

A critical review of base camp city stakeholder management during a mega-sport event.

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DEDICATION

This work is dedicated to my family,
my wife Elvira,
my children, Henrey, Leandri and Jacques.

A special dedication to my sister, Sonja Fourie, and
brother-in-law, Kobus Fourie.

Above all, it is dedicated to my late brother,
Werner Faul,
who shared my love for sport.

Werner Faul
1970 – 2013
R.I.P.

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ABSTRACT

The aim of this study was to conduct a critical review of base camp city stakeholder management during a mega-sport event. The development of events as economic and social development strategy for countries and cities necessitate research in this regard. More so the in-depth analysis of base camp cities as part of these events is under-research with much potential. A mixed methodology was therefore adopted to identify and analyse the views of base camp city stakeholders that participated in the Soccer World Cup in 2010 regarding their levels of influence, levels of involvement and expectations.

The literature review indicates that event studies are a relatively new field of study. No or little literature are available on base camps during mega events. Literature focus on mega events and not base camps. Events have developed into an industry that could potentially benefit communities and other stakeholders. Academic writers have developed a system to categorise events, and EMBOK (the Event Management Book of Knowledge) lists different domains of relevant knowledge, namely administration design, marketing, operations and risk to optimise the management of events.

The literature review indicates the scale and magnitude of mega sporting events. It introduced the ongoing debate on the real value and cost of such events. It comments on the legacies of such events and who the real beneficiaries and potential losers are. There is a clear indication that not all agree on the value of hosting a mega event. Events can have a negative or a positive impact, which includes economic, socio-cultural, political and environmental effects. There is some disagreement on the value of the Soccer World Cup 2010 to South Africa, the host country. It would be difficult to argue that it had no value at all, but the literature review highlighted the complexity of deciding which stakeholders benefitted from this mega-sport event.

Stakeholder management is seen as a science, which include various approaches and theories, notably three stakeholder interaction perspectives: positive perspectives, positive normative perspectives, and normative perspectives. The review unpacked various theories in terms of the three perspectives. This provides a context in which to consider the roles of various stakeholder concepts and how these evolved, as well as how these concepts are applied as a management tool. The mapping of stakeholders is important to this study because it relates to the power, interest and predictability of stakeholders. This was a core and important discussion relating to Mendelow's mapping methodology.

The empirical study employed both quantitative and qualitative research methods as part of the data collection process to reflect the stakeholder groups. This made it possible to identify stakeholders, and to map them in terms of power, interest and predictability. The qualitative part formed the core of the study and focused on 45 in-depth interviews with key stakeholders that formed part of the Soccer World Cup 2010. These interviewees played key roles in this event as well as previous mega-events held in South Africa. Their questions focused on aspects important to the various stakeholder groups. It includes topics such as media reporting, base camp selection criteria, financial and future gain. The quantitative part of the study focused on similar topics but allow only for a quantitative respond. Quantitative research allowed for the ranking of important base camp considerations of stakeholders as well as the ability to scientifically research questionnaires to identify trends and compare the data of the two base camp cities and the various stakeholders.

The key findings of this study from the qualitative and quantitative analyses provide sufficient information on the important stakeholders and allowed for mapping to facilitate categorisation according to their level of power and interest. The study provided a framework to identify stakeholders and further to develop a power interest grid as well as templates to indicate the timing of engaging with stakeholders and a checklist per stakeholder group. This is the first time this was done in this field of research. The key findings included that stakeholders for base camp cities are similar to that of a mega and major event but their power and interest levels vary significantly from the event stakeholders and the base camp stakeholders. The study further identifies issues specifically related to base camp such as the economic value for a base camp due to hosting a base camp team. Team management, official hospitality providers, the media, safety and security, and the International Federation, Local Organising Committee Events and Local Organising Committee Cities, were identified as key stakeholders. Issues per stakeholder group were identified and form the foundation for the development of strategies. It was possible to identify 18 Base Camp city stakeholders. The analysis comparing the various groups indicated that the general public was more positive about mega events than the business community – in this study, interviewees in Potchefstroom were less positive than those in Centurion (one reason was probably that they were more isolated from the hosting centres and tourism attractions). The influence of positive reporting could have influenced the opinion of the public, who argued that even they did not benefit from the mega event. The criteria that were considered to be important in selecting a Base Camp were training facilities and accommodation.

This study contributed firstly to the body of knowledge by identifying the 17 key stakeholders for base camp cities in developing countries. Added to this the power and interest of each group was analysed which is valuable information in the education of future event managers. Secondly, the stakeholders were mapped according to Mendelow's Power and Interest grid and categorised into four sub-groups. This mapping includes categorisation of key stakeholders and other stakeholder groups, according to their level of power and interests within four quadrants: key players who need stakeholder participation, stakeholders who need to be engaged and satisfied, stakeholders who need to be informed and stakeholders who require minimal effort. In practise event managers can utilise this grid in the planning of stakeholder management for base camps by allocating the correct energy, time and effort per group, to manage the stakeholders better. Key stakeholders require more attention than stakeholders who need only monitoring. Thirdly, this study reviewed literature on mega and major events together with literature relating to stakeholder management applied to the unique case of base camp cities. This is of extreme value for cities who plan to serve as base camp cities during mega-events. No guidelines exist as to how different stakeholders should interact, who is responsible for what or even who the different stakeholders are. This study contributed to establishing this information. The framework and guidelines are of significant importance in future events as well as future research.

Keywords:

Mega events; sport tourism; stakeholder management; host city; non-host city; base camps and FIFA world cup.

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LIST OF ACRONYMS AND ABBREVIATIONS

ANOVA - Algorithm and Analysis of Variance
APEX - The Accepted Practices Exchange
DBSA - Development Bank of South Africa
CBA - Cost Benefit Analysis
CEO - Chief Executive Officer
CSA - Cricket South Africa
CWC – Cricket World Cup
EMBOK - Events Management Body of Knowledge
FIFA - International Federation of Association Football
ICC - International Cricket Council
IEMS - Integrated Element Management System
IOC – International Olympic Committee
IRB -International Rugby Board
HPC - High Performance Centre
LOC – Local organizing committee
NWU - North-West University
NZTRI - New Zealand Tourism Research Institute
PMBOK - Project management book of knowledge
ROI - Return on investment
RWC – Rugby World Cup
SWC – Soccer World Cup
SAFA-South African Football Association
StatsSA- Statistics South Africa
UP – University of Pretoria

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CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT



1.1 INTRODUCTION

Getz (2010:01) describes events as temporary occurrences which can be unplanned or planned. These events are fixed in length, and, for planned events, this duration is usually publicised. People therefore know and expect that events end at a certain time, which adds to the appeal of hosting these events. One cannot experience the same event twice, since each one has a unique ambience created by the combination of its setting, length, management (for example, its programme, staffing and design), and type of attendees. This principle applies to all events.

Events have become more part of our culture than ever before. Increases in free time and higher levels of discretionary spending have led to a proliferation of most events, entertainment, and celebrations. Governments are now supporting and endorsing events as part of their strategic plans for economic progress, nationalism, and destination marketing. Businesses and organisations embrace events as main elements in their marketing strategies and image advancement. The eagerness of communities and individuals for their own interests and passions has led to the development of a variety of events on almost every subject and theme imaginable. Events are visible in newspapers and on television, occupying much leisure time while also enriching the lives of participants (Bowdin, Allen, O' Toole, Harris & McDonnell, 2011:3).

Events can be categorised in many ways, such as their size, form and content. In terms of size, a distinction is made between local events, major events, hallmark events, and mega events. The latter is so large that they affect whole economies and is visible in the global media, for example, the Olympic Games and FIFA World Cup (Bowdin *et al.*, 2011:3). Hall (1997:5) defines mega events as events which are “specifically targeted at the international tourism market and may be suitably described as “mega” by their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on the economic and social fabric of the host community”. Roche (2000:1) offers a similar definition by stating that mega events are best understood as “large-scale events (including cultural, commercial and sporting events), which have a dramatic character, mass popular appeal, and international significance”. The defining elements of these sports events as being “mega” are that they are “discontinuous” (Roberts, 2004:108), out of the ordinary, international, and simply large in composition, thus involving various stakeholders.

These “mega” elements possess the ability to convey promotional messages to billions of people via television and other medium and have attracted an increasingly large international audience and composition. The 2004 Athens Olympic Games, for example, potentially reached 3.9 billion people with 35 000 hours dedicated to its media coverage – an increase of 27% over the Summer Olympics held in Sydney in 2000 (Robertson, 2006:1).

