

# THE BID BOOK

MATCHING SPORTS EVENTS AND HOSTS



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**Author: David Walmsley**



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## The Sports Consultancy

**The Bid Book is all about “matching sports events and hosts”. This is a field The Sports Consultancy has been immersed in for a decade and we’re delighted now to be able to partner with SportBusiness to share some of the insights we have gained in that time.**

The Sports Consultancy has built a unique insight into the relationship between hosts and major events, looking at this fascinating interaction from every angle. We have been privileged to manage some of the world’s most complex and comprehensive bid processes for our rights holder clients; worked on feasibility and management of host city bids for some of the world’s largest events ranging from multi-sport mega events such as the Olympic Games to blue chip properties like Ryder Cup; and provided consultancy to some of the world’s most ambitious host cities and nations, at all stages of event hosting maturity.

If there is a single truth of which we remain sure, it is this: the partnership between rights holder and host is the foundation on which the success of major sports events is built. The host provides more than just the venue and stage upon which the drama of the sporting event is played out and the event is more than a sum of its players.

Host cities and regions are amongst the most tangible beneficiaries of the sport event, whether viewed in terms of the immediate economic and media benefits that a major event brings to a city or long lasting and more nuanced legacy outcomes like the development of sports facilities, increased sports participation and enhancements to public health. Rights holders, on the other hand, are embarking on a relationship with a major investor, a partner marketer and, in the best cases, the co-creator of new and exciting iterations of their event.

With such an important relationship, it is important to get it right. Hosts need to ensure that, from the outset, they are partnering with the right event based on a clear understanding of their objectives, what they can realistically achieve through hosting and how best they can deliver them. Rights holders must be clear on what a host city can bring to their property whilst never losing sight of the importance and potential of a good partnership and how best to achieve it.

The matching of sport events and hosts is brokered through the medium of the bidding process. The Sports Consultancy works with many rights holders who recognise the importance of best practice tender processes, to ensure not only that this important relationship is effectively and securely contracted to a managed timetable but also that the process is fair, open and transparent and leaves favourable relationships with both successful and unsuccessful bidders.

For host cities, we help create clear strategies that enable them to target events that will deliver on their key objectives. But beyond this, we are constantly evolving our craft when it comes to maximise these cities’ chances of bidding successfully and, most importantly, creating organisational structures and systems to ensure that key learnings are fed back into the procurement, creation and management of future events.



1.



INTRODUCTION

# 1. INTRODUCTION

**Major event bidding is not a new phenomenon – the 1952 and 1956 Olympics attracted more host-city candidates between them than have the 2016 and 2020 Games combined – but over the past decade it has become one of the most rapidly evolving of all sports markets. For most of that period, the change was all positive.**

More and more cities pursued host status as the benefits associated with staging major events attracted the interest of more destinations on more continents. Rights fees rose, bidding processes were adopted beyond the market's very top tier and ambitious governments used sports properties to fast-track themselves into global consciousness.

But the changes that have taken place in economics and geopolitics over the second half of the decade have been felt in sports markets too. Traditional bidders from Europe in particular have begun to question the value of events – and their ability to fund them – in the shadow of the global financial crash and subsequent sovereign debt crises in the Eurozone. The emerging economies of the BRIC countries and the Middle East are now sufficiently established in the market to be able to take a more strategic view of their options; and the calendars of the main global series and tours have little further room for expansion. International federations – who rely on the value of their world championships for the bulk of their revenue – face a number of difficult issues, the key dilemma arising from which is reconciling their need to attract new and more bidders with their natural instinct to place their only real assets in the safest of places, particularly in the current times of continuing economic uncertainty.

The Bid Book is a new report that explores these issues and contradictions from the perspective of both bidders and rights holders and identifies some of the directions in which they are likely to play out. Its analysis is based on a comprehensive survey of more than 3,300 major events staged over the past 10 years and draws out some key trends in areas such as:

- The world's leading host cities and nations
- The changing balance of hosting between continents
- The success of international federations in taking their championships to the world
- The expansion of global series' calendars
- The accessibility of rights to multi-sport Games
- The evolution of bidding processes

The Bid Book also looks at a range of case studies involving rights holders and successful bid cities to identify potential responses to some of the major issues facing them today and in the short to medium-term future. These include:

- Delineating responsibilities for event staging and delivering legacy (FINA)
- Bringing more clarity and direction to bid processes for the most complex events (CGF, IWGA)
- Identifying the right geographic balance of hosts for a worldwide property (Volvo Ocean Race)
- Gaining a place in a global series (ATP World Tour)

- Using licensing systems to pre-qualify bids (FIS, IBU)
- Extending sustainability concepts from hosting to bidding (FISA)
- Identifying and addressing shortcomings in bid processes (FEI)
- Barriers to bidding for mega events (ICC)
- The influence of Olympic bids on host city strategies (London)
- Challenges facing new bidders (Qatar)
- Structuring bid strategies (Auckland)
- Proving the value of economic impact assessments (Deloitte)
- The role of national or regional bid support agencies (VMEC, SEDK, EventScotland)

The issues the market faces are many and varied but the trends behind them are in most cases clearly defined, giving bidders and rights holders some solid information to base their future choices on. The one certainty is that change will continue come as the needs of both parties continue to evolve and each major event throws up options and challenges for the next one to consider.

2013 arrives with the memory of the London Olympics setting the tone for the major events sector's next stage of development, but immediately creating a new conflict between the desire for innovation and the need for certainty in an uncertain world. Iain Edmondson, Head of Major Events at London & Partners, the promotional agency that played a key role in bringing the Games to the city says of that dichotomy: "We would like to think that in some respects the London Games have made people think about the opportunity that doing sporting events in a modern way might affect how they do things in other events going forward, in how they engage with the public and with the media. I would hope that is the agenda topic for people over the next 5-10 years when they think about what is the right thing for their sport or event.

"But the other thing that isn't going away is that top level events are the most valuable things an international federation has in terms of their impact on their funding, and they can't afford to mess around with the commercial nature of those events. They could go under if they make a big mistake so they need to be able to be progressive and do new things but in a way that doesn't chuck the baby out with the bathwater. That is always going to create a bit of tension for them, but I would hope that rights owners become more sophisticated about what they want to achieve in the years to come rather than remain more traditional."

## **Methodology**

The properties analysed in this report are listed in its rights holder profiles section and comprise 32 international federations in summer and winter Olympic sports, five multi-sport Games, three mega events and seven international series/tours.

A total of more than 3,300 events were analysed across the 47 properties. In global series and tours, these comprised all events/tournaments staged over the 10 seasons 2003-2012. In Olympic sports, all world championships staged since 2003, including those awarded for future years but not yet staged were included. Where championships are staged on a quadrennial basis, the last five hostings have been included, even where these go back beyond 2003. Multi-sport Games and mega events were assessed on the same basis – all events staged or awarded since 2003 or the five most recent of these if fewer than that number have been staged/awarded since 2003.



The Sports Consultancy

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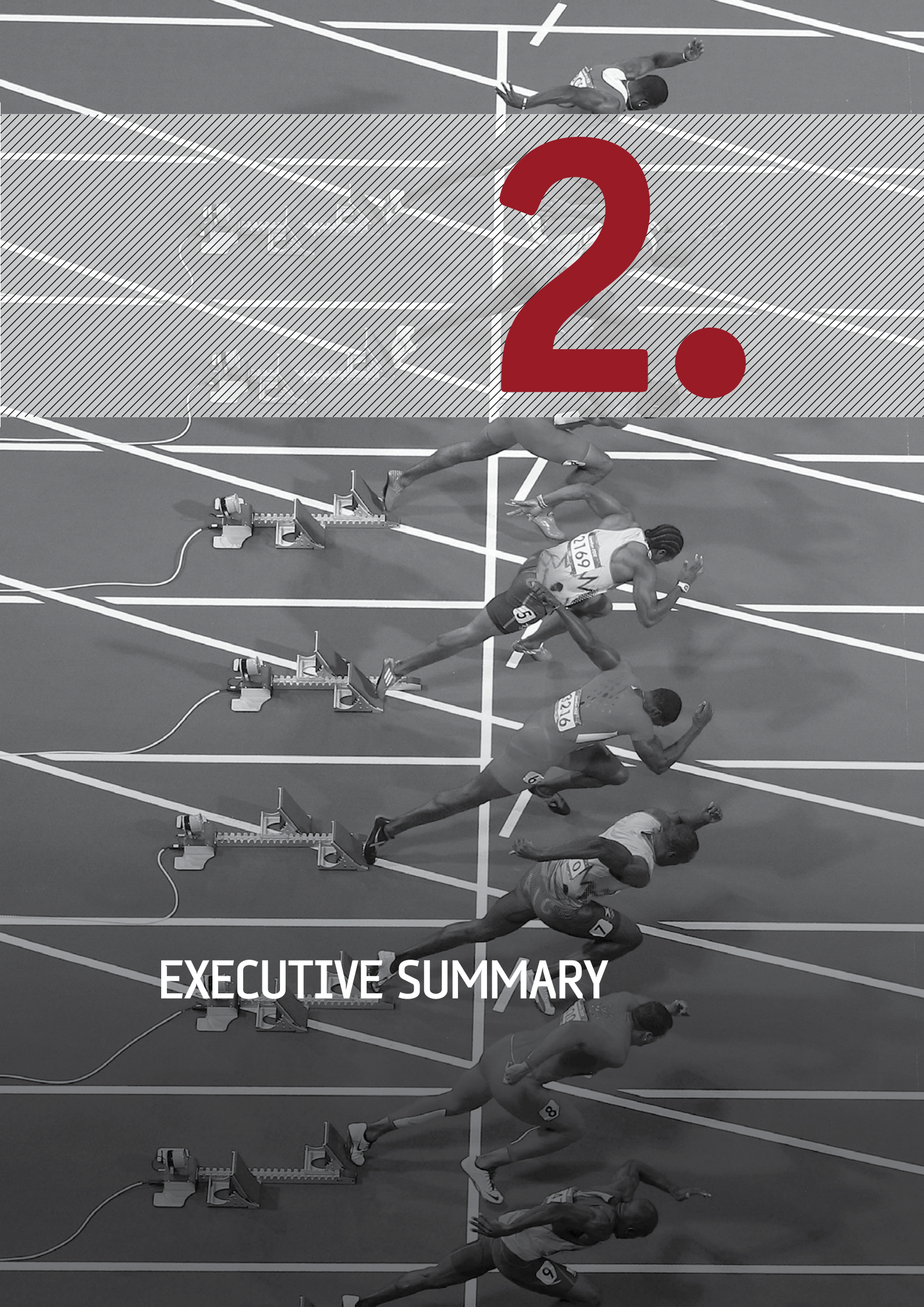
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EXECUTIVE SUMMARY

## 2.

# EXECUTIVE SUMMARY

### Successful bidding: Leading cities and nations

#### Paris unmatched

Based on analysis of numbers of events and sports hosted or awarded in the last decade across world championships in Olympic sports, major multi-sport Games, mega events and global series, Paris is the world's leading host city.

Leading host cities since 2003	
Rank	City
1	Paris
2	Doha
3	London
4	Moscow
5	Tokyo
6	Budapest
7	Madrid
8	Melbourne
9	Dubai
10	Beijing

Source: The Bid Book

The French capital's failure to win the race to host the 2012 Olympic Games has not had any long-term negative impact on either its sporting brand or its status as a major event host, although ambitious rivals such as Doha and Moscow have significantly closed the gap over the second half of the survey period.

#### Doha and Dubai choose different routes

The Qatari capital of Doha achieves second place in the city rankings thanks to the overall number of events it has hosting since 2003 and its emergence as the world's most popular destination for the world championships of international federations in summer Olympic sports.

That focus on world championship distinguishes Doha's event strategy from that of its near-neighbour Dubai, ranked at nine in the Bid Book list and whose event portfolio is far more weighted towards the repeat business of the global series sector. Doha's choice of championships may have been designed to bolster its reputation in support of its efforts to win hosting rights to both FIFA World Cup and the Olympic Games. If (or, more likely, when) Dubai throws its hat into the IOC's rings, it will be interesting to see if its future strategy diverts down the Doha route.



### Size and history keep USA on the map

No US city features in the top 10 global hosts – the interest of Los Angeles, New York and Chicago having risen and fallen in line with their Olympic ambitions – but collectively the USA is still the world’s leading host nation.

Leading host countries since 2003	
Rank	Country
1	USA
2	Germany
3	France
4	UK
5	Spain
6	Italy
7	China
8	Japan
9	Australia
10	Russia

Source: The Bid Book

The USA’s pre-eminence is thanks to the country having more host cities than any other nation and having been in the game longer than most as well, particularly in the global series of sports like tennis, towards which its schedule is strongly skewed. While the US has hosted more than three times as many WTA and ATP tennis tournaments as any country since 2003, it has staged fewer than half as many world championships in summer Olympic sports as Germany and France.

Germany is in fact the second leading nation in the hosting game. Although its major cities have lost ground in the individual rankings, their combined ability to host multiple-venue events like FIFA World Cup and the world championships of basketball, handball and volleyball enables them to create a national offer that adds up to more than the sum of its individual parts.

### Continental drift: Major events move east

#### Asia relies on expansion for growth

The rise of Asia as a major event host has not happened overnight – the continent has been a significant player in the market for at least a decade now, and is ranked ahead of North America on an assessment of that period overall.

The number of events staged in Asia since 2008 has grown more rapidly than the number of Asian host cities, indicating not only that more cities are playing the game but also that more of them are hosting on a serial rather than one-off basis.

**Major events and sports hosted in Asia, 10-year-trends**

	-2007	2008+	% change
Events hosted	283	336	+18.7
Sports hosted	29	34	+17.2
World Championships (summer Olympic sports)	95	94	-1.1
World Championships (winter Olympic sports)	9	13	+44.4
Global series/mega events	171	215	+25.7

Source: The Bid Book

Overall growth, however, has been driven by the inclusion of more Asian destinations on the calendars of the major global series and tours, rather than by the capture of more of the world championships that are put out to tender. Despite the efforts of Doha and Dubai, world championship numbers have stagnated in Asia during the second half of the decade, suggesting that its nations are relying for growth on an increase in the total supply of available events rather than their ability to compete head to head with more established regions.

**Europe still the go-to guy in a crisis**

The impact of the recent crises in global finance and the Eurozone are considered to have badly damaged the ability of European cities to bid for major events. However, the evidence of time-series data from across the last 10 years shows that, while Europe may be bidding less, it is winning more – particularly where the world championships of Olympic sports are concerned.

**World championships in Olympic sports hosted in Europe, 10-year-trends**

	-2007	2008+	% change
World Championships (summer Olympic sports)	213	276	+29.6
World Championships (winter Olympic sports)	67	100	+49.3

Source: The Bid Book

One of the factors considered most likely to be shoring up Europe's position is the fact that it is the continent's strongest bidders that are the ones left standing, meaning it is able to offer as compelling propositions post-crisis as before it, just fewer of them. The other factor is that these solid bids are likely to appeal to the innate conservatism of many international federations, who are keener to take the cautious option when it comes to allocating their key properties in the current uncertain times. Global series, in contrast, have a sufficiently broad tournament inventory to be able to make more experimental choices, and the entrepreneurial instinct to want to do so.

**South America all about Brazil**

South America is the other significant growth region in the major event bidding and hosting market, albeit largely as a consequence of the low base from which it began, and with expansion driven almost exclusively by mega events and global series.

South American growth is also really all about Brazilian growth, with the continent's largest economy set to dominate its presence in the market even after the Olympics and FIFA World Cup move on. Post-2008, Brazilian cities hold the rights to four times as many major events as those of Argentina, the region's next most active host.

## Diversity: Rights allocation by federation

### Athletes, cyclists and swimmers clock up most miles

Sports that have a large number of championship disciplines have most opportunity to take their events to the widest range of countries, which is why cycling is a strong option for prospective hosts looking for potential targets.

However, athletics and aquatics visit a similar number of countries despite having approximately half as many championships to deliver, suggesting that, viewed from another angle, these sports may in fact be more diverse hosts.

### Smaller sports most able to share

The other side of the diversity coin is that sports with fewer events for which to find hosts will find it easier to keep picking new destinations, unless highly-specialised facility requirements create a need for repeat visiting. Of the five federations who have taken each of their championships to a different city for each edition since 2003 (those of rowing, fencing, taekwondo, boxing and weightlifting), only rowing could be considered in that specialist group.

At the other end of the spectrum, volleyball and handball appear to be the hardest sports for non-mainstream venues to break into, despite their extensive rosters of hosts in numerical terms alone. FIVB and IHF events typically require multiple host cities within a single host nation (World Championships in both sports) or have been allocated to a single venue on a multi-year agreement (volleyball Club World Championship and handball Super Globe).

## All around the world: Global series expansion

### Tour schedules put up the 'full' signs

Asian cities have built up much of their hosting experience on the back of the expansion of global series, but may not be able to rely on further organic growth in these properties in future. The calendars of the major tours are now effectively full, with even the arch-expansionist Formula One looking to include Bangkok from 2015 not as an addition but as a replacement for an existing race.

**Development of global series, by events and host nations, 2003-2012**

	Number of events	Number of host nations
ATP World Tour	-1	n/c
WTA Tour	-1	+1
European PGA Tour	-8	n/c
Formula 1	+4	+5
MotoGP	+2	n/c
Volvo Ocean Race	+2	+4
IRB Sevens World Series	+2	+1

Source: The Bid Book

However, that is not to say there are few opportunities to join these tours – the turnover of venues from season to season is in fact higher than might initially be expected.

## Big game hunting: Multi-sport event bidding

### Asia comes late to the Games

While Asia has been an important destination for rights holders generally for at least the last 10 years, the continent's emergence as a host of the biggest multi-sport Games has been comparatively more recent. Between 2000 and 2007, Asian countries welcomed three of the

seven properties included in the Bid Book analysis; since 2008 all seven have awarded their flagship events there.

<b>Trends in multi-sport event hosting, by properties and continent, post-2000</b>			
<b>Continent</b>	<b>Properties hosted (%)</b>		
	<b>2000-07</b>	<b>2008-</b>	<b>Change</b>
Europe	6	7	+1
N America	3	3	n/c
Asia	3	7	+4
Australasia	2	1	-1
S America	0	2	+2
Africa	0	0	n/c

Source: The Bid Book

The comparative late-coming of these rights holders to Asia may suggest, on the one hand, that the owners of the biggest properties are slowest to embrace change; and, on the other, that Asian nations have had to work their way up the hosting pyramid to gain these type of rights.

### **China most-heavily populated**

The recent eastwards shift in multi-sport event hosting has also been driven by the coincidence of two other factors – rights' holders need to find more bidders and the identification by a number of Asian nations of these type of events as suitable for use within their place branding strategies.

China has been the most prominent member of the latter group and has emerged as the world's leading multi-sport Games host as a result, staging nine events across the Olympic Games, X Games Asia and the Summer and Winter Universiades, and being a past bidder for the Winter Olympics too.

### **Bid processes**

#### **Fees please?**

The Bid Book's analysis of 23 bid processes from a broad spectrum of rights holders, supplemented by interviews with their senior executives, identified a common theme of increasing structure across the sector, but less agreement on a number of key elements, including the value of bidding and hosting fees.

Although two thirds of surveyed rights holders levied bidding fees, a smaller proportion required a specified hosting fee as many prefer more open-ended profit share or minimum guarantee arrangements that do not cap their revenue-earning potential.

The main advantages of bidding fees for rights holders are seen as ensuring only serious candidates come forward and extending the revenue-creating potential of the small number of key events most federations rely on for the funding of their global development programmes. Two advantages of fees put forward for prospective hosts were that they give a certainty to the extent of bidding costs, and they focus the cities' minds on extracting the maximum value they can from their candidate city status during the bidding process, which enables them to see a return on their investment even if they do not win the bid.

#### **Bid inspection visits travelling a two-way street**

Almost 80% of rights holders surveyed typically stage site inspections of their bidders' proposed facilities, although a significant minority of those only visit first-time bidders and seek to save money by not going back to cities who have hosted or bid before.

That focus on new bidders is reflected more widely in the view of most rights holders interviewed that inspection visits are as much an opportunity for the candidate to find out more about the property as it is for the property to probe the aspiring host. This is part of a wider theme of rights holders seeking to offer greater clarity and guidance to bidders and adopting a more collaborative approach overall designed to help each bid be as good as it possibly can.

### **Case studies: Federations and rights holders**

The Bid Book's case studies of specific elements of rights holders' individual bid processes highlight a number of trends and themes that could inform the future direction of the market more widely.

#### **Event focus goes back to basics**

While many international federations have a wide range of strategic objectives they wish to use their major events to achieve, a smaller number are rethinking how they go about this and returning aspiring hosts' focus to the practicalities of the event itself. The thinking here is that the role of the host should be to stage the best possible event and the rights holder itself leverages that success into its own legacy programmes rather than expecting the host to create these for it.

#### **More sports, more clarity, more bids**

Owners of multi-sport Games properties have responded to low or declining bid numbers by bringing more clarity and direction to their bid processes as a means of increasing the confidence of prospective candidates in their ability to host the event and the event's ability to deliver legacy benefits that can justify their investment in its rights.

#### **Cracking the code to join a series**

The large majority of global series and tours are operating at maximum capacity in event numbers, but still see a sufficiently high turnover of hosts for new destinations to be able to find their way onto the schedule. But with no formal bidding process in place for the majority of these properties, prospective hosts need to work with a different range of partners – particularly on the commercial side – to identify the opportunities to join and to create the propositions needed to take them.

#### **Learning process leads to graduation day**

While major event hosting can be a fast track to global city status, not all properties allow new hosts to come in at the top. International federations with comparatively few events to monetise are particularly wary of trying the untested and in specialist disciplines such as winter sports licensing conditions are being applied both formally and informally to ensure all prospective hosts have demonstrated their ability to stage these types of events before they even get to the start line for their biggest prize.

#### **Sustainability now a question for bids as well as events**

The concept of sustainability is becoming increasingly important in major event bidding as its definition expands from environmental concerns to economic, social and cultural issues too, as well as the ability of new facilities to sustain themselves in the long-term. Questions of sustainability are also being applied to bidding as well as hosting, as rights holders seek to help prospective hosts understand how they can gain from the process of tendering for the event regardless of the contest's overall outcome.

## **Case studies: Bid cities**

### **Olympic goals: Springboard or podium**

Olympic host or bidder status is one thing the world's leading major event host cities have in common. But the impact of Olympic status varies from city to city. While for some an Olympic bid is the culmination of a long-term hosting strategy, others such as London have been able to use it as a springboard to develop a wide range of new opportunities as the Games change perceptions of a city both globally and – just as importantly – internally too.

### **Requirements for hosting's challenger brands**

Cities seeking to establish themselves as major event hosts face a range of challenges to overcome in gaining acceptance as credible players in the market. Qatar is one destination that has overcome obstacles around lack of profile, facilities, experience and links to the international community but has done so by linking sport into its wider plans for national development to give it the resources required to succeed.

### **Impact assessments still hard to judge**

Economic impact assessments are becoming more important as prospective hosts question the value of bidding and are broadening their scope to cover a wider range of effects around social and environmental legacies that mesh with the issues of sustainability already identified as being of growing importance. Specialists in the field acknowledge that lack of consistent methodologies leave the robustness of many studies open to question and advise bidders to examine impact claims with the thoroughness they would apply to any other element of a sales pitch.



3.



**BID CITY RANKING**

# 3.1

## SUCCESSFUL BIDDING: LEADING CITIES AND NATIONS

**The research published in The Bid Book is the result of an in-depth analysis of approaching 3,500 major events hosted since 2003 across summer and winter Olympic sports, global series, mega events and multi-sport Games.**

The qualification requirement was world championship events in Olympic sports hosted since 2003 (including those awarded for future years) and all events over the period 2003-2012 in global series. For world championships, mega events and multi-sport Games staged on a non-annual basis (i.e. every two or four years etc), hosts of the five most recent editions were included in the sample.

### 3.1.1 Paris tops the podium

On the analysis of event hosting in all categories, the leading major event cities in sport are:

**Figure 3.1: Leading host cities since 2003**

Rank	City
1	Paris
2	Doha
3	London
4	Moscow
5	Tokyo
6	Budapest
7	Madrid
8	Melbourne
9	Dubai
10	Beijing

Source: The Bid Book

### 3.1.2 The Olympic effect?

Paris may have lost out to London in the race for the 2012 Olympics, but is still able to lay claim to the status of the world's top host of the last 10 years thanks to a consistently high ranking across all categories bar – unsurprisingly – winter sports.



**Figure 3.2: Host ranking, by category - Paris**

Measure	Rank - overall	Rank – pre-2008	Rank – post-2008
Total events hosted	1	1	2
Variety of sports hosted	2	1	3
Summer Olympic sport events	2	2	3
Winter Olympic sport events	-	-	-
Global series and mega events	1	1	1

Source: The Bid Book

But did the Olympic experience impact on Paris’ status as a major event host? The data show that Paris was at its relative strongest during the period 2003-07, the first half of which coincided with the bidding campaign for the 2012 Games, hosting rights to which were awarded in July 2005. From 2008 onwards (a period in which most championship rights would have been awarded after the allocation of the 2012 Games), the French capital has slipped down the rankings on all measures bar global series and mega events.

However, that only happened because other cities have cranked up their ambitions higher still – Paris hosted more world championships in the period 2008-12 than it did in 2003-07 when it had an Olympic bid to support.

By contrast, Madrid has actually reduced its world championship roster over the same period despite continuing to pursue the rights to the Games (albeit on a reduced budget). In the period 2003-07, no city hosted more world championships in summer Olympic sports than the Spanish capital; since 2008, however, Madrid has dropped out of the top 10 entirely, going from seven championships to just two – both of which are part of a wider Spanish hosting rather than belonging to the city alone.

**Figure 3.3: Summer Olympic sport world championships hosted by 2012 Games bid cities**

City	World Championships hosted	
	2003-07	2008+
London	0	7
Paris	7	9
Madrid	7	2
New York City	2	0
Moscow	2	9

Source: The Bid Book

If the other contenders in the race for the 2012 Olympics felt they had to pay their hosting dues before getting the Games, they must have been doubly depressed by London’s victory. The UK capital did not host a single world championship in a summer Olympic sport between 2003 and 2007 but has rapidly developed its portfolio since on the back of its winning bid and a subsequently successful staging of the Games.

Where an Olympic effect may be at play more widely in the bidding and hosting market is in that – London aside – serious Games candidates tend to build a broader hosting economy rather than pitching for a one-off jamboree. The economics of staging the Olympics are now such that a bid usually only makes sense as either the icing on a city’s sports sector cake or as a catalyst to develop a hosting industry.

The make-up of the hosting top 10 underlines that point. At first sight, they are an admirably diverse group. Drawn from 10 different countries, five are European, four Asian/Middle Eastern

and one Australasian. Nine of them are capital cities but are hugely varied in population size (ranging from 0.8 to 11.5 million), national GDP (US\$8,400-98,900) and technological development (with country-wide internet penetration rates from 29-82%).

**Figure 3.4: Characteristics of leading major sports event hosts**

Rank	City	Population	GDP (US\$)	Internet penetration (%)
1	Paris	2.2	35,100	72
2	Doha	0.8	98,900	38
3	London	8.3	36,500	82
4	Moscow	11.5	16,700	29
5	Tokyo	9	34,700	77
6	Budapest	1.7	19,600	62
7	Madrid	3.3	30,500	61
8	Melbourne	4.1	40,800	72
9	Dubai	2.2	47,700	42
10	Beijing	0.8	8,400	29
Average		6.16	36,890	56

Source: The Bid Book

All the top five, however, have been either Olympic bidders or hosts for at least one of the last four cycles, as have seven of the top 10 in total. Only Budapest has never been a bidder at any point or signalled its intention to bid in the future.

The positive implication for aspiring hosts and rights holders alike is that there is no blueprint for a successful event city – the diversity that gives sport much of its appeal applies as much to those who stage it as those who play. Olympic cities may be to the fore, but the chicken-and-egg question is which came first? Are they major event cities because they are Olympic bidders? Or are they Olympic bidders because they are major event cities? The majority would likely claim the latter.

### 3.1.5 Odd man out: Budapest

The only top-10 city not having to answer that question is Budapest, arguably the unsung hero of the bidding and hosting game. The Hungarian capital has considered an Olympic bid in the past but ruled it out on grounds of cost. Nevertheless it has still earned an overall ranking of sixth over the past decade based primarily on the broad range of sports it hosts rather than through raw numbers or prominence on the global series circuits that deliver greatest volumes. Its reputation as ‘the Paris of central Europe’ applies in a sporting context to its hosting record as much as its architecture.

**Figure 3.5: Host ranking, by category - Budapest**

Measure	Rank - overall	Rank – pre-2008	Rank – post-2008
Total events hosted	-	12	9
Variety of sports hosted	3	3	5
Summer Olympic sport events	5	4	9
Winter Olympic sport events	6	14	2
Global series and mega events	-	30	16

Source: The Bid Book

Budapest’s success is not an overnight one but shows that a city does not need to be a mega city, a world capital or an emerging economy to build an international-class hosting sector. Copenhagen – outside the top 10 overall but ranked sixth among Olympic summer sport world championships hosted and eighth on variety of sports staged – is another European city in a similar class.

### 3.1.4 Next stop Melbourne?

Melbourne is a perennial contender for – and regular winner of – the title of the world’s leading sports city and defies the disadvantages of Australia’s isolation from the rest of the world to take its place in a top 10 compiled on a broad range of measures that do not necessarily play to its strengths.

**Figure 3.6: Host ranking, by category – Melbourne and London**

Measure	Rank - Melbourne	Rank - London
Total events hosted	8	3
Variety of sports hosted	9	5
Summer Olympic sport events	12	12
Winter Olympic sport events	-	-
Global series and mega events	6	3

Source: The Bid Book

Melbourne’s sports strategy is based around maintaining a calendar of regular events supplemented by major properties hosted on a more occasional basis. That is reflected in the higher ranking the city achieves in the global series category than it does in world championships, patterns of hosting in which tend to display more of a European bias. Opportunities may be more accessible in global series also as the city is only competing with others in Australasia for a place on the calendar.

The Melbourne blueprint could be one developed by Europe’s post-Olympic cities such as London and Paris, particularly as mega events like the Games continue to be targeted aggressively by emerging nations. Established world cities like the British and French capitals retain strong appeal to global series looking for landmark locations – hence London’s current ranking of third on that list – and can therefore rely on a consistent foundation of contracted events from which they can target specific additions on top.

### 3.1.5 What about the US?

US cities are conspicuous only by their absence from the list of leading hosts, with not one reaching even the top 20. On the measure of number of events hosted, Los Angeles achieves 12th, but does so largely on the back of its performance prior to 2008 than from that point on. Salt Lake City ranks 10th among winter Olympic sport world championship hosts and New York, Indian Wells and Newport, Rhode Island all reach the top 20 for global series.

On a national level, though, the picture is entirely different as the USA comes out as the world’s most active major event host on an average of all measures.

**Figure 3.7: Leading host countries since 2003**

Rank	Country
1	USA
2	Germany
3	France
4	UK
5	Spain
6	Italy
7	China
8	Japan
9	Australia
10	Russia

Source: The Bid Book

The US ranks first on total number of events, second on variety of sports, seventh and third in summer and winter world championships respectively, and is also top in the global series category.

The American advantage lies in a combination of size and longevity – it has more host cities than any other nation and has been in the game longer than most as well, particularly when it comes to global series in sports such as tennis, towards which its international hosting schedule is strongly skewed. That is particularly evident in summer Olympic sport world championships, of which the US has hosted 31 since 2003 – less than half the number hosted by each of France and Germany and only slightly ahead of Australia and the UK, all significantly smaller nations in centres of major population terms.

Germany’s position at second on the national list is arguably more impressive than the USA’s top spot and reflects the country’s broad hosting traditions, similar in many ways to those of Budapest but multiplied by a far greater number of cities – Stuttgart, Munich and Berlin all make the top 20 worldwide.

**Figure 3.8: Host ranking, by category – Germany**

Measure	Rank
Total events hosted	2
Variety of sports hosted	1
Summer Olympic sport events	2
Winter Olympic sport events	2
Global series and mega events	5

Source: The Bid Book

Germany’s numbers have certainly been assisted by its hosting of multiple-venue events like FIFA World Cup and the world championships of basketball, handball and volleyball, but the fact remains that it is one of very few nations (Japan and France being most prominent among the others) with the number of major cities, appropriate facilities, rapid transport links and public appetite to stage these types of event.

Germany’s individual cities may have lost ground in a number of rankings on comparison of the first and second halves of the decade, but in many cases there is an element of deliberate strategic shift involved. As in other countries such as Denmark, at least some of the focus of hosting ambition has shifted down to the level just below the very top tier, where better value

may be perceived to be had. Even in these circumstances, however, Germany remains a model host nation on almost every count.

### 3.1.6 Newcomers no more

The presence of four Asian or Middle Eastern cities in the top 10 underlines the extent to which major event hosting is now a genuinely global trade. Doha’s number two status reflects the number of events it has hosted over the survey period – 58 in a decade – and its emergence as the world’s most popular destination for the world championships of international federations in summer Olympic sports.

**Figure 3.9: Host ranking, by category – Doha and Dubai**

Measure	Rank - Doha	Rank - Dubai
Total events hosted	2	4
Variety of sports hosted	4	14
Summer Olympic sport events	1	16
Winter Olympic sport events	-	-
Global series and mega events	4	2

Source: The Bid Book

Doha’s neighbour in the Gulf, Dubai, stands at number nine in the overall list but a look behind the headlines highlights the extent to which different strategies can work for apparently similar cities.

The raw numbers are not hugely different but in comparative terms Doha has been more focused on hosting world championships (and doing so in a wide range of sports) than has Dubai, whose event portfolio is weighted more towards the repeat business of the global series sector – WTA and ATP World Tour tennis, European PGA golf and IRB Sevens World Series have all been staged in the emirate in each of the 10 years surveyed.

The fact that Qatar has had FIFA World Cup and Olympic Games bids on its radar for many years may have influenced its agenda – it will be interesting to see if Dubai’s strategy evolves in a similar direction if it decides, as expected, to launch a bid for the 2024 Olympics.

Should Dubai put its name forward, it deserves to be spared the ‘newcomer’ tag that has accompanied Doha’s efforts to land its first mega event. The Gulf States may be untested as mega event hosts but by most other measures they should be considered well-established members of the bidding and hosting community.

**Figure 3.10: Host rankings, by category – Doha and Dubai, time series data**

Measure	Rank			
	-2007		2008+	
	Doha	Dubai	Doha	Dubai
Total events hosted	4	3	1	4
Variety of sports hosted	6	10	5	8
Summer Olympic sport events	13	27	1	13

Source: The Bid Book

The fact is that in the five years to 2007 only two other cities (Paris and Tokyo) hosted more major sporting events than Doha and Dubai. Only in the summer Olympic sports category could they genuinely be considered outsiders – a situation both have taken rapid steps to rectify in the years since.

Doha’s rise to number one spot in the world championships list is the most eye-catching (going from 21 events in 2003-07 to 37 in the period from 2008 on), but Dubai has also turned in solid growth (22 events to 28) in a period in which other leading pre-2008 hosts were either broadly static in event numbers (Paris and Tokyo) or actually recorded a decline.

# 3.2 CONTINENTAL DRIFT: MAJOR EVENT HOSTING HEADS EAST

**As the balance of global economic power has begun to shift eastwards, to the emerging economies of China, India and the resource-rich states of the Gulf, the event hosting market has begun to follow the money too.**

That is the received wisdom, anyway – but what exactly is the reality? Is this movement apparent across all sports sectors? How fast is the pace of change? And what are the implications for the future strategies of rights holders and bidders alike?

**Figure 3.11: Continental shares of major event hosting since 2003**

Continent	Share of hostings (%)			
	All events	Summer	Winter	Global/mega
Europe	55	59	69	52
Asia	18	23	9	17
North America	15	7	22	17
Australasia	6	5	0	8
South America	3	4	0	3
Africa	3	2	0	3

Source: The Bid Book

The first thing to note is that Europe remains by far the most dominant player in major event hosting, with a share of all categories at least 2.5 times bigger than that of its nearest rival. But Asia is equally solid as the second most-visited continent, having hosted in the past decade over 100 more major events than North America.

The cause of that shift has been a combination of Asia’s increasing appeal to the global series that have traditionally had a far stronger American and European focus, and declining levels of US hosting of summer Olympic sport world championships.

### 3.2.1 How rapid has the rise of Asia been?

The fact that Asia is ahead of North America on measures covering a 10-year period and more demonstrates that the continent’s rise as a hosting power has not happened overnight. The first half of that era – 2003-07 – saw 86 Asian cities host major events; for the period from 2008 on, the figure is 101. So from Astana to Zhangjiagang, not only are more Asian cities hosting events, but more of those cities are doing so on a serial basis.

**Figure 3.12: Major events and sports hosted in Asia, 10-year-trends**

	-2007	2008+	% change
Events hosted	283	336	+18.7
Sports hosted	29	34	+17.2
World Championships (summer Olympic sports)	95	94	-1.1
World Championships (winter Olympic sports)	9	13	+44.4
Global series/mega events	171	215	+25.7

Source: The Bid Book

The increase in winter Olympic sport world championship hosting is more impressive in percentage terms than in real numbers, with Japan, China and South Korea still the only Asian players in that market. But Asia has achieved significant growth in the overall number of events hosted, the variety of sports attracted to the continent and in taking more slots on the global tours that have traditionally been dominated by their European and North American swings.

The one statistic that stands out against the wider trend, however, is the effective stagnation of hosting numbers in the summer Olympic sport world championship segment. The wider significance of that fact is that this comes in a period in which Doha and Dubai have trebled the number of events in this category they host across the two periods of comparison.

The implication, therefore, may be that the pool of federations willing to take their world championships to Asia on a regular basis is not growing significantly, with the consequence that the two Gulf cities are monopolising that supply by establishing themselves as the region's top hosts.

**Figure 3.13: Asian nations' share of major events hosted, 10-year-trends**

	-2007	2008+	% point change
All major events	17.5	18.2	+1.7
World Championships (summer Olympic sports)	24.7	21.5	-3.2
World Championships (winter Olympic sports)	8.9	9.2	+0.3

Source: The Bid Book

Analysis of continental shares of the hosting market also raises further questions about the source of Asia's growth. The expansion of its host city base since 2003 is clearly strong in absolute terms, but on the comparative measure of market share the continent has not extended its control to anything like the same degree.

Asia remains a small fish in a big pond as far as winter sports are concerned and failure to get summer sports to look beyond the Gulf has actually cost the continent share in that sector. And with a 19% increase in the number of events hosted delivering only a two percentage point swing in market share, it would appear that growth in Asia is being driven primarily by an increase in the supply of available events – particularly through the expansion of global series – rather than an improvement in the continent's ability to compete head to head for established competitions.



### 3.2.2 Europe stays strong

**Figure 3.14: Major events and sports hosted in Europe, 10-year-trends**

	-2007	2008+	% change
Events hosted	879	968	+10.1
Sports hosted	36	37	+2.8
World Championships (summer Olympic sports)	213	276	+29.6
World Championships (winter Olympic sports)	67	100	+49.3
Global series/mega events	591	571	-3.4

Source: The Bid Book

Many of the rights holders interviewed during the research for this report noted that bidders have become increasingly hard to attract in recent years as a direct result of the global financial crisis, with Europe the continent most affected.

But, whilst the start line in bidding contests may look very different in 2013 from the way it did in 2003, the podium is still a recognisable place. Europe may be bidding less but it is in fact winning more. The continent shows double-digit growth in overall hostings and in world championships particularly. Only in the global series and mega events category has it actually dipped.

The two likely implications of these patterns are for the nature of competition from European bids and for the attitudes of rights holders' on their side of the fence.

On the first count, fewer European bids may not adversely affect the strength of the continent's offer as those left standing will likely be the biggest, best, most experienced and most popular. That remains a compelling proposition in a bidding contest of any size.

On the second, a difference in the outlook of international federations and (generally more commercially-minded) rights holders in the global series sector could sustain the trend in world championships staying close to their traditional homes and the calendars of world tours becoming ever more exotic.

The difference is essentially conservatism versus entrepreneurship. Governing bodies are more likely to adopt a cautious outlook when assigning their major events when they have a limited supply of these through which to generate vital revenue, and have to balance that goal with a wider range of objectives around the safeguarding of the sport's interests and traditions too. Global series, by contrast, have a wider range of incentives to look further afield; in particular, there are the interests of multinational sponsors keen to enter new markets, and a calendar of sufficient size to accommodate the trial of new events and destinations.

### 3.2.3 America turns inwards

The USA is still the world's leading event hosting nation but the size of the domestic market that enabled it to achieve that position is now reducing the standing of the North American continent as a whole. In the same way that US sports can produce their world champions without the need for a passport, the country's event hosting sector has sufficient domestic opportunities – often as much in the participation sector as the spectator one – to be willing to pass when other nations raise the bidding stakes beyond what their public authorities still squeezed by the global financial crisis are prepared to pay.

**Figure 3.15: Major events and sports hosted in North America, 10-year-trends**

	-2007	2008+	% change
Events hosted	263	239	-9.1
Sports hosted	27	22	-18.5
World Championships (summer Olympic sports)	32	25	-21.9
World Championships (winter Olympic sports)	25	28	+12.0
Global series/mega events	195	172	-11.8

Source: The Bid Book

The 10-year trends show North America down on all measures bar winter sport world championships, where growth is in fact entirely US-led – Canada's share remained unchanged despite Vancouver's hosting of the 2010 Winter Olympic Games.

