in, sponsoring and developing through international sports is a powerful way to build a recognizable, global brand. While Qatar is doing plenty of things right, countries looking to follow Qatar's model should pay special attention to these points learned throughout our research:

Ensure the three pillars of environmental sustainability, financial responsibility, and the protection of human rights are addressed and prepared before even bidding to host a sports mega-event. Documents and organizations like the Ruggie Report, Olympic Charter, United Nations, Amnesty International, etc. are making the protection of human rights and workers' rights an absolute priority for any country hoping to host a sporting mega-event. Qatar's issues with the kafala system and human rights violations have prompted the major international sports governing bodies to ensure future hosts do not present the same potential problems. Going forward, ensuring the protection of human rights and workers' rights will need to be one of, if not the highest priority to any bid for potential host countries and cities.

Push the positive. As we discovered in our interviews, very few of our participants knew about Qatar's efforts in the development sector. In order to counterbalance the inevitable negative media attention associated with sports mega-events, significant resources must be invested in the implementation, promotion and management of development programs and corporate social responsibility initiatives. The programs should not be created just to market them. The ideology and benefits need to be understood and the programs being done should actually create social progress, not just appear to do so. Bring in experts and academics to help get positive messages and key research involved in the branding process and help push the importance of these programs.

Be prepared for the intense media scrutiny and global media trends that relate to sport mega-events. Countries looking to follow Qatar's model should educate themselves on the media trends leading up to major sporting events laid out in the media analysis section. Only by understanding the past trends can countries prepare for the scrutiny that comes with hosting an international sporting mega-event. It is also recommended to see whether bidding and hosting a major sporting event is the best decision for the branding of a country through sport. While the significant awareness created by hosting sporting mega-events may be lost, the ability to adequately manage international perceptions may be deemed more important to the overall branding of a country.

How will the new structure of Euro 2020 affect the fan experience & how involved are fans as a key stakeholder in organising football mega-events?



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EXECUTIVE SUMMARY

Since the European Football Championship (EURO) tournament began in 1960, the Union of European Football Associations (UEFA) has traditionally selected one or two countries to host the tournament. In 2013, UEFA decided that the 2020 EURO will be hosted in 13 different countries; the largest multi-country hosted tournament for European football. Understanding that UEFA can ensure brand consistency over the tournament in many different stadia as noticed in the annual Champions League tournament, one of the key aspects to creating a successful event is in the design and implementation of a positive fan experience strategy.

Spectators in football are claimed to be the primary stakeholders in creating the desired atmosphere for the success of a tournament. Our research aims to identify the importance spectators hold within the decision-making bodies that host international tournaments. The significant factors for fans and governing bodies that should be addressed when planning a multi-country hosted tournament is what instigated our initial ideas for this research. Knowing UEFA will begin to change the international match structure in 2018, we will explore ways that UEFA can use knowledge transfer from prior tournaments and potentially apply our research findings in anticipation for EURO 2020.

The research project is divided into three focus areas. Under each area of focus, sub-issues and objectives have been defined.

1. Fan Landscape in Europe

- This chapter explores fan behaviours, motivations, and how their levels of satisfaction are met when engaging with sport and attending live events.
- Analyzing sport fans as international tourists and the factors that draw major concerns when considering international travel for reasons associated with a sporting event which include: time constraints, finances, ease of movement, security and engagement tactics such as social and digital media.
- Tournament concerns such as risk management, security, and hooliganism are discussed in detail, including considerations for these topics that may have a vital impact on EURO 2020.

- his section provides an understanding of influential factors in these areas for the fans and how they affect overall spectator expectations and satisfaction when attending mega-sport events.