These events benefit their host governments and sports organisations, as well as the participants such as coaches, players and officials, while bringing entertainment and enjoyment to the spectators. It is thus clear that the successful hosting of events requires that various stakeholders are involved in organising and hosting these types of events. It is important to examine what each of these stakeholders expects to gain from the event and how the forces acting on them are likely to affect their responses to the event. Bowdin *et al.* (2008:229) state that events are required to address a number of points on the agenda. The success of an event is judged by its success in balancing the competing needs, expectations and interests of a diverse range of stakeholders.

In the case of sport tourism, mega events such as the FIFA World Cup, selected cities are identified as host cities, which become actively involved in the planning and execution of the mega event strategy. Stakeholder management in these cases is carefully planned and strategies are developed to involve all the relevant stakeholders to ensure the optimisation of benefits. These cities also receive various marketing and promotion benefits in their capacity as a host-city. In the case of Base Camp cities (where a sport team is hosted), the same benefit expectations are created in the planning of these events. However, these benefits are seldom realised, thus leaving the Base Camp city with very few benefits for being part of the mega event. It is thus necessary to review the roles and responsibilities of the stakeholders involved in the Base Camp cities and to develop a stakeholder framework to balance the power and interests as well as the expectations of the various stakeholders.

The chapter will a background to the study, problem statement and aim and objectives. The research methodology is mentioned. This chapter will further discuss the significance of mega sporting events, the FIFA World Cup and stakeholder management. The chapter ends with definitions and concepts.

1.2 BACKGROUND TO THE STUDY

The following discussion furnishes the background to this study.

1.2.1 The significance of mega sport events and tourism

Kruger & Heath (2013:572) state that mega-events have become sought-after opportunities for destination managers, especially considering the increased drawing power of the destination resulting from the event exposure. Sporting mega-events appear to be significant because of their political and economic importance. Ntloko and Swart (2008:79) note that, globally, events have been recognised as an important part of sport tourism that attract people from diverse places (Getz, 1997; Gammon & Robinson, 2003; Penot, 2003; Sofield, 2003; Zauhar, 2004), and playing an increasingly important role in tourism development and marketing strategies (Tassiopoulos, 2011). Redmond (quoted by Gibson, 1998:155) suggests that there is “a symbiotic relationship” between sport and tourism. Tourism is directly or indirectly a component of most of the world’s industries, including sport, sporting goods, promotions, infra- and supra-structure development, and equipment.

Saayman (2004:09) argues that the sport industry has gained momentum only over the last approximately forty years. South Africa has been a global player in sport as well as tourism only since 1994. South Africa’s sport tourism campaign was started in 1997 and numerous writers (Swart, 1998; Burnett & Uys, 2000; Turco, Swart, Bob & Moodley, 2003; Saayman, 2004; Swart & Jurd, 2012) have contributed to the progress and understanding of sport tourism and its requirements in South Africa. Sport tourism events refer to “those sport activities that attract tourists of which a large percentage are spectators... [and they] have the potential to attract non-residents, media, technical personnel, athletes, coaches and other sporting officials” (Kurtzman & Zauhar, 1998:44), with the primary purpose for travel being participating in or viewing sport (Turco *et al.*, 2003) and in many cases, the mega events. Sport tourism and sport tourism events are thus seen as a growing niche market, indicating the contribution of South Africa’s sport tourism to the economy of the country to be approximately 4% (Ritchie, 2005). South African Tourism (SAT, 2006) estimates the contribution of tourism in the country to the Gross National Product (direct and indirect) to be R122,49 bn. Hosting of major international events such as the 2010 FIFA Soccer World Cup (SWC) contributes to this growth.

Olshoorn and Gibson (cited in Saayman, 2004:7) note that tourism and sport have joined forces to build an international competitive sports tourism industry worldwide. It is an industry that works with communities and sport governing bodies to strategically pursue sports events to be hosted in these communities, thus generating a substantial economic income, media exposure, and

impact on the quality of life (Olshoorn, 1998). Sports tourism focuses not only on international events, but also on local, regional, and national events.

Saayman (2004:08) adds that sport has become a social phenomenon of great complexity. It has considerable implications for the success of both the domestic and international tourism industry. With the dawn of democracy in 1994, South Africa was reinstated as a member of all international sporting federations. It resulted in South Africa's being able to host world sporting events such as the Rugby World Cup 1995 (RWC 1995), Cricket World Cup 2003 (CWC 2003), and Soccer World Cup 2010 (SWC 2010). Sport represents a highly organised social structure that may be divided into the spectators, the officials, the athletes (competitors), the sponsors, and many more (Kurtzman & Zauhar, 1998). In South Africa, the importance of sport tourism and the effects suddenly became a reality. Kruger (2011:21) states that events (including mega-events) contribute to destination competitiveness. Events such as mega events complement the strategies of national tourism officers by increasing the profile, image, and number of visitors to a destination.

Such events affect, and in turn, are affected by many factors within the destination. They hold a range of possible benefits for the destination with the economic and social impact being the most prominent and most widely researched (Chalip, 2006:112; Steyn, 2007:10; Wood, 2005:38). The impact also extends to include cultural, physical, technical, and psychological impacts (Ritchie, 2000; Wood, 2005:38), all of which do not necessarily culminate in positive long-term benefits for the host destination (Preuss, 2006:210).

Tourists, be they domestic or international, are motivated to visit these sports events and attractions, and to satisfy their various desires, needs, and interests. They are also motivated to visit these destinations because of certain factors such as planning, organisation, and uniqueness of a well-constructed facility or site (Kurtzman, 1998:3). This highlights the importance of effective stakeholder management in delivering these expectations.

1.2.2 FIFA World Cup 2010 and Base Camp cities

Mega sporting events create huge public interest and are reported to a world audience. South Africa's hosting of the 2010 FIFA World Cup was no exception. The FIFA World Cup, per viewership, is regarded as the largest sporting event in the world. The announcement that South Africa had won the bid to host the event in 2010 was made in May 2004, consisting of 32 teams playing 64 matches over 200 viewing hours at ten stadia (in nine cities). This was the first time that Africa would host a mega sport event. The 19th FIFA World Cup took place from 11 June to 11 July 2010, when 3.1 million spectators watched the event and 309 000 foreign tourists visited South Africa (Western Cape Government, 2011:16). It was the first Soccer World Cup in Africa.

In the first round, 32 teams competed, and 16 teams continued to the second stage. Spain won against the Netherlands in the final. The tournament was hosted by nine cities and was served by 32 Base Camps (Tournament Handbook).

The England World Cup Soccer bid book (2018:279) refers to a Base Camp as a place to work, rest and play. It was stated that each team Base Camp would be the perfect place for tournament preparation. The 2010 Tournament handbook indicates that certain cities such as Potchefstroom would be only a Base Camp city and not a hosting city. Phokeng, near Rustenburg, would be both a host and Base Camp city. Being a Base Camp city requires preparation, infrastructure development, community interaction and marketing campaigns. However, it is uncertain how different stakeholders' needs and their expectations were met regarding the Base Camp cities.

1.2.3 Stakeholder management

Chinyio and Olomolaiye (2010), Weiss (2006), Moloney (2006) and Gibson (2006) define a stake as an interest or a share in an undertaking, and that a stakeholder is an individual with a stake. Moloney (2006) stated that stakeholders are individuals or groups that benefit from an organisation. Also, that, stakeholders could be harmed or have their rights affected by an organisation, and thus stakeholders affect and are affected by an organisation and its activities. Stakeholders could also affect an organisation's functioning, goals, development, and even survival. Stakeholders are constructive and beneficial when they assist in achieving certain goals, but they are antagonistic when opposing the mission of the organisation. In effect, stakeholders have power to be either a threat or a benefit to an organisation. Parent (2008:135) points out that hosting a mega-event is a complex task for an organising committee owing to the various complexities and multiple stakeholders that need to be considered. Stakeholder management is ultimately aimed at satisfying an expectation. In general, satisfaction refers to a person's feelings of pleasure or disappointment that result from comparing a perceived performance of a product in terms of their expectations (Kotler & Keller, 2009:164). The idea of stakeholder management, or a stakeholder approach to strategic management, suggests that managers and planners must formulate and implement processes that satisfies all stakeholders. (Peric, Durken & Lamot, 2014:2)

The increasing use of stakeholder theory to study major sporting events has offered new insights into the organisation and management of such events (Hautbois, Parent & Séguin, 2012:264). Weiss (2006) indicates the four roles through which stakeholder's impact organisations. He indicates that stakeholders:

- establish expectations (explicit or implicit) about corporate performance;

- experience the effect of corporate behaviour;
- evaluate the effects of corporate behaviours on their interests or reconcile the effects of those behaviours with their expectations; and
- act upon their interests, expectations, experiences, and evaluations.

Bowdin *et al.* (2011:230) specifically contextualise the stakeholder concept in sport, noting that “people and organisations with a legitimate interest in the outcomes of an event are known as stakeholders. A successful event manager must be able to identify the range of stakeholders in an event and manage their individual needs, which sometimes overlap and conflict”.