The greatest decline has been seen in summer Olympic sport world championship hostings, although this only equates to the loss of little more than one event a year in numerical terms. More significant within that trend is the nature of the US's bid cities: the pre-2008 list included New York, Los Angeles and Chicago. Post-2008 all three are absent, replaced by Las Vegas, Houston and Oklahoma City, accompanied now by the likes of Henderson, Nevada, and Lake Buena Vista, a Disney-owned municipality in Florida.

The international hosting activity of New York, LA and Chicago appears to have risen and fallen with their interest in the Olympic Games; the future in this sector may be smaller cities targeting world championships as a means of raising their standing in the domestic market, although they may face increasing competition from the 'small' cities of China also seeking to put themselves on the map.

### 3.2.4 Aus v NZ

The Australasian market for sports event hosting has long been dominated by Australia, and specifically the industry's poster child, Melbourne. But 10-year trends show some interesting developments emerging not just within the region's largest country, but also across the Tasman sea.

**Figure 3.16: Leading Australasian host cities, by events staged, since 2003**

City	Events -2007	Events 2008+	Change
Melbourne	21	19	-2
Auckland	13	17	+4
Sydney	16	11	-5
Perth	4	10	+6
Brisbane	1	8	+7
Gold Coast	5	6	+1
Phillip Island	5	6	+1
Wellington	6	6	n/c
Adelaide	8	5	-3
Hobart	5	5	n/c

Source: The Bid Book

Melbourne remains the market leader, but its relatively stable number of events underlines the maturity the city has now attained, having secured a solid calendar of regular events that give it the ability to pick and choose the events it seeks to top up with on a highly strategic basis. The

greatest decline in hosting numbers has been seen in Sydney, which has slowly reverted post-Olympics to being a stop on the world’s two tennis tours only. While the city appears to have recognised that slide and has spoken of possible attempts to prise the Australian Open tennis and F1’s Australian Grand Prix away from Melbourne, its potential targeting of those events underlines the limited availability of events Australasian cities face on account of their distance from the world’s major sports and media markets.

Brisbane’s gains stem from joining the WTA and ATP World Tours in 2009, but the most ambitious city in the region is currently Auckland, which has stolen a march on Sydney, and not only as a result of New Zealand’s staging of the 2011 Rugby World Cup.

**Figure 3.17: Leading Australasian host cities, by sports staged, since 2003**

City	Sports -2007	Sports 2008+	Change
Auckland	2	6	+4
Gold Coast	1	4	+3
Melbourne	7	4	-3
Adelaide	2	3	+1
Perth	4	3	-1
Sydney	6	2	-4
Hamilton	0	2	+2

Source: The Bid Book

Auckland is in fact now the region’s market leader in terms of variety of sports hosted, having signed up for tennis, sailing, triathlon, cycling, hockey and rugby union since 2008. Australia’s Gold Coast staged a one-off WTA Tour tennis event in 2009, but has added more regular triathlon and rugby union events to its roster as it builds towards its hosting of the Commonwealth Games in 2018.

### 3.2.5 Africa and South America – the final frontiers

Africa and South America are largely untouched by world sport’s major events, although Brazil’s staging of the FIFA World Cup and Olympic Games in 2014 and 2016 – helped by the attractions of its rapidly-growing economy – has kick-started the development of a hosting sector, albeit one that is heavily dominated by the continent’s largest country. Post-2008, Brazilian cities hold the rights to four times as many major events as those of Argentina, the region’s next most active host.

**Figure 3.18: Major events and sports hosted in South America, 10-year-trends**

	-2007	2008+	% change
Events hosted	45	57	+26.7
Sports hosted	9	11	+22.2
World Championships (summer Olympic sports)	15	15	n/c
World Championships (winter Olympic sports)	0	0	n/c
Global series/mega events	30	40	+33.3

Source: The Bid Book

Rates of growth in South American events are driven by global series and mega events, which are again taking on the role of pioneers in expanding sport’s worldwide reach. Again, push and pull factors are at work here, and particularly in Brazil. Global series have the push of commercial partners to take their multinational brands into new markets, while the mega events of FIFA and

the IOC are enjoying the pull they exert for governments willing to pay for their properties as a means of stamping their emergence on the world map.

**Figure 3.19: Major events and sports hosted in Africa, 10-year-trends**

	-2007	2008+	% change
Events hosted	48	38	-20.8
Sports hosted	10	10	n/c
World Championships (summer Olympic sports)	13	7	-46.1
World Championships (winter Olympic sports)	0	0	n/c
Global series/mega events	35	31	-11.4

Source: The Bid Book

For Africa, however, the picture is far bleaker, with all sectors of the hosting market retreating from the continent, in search of either more lucrative offers elsewhere or retreating to their European heartlands while the world is in flux.

The African figures are also buoyed by South Africa's hosting of the Cricket World Cup in 2003 and football's equivalent in 2010. Without those properties, the continent is left with little more than a handful of slots in the calendars of the main global series. That is just about enough to sustain South Africa between mega events – Rugby World Cup and Cricket World Cup the most likely next options – but not an entire continent.

# 3.3 DIVERSITY: RIGHTS ALLOCATION BY FEDERATION

**As a collective body, international sports federations (IFs) appear comparatively more reluctant than other types of rights holder to take their properties to new cities, countries and continents. But does that description apply to all IFs or do some have a more expansive track record than others?**

## 3.3.1 The globetrotters

Opportunity in the form of championship inventory is a key determinant of an IF’s ability – and often its willingness – to take its shows on the road. Sports with a large number of championship disciplines (e.g. cycling, skating and triathlon) or those that stage single competitions in multiple venues (handball, volleyball and ice hockey) have greater opportunity to extend their reach than do those federations who own a single championship or – worst-case scenario – one that also takes place on a biannual or quadrennial basis.

**Figure 3.20: Major event host cities selected, by international federation, post-2003\***

Rank	Most cities		Most countries	
	Sport	Federation	Sport	Federation
1	Handball	IHF	Athletics	IAAF
2	Cycling	ICU	Cycling	ICU
3	Volleyball	FIVB	Aquatics	FINA
4	Ice hockey	IIHF	Ice hockey	IIHF
5	Triathlon	ITU	Archery	FITA
6	Athletics	IAAF	Gymnastics	FIG
7	Skating	ISU	Skating	ISU
8	Aquatics	FINA	Triathlon	ITU
9	Gymnastics	FIG	Hockey	FIH
10	Hockey	FIH	Wrestling	FILA

Source: The Bid Book

On the basis of numbers alone, the UCI looks the federation most able and willing to take one of its eight world championships – only one of which requires a velodrome – to new venues, although aquatics and athletics may be just as viable options: despite having only around half as many events to tender, these two sports have taken their world championships to broadly the same number of countries as the UCI.

**Figure 3.21: Cycling, athletics and aquatics world championships, by number of countries visited since 2003**

Sport	Championships	Countries
Cycling	83	26
Athletics	46	29
Aquatics	38	22

Source: The Bid Book

### 3.3.2 Frequent flyers

The question of which IFs are most ready to really put the 'world' into world championships therefore needs to be considered in more than pure numerical terms, as assessing the ratio between the number of events available and the number of destinations visited gives a stronger measure of comparative strength of commitment to universality.

**Figure 3.22: City-event hosting ratio, by international federation, post-2003**

Sport	Federation	City-event ratio (%)
Rowing	FISA	100
Fencing	FIE	100
Taekwondo	WTF	100
Boxing	AIBA	100
Weightlifting	IWF	100
Basketball	FIBA	96
Athletics	IAAF	94
Canoeing	ICF	92
Shooting	ISSF	90
Gymnastics	FIG	89
Aquatics	FINA	87
Cycling	UCI	86
Handball	IHF	85
Archery	FITA	85
Judo	IJF	83
Equestrian	FEI	82
Badminton	BWF	81
Sailing	ISAF	77
Modern Pentathlon	UIPM	75
Hockey	FIH	71
Volleyball	FIVB	69
Triathlon	ITU	69
Table tennis	ITTF	69

Source: The Bid Book

There being more cities than countries, it should in theory be easier to achieve a high event-city ratio than a high event-country one. That is indeed the case, but even then only five federations have taken each of their championships to a different city for each edition since 2003.

Having said that, a caveat worth considering is that some bias around event numbers exists here too. In 3.3.1 it was apparent that IFs with large numbers of championships to award were advantaged in their ability to distribute these to the widest range of countries; here, the boot

is on the other foot – sports with fewer championships will find it easier to allocate the large majority of them to different hosts. Unless they require highly specialist facilities, they will have less need for repeat visiting over a 10-year period.

Within the top 10, only rowing, canoeing and shooting come into the specialist category – multipurpose arenas can accommodate all others bar athletics, venues for which are not in short supply either.

**Figure 3.23: Country-event hosting ratio, by international federation, post-2003**

Sport	Federation	Country-event ratio
Rowing	FISA	100
Weightlifting	IWF	100
Fencing	FIE	92
Taekwondo	WTF	91
Shooting	ISSF	90
Boxing	AIBA	82
Equestrian	FEI	65
Archery	World Archery	64
Athletics	IAAF	63
Canoeing	ICF	63
Modern Pentathlon	UIPM	60
Aquatics	FINA	56
Sailing	ISAF	54
Gymnastics	FIG	53
Badminton	BWF	52
Judo	IJF	50
Hockey	FIH	42
Wrestling	FILA	40
Table tennis	ITTF	40
Cycling	UCI	31
Triathlon	ITU	30
Basketball	FIBA	30
Handball	IHF	14
Volleyball	FIVB	11

Source: The Bid Book

Rowing tops both charts in terms of its events-cities and events-countries ratios, thanks to FISA allotting all 13 of the world championships it has staged or awarded since 2003 to 13 different venues in 13 different countries on three different continents.

That puts it ahead of weightlifting on grounds of number of championships allocated. Weightlifting has been to a new destination in a new country in each of the past 10 years but has done so with three fewer events.

At the other end of the table, volleyball and handball appear to be the hardest sports for non-mainstream venues to break into, despite their extensive rosters of hosts in numerical terms alone. FIVB and IHF events typically require multiple host cities within a single host nation (World Championships in both sports) or have been allocated to a single venue on a multi-year agreement (volleyball Club World Championship and handball Super Globe).

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Opportunities for new destinations to host world championship sport clearly exist, but a wide range of factors influence the extent to which individual federations are keen and able to visit new territories.



## 3.4

# AROUND THE WORLD: EXPANSION OF GLOBAL SERIES

**Many aspiring major event hosts continue to identify global series as being a valuable starting point in building that reputation, based partly on the availability of these properties on multi-year agreements and partly on the sense that they are interested in expanding their reach in terms of both the number of events they schedule and the number of nations in which they do so.**

Both assumptions are rooted in fact, but the full truth is not quite so straightforward. Yes, many of these series are expansionary, but not at an explosive rate. And, yes, many events can be secured on long-term contracts, but a high degree of venue turnover also takes place from season to season. As ever, there is a balancing act of gains and losses to be carried out in this sector – genuinely expansionary opportunities are fewer than widely believed but potential to replace an existing venue is also greater than a prospective host might expect.

**Figure 3.24: Development of global series, by events and host nations, 2003-2012**

Property	Events			Countries		
	2003	2012	Change	2003	2012	Change
ATP World Tour	68	67	-1	31	31	n/c
WTA Tour	58	57	-1	31	32	+1
European PGA Tour	34	26	-8	14	14	n/c
Formula 1	16	20	+4	14	19	+5
MotoGP	16	18	+2	13	13	n/c
Volvo Ocean Race	10	12	+2	7	11	+4
IRB Sevens World Series	7	9	+2	7	8	+1

Source: The Bid Book

In overall terms, the calendars of the world’s major global series are largely full. Over the last 10 years, only Formula One has shown serious expansionary intent, growing its championship schedule by 25% and the number of countries visited by more than a third.

However, there are logistical constraints – particularly around transportation of cars and team personnel – that limit how much further F1 can go, leaving the property with most potential for growth as the International Rugby Board’s (IRB) Sevens World Series. That comparatively new event has shown little inclination to expand rapidly so far, but it is evolving as an attractive event to host and the sevens code’s inclusion in the 2016 Olympic Games could have a major impact in stimulating both playing and hosting demand. Sevens also draws on a largely distinct player pool from the 15-a-side game and is structured and staged in a sufficiently different way (tournament v league) to enable the two to co-exist rather than compete.

### 3.4.1 ATP World Tour

The ATP World Tour is sport's largest global series, encompassing 67 events (excluding the four Grand Slams) played across 31 countries almost the whole year round. That means the tour's growth strategy is focused on calendar balance rather than numerical expansion.

**Figure 3.25: Changes to ATP World Tour venue roster, by country, 2003-12**

	1 <sup>st</sup> year on tour	Last year on tour
2003	n/a	Denmark
2006	Austria Brazil Croatia USA	Brazil India Italy (1 of 2 tournaments)
2009	Australia (x2) China Malaysia Morocco Serbia South Africa UK (x2)	Austria Chile France (1 of 5 tournaments) Spain (1 of 4 tournaments) USA (1 of 10 tournaments)
2012	Brazil Chile France	n/a

Source: The Bid Book

While the tour schedule may have varied by only one or two events in total numbers over the past decade, there has still been a significant amount of change in the make-up of the venue roster, not just between countries but also within them. As is illustrated in Chapter 4.4, potential exists for tournament transfers and rotations between venues who share a tournament licence.

### 3.4.2 WTA Tour

The WTA Tour has a similar look to its brother ATP property and indeed operates parallel events at some venues throughout the year. It is also operating at effectively full capacity – tournament numbers grew from 58 in 2003 to 61 in 2006 but dropped to 55 in 2009 and stood at 57 in 2012. Although the calendar is four events shorter than at its recent peak, like the ATP World Tour, greater movement among venues currently occurs within the existing schedule than in extending it.

**Figure 3.26: Changes to WTA Tour venue roster, by country, 2003-12**

	1 <sup>st</sup> year on tour	Last year on tour
2003	n/a	Austria (1 of 2 tournaments) Finland Germany (1 of 3 tournaments) Poland (1 of 2 tournaments) USA (1 of 13 tournaments)
2006	Belgium Czech Republic India Slovenia South Korea Sweden Thailand Turkey	Australia (1 of 5 tournaments) Belgium (1 of 2 tournaments) Germany (1 of 2 tournaments) India (1 of 2 tournaments) Thailand (1 of 2 tournaments) USA (2 of 12 tournaments)
2009	China Spain (x2)	Czech Republic Indonesia Poland Slovenia Spain (1 of 3 tournaments)
2012	Australia Azerbaijan Bulgaria Denmark Malaysia Mexico USA	

Source: The Bid Book

The WTA Tour displays less of a bias towards European nations than does its ATP counterpart, and it also has a stronger presence in Asia both in absolute terms and relative to other continents. It has, however, less of a foothold in South America, playing just one event there in 2012. The evidence of changes within the schedule over the past decade suggests the WTA was more directly expansionary in the first half of the period, when it cut events from countries that were multiple hosts while bringing in a range of newcomers.

**3.4.3 Formula One**

Formula One (F1) is the global series that has been most open about its expansionary ambitions – and has been equally clear about its willingness to jettison some of the most storied venues in motorsport in order to take the event to new (and potentially more lucrative) territories in the Middle and Far East.

As a result, Europe has lost two grands prix over the past decade, dropping from 10 to eight, while Asia has quadrupled its quota, going from two to eight.

**Figure 3.27: Changes to Formula One circuit roster, by country, 2003-12**

	Added to championship	Last year in championship
2003	n/a	Austria France
2006	Bahrain China Turkey	Canada Germany (1 of 2 GPs) Italy (1 of 2 GPs) USA
2009	Belgium Singapore Spain UAE	-
2012	Canada India South Korea USA	n/a

Source: The Bid Book

F1 expansion could be seen as dividing into two waves, the first tapping into the place-branding ambitions of Singapore, China, Abu Dhabi and Bahrain, and a second with an eye on the economic potential of major host markets such as India, South Korea and the USA. However, there is a question mark over how much further the teams want to stretch the season, meaning the new race pencilled in for Bangkok from 2015 looks likely to be created at the expense of another of the European circuits rather than be an addition to the calendar overall.

### 3.4.4 MotoGP

MotoGP is another growth property, but it has not progressed at the same speed or in the same direction as F1. Since 2003, the sport has kept a steady presence in Asia (host to three of the championship's 16 rounds in 2012) but looked instead to European (up from 10 to 12) and North American (0-2) markets for expansion instead.

**Figure 3.28: Changes to MotoGP circuit roster, by country, 2003-12**

	Added to championship	Last year in championship
2003	n/a	Japan (1 of 2 GPs)
2006	Qatar	-
2009	Italy USA	-
2012	-	n/a

Source: The Bid Book

Qatar's return to the calendar in 2006 (having previously hosted a round in 2004) took the Asian leg of the championship to four races, but that figure dropped back to three with the loss of Shanghai in 2010, when the UK and Spain gained another race apiece.

### 3.4.5 IRB Sevens World Series

The IRB Sevens World Series developed at a steady pace over the last 10 years, growing from seven tournaments in 2003/04 to eight in 2005/06 and nine in 2011/12. It now covers all continents bar South America and mixes traditional rugby union territories (UK, Australia, New Zealand and South Africa) with venues holding an existing sevens tradition (Hong Kong and Dubai) and an initial target growth market in the USA.

**Figure 3.29: Changes to IRB Sevens World Series venue roster, by country, 2003-12**

	Added to series	Last year in series
2003	n/a	-
2006	Australia UK	-
2009	USA	-
2012	-	n/a

Source: The Bid Book

The slow and steady pace of Sevens World Series growth is illustrated by the few ins and outs seen in the snapshot above. In total, only 16 venues have hosted the 80 rounds played over the past 10 series. An event in Argentina will be added to the circuit from 2013/14.

The competition has developed more in participation terms than in event numbers in recent years as the sport focuses on gearing up for its debut as an Olympic discipline in 2016. In 2012/13 the number of 'core' teams guaranteed an invite to all events has been expanded from 12 to 13, while a formal system of promotion and relegation has been introduced to enable aspiring teams to progress through to the top ranks.

An expansion of the number of competitive teams in the series could create demand for more opportunities for these teams to play in front of home crowds and grow interest in the sport further. Possibly not this side of 2016, but further significant expansion of the series should be a strong possibility.

### 3.4.6 Volvo Ocean Race

Recent patterns of host port allocation in the Volvo Ocean Race indicate a shift away from traditional sailing destinations such as Australia and the USA and towards new hosts in Africa and Asia.

**Figure 3.30: Changes to Volvo Ocean Race host port roster, by country, 1997-2012**

	Added to route	Last year on route
1997/98	n/a	Australia (1 of 2 ports) France
2005/06	Australia Netherlands Spain (x2) Sweden	Netherlands Spain Sweden UK USA (2 of 3 ports)
2011/12	China France Ireland Maldives Portugal UAE (x2)	n/a

Source: The Bid Book

However, the nature of the Volvo Ocean Race is such that across its last five runnings 37 ports have hosted the 56 stopovers involved. Only Cape Town, Auckland, Rio de Janeiro, Annapolis and Baltimore have hosted more than twice.

The tender process for each race starts afresh each time, so the geographic factors and bid qualities discussed in more detail in Chapter 4.3 are a stronger influence on hosting decisions than prior experience or incumbent status.

### 3.4.7 European PGA Tour

Golf’s European PGA Tour is a series whose shape has shifted in recent times under the influence of a number of factors. The tour has purposely developed a Middle East swing that starts the season and culminates in a finale in Dubai, and has expanded its presence in Asia through a two-pronged strategy of establishing its own events and co-sanctioning others with the Asian Tour.

**Figure 3.31: Changes to European PGA Tour roster, by country, 2003-12**

	Added to tour	Last year on tour
2003	n/a	Denmark France (1 of 3 events) Germany (1 of 3 events) Spain (1 of 5 events) UK (2 of 9 events)
2006	Austria Republic of Ireland UAE	Republic of Ireland (1 of 2 events) UK (1 of 7 events)
2009	Czech Republic France Portugal Spain UAE	Czech Republic France (1 of 3 events) Portugal (1 of 3 events) Spain (1 of 5 events)
2012	China Morocco	n/a

Source: The Bid Book

At the same time, the series has seen a significant reduction in European events, partly as a consequence of the impact of the Eurozone crisis on the golf development industry. The number of European events on the tour has fallen from 32 in 2003 to 20 in 2012.

# 3.5 BIG GAME HUNTING: MULTI-SPORT EVENT BIDDING

**Multi-sport events are the biggest beasts of the bidding and hosting jungle: often with dozens of disciplines, thousands of competitors and the budget of a government department, they can be almost as complex to tender for as they are to stage.**

The owners of these properties need hosts with big ambitions and the resources to fund them. That means they may have to cast their net farther and wider than rights holders whose events are more accessible to all – a fact that appears to have influenced the patterns of penetration achieved by the major multi-sport games on a continent-by-continent basis.

**Figure 3.32: Multi-sport event hosting, by continent, post-2000**

Country	Events	Properties
Europe	29	7
N America	25	3
Asia	22	7
Australasia	3	2
S America	2	2
Africa	0	0

Source: The Bid Book

The Bid Book examined bidding and hosting patterns associated with eight multi-sport properties since 2000 in this analysis:

- Olympic Games
- Winter Olympic Games
- Commonwealth Games
- Summer Universiade
- Winter Universiade
- World Games
- X Games
- Winter X Games

The seven that have a genuinely global remit (Winter X Games is a USA exclusive) have all landed in both Europe and Asia at least once in that time, while only Africa has yet to receive a visit. The event data are skewed slightly by the inclusion of the X Games, which has dedicated events for the US, Europe and Asia, meaning each of these continents automatically receives events that South America, Africa and Australasia cannot bid for, while the US gets a further set again thanks to its exclusivity around the Winter X Games. Nevertheless, on a property level the reach of all events appears wider than is seen in the hosting market as a whole.

Another way in which the multi-sport event sector differs from whole-market trends is in the pace at which Asia has risen to prominence as a host.

**Figure 3.33: Trends in multi-sport event hosting, by properties and continent, post-2000**

Continent	Properties hosted (%)		Change
	2000-07	2008-	
Europe	6	7	+1
N America	3	3	n/c
Asia	3	7	+4
Australasia	2	1	-1
S America	0	2	+2
Africa	0	0	n/c

Source: The Bid Book

In other sectors, Asia has been a force throughout the whole of the past decade; in major event hosting, growth has been significantly more noticeable post-2008 than prior to it. Between 2000 and 2007, the continent hosted three of the seven properties (the World Games, Summer Universiade and X Games Asia); from 2008 on it has been awarded all seven of the events it is possible to host.

It is also significant that the sector’s biggest properties (the two Olympic Games in particular) have been later to the region, by comparison with other multi-sport events and the blue ribband properties of other segments of the hosting market. The implication may be that – as Pyeongchang can testify through its long-running pursuit of the Winter Olympics – the owners of the biggest events need most convincing to break new ground.

There may, however, be another factor in play that has encouraged multi-sport event owners to broaden their horizons in recent years – as in the rest of the market, bidders are increasingly hard to come by, with the complexity and cost of multi-sport events putting them particularly at risk. In fact, assessment of recent bid numbers in the major event bidding competitions suggests these properties may have been vulnerable for a longer period of time.

**Figure 3.34: Number of bids received for selected multi-sport events**

	Least recent		-	Most recent	
Olympic Games	11	10	9	7	6
Winter Olympic Games	9	6	8	7	3
Commonwealth Games	3	2	2	3	2
Summer Universiade	3	5	3	3	2
Winter Universiade	2	1	2	1	1

Source: The Bid Book

The multi-sport properties’ need to find new bidders with the money and motivation to stage their mega events has coincided with rising interest among the growth economies of Asia in hosting as a means of place branding. In the multi-sport sector, China has been the main advocate of this policy, hosting nine events across the Olympic Games, X Games Asia and the Summer and Winter Universiades, and being a past bidder for the Winter Olympics too.



**Figure 3.35: Leading multi-sport event hosts, by number of events and properties hosted, post-2000**

Rank	Country	Events	Rank	Country	Properties
1	USA	24	1	China	4
2	China	9	2	Italy	3
3	France	6	2	South Korea	3
4	Germany	5	4	USA	2
5	Italy	4	4	Germany	2
5	South Korea	4	4	Spain	2
5	Spain	4	4	UK	2
8	Malaysia	3	4	Australia	2
8	UK	3	4	Turkey	2
8	Australia	3	4	Russia	2

Source: The Bid Book

With the USA's hosting total inflated by its monopoly on two X Games franchises (Salt Lake City's 2002 Winter Olympics being the only other event staged), China is the global leader in multi-sport events.

The other notable player in the sector is Italy, which has developed a specialism in winter sports. Turin made the most of its investment in the 2006 Winter Olympics by following up with the Winter Universiade in 2007, while Trentino will also stage the latter event in 2013, having stepped in when the original host, Maribor in Slovenia, withdrew.

## 3.6

# BID PROCESSES

**There may be far fewer rights holders than potential hosts in the major events market, but the international federations, who between them own and sanction most events, are just as diverse a group, in everything from their objectives to the way in which they allocate their world championships. One thing the majority have in common is the increased attention they are paying to how their bidding processes work and how they can evolve to produce better events as a result.**

Angus Buchanan, Co-founder, The Sports Consultancy, *The Bid Book's* knowledge partner and specialists in bid processes, says of the trend: "Rights holders have had to match the increased sophistication in the approach of potential host cities and regions by ensuring their bid processes are of the highest industry standard and we've seen a general raising of the bar and more organised and rigorous approaches to bid management."

One reason for that more prescribed approach is that international federations cannot afford (financially or strategically) to make poor choices when selecting their hosts, and the widening range of prospective bidders is making that decision more complex than ever. As Simon Toulson, Secretary General of the International Canoe Federation (ICF), explains: "We're hoping our processes will continue to get better and become more structured still, because we have had two or three bids that have been chosen and then have had to be given back for various reasons, and we can't afford that to happen too often."

One federation in the course of the research for this report admitted that relocating a major event had driven it to the brink of bankruptcy. The time it takes both host and rights holder to generate revenue meant that, even though the competition went ahead on schedule in a different city, the anticipated large profit turned quickly into a small loss. Compression in the international calendar means it is simply not possible to schedule another event to make up the difference.

The Bid Book has analysed a sample of 23 bid processes from a broad spectrum of rights holders to identify some of the ways in which their systems and strategies are evolving.

### 3.6.1 Fees

The question of bidding and hosting fees is perhaps the most difficult decision federations face when deciding upon their bid processes, with the principal issue being whether too high a fee (or any fee at all) discourages potential bidders, or whether it acts as a useful gatekeeping mechanism that ensures only serious contenders get into the game.

**Figure 3.36: Charging of bidding and hosting fees, 2013**

	Proportion charging (%)	Minimum (US\$)	Maximum (US\$)
Bidding fee	68	1,088	650,000
Hosting fee	54	5,441	1,124,000

Source: The Bid Book

The largest fee identified in the survey is charged by the IOC for Olympic Games bids, but the majority were pitched towards the lower end of the range, with only the Fédération Internationale de Ski (FIS) requesting more than US\$100,000, although candidates making successive bids receive a discount.

The FIS' Secretary General, Sarah Lewis, explains that the federation's fee structure, which was introduced in 1997, is designed both to generate revenue needed to grow the sport and as a means of focusing candidates' minds on all aspects of their bid. She says: "The whole process completely changed in so far as candidates have to pay a significant, non-refundable registration fee and provide a fixed number of training days. The funds from the registration fees are used for the programme for developing ski nations, which is a very extensive programme of camps, seminars, coaching courses and educational sessions. That has been instrumental in increasing the number of nations active and increasing their level."

And she adds: "By having to make a financial commitment to the championships, first of all it's a known amount – there's no individual negotiation so they know that is what they have to provide and that's it in investment. Second, when they make these types of investment they then really maximise that and use it to promote what they are doing, the tourist organisation gets heavily involved and there is a high degree of commitment and activation, even of the candidacy.

"It also of course makes the process more efficient in terms of having a small number of candidates because they have to think very carefully about making that commitment."

One reason hosting fees may be less common than bidding fees is that rights holders are more inclined towards open-ended arrangements such as revenue shares or minimum guarantees that do not put a cap on the sums the federation can earn if the event is commercially successful.

Some federations apply that approach to the bid phase too, charging low or no fees but expecting bidders to put at least the equivalent value into funding specific elements of the event or elements of the rights holder's wider strategic aims. These could be anything from subsidies for transport to support for participation development schemes.

Aquatics governing body the Federation Internationale de Natation (FINA) is one of those in this category of rights holders who prefer to leave themselves open to offers. Its Head of Marketing and TV, Peter Hall, says of that approach: "Up to the point of submitting the host city agreement and formalising its bid, a city can make an additional offer to do something or host something, so there's no obligatory hosting fee but there is an opportunity to put something on the table for the benefit of the championship."

### 3.6.2 Documentation

The survey found a high level of consistency between rights holders in using a questionnaire system as a basis for comparison of bids, at least in the initial phase of the process. Each of the rights holders not requiring a questionnaire in fact adopted a potentially more, not less, detailed approach in requiring a formal bid book or candidate file. Some federations required both.

**Figure 3.37: Bid documents required, 2013**

	Yes (%)	No (%)
Questionnaire	83	17
Candidate file/bid book	67	33

Source: The Bid Book

As well as providing a consistent basis for comparison of bids, use of a candidate questionnaire is also seen as a means of keeping bidding costs down and of ensuring a level playing field for all involved. However, many rights holders also want to give bidders the opportunity to make a case beyond the basics of a questionnaire. This is the advantage of the bid book/candidate file, although for some the important point is that all elements of the offer are clearly outlined in writing, rather than the format in which they appear.

Anders Besseberg, President of the International Biathlon Union (IBU), which requires candidates to complete a questionnaire and supply supplementary information where relevant, says of the reasoning behind that approach: “You will always have arguments that someone is trying to ‘buy’ the world championships by offering free accommodation or transport and training camps, so you need some ethical guidelines. We have those but it is very difficult to regulate the competition solely through them.

“So our bid process is based on a questionnaire they have to fill in but they can add things that are not requested in the questionnaire. It is quite normal to do that; they offer free accommodation for the teams, even free transportation from a major airport to the host city and so on.”

But he emphasises: “All offers given in connection with a bid should be in writing and be binding for everyone. When we have stressed this over the past two or three years this seems to be producing a very transparent bidding process.”

### 3.6.3 Face time

When it comes to face-to-face contact between rights holders and bidders, the request is more likely for the candidates to come to the federations rather than vice versa. Although a majority of IFs do carry out site inspections, a higher proportion again allow their bidders to make their pitch to the decision-makers in person.

**Figure 3.38: Contact between bidders and rights holders, 2013**

	Yes (%)	No (%)	Sometimes (%)
Site inspection visits	63	21	16
Presentation	80	20	0

Source: The Bid Book

One trend that appears to be on the rise among rights holders is a stronger focus on inspection visits as a two-way process, giving candidates an opportunity to learn more about the federation’s requirements and take advice on how to work these into improvements of their bid.

FIS Secretary General Sarah Lewis says: “When we sit down as an inspection group with the candidates it’s a technical, non-political group to discuss different aspects and opportunities of their bid and really bounce ideas off each other.”

The same philosophy underpins the approach of FINA, whose Head of Marketing and TV, Peter Hall, explains: “Generally there are only inspection visits to candidates we don’t know, so we are not spending money for the sake of it. With a city we know, we would have discussions but not necessarily visit the venue. But when we have a candidate we are not familiar with, it is people from the FINA Office, not the Bureau members, who go on the site visit to keep it purely

on a business level.

“The basis is to inspect the venues and discuss with the candidate ways and means to iron out their bid, look for any shortfalls or issues. We’re really looking to bring all bids up to their full potential. We may go with some ideas or the candidate may have less knowledge of what is possible, so we are there to share ideas and give them the opportunity to review their bid. What is proposed first time is not going outside this office so we can help them fine tune the bid. It’s in our interest to have the best possible bid from each candidate.”

### 3.6.4 Decision-makers

Around a third of the bid processes sampled left the decision to award hosting rights with their main congress, typically a body that meets annually and on which all member federations have a vote. However, the majority have moved away from an approach which has been seen as both unwieldy and open to politicisation, and devolved decision-making to their executive board or council, which is generally appointed by and accountable to the congress but able to act autonomously in its decision making.

**Figure 3.39: Awarding of hosting rights, 2013**

	Full congress/ assembly (%)	Executive board/ council (%)	Delegated committee (%)
Body awarding rights	35	65	0

Source: The Bid Book

Going even further and delegating hosting rights decisions to the technical committees that assess the standards of the bids is a step too far for all the surveyed federations, though. The experts who rate candidates on the federation’s key criteria are able to make recommendations to the voting body – but there is still room for the final presentation or non-technical elements of the bid to persuade the electorate to go a different way.

Colleen Orsmond, Events Manager at the Federation Internationale des Societes D’Aviron (FISA), says of the governing body of rowing’s experience: “Bidders make a presentation to the FISA Council, following which the Council makes a recommendation to the FISA Congress for ratification by vote. The Council is the body that makes a detailed review of the bids, but it doesn’t decide the host. The Council proposes the most appropriate bid to the Congress. It has happened once or twice that the Congress has gone against the decision of the Council but it is unusual.”

Strategic objectives can also exert a stronger influence on the decision-makers’ judgement than the opinion of their technocrats – although not always for the better. ICF Secretary General Simon Toulson says of one unwanted outcome for the canoeing federation: “Brazil said it would raise €2 million for the world championships. We queried that but they still got it and had to give it back because they couldn’t raise that money. We had indicated to the board it was unrealistic but politically they wanted to go to Brazil.”

### 3.6.5 Bid contest durations

Bid contest durations are necessarily a function of their complexity and expense, with those of the Olympic Games, Commonwealth Games and FIFA World Cup taking the longest to run. A third of bids took less than a year to complete, with comparatively few in the 12-18 months range.

**Figure 3.40: Duration of bid contests, 2013**

	Shortest	Longest	Average
Process duration	6 months	24 months	14 months

Source: The Bid Book

A lengthy bidding timeline may indicate that the process will be complex and potentially expensive, but the upside is that it gives a bid city a longer period over which to leverage the benefits of its candidate status. The 12 month or longer bidding timetable also enables bidding cities and regions to co-ordinate and examine return on investment opportunities across a range of departments in greater detail while spanning election and budget cycles. The longer timetable can, if effectively managed, have a positive effect of neutralising the uncertainty of changes in government and of broadening the stakeholder group to strengthen and deepen bid support.

The Sports Consultancy's Robert Datnow's commented on the duration of bid processes: "We have found that the longer bidding processes, which span the usual national and regional election cycles, allow the NGO sports bodies and private sector promoters to build cross-party and multi-disciplinary public sector support which creates more sustainable and more credible bids. We also see from the rights holder side that the longer time-table allows greater probity and detailed discussion of the delivery requirements, the rights package and the commercials, which ultimately means that both bidder and rights holder enter the relationship with their eyes wide open, having resolved potential problems before they arise".

The FIS' Lewis says of that opportunity: "The difficulty is we are only able to have one gold medallist when it comes to bidding so the degree of disappointment afterwards is very high. But everyone is going into the process with eyes open and we together try to maximise the opportunity for all candidates during the 12 months or so to say, look, being a world championship candidate shows you are already at a very high level and there are a lot of different things you can achieve through it, especially when we are talking about sports taking place in tourist destinations that specialise in that sport. Generally it does tend to be tourist bodies who are either paying or contributing significantly to the registration fee and providing the required training days, because the exposure they are getting in column inches, pictures and all these elements is extremely valuable to them when you add it all up."

While candidate status can act as a badge of quality for participation sport venues such as ski resorts, other prospective hosts are increasingly requiring an improvement in their chances of ultimate success to justify the significant political and financial capital invested in the bidding process. The response of an increasing number of rights holders – particularly those faced with shrinking fields of serious candidates – has been towards the award of multiple editions of their events through a single bid contest.

The Sports Consultancy's Angus Buchanan says of the trend: "Notable examples include of course FIFA World Cup 2018 and 2022, and Rugby World Cup 2015 and 2019, and we know that other major rights holders have considered it. While there are well-publicised issues around this approach, such as the trading of votes at executive committee, where the intention to grant more than one event in a single bidding process is clearly communicated from the outset we can see the logic in maximising the efficiency of what are complex and expensive processes in this way."

<b>Sample bid process: Alpine World Ski Championships (FIS)</b>	
<b>Year of next event to be tendered:</b>	<b>2019</b>
Outline of bid/tender process:	<ul style="list-style-type: none"> <li>● Prospective hosts are required to complete a candidate questionnaire after attending an informal FIS information session.</li> <li>● The FIS Inspection Group carries out a technical evaluation of all bids based on questionnaire responses and may meet with candidates to clarify any specific aspect of their proposals. Site visits may also take place if required.</li> <li>● Applicants will summarise their project concept in a small working meeting with Inspection Group members during the FIS Technical Committee Meetings.</li> <li>● The Inspection Group provides a preliminary report to each candidate and, following receipt of any requested additional information, produces a final report to the FIS Council, Committee Chairmen and National Ski Associations.</li> <li>● Candidates are able to make a 10-minute presentation to the FIS Council before the council elects the host venue.</li> </ul>
Bid timelines and key milestones: (e.g. bid deadlines, shortlisting, final decision etc)	<ul style="list-style-type: none"> <li>● 1 May 2013: Submission of candidacy</li> <li>● 31 July 2013: Guarantee of free training days required by</li> <li>● 1 August 2013: Candidates questionnaire to be completed</li> <li>● October 2013: Meeting with FIS Inspection Group</li> <li>● October 2013: FIS decision on acceptance of candidature</li> <li>● January 2014: Preliminary report of Inspection Group supplied to candidates</li> <li>● April 2014: Final report of Inspection Group supplied to FIS Council</li> <li>● May 2014: Hosting elected by FIS Council Meeting</li> </ul>
Bidding fees, costs, restrictions on expenditure etc:	<ul style="list-style-type: none"> <li>● Registration fee CHF 400,000</li> <li>● Guarantee of 200 free training days to support the FIS Aid &amp; Promotion Programme for Developing Ski Nations</li> <li>● Candidates making consecutive bids receive a 25% reduction in registration fee for a second consecutive candidacy and a 50% reduction for third and further consecutive candidacies</li> <li>● Hosting fee CHF 1,000,000 (non-refundable)</li> <li>● Guarantee of 600 free training days to support the FIS Aid &amp; Promotion Programme for Developing Ski Nations</li> </ul>
Required bid book/candidate file formats:	<p>Candidate questionnaire Presentation to FIS Council</p>
Any specific rules and regulations:	<ul style="list-style-type: none"> <li>● Hosts will be elected in a closed meeting of the FIS Council on the following basis:</li> <li>● An absolute majority of votes is required to win.</li> <li>● If no majority is secured on the first ballot, the candidate with fewest votes is eliminated in successive rounds until a majority is achieved.</li> <li>● Should two or more candidates be tied for last place, a second ballot will be held between them.</li> <li>● The FIS President has the deciding vote in the event of a tie.</li> </ul>
Key decision makers: (e.g. committees and/or individuals)	<p>FIS Council</p> <ul style="list-style-type: none"> <li>● President: Gian Franco Kasper (Switzerland)</li> <li>● Vice-President: Janez Kocijancic (Slovenia)</li> <li>● Vice-President: Sung-Won Lee (South Korea)</li> <li>● Vice-President: Bill Marolt (USA)</li> <li>● Vice-President: Sverre Seeberg (Norway)</li> <li>● Mats Arjes (Sweden)</li> <li>● Andrey Bokarev (Russia)</li> <li>● Dean Gosper (Australia)</li> <li>● Alfons Hörmann (Germany)</li> <li>● Roman Kumpost (Czech Republic)</li> <li>● Vedran Pavlek (Croatia)</li> <li>● Flavio Roda (Italy)</li> <li>● Eduino Roldán (Spain)</li> <li>● Peter Schröcksnadel (Austria)</li> <li>● Patrick Smith (Canada)</li> <li>● Matti Sundberg (Finland)</li> <li>● Michel Vion (France)</li> <li>● Secretary General: Sarah Lewis (FIS)</li> </ul>





An aerial, black and white photograph of a person splashing in water. The person is in the center, surrounded by a large splash of water. The top of the image is a dark, textured area, possibly a pool deck or a different part of the water. A red number '4.' is overlaid on the top right. The text 'RIGHTS HOLDER CASE STUDIES' is overlaid on the bottom left.

**4.**

**RIGHTS HOLDER CASE STUDIES**

# 4.1

## ALL ABOUT THE EVENT: FINA WORLD AQUATICS CHAMPIONSHIPS

**Aspiring host cities often feel they must factor a widening range of rights holder objectives into their bids to make them a winning proposition. But some properties and federations are now taking a view that the primary focus of their bidding processes is to create the very best event possible and use that platform to serve their wider strategies through their own actions and initiatives.**

This position can be seen as a catching up with the typical legacy situation on the hosts' side of the fence. While a government may back an event bid as a means of, for example, promoting public health, it will not expect the event organisers to achieve that target directly but rather use the occasion as a catalyst or focal point for a range of other actions delivered by specialist agencies in the field. In the same way, some federations are accepting that they, and not their event hosts, are the experts in policy areas such as promoting their sport and should use their championships as springboards for their own campaigns rather than expect local organising committees to produce fully-formed new ones.