2. UEFA and EURO 2020 Tournament Structure

- The second chapter analyzes UEFA's intention of multi-country hosting in EURO 2020; specifically, what was done in the past and the evolution of the structure of the tournament. Explanations of the new bidding process, requirements for hosting, and qualifications for the tournament are also discussed as EURO 2020 will differ from prior operations of past tournaments.
- Interview data was collected from UEFA's Knowledge Management and a host Local Organizing Structure (LOS) organization team from Belgium regarding their expectations for EURO 2020 to support our research findings.
- This section provides an explanation of the reasons for a new EURO structure in 2020 and how UEFA will be able to cope with the challenges of multi-country hosting in regards to reaching various fans.

3. Fan Governance

- This chapter discusses fan organizations and supporter groups that currently exist in Europe, describing their structure, aims and accomplishments.
- Analyzing prior survey data collected by these organizations supports our research in understanding how involved supporters can be while interacting with their associated club or national teams. The analysis of this data builds arguments for the key focal areas of concern fan organizations have with the current structure of their supporter groups and their level of interactivity with sport bodies.
- Interview data was collected from two groups: Football Supporters Europe and Supporters Direct to provide insight and deeper understanding of the challenges and opportunities that fan associations hope to address.
- This section provides details on how fan associations are currently involved in the overall structure of European football and defines how fans have an ability to influence decision-makers in sport. Strategies to increase supporter involvement for UEFA EURO 2020 will be discussed.

Lastly, a prior tournament is analyzed through an in-depth case study of EURO 2012 co-hosted by Poland and Ukraine and how the tournament developed a relationship and created a dialogue that was previously non-existent between those national associations and its fan groups. Findings from these three sections and the case study analysis lead to our final conclusions.

Research Question & Outcomes

An analysis of the three areas of focus in our research and the case study, while considering all relevant sub-issues and outcomes, lead us to ask the vital question under focus for the research project:

"How will the new structure of EURO 2020 affect the overall fan experience and how involved are supporters as a key stakeholder in the organization of mega-football events?"

From the analysis of the three focus areas in our research and the case study previously discussed, we aim to answer the main research question and consequently define two specific outcomes for the entirety of the project.

First, an important objective through our research is to gain an understanding of how sport organizations involve fans in their decision-making process. Consequently, our report defines *why* fan involvement is important to the hosting of mega-events relevant to UEFA. A further outcome of this research will provide recommendations about how sport organizations can involve fans in the future as a key stakeholder. Second, we aim at understanding the relations between the current organization of fans and decision makers, and ultimately explain how these groups can improve their relationship and improve the overall fan experience for EURO 2020. A fundamental outcome for the report is to identify areas for UEFA to consider when hosting EURO 2020 in a multi-country context, which has never been done in a sport-event of this scale in the past. Finally, the provided recommendations are aimed to improve the overall fan experience and engagement strategy for EURO 2020 while addressing the needs and complexities of the vast European fan base.

Summary of Recommendations

The following recommendations have been classified to reflect our three topics of research with the aim of implementing such strategies for EURO 2020: fan-centered recommendations, UEFA recommendations and fan governance recommendations.

Fan-Centered Recommendations: Increasing accessibility, interactivity and responsiveness to major tournament concerns.

Defining a fan-centered strategy as discussed in the fan landscape chapter should be of central importance leading up to EURO 2020. Recommendations in this section aim to improve: accessibility, so more fans can enjoy the tournament; interactivity, so more fans can become involved in the tournament; and responsiveness, so more fans can have their opinions considered. These areas of improvement will display UEFA's considerations of their fans. The following three components aid in the development of a fan-centered strategy.

1. *Increased use of social media; especially in the area of providing updates regarding security and major alerts*
2. *A specific digital engagement platform (i.e. mobile app) to incentivize travelling fans during EURO 2016*
3. *Tighter security measures by collaborating with all stakeholders, including host cities and local governments*

UEFA Recommendations: Creating a unique tournament experience, tailored locally.

UEFA has the challenge to generate excitement and provide fans with a unifying tournament feel to generate excitement for a tournament happening all across Europe during EURO 2020.