1.2.3.1 Types of stakeholders

Bowdin *et al.* (2011:230) list the following key stakeholders of events: participants and spectators, host organisations, the host community, co-workers, media and sponsors (see Figure 1.1).

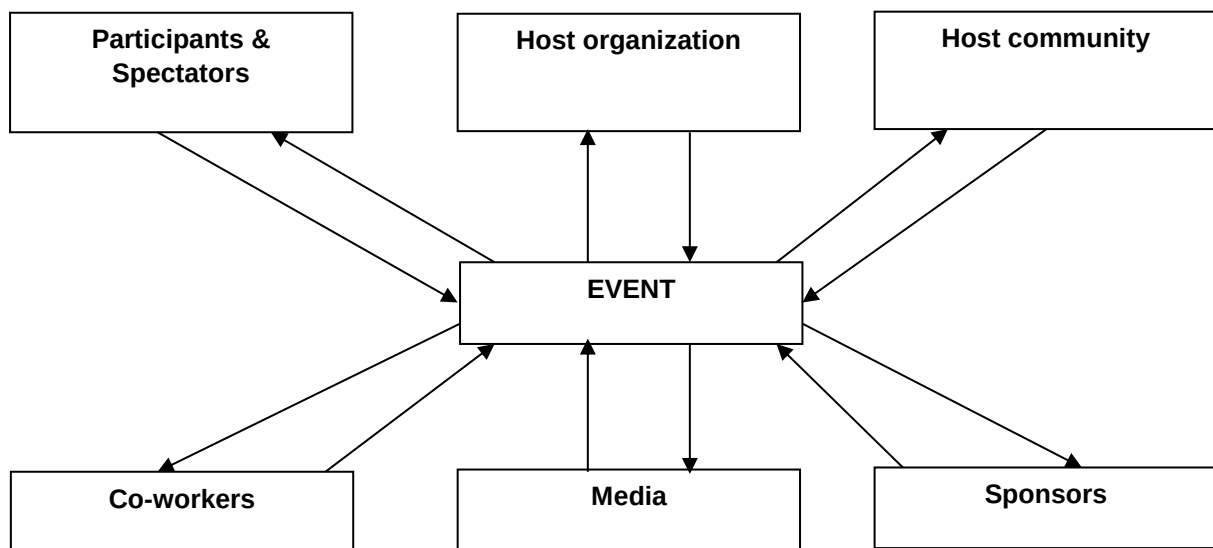


Figure 1-1: Stakeholders to events

Source: Bowdin *et al.* (2011:230)

Bowdin *et al.* (2011:230) notes that “UK Sport (1999) specifies athletes, the British Olympic Association, broadcasters, coaches, event organiser’s, the public, international federations, local authorities, the media, national government, national sports governing bodies, officials, sponsors,

sports councils, and volunteers for sport events. In events tourism, stakeholders of government agencies (corporatized or otherwise) are equally relevant, and the term embraces local citizens and interest groups such as heritage, cultural, environmental and other groups, local and state governments, not-for-profit agencies, event managers, producers, venue managers, and businesses in general (Stokes, 2008).” Ineffective stakeholder management during a mega event may have far-reaching negative consequences, especially given the public nature of such events.

Bostock: (2014:28) states that Strategic stakeholders possess the power and/or urgency attribute rather than legitimacy. There is usually some kind of resource dependency that shapes the relationship between this stakeholder and the event creator, such as financial, marketing or regulatory powers. Event creators can respond to this ‘dependency’ and simply react to stakeholder issues and pressures, perhaps becoming dependent on one or more powerful actors. The event creator should not be developing the aims and objectives for the event host organisation in isolation. There Should be a strategic sense in ascertaining the needs and wants of stakeholders, as this can be a method of enhancing the events goals.

A range of stakeholders are discussed below.

- *Host organisation as stakeholder*

The nature of the host organisation is influenced by the sector where it originates from, be it corporate, government or community sectors. The host organisation is a key stakeholder in the event and it is important for the event manager to clarify its goals in staging the event (Bowdin *et al.*, 2011:231).

- *Host community as stakeholder*

Swart and Jurd (2012:50) state that residents of hosting communities, are directly impacted by the mega events especially those residing close to the event stadia. The hosting of mega major sporting events could have serious implications for the residents, especially the poorer segments of society. Such communities are often overlooked in relation to mega event planning and management. In this study, the Joe Slovo residents generally held positive perceptions towards the 2010 FIFA Soccer World Cup; however, mixed responses and concerns were raised in relation to the economic, social and legacy impact of the 2010 FIFA World Cup. The intangible feel-good effects were seen as important. It is thus necessary that local communities are informed about the exact nature of the benefits that they can expect in relation to employment opportunities, disruptions, and opportunities to participate. Should authorities neglect issues and concerns, they could lose the valuable support of the community.

Du Plessis and Maenning (2012:35) suggest that a valuation of the residents' perceptions of mega events such as the Soccer World Cup 2010 indicate that the community wants to be more involved in the planning of the event. This was also the case in the research done by Desai and Vahed (2010) which indicates that only specified groups of individuals and organisations obtained significant benefits from the event; hence, these groups strive to promote a positive image of the event's legacy. The legacy of the event should, however, also be analysed regarding the opinions of the ordinary person on the street. These large-scale events have an enormous influence on local communities and their involvement would guarantee greater success by providing a platform for improved host and guest relations, as well as those between the host and the event organising body. It is eventually the ordinary citizen that will assess the success of a large event such as the FIFA World Cup. Mega events involve public money, which will unavoidably imply huge social and environmental changes. Consequently, ordinary citizens/taxpayers have a legitimate voice in the planning process and should therefore be included when decisions are made (Flyvbjerg, Bruzelius & Rothengatter, 2003:111).

- *Sponsors as stakeholders*

Many large companies see sponsorships as primarily a public relations tool generating community goodwill. Successful major events could increase brand awareness and sales. However, these companies require a return of some right and association that may be used for commercial advantage in return for sponsorship investment. It is therefore important to offer tangible benefits to sponsors and effective programmes to deliver these (Bowdin *et al.*, 2011:236).

- *Media as stakeholders*

Events become media experiences shared by millions. The media thus play a pivotal role in events such as mega events. Events now have a virtual existence in the media at least as powerful as reality. It is important for the event manager to consider the needs of the different media groups and to consult them as important stakeholders in the event. Bowdin *et al.* (2011:238) note that the revolution in media has, in turn, revolutionised events. Tassiopoulus (2010:262) notes that media relations and publicity should be given a lot of attention.

- *Co-workers*

The event team could also be considered a key stakeholder as each team member could contribute to the success or failure of the event. They need to buy into the vision and philosophy of the event. Masterman (2014:222) notes that Managers, crew, stewards and security staff are required for event management teams. Depending on the scale of the event, there will be different points at which they will be recruited.

- *Participants and spectators*

These stakeholders will vote with their feet for the success or failure of the event. It is important to consider the needs of the audience, referring to their physical needs and needs for safety and security as well as comfort. The event should be meaningful, magical, and memorable for these stakeholders (Bowdin *et al.*, 2011:240).

These are typical stakeholders for most events but in the case of base camp cities these are unknown.

1.2.3.2 Stakeholder theory

Stakeholder theory, pioneered by Freeman (1984), suggests that an organisation is characterised by its relationships with various groups and individuals, including employees, customers, suppliers, governments, and members of the communities. Stakeholder theory is important, with five major themes having been developed in the field (Laplume, Litz & Sonpar, 2008). These themes are the definition and salience of stakeholders, stakeholder actions and responses, firm actions and responses, firm performance, and theory debates. This study draws on the various stakeholder models such as the stakeholder strategic management matrix, the stakeholder agency theory, the feminist stakeholder theory, and the stakeholder salience model (see Table 1.1), but mainly the Power/Interest Matrix due to its applicability to the current case study and the number of stakeholders involved.

Some of the most essential academic literature focuses on the Power/interest matrix (see Figure 1.2) originally devised by Mendelow (1991), but adapted and established in its current form by Johnson and Schles (2002).

Table 1-1: Stakeholder models and theories

Stakeholder models	Promoters	Features
Stakeholder Strategic Management Matrix Model	Freeman (1984)	Stakeholder management based on a four-cell matrix. Stakeholders are prioritised based on co-operation and their relative competitive threats
Stakeholder models	Promoters	Features
Power/Interest matrix	Mendelow (1991)	Identify stakeholders per the ration of power they hold and the likelihood that their interest occurs.
Stakeholder Agency Theory	Hill & Jones (1992)	Managers have agency responsibility to all major stakeholders, not just shareholders. Acknowledges power differences between different stakeholders
Feminist Stakeholder Theory	Burton & Dunn (1996a, 1996b)	Stakeholder management based on relationship, quality, care and need
Stakeholder Saliency Model	Mitchell, Agle & Wood (1997)	Stakeholder prioritisation based on legitimacy, power and urgency

Source: Author compilation

Table 1.1 indicates the development of five different stakeholder models and theories from the initial work done by Freeman in 1984 to more recent work done by Mitchell, Agle and Wood in 1997. The Power / Interest model is of value for this specific study. However, an understanding of the other theories will help with mapping and also the philosophical notions under pinning these theories.