Aquatics governing body the Federation Internationale de Natation (FINA) is one organisation whose event strategy is exactly that – focused squarely on achieving the highest-possible quality of event as the best means of making new audiences and commercial partners pay attention to the sport and actively seek involvement with it. That is not to say that legacy planning is not required, but the key principal in action is that participation programmes are already in place through national federations worldwide and a spectacular world championship can act as the advertisement that persuades more people to get involved with them.

Pater Hall, FINA's Head of Marketing and TV, says the federations objectives for its major events are comparatively simple. "Our strategic aims are to keep expanding the reach of the event – that's number one – and to keep organising better and better, more meaningful events," he says. "Those are our two key goals."

### 4.1.1 Building a mega event

FINA has taken the lead in developing and expanding its principal championships so far, but has found its host cities very willing to accommodate its growing ambitions. High diving has been added to the 2013 FINA World Championships in Barcelona, and the 2015 and 2017 editions of the event – to be staged in Kazan and Guadalajara respectively – will also incorporate the previously-standalone FINA World Masters Championships. The short course (25m) championships will also host the sport's main international convention alongside them too.

Hall says of the thinking behind the moves: "The 2015 and 2017 bidding processes did not include the Masters but we have now integrated that into the Worlds to create a mega event. The 2015 and 2017 hosts signed a contract without the Masters and we then came to them and said, by the way, we have this idea where we would like to put the Masters in also, and they

both said ‘fantastic’.

“We set up the World Aquatics Convention in 2010 and held a second edition in Moscow in October 2012. We are now looking to integrate that into the short course championships for 2014 in Doha and 2016 in Windsor. The reason we are doing it is that we already have a lot of people at the competition so running the convention alongside saves them having to make a separate journey, and on the other hand it is giving the organiser an additional opportunity to make a return on their investment.

“In 2012 we had 13,000 participants in the Masters event so we really are talking about creating a mega event with a critical mass that has huge potential for revenue generation for the organisers. You are setting up a three weeks-plus event for the same cost as the two weeks of the World Championships. It’s a fantastic opportunity to create an event.”

#### **4.1.2 Creating a safety net**

Hall says the main benefits of focusing event strategy on creating bigger and better set-piece showcases and taking them around the world are clear. They can be seen in the desirability of FINA events and the efforts that bidders will go to in their pursuit.

“I think cities are becoming more aware of our sport and more aware of the opportunities for hosting our events, and they are also more keen to get those events. The interest is very strong – they really, really want this event, it’s not half-hearted. There’s been a lot of hammering on our door in the last couple of editions,” he says.

Those levels of competition may also have been heightened by the raising of stakes that has taken place for bidders as both a consequence of FINA’s increased ambitions and the economic pressures many potential host cities continue to face. If they are going to go for an event, they feel they need to win it to justify the expense of bidding. Hall agrees that hosting the new combined World Championships/Masters is a “huge commitment” and the knock-on effect of that has been to shift at least some potential hosts’ attention to the smaller-scale short course event.

He says: “Bids are more aggressive today and we notice there are more limitations in financial terms because this is a big investment. Bidders have also become more and more sophisticated. A lot of them use consultants to assist them in the bid process, whether they are individuals who have worked on these events before or agencies who know our events. There is a lot more of that knowledge-building advice and I think there is a lot more interacting with architects in the bidding process, so it’s not just a vague idea we are presented with, they can show us the building and how they can put a pool in it. They are really looking at how they can do it, not if they can.”

And he adds: “We have a lot of interest from new places that are not really on the sporting map – not your Paris, London, Madrid. I think that is partly because, with our events like the short course championships, you don’t need a pool complex to run the event. If a city has got a multipurpose arena they can bid to stage the short course world championships because we can put a temporary pool in there. That is a big benefit for us because it opens up a much wider range of cities we can go to around the world.”

At full world championship level, FINA also needs to ensure it doesn’t unnecessarily restrict the number of potential bidders through the scale and demands of hosting its new mega event. As a result, it has tweaked its processes to offer an impressive consolation prize for deserving runners-up.

Hall explains: “Where we had in the past multiple candidates for an event, sometimes the losers were so disappointed that we never saw them again. We have switched from that system to one in which we created a safety net of saying that if we receive more than one bid there is a possibility that we could award the next championship as well in the same bidding round. We

did it for the first time with the 2015 and 2017 events, where we had two really excellent bids out of the three that came forward and were able to award them one championship each. That has been a big benefit for us. We have had cities with excellent bids but because the Bureau members vote with their feelings – which can be anything – we have in the past lost excellent candidates with excellent bids completely because they lost interest in FINA events entirely.”

**Figure 4.1: FINA World Championships 2019 bid procedure milestones**

22 October 2012	Deadline for (non-binding) notification of intention to bid
16 January 2013	Briefing for interested national federations and cities covering general information on the championships and bid process
4 April 2013	Deadline for submission of formal bids (including bid questionnaire, initial budget etc)
5 April 2013	FINA provides draft Host City Agreement to bidders
5 April – 24 May 2013	Inspection of the various bid cities by FINA delegation to develop the formal bid, address relevant issues (venues, TV, marketing, etc.) and progress Host City Agreement
27 May – 28 June 2013	FINA works with national federations and bid cities to finalise Host City Agreement.
1 July 2013	National federation and host city present fully executed Host City Agreement to FINA
19 July 2013	Bid presentations made to FINA Bureau, followed by vote to award hosting rights.

Source: FINA/The Bid Book

## 4.2

# MORE SPORTS, MORE CLARITY: MULTI-SPORT EVENT BIDDING

**Multi-sport events sit towards the higher-risk end of the hosting spectrum. The theory says more sports equates to more venues and more athletes, requiring greater complexity of organisation and – bottom line – greater expense.**

Perhaps as a consequence, the practice shows a number of casualties having fallen by the recent wayside: the Commonwealth Games saw Wellington withdraw from the 2006 bidding race to leave Melbourne as the sole candidate, while Halifax made a similar exit from the 2014 contest, making Glasgow and Abuja default finalists. Elsewhere, the 2013 Winter Universiade had to be moved from Maribor to Trentino after the Government of Slovenia proved unable to provide its share of funding for the original event, while Duisberg and Dusseldorf handed back their hosting rights to the 2013 World Games after they became unaffordable for the German cities in the economic downturn.

Rights holders in this sector such as the Commonwealth Games Federation (CGF) and International World Games Association (IWGA) have consequently re-appraised their bidding processes in an effort to offer candidates a higher degree of clarity and certainty around everything from costs and benefits to rights and responsibilities.

Mike Hooper, the CGF's CEO, says of his organisation's willingness to move its processes forwards: "The candidature process has evolved since the award of the 2006 Commonwealth Games to Melbourne, Australia, in 1999 with the CGF providing substantially more direction, advice and support to candidates on this. The candidature process since the award of the 2010 Games to Delhi, India in 2003 has remained largely the same [but] does of course remain under review and we take into account feedback from candidate cities as we look ahead to each new cycle."

### 4.2.1 Drivers of change

The primary motivation for any change in bidding processes is obviously to attract more and better-quality bids, but properties generating comparatively few bids face the most urgent need for review. The cost and complexity of staging multi-sport games means the large majority of these events fall into that category. While the Commonwealth Games has suffered from bidders pulling out of a race they feel they are not going to win or whose prize they will struggle to carry off, the summer and winter Universiade – perceived as a step on the ladder for aspiring Olympic hosts – has struggled to get contenders to the start line. The 2015 and 2017 editions of the winter event attracted only one bidder each, while contender numbers for the summer version fell from five for 2011 to three for 2013 and 2015, and then to two for 2017.

**Figure 4.2: Commonwealth Games bidders**

Event	Bidders
2002	Manchester Johannesburg* Adelaide*
2006	Melbourne Wellington*
2010	Delhi Hamilton
2014	Glasgow Abuja Halifax*
2018	Gold Coast Hambantota

\* Withdrew prior to vote  
Source: The Bid Book

These rights holders have looked behind the headlines to identify the issues that discouraged bidders and moved to address them not just in the actual staging of the event but in the bidding phase also, as a means of giving more confidence to prospective hosts.

For the IWGA, the principal issues for multi-sport games to address are the costs and complexities that differentiate them from the rest of the major event market: the challenge is to retain these points of appeal but at the same time reduce the burden they can bring with them.

The association's CEO, Joachim Gossow, explains: "We know we are not competing with the Olympic Games, so it's not in our regulations that we require new venues, for example. We try instead to give host cities the chance to save money or build a budget that is appropriate in the current economic times."

That thinking extends beyond facilities to the actual running of the event too. Gossow adds: "Two years ago we stepped in to have more service partners on board that we took with us from edition to edition as we recognised that cities were not in a position to show up with a host broadcaster, for example, or a results service already in place."

And he adds: "We are looking for more partnerships to fulfil general service aspects of the event. It is one of the major challenges for us to provide experienced and reliable services for the next hosts so they can save time and money by making use of these."

#### 4.2.2 Change in action

What this translates into in the bidding process itself is essentially a much closer relationship between rights holder and applicant, with the former working harder to guide the latter through what is necessarily a complex brief – the Commonwealth Games Candidate City Manual, for example, runs to 153 pages. The idea behind the depth of the manual is to ensure there are no surprises for bidders once they get into the process, while there is also a programme of meetings and observation opportunities to ensure the requirements and opportunities are understood in full.

The CGF's Mike Hooper says of his organisation's intentions: "The CGF provides detailed specifications to prospective candidates and bid cities tell us they are very well-informed and feel well supported throughout the candidature process. In addition to providing detailed specifications to prospective bids, the CGF also has a pre-bid support programme to assist and advise as well as conducting Candidate City Seminars as part of the process."

#### 4.2.3 Informed bids are better bids

The results, the federations say, have been that the greater degree of clarity and support offered to prospective hosts have at least halted the decline in bidder numbers and produced better

propositions from those who do come forward.

Hooper says of the CGF's experience: "The number of applicants has increased in recent years. For example, the process associated with the 2002 and 2006 Commonwealth Games, which took place in 1995 and 1999 respectively, saw sole candidates whereas in the subsequent bid cycles this increased to two for 2010 (awarded in 2003), three initially for 2014 (awarded in 2007) and two for 2018 (awarded in 2011). A number of countries have expressed interest in hosting both the 2022 and the 2026 Commonwealth Games and we will continue to work with them to achieve their aspirations. Many of those expressing interest are yet to host the Games which is particularly exciting."

And he adds: "I believe that as a result of the detailed specifications provided by the CGF to prospective candidates, coupled with the pre-bid and bid support programmes, the technical quality of bids submitted together with all the support documentation behind them has improved substantially in recent years. The benefit of this has seen those awarded the Games very well placed from a planning perspective from the outset.

"Another area I believe is now more readily recognised by potential candidate cities is a very clear understanding of the legacy benefits that can result from hosting the Games and how this can work as a catalyst for regeneration – for example, as it did in Manchester in 2002 and as we're now seeing in Glasgow, where new housing, transport and sports and leisure facilities are being developed which will help transform the city."

Similar outcomes are reported by the IWGA, i.e.

- More bids
- Higher-quality bids
- Improved understanding of the benefits of hosting

Gossow says of those results: "By changing our bidding process, and especially the documentation itself, we received more interest and the cities that showed interest have had more in-depth discussions with us before they started the bidding process, which has produced better bids.

"The documentation has become much more detailed and specific about the different areas, like organising committees, they have to fulfil. We made it much clearer exactly what the benefits of being a host city are, both in advance of the Games and in legacy terms. By being very informed, cities really also had to come back with more detailed descriptions of their intentions for hosting the World Games. Even those who didn't come back with an application fed back that it was of great value to them in looking at their marketing and organisational processes."

## 4.3

# GEOGRAPHIC BALANCE: VOLVO OCEAN RACE

**For global series, a broad geographic spread of hosts is by definition a must. That necessity of reaching out to all parts of the world makes these properties attractive to new destinations as their rights holders have an obligation – and the opportunity – to spread their events more widely than an international federation with a small number of championships to distribute, often on only a biannual or less frequent basis.**

The Volvo Ocean Race, the elite round-the-world sailing event currently tendering for host ports in its 12th and 13th editions, which are scheduled to take place in 2014-15 and 2017-18, is perhaps the most global of all major sports event properties, visiting all six continents in its last competition.

**Figure 4.3: Volvo Ocean Race host ports, by continent**

Continent	Host ports				
	1997-98	2001-02	2005-06	2008-09	2011-12
Europe	2	4	5	5	4
North America	3	3	3	1	1
South America	1	1	1	1	1
Middle East/Asia	0	0	0	3	3
Africa	1	1	1	1	2
Australasia	3	2	2	0	1
Total	10	11	12	11	12

Source: The Bid Book

However, the changing patterns of host port distribution over the last five editions of the race – particularly shifts away from traditional sailing territories such as North America and Australasia, and towards new destinations in Asia and the Middle East – reveal that many of the same issues seen in other sectors of the hosting market are playing out in this tender process too.

### 4.3.1 Where the wind blows

The Volvo Ocean Race starts and finishes in Europe and circumnavigates the world in an easterly direction, following the northern and southern hemispheric summers. With competing boats powered only by wind, the key influences on the shape of the race's route could be considered to be:

- Seasonality – the race must run in a sequence that ensures boats arrive at each port in the correct season, and
- Wind patterns – the race also needs to ensure its boats avoid areas of little or no wind.



While winds can vary within an anticipated range, the changing of the seasons remains far more predictable and so dictates an indicative schedule within which host ports must fit. Angus Buchanan, Co-founder, The Sports Consultancy, which manages the host port tender process on behalf of Volvo Ocean Race, explains: “The race route dictates which regions are capable of hosting the event and we ensure that cities and regions that are not capable of hosting the event are ruled out at an early stage.

“There are no formal limits on the number of host ports appointed on each continent, only practical limitations driven by the fact that the race needs to conclude in approximately nine months, visit only around 10 cities and move eastwards around the world.”

**Figure 4.4: Volvo Ocean Race indicative timetable**

Region	Outbound	Return
Europe (start in Alicante)	October/November	
South America	November/December	
Southern Africa	November/December	
Middle East	December/January	
Asia		January/February
Australasia		February/March
South America		March/April
Central America/North America		April/May
Europe		May/June

Source: Volvo Ocean Race

### 4.3.2 In with the old – and with the new

Agreeing the route of the Volvo Ocean Race is far from an open and shut case. The organisers have a significant degree of flexibility within those geographic and climatic boundaries, and plenty of ports to choose from – not just because of their overall numbers around the world’s coastlines, but also as a function of the proportion of these undergoing the waterfront developments which sailing events are seen as being able to promote.

The current tender process received more than 60 initial expressions of interest and once again offers a broad spread of choices across all continents, says Volvo Ocean Race COO Commercial Director Olivier Bremont. “We see Europe – despite everything – still remains very strong, Brazil and Latin America are very strong, the USA is still good and interested,” he says. “All the regions are still there – not necessarily the same cities but certainly regionally interest is holding up.”

While the requirements of the sport’s physical environment provide an initial focus to the tender process, the race organisers have a completely free hand in determining the mix that allows the route to revisit the famous names of yacht racing while giving new destinations an opportunity to carve out their own reputation. Bremont says of that discussion: “What we are always looking to do is achieve a balance between established and new ports. What that balance is going to be is hard to predict at the outset of the tender process but it would be very, very hard to go to 10 new ports – half and half would be a more likely mix.”

And he adds: “Going to a non-traditional sailing destination can make a lot of sense if in general it’s a region that is of interest to the media and to our stakeholders. Opportunities are clearly there if there is a compelling reason to go to that destination and it has infrastructure, marketing and legacy in place.”

The race’s recent record underlines the extent of that opportunity, moving ahead of Bremont’s expectation of a 50-50 split as the route has gone beyond the minimum 10 hosts. On average over its last three editions, two thirds of all host ports have been newcomers to the event.

**Figure 4.5: Balance of new and retained host ports, Volvo Ocean Race, 1997-2012**

	1997-98	2001-02	2005-06	2008-09	2011-12
New hosts	6	4	7	9	7
Retained/previous hosts	4	7	5	2	5
Total ports	10	11	12	11	12

Source: The Bid Book

The tender strategy that has enabled the race to take in a growing number of ports puts strength of offer ahead of history in its selection criteria. That does not mean experience and tradition are not significant, says The Sports Consultancy's Buchanan, but they are seen as factors that should elevate the quality of other areas of a bid rather than be the principal selling point itself. "It's not really a case of pros and cons of renewals versus new appointments," he explains. "Each must be appointed on its merits and its ability to host the event to the highest possible level. If the existing host cities all submitted the best bids in a competitive tender process they would be awarded the rights – whether they are newcomers or established ports is in itself not a factor."

But he adds: "Clearly as some cities build experience of hosting the event the quality of their proposals also increases, making their bids compelling, but conversely new candidates sometimes bring fresh perspective and creativity to the event, which is highly attractive also."

Two of the new ports on the 2011-12 route that brought these qualities to the event were Abu Dhabi – the first Middle Eastern city to welcome the race – and the Chinese tourist resort of Sanya. Abu Dhabi's stopover produced a blend of old and new that featured a major air display, a New Year's Eve concert from Coldplay and dhow racing on the Gulf. Sanya's race village, meanwhile, attracted 270,000 visitors over two weeks in February 2012 and created the biggest VIP programme in the 39-year history of the race, giving more than 6,000 guests including invitees from organisers, teams, partners and sponsors access to a unique experience of the race environment.

### 4.3.3 Making the grade: Host port requirements

Running a formal tender process in which applicants gain an in-depth understanding of the race's requirements and objectives before submitting their bid is one way in which new destinations have been able to compete with those who have done it all before. As well as a comprehensive bid guide that sells the benefits of hosting and the key requirements, bidders who reach the candidate phase of the process have access to a series of symposiums, workshops and other discussions with the organisers before the final decisions are made.

Bremont says of results of that approach: "Those who have done it before have a good understanding of what is required but we are seeing some very, very good bids put together among the new ports that are stepping in. They have a very clear understanding of the operational requirements of the race and not just of what they want to get out of it."

The race has a long list of technical requirements, but – as with so many other bidding contests – it is what a potential host can offer beyond a full set of ticked boxes that determines the winners and losers.

<b>Figure 4.6: Volvo Ocean Race minimum host port infrastructure requirements</b>	
Race Village	On-water area for sailing events Exhibition area Team area
Accommodation	Suppliers Media centre Race school Technology Offices
Television	TV compound Tower, rooftop or crane/hoist Helicopter Security
Event	Non-sailing entertainment Stage Gala dinner venue
Staffing	Full-time project management team
Operational budget	Costs Funding
Hosting fee	Varies according to: <ul style="list-style-type: none"> <li>● Route considerations</li> <li>● Level of host city support</li> <li>● Strategic importance to commercial partners</li> <li>● Commitment to race and sport marketing</li> </ul>

Source: Volvo Ocean Race

Bremont says: “We are looking at the sporting requirements, infrastructure, how it fits into the race route, whether it is a new or established market, how much resource they can put behind it – all those things we take into account.

“But where we are particularly looking for good support is in the marketing space. We’re looking for ports to really drive the race marketing regionally, nationally and locally. We’ve had some good examples of that in the most recent race that new ports can follow and build on.”

## 4.4

# GLOBAL SERIES BIDDING: GETTING IN THE GAME

**A solid track record in hosting is an established point of advantage in any bidding race. But with world championship events unlikely to be on many cities' calendars on an annual basis, aspiring hosts need to look elsewhere to develop the event-staging experience needed to cast them as a safe pair of hands from a rights holder's perspective.**

National and continental championships are the obvious entry points on this journey, but a place on the roster of a major global series is becoming a must-have for destinations with the ambition to reach the top tier of international sports hosts. Of the 20 cities identified by this report as the 'hosts with the most' at world level over the past 10 years, all but one have been successful in acquiring hosting rights within at least three of the seven global series included in the analysis.

Breaking into that circle is neither a simple nor transparent task. Only the Volvo Ocean Race operates a formal, competitive bidding process, and comparatively few series are openly expansionist. With the exception of Formula 1 and the IRB Sevens World Series, which have seen around 25% growth in event numbers since 2003, calendars have been broadly unchanged numerically for some time while sports such as tennis and golf face pressure from leading players to reduce the burden of near year-round activity and concerns among administrators about diluting the strength of the product.

So the key question for aspiring hosts is 'how do we get on the list?'

The science of the offer is not dissimilar to that of the formal bid in that prospective hosts will have to demonstrate a) the strategic and commercial value of bringing the series to their city, and b) their ability to stage it successfully. The art, however, lies in both the pre-bidding spadework and the negotiation. Winners must identify the available opportunities and the criteria against which hosting proposals are judged in the absence of a formal tender process and, triumph in the negotiation of the terms on which a deal may be concluded, not just with the rights holder but also with the commercial promoters/venues that are often involved in staging these types of event.

### 4.1 The ATP World Tour

The men's tennis ATP World Tour is an instructive example of this type of 'house full' property. The tour calendar is considered to be at maximum capacity in terms of the number of tournaments it can accommodate, settling at 67 across its three tiers (1000, 500 and 250 levels) since 2010.

**Figure 4.7: ATP World Tour tournament numbers, 2003-12**

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Tournaments	68	68	67	68	67	66	68	67	67	67

Source: The Bid Book

As a result, there is no prospect of new venues joining the circuit as an additional stop – the only way to get on board is to acquire and relocate an existing event. Opportunities to do so, however, come up more frequently than might be expected – the tournament roster has changed in each of the last 10 years, with some seasons seeing four or five ins and outs.

**Figure 4.8: Changes to ATP World Tour tournament roster, 2004-2013**

Year	Removed from schedule	Added to schedule
2004	Copenhagen (Denmark)	Beijing (China)
2005	Long Island (USA) Costa do Sauipe (Brazil) Houston (USA)** Kitzbuhel (Austria)	Bahia (Brazil) Ho Chi Minh City (Vietnam) New Haven (USA)
2006	Milan (Italy) Scottsdale (USA) Bahia (Brazil) Ho Chi Minh City (Vietnam)	Bangalore (India) Kitzbuhel (Austria) Las Vegas (USA) Salvador (Brazil)
2007	Bangalore (India) Palermo (Italy) Salvador (Brazil)	Costa do Sauipe (Brazil) Mumbai (India)
2008	Casablanca (Morocco) Mumbai (India)	Beijing (China)***
2009	Amersfoort (Netherlands) Las Vegas (USA) Nottingham (UK) St Poelten (Austria) Sopot (Poland)	Belgrade (Serbia) Brisbane (Australia) Casablanca (Morocco) Eastbourne (UK) Johannesburg (South Africa) Kuala Lumpur (Malaysia) London (UK)*** Perth (Australia) Valencia (Spain)***
2010	Indianapolis (USA) Kitzbuhel (Austria) Lyon (France) Valencia (Spain)** Vina del Mar (Chile)	Atlanta (USA) Montpellier (France) Nice (France) Santiago (Chile)
2011	Montpellier (France) New Haven (USA)	Kitzbuhel (Austria) Winston-Salem (USA)
2012	Costa do Sauipe (Brazil) Johannesburg (South Africa) Santiago (Chile)	Montpellier (France) Sao Paulo (Brazil) Vina del Mar (Chile)
2013*	Los Angeles (USA) Memphis (USA)	Bogata (Colombia) Rio de Janeiro (Brazil)

\* Provisional

\*\* Host of multiple tournaments, retains at least one other event

\*\*\* Additional event added

Source: The Bid Book

Many of those moves have been internal venue switches that keep the tournament within the same country (e.g. Nottingham to Eastbourne in the UK, or Bangalore to Mumbai in India), but the wider trends reflect patterns seen elsewhere of a shift in the balance towards emerging markets: the USA has lost a net four tournaments over the period and Europe a net three. Asia and South America, by contrast, have gained three and two respectively. Over a longer term again, the USA is expected to be down to 12 tournaments in 2013 from 36 in 1980.

## 4.2 Memphis to Rio

One of the latest of those American tournaments to relocate is the ATP 500 event staged in Memphis, Tennessee, whose switch to Rio de Janeiro from 2014 was approved by the ATP Board in April 2012. The Memphis event was owned by Sharks Sports & Entertainment, which also owns the ATP tournament in San Jose, California. The rights to the event were purchased by IMX, a joint venture set up by sports marketing multinational IMG and Brazilian mining and energy conglomerate EBX Group to promote sport, arts and entertainment events across South America. The company also acquired the rights to Memphis' sister WTA Tour event, which will relocate to Rio from 2014.

## 4.3 Vertical relationships

This method of rights allocation creates the need for a more tiered relationship between the rights holder (ATP World Tour), the host city (Rio de Janeiro) and the promoter (IMX) than is typically seen in championship hosting, with the promoter sitting between the rights holder and host.

**Figure 4.9: Hosting relationships, ATP World Tour event, Rio de Janeiro**

Rights holder	ATP World Tour
Promoter	IMX
Host	Rio de Janeiro

Source: D Walmsley

In this instance, the three stakeholders have overlapping and complementary aims:

- The ATP World Tour gets to expand into a key growth market
- Rio acquires a marquee event that enhances its wider hosting/place branding strategy
- IMX builds its rights portfolio and has an opportunity to profit financially

IMX CEO Alan Adler explains: "IMX is based in Rio, tennis is a global sport and both ATP and WTA Tour showcase the best tennis players in the most exciting cities on the planet. Rio de Janeiro is a world class city, an international destination for millions of tourists and we thought tennis and Rio de Janeiro would be a perfect fit. We believe that the city has a great environment as well as the infrastructure to host world class sporting events.

"We are looking at receiving over 60,000 fans across the nine days of competition. Also, we expect over 150 media outlets covering our event, with 15% of them being international. Our main goal is to make our event the most important sporting event in Brazil, attracting the world's best players, fans, media and sponsors."

The ATP has as much to gain from the arrangement as Rio and IMX as tennis has suffered from lack of attention in Brazil since the heyday of Gustavo Kuerten or Guga as he was affectionately known when he was World number 1 in the late 90s and early 2000s.

## 4.4 Joint expertise

One key element of the deal worth noting is the importance of being able to match local and international knowledge during the initial property acquisition phase.

In the former, domestic case, IMX and the city of Rio were able to provide options for staging the ATP and WTA events that allowed them flexibility to meet the goals of both tours' calendars. Adler says: "We have a few options to host the ATP Rio 500 and WTA Rio International events. If the ATP Rio 500 is played in February, then we will host a combined event. If not, we will have two separate tournaments, which changes completely the design of the arenas and logistics of the events."

On the international level, pinpointing the tournaments whose rights could be open to an approach led to the identification of Memphis as what Adler describes as the best available option, thanks to “the owners rethinking the event at the time we were seeking new opportunities”.

#### **4.5 Rights holder approval**

Having agreed the sale with Sharks Sports & Entertainment, IMX then had to take its proposition to the ATP Board for transfer approval. Any transfer of ATP membership requires the payment of a percentage of the rights purchase price to the Tour, followed by annual fees that vary according to factors including tournament category and levels of prize money. Tournament owners hold the rights to their event in perpetuity provided they remain “in good standing” with the ATP World Tour.

Adherence to the minimum tournament facility standards of the ATP rulebook is the main requirement to retain this status, which is also assessed in the initial Board approval process alongside other key criteria, including:

- Financial stability of the tournament buyer
- Standards of infrastructure
- Hosting experience and capability
- Compatibility with existing tour calendar, in both scheduling and surface

In the Memphis-Rio example, Adler says of the stages his team went through: “IMX had to put together a business plan of the event, providing information about the facilities and logistics to prove the event has the potential for success. Both ATP and WTA officials traveled to Rio de Janeiro for site checks and after some presentations to both boards the relocation was approved.”

#### **4.6 Host selection strategy**

The way in which the ATP Board assesses the elements of any new proposal can also be seen in the processes it applies to selecting the host of its year-end Tour Finals. This is the only event for which bids are invited and which has been staged in 16 venues across 14 cities over its 43-year history. ATP Executive Chairman and President Brad Drewett gives an insight into his Board’s considerations in taking the tournament to Shanghai in 2005 and then to London in 2009, when he outlines the evolution of the organisation’s strategic requirements across that period.

He says: “The decision to go to Shanghai came down to a number of different factors. Since its inception in 1970, the event has had a history of moving from one major city to the other. When the event first took place in Shanghai in 2002, we saw a lot of opportunity for growth in the region at that time. The four-year agreement that we reached with Shanghai from 2005-2008 was a reflection of that. The state-of-the-art Qi Zhong stadium, an amazing facility built purely for our season-ending event, really catapulted the stature of the tournament to the next level. China continues to be a market of huge importance to the ATP World Tour, with two of our biggest ATP World Tour events currently taking place in Beijing and Shanghai.”

But he adds: “Following four fantastic years in Shanghai, it made a lot of sense for us to bring the event back to a more traditional market such as London, in a TV-friendly global time zone, and with the support of key event partners such as AEG, the All England Club, the LTA, and Barclays as our title sponsor.

“The prospect of our year-end event, featuring only the world’s top eight singles players and doubles teams, taking place in the heart of London at such an iconic venue as The O2, one of the world’s leading entertainment venues, was very appealing. Since it moved in 2009, the tournament has been a huge success, welcoming over a million fans in the last four years. Given

the success of the tournament, as well as the continued support of our event partners, it made sense for us to extend our agreement in London a further two years, making it a seven-year overall commitment in London.”

O2’s extension as host of the event is also no coincidence. The ATP World Tour Final is the biggest money spinner of the year for O2 owners AEG. As the then CEO of the venue told SportBusiness in 2010, there is no other event that can sell out the 17,500-seat arena twice every day for eight days.

ATP World Tour factbox	
Attendance:	4.4 million
TV viewership:	A record 800m viewers across 185 countries Broadcast hours up 30% year on year
Online:	4 million monthly visitors to ATPWorldTour.com More than 40 million followers of ATP players and tournaments on social media
Commercial revenues:	Up 165% since 2009 ATP and tournaments collectively generate \$500 million annually



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# 4.5

## A GRADUATED APPROACH: WINTER SPORTS

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**Hosting major sports events has in recent times been seen by many new bidders as a fast track to global city status – a place branding tool that can leverage the international media profile and reach of sport to give instant credibility to a destination as a centre for business, tourism or trade.**

Not all properties are available for such use, however, as many international federations are wary of appointing hosts without a proven track record in their sport for a variety of reasons. This chapter uses the venue selection philosophies of the winter sports of skiing and biathlon to discuss some of the issues that can steer rights holders' preferences towards the tried and trusted.

### 4.5.1 Track record required

Skiing and biathlon have been breaking new ground in their choice of world championship hosts – but not a lot of it. Val d'Isère hosted its first Alpine World Ski Championships in 2009, but has been on the World Cup circuit since the 1960s and hosted the Alpine events of the 1992 Winter Olympic Games. Of forthcoming hosts, St Moritz will stage its fifth championships in 2017, while Vail notches up its third in 2015. Biathlon broke the mould by taking its principal event to Pyeongchang, South Korea, also in 2009, but only in a move that could be considered the exception that proves the rule, as the Asian venue remains the only championship host of recent times with no track record at any level.

International Biathlon Union (IBU) President Anders Besseberg says of that decision: "It was important for us to pay a visit to Korea but at that time the main reason the majority of congress voted in favour of South Korea was that most of them expected the Winter Olympic Games would take place there in 2014 and a fantastic venue had been built."

Otherwise, the two sports have largely entrusted their principal world championships to a comparatively small group of nations with the strongest traditions in both their hosting and participation. More than 80% of all Alpine World Ski Championships have been staged in just five nations, while 78% of all biathlon Winter World Championships have been hosted by six.

**Figure 4.10: Alpine World Ski Championships hosts, by country**

Country	Number of championships	% of all championships
Austria	9	21
Switzerland	9	21
Italy	7	16
USA	6	14
France	4	9
Others	8	19

Source: FIS

**Figure 4.11: Biathlon World Championships hosts, by country**

Country	Number of championships	% of all championships
Finland	8	16
Norway	8	16
Austria	6	12
Italy	6	12
Germany	6	12
Russia	5	10
Others	11	22

Source: IBU

#### 4.5.2 Fewer events to gamble with

Clearly, winter sports have a more restricted choice of potential venues than those on the roster of the summer Olympic Games, essentially due to climatic and geographic factors – a handball court can be marked out in any indoor arena worldwide, downhill skiing needs mountains and snow.

In inventory terms, though, they have just as many events to distribute. On average, the summer Olympic sports analysed for this report staged an average of 34 world championships each over the period studied; winter Olympic sports averaged 35.

A similar number of events divided by a smaller number of potential hosts equals higher levels of repeat visiting, but there is more to some sports' concentration on established centres than simple maths.

In the case of biathlon, the world championship is the IBU's principal asset in commercial as well as sporting terms, and an event on which the governing body is reluctant to take a risk. Besseberg points out: "The world championship is not only the highlight of the season for the best athletes in the world, but it is also the most important window we have to the world for the sport of biathlon."

Skiing is far better served in terms of both its media and commercial profile thanks to its established World Cup series in its individual disciplines. As a result, the Fédération Internationale de Ski (FIS) sees its world championships as an opportunity for its World Cup hosts to take their events to another level, building on their existing models with resources unavailable on the standard circuit. FIS Secretary General Sarah Lewis explains: "There are no [world championship] candidates who are not already regular World Cup organisers. A championship is effectively a World Cup event with a significantly bigger budget based on rights fees, marketing, television, visitors, partnerships etc, which means you are able to do much more with it. We would love to stage every World Cup event on the scale of the World Championships but the realities are you have to cut your coat according to your cloth."

### **4.5.3 Aversion to risk breeds conservative thinking**

Both Lewis and Besseberg also acknowledge that hosting patterns reflect a degree of conservatism in their organisations' outlook, although that is not uncommon within governing bodies charged with preserving the traditions of their sports. It is particularly true where hosts are elected by all-member federations, as in the case of biathlon, which awards its rights via a vote of the full IBU Congress.

Lewis says of the situation in skiing: "There is a perennial issue where of course we want to develop other regions and new sites, or even other parts of already established countries, but when it comes down to it the sport itself is generally a bit conservative when it comes to championship level. Not so much for World Cup events which happen every week and are a great opportunity to bring in new, motivated and vibrant regions, but when it comes to our major championships, the large majority have been in traditional locations with some newcomers from time to time."

Another source of inertia is the fact that there is little push for federations to broaden their horizons when the established powers in the sport remain keen to host and continue to put on a good show. That situation has persisted in skiing, says Lewis, even in recent times of wider changes in global sport, politics and finance. "Despite the period we have gone through with the economic downturn we still maintain the same average number of candidates," she says. "The crème de la crème have still been ready to host – traditional sites have continued to retain their loyalty to FIS competitions, as opposed to saying 'we've done that, let's try underwater polo'. Part of that is a recognition that this is what they are known for. Oberstdorf is known for ski jumping and Nordic disciplines; it recognises its roots and its need to stay connected to them."

The federation has been equally keen to accommodate these types of hosts – while top-tier events underline the similar status of blue chip venues, the same reputational benefits can rub off in the other direction. Lewis points to the UK's Olympic experience as an example of the case in point; that rights holders are still drawn to glamour destinations ahead of their equally worthy but lower-profile neighbours. "In Britain, the authorities of course wanted to develop other parts of the country beyond London and encouraged Olympic bids from Manchester, Sheffield and Birmingham as a means of achieving that, but the only bid that ticked the IOC's boxes was London. It's the same situation in skiing."

### **4.5.4 Exacting standards**

Arguably the biggest factor behind federations' conservatism, though, is their need to protect the credibility of their world championship assets for competitors, commercial partners and fans. And the stakes are highest for those sports that require specialist facilities or particular conditions to ensure top-class competition is possible.

In the case of biathlon, the IBU is unwilling to take any risks on either count; over the past decade it has put in place a licensing system that requires all candidates for its main world championship to have been granted an A-licence before they bid. That may keep demand lower than might otherwise be the case but it also enables the sport's officials to sleep at night without worrying about construction schedules and building work over-runs.

This makes the good general point that federations have to select host criteria and an event policy based not only on the ambitions of hosts but also on the basis of an honest assessment of their own capacity. A requirement for new venues and a list of criteria requiring regular inspections will be beyond the resources of many rights holders to police even if hosts are keen.

**Figure 4.12: IBU licences, by permitted events**

Licence	Events for which required
A	Senior World Championships (winter) Biathlon World Cup
B	Summer Biathlon World Championships Youth/Junior World Championships IBU Cup European Biathlon Championships

Source: IBU

IBU President Besseberg says: “You need an A-licence to have the right to bid for a world championship. This means you must have a stadium with the necessary infrastructure of a very high quality, a shooting range, well-maintained buildings, a certain hotel capacity etc. It restricts of course the numbers of bidders but it is absolutely necessary to have these formalities so we are secure that our world championship will be of the absolute highest quality with the best possible conditions for the athletes, their teams and the tens of thousands who come to watch. We are always trying to put the interests of the athlete at the centre so it is important to have fair and equal conditions to make exciting competitions where the best are winning and competition for medals is tight.

“There are approximately 20 venues that hold an A-licence. There are very clear criteria for achieving a licence put together by our experts and there are standard forms for assessment we use for the technical inspection of applicants for A- and B-licences.”

And he adds: “The system of A-licences has come in two steps. When these were introduced, at first there was a period in which it was possible to bid without an A-licence but with a commitment to have certain conditions in place one year before the event was to be staged. Today they must have the A-licence before bidding and the criteria to achieve this have become much sharper over the last eight years and have developed on a year-to-year basis.”

#### 4.5.5 Stepping up

Despite the emphasis their hosting strategies place on experience, neither biathlon nor skiing world championships should be seen as an entirely closed shop. In fact, the two sports could be seen as more attractive than many others in that they do offer well-defined and transparent pathways to the top level. Plenty of bidding contests still operate with a degree of uncertainty around what applicants need to do and who they need to impress in order to succeed – sometimes intentionally as a means of encouraging them to offer more than they might otherwise as they attempt to second guess their rivals’ pitches.

An aspiring biathlon host knows precisely what the baseline requirements of the IBU licence are for the level of event they seek, and will at least know they are qualified when they enter the race. Skiing may not operate a formal licensing system, but gaining a place on the World Cup calendar acts as a similar badge of approval.

The system appears to work, as both federations report increased numbers of championship bidders and have a pipeline of new venues making their way up the tree. Besseberg says of the IBU’s recent experience: “We have gone from having two bidders to four and new bidders are coming forward. I find this very positive because the new bidders are challenging the well-established venues who have to do a good job to keep their place. This is not just for world championships but also our nine World Cup events, which we have 15-18 places bidding for. In 2009 we had the first world championship in Asia and this year we have Nove Mesto for the first time.

**Figure 4.13: IBU licence criteria**

Criterion	Assessed on
Local area	Description of town Interest in sport Population Shopping and leisure amenities
Geography	Location Topography Vegetation
Climate	Temperatures Snow conditions
Event organisation	National association Committee and executive structure Local clubs and volunteers Hosting record
Finance	Venue ownership Guarantees
Logistics	Facilities Accommodation Transport links Medical support Anti-doping control station Ambulance Security Cultural/social events
Venue conditions	Stadium Course Shooting range Technical building Team facilities Timing systems Competitions office Meeting rooms
Event infrastructure	Spectator areas Power sources Guest facilities Parking
Media facilities	Media centre Fax lines
TV	Production facilities Host broadcaster
Contingency planning	Alternative venue if lack of snow

Source: IBU

“Nove Mesto has gradually been building up through the summer world championships, the junior world championships and the World Cup as a test last winter. It has been developing very well and particularly in that they attracted as many spectators as they did last year, so we know it will be a full stadium this year too.”

For the FIS, Lewis adds: “We have a pathway for hosts similar to that for athletes – you don’t tend to come straight in at the very top level. It’s an organic process building up to a world championship rather than starting at the top of the pyramid and trying to rush your development through in four or five years. Within the World Cup circuit there have been far more new venues because this is really the first step for newcomers to the top level after they have done Continental Cup level and built up their experience through the system that exists.

“In terms of new regions coming in for the Alpine and Nordic championships we have got some candidates with big traditions from the past – Poland and the Czech Republic for example. We had the Nordic event in the Czech Republic in 2009 and that was the fourth time they had been candidates.

“Otherwise there are clearly nations now who would like to apply – we have had strong interest from Kazakhstan to apply for the Nordic championships in the near future and the junior Nordic championship went to Turkey last year. Turkey will also host the junior snowboarding this year and has indicated strong interest to apply for the seniors too.

“South America hasn’t been an organiser of a world championship at senior level since Chile in the 1960s but they have had the junior snowboard event and we have had freestyle in New Zealand too.”