These recommendations aim to engage fans together with the local expertise of the host city LOS's, regardless of how the tournament is structured.

1. *Qualification system should guarantee a certain number of matches for host nations that qualify for the tournament*

2. *Local LOS's should entice fans first, locally by engaging with their NA and second, outside their home nation by packaging matches with tourist experiences.*

Fan Governance Recommendations: Building relationships with key stakeholders.

Supporter organizations and their cooperation with UEFA leading up to and during EURO 2020 will be vital to its success in engaging fans all across the continent. These recommendations suggest how fan groups should work with UEFA leading up to the event and how Fan Embassies and support services may be structured during EURO 2020.

1. *Fan Organizations need to initiate dialogue in a structured way regarding their core purpose, to communicate the concerns and ideas of fans to decision-makers.*
2. *UEFA Regulations should put in place a fan-centered requirement into their Tournament Regulations.*
3. *Fan Embassy operations during EURO 2020 should be centralized and recruit from local experienced community fan-leaders.*

Limitations

The research and consequently the recommendations that follow pronounced insight into football fan culture; however, there are limitations due to the fact that the landscape across European fan bases is varied and constantly changing. The survey data examined was conducted by outside parties, and while the sample represents varied fan opinions, it will always be difficult to generalize the football fan culture of Europe into one classification or category without considering the local political, cultural, and socio-economic factors that over the decades have shaped the behaviours and motivations of fans in different areas and countries. With the recent conclusion of EURO 2016, there has not yet been an extended time frame between the conclusion of the tournament and the production of this report to be able to evaluate and reflect on the knowledge from supporter groups and other stakeholders from France, hence, a case study was evaluated on EURO 2012 rather than EURO 2016.

Recommendations and strategies given in this report derive from a predictive study and are untested in some regards. Suggestions are based on an academic framework and a prior case study, thus not yet applied to a multi-country mega sport event that UEFA aims to accomplish during the EURO 2020 tournament.

Conclusion

As this is a predictive study in a changing landscape, unforeseen developments will most likely take place between the publishing of this research report and the kick-off for EURO 2020. It is important to consider that the recommendations derived from this study are general in a sense that football governing bodies may over time continue to develop relationships with all level of fans in Europe, from international tournaments to domestic leagues. From all perspectives analyzed, it is our outlook that the future success of international tournaments and the growth of football are dependent on the satisfaction and involvement of supporters and organizations that represent them.

Future considerations to expand further on this research should include more in-depth communication with fans that attend international football tournaments. The conclusion of EURO 2016 in France presents an opportunity for continued knowledge transfer and growth development with fan organizations. With unexploited potential in Europe to engage structured dialogue with fan organizations, we hope to see the continued development of supporter-related associations and their increased cooperation with governing bodies, such as UEFA, to deliver exceptional positive experiences and entertainment during international tournaments.

The Gold is not enough: Evolving the Youth Olympic Games through innovation.



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BACKGROUND

At the turn of the century, the International Olympic Committee was in danger of losing a generation. The Olympic values of Friendship, Respect and Excellence were threatened by doping allegations and a 'win at all costs' mentality. The ethics of the Olympic Movement and the oft-quoted principle that 'the essential thing is not to have won, but to have fought well' lay tarnished amongst a wave of cheating accusations and scandals.

Even so, the impact on the Games themselves was perhaps less severe than that on the youth. With the younger demographic becoming increasingly disengaged with the Olympic Games, and perpetually choosing the sofa over the sports field, the IOC had a mission on its hands trying to remain relevant and educate the youth about Olympism and the Olympic values through sport.

In 2007, the IOC sought to address this. The solution, they believed, was the creation of the Youth Olympic Games, a biennial multi-sport event involving participants aged 14 to 18. The Games' mission 'to inspire young people around the world to participate in sport and encourage them to adopt and live by the Olympic values and become ambassadors of Olympism' cannot be accused of lacking ambition.