The Mendelow Power /Interest grid (Fig.1.2) displays identified stakeholders according to the ratio of the power they hold and the likelihood that their interest occurs. Stakeholders are classified in four groups to determine which strategy should be adopted towards them. For instance, a stakeholder who can leverage great power in a project (such as a mega event) and shows high interest, should be monitored closely (B). When similar powerful stakeholders express only a little interest, attention should be paid to keep them satisfied (A). The various stakeholders applicable to the effective management of Base Camp cities should be identified, plotted and managed accordingly.

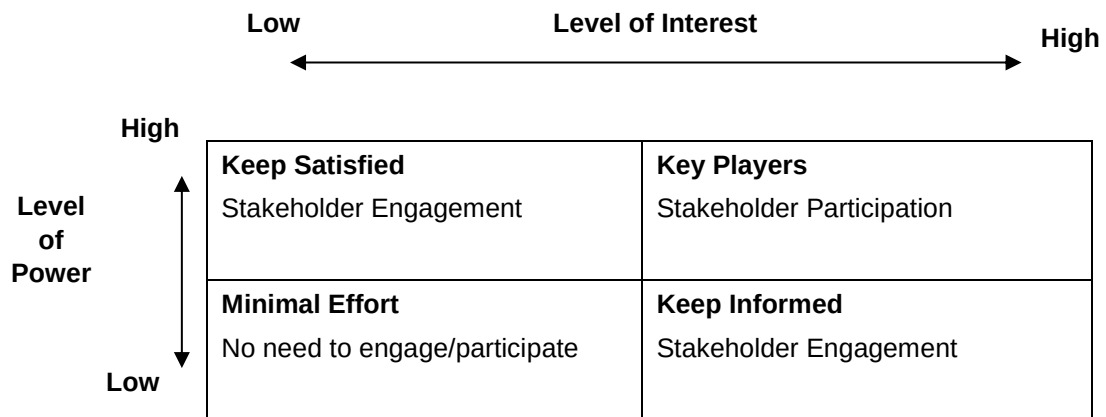


Figure 1-2: Interest/power grid

Source: Adapted from Mendelow (1991) and Low and Cowton (2004)

The Power /Interest grid developed by Mendelow indicates, as the name suggests,

Various studies have been conducted on stakeholder management in the context of sport events and include a study conducted by Parent and Deephouse (2007) regarding the process of image and identity construction in the organising committees of major sporting events. Parent and Deephouse (2007) analysed the stakeholder identification and prioritisation by managers. Parent (2008) also analysed how local officials managed different partners to succeed in hosting and organising major sporting events. A study carried out by Ferrand and Chanavat (2006) researched the ability of relationship marketing to optimise the relationships between various stakeholder groups. Solberg, Hanstad, and Steen-Johnsen (2009) provided an analysis of the way stakeholder interrelationships could create opportunities to produce popular TV sports contests. A comparative case study was undertaken by Leopkey and Parent (2009) to identify the risk management issues and strategies, and lastly, Zagnoli and Radicchi (2010) studied a football fan community as a salient stakeholder. Mason, Thibault, and Misener (2006) used a stakeholder approach to analyse the corruption issue in sports organisations. Although there is an understanding of the importance of stakeholder management and the benefits thereof, stakeholder models and frameworks have not been tested on Base Camp cities and that these cities might not reap the benefits as promised before, during and after the event. This critical review is thus mainly focused on the power, interest, value and expectations of selected base camp stakeholders before, during and after a mega-event and thus addresses this gap in the literature.

1.3 PROBLEM STATEMENT

The role and importance of mega events and stakeholders in the planning and management of mega events cannot be underestimated. Many research studies report on mega events and the value they offer. These have mostly focused on the economic impact of mega events (Hritz & Ross, 2010; Ntloko & Swart, 2008; Dickson & Schofield, 2005; Burgan & Mules, 2001), and the disadvantages and advantages of such events (Karadakis, Kaplanidou & Karlis, 2010; Jones, 2001). Olympic and mega-event research over the past three decades has largely focused on impacts and legacies. A small number of studies, however, have explored the internal organization of such events. There is a clear gap in the literature, at present, of the understanding of the work of key stakeholders in the organization. (Frawley 2015:248-249). Many studies have reported on mega sporting events and the relevant stakeholders as well as the advantages and disadvantages for the hosting cities. The role and importance of stakeholders in contributing to the success of the event should be understood. This notion is confirmed by Leonardsen (2007:22-23) who emphasises the importance of stakeholders in mega events, noting that stakeholder involvement is an essential criterion for success. Flyvbjerg *et al.* (2003:111) concluded that “two-way communication with civil society, and with stakeholder groups and media, should be given high priority”. There is probably little disagreement with such a statement in general. However, experience indicates that due attention paid to local involvement in the planning process is often neglected or, more often, such involvement serves to disempower rather than empower the involved citizens. A previous study by Bijkerk, De Ridder and Donaldson (2012:90) on the bidding process for Paarl being a Base Camp city for the SWC 2010, revealed that the local authority had good intentions, but they were overly ambitious and somewhat narrow-minded in their planning to host a team at a Base Camp without having facilities and training venues of a world-class status in place. In the end, the failure of the projects that were implemented confirmed that active participation by the community is important to guarantee the success of development programs (Bijkerk, De Ridder & Donaldson, 2012:91). The political will, planning, and sound marketing platforms may have existed, but the most obvious oversights in the end were distasteful to the residents while the municipal budget was unduly drained. The public and opposition parties criticized the local authority in view of its failure to host a team. Accommodation establishments and restaurants had held high expectations about the event, but these were not matched with results and most did not capitalize on the soccer tourists. Clearly, the stakeholders were not properly informed, included, and managed (Bijkerk *et al.*, 2012:91).

Ntloko and Swart (2012:142) remark that studies conducted on mega events focused on the host areas, but little attention has been paid to non-host areas. It was anticipated that the hosting of

the 2010 FIFA World Cup would contribute significantly (socio-economic and environmental) to the country. This led to higher expectations among residents in the mainstream locations (host communities) and also those on the periphery (non-host communities such as Base Camp cities). The interpretation, value, and meaning of hosting the event by those on the periphery was not the same as those in the host areas, as major infrastructural developments take place mainly in the host areas.

Daniels and Swart (2012:159) note that in terms of the hosting of Base Camps in George and Knysna, the management of accommodation providers felt that mega sporting events did not provide benefits for businesses and did not increase tourist numbers during the event. Stakeholders who were involved in the hosting of these Base Camps felt that this was a result of the strict conditions and guidelines provided by national teams and FIFA, which were not inclusive. Accommodation providers felt that media exposure during the event was the only positive impact of the hosting of the Base Camp. It is thus clear that expectations were not realistic and all stakeholders were not involved in the planning process, especially for the Base Camp cities.

It is thus evident that most of the academic literature discusses stakeholders such as host communities, cities, local organising committees, and athletes, but not the stakeholders as a collective field of study and in the context of Base Camp cities. The investment in terms of time, money, infrastructure, and marketing should be verified for the Base Camps. A critical review of stakeholder management in this context could assist future Base Camp cities in setting realistic goals and expectations which will result in a different level of satisfaction and different stakeholders, as opposed to the host cities. The question therefore remains: What are the expectations of stakeholders of Base Camp cities and which strategies can be implemented to manage these expectations? The contribution of this study is to critically review the power, interest, and possible issues of base camp stakeholders. This would be of value to develop future strategies to enable a base camp to better manage these stakeholders during a mega sporting event. Mega and major sporting is not regularly hosted by a country and the stakeholder management skills required to successfully manage these groups could be lacking. This could be truer for base camp cities that possibly have never dealt with some of the stakeholders.

1.4 AIM AND OBJECTIVES OF THE STUDY

The aim and objectives of the study are presented below.

1.4.1 Aim

The study's aim is to undertake a critical review of the stakeholder management of base camp cities during a mega sport event.

1.4.2 Objectives

In order to reach this aim, the following objectives were pursued:

- **Objective 1**

To conduct an in-depth literature review on the importance and impact of mega sporting events.

- **Objective 2**

To conduct an in-depth literature review on stakeholder management regarding various types of stakeholders, stakeholder theories, and models as well as case studies regarding stakeholder management in the case of mega and major sport events.

- **Objective 3**

To identify and analyse Base Camp city stakeholders regarding their levels of power and interest by means of an empirical analysis.