#### **FIS world championships fact file**

##### **Alpine World Ski Championships 2011 – Garmisch, Germany**

Attendance:	130,000 tickets sold over 11 days 50,000 for evening medal ceremonies
Television:	660 million viewers worldwide
Media:	2,195 accreditations from 29 nations

##### **Nordic World Ski Championships 2011 – Oslo, Norway**

Attendance:	270,000 tickets sold
	300,000 spectators outside the arena and on the forest course
	50,000 spectators at opening ceremony
	65,000 average for evening medal ceremonies
Television:	Record audience of 519 million viewers worldwide
Media:	1,600 accreditations from 24 nations

##### **Snowboard World Championships – La Molina, Spain**

Attendance:	25,000 visitors
	Capacity crowd of 8,400 for opening ceremony
Television:	29.7 million viewers worldwide
Media:	817 accreditations

# 4.6 BID PROCESS DEVELOPMENT: FEI WORLD EQUESTRIAN GAMES

**Growing interest in hosting major sporting events has created challenges for rights holders as well as opportunities. At the same time as they have more options to take their major championships to new cities in more continents, so too do international federations find they may need to re-frame their bidding processes to make clear the requirements of their properties and support aspiring hosts in producing viable propositions they can endorse.**

The experience of the Federation Equestre Internationale (FEI) in re-assessing its own bid process for the World Equestrian Games, to make them more attractive to a wider range of bidders and produce more creative proposals that would benefit the event and the sport, is one current example of the questions rights holders in this position can ask, and the responses to them they can produce.

## 4.6.1 Problem

The World Equestrian Games were first contested in 1990 as the world championships of equestrian sport. Staged every four years and across 16 days, they encompass the disciplines of jumping, dressage, para-equestrianism, eventing, driving, endurance, vaulting and reining. More than 600 athletes and 800 horses took part in the 2010 event held in Lexington, Kentucky.

**Figure 4.14: World Equestrian Games 2010 key performance indicators**

Cumulative broadcast audience:	168 million
Broadcast reach:	100+ countries
Accredited press and broadcast media:	1,600+
Total economic impact:	USD400 million
Spectators:	500,000+
Average international visitor spend:	USD3,300

Source: FEI

The 2010 Games were considered a success but the bigger picture was that the event was struggling to attract more than two bidders, and was usually a one-horse race. Opportunities for global expansion were limited by the European preferences of much of the sport's elite, and by restrictions on transport of horses in some regions and countries. The 2010 Games went to Lexington, Kentucky, but the US venue was not seen as a radical departure from the European norm, as Carsten Coucheron, the FEI's Executive Director, Commercial, explains. He says: "The World Equestrian Games has traditionally been in Europe, but we want to be more international and take our events to more countries."

“Kentucky was quite low risk. It is a major equestrian centre in North America and has a huge horse park, so we were going to a place where they had a facility and had people who know how to organise equestrian events.”

**Figure 4.15: World Equestrian Games hosts, 2002-14**

Year	City	Country
2002	Jerez de La Frontera	Spain
2006	Aachen	Germany
2010	Lexington	USA
2014	Normandy	France

Source: FEI

The FEI decided that its bid processes were not helping its global ambitions and worked with The Sports Consultancy to identify a number of issues to address:

- Standards of documentation provided to bidders
- An excessive focus on technical aspects of bids at the expense of other elements
- A lack of data and information on which bidders could base business plans and applications for government support
- Failure to market the sport to prospective bidders in the pre-application stage
- Lack of confidence among new bidders that they can genuinely challenge established hosts

Documentation and the bid assessment process were elements that needed changing; data, marketing and bidder confidence all needed adding to the mix.

#### 4.6.2 Solution

The FEI began its bid process reappraisal at the top and engaged The Sports Consultancy to review the World Equestrian Games and European Championships, aiming to set the new standard with its flagship events. Coucheron says: “When we reviewed our bidding processes we had to start somewhere so we started with our biggest events and we now have a new process in place for awarding the 2018 World Equestrian Games, which we also went through for the 2015 Senior European Championship, which we located last year. These processes now are more professional and it is our aim to implement them for all our other events.”

Key elements of the new process to emerge from the exercise were:

##### More information for bidders

Coucheron: “The documentation we had before was very basic and very technical – it was really based on the technical requirements of the sport only. Now we have information from sponsors and the host of the next event, and we have economic impact data which we didn’t have before, so in the candidate phase we are able to provide a proper bid guide with all the data and media information the bidders need.”

##### A comprehensive hosting manual

Coucheron: “The hosting manual was nothing more than a Word document but now it is much more user friendly, presented in a folder so it is an actual manual rather than just a document. It helps bidders to have something professional when they go to their stakeholders or public sector partners for support.

“We have seen, especially with the European Championships, that having this type of clarity particularly encourages smaller bidders because there is less feeling that bigger towns will automatically be getting the event when they can see the criteria we will be judging on set out



in front of them. By doing that we are able to show smaller cities have as much chance as larger ones. It shows that if you come with a good public sector commitment and financial guarantees you will be considered in the same way as any major venue.”

### **Marketing materials and improved communication strategies**

Coucheron: “Now we have some marketing materials, brochures and multimedia which we didn’t have before and which we taken to conferences and conventions like SportAccord. We are much more proactive in getting out and using that material to engage early with potential bidders. Before we sat down and waited for people to come to us, and we got the same bidders from the same equestrian venues.”

### **New criteria for assessment of bids**

Coucheron: “Before, we looked very much at the sport aspect; now we see this as a minimum requirement – if you don’t achieve it, we won’t even look at your bid – so we are now looking at different angles, particularly financial stability. The World Equestrian Games has traditionally been challenging to organise from a financial perspective, so we have looked at bids more closely on a budget level and a macro level in terms of the economy of the country or region.

“We did previously look at commercial and financial aspects but it wasn’t a true multi-disciplinary approach in the way it is now. The bodies reviewing the bids and deciding on applications were all technical committees and all were voluntary bodies, so we had to look at how we could bring in experts in areas other than the sports technical ones. We have now created a bid evaluation commission made up of representatives from all our relevant departments – financial, legal, veterinary, media, commercial and sports.

“We are also looking much more closely at commitment from the public sector, not just financially but in how much they can help out in traffic control, regulating hotel prices, providing visas for teams and horses, and community engagement – are people really behind the bid?

“That has created a more competitive bid process. There is a minimum set of technical standards, and then it is all the extras bidders can throw in, including revenues.”

### **4.6.3 Results**

The FEI says the new process has been well received by prospective bidders, has increased revenues through bidding and hosting fees and suggested that the long-term impact on bid numbers will be positive. Coucheron says of the bidding market’s reaction: “We have had good feedback from all bidders who went through the process. They were extremely positive about how well structured and managed it was, and particularly by the fact that we had economic impact studies and materials to help them make the case for a bid to their public authorities.”

The new process in fact got off to something of a false start, with the federation getting a reminder of the importance of timing in the launch of any new marketing push. Coucheron explains: “For the European event we had five bidders in eventing, which is quite a lot because it is complicated and expensive to organise. But in the other disciplines the process was biased by one venue, Aachen, which bid for six out of the seven overall.

“Aachen has a big show every year which is like a world championship and when they came out and made a public statement that they were bidding before we had announced the new process, that discouraged a lot of other bidders. We got a few but the timing was not in our favour so in the end we allocated to Aachen, which was something we might want to manage differently in future. If we had announced the bid process earlier we probably would have had more bidders because smaller cities would have thought they should still try because it wasn’t guaranteed that Aachen would get everything.”

But he adds: "With the World Equestrian Games we clearly saw a difference. The traditional mix we have had is sometimes two bidders but more usually one. This time round we had eight expressions of interest over four continents from countries including Australia, Morocco, Canada, the USA and Russia. From that we had five applicants and four confirmed candidates: Hungary, Canada, Morocco and the USA. That was a first for us to have that many bidders across that geographic spread. It clearly showed it's a property that is developing and is attractive, and we believe the process we have got now has helped get more bidders and more professional bids.

"For example, we had the British Minister for Sport come over to Lausanne as part of a whole delegation supporting a Scottish bid. It was new for us to have so many people of that level and so much public support, not just with a letter of intent but also with financial commitment. Bidders are also now looking beyond the pure sports aspects of the event, which is something we encourage in our bid documents. The legacy aspect has taken another dimension, which is really important for us and for the public sector."

Coucheron expects the upward trend to continue as more potential hosts get to grips with the demands of the new process. The FEI is also determined to break down some of the conservatism that is more often associated with traditional federations than with dynamic host cities looking to stand out from the crowd. He says of levels of understanding of the new approach: "They weren't consistent throughout all bidders; some were comparatively strong and some of the weaker ones may not have understood we had a new process at all! It is still very much a learning process for them. Some European Championship bidders were still really focused on the sport side, but the World Equestrian Games candidates already had a good understanding."

**Figure 4.16: FEI World Equestrian Games 2018 bid process milestones**

<b>Applicant phase</b>	
September 2011	Request from FEI for expressions of interest
November 2011	Deadline for receipt of expressions of interest from national federations
March 2012	Bid guide, bid application and questionnaire sent to interested federations
April 2012	Deadline for return of completed bid applications and questionnaires
May/June 2012	Bid applications and questionnaires reviewed by FEI
<b>Candidate phase</b>	
June 2012	Announcement of candidates FEI presentation to candidates Host Agreement provided to candidates
July – December 2012	Site visits by FEI Delegation/opportunity for Q&A Host Agreement discussions and clarifications
December 2012	Deadline for submission of completed and signed Host Agreement
January 2013	FEI evaluation of bids
February 2013	Technical presentation of bids to FEI Bid Evaluation Commission
<b>Decision phase</b>	
March 2013	Evaluation of bids and delivery of Evaluation Commission report to FEI Bureau
April – June 2013	Presentation of bids to FEI Bureau Decision by FEI Bureau

Source: FEI

## 4.7

# SUSTAINABLE BIDS: FISA WORLD ROWING CHAMPIONSHIPS

**Long-term trends in major event bidding may be towards significant expansion in the numbers of countries and cities seeking to take part, but the global economic crisis and its continuing fall-out have more recently reduced the proportion of those interested destinations determined to win at all costs.**

Rights holders across sport are considered to be having to work harder to sell the benefits of their major championships to prospective bidders, focusing on means of reducing the costs of hosting and the ways in which the event can be leveraged to support the wider policy objectives of the public authorities footing the bulk of the bill.

As other case studies in this report highlight, the trend in bidding is towards making the process more appealing to future hosts. Some rights holders are providing potential bidders with more detailed briefs and economic impact data, others are taking some (more expensive) elements of event organisation out of their hosts' hands, and more again are investing in marketing materials and moving bid processes away from a winner-takes-all approach.

Perhaps the most appropriate label for these properties' event ambitions is 'sustainability'. Sustainability started out as an exclusively environmental concept referring to carbon neutrality, zero waste etc, but it has rapidly taken on a far wider definition in the bidding and hosting market today. It now has a significant economic dimension – a long-hand framing of the question 'can we afford to do this?' – and has extended to the legacy side of bidding and hosting to encompass many of the social and cultural impacts bidders seek to achieve.

Sports that require specific natural resources or landscapes were the first to confront the sustainability issue as it was originally defined. This was primarily as a result of the link between the promotion of participation and the protection and improvement of the environments in which the sports take place. Water and snow sports are the most obvious examples of these types of property, and the progress of many of their international federations in developing their sustainability brief provides some useful indicators of where the concept may be heading in the market as a whole.

### 4.7.1 Sustainable sports

One such organisation is the Federation Internationale des Societes D'Aviron (FISA), the governing body of rowing, which has long had a direct interest in promoting environmental protection of the lakes and open water on which its events take place. FISA has developed its own Environmental Sustainability Policy and Guidelines in partnership with the World Wildlife Fund. The two central planks of the guidelines are:

- A commitment to promoting environmentally sustainable practices in rowing and setting new standards in sustainable sports event management, and
- The inclusion of social, cultural, economic and ecological responsibility within its concept of environmental sustainability.

FISA defines environmental sustainability in rowing as being able to fulfil the sport's present needs while allowing future generations to meet their own, and identifies seven key principles through which this can be achieved:

- Protection of the habitat of fauna and flora and bio-diversity
- Conservation of resources both renewable and non-renewable
- Reduction of waste and pollutants in all their forms
- Recognition of the importance of heritage and indigenous cultural values
- Promotion of healthy conditions for athletes, officials, volunteers and spectators in which to conduct the sport of rowing
- Fostering environmental awareness and education about sustainable development and clean water within the international rowing community
- Consulting the wider community to foster positive partnerships

The federation also spells out its requirements of event hosts in delivering championships that are "run in a way that protects environmental and social conditions in and around the proposed venue". Bidders' assessments of the environmental and social impacts of their proposals are examined by FISA to ensure they are sufficiently robust, and a rating of their plans to eliminate or minimise the potentially negative aspects of these in line with the federation's policy and principles is also a formal part of the bid evaluation process.

The full range of areas FISA examines on a sustainability basis comprises:

- Organisational planning
- Energy conservation
- Materials and wastes
- Air quality
- Water quality
- Water usage
- Soil quality
- Protecting nature
- Social and cultural sustainability
- Economic sustainability

#### **4.7.2 Environmental sustainability**

The bias of those measures towards environmental sustainability underlines the extent to which the natural landscape still takes precedence over the economic, cultural or social one for 'outdoor' sports such as rowing. The same emphasis is also apparent in the bids of FISA's most-recently appointed world championship hosts – Lac d'Aiguebelette, at the foot of the French Alps, which will host the 2015 event, and canal capital Amsterdam, which takes its turn in 2014.

FISA Events Manager Colleen Orsmond says of that focus: "Lake Aiguebelette in France is a pristine environment, and their bid was centred on showcasing the environment, attracting people to the region and also showing how they can hold an event without harming the environment. The Amsterdam organising committee has a strong focus on clean water."

Amsterdam's bid, incidentally, was another example of a different type of sustainability being offered by rights holders to prospective hosts – offering a second chance to impressive but unsuccessful contenders. The Dutch city originally bid for the 2013 event but lost out to Chungju, in South Korea, as FISA stuck to its principle of universality in the sport and associated pledge of taking the World Rowing Championships outside Europe at least once in each Olympic cycle, usually the year after the Games. However, the same 2009 meeting of the FISA Council also decided that, "in light of the current global financial situation, regarding the costs

to the hosting countries of making a bid as well as the costs to FISA of reviewing and assessing a bid ... it would be prudent to secure a high quality championships for 2014 as well at this stage" and handed Amsterdam the rights to the later event.

Amsterdam's bid included a pledge to implement an environmental action plan based on seven points:

- Protect the Amsterdam Forest biological diversity
- Clean air
- Clean water
- Reduce carbon emissions
- Reduce waste, increase recycling
- Make the clean choice the easy choice
- Sustainable energy management

It also addressed questions of social, cultural and heritage sustainability through initiatives around:

- Local produce markets
- Ecological and historical exhibitions
- Sheltered employment
- Fair trade merchandising

The 2014 host, Lac d'Aiguebelette, has an even stronger focus on the environment as a consequence of its rural location in the Savoie department of France and the existing protections that apply to it. The lake has been developed as a tourism destination since the 1970s, including the creation of the rowing centre, but with an emphasis on activities, accommodation and transport with low environmental impacts.

"Aiming for environmental excellence" was one of the key themes of the Aiguebelette bid in areas of:

- Water quality,
- Air quality,
- Landscaping, and
- Temporary installations.

The first three considerations are already well developed by general public policy in the region, which is accustomed to accommodating large numbers of visitors each summer. The rapidly-growing potential of temporary structures in scale, sophistication and availability has enabled areas like Aiguebelette to consider hosting events that would otherwise be out of reach.

FISA's Orsmond says of the proposals: "I would say environment is one of the main areas in which bids have improved the most – we have definitely noticed that and it is coming through very strongly in the current process of bidding. All of the 2013, 2014 and 2015 world championship candidates were focused on the environment, which is good because it is a big focus for us too.

"Now we would like to see the environmental focus coming through more strongly across all organising committees. It should be integrated across all events, not just the biggest ones."

#### **4.7.3 Economic sustainability**

The acid test of the direct economic sustainability of a major sporting event is that it does not have a negative effect on the financial well-being of the host city during the period in which it is in town – not just in overall income terms but in ensuring that damage to some sectors is not ignored by focusing solely on those that have gained. A more indirect measure is the FISA

yardstick of “allowing future generations to meet their needs” – i.e. does the event stimulate long-term economic growth or leave losses that will take many years to recoup? That second benchmark has become increasingly important in the recent economic climate, particularly in Europe, which has dominated the hosting market throughout the sector’s history.

**Figure 4.17: European countries’ share of major event hosting since 2003**

Sector	All events	World championships of summer Olympic sports	World championships of winter Olympic sports	Global series/ mega events
Market share (%)	54.9	59.4	69.0	52.3

Source: The Bid Book

FISA’s recent experience has been of their national federations needing to recruit a broader set of supporters to fund the cost of bidding for, and subsequently hosting, a major event.

Orsmond says: “It has become more difficult to find bidders, mainly because of the financial situation in the Euro Zone – we have noticed that federations are having difficulty in securing government funding. Now you ideally need a city or country that is looking to promote itself as a tourism destination or sport destination. That, I think, is apparent across all sports – bids are city-driven rather than federation-driven. Federations are still important because they are the organisations responsible for the sport of rowing in their country, but for a world championship, the cost of hosting means it is not possible for a federation to act alone, no matter how strong they are.”

For sports such as rowing, the development of specialist facilities accounts for a major proportion of overall event costs, while its comparative minority status as a recreational participation sport leaves potential funders of venues – particularly in the public sector – with a fear of being left with another white elephant once the championship leaves town.

Orsmond accepts that this is a significant concern for potential hosts, particularly as the countries that do have money to spend are setting the standards extremely high. “A lot of the new venues going up are state-of-the-art, Olympic-level courses which are able to provide the standards the world championships need,” she says.

“The minimum technical standards are defined in the FISA Rowing Championships Event Manual. As a starting point, all bids must meet the technical requirements, and after that we look at what additional value they will provide to the event. For example, for the world championships we would prefer to have a separate channel for warm up and cool down but that is not a fixed requirement – the venue for 2014 does not have it – however, it would be favourable to a bidding venue that could offer it. The size of the Championships, which includes adaptive rowing events, is such that the more space we have outside of the race course for warm up, cool down and training, the better. We are trying to minimise the disturbance to the water in the racing lanes from other crews, umpire boats, television boats etc.”

Persuading budget-conscious public authorities that these facilities are worth investing in has added another type of sustainability to the growing list, and one which cuts across many of the other areas under discussion. As well as asking is the event itself sustainable, rights holders and hosts alike are having to ask whether the facilities it requires are sustainable too – will they be well-used after the event, can they generate income for the host, can they promote participation in sport there?

The answer for sports like rowing, says Orsmond, is to focus on multi-use developments as enablers of major events to give them their best chance of long-term sustainability. “Most new venues are multi-use because they are too big and complex to be viable for just one sport,” she says. “That is something we really encourage: rowing, canoeing, long-distance swimming, roller-blading etc, can all be practised at a rowing venue. There is a facility in the States – Nathan

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Benderson Park, in Sarasota, Florida – that has become a real community hub in this way, providing an amazing facility for the surrounding community. Rowing is the anchor but by no means the major activity.”

Economic sustainability continues to expand its remit, however, going beyond events and their facilities to bids themselves. Potential hosts are now under pressure not just to derive specified benefits from their targeted event but also to avoid ‘wasting’ money in defeat. Many international federations are working with bidders to identify the value of ‘candidate city’ status, particularly in outdoor and winter sports in which it can be used as a badge of environmental quality in wider sports tourism promotion, while others are increasingly prepared to hand out rights to several editions of their event while they have a number of viable candidates in front of them.

After taking that step informally when awarding Amsterdam the 2014 World Rowing Championship rights in 2009, FISA is now moving to put the practice on an official footing as a means of encouraging more bidders to come forward.

Orsmond says: “In the current bid cycle, we will be awarding events for two years at a time; for example, we have opened the bid process for the 2017 and 2018 World Championships and both will be attributed at the 2013 Congress. This is the first time we have done two years at once in a formal process, so we will see how well it works. We are aware of the cost of bidding and the resources bidders need to put into the process. We want to be able to offer them two options in return.”

## 4.8

# BARRIERS TO MEGA EVENT PLAY: ICC CRICKET WORLD CUP

**If the Olympic Games stand alone as the biggest event a city can host, then on a national scale it is the mega events of sport's three biggest World Cups that hold the same status.**

The FIFA World Cup, IRB Rugby World Cup and ICC Cricket World Cup play out across anything up to a month or more at around a dozen venues throughout the host nation. Global television audiences for football's 2010 World Cup final are reported by FIFA to have averaged 530.9 million, with 909.6 million tuning in for at least a minute; cricket's 2011 equivalent averaged an estimated 400 million (with the semi-final between India and Pakistan drawing a reported one billion).

Mega events should therefore hold similar levels of attraction to the Olympic Games themselves, (mostly) delivering similar levels of worldwide interest but spreading the benefits of hosting more widely in both geography and duration. But the fact is that mega events have attracted consistently fewer bids than the Games over their last five bidding contests.

**Figure 4.18: Bid numbers, mega events v Olympic Games**

Olympic Games		FIFA World Cup		Rugby World Cup		Cricket World Cup	
Event	Bids	Event	Bids	Event	Bids	Event	Bids
2004	6	2006	5	2003	1	2003	1
2008	10	2010	3	2007	2	2007	2
2012	9	2014	1	2011	3	2011	2
2016	7	2018	4	2015	4	2015	1
2020	6	2022	5	2019	3	2019	1
Average	7.6		3.6		2.6		1.4

Source: The Bid Book

Two key factors behind the trend could be characterised as questions of:

- Rotation, and
- Specialisation.

### 4.8. Rotation

Federations' habits of rotating their mega events between continents have clearly limited the bid numbers they attract. Angus Buchanan, Co-founder, The Sports Consultancy, *The Bid Book's* knowledge partner and specialists in bid process, observes: "The fact that FIFA has abandoned the practice and the IRB moved away from it too underlines that rights holders are recognising this as a shortcoming of their processes. While there is still an acceptance that consecutive editions of these events will not be held on the same continent, moving away from rigid rotation has clearly widened the geographic spread of bidders."



**Figure 4.19: FIFA and IRB World Cup bids, by continent**

FIFA World Cup		Rugby World Cup	
Event	Continents bidding	Event	Continents bidding
2006	4	2003	1
2010	1	2007	1
2014	1	2011	3
2018	1	2015	3
2022	4	2019	3

Source: The Bid Book

It is clear from the chart which editions of the two events were reserved for specified continents, as well as the impact on interest of the bidding being opened more widely.

That leaves the Cricket World Cup as the only one of the three biggest mega events to retain its rotational approach, one it is unlikely to abandon at any point in the short to medium term.

**Figure 4.20: ICC Cricket World Cup hosts, 2003-23**

Year	Host	Continent
2003	South Africa/Kenya/Zimbabwe	Africa
2007	West Indies	North America
2011	India/Sri Lanka/Bangladesh	Asia
2015	Australia/New Zealand	Oceania
2019	England	Europe
2023	TBC	Asia

Source: ICC

The ICC’s rotation policy and the spread of major playing nations effectively means that England gets to host the tournament every time it is Europe’s turn, with South Africa and West Indies in the same position for Africa and the Americas. Asia is the only region in which there is genuine competition for hosting rights – the security situation in Pakistan notwithstanding. This may contribute to the region getting to host every third edition of the event although the powerbase of the sport in the Indian sub-continent is also an important factor.

However, the ICC also believes that the alternative option of an open bidding contest could create even less variety of hosts given the huge disparities that exist between the sport’s Test nations in almost every element on which bids are assessed.

Campbell Jamieson, the governing body’s General Manager – Commercial, explains: “We operate in a very different manner to most other events in that it’s not a financial bid; we operate in so many diverse backgrounds – from the Caribbean to the UK to Zimbabwe to Asia – that we can’t go out on that basis. The economies are so different that to go out to financial bids would set a limit on what you could do or where you could go, so our principle is that we only ask that the host provides the infrastructure – the cricket grounds, stadiums and various guarantees in relation to immigration, tax etc – and we take on all the costs of running the event.”

**4.8.2 Specialisation**

The other limiting factor on mega event bids is the degree of specialisation required in each sport, in both logistical and interest terms, although this has by no means the same even effect on each that is created by geographic rotation.

In football, hosting the FIFA World Cup requires a particular stadium type which is far less of an issue for European hosts than it is for others in Africa or South America. Concerns over white

elephant venue legacies prominent in South Africa and Brazil – where there are also cultural concerns over potential mismatches between local spectator habits and imported European facility models – were entirely absent from Germany’s staging of the event, which enabled the nation to carry out a renewal of its stadium stock that has been a significant influence on the rise of the Bundesliga to the status of Europe’s most-watched and most-profitable football league in the period since.

**Figure 4.21: Rugby World Cup 2015 short-listed venues**

Stadium	City	Sport
Twickenham Stadium	London	Rugby union
Millennium Stadium	Cardiff	Rugby union
Kingsholm	Gloucester	Rugby union
Old Trafford	Manchester	Football
St James’ Park	Newcastle	Football
Stadium of Light	Sunderland	Football
Villa Park	Birmingham	Football
St Mary’s Stadium	Southampton	Football
Amex Community Stadium	Brighton and Hove	Football
Ashton Gate	Bristol	Football
Pride Park	Derby	Football
Ricoh Arena	Coventry	Football
Elland Road	Leeds	Football
Stadium MK	Milton Keynes	Football
Wembley Stadium	London	Football
King Power Stadium	Leicester	Football
Olympic Stadium	London	Multi-sport

Source: The Bid Book

Rugby union’s specialisation, in contrast, is knowledge rather than facility-based. Finding enough venues to host the Rugby World Cup is not a problem – England’s 2015 venue list is expected to feature more football than rugby stadiums, while Japan will draw on its FIFA World Cup legacy in 2019 – but ensuring that there are enough knowledgeable and interested spectators to fill them is a more limiting factor.

The Sports Consultancy’s Buchanan explains: “Going to Japan is a halfway house towards reaching out to entirely new markets, but it also imposes an informal rotation on the hosting schedule by increasing the likelihood of the IRB turning back to its major powers as a means of ensuring it generates sufficient revenues in subsequent events to be able to effectively subsidise another pioneering choice further down the line again. Given the funding difficulties the game’s leading nations also face, they will exert considerable pressure to limit the gap between their own turns at staging.”

Cricket World Cup, however, suffers on both counts – requiring both a stadium stock and levels of playing and watching interest that are found solely within the game’s major Test nations, of which there are only 10. Jamieson says of those barriers: “Any host has to have the venues and the infrastructure; they have to have great support for the game or for watching sport at least, so people turn up, and the third point would be support for the development of the game.”

Of those problems, stadium provision is perhaps the more insurmountable, with recent attempts to expand the hosting roster below World Cup level having underlined the point, as Jamieson explains. “One of the biggest challenges is the number of facilities that are required,”

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he says. “We have the Under-19 Cricket World Cup and the World Cricket League Championship, which is a World Cup qualifier, both in the United Arab Emirates in 2013 and that is really going to push their infrastructure. Any country is entitled to bid but it’s a serious challenge to actually host – in recent times we have had to move events from Canada and Kenya because they didn’t have the infrastructure needed.”

As a result, the ICC expects to continue to focus on ensuring its core playing nations are able to act as, and benefit from, playing World Cup host. Jamieson says: “Creating a cricket ground and pitch is so different to putting out a football or rugby field. This is quite unique and is the main thing stopping more hosts getting involved. Other sports will look to expand further than us, such as football going to Qatar, but it’s much harder for us to do that.”

Mega events will continue to dominate the sports event market in terms of their reach, popularity and sustained commercial power, but access to the exclusive club of hosts could remain hard to come by for the large majority of potential bidders.



5.1



INTERNATIONAL  
FEDERATION PROFILES:  
SUMMER OLYMPIC SPORTS

# 5.1.1

## AQUATICS

### FEDERATION INTERNATIONALE DE NATATION (FINA)

#### Stakeholders

FINA has 202 member national federations

#### Funding

Approximately 70% of FINA income is derived from marketing and broadcast rights, 20% from Olympic revenues and the remainder from other sources.

National affiliation fees are returned to the respective continental associations to cover administration costs. FINA also provides direct support for continental associations' sport development programmes.

The federation provides national associations with travel, accommodation and meal expenses for up to 2,500 athletes at world championships.

#### Objectives

FINA has five main objectives:

- to promote and encourage the development of swimming in all possible manifestations throughout the world
- to promote and encourage the development of international relations
- to adopt necessary uniform rules and regulations to hold competitions in swimming, open water swimming, diving, water polo, synchronised swimming and masters
- to organise World Championships and FINA events
- to increase the number of facilities for swimming throughout the world

#### Key people

FINA world championship hosts are decided by the FINA Bureau, which is comprised of:

- 22 elected Members
- Five Vice-Presidents
- FINA Honorary Secretary
- FINA Honorary Treasurer
- 14 additional Members

#### Elite participation

- 1,300 athletes participated in the 2008 Olympic Games

#### World Championship events

- World Swimming Championships
- World Short Course Swimming Championships
- Diving World Cup
- Water Polo World Cup - Men
- Water Polo World Cup - Women
- Synchro World Cup
- Open Water World Championships

#### World Championship hosts

##### Distribution of world championships (47 events, 1997-2017)

Continent	Events hosted
Europe	19
North America	7
South America	0
Africa	1
Asia	14
Oceania	5

**World Swimming Championships**

Year	City	Country
2001	Fukuoka	Japan
2003	Barcelona	Spain
2005	Montreal	Canada
2007	Melbourne	Australia
2009	Rome	Italy
2011	Shanghai	China
2013	Barcelona	Spain
2015	Kazan	Russia
2017	Guadalajara	Mexico

**World Swimming Championships**

Year	City	Country
2000	Athens	Greece
2002	Moscow	Russia
2004	Indianapolis	USA
2006	Shanghai	China
2008	Manchester	UK
2010	Dubai	UAE
2012	Istanbul	Turkey
2014	Doha	Qatar
2016	Windsor	Canada

**Diving World Cup**

Year	City	Country
2000	Sydney	Australia
2002	Seville	Spain
2004	Athens	Greece
2006	Changshu	China
2008	Beijing	China
2010	Changzhou	China
2012	London	UK

**Water Polo World Cup - Men**

Year	City	Country
1997	Athens	Greece
1999	Sydney	Australia
2002	Belgrade	Yugoslavia
2006	Budapest	Hungary
2010	Oradea	Romania

**Water Polo World Cup - Women**

Year	City	Country
1997	Nancy	France
1999	Winnipeg	Canada
2002	Perth	Australia
2006	Tianjing	China
2010	Christchurch	New Zealand

**Synchro World Cup**

Year	City	Country
1997	Guangdong	China
1999	Seoul	South Korea
2002	Zurich	Switzerland
2006	Yokohama	Japan
2010	Changshu	China

**Open Water World Championships**

Year	City	Country
2000	Honolulu	USA
2002	Sharm el-Sheikh	Egypt
2004	Dubai	UAE
2006	Naples	Italy
2008	Seville	Spain
2010	Roberval	Canada

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## 5.1.2

# ARCHERY

### WORLD ARCHERY FEDERATION (FITA)

#### Stakeholders

World Archery has 139 member federations

#### Funding

Around two-thirds of World Archery funding is believed to come from its commercial revenue stream. Olympic funding contributes around 20%.

National federation membership fees are returned in grant form via the sport's continental associations.

#### Objectives

The strategic objectives of FITA have been determined by its World Archery Plan, which identified five key targets to support the overall vision of achieving international recognition as one of the important sports of the Olympic Games:

- Developing a unified identity for the sport
- Making its events more attractive to athletes, spectators, sponsors and television
- Improving the promotion of the sport worldwide
- Growing commercial revenues to reduce dependence on Olympic funding
- Expanding participation in the sport globally

#### Key decision-makers

Archery world championship hosts are decided by a vote among members of the World Archery Executive Board.

The executive board is comprised of the federation's:

- President
- First Vice-President
- Three Vice-Presidents
- Eight other members including the Chairperson of the Athletes' Committee

The Secretary General and Chairperson of the Constitution & Rules Committee also participate in Executive Board decisions but do not hold voting rights.

#### Elite participation

- Around 60 countries and 600 athletes participate in the sport's world championship.

#### World Championship events

- World Archery Championships
- World Archery Field Championships
- World Archery Indoor Championships
- World Archery University Championships
- Archery World Cup Finals



## World Championship hosts

### Distribution of world championships/cup finals (33 events, 2003-15)

Continent	Events hosted
Europe	25
North America	3
South America	0
Africa	0
Asia	5
Oceania	0

### World Archery Championships

Year	City	Country
2003	New York	USA
2005	Madrid	Spain
2007	Leipzig	Germany
2009	Ulsan	South Korea
2011	Turin	Italy
2013	Antalya	Turkey
2015	Copenhagen	Denmark

### World Archery Field Championships

Year	City	Country
2004	Plitvice	Croatia
2006	Gothenburg	Sweden
2008	Llwynypia	UK
2010	Visegrad	Hungary
2012	Val d'Isere	France

### World Archery Indoor Championships

Year	City	Country
2003	Nimes	France
2005	Aalborg	Denmark
2007	Izmir	Turkey
2009	Rzeszow	Poland
2012	Las Vegas	USA
2014	Nimes	France

### World Archery University Championships

Year	City	Country
2004	Madrid	Spain
2006	Vinicne	Slovakia
2008	Tainan	Taipei
2010	Shenzhen	China
2012	Cordoba	Spain
2014	Brussels	Belgium

### Archery World Cup Finals

Year	City	Country
2006	Merida	Mexico
2007	Dubai	UAE
2008	Lausanne	Switzerland
2009	Copenhagen	Denmark
2010	Edinburgh	UK
2011	Istanbul	Turkey
2012	Tokyo	Japan
2013	Paris	France
2014	Lausanne	Switzerland

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## 5.1.3

# ATHLETICS

### INTERNATIONAL ASSOCIATION OF ATHLETICS FEDERATIONS (IAAF)

#### Stakeholders

The IAAF has 205 member national federations.

#### Funding

More than three quarters of the IAAF's annual income is generated by marketing and broadcasting rights, with around 10% provided by Olympic revenues.

#### Objectives

The IAAF's constitution lists 16 objectives for the organisation, including:

- Promoting the sport and its ethical values as an educational subject and life-enhancing activity
- Encouraging participation at all levels
- Promoting fair play and playing a leading role in the fight against doping
- Supporting the worldwide development of the sport

#### Key people

The venues for all IAAF championships are decided by the IAAF Council, which reports to the organisation's Congress every two years and is comprised of:

- A President
- Four Vice-Presidents
- A Treasurer
- 15 Council Members
- Six Area Representatives

The Area Representatives are appointed by their respective continental associations.

All other members are elected by the IAAF Congress.

#### Elite participation

- Around 2,000 athletes from 200 countries compete in the IAAF World Championships.
- The World Indoor Championships involve up to 1,000 athletes from more than 170 countries.

#### Principal world championship events

- World Championships in Athletics
- World Indoor Championships
- World Race Walking Cup
- World Half Marathon Championships
- World Cross Country Championships
- World Cup
- Continental Cup
- World Championship hosts

#### Distribution of world championships (46 events, 1998-2017)

Continent	Events hosted
Europe	32
North America	2
South America	1
Africa	3
Asia	8
Oceania	0

**World Championships in Athletics**

Year	City	Country
2003	Paris	France
2005	Helsinki	Finland
2007	Osaka	Japan
2009	Berlin	Germany
2011	Daegu	South Korea
2013	Moscow	Russia
2015	Beijing	China
2017	London	UK

**World Indoor Championships**

Year	City	Country
2010	Doha	UAE
2003	Birmingham	UK
2004	Budapest	Hungary
2006	Moscow	Russia
2008	Valencia	Spain
2012	Istanbul	Turkey
2014	Sopot	Poland

**World Race Walking Cup**

Year	City	Country
2004	Naumberg	Germany
2006	La Coruna	Spain
2008	Cheboksary	Russia
2010	Chihuahua	Mexico
2012	Saransk	Russia

**Continental Cup**

Year	City	Country
2010	Split	Croatia
2014	Marrakech	Morocco

**World Half Marathon Championships**

Year	City	Country
2003	Vilamoura	Portugal
2004	New Delhi	India
2005	Edmonton	Canada
2006	Debrecen	Hungary
2007	Udine	Italy
2008	Rio de Janeiro	Brazil
2009	Birmingham	UK
2010	Nanning	China
2012	Kavama	Bulgaria
2014	Copenhagen	Denmark
2016	Zapaday	Bulgaria

**World Cross Country Championships**

Year	City	Country
2003	Lausanne	Switzerland
2004	Brussels	Belgium
2005	Saint-Galmier	France
2006	Fukuoka	Japan
2007	Mombasa	Kenya
2008	Edinburgh	UK
2009	Amman	Jordan
2010	Bydgoszcz	Poland
2011	Punta Umbria	Spain
2013	Bydgoszcz	Poland

**World Cup**

Year	City	Country
1998	Johannesburg	South Africa
2002	Madrid	Spain
2006	Athens	Greece

**CONTACT DETAILS**

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# 5.1.4

## BADMINTON

### BADMINTON WORLD FEDERATION (BWF)

#### Stakeholders

- The BWF has 179 member national associations

#### Funding

- Over the Olympic cycle, around two-thirds of the BWF's income is generated from broadcast rights and marketing and commercial activity around its events.
- Olympic revenues are utilised for the development of the sport, with more than half of these channelled through the continental associations to support regional initiatives.

#### Objectives

The BWF's vision is to establish badminton as a leading global sport on the levels of participation, fan experience and media coverage.

It has seven key goals to achieve this vision through four-year strategic plans:

- Publish and promote the BWF Statutes and Principles
- Encourage the formation of new members, strengthen the bonds between members and resolve disputes between members
- Control and regulate the game, from an international perspective, in all countries and continents
- Promote and popularise badminton worldwide
- Support and encourage the development of badminton as a sport for all
- Organise, conduct and present world class

badminton events

- Maintain an anti-doping programme and ensure compliance with the WADA Code

#### Key people

Hosting rights to badminton world championships are awarded by the BWF Council, which comprises:

- The BWF President
- The BWF Deputy President
- Seven BWF Vice-Presidents
- 18 Council Members

The president, vice-presidents and committee chairs also comprise the BWF Executive Board

#### Elite participation

- An estimated 400 players compete in the world championships.

#### Principal world championship events

- World Championships
- Thomas and Uber Cup Finals
- Sudirman Cup

## World Championship hosts

### Distribution of world championships (21 events, 2003-14)

Continent	Events hosted
Europe	7
North America	1
South America	0
Africa	0
Asia	13
Oceania	0

### World Championships

Year	City	Country
2003	Birmingham	UK
2005	Anaheim	USA
2006	Madrid	Spain
2007	Kuala Lumpur	Malaysia
2009	Hyderabad	India
2010	Paris	France
2011	London	UK
2013	Guangzhou	China
2014	Copenhagen	Denmark

### Thomas and Uber Cup Finals

Year	City	Country
2004	Jakarta	Indonesia
2006	Sendai	Japan
2006	Tokyo	Japan
2008	Jakarta	Indonesia
2010	Kuala Lumpur	Malaysia
2012	Wuhan	China

### Sudirman Cup

Year	City	Country
2003	Eindhoven	Netherlands
2005	Beijing	China
2007	Glasgow	UK
2009	Guangzhou	China
2011	Qingdao	China
2013	Kuala Lumpur	Malaysia

## CONTACT DETAILS

**Darren Parks: Event Director**  
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**[www.bwfbadminton.org](http://www.bwfbadminton.org)**

## 5.1.5

# BASKETBALL

### INTERNATIONAL BASKETBALL FEDERATION (FIBA)

#### Stakeholders

- FIBA's membership is made up of 213 national basketball federations.

#### Funding

- FIBA is reported to receive around 20% of its income from IOC distributions and around 80% from the sales of broadcast and marketing rights to its own properties.

#### Objectives

FIBA defines its mission as being to make basketball more popular and bring people together through enjoyment of the game.

The strategic goals that contribute to this mission include:

- Increasing the popularity of the sport
- Growing basketball's engaged fan base
- Expanding the numbers of elite and recreational players
- Developing star performers
- Implementing transparent governance
- Providing access to resources
- Satisfying stakeholders

#### Key people

The organisation of the FIBA Basketball World Cup is assigned by the FIBA Central Board, which meets twice yearly and comprises the following voting members:

- FIBA President
- FIBA Secretary General
- FIBA Treasurer
- The President and Secretary General of each of the five FIBA continental zones (10 members in total)
- Seven Members elected by the continental FIBA associations: FIBA-Africa (1), FIBA-Americas (2), FIBA-Asia (1), FIBA-Europe (2), and FIBA-Oceania (1)

#### Elite participation

- 24 teams and 288 players took part in the 2010 FIBA World Championship

#### Principal world championship events

- World Championship (Basketball World Cup from 2014)
- World Championship for Women

## World Championship hosts

### Distribution of world championships (10 events, 1998-2014)

Continent	Events hosted
Europe	6
North America	1
South America	1
Africa	0
Asia	2
Oceania	0

### World Championship/Basketball World Cup

Year	City	Country
1998	Athens	Greece
2002	Indianapolis	USA
2006	Saitama	Japan
	Hamamatsu	
	Hiroshima	
	Sapporo	
2010	Sendai	Turkey
	Istanbul	
	Ankara	
	Ismir	
2014	Kayseri	Spain
	Madrid	
	Barcelona	
	Seville	
	Bilbao	
	Las Palmas de Gran Canaria	
	Granada	

### World Championship for Women

Year	City	Country
1998	Munster	Germany
	Wuppertal	
	Rotenburg/Fulda	
	Karlsruhe	
	Dessau	
	Bremen	
	Berlin	
2002	Wuzhong	China
	Taicang	
	Zhangjiagang	
	Changshu	
	Suzhou	
	Changzhou	
	Huai'an	
	Zhenjiang	
	Nanjing	
2006	Barueri	Brazil
	Sao Paulo	
2010	Karlovy Vary	Czech Republic
	Ostrava	
	Brno	
2014	Istanbul	Turkey

### CONTACT DETAILS

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**Route de Suisse 5**  
**CH-1295 Mies**  
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**www.fiba.com**

## 5.1.6

# BOXING

### ASSOCIATION INTERNATIONALE DE BOXE (AIBA)

#### Stakeholders

- A total of 194 national federations are affiliated to AIBA.