Nine years on, the Youth Olympic Games are facing a whole host of criticisms and are often considered to be both failing to clearly establish its purpose and falling short of the vague objectives it does have. Chief criticisms of the Games include an overload of pressure on young athletes, an unnecessarily high cost for the IOC, and a lack of awareness about the Games, especially among young people.

In February of this year, the IOC established the Youth Olympic Games Tripartite Working Group, made up of members of the IOC, International Federations and National Olympic Committees which will, in the words of IOC President Thomas Bach, 'have a wide-ranging debate about potential improvements and adjustments of the overall format of the Games'. With the Working Group's report due in August, this year is a truly decisive one in the future of the Youth Olympic Games.

Research Aim

The multitude of aims and objectives of the Youth Olympic Games appears to be confusing its narrative and positioning. Currently, the Games have eight key objectives, ranging from bringing together the world's best young athletes to sharing and celebrating the cultures of the world. It was both unrealistic and undesirable for us to assess how the Games have performed in each of these categories, as the scope would be too wide and, ultimately, this is the role of the Working Group.

The theme of innovation, however, is evident throughout many of these objectives and our initial research clearly demonstrated to us that innovation has been central to the Games' evolution thus far. Through our project, we aim to assess the extent to which this is the case, and the assess the degree to which innovation can help the evolution of the Games in future. We believe that this approach makes our research significant to those within the IOC interested in furthering the Games, and highly relevant and widely applicable to a number of other sports organisations and stakeholders, both public and private.

Theoretical Framework, Discussions and Key Findings

The theme of innovation, however, is evident throughout many of these objectives and our initial research clearly demonstrated to us that innovation has been central to the Games' evolution thus far. Through our project, we aim to assess the extent to which this is the case, and the assess the degree to which innovation can help the evolution of the Games in future. We believe that this approach makes our research significant to those within the IOC interested in furthering the Games, and highly relevant and widely applicable to a number of other sports organisations and stakeholders, both public and private.

We start by providing a historical landscape of the much debated reasons behind the creation of the Games, before establishing the three main areas of innovation that we have analysed in depth. These are:

1. Sporting Innovation: Since its inception, when the IOC asked international federations to consider and propose new formats for the Youth Olympic Games, many federations have developed their competition formats and used the Games as a testing ground for these. The Games now including unique formats and even mixed gender and mixed nationality events. Through an analysis of the strategies behind some major sporting innovations at previous editions and consideration of potential innovations to come, we assesses the extent to which these sporting innovations have been, and can be, a successful tool in the evolution of the Youth Olympic Games as a whole.
 - Case Study on 3X3 Basketball: FIBA was extremely receptive to the IOC's call for innovation, and effectively responded to the changing tastes of the youth. In experimenting with an urban discipline of its sport, the federation has managed to tap into emerging markets and bring itself closer to the youth. We use this case study to analyse the strategic processes behind FIBA's successful experimentation with 3X3 basketball and the role of "push factors" and "pull factors" in driving innovation.