- **Objective 4**

To develop a stakeholder framework and strategies to optimise stakeholder management at Base Camp cities by means of an empirical analysis.

Objective 5

To draw conclusions and recommendations regarding the implementation of the framework to improve the management of Base Camp stakeholders.

1.5 RESEARCH METHODS

1.5.1 Literature review

Academic and other sources related to mega events, sport tourism, stakeholder management, host city, non-host city, Base Camp city and FIFA World Soccer Cup dominate the literature review. Freeman (1984) is regarded as an early authority on stakeholder management with others such as A.O. Laplume considered major contributors to the field. This study focused on Mendelow's power/interest matrix and therefore, a detailed analysis of this matrix is deemed appropriate in the literature review. A review was compiled from recent articles in journals as well as academic handbooks. Except for the theories, attention was also paid to the studies conducted over the last ten years to ensure relevance of the information.

1.5.2 Empirical analysis

1.5.2.1 Research design and method

A mixed method approach was followed for this study and was thus combined within a quantitative and qualitative framework (see Figure 1.3). The two main paradigms represent the extremes of the continuum, and therefore it is possible for a researcher to use a blend of philosophical assumptions and methodologies (Hussey & Hussey, 1997:74). With the mixed methodology design, the researcher intentionally combines both paradigms throughout, using the advantages of both where appropriate (Creswell, 1994:74). (See chapter 4 for detail).

This study implemented a positivist research strategy using surveys. The surveys typically employed questionnaires and interviews to determine the opinions, attitudes, preferences, and perceptions of the persons of interest to the researcher. The design allows for a sample to be selected from the population studied to make inferences about the population, as recommended by Saunders, Lewis and Thornhill (2009).

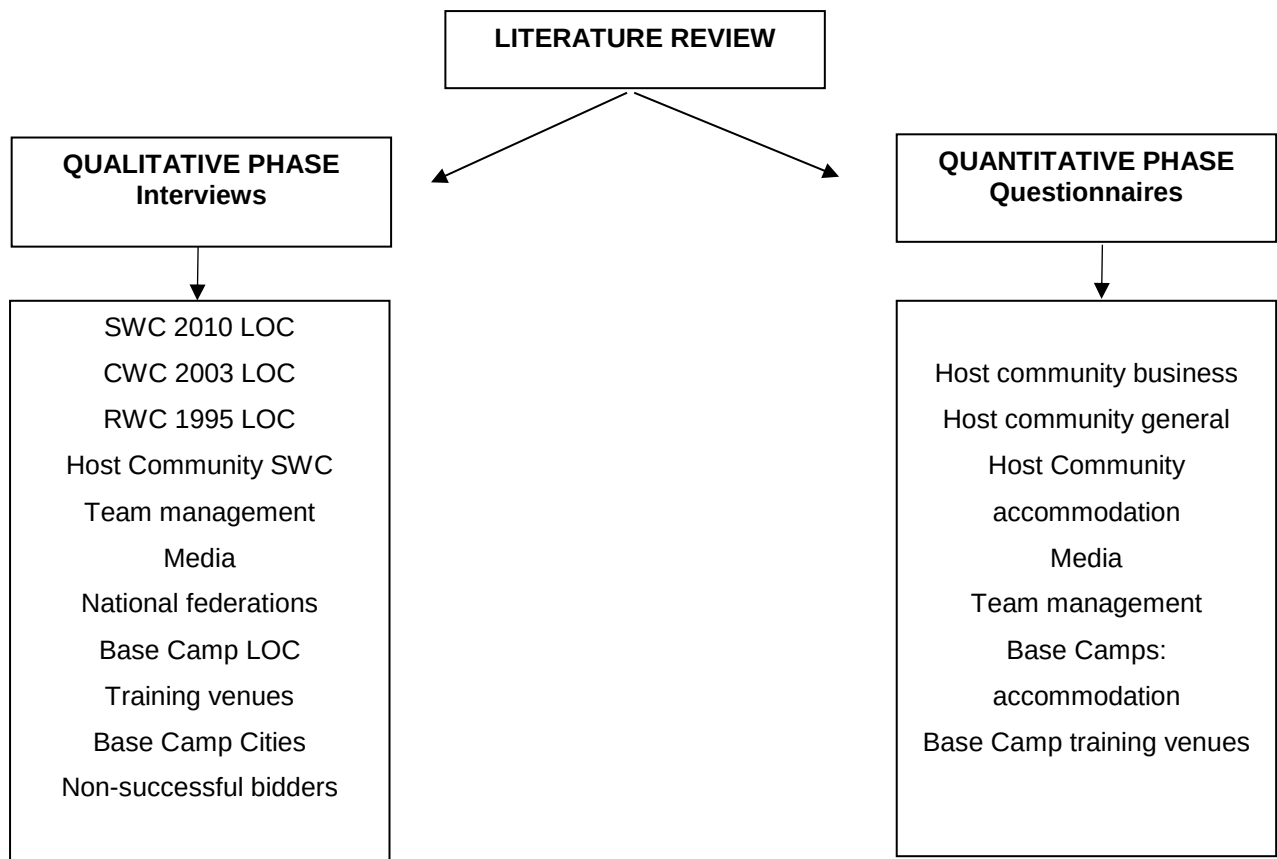


Figure 1-3: Mixed methodology approach

Source: Author compilation

1.5.2.2 Qualitative research

Qualitative research was implemented to gain in-depth knowledge on certain questions and issues. This informed the quantitative research to follow.

- **Sampling**

This study was mainly judgment (non-probability) sampling. The researcher selected senior project members of Potchefstroom, Centurion, and other Base Camps in South Africa (FIFA World Cup 2010) to interview. The researcher also interviewed senior officials of rugby, cricket, and soccer. Further interviews were conducted with members from the host city business community, media, team management, and city officials. South Africa has hosted only three mega and major sporting events. A limited number of people have been involved and a listing of such individuals was made to guide in terms of the sampling size.

- **Interview questionnaire**

The questionnaire assessed the interviewees' perceptions about the Soccer World Cup, the stakeholder power and interest and the perceptions and anticipation of value and future value

from the SWC 2010. The interviews were recorded and transcribed for use in the thematic qualitative analyses. The questionnaires were presented to academic experts for guidance.

- *Interviews*

The researcher conducted interviews with 45 interviewees, as set out in Table 1.2.

Table 1-2: Interviewees

Stakeholder group	Number of interviews	Interviewee no.
LOC		
SWC 2010	8	4,7,8,15,16,18,42,45
RWC 1995		
CWC 2003		
SWC 2010	7	11,14,20,23,25,31,44
Host Community Business	6	19,24,26,27,28,29
Media	3	33,34,39
Team Management	6	3,5,6,21,37,43
National Federation	1	8,17
Base Camp LOC	5	2,10,12,13,30
Training Venue	2	9,32,44
Base Camp Cities	2	22,40
Non-successful Bidders	1	36
Match Hospitality	2	1,41
Sponsors	1	38
Hosting Stadium	1	35

Source: Researcher's own construction

The data were analysed by employing a thematic analysis and thus searching for collective themes. Hussey and Hussey (1997:248) suggest that when analysing qualitative data, it is important to reduce the data by abridging the material in some systematic way to make it more manageable. This could be achieved by structuring the data in terms of themes, patterns, and interrelationships, as well as detextualising the data by adapting extended texts into manageable forms such as summaries and illustrations.

1.5.2.3 Quantitative research

The quantitative research employed a phenomenological approach. The focus of quantitative data falls on descriptive statistics which allows a brief description of the data in relations of statistics including frequencies, percentages, means, and standard deviations. The meaning that the participant attributes to their experience with regards to an object; in this case, the city that served as a Base Camp is thus described. The research is, therefore, causal in nature. Besides

determining the impact of being a Base Camp city, the study attempted to determine which factors would contribute to higher levels of participation and those that would meet the expectations of stakeholders more effectively.

- *Sampling and distribution of the questionnaires*

For the *communities*, stratified random sampling was used for the total sample frame for Potchefstroom of N=128 353 (Statistics SA, 2001), and Centurion of N=236580. Krejcie and Morgan (1970:608) recommend a sample size of (S) 384 for general research activities in a population (N) of 1 000 000. The stratification was based on the residential and business areas in these two cities. Krejcie and Morgan (1970) indicate that as the population increases, the sample size increases at a diminishing rate and remains relatively constant at slightly more than 380 cases. Based on the above formula, it was decided to distribute 500 questionnaires between the strata, amongst the inhabitants of houses in each city. The first point of distribution was randomly selected in the strata, after which every third house was selected in the strata. If the selected respondent did not wish to participate in the survey, either the house on the right or left was selected to participate (Tustin, Lighthelm, Martins & Van Wyk, 2005).