#### Funding

AIBA revenues are generated from a number of sources, including:

- Rights fees
- Annual membership fees
- IOC contributions
- Income generated by the World Series of Boxing and the AIBA Marketing Company

#### Objectives

- As part of its mission of governance of boxing worldwide, AIBA has nine stated objectives, which include:
- Promoting the sport of boxing and its benefits worldwide
- Organising international competition
- Protecting the safety and interests of boxers

#### Key people

AIBA hosting rights are awarded by the organisation's 20-strong Executive Committee, which is comprised of:

- AIBA President
- Five Vice-Presidents (one from each continental confederation)
- Eight Members elected from a national federation within the AFBC, AMBC, ASBC and EUBC confederations (two each)
- One Member elected from a national federation within the OCBC confederation
- Five member elected from any other national federation

#### Elite participation

- 570 boxers from 113 nations took part in the 2011 AIBA World Boxing Championships

#### Principal world championship events

World Boxing Championships  
World Boxing Championships for Women





## World Championship hosts

### Distribution of world championships (11 events, 2003-13)

Continent	Events hosted
Europe	2
North America	2
South America	0
Africa	0
Asia	7
Oceania	0

### World Boxing Championships for Women

Year	City	Country
2005	Podolsk	Russia
2006	New Delhi	India
2008	Ningbo	China
2010	Bridgetown	Barbados
2012	Qinhuangdao	China

### World Boxing Championships

Year	City	Country
2003	Bangkok	Thailand
2005	Mianyang	China
2007	Chicago	USA
2009	Milan	Italy
2011	Baku	Azerbaijan
2013	Astana	Kazakhstan

### CONTACT DETAILS

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**[www.aiba.org](http://www.aiba.org)**

## 5.1.7

# CANOEING

### INTERNATIONAL CANOE FEDERATION (ICF)

#### Stakeholders

- There are 157 member associations of the ICF, which governs eight canoeing and kayaking disciplines in total.

#### Funding

- The large majority of ICF revenues are derived from IOC Olympic funding, with only a small proportion generated from marketing and broadcast rights.
- The ICF supports member federations on the basis of project applications, and also provides direct funding to cover the organisational costs of hosting continental championships.

#### Objectives

The ICF has 11 stated objectives as the governing body of canoeing. These include:

- Maintaining canoeing as an Olympic discipline
- Establishing international championships
- Encouraging the creation of new national federations
- Promoting the development of recreational canoeing
- Protecting the environment and pursuing rights of access to water

#### Key people

The ICF Board of Directors allocates hosting rights to world championship events four years in advance. The Board membership comprises:

- ICF President
- ICF First Vice President
- ICF Second Vice President
- ICF Third Vice President
- ICF Treasurer
- Up to four Members of the European continent
- Up to three Members of the American and Asian continent
- Up to four Members of each of the Oceanic and African continents
- Chairs of the ICF Standing Committees
- ICF Secretary General

#### Elite participation

- Nine nations competed in the 2011 Canoe Slalom World Championships.

#### Principal world championship events

- World

## World Championship hosts

### Distribution of world championships (24 events, 2003-15)

Continent	Events hosted
Europe	17
North America	4
South America	2
Africa	0
Asia	0
Oceania	1

### Canoe Sprint World Championships

Year	City	Country
2003	Gainesville	USA
2005	Zagreb	Croatia
2006	Szeged	Hungary
2007	Duisberg	Germany
2009	Dartmouth	Canada
2010	Poznan	Poland
2011	Szeged	Hungary
2013	Rio de Janeiro	Brazil
2014	Moscow	Russia
2015	Milan	Italy

### Canoe Marathon World Championships

Year	City	Country
2012	Rome	Italy
2013	Copenhagen	Denmark
2014	Oklahoma City	USA
2015	Gyor	Hungary

### Canoe Slalom World Championships

Year	City	Country
2003	Augsberg	Germany
2005	Penrith	Australia
2006	Prague	Czech Republic
2007	Foz do Iguacu	Brazil
2009	La Seu d'Urgell	Spain
2010	Tacen	Slovenia
2011	Bratislava	Slovakia
2013	Prague	Czech Republic
2014	Deep Creek	USA
2015	London	UK

## CONTACT DETAILS

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## 5.1.8 CYCLING

### UNION CYCLISTE INTERNATIONALE (UCI)

#### Stakeholders

- The UCI represents the interests of more than 170 national cycling federations.

#### Funding

- The UCI derives around 55% of its income from rights associated with its competitions – particularly its world championships – with the remainder generated from other activities such as affiliation and licence fees, and its share of Olympic Games revenues.

#### Objectives

The UCI has seven stated purposes, which include alongside its governance and organisational duties:

- Promoting cycling at all levels worldwide
- Promoting sportsmanship and fair play
- Defending the interests of the sport

#### Key people

Cycling world championship hosting rights are awarded by the UCI Management Committee, which comprises:

- UCI President
- Nine Members elected by the UCI Congress
- Presidents of the five continental cycling associations

#### Elite participation

- There are 1,200 professional riders in the sport and 600,000 licensed amateurs worldwide.

#### Principal world championship events

- UCI Road World Championships
- UCI Track World Championships
- UCI Mountain Bike & Trials World Championships
- UCI Mountain Bike Marathon World Championships
- UCI BMX World Championships
- UCI Cyclo-cross World Championships
- UCI Indoor Cycling World Championships
- UCI Paracycling Road and Track World Championships
- UCI Junior Track World Championships
- UCI World Cycling Tour (Road Masters World Championships)
- UCI Mountain Bike Masters World Championships
- UCI Cyclo-cross Masters World Championships

## World Championship hosts

### Distribution of world championships (83 events, 2003-16)

Continent	Events hosted
Europe	63
North America	6
South America	2
Africa	2
Asia	3
Oceania	7

### Road World Championships

Year	City	Country
2003	Hamilton	Canada
2004	Verona	Italy
2005	Madrid	Spain
2006	Salzburg	Austria
2007	Stuttgart	Germany
2008	Varese	Italy
2009	Medrisio	Switzerland
2010	Melbourne	Australia
2010	Geelong	Australia
2011	Copenhagen	Denmark
2012	Limburg	Netherlands
2013	Florence	Italy
2014	Ponferrada	Spain
2015	Richmond	USA
2016	Doha	Qatar

### Track World Championships

Year	City	Country
2003	Stuttgart	Germany
2004	Melbourne	Australia
2005	Los Angeles	USA
2006	Bordeaux	France
2007	Palma de Mallorca	Spain
2008	Manchester	UK
2009	Pruszkow	Poland
2010	Ballerup	Denmark
2011	Apeldoorn	Netherlands
2012	Melbourne	Australia
2013	Minsk	Belarus
2014	Cali	Colombia

### Mountain Bike & Trials World Championships

Year	City	Country
2003	Lugano	Switzerland
2004	Les Gets	France
2005	Livigno	Italy
2006	Rotorua	New Zealand
2007	Fort William	UK
2008	Val di Sole	Italy
2009	Canberra	Australia
2010	Mont Sainte-Anne	Canada
2011	Champéry	Switzerland
2012	Leogang-Saalfelden	Austria
2013	Pietermaritzburg	South Africa

### Mountain Bike Marathon World Championships

Year	City	Country
2003	Lugano	Switzerland
2004	Bad Gaisern	Austria
2005	Lillehammer	Norway
2006	Oisans	France
2007	Verviers	Belgium
2008	Villabassa	Italy
2009	Graz/Stattegg	Austria
2010	Sankt Wendel	Germany
2011	Montello	Italy
2012	Ornans	France
2013	Kirchberg	Austria

### BMX World Championships

Year	City	Country
2003	Perth	Australia
2004	Valkenswaard	Netherlands
2005	Paris	France
2006	Sao Paulo	Brazil
2007	Victoria	Canada
2008	Taiyuan	China
2009	Adelaide	Australia
2010	Pietermaritzburg	South Africa
2011	Copenhagen	Denmark
2012	Birmingham	UK
2013	Auckland	New Zealand

**Cyclo-cross World Championships**

Year	City	Country
2003	Monopoli	Italy
2004	Pontchateau	France
2005	Sankt Wendel	Germany
2006	Zeddarn	Netherlands
2007	Hoogede-Gits	Belgium
2008	Treviso	Italy
2009	Hoogerheide	Netherlands
2010	Tabor	Czech Republic
2011	Sankt Wendel	Germany
2012	Koksijde	Belgium
2013	Louisville	USA
2014	Hoogerheide	Netherlands
2015	Tabor	Czech Republic

**Indoor Cycling World Championships**

Year	City	Country
2003	Schiltigheim	France
2004	Tata	Hungary
2005	Freiburg im Breisgau	Germany
2006	Chemnitz	Germany
2007	Winterthur	Switzerland
2008	Dornbirn	Austria
2009	Tavira	Portugal
2010	Stuttgart	Germany
2011	Kagoshima	Japan
2012	Aschaffenburg	Germany
2003	Schiltigheim	France
2004	Tata	Hungary

**CONTACT DETAILS**

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# 5.1.9 EQUESTRIAN

## FEDERATION EQUESTRE INTERNATIONALE (FEI)

### Stakeholders

- There are 132 national federations affiliated to the FEI.

### Funding

The FEI generates revenues from a number of sources, principally:

- Commercial and marketing activities (approx 40%)
- Event revenues (20%)
- Passports and registrations (20%)
- Olympic revenues (10%)

### Objectives

The FEI's mission is to promote the growth of equestrian sport worldwide through its organisation of international competitions. In so doing, it seeks to promote the values of:

- Fairness and equality
- Complicity with the animal
- Respect for the environment
- Respect for the horse

### Key people

The right to host the FEI World Equestrian Games and other major events in the sport is decided by the FEI Bureau, whose membership is comprised of:

- The President of the FEI
- The 1st and 2nd Vice-Presidents
- The Chair of Audit & Compliance Committee (non-voting)
- The Chair of Athletes' Committee;
- The Chairs of the Technical Committees for:
- Dressage

- Jumping
- Eventing
- Driving
- Endurance
- Veterinary matters
- The Chairs of the FEI's nine Regional Groups

### Elite participation

- More than 600 athletes and 800 horses take part in the FEI World Equestrian Games.

### Principal world championship events

- FEI World Equestrian Games
- FEI World Cup Finals (Jumping, Dressage, Driving, Vaulting)

The FEI also stages numerous individual world championships in the individual equestrian disciplines, and in age categories for both athletes and horses.

### Key event hosts

#### Distribution of world championships (16 events, 2002-15)

Continent	Events hosted
Europe	9
North America	6
South America	0
Africa	0
Asia	1
Oceania	0

FEI World Equestrian Games			FEI World Cup Finals (jumping)		
Year	City	Country	Year	City	Country
2002	Jerez de La Frontera	Spain	2003	Las Vegas	USA
2006	Aachen	Germany	2004	Milan	Italy
2010	Lexington	USA	2005	Las Vegas	USA
2014	Normandy	France	2006	Kuala Lumpur	Malaysia
			2007	Las Vegas	USA
			2008	Gothenburg	Sweden
			2009	Las Vegas	USA
			2010	Geneva	Switzerland
			2011	Leipzig	Germany
			2012	's-Hertogenbosch	Netherlands

#### CONTACT DETAILS

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# 5.1.10 FENCING

## FEDERATION INTERNATIONALE D'ESCRIME (FIE)

### Stakeholders

- FIE has 148 national federations affiliated to it.

### Funding

The FIE's principal sources of funding include:

- National federation subscriptions
- Licence fees
- World championship entry fees
- Hosting fees
- Television rights
- Sponsorship

### Objectives

The FIE's objectives are concerned with the governance of the sport and the promotion of its development worldwide.

### Key people

The FIE Executive Committee examines bids to host fencing world championships and reports on them to the full FIE Congress, on which all federations are represented. The Executive Committee comprises:

- FIE President
- FIE Secretary General
- FIE Secretary Treasurer
- Three FIE Vice-Presidents
- 10 elected Members
- Presidents of the five continental fencing federations

### Elite participation

- There are 1,980 men and 1,855 women in the FIE world rankings.

### Principal world championship events

- World Championships

### World Championship hosts

#### Distribution of world championships (12 events, 2003-14)

Continent	Events hosted
Europe	9
North America	2
South America	0
Africa	0
Asia	1
Oceania	0

#### World Championships

Year	City	Country
2003	Havana	Cuba
2004	New York City	USA
2005	Leipzig	Germany
2006	Turin	Italy
2007	St Petersburg	Russia
2008	Beijing	China
2009	Antalya	Turkey
2010	Paris	France
2011	Catania	Italy
2012	Kiev	Ukraine
2013	Budapest	Hungary
2014	Sofia	Bulgaria

#### CONTACT DETAILS

**Raniero Bernardini: Sport Events Manager**  
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**Tel: +41 21 320 31 15**  
**www.fie.ch**

## 5.1.11

# GYMNASTICS

### FEDERATION INTERNATIONALE DE GYMNASTIQUE (FIG)

#### Stakeholders

- The membership of the FIG is made up of 130 affiliated and three associated national gymnastics federations.

#### Funding

- The FIG receives the majority of its funding through the commercial sale of its television and marketing rights, affiliation fees, championship hosting fees and IOC Olympic revenues.

#### Objectives

- As well as the governance of the sport and organisation of its major championships, the objectives of the FIG include encouraging the formation of federations in new territories and furthering the ideals of the Olympic movement.

#### Key people

World championships in gymnastics are allocated by the 44-member FIG Council, the membership of which is made up of:

- 11 elected members of the FIG Executive Committee
- 21 members elected by the FIG Congress
- Six Technical Presidents
- President of the Gymnastics for All Committee
- Four Presidents of the Continental Unions
- President of the Athletes' Commission

#### Elite participation

- A total of 1,127 gymnasts competed in the most recent world championships in the artistic, rhythmic and trampoline disciplines. There are 14,889 licensed competitors worldwide.

#### Principal world championship events

- FIG Artistic Gymnastics World Championships
- FIG Rhythmic Gymnastics World Championships
- FIG Trampoline Gymnastics World Championships
- FIG Aerobic Gymnastics World Championships
- FIG Acrobatic Gymnastics World Championships

The FIG also stages two major non-competitive gymnastics events:

- World Gymnaestrada (held every four years, next in 2015, around 20,000 participants)
- World Gym for Life Challenge (held every four years, next in July 2013)

## World Championship hosts

### Distribution of world championships (38 events, 2003-15)

Continent	Events hosted
Europe	29
North America	3
South America	0
Africa	0
Asia	5
Oceania	1

### FIG Artistic Gymnastics World Championships

Year	City	Country
2003	Anaheim	USA
2005	Melbourne	Australia
2006	Aarhus	Denmark
2007	Stuttgart	Germany
2009	London	UK
2010	Rotterdam	Netherlands
2011	Tokyo	Japan
2013	Antwerp	Belgium
2014	Nanning	China
2015	Glasgow	UK

### FIG Rhythmic Gymnastics World Championships

Year	City	Country
2003	Budapest	Hungary
2005	Baku	Azerbaijan
2007	Patras	Greece
2009	Mie	Japan
2010	Moscow	Russia
2011	Montpellier	France
2013	Kiev	Ukraine
2014	Izmir	Turkey
2015	Stuttgart	Germany

### FIG Trampoline Gymnastics World Championships

Year	City	Country
2003	Hannover	Germany
2005	Eindhoven	Netherlands
2007	Quebec	Canada
2009	Saint Petersburg	Russia
2010	Metz	France
2011	Birmingham	UK
2013	Sofia	Bulgaria
2014	TBC	TBC
2015	Odense	Denmark

### FIG Aerobic Gymnastics World Championships

Year	City	Country
2004	Sofia	Bulgaria
2006	Nanjing	China
2008	Ulm	Germany
2010	Rodez	France
2012	Sofia	Bulgaria

### FIG Acrobatic Gymnastics World Championships

Year	City	Country
2004	Lievin	France
2006	Coimbra	Portugal
2008	Glasgow	UK
2010	Wroclaw	Poland
2012	Lake Buena Vista	USA
2014	Publier	France

## CONTACT DETAILS

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**1003 Lausanne**  
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**Tel: +41 21 321 5510**  
**www.fig-gymnastics.com**

# 5.1.12

## HANDBALL

### INTERNATIONAL HANDBALL FEDERATION (IHF)

#### Stakeholders

- 174 national federations are members of the IHF

#### Funding

- The IHF's revenue split between broadcast/marketing rights and IOC distributions is reported to be around 75-25 in percentage terms.

#### Objectives

The principal objectives of the IHF are to lead, develop and promote handball around the world. Additional objectives relating specifically to world championship events are to:

- Attract widespread media coverage
- Create a memorable spectator experience
- Generate revenue for the game
- Promote the sport in the host country

#### Key people

The IHF Council is responsible for awarding hosting rights to world championship handball events. The Council's membership consists of:

- Members of the Executive Committee, which comprises:
  - President
  - First Vice-President
  - Treasurer
  - Two members elected by the Congress
  - Five continental Council members
  - Five continental Vice-Presidents
  - Five Commission Chairmen elected by the Congress

#### Elite participation

- 24 teams and 384 players took part in the 2013 IHF Men's World Championship

#### Principal world championship events

- Men's World Championships
- Women's World Championships
- Super Globe

#### World Championship hosts

##### Distribution of world championships (22 events, 2001-17)

Continent	Events hosted
Europe	13
North America	0
South America	1
Africa	2
Asia	6
Oceania	0

Men's World Championships		
Year	City	Country
2001	Besancon	France
	Dunkerque	
	Montpellier	
	Nantes	
	Paris	
2003	Caminha	Portugal
	Espinho	
	Guimaraes	
	Lisbon	
	Madeira	
	Povo de Varzim	
	Rio Maior	
	Sao Joao da Madeira	
2005	Hammamet	Tunisia
	Nabeul	
	Rades	
	Sfax	
	Sousse	
2007	Tunis	Germany
	Berlin	
	Bremen	
	Cologne	
	Dortmund	
	Halle	
	Hamburg	
	Kiel	
	Lemgo	
	Magdeburg	
	Mannheim	
Stuttgart		
Wetzlar		

Men's World Championships		
Year	City	Country
2009	Osijek	Croatia
	Poreč	
	Pula	
	Split	
	Varaždin	
	Zadar	
	Zagreb	
	2011	
Gothenburg		
Jönköping,		
Linköping		
Lund		
Kristianstad		
Norrköping		
2013	Skövde	Spain
	Barcelona	
	Granollers	
	Guadalajara	
	Madrid	
2015	Seville	Qatar
	Zaragoza	
	Doha	
2017	Aix-en-Provence	France
	Bordeaux	
	Dunkerque	
	Lille	
	Lyon	
	Montpellier	
	Nanterre	
	Nantes	
	Paris	

Women's World Championships			Super Globe		
Year	City	Country	Year	City	Country
2003	n/a	Croatia	2002	Doha	Qatar
2005	St Petersburg	Russia	2007	Cairo	Egypt
2007	Beauvais	France	2010	Doha	Qatar
	Dijon		2011	Doha	Qatar
	Lyon		2012	Doha	Qatar
	Metz				
	Nantes				
	Nimes				
	Paris				
	Pau				
	Plaisir				
	Saint-Brieuc				
	Toulon				
2009	Changzhou	China			
	Nanjing				
	Suzhou				
	Wuxi				
	Yangzhou				
	Zhangjiagang				
2011	Barueri	Brazil			
	Sao Bernardo do Campo				
	Sao Paulo				
	Santos				
2013	Belgrade	Serbia			
	Nis				
	Novi sad				
	Vrsac				
2015	tbc	Denmark			
2017	Berlin	Germany			
	Flensburg				
	Wetzlar				
	Stuttgart				
	Leipzig				
	Cologne				

## CONTACT DETAILS

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# 5.1.13 HOCKEY

## FEDERATION INTERNATIONALE DE HOCKEY (FIH)

### Stakeholders

- There are 127 national associations holding membership of the FIH.

### Funding

- The FIH's income over the four-year Olympic cycle is split relatively evenly between IOC distributions and earnings from the sale of broadcast and marketing rights.

### Objectives

The FIH defines its mission as being to promote, develop and control hockey at all levels throughout the world.

It also has a series of strategic goals comprising the intentions to:

- Increase revenues earned through television rights, licensing fees and the range of territories in which the sport is commercially viable.
- Raise the profile of the FIH, its events and hockey worldwide
- Enhance and improve FIH events
- Raise the overall levels of play worldwide
- Create stronger governance structures for the sport

### Key people

The FIH Congress and Executive Board are the organisation's key decision-making bodies.

The Congress meets once every two years.

The Executive Board meets at least three times a year and consists of:

- FIH President

- Eight Ordinary Members elected by the FIH Congress
- One Athletes' Representative appointed by the Executive Board
- Presidents of the five continental hockey federations
- FIH CEO

### Elite participation

- The 2010 Hockey World Cup was contested by 12 teams and featured 216 players.

### Principal world championship events

- Hockey World Cup - Men
- Hockey World Cup - Women
- Hockey World League - Men
- Hockey World League - Women
- Champions Trophy - Men
- Champions Trophy - Women
- Champions Challenge - Men
- Champions Challenge - Women

### World Championship hosts

#### Distribution of world championships (43 events, 1998-2014)

Continent	Events hosted
Europe	18
North America	1
South America	6
Africa	4
Asia	7
Oceania	7

Hockey World Cup		
Year	City	Country
1998	Utrecht	Netherlands
2002	Kuala Lumpur	Malaysia
2006	Monchengladbach	Germany
2010	New Delhi	India
2014	The Hague	Netherlands

Women's Hockey World Cup		
Year	City	Country
1998	Utrecht	Netherlands
2002	Perth	Australia
2006	Madrid	Spain
2010	Rosario	Argentina
2014	The Hague	Netherlands

Champions Trophy - Men		
Year	City	Country
2003	Amstelveen	Netherlands
2004	Lahore	Pakistan
2005	Chennai	India
2006	Terrassa	Spain
2007	Kuala Lumpur	Malaysia
2008	Rotterdam	Netherlands
2009	Melbourne	Australia
2010	Monchengladbach	Germany
2011	Auckland	New Zealand
2012	Melbourne	Australia
2014	tbc	Argentina

Champions Trophy - Women		
Year	City	Country
2003	Sydney	Australia
2004	Rosario	Argentina
2005	Canberra	Australia
2006	Amstelveen	Netherlands
2007	Quilmes	Argentina
2008	Monchengladbach	Germany
2009	Sydney	Australia
2010	Nottingham	UK
2011	Amsterdam	Netherlands
2012	Rosario	Argentina
2014	tbc	India

Champions Challenge - Men		
Year	City	Country
2003	Johannesburg	South Africa
2005	Alexandria	Egypt
2007	Boom	Belgium
2009	Salta	Argentina
2011	Johannesburg	South Africa

Champions Challenge - Women		
Year	City	Country
2003	Catania	Italy
2005	Virginia Beach	USA
2007	Baku	Azerbaijan
2009	Cape Town	South Africa
2011	Dublin	Ireland
2013	Dublin	Ireland

#### CONTACT DETAILS

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# 5.1.14

## JUDO

### INTERNATIONAL JUDO FEDERATION (IJF)

#### Stakeholders

- There are 200 national judo federations holding membership of the IJF.

#### Funding

- The IJF receives the large majority of its funding from broadcasting and marketing rights from its World Judo Tour Events and World Championships, sponsorship agreements and from Olympic dividends.
- 50% of Olympic dividends are passed on to the sport's continental unions to support national federations. The IJF also gives dividends from marketing and sponsoring incomes directly to national federations in funding and materials.

#### Objectives

The objectives of the IJF include:

- leading and organising judo activities throughout the world,
- developing the sport among all groups globally as an educational tool and as an elite sport,
- promoting the objectives and ideals of judo and of the Olympic movement, and
- creating and maintaining collaborations with partners and broadcasters around the world.

#### Key people

- The organiser of judo's senior world championships is designated by the IJF Congress, which all member federations have the right to attend and vote at.

#### Elite participation

- There are over 12,000 judo athletes currently participating in the World Ranking events around the world.

#### World Championship events

- World Championships Kata
- World Championships Teams

## Principal world championship events

### Distribution of world championships (15 events, 2003-14)

Continent	Events hosted
Europe	6
North America	0
South America	4
Africa	1
Asia	4
Oceania	0

### World Championships Senior

Year	City	Country
2003	Osaka	Japan
2005	Cairo	Egypt
2007	Rio de Janeiro	Brazil
2009	Rotterdam	Netherlands
2010	Tokyo	Japan
2011	Paris	France
2013	Rio de Janeiro	Brazil
2014	Chelyabinsk	Russia

### World Championships Teams

Year	City	Country
2006	Paris	France
2007	Beijing	China
2008	Tokyo	Japan
2010	Antalya	Turkey
2011	Paris	France
2012	Salvador	Brazil
2012	Bahia	Brazil

### CONTACT DETAILS

**Marius L. Vizer: President**  
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## 5.1.15 MODERN PENTATHLON

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### UNION INTERNATIONALE DE PENTATHLON MODERNE (UIPM)

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#### Stakeholders

- The UIPM lists 109 national federations as comprising its current membership.

#### Funding

- The UIPM generates revenue from affiliation fees, broadcast rights, sponsorship and IOC distributions, the latter of which account for around 70% of the federation's income.

#### Objectives

- The main stated aim of the UIPM is to raise the level of performance in modern pentathlon and other related multi-sports.

#### Key people

Hosting rights to modern pentathlon world championships are awarded by the UIPM Executive Board, which is made up of:

- The UIPM President
- Five UIPM Vice Presidents
- The Presidents of the Continental Confederations (Regional Vice Presidents)
- The Treasurer
- The Member for Sport
- The Member for Marketing
- The Member for Media
- The Member for Development
- The Chairperson of the Athletes' Committee
- The Chairperson of the Medical Committee
- The Chairperson of the Coaches Committee
- The non-voting Secretary General

#### Elite participation

- There are 286 men and 222 women included in the current senior world rankings. The 2012 World Modern Pentathlon Championships were contested by 106 male athletes and 76 females.

#### Principal world championship events

- World Modern Pentathlon Championships
- Biathle World Championships

## World Championship hosts

### Distribution of world championships (20 events, 2003-12)

Continent	Events hosted
Europe	15
North America	1
South America	0
Africa	1
Asia	3
Oceania	0

### World Modern Pentathlon Championships

Year	City	Country
2003	Pesaro	Italy
2004	Moscow	Russia
2005	Warsaw	Poland
2006	Guatemala City	Guatemala
2007	Berlin	Germany
2008	Budapest	Hungary
2009	London	UK
2010	Chengdu	China
2011	Moscow	Russia
2012	Rome	Italy

### Biathle World Championships

Year	City	Country
2003	Monte Carlo	Monaco
2004	Marktoberdorf	Germany
2005	Monte Carlo	Monaco
2006	Salford	UK
2007	Monte Carlo	Monaco
2008	Cape Town	South Africa
2009	Monte Carlo	Monaco
2010	Dubai	UAE
2011	Sofia	Bulgaria
2012	Dubai	UAE

### CONTACT DETAILS

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# 5.1.16 ROWING

## FEDERATION INTERNATIONALE DES SOCIETES D'AVIRON (FISA)

### Stakeholders

- 138 national rowing federations are members of FISA.

### Funding

- FISA derives around 45% of its revenues from Olympic distributions and a similar proportion from the sale of broadcast and marketing rights.

### Objectives

- As well as establishing and upholding the rules of the sport and governing its major events, FISA's primary objectives also include promoting rowing in all its forms and encouraging the universal development of the sport.

### Key people

Hosting rights to the World Rowing Championship are awarded by the FISA Council. The council's membership comprises:

- FISA President
- FISA Vice-President
- FISA Treasurer
- FISA Executive Director
- Chairs of the specialist FISA Commissions
- Continental representatives
- Up to two co-opted members

### Elite participation

- 550 rowers took part in the 2012 Olympic Regatta.

### Principal world championship events

- World Rowing Championships

### World Championship hosts

#### Distribution of world championships (10 events, 2003-15)

Continent	Events hosted
Europe	7
North America	0
South America	0
Africa	0
Asia	2
Oceania	1

#### World Championships

Year	City	Country
2003	Milan	Italy
2005	Gifu	Japan
2006	Eton Dorney	UK
2007	Munich	Germany
2009	Poznan	Poland
2010	Lake Karapiro	New Zealand
2011	Bled	Slovenia
2013	Chungju	South Korea
2014	Amsterdam	Netherlands
2015	Aiguebelette	France

### CONTACT DETAILS

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## 5.1.17

# SAILING

### INTERNATIONAL SAILING FEDERATION (ISAF)

#### Stakeholders

- The membership of the ISAF is comprised of 138 Member National Authorities (MNA) and more than 100 Class Associations offering competition at world championship level. In addition are 11 Affiliated Members, which include Continental Sailing Associations, disabled sailing, world speed sailing and offshore sailing.

#### Funding

- Around two thirds of the ISAF's anticipated income in 2012 came from the following sources:
  - Umpire and judges payments (26%)
  - Special events and approval fees (23%)
  - MNA and associate member subscriptions (16%)

#### Objectives

- Alongside its governance, regulatory, supervisory, administrative and organisational duties as the controlling authority of sailing worldwide, the ISAF also aims to promote the sport in all its disciplines.

#### Key people

- Hosting rights to ISAF events are awarded by the ISAF Executive Committee or ISAF Council.
- The ISAF Executive Committee comprises the ISAF President, two Presidents of Honour (non-voting) and seven Vice-Presidents
- The ISAF Council is made up of the Executive Committee and 32 Council Members representing the Member National Authorities and specific areas (Oceanic and Offshore, ISAF Classes, Women's Sailing and Athletes)

#### Elite participation

- 380 sailors participated in the 2012 Olympic Regatta.
- 1,200 sailors took part in the 2011 ISAF Sailing World Championship
- More than 3,000 sailors competed in the 2011-2012 ISAF Sailing World Cup

#### Principal world championship events

- ISAF Sailing World Championships
- ISAF Team Racing World Championship
- ISAF Offshore Team Racing World Championship
- ISAF Women's Match World Championship

## World Championship hosts

### Distribution of world championships (24 events, 2003-14)

Continent	Events hosted
Europe	14
North America	4
South America	0
Africa	0
Asia	1
Oceania	5

### Sailing World Championships

Year	City	Country
2003	Cadiz	Spain
2007	Cascais	Portugal
2011	Fremantle	Australia
2014	Santander	Spain

### Team Racing World Championship

Year	City	Country
2003	Auckland	New Zealand
2005	Newport	USA
2007	Gandia	Spain
2009	Perth	Australia
2011	Schull	Ireland

### Offshore Team World Championship

Year	City	Country
2004	Smeralda	Italy
2006	Smeralda	Italy
2008	Smeralda	Italy
2010	Smeralda	Italy

### Women's Match World Championship

Year	City	Country
2003	Sundsvall	Sweden
2004	Annapolis	USA
2005	Hamilton	Bermuda
2006	Copenhagen	Denmark
2007	Saint-Quay	France
2008	Auckland	New Zealand
2009	Lysekil	Sweden
2010	Newport	USA
2011	Perth	Australia
2012	Gothenburg	Sweden
2013	Busan	South Korea

## CONTACT DETAILS

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# 5.1.18

## SHOOTING

### INTERNATIONAL SHOOTING SPORT FEDERATION (ISSF)

#### Stakeholders

- There are 159 national federations within the membership of the ISSF

#### Funding

- The ISSF relies on IOC distributions for the large majority of its funding over each Olympic cycle. These are worth around 70% of revenue, with broadcast and marketing rights contributing less than 10%.

#### Objectives

- The ISSF exists to promote and guide the development of shooting sports, and to strengthen contacts and collaborations between other sports organisations and bodies.

#### Key people

The ISSF General Assembly awards the rights to host world championships in shooting. The assembly meets every two years and is made up of:

- The ISSF Administrative Council
- The ISSF Honorary Members (six)
- No more the two delegates from each national member federation

#### Elite participation

- 390 competitors took part in the shooting events at the London 2012 Olympic Games

#### Principal world championship events

- World Shooting Championships
- World Shotgun Championships

#### World Championship hosts

##### Distribution of world championships (10 events, 2002-18)

Continent	Events hosted
Europe	9
North America	0
South America	0
Africa	0
Asia	1
Oceania	0

##### World Shooting Championships

Year	City	Country
2002	Lahti	Finland
2006	Zagreb	Croatia
2010	Munich	Germany
2014	Granada	Spain
2018	Changwon	South Korea

##### World Shotgun Championships

Year	City	Country
2003	Nicosia	Cyprus
2005	Lonato	Italy
2007	Nicosia	Cyprus
2009	Maribor	Slovenia
2011	Belgrade	Serbia

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[www.issf-sports.org](http://www.issf-sports.org)



# 5.1.19 TABLE TENNIS

## INTERNATIONAL TABLE TENNIS FEDERATION (ITTF)

### Stakeholders

- 100 national table tennis federations are members of the ITTF

### Funding

- The ITTF receives around 25% of its income from IOC distributions and the remaining 75% from the sale of its broadcast and marketing rights.

### Objectives

- Alongside its governance and regulatory functions, the ITTF works to increase participation in table tennis at all levels, to enhance the popularity of the sport, to develop new sources of revenue, and to manage the sport through a systematic planning process

### Key people

- Hosting rights to world championships in table tennis are awarded by the ITTF's Annual General Meeting, at which all member associations have one vote.

### Elite participation

- 820 players participated in the 2012 World Team table Tennis Championships.

### Principal world championship events

- World Table Tennis Championships
- World Team Table Tennis Championships
- Men's World Cup
- Women's World Cup
- World Team Cup

### World Championship hosts

#### Distribution of world championships (35 events, 2003-14)

Continent	Events hosted
Europe	17
North America	0
South America	0
Africa	0
Asia	18
Oceania	0

#### World Table Tennis Championships

Year	City	Country
2005	Shanghai	China
2009	Yokohama	Japan
2015	Suzhou	China
2003	Paris	France
2007	Zagreb	Croatia
2011	Rotterdam	Netherlands
2013	Paris	France

#### World Team table Tennis Championships

Year	City	Country
2004	Doha	Qatar
2006	Bremen	Germany
2008	Guangzhou	China
2010	Moscow	Russia
2012	Dortmund	Germany
2014	Tokyo	Japan

Men's World Cup		
Year	City	Country
2003	Jiangyin	China
2004	Hangzhou	China
2005	Liege	Belgium
2006	Paris	France
2007	Barcelona	Spain
2008	Liege	Belgium
2009	Moscow	Russia
2010	Magdeburg	Germany
2011	Paris	France

Team World Cup		
Year	City	Country
2010	Dubai	UAE
2007	Magdeburg	Germany
2009	Linz	Austria
2011	Magdeburg	Germany

Women's World Cup		
Year	City	Country
2003	Hong Kong	China
2004	Hangzhou	China
2005	Guangzhou	China
2006	Urumqi	China
2007	Chengdu	China
2008	Kuala Lumpur	Malaysia
2009	Guangzhou	China
2010	Kuala Lumpur	Malaysia
2011	Singapore	Singapore

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# 5.1.20 TAEKWONDO

## WORLD TAEKWONDO FEDERATION (WTF)

### Stakeholders

- There are 204 national associations holding membership of the WTF.

### Funding

- WTF income is primarily derived from membership fees, operating income and donations/subsidies.

### Objectives

Alongside its governance, rule-making and organisational functions, the WTF's key objectives also include:

- Promoting, expanding and improving worldwide the practice of taekwondo in light of its educational, cultural, and sports value
- Promoting fair play, youth development and education
- Encouraging peace and cooperation through participation in sports

### Key people

The WTF Council awards hosting rights to the sport's major championships. The Council membership is comprised of:

- WTF President
- Six WTF Vice Presidents
- WTF Secretary General
- WTF Treasurer
- 23 Council Members elected by the WTF General Assembly
- Two Ex-Officio Council Members

### Elite participation

- The World Taekwondo Championships typically attract upwards of 250 competitors in both the men's and women's competitions.

### Principal world championship events

- World Taekwondo Championships
- World Cup Team Taekwondo Championships

## World Championship hosts

### Distribution of world championships (11 events, 2003-13)

Continent	Events hosted
Europe	3
North America	2
South America	0
Africa	1
Asia	5
Oceania	0

### World Team Taekwondo Championships

Year	City	Country
2006	Bangkok	Thailand
2009	Baku	Azerbaijan
2010	Urumqi	China
2012	Santa Cruz	Aruba
2013	Dakar	Senegal

### World Taekwondo Championships

Year	City	Country
2003	Garmisch-Partenkirchen	Germany
2005	Madrid	Spain
2007	Beijing	China
2009	Copenhagen	Denmark
2011	Gyeongju	South Korea
2013	Puebla	Mexico

## CONTACT DETAILS

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# 5.1.21 TRIATHLON

## INTERNATIONAL TRIATHLON UNION (ITU)

### Stakeholders

- There are 139 national associations affiliated to the ITU.

### Funding

- The ITU generates around 70% of its revenues from sponsorship and around 25% from the sale of its broadcast rights.

### Objectives

- Alongside its governance, supervisory and promotional aims, the ITU has a specific objective of developing its income streams around sponsorship, marketing and other commercial activities.

### Key people

Hosting rights to ITU events are allocated by the organisation's Executive Board, which is made up of:

- Table Officers (ITU President, Secretary General and three Vice Presidents)
- Five representatives of the Continental Confederations
- One Athlete Representative (chair of the Athletes' Committee)
- Four Executive Board members, elected by the Congress

### Elite participation

- There are 207 men and 167 women included in the ITU's elite rankings.

### Principal world championship events

- Triathlon World Championships

- World Triathlon Series Grand Final
- Long Distance Triathlon World Championships
- Sprint Distance Triathlon World Championships
- Team Triathlon World Championships
- Duathlon World Championships
- Long Distance Duathlon World Championships
- Aquathlon World Championships

### World Championship hosts

#### Distribution of world championships (64 events, 2003-14)

Continent	Events hosted
Europe	40
North America	10
South America	0
Africa	0
Asia	5
Oceania	9

#### Triathlon World Championships

Year	City	Country
2003	Queenstown	New Zealand
2004	Madeira	Portugal
2005	Gamagori	Japan
2006	Lausanne	Switzerland
2007	Hamburg	Germany
2008	Vancouver	Canada

**World Triathlon Series Grand Final**

Year	City	Country
2009	Gold Coast	Australia
2010	Budapest	Hungary
2011	Beijing	China
2012	Auckland	New Zealand
2013	London	UK

**Long Distance Triathlon World Championships**

Year	City	Country
2003	Ibiza	Spain
2004	Sater	Sweden
2005	Frederica	Norway
2006	Canberra	Australia
2007	Lorient	France
2008	Almere	Netherlands
2009	Perth	Australia
2010	Immenstadt	Germany
2011	Henderson	USA
2012	Vitoria-Gasteiz	Spain
2013	Belfort	France
2014	Weihai	China

**Sprint Distance Triathlon World Championships**

Year	City	Country
2010	Lausanne	Switzerland
2011	Lausanne	Switzerland

**Team Triathlon World Championships**

Year	City	Country
2003	Tisaujvaros	Hungary
2006	Cancun	Mexico
2007	Tisaujvaros	Hungary
2009	West Des Moines	USA
2010	Lausanne	Switzerland
2011	Lausanne	Switzerland
2012	Stockholm	Sweden

**Duathlon World Championships**

Year	City	Country
2003	Affoltern	Switzerland
2004	Geel	Belgium
2005	Newcastle	Australia
2006	Corner Brook	Canada
2007	Gyor	Hungary
2008	Rimini	Italy
2009	Concord	USA
2010	Edinburgh	UK
2011	Gijon	Spain
2012	Nancy	France
2013	Segovia	Spain
2014	Pontevedra	Spain

**Long Distance Duathlon World Championships**

Year	City	Country
2004	Frederica	Norway
2005	Pordenone	Italy
2006	Frederica	Norway
2007	Richmond	USA
2008	Geel	Belgium
2009	Concord	USA
2010	Edinburgh	UK
2011	Zofingen	Switzerland
2012	Zofingen	Switzerland
2013	Zofingen	Switzerland

**Aquathlon World Championships**

Year	City	Country
2003	Queenstown	New Zealand
2004	Madeira	Portugal
2005	Gamagori	Japan
2006	Lausanne	Switzerland
2007	Ixtapa	Mexico
2008	Monterrey	Mexico
2009	Gold Coast	Australia
2010	Budapest	Hungary
2011	Beijing	China
2012	Auckland	New Zealand

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# 5.1.22 VOLLEYBALL

## FEDERATION INTERNATIONALE DE VOLLEYBALL (FIVB)

### Stakeholders

- The FIVB consists of 220 affiliated associations.