- Case Study on Ice Hockey: Our analysis of multiple winter sports found the IIHF's strategy of leveraging on the Youth Olympic Games' ability to leave a lasting impression on its participants particularly interesting. The use of the 'Skills Challenge' to help promote the sport in hitherto untapped markets coupled with technological advances to make the sport more eco-friendly afforded us an engaging study in the impact sporting innovation can have on winter sports.
2. Delivery Innovation: The architect behind the Youth Olympic Games, former IOC President Jacques Rogge, was very clear in his vision that the Games should be about far more than the competition. The Delivery side of our analysis assesses how the Games have been innovative as a major multi-sport event. This includes an assessment of unique initiatives such as the Cultural and Educational Programme for young athletes and the use of Young Ambassadors to inspire the athletes. Furthermore, with Agenda 2020 currently being a major talking point in the IOC, we offer a perspective on whether the Youth Olympic Games can act as a leader in providing a low-cost, sustainable event without compromising its commitment to the local population of the host city.
 - Case Study on Rowing at Buenos Aires 2018: FISA plans to host rowing competitions at Buenos Aires in Puerto Madero, a testament to waterfront regeneration in the region. Not only does this tie into the legacy of urban regeneration that Buenos Aires 2018 hopes to leave behind, it also ensures the sport is witnessed by audiences in the centre of the city in an exciting new spring format.
 3. Wide Engagement Innovation: With the Youth Olympic Games ultimately aiming to inspire young people per se, not just the athletes, the authors also felt it necessary to find innovative solutions to engage with the Games' target audience and promote itself. A key critique of the Games up to this point is its failure to engage with a wider audience and awareness of the Games being exceptionally low. So much so, that the event has even been described as 'the best kept secret in sports'. This chapter provides an analysis into how the Youth Olympic Games has been, and can be, innovative in reaching a younger demographic - something other sporting organizations are finding an increasingly uphill task.
 - Case Study on Star Sports' Success in Popularising Budding Sports Properties: A funny thing happened in the Indian sports broadcasting industry in 2014. Kabaddi, an ancient, largely rural Indian sport that was considered "not suitable for television" garnered 435 million viewers in its first televised professional league season. Promoting a professional kabaddi league in a cricket crazy nation throws up interesting strategies that can be applied to the nascent Youth Olympic Games as they seek wider engagement with audiences.

Methodology

Due to the exploratory nature of our research, the authors chose to focus on a qualitative, hypothesis-driven approach. The key steps we followed are outlined below:

1. The Problem: From our initial research, it became clear to us that the biggest issue facing the Youth Olympic Games is that it suffers from a fundamental lack of identity and awareness. In other words, its purpose and conceived evolution remain unclear.

2. Key Issues: A mixture of seemingly over-ambitious objectives are at the core of a confusing narrative with regards to its purpose. That said, we noticed a clear theme of innovation throughout its literature and thus applied the Pareto principle, believing that innovation has the potential to address many of the Games' challenges at the same time.
3. Developing a Hypothesis: Having established that innovation was a key issue facing the Youth Olympic Games, we then sought to apply this into a hypothesis. Through an exploratory assessment of the past and current use of innovation at the Games, our hypothesis reflected our findings regarding the extent to which the Games could utilise innovation going forward. As such, our hypothesis reads: *'The Youth Olympic Games' use of innovation has been successful and should be utilised further to aid the evolution of the Games.'*
4. Analysis: The project relied upon a stakeholder theory in order to complete the analysis. With the Games still in their infancy, we felt it important to engage those parties that are highly relevant to their evolution in order to accurately assess their current use, and potential use of innovation. The theory has a number of advantages when implemented in a consistent manner, and our use of coherent questioning and questionnaires has helped us deliver this.

Our research methodology can be described as two pronged. Firstly, through primary research, the project has spent considerable time analysing official reports of key stakeholders, notably the IOC. To add to this, the project has relied heavily on gaining first-hand information from various stakeholders via interviews and questionnaires, to develop well-rounded comprehension. Secondly, the authors have conducted in-depth secondary research, mainly using books, journal articles and news reports from specialist publications and authors.

Results and Recommendations

As a result of our comprehensive analysis into the three identified areas of innovation, our results are two-fold: First, we provide an assessment on the use of innovation so far and proposals for the future. We then propose eight key recommendations, which we feel are essential if the Youth Olympic Games are to continue and expand upon their hitherto successful use of innovation. Our suggestions are as follows:

1. On Sporting Innovations:
 - i. International federations should look to realign their priorities in furtherance of greater innovation in the rules and formats of their sports as showcased at the Youth Olympic Games. Care must be taken in basing such sporting innovation on meticulous planning and clear strategic objectives.
 - ii. More international federations outside of the Olympic Games' sports programme, should be invited to showcase their sports at the Youth Olympic Games and use it as a platform to increase participation and gain valuable experience in staging competitions at major multi-sport events.
 - iii. As much as possible, The Youth Olympic Games should engage competitions of mixed gender and mixed nationality. Eradicating the Medals table at the Games could go a long way in helping sports federations promote their sport in new territories.