For the *businesses* in each city, a list of these was obtained from the local municipality and therefore a complete sample is relevant here. The questionnaire was distributed to all the businesses in the respective areas. Fieldworkers distributed the questionnaires in the relevant cities as planned by the researcher.

For *host community businesses*: Field workers completed 50 questionnaires for Potchefstroom and 50 questionnaires for Centurion (Appendix 2.2)

For *base camp accommodation and training venues*: All 32 base camps were sent questionnaires. Twenty responded (Appendix 2.3)

For the *media*: 20 questionnaires were distributed of which 12 were returned (Appendix 2.1)

For the *general public*: Field workers completed 500 questionnaires for Centurion and Potchefstroom (Appendix 2.2)

Government involvement seems to be limited to national departments and very little or no involvement within the cities of Centurion and Potchefstroom.

Local Organising Committees was not formally constituted for Centurion or Potchefstroom, however for Potchefstroom the University and city council did establish working committees.

This was not the case with Centurion and no formal Local Organising Committee was instituted.

Team management was covered under qualitative research as more detail are required and qualitative research is better suited to critically review this stakeholder group.

- *Questionnaire development*

Since no known measuring instrument (questionnaire) exists to measure the competing needs, expectations, and interests of a diverse range of stakeholders, it was decided to base the questionnaire on Mendelow's Power/Interest Matrix. Input from the qualitative phase was also allowed in the development of the quantitative questionnaire. Additional literature influenced the development of this instrument. The main dependent variables (perceptions of the expectations of the event) were measured using a scale where the respondents were asked to indicate their degree of agreement or disagreement on a five-point Likert scale.

- *Data analyses*

The data were captured in Microsoft Excel and analysed by using the Statistical Program for Social Sciences (SPSS 21.0). The descriptive statistics (supported by tables) focused on the demographic profile of the respondents, where frequencies were used to analyse the data. The core of the analysis focuses on the mean values and standard deviations. *T-tests* were used to determine the differences between selected groups and the expectation statements.

1.6 DEFINITION OF CONCEPTS

The following concepts are used throughout the study and thus require clarification.

1.6.1 Stakeholder

The term "stakeholders" is used to describe any party or group who can influence (affect) or be influenced (affected) by the organisation and its activities (Berndt & Tait, 2012:140). For this study, the stakeholders are individuals and groups with a multitude of interests, expectations, and demands as to what mega events should provide to society.

1.6.2 Stakeholder management and concept

Stakeholder management refers to

"the process of forming, monitoring and maintaining constructive relationships with stakeholders by influencing their expectations of gain resulting from their investment appropriately. Stakeholder management also helps a business move toward its stated

goals by keeping existing investors satisfied, and recruiting new investors as necessary, in a responsible and ethical manner” (Businessdictionary.com, n.d.)

Friedman and Miles (2009:10-11) note that stakeholder definitions generally analyse the stakeholder concept in two ways: (1) the nature of the connection between the stakeholder and the organisation; (2) the definition may include an adjective or other qualifier or aspect of either the organisation or the stakeholder. This leads to a narrowing of the scope of who may be identified as a stakeholder.

Bowdin *et al.* (2011:230) note that is the task of the event manager to identify the range of stakeholders in an event and manage their individual needs which will sometimes overlap and conflict. The critical review of stakeholder is done in chapter 5. The critical review examines not just the possible issues related to the various stakeholder groups but also their level of power, interest and some cases the urgency and legitimacy of the stakeholder group. This enables the mapping of stakeholder according to the Mendelow’s Power /Interest grid and further to develop check lists and engagement strategies per stakeholder group. This is done in chapter 6.

1.6.3 Base Camp cities

A Base Camp city refers to a venue or area where a team is based for a World Cup. See the list of SWC 2010 base camps in Appendix 1. Getz (2010:25) and Van der Wagen and White (2010:7) stated that mega-events are the largest and most significant of events. It refers to those that yield extraordinarily high levels of tourism, media coverage, prestige or economic impact for the host community due to their size and significance. The Olympic Games, World Cup FIFA are good examples of mega sport events. It is however difficult to calculate the costs of these events accurately with so many stakeholders involved.

1.6.4 Critical review

A critical review is an evaluation where one is asked to make either positive or negative judgments, according to certain criteria. The criteria is used by evaluating the information and knowledge at hand depending on the discipline. All critical reviews, however, involve two main tasks: summary and evaluation (<http://www.monash.edu.au/lls/llonline/quickrefs/26-critical-review.xml>). Royce (2009:1) defines critical review as the process of evaluating a study in order to summarise the facts and to identify the problem.

1.7 OUTLINE OF CHAPTERS

Chapter 1: Introduction and problem statement

The purpose of chapter one is to provide an overview of the research by explaining the background and problem statement. The aim and objectives of the research are defined and the research questions are formulated to assist in the design of the research instruments. The concepts relevant to this study is also contextualised.

Chapter 2: An in-depth analysis of the events industry and its importance

The purpose of this chapter is to conduct an in-depth literature review on the importance of the events industry with specific reference to mega sport events. Attention is given to the development of the events industry, the different types of events, and then a detailed analysis follows on mega sport events. The case study namely the FIFA Soccer World Cup 2010 is discussed in detail.

Chapter 3: An in-depth analysis of stakeholder management in the events sector

The core of this study focuses on stakeholder management and thus the purpose of this chapter is to conduct an in-depth analysis of stakeholder management with reference to relevant theories, frameworks, stakeholders for events and possible stakeholders for base camps.

Chapter 4: Research methodology

In order to reach the empirical objectives of this study the purpose of this chapter is to discuss the rationale for the methodology and the research design, philosophy and strategy implemented in this research. Attention is thus given to the research process and how it was designed and executed.

Chapter 5: Empirical results

This chapter presents the data analysis and interpretation and thus the purpose is to provide insight into the results of the research aimed at solving the stated research challenge. Graphs, tables and discussions are used to depict the results of the primary data collected for this study.

Chapter 6: Conclusions and recommendations

Chapter six concludes the research where the findings from both primary and secondary data are highlighted according to the research objectives. Practical recommendations are offered regarding the effective identification of the ranking of stakeholders related to mega sporting events.

CHAPTER 2

UNDERSTANDING THE SPORTS EVENTS INDUSTRY AND THE IMPORTANCE OF MEGA SPORTING EVENTS



2.1 INTRODUCTION

The events sector is relatively young and dynamic, but growing and maturing at a rapid pace. Tassiopoulos (2011:04) states that the youthfulness of the events sector, however, suggests that it does not possess some of the characteristics of more established sectors or industries, for example, well-developed professional standards which reflect well-defined terminology, adequate marketing intelligence, appropriate education and training structures, and clear entry routes. It is, however, clear that the sector is evolving and from its professional origins in North America and Europe, it is now a truly global sector of the international tourism industry with many decision makers of developing countries increasingly recognising the benefits of events management and events tourism for their respective economies.

The standard industrial classification (SIC) does not distinguish the tourism industry, including the events (and attractions) sector, as a distinct economic division (Tassiopoulos, 2011:5). However, event management as a vocation is gaining world-wide recognition and is well recognised in many academic programmes at all levels (diplomas, undergraduate degrees, and advanced research degrees). The remarkable rise of this new profession and academic subject echoes a fundamental need within all societies for the professional management of events in the private, public, and not-for-profit sectors – as Getz (2008:2) points out, “[e]vents are much too important to trust to persons without training and experience, and increasingly these professionals require a solid academic foundation”.

The purpose of this chapter is to conduct an in-depth literature review on the importance of the events industry with specific reference to mega sporting events. The chapter reviews the development of the events industry and the definitions relevant to the topic. It further reflects on the different types of events and the importance of hosting these events. The literature notes the impact of sporting mega events which include economic, socio-cultural, environmental, and political impact. The chapter also examines the possible benefits to the host community and thus introduces the host community as a very important stakeholder in this sector. The chapter discusses sports mega events and a case study of the FIFA Soccer World Cup 2010 hosted by South Africa. The Soccer World Cup (SWC) has important relevance to this study as most of the

research data relates to this event. Firstly, attention is paid to the development of the events industry.

2.2 THE DEVELOPMENT OF THE EVENTS INDUSTRY

In terms of an historic overview, it is important to note the comment by Page and Connell (2012:01) that events have formed an important part of society since time immemorial. Shone and Parry (2001:3) also noted that events have long played an important role in human society. The boredom of daily life, with its constant work, was broken by events of all kinds. In societies, there was always time for a good celebration. Traditional celebrations often included certain ceremonies and rituals. Daily activities were frequently combined with festivals and carnivals in Europe, particularly before the industrial revolution. Personal events or local events to celebrate certain times of the year, perhaps related to religious holy days, were also common.