### Funding

- The FIVB generates around 80% of its income from marketing activities and the sale of broadcast rights around its key properties and major events.

### Objectives

- The organisation's aims are to govern, manage and promote all forms of volleyball and beach volleyball worldwide.

### Key people

The Board of Administration is responsible for the overall management of the FIVB and is comprised of:

- FIVB President
- FIVB Honorary Life President
- 12 Executive Vice Presidents
- Two Honorary Executive Vice Presidents
- Two Executive Co-opted Members
- 15 elected Members

### Elite participation

- There are 122 men's and 112 women's teams listed in the FIVB senior world volleyball rankings.
- The FIVB Beach Volleyball Tour rankings include 175 men's teams and 169 women's.

### Principal world championship events

- Men's Volleyball World Championship
- Women's Volleyball World Championship
- Volleyball Club World Championship - Men
- Volleyball Club World Championship - Women
- Beach Volleyball World Championship

### World Championship hosts

#### Distribution of world championships (26 events, 1998-2014)

Continent	Events hosted
Europe	11
North America	0
South America	3
Africa	0
Asia	12
Oceania	0

Men's Volleyball World Championships		
Year	City	Country
1998	Fukuoka	Japan
	Kobe	
	Sendai	
	Sapporo	
	Kawasaki	
	Uozu	
	Hiroshima	
	Osaka	
	Chiba	
	Hamamatsu	
2002	San Juan	Argentina
	Santa Fe	
	Buenos Aires	
	Mar del Plata	
	Cordoba	
	Salta	
2006	Saitama	Japan
	Fukuoka	
	Nagano	
	Sendai	
	Hiroshima	
2010	Milan	Italy
	Modena	
	Verona	
	Reggio Calabria	
	Turin	
	Trieste	
	Catania	
	Ancona	
	Rome	
Florence		
2014	Krakow	Poland
	Lodz	
	Katowice	
	Gdansk	
	Bydgoszcz	
	Wroclaw	

Women's Volleyball World Championships		
Year	City	Country
1998	Tokyo	Japan
	Tokuyama	
	Matsumoto	
	Kagoshima	
	Nagoya	
	Fukuoka	
	Osaka	
	Osaka	
2002	Berlin	Germany
	Bremen	
	Dresden	
	Münster	
	Schwerin	
2006	Riesa	Japan
	Leipzig	
	Stuttgart	
	Tokyo	
	Sapporo	
	Kobe	
2010	Nagoya	Japan
	Osaka	
	Tokyo	
	Matsumoto	
	Hamamatsu	
2014	Nagoya	Italy
	Osaka	
	tbc	

Volleyball Club World Championships - Men		
Year	City	Country
1992	Treviso	Italy
2009	Doha	Qatar
2010	Doha	Qatar
2011	Doha	Qatar
2012	Doha	Qatar





**Volleyball Club World Championships - Women**

Year	City	Country
1992	Jesi	Italy
1994	Sao Paulo	Brazil
2010	Doha	Qatar
2011	Doha	Qatar
2012	Doha	Qatar

**Beach Volleyball World Championships**

Year	City	Country
2003	Rio de Janeiro	Brazil
2005	Berlin	Germany
2007	Gstaad	Switzerland
2009	Stavanger	Norway
2011	Rome	Italy
2013	Stare Jablonki	Poland

**CONTACT DETAILS**

**Gabrielle van Zwieten: Sports Events Director**  
**Château Les Tourelles**  
**Edouard-Sandoz 2-4**  
**1006 Lausanne**  
**Switzerland**  
**Tel: +41 21 345 35 35**  
**[www.fivb.org](http://www.fivb.org)**

## 5.1.23

# WEIGHTLIFTING

### INTERNATIONAL WEIGHTLIFTING FEDERATION (IWF)

#### Stakeholders

- The membership of the IWF is made up of 189 national weightlifting federations.

#### Funding

- The IWF receives around 55% of its income from IOC distributions and raises 25% through broadcast sales and marketing rights.

#### Objectives

- The IWF's vision is to promote weightlifting as a core Olympic sport and support its development, health and unity for the benefit of all its stakeholders.

#### Key people

The IWF is governed by its Executive Board, which comprises:

- IWF President
- IWF General Secretary Treasurer
- IWF 1st Vice President
- Five Vice Presidents
- Eight Members
- Five Continental Federation Presidents (co-opted)

#### Elite participation

- A total of 1,250 male and 827 female weightlifters featured in the 2012 IWF senior world rankings.

#### Principal world championship events

- World Championships

#### World Championship hosts

##### Distribution of world championships (10 events, 2003-15)

Continent	Events hosted
Europe	3
North America	3
South America	0
Africa	0
Asia	4
Oceania	0

##### World Championships

Year	City	Country
2003	Vancouver	Canada
2005	Doha	Qatar
2006	Santo Domingo	Dominican Republic
2007	Chiang Mai	Thailand
2009	Goyang	South Korea
2010	Antalya	Turkey
2011	Paris	France
2013	Warsaw	Poland
2014	Astana	Kazakhstan
2015	Houston	USA

#### CONTACT DETAILS

**Attila Adamfi: Competition Director**  
**H-1146 Budapest**  
**Istvánmezei út 1-3.**  
**Hungary**  
**Tel: +36 1 353 0530**  
**www.iwf.net**

# 5.1.25

## WRESTLING

### FEDERATION INTERNATIONALE DES LUTTES ASSOCIEES (FILA)

#### Stakeholders

- The FILA membership consists of 177 affiliated federations and 32 associated federations.

#### Funding

- FILA revenues are reported to be split approximately 6-40 between broadcast/marketing income and Olympic Games distributions.

#### Objectives

- The aims of FILA are to govern, manage and promote all forms of wrestling worldwide.

#### Key people

Hosting rights for FILA championships are awarded by the organisation's Executive Committee. This is made up of:

- FILA President
- FILA Secretary General
- Four Vice Presidents

#### Elite participation

- 344 athletes competed in the wrestling competition at the London 2012 Olympics.

#### Principal world championship events

- World Championships - Combined
- World Championships - Men's Freestyle
- World Championships - Men's Greco-Roman
- World Championships - Women's Freestyle

#### World Championship hosts

##### Distribution of world championships (43 events, 2003-14)

Continent	Events hosted
Europe	20
North America	2
South America	0
Africa	0
Asia	21
Oceania	0

**World Championships - Combined**

Year	City	Country
2005	Budapest	Hungary
2006	Guangzhou	China
2007	Baku	Azerbaijan
2008	Tokyo	Japan
2009	Herning	Denmark
2010	Moscow	Russia
2011	Istanbul	Turkey
2012	Edmonton	Canada
2013	Budapest	Hungary
2014	Tashkent	Uzbekistan

**World Championships – Men's Freestyle**

Year	City	Country
2003	Boise	USA
2004	Baku	Azerbaijan
2005	Tashkent	Uzbekistan
2006	Sari	Iran
2007	Krasnoyarsk	Russia
2008	Vladikavkaz	Russia
2009	Tehran	Iran
2010	Moscow	Russia
2011	Makhachkala	Russia
2012	Baku	Azerbaijan
2013	Tehran	Iran

**World Championships – Men's Greco-Roman**

Year	City	Country
2003	Almaty	Kazakhstan
2004	Tblisi	Georgia
2005	Tehran	Iran
2006	Budapest	Hungary
2007	Antalya	Turkey
2008	Szombathely	Hungary
2009	Clermont-Ferrand	France
2010	Yerevan	Armenia
2011	Minsk	Belarus
2012	Saransk	Russia
2013	Tehran	Iran

**World Championships – Women's Freestyle**

Year	City	Country
2003	Tokyo	Japan
2004	Tokyo	Japan
2005	Clermont-Ferrand	France
2006	Nagoya	Japan
2007	Krasnoyarsk	Russia
2008	Taiyuan	China
2009	Taiyuan	China
2010	Nanjing	China
2011	Lievin	France
2012	Tokyo	Japan
2013	Ulan Bator	Mongolia

**CONTACT DETAILS**

**Michel Dusson: Secretary General**  
**Rue du Château, 6**  
**1804 Corsier-sur-Vevey**  
**Switzerland**  
**Tel: +41 21 312 84 26**  
**[www.fila-official.com](http://www.fila-official.com)**

5.2



**INTERNATIONAL  
FEDERATION PROFILES:  
WINTER OLYMPIC SPORTS**

## 5.2.1 BIATHLON

### INTERNATIONAL BIATHLON UNION (IBU)

#### Stakeholders

- There are 59 national federation members of the IBU.

#### Funding

- The IBU derives around a third of its revenues from IOC Olympic distributions and around 60% from sales of broadcast and marketing rights.

#### Objectives

The objectives of the IBU are:

- to constantly improve the sport of biathlon and promote it globally, particularly through youth and development programmes
- to promote gender equality
- to organise its own international competitions
- to draw up regulations and provisions and ensure their enforcement
- to prevent doping in biathlon
- to protect the integrity of biathlon competitions

#### Key people

Biathlon world championship hosts are appointed by the IBU Congress, which meets every two years. All full member federations of the IBU are represented and able to vote at Congress sessions.

#### Elite participation

- There are 131 male and 125 female biathletes listed in the IBU senior rankings for 2012/13

#### Principal world championship events

- Winter World Championships
- Summer World Championships

## World Championship hosts

### Distribution of world championships (14 events, 2008-17)

Continent	Events hosted
Europe	13
North America	0
South America	0
Africa	0
Asia	1
Oceania	0

### Winter World Championships

Year	City	Country
2008	Ostersund	Sweden
2009	Pyeongchang	South Korea
2011	Khanty-Mansiysk	Russia
2012	Ruhpolding	Germany
2013	Nove Mesto	Czech Republic
2015	Kontiolahti	Finland
2016	Oslo	Norway
2017	Hochfilzen	Austria

### Summer World Championships

Year	City	Country
2008	Haute Maurienne Vanoise	France
2009	Oberhof	Germany
2010	Duszniki Zdroj	Poland
2011	Nove Mesto	Czech Republic
2012	Ufa	Russia

### CONTACT DETAILS

**Nicole Resch: General Secretary**  
**Peregrinstraße 14**  
**5020 Salzburg**  
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**Tel: + 43 6 62 85 50 50**  
**[www.biathlonworld.com](http://www.biathlonworld.com)**

## 5.2.2

# BOBSLEIGH

### FÉDÉRATION INTERNATIONALE DE BOBSLEIGH ET DE TOBOGGANING (FIBT)

#### Stakeholders

- 62 national bobsleigh federations are members of the FIBT

#### Funding

- The FIBT receives around 60% of its funding from Olympic distributions, and generates approximately 37% from marketing and broadcasting rights.

#### Objectives

- The FIBT purpose is to promote the sports of bobsleigh and skeleton, and supervise and direct all their activities.

#### Key people

FIBT world championships are allocated by the organisation's main Congress, which is comprised of voting delegates from all member federations and meets on an annual basis.

#### Elite participation

- The FIBT lists 2,935 international competitors in bobsleigh and skeleton.

#### Principal world championship events

- World Championships

#### World Championship hosts

##### Distribution of world championships (6 events, 2009-16)

Continent	Events hosted
Europe	4
North America	2
South America	0
Africa	0
Asia	0
Oceania	0

##### World Championship

Year	City	Country
2009	Lake Placid	USA
2011	Konigssee	Germany
2012	Lake Placid	USA
2013	St Moritz	Switzerland
2015	Winterberg	Germany
2016	Igls	Austria

#### CONTACT DETAILS

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**www.fibt.com**



## 5.2.3 CURLING

### WORLD CURLING FEDERATION (WCF)

#### Stakeholders

- There are 49 WCF member associations.

#### Funding

- Approaching 75% of the WCF's income is derived from IOC distributions, with around 20% coming from marketing and broadcasting revenues.

#### Objectives

- The aims of the WCF include representing curling internationally and facilitating the growth of the sport throughout the world.

#### Key people

World Curling Championship contracts are agreed by the WCF Executive Board, which consists of:

- WCF President
- WCF Vice President
- WCF Director of Finance
- Four members

#### Elite participation

- The men's and women's world championships are each contested by 12 national teams.

#### Principal world championship events

- World Men's Curling Championship
- World Women's Curling Championship
- World Mixed Doubles Curling Championship

#### World Championship hosts

##### Distribution of world championships (18 events, 2008-18)

Continent	Events hosted
Europe	8
North America	9
South America	0
Africa	0
Asia	1
Oceania	0

##### World Men's Curling Championship

Year	City	Country
2008	Grand Forks	USA
2009	Moncton	Canada
2010	Cortina d'Ampezzo	Italy
2011	Regina	Canada
2012	Basel	Switzerland
2013	Victoria	Canada

##### World Women's Curling Championship

Year	City	Country
2008	Vernon	Canada
2009	Gangneung	South Korea
2010	Swift Current	Canada
2011	Esbjerg	Denmark
2012	Lethbridge	Canada
2013	Riga	Latvia

**World Mixed Doubles Curling Championship**

Year	City	Country
2008	Vierumaki	Finland
2009	Cortina d'Ampezzo	Italy
2010	Chelyabinsk	Russia
2011	St Paul	USA
2012	Erzurum	Turkey
2013	Fredericton	Canada

**CONTACT DETAILS**

**Keith Wendorf: Director of Competitions  
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**Tel: +44 1738 451 630**  
**[www.worldcurling.org](http://www.worldcurling.org)**

## 5.2.4 ICE HOCKEY

### INTERNATIONAL ICE HOCKEY FEDERATION (IIHF)

#### Stakeholders

- The International Ice Hockey Federation has 72 national member associations in three categories of membership. There are 51 full members, 19 associate members and two affiliate members.

#### Funding

- Around 60% of IIHF funding is generated by commercial activities related to broadcast and marketing rights. A further 30% is derived from IOC distributions.

#### Objectives

- The principal objectives of the IIHF are to govern, develop and promote ice hockey and in-line hockey throughout the world, as well as organise international competition.

#### Key people

- IIHF world championships are awarded by the organisation's Semi-Annual Congress, which meets every autumn and at which all 51 full member federations are entitled to vote.

#### Elite participation

- The 2012 Ice Hockey World Championships featured 16 teams and 400 players. The women's version of the event features eight teams and 200 players.

#### Principal world championship events

- Ice Hockey World Championship
- Ice Hockey Women's World Championship

#### World Championship hosts

##### Distribution of world championships (31 events, 2008-13)

Continent	Events hosted
Europe	25
North America	4
South America	0
Africa	0
Asia	2
Oceania	0

##### Ice Hockey World Championship

Year	City	Country
2008	Halifax	Canada
	Quebec City	
2009	Bern	Switzerland
	Zurich-Kloten	
2010	Gelsenkirchen	Germany
	Mannheim	
2011	Cologne	
	Bratislava	Slovakia
2012	Kosice	
	Helsinki	Finland
2013	Stockholm	Sweden
	Helsinki	Finland
	Stockholm	Sweden

**Ice Hockey World Championship – Div 1 Gp A**

Year	City	Country
2008	Innsbruck	Austria
2009	Vilnius	Lithuania
2010	Tilburg	Netherlands
2011	Budapest	Hungary
2012	Ljubljana	Slovenia
2013	Budapest	Hungary

**Ice Hockey Women's World Championship**

Year	City	Country
2008	Harbin	China
2009	Hameenlinna	Finland
2011	Zurich	Switzerland
2011	Winterthur	Switzerland
2012	Burlington	USA
2013	Ottawa	Canada

**Ice Hockey World Championship – Div 1 Gp B**

Year	City	Country
2008	Sapporo	Japan
2009	Torun	Poland
2010	Ljubljana	Slovenia
2011	Kiev	Ukraine
2012	Krynica-Zdroj	Poland
2013	Donetsk	Ukraine

**CONTACT DETAILS**

**Horst Lichtner: General Secretary**  
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**Postfach**  
**8027 Zurich**  
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**Tel: +41 44 562 22 00**  
**[www.iihf.com](http://www.iihf.com)**

## 5.2.5 LUGE

### FÉDÉRATION INTERNATIONALE DE LUGE DE COURSE (FIL)

#### Stakeholders

- There are 53 national federation members of the FIL.

#### Funding

- Around half of FIL income is derived from IOC distributions, with approximately 30% generated through broadcast and marketing rights.

#### Objectives

As well as establishing and administering the rules of luge, the purposes of the FIL include:

- developing the sport of luge by organising and promoting sports activity on a worldwide basis
- providing assistance in theory and practice for NFs and their aims
- promoting the exchange of experience and knowledge of the sport of luge on an international level
- respecting the environment

#### Key people

Hosting rights to the World Luge Championships are awarded through a vote of the FIL Congress, which consists of:

- The ordinary members (representatives of the member federations)
- The members of the Executive Board
- The Members of the Control Commission
- The Chairpersons of the FIL Expert Commissions
- The Chairperson of the Legal Committee
- The Chairperson of the Court of Arbitration

#### Elite participation

- 95 male and 31 female competitors took part in the 2013 World Championships on Luge on Artificial Track.

#### Principal world championship events

- World Championships on Luge on Artificial Track
- World Championships on Luge on Natural Track

## World Championship hosts

### Distribution of world championships (8 events, 2007/88-2012/13)

Continent	Events hosted
Europe	6
North America	2
South America	0
Africa	0
Asia	0
Oceania	0

### World Championships on Luge on Artificial Track

Year	City	Country
2008	Oberhof	Germany
2009	Lake Placid	USA
2011	Cesana	Italy
2012	Altenberg	Germany
2013	Whistler	Canada

### World Championships on Luge on Natural Track

Year	City	Country
2009	Moos in Passeier	Italy
2011	Umhausen	Austria
2013	Deutschnofen	Italy

### CONTACT DETAILS

**Christoph Schweiger: Executive Director**  
**Rathausplatz 9**  
**83471 Berchtesgaden**  
**Germany**  
**Tel: +49 86 52 669 60**  
**[www.fil-luge.org](http://www.fil-luge.org)**

## 5.2.6 SKATING

### INTERNATIONAL SKATING UNION (ISU)

#### Stakeholders

- 87 skating federations are members of the ISU.

#### Objectives

- The mission of the ISU is to regulate, control develop and promote throughout the world on the basis of friendship and mutual understanding ice skating sports: figure skating, ice dance, synchronized skating, speed skating, and short track speed skating.

#### Key people

Allocations of ISU events and championships are decided by the ISU Council which is made up of:

- ISU President
- One Figure Skating Vice President
- One Speed Skating Vice President
- Four members of the ISU Figure Skating Branch
- Four members of the ISU Speed Skating Branch

#### Elite participation

- There are 174 men and 209 women, 80 Pairs and 126 Ice Dance Couples listed in the ISU figure skating world standings.
- There are 104 Ladies and 150 Men active Short Track skaters.
- There are 94 Ladies and 115 Men active Speed Skaters.

#### Principal world championship events

- World Figure Skating Championships
- World Allround Speed Skating Championships
- World Sprint Speed Skating Championships
- World Single Distance Speed Skating Championships
- World Short Track Speed Skating Championships
- World Short Track Speed Skating Team Championships
- World Synchronised Skating Championships

In total there are over 50 ISU Events per season, including the ISU Grand Prix of Figure Skating Series, ISU Four Continents Figure Skating Championships, ISU World Cup Speed Skating Series, ISU World Cup Short Track Speed Skating Series and a range of junior championships, World Cups and series.

## World Championship hosts

### Distribution of world championships (49 events, 2008-15)

Continent	Events hosted
Europe	30
North America	10
South America	0
Africa	0
Asia	9
Oceania	0

### World Single Distance Speed Skating Championships

Year	City	Country
2008	Nagano	Japan
2009	Richmond	Canada
2011	Inzell	Germany
2012	Heerenveen	Netherlands
2013	Sochi	Russia
2015	Heerenveen	Netherlands

### World Figure Skating Championships

Year	City	Country
2008	Gothenburg	Sweden
2009	Los Angeles	USA
2010	Turin	Italy
2011	Moscow	Russia
2012	Nice	France
2013	London (Ontario)	Canada
2014	Tokyo	Japan
2015	Shanghai	China

### World Short Track Speed Skating Championships

Year	City	Country
2008	Gangneung	South Korea
2009	Vienna	Austria
2010	Sofia	Bulgaria
2011	Sheffield	UK
2012	Shanghai	China
2013	Debrecen	Hungary
2014	Montreal	Canada
2015	Moscow	Russia

### World Allround Speed Skating Championships

Year	City	Country
2008	Berlin	Germany
2009	Hamar	Norway
2010	Heerenveen	Netherlands
2011	Calgary	Canada
2012	Moscow	Russia
2013	Hamar	Norway
2014	Heerenveen	Netherlands
2015	Calgary	Canada

### World Short Track Speed Skating Team Championships

Year	City	Country
2008	Harbin	China
2009	Heerenveen	Netherlands
2010	Bormio	Italy
2011	Warsaw	Poland

### World Sprint Speed Skating Championships

Year	City	Country
2008	Heerenveen	Netherlands
2009	Moscow	Russia
2010	Obihiro	Japan
2011	Heerenveen	Netherlands
2012	Calgary	Canada
2013	Salt Lake City	USA
2014	Nagano	Japan
2015	Astana	Kazakhstan

### World Synchronised Skating Championships

Year	City	Country
2008	Budapest	Hungary
2009	Zagreb	Croatia
2010	Colorado Springs	USA
2011	Helsinki	Finland
2012	Gothenburg	Sweden
2013	Boston	USA
2014	Courmayeur	Italy

### CONTACT DETAILS

**Fredi Schmid: Director General**  
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**Tel: +41 21 612 66 66**  
**www.isu.org**



## 5.2.7 SKIING

### FÉDÉRATION INTERNATIONALE DE SKI (FIS)

#### Stakeholders

- There are 116 national ski federations holding membership of the FIS.

#### Funding

- Around 12% of the federation's income is derived from Olympic revenues, with more than 80% generated through broadcast and marketing rights.

#### Objectives

The vision of the FIS is for skiing and snowboarding to be the first-choice winter sport and recreational activity. As part of its efforts to achieve this vision, the federation is committed to:

- The global promotion and development of recreational and competitive skiing and snowboarding
- Encouraging people from all walks of life, and especially the young, to participate in the sport
- Being the best organised international sports federation with dedicated officials and a sound administration responsible for delivering efficient services and developing the sport

#### Key people

Hosting rights to skiing world championship are awarded by the FIS Council, the membership of which is comprised of:

- FIS President
- Four Vice-Presidents
- 12 members
- FIS Secretary General

#### Elite participation

33,233 people are registered with FIS by their National Ski Association to participate in international competitions. At an amateur level, almost seven million people are affiliated members of a National Ski Association.

#### Principal world championship events

- Alpine World Ski Championships
- Nordic World Ski Championships
- Ski Flying World Championships
- Snowboarding World Championships
- Freestyle World Championships

## World Championship hosts

### Distribution of world championships (21 events, 2008-17)

Continent	Events hosted
Europe	16
North America	3
South America	0
Africa	0
Asia	2
Oceania	0

### Alpine World Ski Championships

Year	City	Country
2009	Val d'Isere	France
2011	Garmisch	Germany
2013	Schladming	Austria
2015	Vail/Beaver Creek	USA
2017	St Moritz	Switzerland

### Nordic World Ski Championships

Year	City	Country
2009	Liberec	Czech Republic
2011	Oslo	Norway
2013	Val di Fiemme	Italy
2015	Falun	Sweden
2017	Lahti	Finland

### Ski Flying World Championships

Year	City	Country
2008	Oberstdorf	Germany
2010	Planica	Slovenia
2012	Vikersund	Norway
2014	Harrachov	Czech Republic

### Snowboarding World Championships

Year	City	Country
2009	Gangwon	South Korea
2011	La Molina	Spain
2013	Stoneham	Canada
2015	Kreischberg	Austria

### Freestyle World Championships

Year	City	Country
2009	Inawashiro	Japan
2011	Deer Valley	USA
2013	Voss-Oslo	Norway

## CONTACT DETAILS

**Sarah Lewis: Secretary General**  
**Marc Hodler House**  
**Blochstrasse 2**  
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**Switzerland**  
**Tel: +41 33 244 61 61**  
**[www.fis-ski.com](http://www.fis-ski.com)**

A black and white photograph of a rowing team in a boat on a body of water. The team consists of seven rowers, with a coxswain at the stern. They are all wearing athletic gear and are captured in a synchronized rowing stroke. The background shows a range of mountains under a clear sky. A large red number '5.3' is superimposed over the top half of the image, set against a background of diagonal hatching.

**5.3**

**GLOBAL MULTI-SPORT GAMES**

## 5.3.1

# OLYMPIC GAMES

### INTERNATIONAL OLYMPIC COMMITTEE (IOC)

#### Stakeholders

- The worldwide Olympic movement is made up of 204 National Olympic Committees.

#### Objectives

The Olympic Charter defines the role of the IOC as:

- To encourage and support the promotion of ethics in sport as well as education of youth through sport and to dedicate its efforts to ensuring that, in sport, the spirit of fair play prevails and violence is banned;
- To encourage and support the organisation, development and coordination of sport and sports competitions;
- To ensure the regular celebration of the Olympic Games;
- To cooperate with the competent public or private organisations and authorities in the endeavour to place sport at the service of humanity and thereby to promote peace;
- To take action in order to strengthen the unity and to protect the independence of the Olympic Movement;
- To act against any form of discrimination affecting the Olympic Movement;
- To encourage and support the promotion of women in sport at all levels and in all structures with a view to implementing the principle of equality of men and women;
- To lead the fight against doping in sport;
- To encourage and support measures protecting the health of athletes;
- To oppose any political or commercial abuse of sport and athletes;
- To encourage and support the efforts of sports organisations and public authorities to provide for the social and professional future of athletes;
- To encourage and support the development of sport for all;
- To encourage and support a responsible concern for environmental issues, to promote sustainable development in sport and to require that the Olympic Games are held accordingly;
- To promote a positive legacy from the Olympic Games to the host cities and host countries;
- To encourage and support initiatives blending sport with culture and education;
- To encourage and support the activities of the International Olympic Academy (IOA) and other institutions which dedicate themselves to Olympic education.

#### Key people

- The hosts of the summer and winter Olympic Games are decided by a vote of the IOC, which consists of 101 members and 34 honorary members. IOC members are representatives of the IOC in their native countries, not representatives of their countries on the IOC.

### Participation

- Around 10,500 athletes competed in the 2012 Olympic Games.

### Events

- Olympic Games
- Winter Olympic Games
- Youth Olympic Games

### Event hosts

Olympic Games		
Year	City	Country
2000	Sydney	Australia
2004	Athens	Greece
2008	Beijing	China
2012	London	UK
2016	Rio de Janeiro	Brazil

Winter Olympic Games		
Year	City	Country
2002	Salt Lake City	USA
2006	Turin	Italy
2010	Vancouver	Canada
2014	Sochi	Russia
2018	Pyeongchang	South Korea

### CONTACT DETAILS

**Jacqueline Barrett: Head of Bid City Relations**  
**Château de Vidy**  
**Case postale 356**  
**1001 Lausanne**  
**Switzerland**  
**Tel: +41 21 621 61 11**  
**[www.olympics.org](http://www.olympics.org)**

## 5.3.2

# COMMONWEALTH GAMES

### COMMONWEALTH GAMES FEDERATION (CGF)

#### Stakeholders

- There are 72 nations and territories holding membership of the CGF.

#### Objectives

- The Commonwealth Games Federation (CGF) is the organisation that is responsible for the direction and control of the Commonwealth Games.
- It also encourages and assists education via sport development and physical recreation as a means of improving society and the general well being of the people of the Commonwealth

#### Key people

The Commonwealth Games Federation Executive Board is comprised of:

- CGF President
- Two CGF Vice-Presidents
- Honorary Secretary
- Honorary Legal Advisor
- Honorary Medical Advisor
- Honorary Treasurer
- Athletes Representative
- Six Regional Vice Presidents
- CGF CEO
- Representative of the next Game host

#### Participation

- Around 3,500 athletes participated in the 2010 Commonwealth Games

#### Events

- Commonwealth Games
- Commonwealth Youth Games

#### Event hosts

Commonwealth Games		
Year	City	Country
2002	Manchester	UK
2006	Melbourne	Australia
2010	Delhi	India
2014	Glasgow	UK
2018	Gold Coast	Australia

#### CONTACT DETAILS

**Mike Hooper: CEO**  
 2nd Floor  
 138 Piccadilly  
 London W1J 7NR  
 United Kingdom  
 Tel: +44 20 7491 8801

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## 5.3.3 UNIVERSIADE

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### FÉDÉRATION INTERNATIONALE DU SPORT UNIVERSITAIRE (FISU)

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#### Stakeholders

The Fédération Internationale du Sport Universitaire (FISU) or the International University Sports Federation is responsible for the organization and governance of worldwide competitions for student-athletes between the ages of 17 and 28. It was founded in 1949 as the world governing body of national university sports organizations and currently has 163 member associations from 5 continental regions.

#### Objectives

The objectives of FISU are:

- to ensure the quality of its sporting events
- to develop international university sport
- to develop existing national federations
- to strengthen the links between universities
- to obtain new funding sources for the development of university sport
- to identify a sports development programme through education

#### Key people

- The hosts of the Summer and Winter Universiade events are determined by the 27-member FISU Executive Committee.

#### Participation

- A total of 10,622 participants took part in the 2011 Summer Universiade. The record number of participants in a Winter Universiade is 2,511.

#### Events

- Summer Universiade
- Winter Universiade

## Event hosts

Summer Universiade			Winter Universiade		
Year	City	Country	Year	City	Country
2001	Beijing	China	2001	Zakopane	Poland
2003	Daegu	South Korea	2003	Tarvisio	Italy
2005	Izmir	Turkey	2005	Innsbruck	Austria
2007	Bangkok	Thailand	2007	Turin	Italy
2009	Belgrade	Serbia	2009	Harbin	China
2011	Shenzhen	China	2011	Erzurum	Turkey
2013	Kazan	Russia	2013	Trentino	Italy
2015	Gwangju	China	2015	Granada	Spain
2017	Taipei	Taiwan	2017	Almaty	Kazakhstan

### CONTACT DETAILS

**Eric Saintrond: Secretary General**  
**Maison du Sport International**  
**Av. de Rhodanie 54**  
**CH- 1007 Lausanne**  
**Switzerland**  
**Tel: +41 21 6130810**  
**[www.fisu.net](http://www.fisu.net)**



# 5.3.4 WORLD GAMES

## INTERNATIONAL WORLD GAMES ASSOCIATION (IWGA)

### Stakeholders

- The IWGA is made up of more 33 international sports federations.

### Objectives

The principal statutory aims of the International World Games Association are:

- to develop the popularity of the sports that are governed by its Member Federations,
- to improve their prominence through excellent sporting achievements, and
- to conserve all the values of sport.

### Key people

- The supreme governing body of the IWGA is the General Meeting in which each Member Federation has one vote.

### Participation

- A total of 3,393 athletes took part in the World Games of 2009.

### Events

- The World Games

### Event hosts

The World Games		
Year	City	Country
2001	Akita	Japan
2005	Duisberg	Germany
2009	Kaohsiung	Taiwan
2013	Cali	Colombia
2017	Wroclaw	Poland

### CONTACT DETAILS

**Joachim Gossow: CEO**  
**An den Wieen 87**  
**47239 Duisburg**  
**Germany**  
**Tel: +49 175 5811492**  
**[www.theworldgames.org](http://www.theworldgames.org)**

## 5.3.5

# X GAMES

### ESPN

#### Stakeholders

- The X Games are owned by the US sports broadcasting network ESPN.

#### Funding

- The cost of staging the X Games is between USD15-20 million. ESPN typically expects a minimum of 35-40% of this cost to be underwritten by the host city or organisation. Ticket sales, hospitality and commercial revenues, primarily around sponsorship, generate the remainder.

#### Objectives

- The X Games franchise aims to use its events to develop its position as the world's premier action sports competition and lifestyle event.

#### Key people

- Scott Guglielmino: ESPN Senior Vice President, Programming and X Games

#### Participation

- The summer X Games event attracts on average 20-25,000 spectators per day.

#### Events

- X Games
- Winter X Games
- X Games Asia
- X Games Europe



**Event hosts**

<b>X Games</b>		
Year	City	Country
2001	Philadelphia	USA
2002	Philadelphia	USA
2003	Los Angeles	USA
2004	Los Angeles	USA
2005	Los Angeles	USA
2006	Los Angeles	USA
2007	Los Angeles	USA
2008	Los Angeles	USA
2009	Los Angeles	USA
2010	Los Angeles	USA
2011	Los Angeles	USA
2012	Los Angeles	USA
2013	Los Angeles	USA

<b>X Games Asia</b>		
Year	City	Country
2001	Phuket	Thailand
2002	Kuala Lumpur	Malaysia
2003	Kuala Lumpur	Malaysia
2004	Kuala Lumpur	Malaysia
2005	Seoul	South Korea
2006	Kuala Lumpur	Malaysia
2007	Shanghai	China
2008	Shanghai	China
2009	Shanghai	China
2010	Shanghai	China
2011	Shanghai	China
2012	Shanghai	China


<b>Winter X Games</b>		
Year	City	Country
2001	Mount Snow	USA
2002	Aspen	USA
2003	Aspen	USA
2004	Aspen	USA
2005	Aspen	USA
2006	Aspen	USA
2007	Aspen	USA
2008	Aspen	USA
2009	Aspen	USA
2010	Aspen	USA
2011	Aspen	USA
2012	Aspen	USA
2013	Aspen	USA
2014	Aspen	USA

<b>X Games Europe</b>		
Year	City	Country
2010	Tignes	France
2011	Tignes	France
2012	Tignes	France
2013	Tignes	France
2013	Barcelona	Spain
2013	Munich	Germany
2014	Tignes	France
2014	Barcelona	Spain
2014	Munich	Germany
2015	Tignes	France
2015	Barcelona	Spain
2015	Munich	Germany

**CONTACT DETAILS**

**Jennifer Rieber: Senior Manager, X Games Content Strategy**  
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**Bristol**  
**CT 06010**  
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**Tel: +1 860 766 8766**  
**www.bidxgames.com**





5.4

MEGA EVENTS AND  
GLOBAL SERIES

# 5.4.1

## FIFA WORLD CUP

### FÉDÉRATION INTERNATIONALE DE FOOTBALL ASSOCIATION (FIFA)

#### Stakeholders

- The Fédération Internationale de Football Association (FIFA) is the global governing body of football. A total of 209 national football associations are affiliated to FIFA

#### Key people

FIFA World Cup hosting awards are made by a vote of the organisation's Executive Committee, which is made up of:

- FIFA President
- FIFA Senior Vice President
- Seven Vice Presidents
- 16 Members
- FIFA Secretary General

#### Participation

- The 2010 FIFA World Cup finals were contested by 32 national teams from six confederations.

#### Event hosts

FIFA World Cup hosts 2003-19	
Country	Year
Germany	2006
South Africa	2010
Brazil	2014
Russia	2018
Qatar	2022

#### CONTACT DETAILS

**Mustapha Fahmey: Director of Competitions**  
 FIFA-Strasse 20  
 P.O. Box 8044 Zurich  
 Switzerland  
 Tel : +41 43 222 7777  
[www.fifa.com](http://www.fifa.com)

# 5.4.2 RUGBY WORLD CUP

## INTERNATIONAL RUGBY BOARD (IRB)

### Stakeholders

- The International Rugby Board (IRB) is the governing body of rugby union. 118 national unions are members of the IRB

### Key people

The affairs of the Board are managed and controlled by the IRB Council, which meets twice a year. Its membership comprises:

- IRB Chairman
- IRB Vice Chairman
- IRB CEO
- 12 National Union representatives
- Six Regional Association representatives

### Participation

- The Rugby World Cup finals are contested by 20 teams.

### Event hosts

IRB Rugby World Cup hosts 2003-19	
Country	Year
Australia	2003
France	2007
New Zealand	2011
England	2015
Japan	2019

### CONTACT DETAILS

**Kit McConnell: Head of Rugby World Cup  
International Rugby Board  
Huguenot House  
35-38 St Stephen's Green  
Dublin 2  
Ireland  
Tel: +353 1 240 9200  
www.irb.com**

## 5.4.3

# CRICKET WORLD CUP

### INTERNATIONAL CRICKET COUNCIL (ICC)

#### Stakeholders

- Cricket World Cup is run by the International Cricket Council (ICC), which is the governing body of cricket worldwide. The 10 Test-playing nations are full members of the ICC; there are also 36 Associate Members and 60 Affiliate Members.

#### Key people

The ICC Board is the organisation's major decision-making body. It comprises:

- ICC President
- ICC Vice-President
- ICC Chief Executive
- One representative of each of the 10 ICC Full Member nations
- Three representatives of the Associate and Affiliate Member nations

#### Participation

- 14 teams participated in the 2011 Cricket World Cup. There are 106 cricket-playing nations in all.

#### Event hosts

ICC Cricket World Cup hosts 2003-19	
Country	Year
South Africa	2003
West Indies	2007
India/Sri Lanka/Bangladesh	2011
Australia/New Zealand	2015
England	2019

#### CONTACT DETAILS

**Campbell Jamieson: General Manager – Commercial**  
**Street 69, Dubai Sports City**  
**Emirates Road**  
**Dubai**  
**UAE**  
**Tel: +971 4 382 8800**  
**[www.icc-cricket.com](http://www.icc-cricket.com)**



# 5.4.4 FORMULA ONE

## FORMULA ONE MANAGEMENT

### Stakeholders

The rights, management and licensing operations of the FIA Formula One World Championship are controlled by a number of subsidiary companies within the Formula One Group.

The main operating company, which controls the event's promotional rights, is Formula One Management. The group is owned ultimately by holding company Delta Topco, which is majority-owned by private equity fund CVC Capital Partners.

### Key people

- The President and CEO of Formula One Management is Bernie Ecclestone.

### Participation

- 12 constructors took part in the 2012 Formula One World Championship.

### Event hosts

Formula One Grand Prix hosts 2012	
Venue	Country
Melbourne	Australia
Kuala Lumpur	Malaysia
Shanghai	China
Sakhir	Bahrain
Barcelona	Spain
Monte Carlo	Monaco
Montreal	Canada
Valencia	Spain
Silverstone	UK
Hockenheim	Germany
Budapest	Hungary
Spa	Belgium
Monza	Italy
Singapore	Singapore
Suzuka	Japan
Yeongam	South Korea
Greater Noida	India
Abu Dhabi	UAE
Austin	USA
Sao Paulo	Brazil

### CONTACT DETAILS

**Bernie Ecclestone: President and CEO**  
**6 Princes Gate**  
**Knightsbridge**  
**London SW7 1QJ**  
**United Kingdom**  
**www.formula1.com**

## 5.4.5

# ATP WORLD TOUR

### ASSOCIATION OF TENNIS PROFESSIONALS (ATP)

#### Stakeholders

The ATP World Tour is run by the Association of Tennis Professionals, the organisation that protects the interests of male professional tennis players.

#### Key people

Assignment of tournament hosting rights is approved by the ATP Board of Directors, which comprises:

- ATP Chairman
- Three Player Representatives
- Three Tournament Representatives

#### Participation

- There are 1,977 players in the ATP men's singles world rankings.

#### Event hosts

ATP World Tour venues 2012	
City	Country
Perth	Australia
Brisbane	Australia
Chennai	India
Doha	Qatar
Sydney	Australia
Auckland	New Zealand
Melbourne	Australia
Montpellier	France
Zagreb	Croatia
Vina del Mar	Chile
Rotterdam	Netherlands
San Jose	USA

#### ATP World Tour venues 2012

Sao Paulo	Brazil
Memphis	USA
Marseille	France
Buenos Aires	Argentina
Dubai	UAE
Acapulco	Mexico
Delray Beach	USA
Indian Wells	USA
Miami	USA
Houston	USA
Casablanca	Morocco
Monte Carlo	Monaco
Barcelona	Spain
Bucharest	Romania
Munich	Germany
Belgrade	Serbia
Estoril	Portugal
Madrid	Spain
Rome	Italy
Dusseldorf	Germany
Nice	France
Paris	France
Halle	Germany
London	UK
s-Hertogenbosch	Netherlands
Eastbourne	UK
London	UK
Newport	USA
Stuttgart	Germany
Bastad	Sweden
Umag	Croatia
Hamburg	Germany



**ATP World Tour venues 2012**

Atlanta	USA
Gstaad	Switzerland
Los Angeles	USA
Kitzbuhel	Austria
Washington DC	USA
Toronto	Canada
Cincinnati	USA
Winston-Salem	USA
New York City	USA
Metz	France
St Petersburg	Russia
Bangkok	Thailand
Kuala Lumpur	Malaysia
Beijing	China
Tokyo	Japan
Shanghai	China
Moscow	Russia
Stockholm	Sweden
Vienna	Austria
Valencia	Spain
Basel	Switzerland
Paris	France
London	UK

**CONTACT DETAILS**

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**Tel: +377 97 97 04 04**  
**[www.atpworldtour.com](http://www.atpworldtour.com)**

## 5.4.6

# WTA TOUR

### WOMEN'S TENNIS ASSOCIATION (WTA)

#### Stakeholders

The Women's Tennis Association (WTA) is the global leader in women's professional sport. The organisation is dedicated to servicing its members - more than 2,500 players representing 92 nations, and 54 WTA tournaments held in 33 countries around the world.