2. On Delivery Innovations:

- iv. The Youth Olympic Games should position itself as a laboratory in terms of experimenting with innovations that could help bring the Olympic Movement more in line with Agenda 2020.
- v. The Cultural and Education Programme and Young Ambassador Programme should be expanded so that positive engagement and networking between athletes off the sports field is prioritized as much as the on-field competition.
- vi. There should be greater emphasis on knowledge transfer and replication of innovative best practices from one edition of the Youth Olympic Games to the next.

3. On Wider Engagement Innovations:

- vii. The Youth Olympic Games must expand its work in directly engaging youth audiences. Through social media and the use of resources at the IOC's disposal such as the Olympic Channel, the Games must establish its presence among the second-screen generation it hopes to tap into.
- viii. Better networks must be sought with schools and parents. To focus only on direct engagement with young people neglects the influence of these influential actors in their lives. The propagation of a global 'Youth Olympic Games week' focused on schools is a possible solution.

Can a public-private partnership model of an international regulatory body be applied to promote good governance in sports organisations?



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Ivan KRALJEVIC (Australia & Croatia), Adrienne LERNER (United States)

EXECUTIVE SUMMARY

The far-reaching appeal of sports has made it a pillar of society for centuries. Sport's global popularity (more than half the world's population watched at least part of the 2014 FIFA World Cup) and economic relevance (annual revenue of the industry is estimated to be 150 billion USD) inextricably link sport to society.

Unfortunately, sports organisations have recently been making headlines for scandals and corruption. The scandal at FIFA, followed by the scandal at the IAAF, among others, have highlighted deep-seated problems.

Sport organisations find themselves at a crossroad between their historical structures as non-profit entities based on ideals of amateurism and the developments of the last half-century making them massive revenue generating entities due to lucrative broadcasting and sponsorship contracts. Furthermore, sport mostly has maintained its autonomy in the private sphere, despite its public functions and its governance structures lagging behind generally-accepted practices for the corporate world.

The recent context has resulted in a general loss of trust towards sports organisations by key stakeholders, and especially dangerous is sponsors' concerns. Governments also have an increasing interest in matters of good governance in sport due to massive public interest as well as taxpayers' money used in connection with sport, particularly in regards to hosting mega-events.

Widely-accepted definitions mostly focus on governance as being the decision-making and implementation processes an organisation has in place, and extensive research has been done both within and outside the sports world as to general principles of good governance, which for sports organisations often include considerations of, inter-alia, transparency, accountability, stakeholder representation, checks and balances, and conflicts of interest.

Though numerous stakeholders have proposed various methods to tackle the governance problems facing sport today, better methods are still required. A comprehensive and focused independent organisation, based on a public-private partnership with equal

representation from the sports and public worlds, focused on promoting good governance in sport, like WADA for doping has not yet materialised. In that regard, the authors wanted to examine the feasibility of this idea through case studies of IOC, FIFA, IAAF and WADA to then attempt to answer the question: Can a public-private partnership model of an international regulatory body be applied to promote sport governance?

Research Aim

The purpose of this research project was to study the potential of creating an international organisation focused on promoting good governance in the sports industry.

Methodology

The authors started by analysing the governance issues plaguing sports organisations to justify the need for the proposed body. They conducted descriptive research based on primary and secondary sources of the major scandals of the IOC, FIFA and IAAF, subsequent reform processes and their outcomes.

Explanatory research was applied to study the case of WADA, which tackles doping in the sports world. The authors identified success factors and proposed improvements that could be applied to the proposed body.