Tassiopoulos (2011:02) stated that although amplified publicity has been accorded to the events industry, as it has become known over the past few years, the spectacle of events can hardly be new. All over history, events have formed an important feature in people's lives. The first Olympic Games were held in Ancient Greece in 776 BC and countless religious events and festivals have since been held throughout the ages. Raj, Walters and Rashid (2009:1) mention that those events are organised acts and performances which have their origins in ancient history. Events and festivals are well recorded in the historical era before the fall of the Western Roman Empire (AD 476). They fulfil a significant function within society, providing participants with the opportunity to proclaim their identities and to share rituals and celebrations with other people. People have traditionally celebrated special religious holy days (such as Christmas and Easter), and have participated in other festivities organised by the rulers of the time. Kings and leaders have often organised events as a way of controlling the public, especially during the seventeenth and eighteenth centuries.

All three of the references discussed indicate that events have been a part of humankind and civilisation as far back as can be remembered. These events were important events and occurred on a larger scale than any other daily activities (Bowdin *et al.*, 2011:4). Events are global activities, although it might be differentiated per region in some cases. Bowdin *et al.* (2011:4) add that the United Kingdom and the many cultures within it, have a rich tradition of rituals and ceremonies covering thousands of years. These traditions, influenced by changes within society, including urbanisation, industrialisation and the increasingly diverse population, have significantly influenced many events as they are celebrated today. Britain has many customs and traditions that are tied in with the changing seasons and country life. The developing immigration, particularly after the war, settlers brought their own customs and traditions that became part of

Britain's heritage. In the cultural collision with the first migrants from the former colonies of India, Pakistan and the Caribbean, new traditions have formed.

Many events that people take for granted today have been taking place in one form or another for hundreds of years (Bowdin *et al.*, 2011:4).

Page and Connell (2012:1) note that over the last few decades the volume, range, meaning, and significance of events and festivals around the world have grown significantly. Every year, a number of large-scale events of international significance take place, attracting large numbers of participants and spectators, along with their associated entourage, huge media interest and "armchair" spectators. Such events are designed to be of great importance to the destinations within which they take place. The competitive bidding processes that governments enter to secure a global event for their city clearly indicates the growing credence attached to hosting mega events.

Tassiopoulos (2011:3) remarks that the history of the International Special Events Society (ISES) started in 1985 at a "special event" produced by Miramar Publishing at the Hotel Del Coronado, USA. It was the first-time members of the various disciplines gathered as peers and focused on the "event" itself rather than on their individual roles in it. Through conversation and debate on various subjects, the delegates reached agreement as to how their individual roles fitted into the finished event and gained new respect for one another, thus eliminating many of the problems that had troubled them for years. The South African counterpart, ISES (South Africa), was founded on 15 March 1999. A survey of the oldest South African event organisations, most of which were meeting as organisations, indicates that these started operating in the early 1970s. The South African exhibition subsector started operating in the middle of the nineteenth century. The South African event management sector has shown a marked growth since 1994 as the tourism industry has reoriented itself towards harvesting the benefits of inbound tourism to the country.

Democracy and the re-entry of South Africa to the international events industry occurred only after 1992 with the fall of Apartheid. Until then, South Africa was isolated by international sanctions. Tassiopoulos (2011:22) defines sanctions as coercive measures accepted usually by several nations acting together against a regime or organisation believed to be violating international law. Measures may be economic, diplomatic, cultural or of some other type. South Africa, because of the then National Party government's system of legalised racial segregation enforced between 1948 and 1994, was systematically isolated from the global economy through international cultural and sports boycotts, and economic trade sanctions and disinvestment, as from the early 1960s. Consequently, the country was also unable to derive much benefit from being able to stage, or participate in, cultural and sport events, particularly from the 1960s to the

1980s. For instance, the cultural boycott of South Africa affected everyone from crooners to authors to movie makers, although during the period, Sun City, an interracial gambling resort located in the then nominally independent homeland of Bophuthatswana, was able to stage various international shows with stars such as Barry Manilow, Frank Sinatra, George Benson, Dolly Parton, *Chicago*, Queen, Cher and Liza Minnelli, as well as host international beauty pageants.

This changed with the new democratic dispensation in South Africa. Cornelissen (2004:42) explains that South Africa has made numerous efforts to host mega events, which include the 2004 Olympics and the 2006 Soccer World Cup. Both these bid attempts failed and were given to other countries. The country hosted the 1995 Rugby World Cup and the 1996 Africa Cup of Nations, Cricket World Cup (2003) as well as the Presidents Cup (2003). South Africa however, with many other African states, bid to host the 2010 Soccer World Cup and the second-time South Africa proved to be more successful as it won the bid to host the event. The Soccer World Cup is a mega-event and attracts larger viewership and the opportunity is bigger than that of the Cricket (2003) and Rugby World Cups (1995).

Cornelissen (2004:44) adds that in the initial stages of South Africa's democracy it chose to host these mega events to project the country's peaceful transition process as well as to showcase the country's nation-building and reconciliatory efforts. However, ten years into democracy the reasons for hosting such events have widened in scope. South Africa has bid for mega-events not just to reinforce its international position but also because these events are stated to have economic and developmental benefits attached to them. The reference of Page and Connell (2012:3) and Tassiopoulos (2011:3) to the development of the industry into a more formal management science also indicates the growing complexity of hosting such events. Both references also mention the importance of role players (stakeholders) within the event environment.

A development that enhanced the field of event studies is the *Event book of knowledge* better known as EMBOK. This is like the PMBOK that relates to the *Project management book of knowledge* which also records the various knowledge domains. Tassiopoulos (2011:54) states that the body of knowledge initiatives range from competency outlines for industry certification credentials to "best practice" models and glossaries such as the Convention Industry Council's Accepted Practices Exchange (APEX) programme (<http://www.conventionindustry.org>) to occupational standards devised by national skills authorities in various countries including the International Event Management Standard (IEMS) devised by the Canadian Tourism Human Resource Council (<http://www.cthrc.ca>). These initiatives use job analysis surveys, academic and

practitioner experts, project teams and widespread validation activities in their endeavours to capture and structure the knowledge associated with the events management industry.

Bringing all this together into a conceptual framework has been the focus of the Event Management Body of Knowledge (EMBOK) Project and the International EMBOK Executive (Getz, 2007; Silvers, 2004b, 2005; Silvers, 2006). The International EMBOK Model includes a temporal dimension (phases), a tactical dimension (core values) and a functional dimension (domains). This includes five main areas: administration, design, monitoring, operations and risk. The EMBOK Framework offers a structural arrangement that allows the division of knowledge and heuristics into recognisable groupings that facilitate the collection and aggregation of data, as well as illustrate the full scope of responsibilities assigned to organisers of the event. In this vein, it supports a disciplined and comprehensive analysis of the needs, opportunities, and challenges associated with an event project (Tassiopoulos, 2011:54). The EMBOK framework may also suggest areas of specialisation for practitioners as well as provide an agenda for curriculum development for academic programmes and professional development programming created by industry associations to meet the lifelong learning needs of their constituencies. It may also provide competency guidance that may enhance credentialing programmes, training initiative, and hiring advancement criteria (Getz, 2008:2).

Figure 2.1 indicates the various knowledge domains for event management. Different types of events will require different combinations of these domains and therefore a significant level of personalisation is required depending the event.

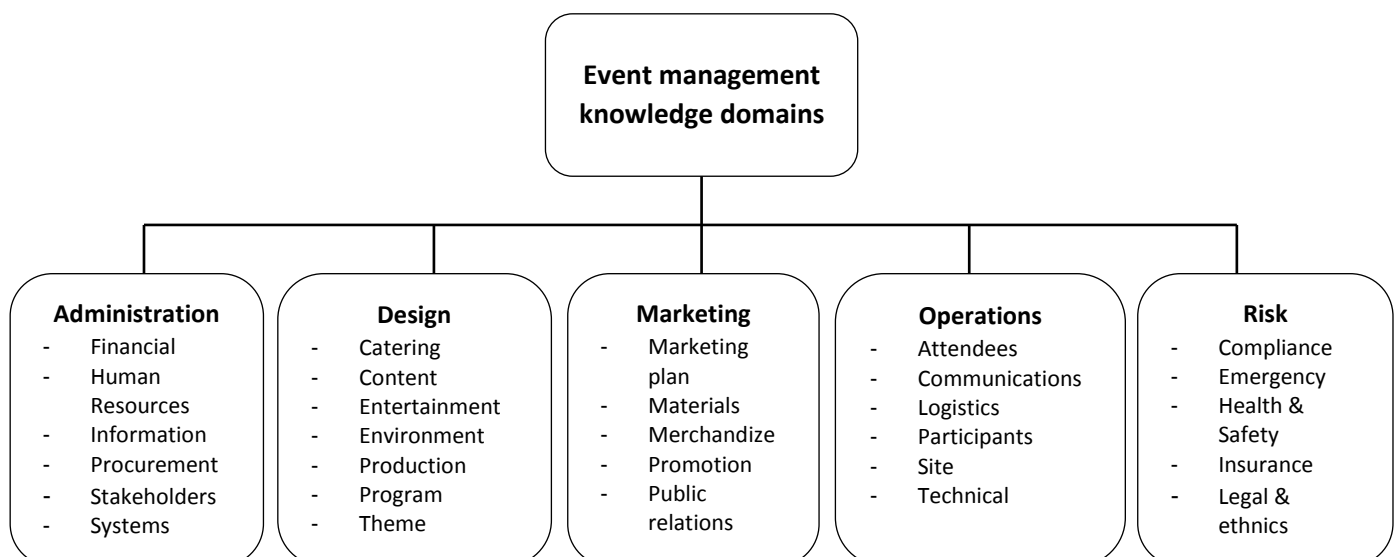


Figure 2-1: The EMBOK model of event management knowledge domains

Source: Adapted from Silvers (2004a)

Although events have been around for as long as humankind itself, events as a management science is relatively new. Lately, it has become more formalised and is slowly being recognised as an important component within management studies. The significance and importance of events has grown tremendously over the last few decades.