#### Key people

Assignment of tournament hosting rights is approved by the WTA Board of Directors, which comprises:

- WTA Chairman & CEO
- One Federation Class Director
- Three Tournament Class Directors
- Three Player Class Directors

#### Participation

- There are more than 2,500 players in the WTA women's singles world rankings.

#### Event hosts

WTA Tour venues 2012	
City	Country
Brisbane	Australia
Auckland	New Zealand
Sydney	Australia
Hobart	Australia
Paris	France
Pattaya City	Thailand
Doha	Qatar
Bogota	Colombia

WTA Tour venues 2012	
Dubai	UAE
Memphis	USA
Monterrey	Mexico
Acapulco	Mexico
Kuala Lumpur	Malaysia
Indian Wells	USA
Miami	USA
Charleston	USA
Barcelona	Spain
Copenhagen	Denmark
Stuttgart	Germany
Fes	Morocco
Budapest	Hungary
Estoril	Portugal
Madrid	Spain
Rome	Italy
Brussels	Belgium
Strasbourg	France
Birmingham	UK
Bad Gastein	Austria
Eastbourne	UK
's-Hertogenbosch	Netherlands
Stanford	USA
Palermo	Italy
Carlsbad	USA
Bastad	Sweden
Baku	Azerbaijan
Washington DC	USA
Montreal	Canada
Cincinnati	USA
New Haven	USA
Dallas	USA

**WTA Tour venues 2012**

Tashkent	Uzbekistan
Quebec City	Canada
Seoul	South Korea
Guangzhou	China
Tokyo	Japan
Beijing	China
Linz	Austria
Osaka	Japan
Moscow	Russia
Luxembourg	Luxembourg
Istanbul	Turkey
Sofia	Bulgaria

**CONTACT DETAILS**

**Andrew Walker: Chief Marketing Officer**  
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**FL 33701**  
**USA**  
**Tel: +1 727 895 5000**  
**[www.wtatennis.com](http://www.wtatennis.com)**

## 5.4.7

# PGA EUROPEAN TOUR

### PROFESSIONAL GOLFERS ASSOCIATION (PGA)

#### Stakeholders

- The PGA European Tour administers professional tournament golf in Europe and is owned by the players who compete in its events.

#### Key people

- The PGA European Tour Board is comprised of the organisation's Chairman, Vice-Chairman and nine elected representatives of the membership.

#### Participation

- There are 160 players in the PGA European Tour's Race to Dubai rankings.

#### Event hosts

European PGA Tour venues 2012	
City	Country
Abu Dhabi	UAE
Doha	Qatar
Dubai	UAE
Marbella	Spain
Agadir	Morocco
Agrigento	Italy
Seville	Spain
Maderia	Portugal
Casares	Spain
Virginia Water	UK
Newport	UK
Stockholm	Sweden
Saint-Omer	France
Cologne	Germany
Portrush	UK
Paris	France
Inverness	UK
Atzenbrugg	Austria
Auchterarder	UK
Crans Montana	Switzerland
Hilversum	Netherlands
Turin	Italy
St Andrews/Carnoustie/ Kingbarns	UK
Vilamoura	Portugal
Shanghai	China
Dubai	UAE

#### CONTACT DETAILS

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**Wentworth Drive**  
**Virginia Water**  
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**GU25 4LX**  
**United Kingdom**  
**Tel: +44 1344 840400**  
**www.europeantour.com**

# 5.4.8 IRB SEVENS WORLD SERIES

## INTERNATIONAL RUGBY BOARD (IRB)

### Stakeholders

- The International Rugby Board (IRB) is the governing body of rugby union. 118 national unions are members of the IRB

### Key people

The affairs of the Board are managed and controlled by the IRB Council, which meets twice a year. Its membership comprises:

- IRB Chairman
- IRB Vice Chairman
- IRB CEO
- 12 National Union representatives
- Six Regional Association representatives

### Participation

- The IRB Sevens World Series is currently contested by 18 teams.

### Event hosts

IRB Sevens World Series hosts 2012/13	
Venue	Country
Gold Coast	Australia
Dubai	UAE
Port Elizabeth	South Africa
Wellington	New Zealand
Las Vegas	USA
Hong Kong	China
Tokyo	Japan
Glasgow	UK
London	UK

### CONTACT DETAILS

**Huw Morgan: Commercial Director**  
**International Rugby Board**  
**Huguenot House**  
**35-38 St Stephen's Green**  
**Dublin 2**  
**Ireland**  
**Tel: +353 1 240 9200**

## 5.4.9

# MOTOGP

### DORNA SPORTS SLU

#### Stakeholders

Spanish-headquartered international sports management, marketing and media company Dorna Sports has owned the rights to MotoGP since 1992. The leading shareholders in Dorna Sports are private equity firm Bridgepoint Capital, the Canada Pension Plan Investment Board and the company management.

#### Key people

The management of Dorna Sports comprises:

- Carmelo Ezpeleta - Chief Executive Officer
- Enrique Aldama - Chief Operating Officer & Chief Financial Officer
- Manel Arroyo - Managing Director / Media Area
- Javier Alonso - Managing Director / Events Area
- Pau Serracanta - Managing Director / Commercial Area

#### Participation

- The 2013 MotoGP Championship is contested by 23 riders competing in 13 teams.

#### Event hosts

MotoGP hosts 2012	
Circuit	Country
Losail	Qatar
Jerez	Spain
Estoril	Portugal
Le Mans	France
Catalunya	Spain
Silverstone	UK
Assen	Netherlands
Sachsenring	Germany
Mugello	Italy
Laguna Seca	USA
Indianapolis	USA
Brno	Czech Republic
Misano	Italy
Aragon	Spain
Motegi	Japan
Sepang	Malaysia
Phillip Island	Australia
Valencia	Spain

#### CONTACT DETAILS

**Carmelo Ezpeleta: Chief Executive**  
**Dorna Sports**  
**Príncipe de Vergara, 183**  
**28002 Madrid**  
**Spain**  
**Tel: +34 917 820 220**  
**www.dorna.com**



# 5.4.10 VOLVO OCEAN RACE

## VOLVO OCEAN RACE SLU

### Stakeholders

- The Volvo Ocean Race is organised by Volvo Ocean Race, S.L.U, a wholly-owned subsidiary of Volvo AB.

### Key people

- CEO: Knut Frostad
- COO: Tom Touber
- COO Commercial Director: Olivier Brémont

### Participation

- The 2011-12 Volvo Ocean Race was contested by six boats.

### Event hosts

Volvo Ocean Race host ports 2011-12	
Port	Country
Alicante	Spain
Cape Town	South Africa
Abu Dhabi	UAE
Sanya	China
Auckland	New Zealand
Itajai	Brazil
Miami	USA
Lisbon	Portugal
Lorient	France
Galway	Ireland

### CONTACT DETAILS

**Volvo Ocean Race SLU**  
**Tom Touber/Olivier Brémont**  
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**[www.volvoceanrace.com](http://www.volvoceanrace.com)**





6.

BIDDING TRENDS

# 6.1

## THE IMPACT OF AN OLYMPIC BID: LONDON

**As the world's biggest sports event, the Olympic Games loom large over the entire bidding and hosting sector, setting the standard and the agenda in the business of winning the rights to major events, and of actually staging them once awarded.**

The Games also have a key influence on the make-up of the top division of hosts, as cities with Olympic ambitions typically go about demonstrating their credentials by building up a portfolio of major event experience before they throw their hat into the IOC's rings. Of the top 10 leading host identified by The Bid Book's analysis, seven (including all of the top five) have been recent Olympic Games bidders or hosts.

**Figure 6.1: Olympic involvement of leading bid cities**

City	Olympic record
Paris	Bidder 2008, 2012
Doha	Bidder 2016, 2020
London	Host 2012
Moscow	Bidder 2012
Tokyo	Bidder 2016, 2020
Budapest	-
Madrid	Bidder 2012, 2016, 2020
Melbourne	-
Dubai	-
Beijing	Host 2008, bidder 2000

Source: The Bid Book

Of the remaining three, Budapest has considered but ruled out an Olympic bid as too costly, Melbourne was a contender for the 1996 event and Dubai is expected to be on the start line for 2024.

### 6.1.1 Olympic hosting: Push on or go out at the top?

Achieving Olympic host status, however, can have different effects on different cities. Where staging the Games is the end target of a bidding and hosting strategy, achieving the goal has had little impact on subsequent success in attracting events.

Athens' 2004 Olympics for example, hung primarily on the peg of history and a subsequent combination of financial difficulties and a lack of wider strategy has seen precious few major events return to the city or its Games venues. Sydney left a fine legacy of venues but Australia's distance from the world's major population centres – allied to strong competition within the region from the likes of Melbourne and Auckland – means the longer-term impact on the city's

host status has been limited. From a ranking of eighth and 11th in terms of sports and events hosted in the immediate post-Games period to 2007, Sydney has slipped out of the top 20 on the same measures from 2008.

The two most recent Games hosts have fared better. Beijing jumped from a ranking of 24th to 11th in event numbers pre- and post-Olympic hosting, and from 14th to 10th in number of sport terms. London saw an immediate boost from its winning of the rights in 2005: from event and sport number rankings of 5 and 23 in the period to 2007 it leaped to third and first respectively for the comparable period post-2008.

**Figure 6.2: London’s major event hosting record since 2003, by events and sports staged**

Criterion	-2007		2008+	
	Number	Rank	Number	Rank
Events hosted	21	5	33	3
Sports hosted	3	23	11	1

Source: The Bid Book

### 6.1.2 Looking at London in a new light

London’s success in winning the bidding competition to stage the 2012 Games made it more attractive to federations looking to tap into the heightened profile Olympic sports enjoy in host cities during the run-up to the event. It has been its acclaimed staging of the spectacle, however, that has seen it buck the established trend and create a platform to take its hosting strategy in a direction not previously envisaged.

London’s world city status has always made it a magnet for high-profile global series – it staged 24 ATP World Tour events alone between 2003 and 2012, for example – but it has been less visible on the world championship rosters of international federations in Olympic sports. In the period 2003-07, only the World Synchronized Skating Championships came to the city.

But, as an Olympic host, the latter trend has changed entirely. In the four years before the Games, world championships in modern pentathlon, artistic gymnastics and badminton, along with diving’s World Cup, were all awarded to London. And post-Games, the World Triathlon Series Grand Final, World Figure Skating Championships, Canoe Slalom World Championships, World Championships in Athletics and Paralympic World Championships are already in the diary.

Achieving that transformation required a shift in mindset on both sides of the city-rights holder fence, believes Iain Edmondson, Head of Major Events London & Partners, the public-private partnership and promotional agency that provides support in everything from business cases to lobbying for bids to bring sports properties to the city. Just as the Games enabled British society at large to look at itself in a new light, so too did they cause the capital to reappraise its own self-image as an event host.

He explains: “As a result of winning the bid, and then as a result of staging a successful Games, the confidence of the city in being able to compete on the world stage for events like this has grown enormously. And we have been able to build on a lot of the expertise the city had been building for many years: royal celebrations, great sporting events like Wimbledon, the London Marathon. I think what the Games did was wake people up to the idea that we are actually quite good at this and have something to offer, and that we have such a great audience in London as well.”

The Games also created a new political will to get behind events to a degree that had previously been absent, something that had hampered the city’s prospects following the collapse of the 2005 World Athletics Championship through the withdrawal of government support. This shift was perhaps most evident during the Paralympic Games. Edmondson says:

“As well as creating full stadia every day for paralympic sport, which has never happened before, what London was also able to do for the Paralympic Games was deliver a massive change not just in acceptance of disability sport but in social inclusion in general. Because of that, bidding for something like the World Paralympic Championships has become politically attractive. The economics have to stack up but the feelgood factor and the power these events have to create positive change is not lost on politicians.”

Edmondson singles out large and enthusiastic audiences as one of London’s key attractions for rights holders at the 2012 Games. These, he believes, did almost as much to sell the city to them as the organisational side of the event itself, or the world city infrastructure underpinning it. He says: “We have great quality venues and are very accessible as a city in terms of trains from mainland Europe and airport links from elsewhere. We have great expertise in event delivery, which I think maybe the world hasn’t always known. There are parties, corporate events being staged every day of the year and there are a lot of great skills behind those. Another big factor is the media: we are a big media hub so there are already a lot of international broadcaster and media represented here. That means an event staged here will get more coverage and cut-through than an event staged in another city. Other than that, we also have a commercial landscape with a lot of business investors wanting to get behind events.”

“But the Olympics also showed we are able to bring an incredible number of spectators keen to buy tickets and make a great atmosphere, and a very diverse audience too. We are an event-going city and those event-goers aren’t necessarily all the same people – they go to different events and genuinely great events are the ones that can draw people from all those different backgrounds.”

The other factor Edmondson cites in the city’s renaissance is the creation of the office of London mayor in 2000, which proved able to bring together its many and varied public and private stakeholders around the Olympic bid, and is now the principal funder of London & Partners and its work in bidding. He says: “I think had we not had a mayor of the city we probably wouldn’t have bid for the Games in the first place. There is now a body of local government in London which gets everyone working together and is more strategic about things so there is a focal point to drive the agenda. It would never be done without national government support and money but the establishment of the mayor’s office was a huge catalyst. At the time, people didn’t believe we would win this.”

### **6.1.3 Change of image brings change of approach**

Having re-established itself as one of the world’s major event cities, London now finds itself approaching bid strategy from a different direction from the one it previously took. London & Partners, Edmondson says, can now spend less time on selling the city and more on drilling down into the potential benefits of the events it is now a near-automatic front runner in any race to host.

“Being the focal point of everyone’s attention for the past 12 months means we are not short of opportunities,” he says. “For us, it’s how do we filter those opportunities rather than work out what we want and then sell to other people the idea of why they would want to come to our city. We have had a massive marketing pitch for London over the last 12 months, and that means it is now a question of what’s relevant to our work over the next 5-10 years, which is about attracting more visitors, more business and inward investment, and potentially more further education students.”

“In all of those markets some countries are more important than others, so from a tourism perspective it would be mainland Europe and North America in particular. For that objective we would look at events with the ability to showcase the city on television in these countries.”

“In terms of business objectives, it is the growth markets of the future – the BRIC countries

– so understanding what events are relevant to people in those countries would shape what events it is relevant for us to support. Badminton, for example, is absolutely huge in China and in Asia in general, so being able to use the massive amounts of television coverage the sport gets to showcase London is a huge opportunity.

“The internal-facing side is what is relevant to the audience in the UK and to the objectives we might want to achieve here such as encouraging sport participation.”

#### **6.1.4 A new point of difference in a competitive market**

London’s Olympic success in re-casting itself as a ‘must-have’ destination for rights holders could not have been more timely, as it opens a new front on which the city can fight for major events against new rivals with far more firepower on other measures. London’s status as one of the world’s major media and consumer markets has ensured it remained a world leader among global properties in tennis, cricket, and rugby union among others, but the one-off world championship opportunities of other sports have been more open to higher-value offers from emerging market hosts or the propositions of cities that have an established specialism or relationship with the governing body.

Edmondson observes: “The world is changing – there is globalisation, the power of the Pound to the Dollar or Euro is changing, there is a shift to the east in some respects and we are very mindful of that. But there are other cities at different levels, depending on the sport and background, with a heritage in that sport who are very strong competitors for those things.

“We are acutely aware from a large-scale event point of view, that there are emerging nations creating strong financial backing for making things happen and we are open about saying that is not a basis on which we can compete. We have got to report publically how we spend our money and we don’t need to splash a lot of cash, for want of a better expression, to put London on the map. We want to do things smarter and create more embedded legacies than just getting our name on someone’s list for the first time. We have to be mindful that we have to be able to compete on a different basis to things like that. The most important question for us is what’s important to the rights holder at that particular time. The Olympic movement, for example, goes different ways depending on what’s in front of them and knowing that helps us identify where we can best compete.”

## 6.2

# CHALLENGES FOR NEW BIDDERS: QATAR

**The major event bidding and hosting sector is a changing landscape. While the likes of London, Paris, Tokyo and Melbourne have been fixtures at the market's top table throughout the last decade and longer, other established event destinations have been overtaken by ambitious newcomers to the game.**

In terms of major events hosted, comparison of the five years to 2007 with the next five from 2008 sees the likes of Beijing, Valencia, Auckland and Istanbul all breaking into the top 20 during the period, with Monte Carlo, New York, Berlin, Stuttgart and Montreal among those exiting the list. The Middle East destinations of Dubai and Qatar figure in the top-10 event hosts from both periods and as such can be seen as trailblazers for the current generation of non-traditional bid cities now following in their footsteps.

This chapter looks at some of the challenges Qatar and its capital Doha have faced in establishing themselves as leading sports event hosts.

### 6.2.1 Qatar's rise as a bidder and host

FIFA's selection of Qatar as host for the 2022 World Cup was seen by many as a radical step into the unknown – and not just on grounds of geography or climate. But over the last 10 years, the Gulf state (or specifically its capital, Doha) has built up a hosting pedigree that few other cities can match. No other city has hosted, or been awarded the rights to, more world championships in Olympic sports since 2003, while in terms of overall numbers of major events hosted only Paris is ahead.

**Figure 6.3: Doha's host city ranking, period from 2003**

Measure	Events hosted	Sports hosted	Olympic sport world championships hosted	Winter Olympic sport world championships hosted	Mega events/global series hosted
Rank	2	4	1	n/a	4

Source: The Bid Book

Qatar may have been an important bidder and host throughout the past 10 years, but it has accelerated its development in the last five, jumping significantly up the global rankings in both total event numbers and particularly Olympic sport world championships, on which measure it leapt from outside the top 10 entirely during 2003-07 to take top ranking in the period from 2008 on. Between 2003 and 2007, Doha hosted world championships in table tennis and weightlifting only; between 2008 and 2012 it staged them in volleyball and athletics, and won rights to aquatics, handball, cycling and football too.



**Figure 6.4: Doha's rise as a host city**

Measure	Rank	
	-2007	2008+
Events	4	1
Sports	6	5
Olympic sport world championships	-	1

Source: The Bid Book

Doha stands out from its fellow leading hosts on grounds of both size and wealth – trailing on the former measure and standing far out in front on the latter. That combination has influenced its development as a host city – unable to secure international federations’ ‘crown jewel’ world championships without the security of a prior track record and large local population, it enjoyed more success in being able to afford to join the major global series with expansionist ambitions, comparatively high sanction fees and sufficiently lengthy venue rosters to be able to take a chance on lesser-known destinations. Being able to use its initial platforms to demonstrate the political and financial will to create dedicated, high-quality and boundary-pushing venues has subsequently increased its attractiveness to rights holders across the board.

John Zerafa, Senior Consultant with campaign communications agency VERO, acted as an advisor to Qatar’s 2022 FIFA World Cup bid and Doha’s 2020 Olympic and Paralympic Games bid. He says of the proposition the state is able to make: “Qatar offers a potent mix of ambition, stunning venues and facilities, access to the huge and relatively untapped Middle East consumer market and a political commitment at the highest level to forge a reputation in global sport. It also has a relative blank canvas in terms of facilities and infrastructure so this means it can work with federations and rights holders to design and host events without some of the physical and logistical constraints of more established nations.”

**Figure 6.5: Leading host cities, by population and national GDP**

City	Population (m)	% of national population	National GDP per capita (USD)
Paris	2.2	3.5	35,10
Doha	0.8	50.0	98,900
London	8.3	13.3	36,500
Moscow	11.5	8.0	16,700
Tokyo	9.0	7.0	34,700

Source: United Nations

Doha was quick to gain a slot on the ATP and WTA tennis tours, the European PGA golf tour and it brought MotoGP to the nearby Losail circuit from 2004. That status, combined with the experience gained in hosting the world championships of table tennis in 2004 and weightlifting in 2005, enabled the city to step up a level in Olympic sports to add a raft of championships to its calendar from 2008:

- Volleyball Club World Championship 2009-12
- World Indoor Athletics Championships 2010
- World Short Course Swimming Championships 2014
- World Men’s Handball Championships 2015
- Cycling Road World Championships 2016
- FIFA World Cup 2022

### 6.2.2 Motives for bidding

Qatar’s development as a major event host has been driven by a range of ambitions the state believes it can achieve through this strategy, such as:

- Building its reputation as the Middle East’s sporting hub
- Developing internal expertise
- Growing links with the international sporting community
- Inspiring the Qatari population to play sport

However, the over-riding intention is to support the Qatar National Vision 2030, which defines the state’s long-term ambitions around sustainable development towards becoming an advanced society offering a high standard of living to all its people. The vision is built on four development pillars – human, social, economic and environmental – and identifies sport as being one of the key sectors that can contribute to its success.

**Figure 6.6: Role of sport development in Qatar National Vision**

Qatar National Vision 2030			
National Development Strategy			
Sector Strategies – Sport			
Human Development	Social Development	Economic Development	Environmental Development
<ul style="list-style-type: none"> <li>● Develop all people to enable them to sustain a prosperous society</li> <li>● Healthy population physical and mental</li> <li>● Sports participation and skills development</li> <li>● Formal and non formal sports education and training</li> </ul>	<ul style="list-style-type: none"> <li>● Develop just and caring society with high moral standards and active role in global development</li> <li>● Family cohesion and women’s empowerment</li> <li>● Community development and a secure, stable society</li> <li>● Increased regional and international role</li> </ul>	<ul style="list-style-type: none"> <li>● Develop competitive diversified economy to secure prosperity for all in present and future</li> <li>● Sports events and sports-related services</li> <li>● Increased productivity from healthy population</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure harmony between economic growth, social development and environment</li> <li>● Environmentally friendly sports facilities and goods</li> <li>● Using popularity of sports to promote environmental awareness</li> </ul>

Source: Qatar Olympic Committee

On that basis, Qatar’s bidding and hosting efforts can be seen as a means of contributing to the targets identified under the four vision pillars, such as:

- Human development: Using experience of elite sport to inspire recreational participation
- Social development: Giving Qatar a more prominent role on the regional and international stage
- Economic development: Creating a new sport industry
- Environmental development: Using the popularity of sport as a vehicle for promoting awareness of green issues

### 6.2.3 Bid strategy and challenge

Qatar has bid for and hosted a wide range of sports and properties at major event level, but seeks to bring each opportunity it assesses back to the way in which the event and its requirements mesh with the needs of the National Vision objectives. Zerafa says of the key initial stages of the process: “In terms of identifying events, a mix of factors come into play such as whether Qatar has, or will have, the relevant infrastructure and facilities in place, how does the event support Qatar’s elite and grass roots sports development strategy and how will the event grow Qatar’s links to international sports decision makers.

“A mix of factors influence whether to bid including an assessment of ‘winability’, the required infrastructure and facilities, and how well does the event link to Qatar’s own sporting ambitions and the country’s wider National Vision 2030. Once a decision is made to bid, and depending

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on the size of the event, you then move into campaign mode and selling the benefits the sport will gain by coming to Qatar and the region. As for prospects for success, it all depends on whether there is a competitive bid process, existing links to the event rights holder and who else is in the mix to host the event.”

In embarking on its quest to become a major event host, Qatar faced a number of challenges common to many new starters, primarily:

- Lack of profile
- Lack of facilities
- Lack of experience
- Limited links to the international sports community

The first three factors initially restricted its prospects of presenting itself as a serious potential host, while the last one would further hamper it in the actual bidding process. However, the fact that making progress on all four shortcomings was a key ambition of its wider national vision meant it was doubly focused on erasing the question marks rights holders placed against each.

Zerafa says: “Qatar has made huge progress in the last 10 years to demonstrate its hosting capability and ambition in sport. Doha’s hosting of the 2006 Asian Games was a key event for Qatar and sent a message to the global sport community that the country had big ambitions in sport.

“It has since used world-class venues such as ASPIRE to develop links to international sport, not simply by hosting major events there, such as the World Indoor Athletics Championships, but also by hosting athlete training camps and conferences to help build awareness of what Qatar can offer and cement relationships.”

## 6.3

# BID STRATEGY AND SUCCESS: AUCKLAND

**Auckland is one of the rising stars of the major event bidding sector. On the back of a strike rate the city puts at 80%, it has risen in The Bid Book's analysis from outside the top 30 host cities prior to 2008 to rank 13th in events won and 8th in the diversity of sports staged in the five years to 2012.**

The catalyst for the expansion of Auckland's bidding ambitions was a 2010 amalgamation of its local authorities into a single council and accompanying creation of the Auckland Tourism, Events and Economic Development (ATEED) organisation to bring a more coherent approach to its pursuit of major event hosting rights.

Paul Dunphy, ATEED's Manager Event Prospecting and Bidding, gives an insight into how the city develops its bidding strategy and adapts to the ever-changing conditions of the sector.

### **The Bid Book: What are Auckland's primary motivations for hosting major sporting events?**

**Paul Dunphy:** Auckland aspires to be the world's most 'liveable city' and this year was placed 3rd behind Vienna and Zurich in the 2012 Mercer Quality of Life Survey. We understand the important role that major events play in helping to achieve this aspiration.

Auckland has a major events strategy that focuses on four outcomes:

- Expand Auckland's economy,
- Grow visitor nights,
- Enhance Auckland's liveability, and
- Increase international exposure for Auckland.

**BB:** Have these target outcomes changed at all in recent years?

**PD:** Yes, in that Auckland has become more strategic in its approach to attracting and hosting major events. This is a result of the amalgamation of Auckland's seven territorial local authorities into one Auckland council in November 2010. Prior to this we had considerable competition within the Auckland region for events, resulting in a fragmented approach to attracting and funding events.

**BB:** How do you identify which sports/events to target?

**PD:** In the past couple of years we have focused on those events that naturally align with Auckland's competitive advantages or assets and infrastructure – such as our beautiful harbour – and that we have a good chance of securing. In addition to this we have tried to target

events that can be leveraged by the three divisions that make up ATEED (Auckland Tourism, Events and Economic Development).

An event such as the Volvo Ocean Race is an excellent example: sailing is a sport that New Zealanders excel at, it attracts international visitor nights through visiting teams and corporate guests and showcases our marine industry. It has positive impacts across all aspects of our organisation.

**BB:** You say you target events you have a good chance of securing – how do you assess your prospects of success?

**PD:** Auckland has close to an 80% success rate on the bids it submits. This is because we target those events that we think we can win. During the feasibility stage we undertake a winability assessment of our potential bid; that is, we take into account:

- The last time it was held in the southern hemisphere,
- The suitability of our infrastructure,
- The IF's appetite to have in NZ etc

**BB:** What are the key stages of the strategy process that drives your bids?

**PD:** The first phase is the Pre-feasibility where we quickly review the opportunity, how it can meet our objectives, our capability to deliver the event, ability to raise the required funding, chances of winning etc. At this stage we spend no money other than staff time.

The next phase is the Feasibility where we undertake a comprehensive review of the opportunity, budgets, risks, economic impact assessment, delivery and governance structures, funding models etc. This is a resource and time-consuming process but essential in order to procure funding from both our board and central government.

Once the feasibility is complete, then we move into Funding Procurement where we apply to our board for the funds required to deliver the event. If the event is of considerable size we would then approach central government as well.

Once funding is procured and we have the approval to bid we move into the Bid Submission phase. This is an exciting and creative phase where we develop our key messages, seek clarification on the IF's objectives, SWOT analysis of ourselves and our competitors, lobby decision makers, develop creative concepts and leveraging initiatives.

Having submitted the bid and secured the hosting rights then we move into the Contracting phase with the IF and negotiate rights and benefits.

**BB:** Which elements of your winning bids have contributed most to their success?

**PD:** There are a number of elements that make our bids successful. Firstly it is important to analyse and deconstruct the stages of the bid process and understand that it is a communication process between the rights holder and a potential host city. Understanding human motivations and psychology is important.

We also understand that just meeting the bid criteria is not enough to win a bid anymore. You always need to be looking at ways to add value to the rights holder and its event and we always try and identify an X factor in our bid – using an emotional connection that hijacks the rational decision making process. So we are always looking for ways to push boundaries and be creative.

Finally, in New Zealand we are blessed to have one of the safest, most beautiful countries in the world. Essentially people are looking for an excuse to come here – we just provide that excuse!

**BB:** Do you find bid processes vary significantly from sport to sport or event to event?

**PD:** Yes, most definitely, especially in the level of professionalism. In some instances the processes are very amateur and the information provided to the bidding cities is very scant, as if the rights holder doesn't appreciate the value of their event. However, in more established federations (FIFA, FIBA, IRB, Volvo Ocean Race etc) the bid process is very structured; they provide a lot of information but require detailed responses in return. You can gauge that they have an appreciation of the value of their properties and are seeking a considerable investment from the bidding cities.

**BB:** Have the requirements of IFs and property owners changed in recent years - on either a strategic or practical level? And if so, how have you responded to these?

**PD:** As the bid process becomes more professional – especially where you have consultants assisting – the IFs are requesting more from bidding cities. Not just in rights fees but other creative ways in which a bidding city can add value to the IF and the challenges it may face. For example London's Olympic bid was about addressing the challenges the IOC faces with engaging future generations.

We are slowly starting to see a greater focus on environmental sustainability – which I believe to be a good thing for New Zealand, especially considering our '100% Pure' brand.

**BB:** Has the competition you face in the bidding market changed also? For example, in terms of the locations or types of cities getting involved, and the nature of the bids they make?

**PD:** Yes. Our competition used to come from Europe, Australia and North America, now we are seeing emerging cities from Asia, South America and Russia presenting compelling bids. There are over 450 cities in the world that have a population greater than 1 million. We are starting to see these cities wanting to differentiate themselves and make their mark in the world and they are now understanding that major events are a vehicle in which to do this. Competition is only going to increase for those events that provide profile and a good return on investment.

**BB:** How do you see major event bidding evolving over the next few years, from both the bidders' and rights holders' perspectives?

**PD:** Firstly, we are going to see greater competition as emerging cities start to appreciate the value of hosting major events. While competition may be good for the IFs – it raises the stakes – this influx may also come with challenges. For a city to deliver and host a major event requires considerable expertise that takes time to develop and nurture. In addition you need a host population that understands and values major events – something that can't be purchased.

As competition increases and IFs appreciate the value of their event properties you will see host cities having to become more creative and innovative in their offerings to the IFs. However host cities are not immune to global financial crises and there will be times when IFs may struggle to find host cities especially when they make considerable bid investments but lose time and time again. For example, we are seeing IFs offering bid cities the rights to events outside the years they initially bid for.

### Key points

- Unification of regional government and the creation of a dedicated development agency have enabled Auckland to become a serious player in the major event bidding sector.
- The city's bidding strategy is driven by economic development, tourism, quality of life and international profile objectives.
- Auckland follows a five-stage process in building its bids
- Assessing the 'winability' of a bidding contest is a key part of the feasibility phase
- Auckland's bid submissions look beyond meeting the technical criteria to offer additional value to rights holders
- Psychology and communication are considered key contributors to winning bids.

Recent successful bids	
2011	ISA World Junior Surf Championships IRB Rugby World Cup ITU Triathlon World Cup FIH men's hockey Champions Trophy World Rally Championship
2012	Volvo Ocean Race ITU World Championship Grand Final World Rally Championship
2013	V8 Supercars (-2017) UCI World BMX Championships ISF men's softball World Championship
2014	IRB rugby union Junior World Championship
2015	ICC Cricket World Cup FIFA U-20 men's World Cup
2017	World Masters Games

### Auckland bidding/hosting objectives

- Stimulate economic growth
- Increase tourism
- Improve quality of life
- Raise international profile

Figure 6.7: ATEED bidding strategy process	
Pre-feasibility	Low-cost outline review of bidding opportunity, potential benefits and prospects of success
Feasibility	Comprehensive review of opportunity, impacts, costs and risks
Funding procurement	Application for resources required to bid
Bid submission	Assessment of rights holder objectives Competitor analysis Development of proposal Lobbying of decision-makers
Contracting	Negotiation of rights and benefits following award of host status

## 6.4

# ECONOMIC IMPACT: KEY QUESTIONS FOR BIDDERS TO ASSESS

**As major sporting events have become increasingly complex and expensive to stage, bid cities and the public bodies supporting them are asking more seriously whether the anticipated benefits of hosting can justify the investment required, particularly when times are tight economically.**

The rights holder's answer is, of course 'yes'; but then they would say that, wouldn't they? The precision of economic impact assessments has long been questioned by many economists, but financial, political and public pressure on government budgets means the municipal authorities behind event bids need to be clearer than ever on what they hope to achieve through hosting and how they will define and measure success.

This chapter looks at some of the key issues prospective hosts have to consider around event impacts when formulating their bidding ambitions, alongside some possible responses to them.

### 6.4.1 Does economic impact still matter?

While economic impact assessments typically include a satisfying number of zeroes in their bottom line, all but the largest figures are dwarfed in the context of the overall economies of the major cities that bid for and host top-tier sporting events. As academics in the field have observed, loud cheers in the stadium are only quiet blips in the economic data.

The financial benefits of hosting are no longer the only game in town when it comes to impact assessments either. Political motives for bidding and hosting have always been with us, but host cities are identifying a widening range of benefits to be derived from staging sporting events, ranging from place branding to sport development, social cohesion, public health and the elusive 'feelgood factor'.

An Oxford Economics assessment of the economic impact of the London 2012 Olympic Games included a chapter on the 'happiness benefits' of the city's staging of the event, while the eventIMPACTS toolkit created by UK Sport and a range of British sport, tourism and economic development agencies as a guide to evaluating the effects of hosting identifies nine areas of impact that can usefully be assessed:

- Attendance
- Economic
- Environmental
- Media
- Satisfaction
- Image, identity and place
- Participation
- Volunteering and skills
- Children and young people



The cynical view of this expansion of possible impacts is that the hosting industry has been forced to diversify by the failure of economic impacts either to live up to expectations or keep pace with the rising cost of bidding for and subsequently staging events. The more charitable position, however, is that the ability of events to open more doors has grown as sports economies have matured over time to encompass a wider, more sophisticated range of policy objectives. Western economies in particular have passed through a staged development process over the past 50 years to reach this point.

**Figure 6.8: Four phases of sports policy evolution**

Phase:	Building a facilities base	Targeting participation increases	Promoting excellence	Seeking social inclusion
Character:	State recognises social and leisure value of sport and seeks to promote participation opportunities	Continued facility expansion accompanied by explicit focus on increasing participation rates among under-represented groups	Success in elite sport – hosting and competing – targeted as a driver of economic gain, international reputation and domestic pride	Concerted effort to harness sport in support of policy objectives around community cohesion, safety, health and development
UK example:	1960s and 1970s	1980s	1990s	Present

Source: D Walmsley

Economic impact assessment came to the fore during stage three of this process and has evolved since. With economic factors still the most-cited influence on bidding decisions among surveyed public authorities attending the 2009 SportAccord conference, return on investment will remain at the core of evaluation, but return on objectives – as also seen in the sponsorship sector – is increasingly part of its mix.

Rich Parkes, the Senior Consultant leading on event impact assessment for the Sports Business Group at Deloitte, says that is not just a reflection of the changing needs of bidders and hosts, but also of the evolution of evaluation techniques to be able to quantify more of sport’s intangible benefits. He explains: “If you go back 10 years, a lot of impact studies were relatively high level and not particularly detailed; the ones we do now are more robust, more comprehensive, more detailed and consider more angles as well. It used to be all about tourism spending around the event but most of the recent opportunities we have been involved in have looked at impacts more broadly and considered social and environmental impacts, sports development and legacy.”

**6.4.2 Can we afford to assess?**

Event bidding and hosting is not getting any cheaper. Some properties are less expensive than others but prospective hosts are having to think increasingly hard about what they pitch for, and where they target their limited budgets within the bidding process. At mega-event level, Madrid is reported to have had 40% less to spend on its 2020 Olympic bid than it did for 2016, while Australia’s 2022 FIFA World Cup bid book cost AU\$11.6 million – AU\$3.2 million more than originally planned. Lower down the scale too, a trend towards minimum standards in bid requirements is creating a climate in which competitors are encouraged to up the ante to avoid being outdone by their rivals.

Against that background, an expensive economic impact assessment for an event a city may never get to host could be considered the kind of luxury a prospective bidder could live without in order to save resources for the competition itself. The experience of Deloitte that the majority of impact assessments carried out by its Sports Business Group are commissioned by rights holders rather than bidders or hosts, and that those studies requested by cities tend to be post-event rather than before it, suggest that view is a common one.

However, cities with access to the resources of dedicated event agencies are more committed to factoring in economic assessment to the target identification phase of their hosting strategies. Auckland, for example, carries out a comparatively detailed evaluation of all potential opportunities once they reach the second, ‘feasibility’ phase of the city’s five-stage strategic process, with the outcome of the exercise a key determinant of the bid’s eligibility for state funding at either regional or national level.

Paul Dunphy, the Auckland Tourism, Events and Economic Development (ATEED) agency’s Manager Event Prospecting and Bidding describes the thoroughness of the process as meaning it is “resource and time-consuming”, but there are a range of levels on which pre-bid assessments can be carried out according to the resources and time a potential host is able to commit.

The eventIMPACT toolkit, for example, breaks down economic impacts into three categories defined by the ease with which they can be measured.

**Figure 6.9: Categories of economic impact**

Level of impact	Basic	Intermediate	Advanced
Comprised of:	Simple-to-capture measures that give a broad indication of scale of potential impact, such as spectator and visitor numbers	Direct economic impact - assessment of net increase in spending in the host economy as a result of the event	Total economic impact – more complex assessment that adds indirect economic impacts and calculates their value through use of a multiplier

Source: eventIMPACTS

Deloitte’s Parkes seconds the view that pre-bid evaluations can be carried out quickly but with sufficient depth for a potential bidder to be able to factor them into their assessments of whatever hosting options are on the table. He says: “It’s not necessarily difficult [to carry out a pre-bid impact assessment]. I’m here in Manchester now and say FIBA asked if the city was interested in hosting a championship in 2018 it would be relatively easy to put together a schematic, or even something a bit more detailed, to give some clarity on what the event would cost to host and what might come out of it in economic impact, and also in terms of broader legacy, sports development etc. Those sorts of analyses can be done relatively quickly and easily – it doesn’t take a vast amount of time or resources if you already have an understanding of major events and how they work.”

He also argues that pressure on budgets should drive prospective host cities towards ring-fencing investment in pre-bid impact assessment rather than away from it as a means of cutting costs. He says: “In the current economic situation – when basically no-one has got any money, and budgets are tight in the public sector particularly – host cities need to have a better understanding of the potential impacts of an event to guide their decisions.

“They might think they can’t afford this for an event they might not even host, but in terms of selecting the right event – the one that can have the greatest impact in the way they want it to – it can be money well spent.”

**6.4.3 Do we believe the rights holders?**

Like most types of forecasting, economic impact assessment is not an exact science: four studies evaluating the potential of the Dallas Cowboys’ new stadium, opened in Arlington, Texas, in 2009, for example, produced results ranging from minus US\$325 million to plus US\$416 million. There is also a perception that many evaluations produce the outcomes their commissioners want to hear, whether as rights holders seeking a market for their events or as politicians looking to justify their investment of public funds in bringing – or, more often, having brought – a championship to town.

Many of the professionals who carry out impact assessments recognise not only that type of scepticism but also the fact that rights holders must be ready to face more of these questions around motives and methods in a climate in which fewer cities can afford to make a hosting mistake. Deloitte’s Rich Parkes agrees. “That is a challenge,” he says, “because rights holders are ultimately selling their event so they want to position it in the best possible light.

“There is also limited consistency between economic impact assessment methodologies – if you get one by us and another by a marketing agency they might be very different. Our view is if you have a reasonably robust analysis that supports every figure and builds from the bottom up it should be difficult to chip away at. But it’s like any sales document – you look at it and say ‘is that right? We’ll take this with a pinch of salt, and chip away at that’, until you get a recognisable figure. If the rights holder is upfront and doesn’t embellish any of it, that definitely helps.”

Greater transparency is one means of combating cynicism, but a more effective approach could be for rights holders to offer their assessments as only one piece of the evaluation jigsaw and help prospective bidders complete the picture with their own research that takes greater account of local conditions and the city’s own ambitions.

**Figure 6.10: Total estimated potential RWC direct economic impact, by region**

Region	Direct economic impact (£m)					
	Europe		South Africa/New Zealand/Australia		Other region	
Range of values	Low	High	Low	High	Low	High
International visitors (matchday)	25	50	35	55	75	80
International visitors (non-matchday)	445	680	125	160	215	255
VIP/Media	35	40	15	25	40	40
Other direct impacts	35	40	25	25	35	35
<b>Total</b>	<b>540</b>	<b>810</b>	<b>200</b>	<b>265</b>	<b>365</b>	<b>410</b>

Source: Deloitte

Rights holders may be able to offer a view of how impacts stack up on a continental or regional basis, but their global focus means they rarely have the resources to drill down to city level, while the relevance of individual case studies will also depend on how closely the ambitions and activities of the past host match those of the prospective future one. That, says Parkes, means the ball is ultimately in the city’s court. “Rights holders often don’t see beyond economic impact,” he explains. “They don’t see the social impacts, sports development or legacy impacts because they are not in charge of those. They bring the event and then it’s up to the city or country what they do with it. The challenge of understanding the wider impacts really lies with the host.”