From the findings, the authors used applied and predictive research to formulate a proposal for ISGGO, International Sport Good Governance Organisation. Throughout the proposal process, primary research was conducted through consultations with industry experts to understand the challenges to the feasibility of ISGGO and explore possible solutions.

Case Studies of International Sports Organisations

International Olympic Committee (IOC)

The IOC is the supreme authority of the Olympic Movement and due to its leadership role in sport it came under harsh scrutiny when issues of corruption were revealed in 1998 in relation to the 2002 Salt Lake City Winter Olympic Games. It was proven that IOC Members accepted cash and other bribes to vote for the bidding city. Pressure from sponsors and the media, as well as internally, necessitated reforms.

In 1999, the IOC Session accepted the recommended reforms proposed by an investigatory report requested by President Juan Antonio Samaranch. In addition to expelling guilty members, the IOC created an Ethics Commission, becoming the first sports organisation to do so, and initiated the IOC 2000 Commission, which would be "*responsible for examining the IOC and its structures and recommending necessary changes*". It resulted in 50 reforms regarding membership, organisational structure, and the Olympics bidding process that the IOC Session approved.

Since then, the IOC has been a leader in pushing for good governance in the sports world, and the recent Olympic Agenda 2020 provides numerous recommendations related to ethics and good governance.

Nevertheless, there are also criticisms of the IOC including that many reforms are approved but not adequately implemented, there exists conflicts of interest for members, and even the bidding process is again under scrutiny in relation to the awarding of Tokyo 2020.

Fédération Internationale de Football Association (FIFA)

With football's ever-growing popularity, FIFA has become the largest revenue-generating Olympic IF in the world; unfortunately, along with this financial growth have come multiple corruption scandals. This paper examines scandals relating to marketing company International Sport and Leisure (ISL), awarding of FIFA World Cups and, more recently, FIFA leadership.

In response to the ISL Scandal, FIFA implemented reforms focused on financial reporting, auditing and compliance and, like the IOC, it established an ethics committee and adopted a Code of Ethics.

Following the FIFA World Cup bidding scandals for Qatar and Russia, FIFA appointed Professor Mark Pieth in 2011 to chair the Independent Governance Committee (IGC) to develop a framework of good governance which recommended reforms in 2012; however, an analysis by Professor Roger Pielke Jr. concluded that many of these were either inadequate or not implemented at all.

Finally, following the extremely public leadership scandal last year, FIFA established a Reform Committee and its recommendations were approved at the organisation's Congress in 2016. The latest reforms are too recent to be evaluated but were praised by analysts.

International Association of Athletics Federations (IAAF)

The IAAF governs Athletics, the premier event at the Olympic Games. It has recently come under intense scrutiny due to the Russian doping scandal, which in turn exposed corruption at the organisation.

A 2014 German television documentary alleged that the IAAF and the Russian Anti-Doping Agency were involved in covering up doping cases which also included a complex system of bribery. As a result, WADA established an Independent Commission (IC) to investigate the issue, which exposed corruption by the IAAF former President, Lamine Diack, his closest colleagues and his sons. The shared investigation of Interpol and French prosecutors led to bans on IAAF officials, and most have been arrested on criminal charges.

The IC reports identified major issues with the IAAF's governance structure, including lack of protections against conflicts of interest, inadequate auditing and compliance, a lack of checks and balances, and an organisational culture with embedded corruption.

Following the reports, Sebastian Coe, the newly-elected IAAF President, announced a roadmap to re-establish trust in the organisation, but the resulting reforms are still largely in development.

Case Study of the World Anti-Doping Agency (WADA)

WADA stemmed from a growing need for a coordinated worldwide fight against doping in sports. The Festina doping scandal at the 1998 Tour de France and the resulting criticisms and public pressure that the IOC faced prompted the creation of WADA.

WADA was established as a Swiss private law foundation with a public-private partnership between representatives of the sports industry and governments. Effectively, in its structural organisation and functioning, WADA respects a principle of equal representation; there is a half-half split between representatives of the Olympic Movement and governments on the Foundation Board and Executive Committee. Additionally, funding is split equally between the two parties.

WADA derives its mandate and jurisdiction in two separate ways. For the sports side, the mandate is derived by signatories accepting, implementing and enforcing the World Anti-Doping Code (WADC) and is especially successful because of the IOC's Olympic Charter making the WADC a mandatory document for the Olympic Movement. For the governments side, WADA derives its mandate in a similar process, but because governments cannot be bound by the non-legal WADC, the guiding document for public authorities is the International Anti-Doping Convention under the United Nations Education, Scientific and Cultural Organisation (UNESCO).

WADA has been successful in systematising and coordinating the global fight against doping by providing a uniform system of standards. Nonetheless, WADA also faces many criticisms, some of which are the concentration of too much power, overwhelming bureaucracy, a multiplicity of regulatory and compliance documents, lack of government commitment and dependency on law enforcement collaborations.

Proposition for ISGGO: the International Sports Good Governance Organisation

Following the above analysis, the authors were satisfied that a clear need for an international governing body to promote good governance exists, and that a hybrid public-private model, like WADA, could be applied with some adjustments.

As a result, the authors propose the creation of ISGGO, and considered ideas for its structure, function and activities, as well as critically assessing its feasibility.

The organisation would have a more limited scope than WADA by covering the IOC, International Paralympic Committee, International Federations and non-Olympic International Federations, which voluntarily decide to be signatories. It is proposed that ISGGO, much like WADA, have its seat in Switzerland with the legal status of a Swiss law foundation, and with a hybrid public-private structure of its organs. ISGGO would get its mandate similarly to WADA with minor changes to avoid the multiplicity of documents criticism that WADA faces. Multiple funding options have also been proposed, but the idea is to either use the WADA model or include sponsors, who could uniquely collaborate with ISGGO due to their interest in the organisation's goals.

Based on the need in sports organisations, ISGGO would undertake three main activities: Administration, Certification and Sanctioning.

The administrative tasks of ISGGO include maintaining a database of ethics and compliance committee decisions, conducting integrity checks, providing a pool of independent committee candidates, training and consultation services, and a mechanism for reporting misconduct.

ISGGO would implement a certification system to incentivise sports organisations to improve their governance. ISGGO could adapt the principles of ISO and other relevant standards to create a comprehensive set of standards, considering the differences in size and revenues of the sports organisations, to set minimum standards and create a publicly-shared rating system.

Sanctioning would then be used as a deterrent and for accountability. Sports organisations could be sanctioned if they do not meet minimum standards or if they fail to improve their standards. ISGGO would have a relationship with CAS similar to WADA, whereby it would be able to initiate proceedings at CAS and have the power to refer cases to CAS for review.

Finally, an investigatory function was explored, but difficulties of jurisdiction, cost, among others, proved too difficult. Cooperation with law enforcement agencies such as Interpol could be considered in the future, but currently, this would create too many bureaucratic hurdles.

Conclusion

Recurring issues of poor governance and misconduct have brought sports organisations under immense public scrutiny. The resulting lack of trust in the integrity of sport raises questions as to whether sport deserves the autonomy it has possessed for so long. For these reasons, paired with the specific issues explored in this research paper the need for the creation of a global and independent organisation to promote good governance in sport is justified.

Many initiatives from academics, governments and the sports world have arisen to tackle the governance issues plaguing sports, but the proposition of ISGGO consolidates this movement.

With its administrative, certification and sanctioning functions, ISGGO could be a catalyst for change. Equal public-private partnership with potential sponsors on-board would ensure checks and balances and enhance its effectiveness. ISGGO would be capable of adapting with changing issues and could expand its scope and activities in the future.

In conclusion, like WADA's largely successful efforts in tackling doping in sports in the last 20 years, ISGGO can also become a successful endeavour in promoting good governance in sports organisations.