**6.4.4 Are assessments accurate?**

The sorts of variations seen in economic impact assessments inevitably raise questions about how accurate these figures are, particularly when post-event studies carry many of the same question marks placed against predictions made in advance. The picture is complicated still further as soon as cities look beyond a hosting opportunity in isolation and try to evaluate its potential against other alternatives – will they be comparing apples with apples, or with oranges?

**Figure 6.11: Top 10 sporting events by economic impact**

Event	Sport	Global impact (\$bn)
Olympic Games	Multi-sport	11.34
FIFA World Cup	Football	9.16
America's Cup	Sailing	6.98
FIA F1 World Championship	Motorsport	3.05
UEFA European Championships	Football	2.18
MLB World Series	Baseball	1.09
NFL Superbowl	American football	1.09
Rugby World Cup	Rugby union	0.34
IAAF World Championships	Athletics	0.34
Cricket World Cup	Cricket	0.16

Source: CIBS

These difficulties of comparison are the biggest issue most bidders and hosts face in assessing the assessments in front of them, says Parkes. "The main problem with economic impact is there isn't a single robust methodology for doing it," he says. "It's not like auditing a company where there are clear rules on what you can and can't do. One study on the Olympics will be different to another; one study on the Volvo Ocean Race will be different to another. We have tried to keep our methodology consistent across the events we have analysed so we can draw comparisons, but there are a range of different approaches."

The scope available for variation in everything from measurements to multipliers is what leaves impact assessments open to the charge that they are manipulated to suit their buyers' agenda. Economists' criticisms of economic impact evaluations centre on a wide range of potential flaws that either overstate benefits or understate the costs that can reduce overall positive effects. These range from the nature and scale of multipliers used to the inclusion of local spectators, the omission of opportunity costs and the overlooking of time-switched or displaced expenditure.

"If I was an academic I would probably have a question around overall impact and the impact of displacement, whether it is contributing in net terms to economic activity in the area," says Parkes. "I might also say a lot of studies focus on expenditure rather than the real impact on economic activity. What we try to do is follow that expenditure through an economic model and get to a gross value added figure which is more akin to GDP so you can relate to impacts in those terms."

#### 6.4.5 Where next for impact assessments?

The growing willingness of bidders and hosts to challenge impact assessments has been an important driver of change in methodologies and their transparency, the widening range of benefits cities seek from major event staging also require the evaluation process to expand into new areas that present a whole other set of challenges in measurement.

"Impact assessment has become more sophisticated and widened from a focus on following through econometric models of how an economy works to including social and environmental legacies," says Parkes, "and we are also looking in more detail at marketing exposure and how that can be measured. Those are harder and take a lot longer to assess because the event is either a catalyst or focal point for a whole range of activities aimed at changing people's behaviours over a longer period of time.

"For example, it's easier and more relevant to say the World Equestrian Games were held in Kentucky and this is what the event was worth to the local economy than to identify what difference it made to the horse industry in Kentucky or North America more widely. That sort of

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analysis is much more difficult because those impacts depend on what activation strategies are in place. If you do nothing, not a lot will change, but if you have a programme, say, to develop a particular sport in your city you might have to look two or three years down the line to find the impact on playing numbers. It's a lot more longitudinal, but that's not to say you can't do it."

Indeed, the widening scope of impact assessments is set to cement their position as a key element of the bidding and hosting process as rights holders have to work harder to attract the interest they want and cities need to look ever-more closely at events to be sure they will obtain the maximum value in the desired areas from their efforts to secure them. Parkes predicts: "Impact studies I think will become even more important from the host city perspective in terms of understanding the potential of an event, but also from the rights holder's perspective as a means of marketing their event. That is part of the trend towards events going out to tender rather than previously being awarded using standard agreements or something that could be done quite quickly. It's now a more in-depth process and economic impact is part of that."

# 6.5

## THE ROLE OF EVENT AGENCIES

**National, regional or city event agencies – organisations set up and funded primarily by government to coordinate and support campaigns for major sporting events – are an increasingly common feature of the bidding landscape.**

Many bidders continue successfully to manage their strategies from within a mayor's office or government department, but as bidding has become a more costly and complex process, specialist agencies operating at a regional or national level have been seen as a means both of coordinating the public and private effort required to succeed in winning major event hosting rights and of identifying and leveraging the widening range of economic and social impacts associated with these properties.

London, Melbourne, Auckland, Berlin, Scotland, Wales and Denmark are all successful bidders who work with their own dedicated agency on one level or another. This chapter assesses some of the commonalities of these organisations and the learning points on offer for other destinations considering a similar approach, focusing on the examples of EventScotland, the Victorian Major Events Company (VMEC) and Sport Event Denmark (SEDK).

### 6.5.1 Establishment

The primary motivation for setting up a central event agency is essentially (and obviously) the same for all destinations: to enhance their prospects of attracting major events. But as Angus Buchanan, Co-founder, The Sports Consultancy, observes, "the circumstances in which the decision is taken can vary significantly from case to case but the evolutionary nature of sports economy development means event agencies are often established as a response to failure or the recognition that the bidding structures that have developed on an ad hoc basis need to be better and more formally coordinated to achieve the results the city requires."

EventScotland and VMEC were both born out of the failure of major event bids, the former after Scotland failed to secure hosting rights to football's 2008 UEFA European Championships, the latter in the aftermath of Melbourne's defeat in the race to stage the 1996 Olympic Games. SEDK, by contrast, was jointly established by the Danish Government, National Olympic Committee and Sports Confederation of Denmark as a means of uniting and strengthening the individual efforts of each.

### 6.5.2 Agency structure

Government event agencies work in a variety of different ways, according to the scale of their bidding ambitions, available resources and the levels of expertise available within other stakeholder organisations.

**Figure 6.12: Event agency structures**

	<b>EventScotland</b>	<b>VMEC</b>	<b>SEDK</b>
Ownership	Joint venture between the Scottish Executive and VisitScotland	Not for profit company led by an honorary board with diverse industry expertise	Not for profit company under framework agreement with Danish Ministry of Cultural Affairs
Staffing	c25 staff across four departments: Commercial, Events, Events and Exhibitions (Promotional and Corporate), Growth Fund	12 full-time employees	5 personnel
External agency support	Yes - in relation to strategy, evaluation and bidding	Yes - in relation to strategy, evaluation and bidding (but has diminished as VMEC has internalised relevant experience)	Yes - in relation to strategy, evaluation and bidding.

Source: The Sports Consultancy

The experience of all three agencies underlines the point that such organisations can operate successfully as small-scale entities, but need to develop networks of private sector support they can tap into as necessary on a bid-by-bid basis.

### 6.5.3 Agency functions

The umbrella organisation nature of government event agencies means they typically hold responsibility for all bid strategy formulation and implementation, and coordinate the activities of stakeholders accordingly. Situations in which the agency acts as a service provider to other organisations who take the bidding decisions themselves are less common, however, as The Sports Consultancy’s Buchanan explains. “Being able to take a helicopter view of the whole picture of the city or nation’s sporting, economic and social ambitions is one of the key advantages of this type of structure,” he says.

“VMEC, SEDK and EventScotland all take the leadership role in sports strategy in their respective markets. VMEC is responsible for creating and implementing all aspects of Victoria’s sports strategy in the event sector, while SEDK is specifically defined as the catalyst for the bidding process, identifying events to be targeted, drawing up bidding and hosting strategies and implementing these in coordination with the relevant host cities and national governing bodies (NGB).”

Drilling down further into agency responsibilities, EventScotland’s detailed remit gives a clear picture of the extent to which organisations of this type must work across a wide range of policy areas. Event Scotland’s responsibilities include:

- Devising and implementing strategy
- Developing and sharing methodology for measurement
- Gathering and sharing best practice examples and information
- Assessing, evaluating and publicising the impact of events on other key policy areas
- Building its international reputation and expertise in relation to events
- Capitalising on the opportunities events, including the development of new and upgraded facilities
- Coordinating public sector support which is being invested to achieve differing outcomes
- Identifying legacy opportunities from events and taking action to ensure that resource commitment is made to planning and maximising these legacies
- Using staff expertise to assess which events will be supported and at what levels
- Monitoring and evaluating all events supported
- Working with partners and advising event organisers to ensure high quality delivery
- Bringing together all of the right partners for bidding and event delivery

Where agencies typically have to hand over responsibility is in actually making a bid for a major event, as these inevitably have to be made by the appropriate NGB to the international federation holding the rights. This is the point in the process at which the event agency takes on the support role to provide expertise the NGB may not have itself in everything from business case development to bid presentation, communications and lobbying techniques.

Buchanan says: "In some instances, the agency can be brought into the room to work alongside the NGB, partly as a means of bolstering the bid's case and partly as a means of demonstrating the professional support systems to which the bidder will have access should they be appointed host. One example of this is the role of EventScotland in Glasgow's successful bid to stage a round of the 2012-13 UCI Track Cycling World Cup; the agency worked with UK Sport and British Cycling on the offer they presented to the governing body but also presented Glasgow's credentials as a host city alongside them.

"In Australia, VMEC is more centrally involved again, being positioned as a 'one-stop shop for rights holders' to play a coordinating role between all interested parties in the event. Within the state government sector, wherever possible it is VMEC that delivers the event bid, Tourism Victoria focuses on the policy and marketing side of the project and the Sport and Recreation department handles the practicalities of contract management."

### 6.5.4 Key relationships

The Scottish Government lists 15 types of public bodies as authorities it wishes to see align their own policy with the hosting strategy of EventScotland, ranging from local councils to environmental and heritage organisations. The length of the list underlines the broad canvas across which event agencies work and the complexities of the relationships involved in successful bidding and hosting.

The Scottish list is only a starting point, as there are a range of private sector relationships that event agencies can also play a key role in managing, whether as sources of funding and bid support or as interested parties in the direction and outcomes of hosting strategy. As part of its bid strategy process for the 2014 Commonwealth Games, Glasgow's team identified the type of relationships needed to deliver on the key elements of successful event delivery and the extent to which this lay in the public or private sector domain.

**Figure 6.13: Required elements of successful major event delivery**

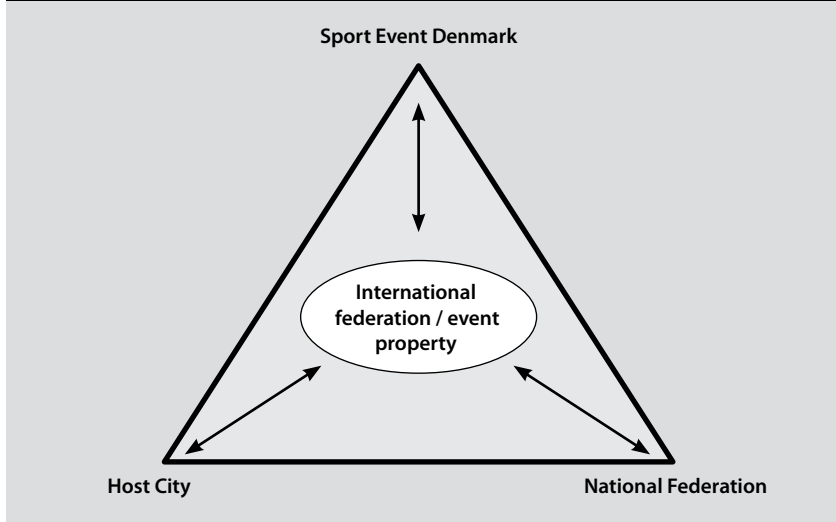
Required element	Public/private sector focus
Unambiguous political support	Public
Agreed financial support for capital and revenue costs	Public/private
Partnership agreements among the key political and sports organisations	Public
Investment from the commercial sector	Private
Comprehensive community support	Public
Clear, planned legacies	Public/private

Source: Glasgow 2014

SEDK, by contrast, defines its key relationships on a much smaller scale and as existing within a three-cornered model – a 'sports event triangle' built around SEDK, the host city and the national federation that will run the competition, all three of which are publicly-funded to a greater or lesser degree.



**Figure 6.14: The Danish sport event triangle**



Source: Sport Event Denmark

The international federation or property owner that distributes the event hosting rights sits in the middle of this ‘sport event triangle’ working with all three partners. The national federation enables the competition, the host city enables the physical staging of the event and Sport Event Denmark (SEDK) effectively ‘enables the enablers’ by coordinating their activities at a strategic level, particularly during the bidding phase.

**6.5.5 Funding**

Agency budgets vary significantly and will depend on the roles and responsibilities allocated to them. Conversely, the budget available can equally determine the objectives the agency is set.

**Figure 6.15: Event agency budgets**

	EventScotland	VMEC	SEDK
Funding	Core budget of £5 million a year (US\$7.9 million)	US\$70 million a year	DKK45 million a year (US\$8.2 million)

Source: The Sports Consultancy

Despite the variations in budgets between the three organisations, one commonality is that the financial resources and commitment of none of them extends to underwriting the cost of hosting events. Local authority or private sector funding is required here.

**6.5.6 Event targets**

One of the key advantages to aspiring host cities of having a dedicated event agency to work with is that it enjoys a full spectrum view of available opportunities and has the knowledge of both the rights holders and the prospective bidders’ ambitions to identify best fit. That knowledge also enables the agency to help create a portfolio of mutually-supporting events across all levels of property.

**Figure 6.16: Events hosted, by level**

	EventScotland	VMEC	SEDK
Mega	<ul style="list-style-type: none"> <li>● Commonwealth Games 2014</li> </ul>	<ul style="list-style-type: none"> <li>● Commonwealth Games 2006</li> </ul>	<ul style="list-style-type: none"> <li>● -</li> </ul>
Major	<ul style="list-style-type: none"> <li>● UCI Mountain Bike and Trials World Championships 2007</li> <li>● IAAF World Cross Country Championships 2008</li> <li>● Ryder Cup 2014</li> </ul>	<ul style="list-style-type: none"> <li>● UCI Track Cycling World Championships 2012</li> <li>● UCI Road World Championships 2010</li> <li>● Rugby League World Cup 2008</li> <li>● FINA World Swimming Championships 2007</li> <li>● Volvo Ocean Race 2005/06</li> </ul>	<ul style="list-style-type: none"> <li>● FILA World Wrestling Championships 2009</li> <li>● WTF World Taekwondo Championships 2009</li> <li>● UCI World Track Cycling Championships 2010</li> <li>● WCF World Curling Championships 2011</li> <li>● UCI World Road Cycling Championships 2011</li> <li>● BWF Badminton World Championships 2014</li> <li>● Wheelchair Rugby World Championships 2014</li> <li>● World Women's Handball Championships 2015</li> <li>● World Archery Championships 2015</li> </ul>
Minor	<ul style="list-style-type: none"> <li>● Mountain Bike World Cup 2010</li> <li>● Touch World Cup 2011</li> </ul>	<ul style="list-style-type: none"> <li>● FIH Champions Trophy 2012</li> <li>● FISA World Rowing Masters 2014</li> </ul>	<ul style="list-style-type: none"> <li>● Giro d'Italia 2012</li> <li>● European Table Tennis Championships Men's 2012</li> <li>● European Championship in Volleyball 2013 (co-host with Poland)</li> </ul>
Key future targets	<ul style="list-style-type: none"> <li>● Youth Olympic Games 2018 (Glasgow)</li> </ul>	<ul style="list-style-type: none"> <li>● Potential Olympic Games bid 2024 or 2028</li> </ul>	<ul style="list-style-type: none"> <li>● Men's Ice Hockey World Championships 2017</li> </ul>

Source: The Sports Consultancy

Both EventScotland and VMEC take the view that there is a place for events of all levels within their hosting strategies. SEDK, by contrast, focuses on properties just below the mega-event tier, having decided that Denmark is too small to stage an Olympic Games.

Beyond the narrower confines of scale, goal-setting varies on a country-by-country basis according to a range of local factors from policy objectives to available facilities etc.

**Figure 6.17: Basis of event strategy, by type of event**

	EventScotland	VMEC	SEDK
Targets	Fixed events which happen annually at the same location in perpetuity Recurring events which happen annually at the same location for a number of years One-off events which are usually bid for and brought in for a single staging.	A base of annual major events with one-off events filling gaps in the calendar Recognition of the value of creating new events Ensuring that the events match the culture of the city	Mostly traditional major sports events Sports popular in Denmark (especially cycling) Open to non-mainstream sports

Source: The Sports Consultancy

### 6.5.7 Bid strategies

Developing the more robust and sophisticated bidding strategies increasingly required by rights holders is put forward as another strong argument in favour of creating a central organisation that can study the sector on an up-close basis and import both experience and best practice into its own processes. VMEC Chief Executive Brendan McClements has likened his organisation's matching process as akin to that carried out by investment analysts in the financial markets, matching fact-based analysis with qualitative research to identify the events that best fit with government policy objectives.

The examples of VMEC and EventScotland offer an insight into the way strategy processes develop according to the governance structures and stakeholder relationships within which these types of organisation operate.

### 6.5.7.1 VMEC

The overall driver of Victoria’s major events strategy is calendar management to ensure its portfolio remains well balanced to deliver economic and social value to the state throughout the year, as well as to promote the region worldwide. That leads VMEC to seek a base layer of annual events such as Australian Open tennis and the Formula 1 Australian Grand Prix topped up with valuable one-off events that in the context of the wider calendar can deliver more benefit than they could in isolation.

<b>Consequently, the strategy process is a four-stage operation:</b>	
<b>1</b>	<ul style="list-style-type: none"> <li>● Budget, mandate and policies set up by Government authorities, including Tourism Victoria, to guide strategy and targeting.</li> </ul>
<b>2</b>	Feasibility studies of target events. Considerations include: <ul style="list-style-type: none"> <li>● Broadcast potential</li> <li>● Level of visitation from people outside Victoria</li> <li>● Branding opportunities</li> <li>● Use of infrastructure</li> <li>● Social-environmental measures</li> <li>● Strength of analysis with numbers, blended with some judgement</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>● Sign-off from Government for bid to go ahead</li> <li>● Calendar designed by VMEC and approved by Government with input from Ministry of Tourism and Major Events</li> <li>● Ministry for Sport Recreation and Youth Affairs</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>● Secured event delegated to event owners for delivery with the support of governmental institutions for legacy, infrastructure and branding the destination</li> </ul>

Source: The Sports Consultancy

### 6.5.7.2 EventScotland

EventScotland’s ‘Perfect Stage’ strategy is regularly reviewed with the input of both public and private stakeholders such as local authorities and chambers of commerce. Event impacts (short and long term) are then assessed in a variety of key areas:

- Tourism
- Business
- Image and identity as a nation
- Media and profile
- Participation and development
- Environment
- Social and cultural benefits

The organisation’s calendar approach is not dissimilar to that of VMEC, although EventScotland has clearly defined thresholds that an event must cross in financial terms to be considered as a target. These are:

- A return on investment through estimated economic impact of at least 8:1
- A media index, using its own assessment, of 8, 9 or 10:1 for events where media exposure is the main driver for investment
- A clearly demonstrated level of partner funding for events of at least 1:1





7



LEADING BID CITY PROFILES

# 7.1

## PARIS

### COUNTRY: FRANCE

Continent:	Europe
Local authority:	Departément de Paris
City population:	2.2 million
National population:	63.3 million
% of national population:	3.5%
Geographic area:	105 sq km
Time zone:	CET (UTC +1)
National GDP per capita:	US\$ 35,100
National tourism (overseas visitors):	81.4 million
TV households (national):	27.1 million
Internet users (national):	45.3 million

#### Major events:

● Archery World Cup Finals	2013
● World Championships in Athletics	2003
● Badminton World Championships	2010
● BMX World Championships	2005
● Fencing World Championship	2010
● European Tour golf	2003-12
● World Men's Handball Championship	2001 / 2017
● World Women's Handball Championship	2007
● Judo World Championships Kata	2011
● Judo World Championships Teams	2006 / 2011
● Rugby World Cup	2007
● IRB Sevens World Series	2004 / 2005
● World Table Tennis Championships	2003 / 2013
● Table Tennis Men's World Cup	2006 / 2011
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12

#### Key facilities:

● Stade de France	● Palais Omnisports Bercy
● Parc des Princes	● Stade Roland Garros
● Stade Charlety	● Stade Pierre de Coubertin

# 7.2 DOHA

## COUNTRY: QATAR

Continent:	Asia
Local authority:	Municipality of Doha
City population:	0.8 million
National population:	1.9 million
% of national population:	50%
Geographic area:	132 sq km
Time zone:	UTC +3
National GDP per capita:	US\$ 98,900
National tourism (overseas visitors):	2.5 million
TV households (national):	n/a
Internet users (national):	0.6 million

### Major events:

● World Short Course Swimming Championships	2014
● World Indoor Athletics Championships	2010
● Cycling Road World Championships	2016
● FIFA World Cup	2022
● European Tour golf	2003-12
● World Men's Handball Championship	2015
● Handball Super Globe	2002 /2010-12
● MotoGP	2004-12
● World Team Table Tennis Championships	2004
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12

### Key facilities:

● Hamad bin Khalifa Stadium	● Khalifa International Tennis and Squash Complex
● Thani bin Jassim Stadium	● Qatar Sports Club Stadium
● Jassim Bin Hamad Stadium	● ASPIRE Academy (multi-purpose)
● Ahmed bin Ali Stadium	● Losail International Circuit (motorsport)
● Grand Hamad Stadium	● The Wall Stadium (under construction)
● Hamad Aquatic Centre	● Paralympic Stadium (under construction)
● Khalifa International Stadium	

# 7.3

## LONDON

### COUNTRY: UNITED KINGDOM

Continent:	Europe
Local authority:	Greater London Authority
City population:	8.3 million
National population:	62.4 million
% of national population:	13.3%
Geographic area:	1,580 sq km
Time zone:	GMT (UTC)
National GDP per capita:	US\$ 36,500
National tourism (overseas visitors):	29.3 million
TV households (national):	25.4 million
Internet users (national):	51.4 million

#### Major events:

● Diving World Cup	2012
● World Championships in Athletics	2017
● Badminton World Championships	2011
● Canoe Slalom World Championships	2015
● World Artistic Gymnastics Championships	2009
● World Modern Pentathlon Championships	2009
● IRB Sevens World Series	2003-12
● World Figure Skating Championships	2013
● World Synchronized Skating Championships	2007
● ATP World Tour tennis	2003-12
● ATP World Tour Finals 2009-12	
● WTA Tour tennis	2003-12
● World Triathlon Series Grand Final	2013
● Olympic Games	2012

#### Key facilities:

● Olympic Stadium	● Twickenham Stadium	● Emirates Stadium
● London Velodrome	● The O2	● White Hart Lane
● Copper Box	● Excel Arena	● Stamford Bridge
● London Aquatics Centre	● Wembley Arena	● Lord's Cricket Ground
● Wembley Stadium	● All England Lawn Tennis Club	● Kia Oval
		● Crystal Palace Stadium



# 7.4 MOSCOW

## COUNTRY: RUSSIAN FEDERATION

Continent:	Europe
Local authority:	Moscow City Government
City population:	11.5 million
National population:	143 million
% of national population:	8%
Geographic area:	2,510 sq km
Time zone:	UTC +4
National GDP per capita:	US\$ 16,700
National tourism (overseas visitors):	22.3 million
TV households (national):	51.7 million
Internet users (national):	40.9 million

### Major events:

● World Championships in Athletics	2013
● World Indoor Athletics Championships	2006
● Canoe Sprint World Championships	2014
● FIFA World Cup	2018
● European Tour golf	2003-07
● World Rhythmic Gymnastics Championships	2010
● Ice Hockey World Championship	2007
● Judo World Championships Kata	2014
● World Modern Pentathlon Championships	2004 / 2011
● World Figure Skating Championships	2005 / 2011
● World Allround Speed Skating Championships	2005 / 2012
● World Sprint Speed Skating Championships	2009
● World Team Table Tennis Championships	2010
● Table tennis Men's World Cup	2009
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12
● Wrestling World Championships - Combined	2010
● Wrestling World Championships - Men's Freestyle	2010

### Key facilities:

● Luzhniki Stadium	● Lokomotiv Stadium	● Megasport Arena
● Dinamo Stadium	● Olympic Stadium	● Luzhniki Sports Hall

# 7.5 TOKYO

## COUNTRY: JAPAN

Continent:	Asia
Local authority:	Tokyo Prefecture
City population:	9 million
National population:	127.8 million
% of national population:	7%
Geographic area:	622 sq km
Time zone:	UTC +9
National GDP per capita:	US\$ 34,700
National tourism (overseas visitors):	6.2 million
TV households (national):	51.6 million
Internet users (national):	99.2 million

### Major events:

● Archery World Cup Finals	2012
● Badminton Thomas and Uber Cup Finals	2006
● World Artistic Gymnastics Championships	2011
● Judo World Championships Kata	2010
● Judo World Championships Teams	2008
● Rugby World Cup	2019
● IRB Sevens World Series	2011-12
● World Figure Skating Championships	2007 / 2014
● World Team Table Tennis Championships	2014
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12
● Men's Volleyball World Championship	1998 / 2006
● Women's Volleyball World Championship	1998 / 2006 / 2010
● Wrestling World Championships - Combined	2008
● Wrestling World Championships - Women's Freestyle	2003 / 2004 / 2012

### Key facilities:

- Olympic Stadium
- Ajinomoto Stadium
- Tokyo Dome
- Jingu Stadium
- Chichibunomiya Stadium
- Yoyogi National Gymnasium
- Metropolitan Gymnasium

# 7.6 BUDAPEST

## COUNTRY: HUNGARY

Continent:	Europe
Local authority:	Municipality of Budapest
City population:	1.7 million
National population:	10 million
% of national population:	17%
Geographic area:	525 sq km
Time zone:	CET (UTC +1)
National GDP per capita:	US\$ 19,600
National tourism (overseas visitors):	10.3 million
TV households (national):	4 million
Internet users (national):	6.2 million

### Major events:

● Water Polo World Cup - Men	2006
● World Indoor Athletics Championships	2004
● Fencing World Championship	2013
● World Rhythmic Gymnastics Championships	2003
● Ice Hockey World Championship - Div 1 Gp A	2011 / 2013
● World Modern Pentathlon Championships	2008
● Formula 1	2003-12
● World Synchronized Skating Championships	2008
● World Short Track Speed Skating Championships	2013
● World Short Track Speed Skating Team Championships	2007
● WTA Tour tennis	2003-12
● World Triathlon Series Grand Final	2010
● Aquathlon World Championships	2010
● Wrestling World Championships - Combined	2005 / 2013
● Wrestling World Championships - Men's Greco-Roman	2006

### Key facilities:

● Ferenc Puskas Stadium	● Kisstadion
● Albert Stadium	● Papp Laszlo Sportarena
● Rudolf Illvoszky Stadium	● Millenaris Stadium

# 7.7

## MADRID

### COUNTRY: SPAIN

Continent:	Europe
Local authority:	Madrid City Council
City population:	3.3 million
National population:	46.1 million
% of national population:	7.2%
Geographic area:	606 sq km
Time zone:	CET (UTC +1)
National GDP per capita:	US\$ 30,500
National tourism (overseas visitors):	56.7 million
TV households (national):	16.3 million
Internet users (national):	28.2 million

#### Major events:

● World Archery Championships	2005
● World Archery University Championships	2004
● Athletics World Cup	2002
● Badminton World Championships	2006
● Basketball World Cup	2014
● Cycling Road World Championships	2005
● European Tour golf	2003-11
● World Men's Handball Championship	2013
● Women's Hockey World Cup	2006
● World Taekwondo Championships	2005
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003 / 2006-07 / 2009-12

#### Key facilities:

- Santiago Bernabeu
- Vicente Calderon
- Estadio de la Comunidad
- Palacio de los Deportes
- Palacio de Vistalegre
- Magic Box
- Telefonica Arena



# 7.8 MELBOURNE

## COUNTRY: AUSTRALIA

Continent:	Oceania
Local authority:	City of Melbourne
City population:	4.1 million
National population:	22.6 million
% of national population:	18.1%
Geographic area:	7,693 sq km
Time zone:	AEST (UTC +10)
National GDP per capita:	US\$ 40,800
National tourism (overseas visitors):	5.9 million
TV households (national):	8.2 million
Internet users (national):	15.8 million

### Major events:

● Commonwealth Games	2006
● World Swimming Championships	2007
● Cycling Road World Championships	2010
● Cycling Track World Championships	2004 / 2012
● World Artistic Gymnastics Championships	2005
● Hockey Champions Trophy - Men	2009 / 2012
● Formula 1	2003-12
● Rugby World Cup	2003
● Volvo Ocean Race	2005
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12

### Key facilities:

● Melbourne Cricket Ground	● Whitten Oval
● Etihad Stadium	● Olympic Park Stadium
● Princes Park	● Melbourne Park
● AAMI Park	● DISC Velodrome
● Victoria Park	● Hisense Arena
● Moorabbin Oval	● Albert Park
● Skilled Stadium	

# 7.9

## DUBAI

### COUNTRY: UNITED ARAB EMIRATES

Continent:	Asia
Local authority:	Emirate of Dubai
City population:	1.1 million
National population:	8.3 million
% of national population:	13.3%
Geographic area:	3,900 sq km
Time zone:	UTC +4
National GDP per capita:	US\$ 47,700
National tourism (overseas visitors):	7.1 million
TV households (national):	0.7 million
Internet users (national):	3.5 million

#### Major events:

● World Short Course Swimming Championships	2010
● Swimming Open Water World Championships	2004
● Archery World Cup Finals	2007
● European Tour golf	2003-12
● Biathle World Championships	2010 / 2012
● IRB Sevens World Series	2003-12
● Table tennis World Team Cup	2010
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12

#### Key facilities:

- The Sevens
- Al-Rashid Stadium
- Emirates Golf Club
- Maktoum Bin Rashid Stadium
- Zabeel Stadium
- Al Maktoum Stadium
- DSC Cricket Stadium
- DSC Indoor Arena
- Dubai Tennis Stadium
- Dubai Autodrome

# 7.10 BEIJING

## COUNTRY: CHINA

Continent:	Asia
Local authority:	Municipality of Beijing
City population:	19.6 million
National population:	1,344 million
% of national population:	1.5%
Geographic area:	16,410 sq km
Time zone:	UTC +8
National GDP per capita:	US\$ 8,400
National tourism (overseas visitors):	27.1 million
TV households (national):	377 million
Internet users (national):	389 million

### Major events:

● Diving World Cup	2008
● World Championships in Athletics	2015
● Badminton Sudirman Cup	2005
● Fencing World Championship	2008
● Judo World Championships Teams	2007
● World Short Track Speed Skating Championships	2005
● World Taekwondo Championships	2007
● ATP World Tour tennis	2004-12
● WTA Tour tennis	2004-06 / 2008-12
● World Triathlon Series Grand Final	2011
● Aquathlon World Championships	2011
● Olympic Games	2008

### Key facilities:

● National Stadium	● Olympic Sports Centre
● MasterCard Centre	● National Indoor Stadium
● National Aquatics Centre	● Workers Indoor Arena
● Olympic Green Tennis Centre	● Capital Indoor Stadium
● Laoshan Velodrome	● Xiannongtan Stadium
● Shooting Range Hall	● Chaoyang Sport Centre
● Workers Stadium	● Shunyi Olympic Park

# 7.11

## SHANGHAI

### COUNTRY: CHINA

Continent:	Asia
Local authority:	Municipality of Shanghai
City population:	23.5 million
National population:	1,344 million
% of national population:	1.8%
Geographic area:	6,340 sq km
Time zone:	UTC +8
National GDP per capita:	US\$ 8,400
National tourism (overseas visitors):	27.1 million
TV households (national):	377 million
Internet users (national):	389 million

#### Major events:

● X Games Asia	2007-12
● World Swimming Championships	2011
● World Short Course Swimming Championships	2006
● European Tour golf	2012
● Formula 1	2004-12
● MotoGP	2005-08
● World Figure Skating Championships	2015
● World Short Track Speed Skating Championships	2012
● World Table Tennis Championships	2005
● ATP World Tour tennis	2003-12
● WTA Tour	2003

#### Key facilities:

● Shanghai International Circuit	● Jianqwan Sports Centre
● Qi Zhong Stadium	● Hongkou Stadium
● Shanghai Stadium	● Jinshan Sports Centre
● Mercedes Benz Arena	● Shanghai Indoor Stadium
● Sheshan Golf Club	



# 7.12 BARCELONA

## COUNTRY: SPAIN

Continent:	Europe
Local authority:	Barcelona City Council
City population:	1.6 million
National population:	46.1 million
% of national population:	3.5%
Geographic area:	98 sq km
Time zone:	CET (UTC +1)
National GDP per capita:	US\$ 30,500
National tourism (overseas visitors):	56.7 million
TV households (national):	16.3 million
Internet users (national):	28.2 million

### Major events:

● World Swimming Championships	2003 / 2013
● World Men's Handball Championship	2013
● Formula 1	2003-12
● MotoGP	2003-12
● Table tennis Men's World Cup	2007
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2007-12
● X Games Europe	2013-15

### Key facilities:

- Camp Nou
- Lluís Companys Olympic Stadium
- Circuit de Catalunya
- Palau Sant Jordi
- Palau Blaugrana

# 7.13

## KUALA LUMPUR

### COUNTRY: MALAYSIA

Continent:	Asia
Local authority:	Federal Territory of Kuala Lumpur
City population:	1.6 million
National population:	28.6 million
% of national population:	5.6%
Geographic area:	243 sq km
Time zone:	UTC +8
National GDP per capita:	US\$ 16,200
National tourism (overseas visitors):	24.7 million
TV households (national):	n/a
Internet users (national):	15.4 million

#### Major events:

● Badminton World Championships	2007
● Badminton Thomas and Uber Cup Finals	2010
● Badminton Sudirman Cup	2013
● Equestrian World Cup Finals	2006
● Hockey World Cup	2002
● Hockey Champions Trophy - Men	2007
● Formula 1	2003-12
● Table tennis Women's World Cup	2008 / 2010
● ATP World Tour tennis	2009-12
● WTA Tour tennis	2010-12
● X Games Asia	2003 / 2004 / 2006

#### Key facilities:

- Bukit Jalal Stadium
- Sepang Circuit
- Merdeka Stadium
- Putra Indoor Stadium
- Stadium Badminton
- National Hockey Stadium
- Stadium Negara

# 7.14 AUCKLAND

## COUNTRY: NEW ZEALAND

Continent:	Oceania
Local authority:	Auckland Council
City population:	1.5 million
National population:	4.4 million
% of national population:	34.1%
Geographic area:	5,945 sq km
Time zone:	UTC +12
National GDP per capita:	US\$ 28,000
National tourism (overseas visitors):	2.6 million
TV households (national):	1.6 million
Internet users (national):	3.4 million

### Major events:

● BMX World Championships	2013
● Hockey Champions Trophy - Men	2011
● Rugby World Cup	2011
● Sailing Team Racing World Championship	2003
● Sailing Women's Match World Championship	2008
● Volvo Ocean Race	1997 / 2001 / 2011
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12
● World Triathlon Series Grand Final	2012
● Aquathlon World Championships	2012

### Key facilities:

- Eden Park
- Mount Smart Stadium
- Vector Arena
- North Shore Centre

# 7.15

## ISTANBUL

### COUNTRY: TURKEY

Continent:	Europe / Asia
Local authority:	Istanbul Metropolitan Municipality
City population:	10.8 million
National population:	74.2 million
% of national population:	14.6%
Geographic area:	5,343 sq km
Time zone:	EET (UTC +2)
National GDP per capita:	US\$ 7,800
National tourism (overseas visitors):	34 million
TV households (national):	15.7 million
Internet users (national):	27.2 million

#### Major events:

● World Short Course Swimming Championships	2012
● Archery World Cup Finals	2011
● World Indoor Athletics Championships	2012
● Basketball World Championship	2010
● Basketball World Championship for Women	2014
● Formula 1	2005-11
● MotoGP	2005-07
● WTA Tour tennis	2005-12
● Wrestling World Championships - Combined	2011

#### Key facilities:

● Istanbul Park	● Ulker Sports Arena
● Ataturk Olympic Stadium	● Abdi Ipeki Spor Salonu
● Turk Telecom Arena	● Bagcilar Badminton
● Sukru Saracoqlu Stadium	● Burhan Felek Atletizm
● Besiktas Stadium	● BJK Akatlar Spor Kompleksi
● Sinan Erdem Spor Salonu	

# 7.16 SYDNEY

## COUNTRY: AUSTRALIA

Continent:	Oceania
Local authority:	Metropolitan Region of Sydney
City population:	4.6 million
National population:	22.6 million
% of national population:	20.4%
Geographic area:	12,138 sq km
Time zone:	AEST (UTC +10)
National GDP per capita:	US\$ 40,800
National tourism (overseas visitors):	5.9 million
TV households (national):	8.2 million
Internet users (national):	15.8 million

### Major events:

● Olympic Games	2000
● Water Polo World Cup - Men	1999
● Hockey Champions Trophy - Women	2003
● Hockey Champions Trophy - Women	2009
● Rugby World Cup	2003
● Volvo Ocean Race	1997 / 2001
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12

### Key facilities:

● ANZ Stadium	● Parramatta Stadium
● Sydney Cricket Ground	● Acer Arena
● Sydney Football Stadium	● Sydney Entertainment Centre
● Skoda Stadium	● Sydney Aquatic Centre
● Centrebet Stadium	● International Tennis Centre
● WIN Jubilee Stadium	● The Dome
● Toyota Park	● Olympic park Hockey Centre
● North Sydney Oval	● Wentworth Park

# 7.17

## STUTT GART

### COUNTRY: GERMANY

Continent:	Europe
Local authority:	City of Stuttgart
City population:	0.6 million
National population:	81.8 million
% of national population:	0.7%
Geographic area:	207 sq km
Time zone:	CET (UTC +1)
National GDP per capita:	US\$ 38,100
National tourism (overseas visitors):	28.4 million
TV households (national):	39.1 million
Internet users (national):	65.1 million

#### Major events:

● Cycling Road World Championships	2007
● Cycling Track World Championships	2003
● Indoor Cycling World Championships	2010
● FIFA World Cup	2006
● World Artistic Gymnastics Championships	2007
● World Rhythmic Gymnastics Championships	2015
● World Men's Handball Championship	2007
● World Women's Handball Championship	2017
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2006-12
● Women's Volleyball World Championship	2002

#### Key facilities:

- Mercedes-Benz Arena (football)
- Hans-Martin-Schleyer-Halle (multi-purpose)
- Porsche Arena (multi-purpose)
- Tennis Club Weissenhof (tennis)

# 7.18 MUNICH

## COUNTRY: GERMANY

Continent:	Europe
Local authority:	City of Munich
City population:	1.4 million
National population:	81.8 million
% of national population:	1.7%
Geographic area:	207 sq km
Time zone:	CET (UTC +1)
National GDP per capita:	US\$ 38,100
National tourism (overseas visitors):	28.4 million
TV households (national):	39.1 million
Internet users (national):	65.1 million

### Major events:

● X Games Europe	2013-15
● FIFA World Cup	2006
● European Tour golf	2003-11
● World Rowing Championships	2007
● World Shooting Championships	2010
● ATP World Tour tennis	2003-12

### Key facilities:

- Olympiastadion (football, athletics)
- Allianz Arena (football)
- Olympiahalle (multi-purpose)
- Regattaanlage (rowing)
- MTTC Iphitos (tennis)

# 7.19

## BERLIN

### COUNTRY: GERMANY

Continent:	Europe
Local authority:	State of Berlin
City population:	3.5 million
National population:	81.8 million
% of national population:	4.3%

Geographic area:	207 sq km
Time zone:	CET (UTC +1)
National GDP per capita:	US\$ 38,100
National tourism (overseas visitors):	28.4 million

TV households (national):	39.1 million
Internet users (national):	65.1 million

#### Major events:

● World Championships in Athletics	2009
● Basketball World Championship for Women	1998
● FIFA World Cup	2006
● World Men's Handball Championship	2007
● World Women's Handball Championship	2017
● World Modern Pentathlon Championships	2007
● World Allround Speed Skating Championships	2008
● World Single Distance Speed Skating Championships	2003
● WTA Tour tennis	2003-08
● Women's Volleyball World Championship	2002
● Beach Volleyball World Championship	2005

#### Key facilities:

- Olympiastadion (football, athletics)
- O2 World Arena (multi-purpose)
- Berlin Velodrome (cycling)
- Max-Schmeling-Halle (multi-purpose)
- Rot-Weiss Tennis Club (tennis)
- Sportforum Hohenschönhausen (multi-purpose)



# 7.20

## ROME

### COUNTRY: ITALY

Continent:	Europe
Local authority:	Capital of Rome
City population:	2.8 million
National population:	60.7 million
% of national population:	4.6%
Geographic area:	1,308 sq km
Time zone:	CET (UTC +1)
National GDP per capita:	US\$ 30,500
National tourism (overseas visitors):	46.1 million
TV households (national):	24.6 million
Internet users (national):	29.2 million

#### Major events:

● World Swimming Championships	2009
● Canoe Marathon World Championships	2012
● World Modern Pentathlon Championships	2012
● ATP World Tour tennis	2003-12
● WTA Tour tennis	2003-12
● Men's Volleyball World Championship	2010
● Beach Volleyball World Championship	2011

#### Key facilities:

- Stadio Olimpico (football, athletics)
- Stadio Flaminio (rugby union)
- PalaLottomatica (multi-purpose)
- Foro Italico (tennis, aquatics)
- Tor di Quinto Military Hippodrome (equestrian)