2.3 DIFFERENT TYPES OF EVENTS

It is important to note not only the history of events, but equally so to fully comprehend the concept of events by analysing the various definitions and types of categorisation related to the concept.

2.3.1 Defining events

Events have been defined in many ways by many authors. Bowdin *et al.* (2011:17-18) cite the *Chambers Dictionary* (1998:560), which defines an event as

...anything which happens; result; incidence or occurrence esp. a memorable one; contingency or possibility of occurrence; an item in a programme (of sports, etc.); a type of horse-riding competition, often held over three days (three-day event), consisting of three sections, i.e. dressage, cross-country riding and show jumping; fortune or fate (obs); an organized activity at a venue, e.g. for sales promotion, fundraising.

Bowdin *et al.* (2011:17) further cites the Accepted Practices Exchange (APEX) Industry Glossary of Terms defines an event as “an organized occasion such as a meeting, convention, exhibition, special event, gala dinner, etc. an event is often composed of several different yet related functions”.

Getz (1997:4-11) defined events as temporary occurrences, either planned or unplanned, with a finite length of time. Getz (2007:16) also notes that a principle underlying all events is that they are temporary and that “every such event is unique, stemming from the blend of management, program, setting, and people”.

Events are thus generally:

- temporary in nature;
- gatherings of people;
- displays of ritual;
- in some sense, unique occurrences;
- generally expensive to stage;
- carrying a high level of risk (financial and or safety) (Van der Wagen & White, 2010:3).

2.3.2 Types of events

Events are categorised in different ways and no standard classification has been implemented globally. Bowdin *et al.* (2011:18-19) state that one of the ways to categorise events is by referring to the size of the event in one of the following categories: major events, mega events, hallmark events and local /community events. However, Shone and Parry (2001:05) categorise special events as events related to leisure, organisations, cultural, and religious events. Figure 2.2 indicates the categories that also combine those mentioned by Bowdin *et al.* (2011:22-25).

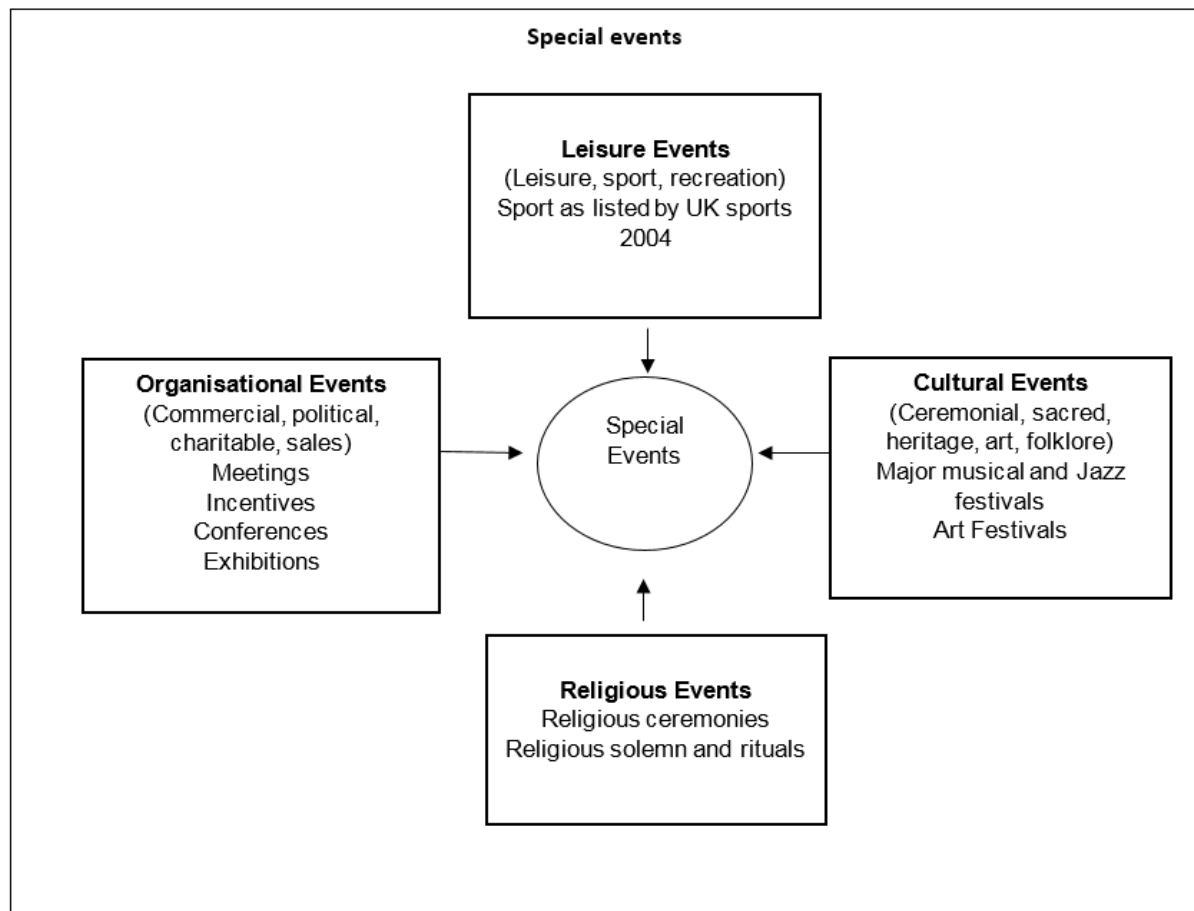


Figure 2-2: Event categories

Source: Adapted from Shone and Parry (2010:5) and Bowdin *et al.* (2011:22-25)

Bowdin *et al.* (2011:22-25) describe cultural events as major musicals, jazz festivals and art festivals. They add that business events include meetings, conferences, exhibitions, incentive travel and corporate events. These businesses are sometimes assembled as discretionary business tourism, or Mice (meetings, incentives, conventions, and exhibition/events). Sports events are those as listed above by UK Sport (2004).

Festivals and other celebrations often include religious ceremonies, but primarily religious events embody solemn rites and rituals, and are sacred within the context of specific religions. Some, like Mexico's Feast of the Dead, have become national holidays (literally, holy days). The Japanese "Matsui" are a type of religious event, generally community-based, produced by volunteers and celebrating a variety of religious or spiritual themes. It is thus difficult to categorise these events accordingly. This forms part of the category of religious events as illustrated in Figure 2.2 (Getz, 2008:36).

2.3.2.1 Special events

The word *special events* have been created to pronounce specific rituals, performances, presentations or celebrations that are deliberately planned and created to mark special occurrences and to attain social, cultural, or corporate goals and objectives. Special events include national days and celebrations, important civic occasions, unique cultural performances, major sporting fixtures, corporate functions, trade promotions, and product promotions. It seems that special events are everywhere; they have become a development industry. The field of special events is now so enormous that it is impossible to provide a definition that includes all varieties of events Goldblatt (2008:5) emphasised the human aspect of events, defining special events as, "a unique moment in time, celebrated with ceremony and ritual to satisfy specific needs". In his ground-breaking work on the typology of events, Getz (2007:16) suggests that special events are best defined by their context. He offers two definitions, one from the point of view of the event's organiser, and the other from that of the customer, or guest:

- A special event is a one-time or infrequently occurring event outside the normal programme or activities of the sponsoring or organising body.
- To the customer or guest, a special event is an opportunity for an experience outside the normal range of choices or beyond everyday experience (Bowdin *et al.*, 2011:17-18).

2.3.2.2 Hallmark events

The term *hallmark events* refer to those events that become identified with the spirit or ethos of a town, city, or region that they become synonymous with the name of the place, and gain widespread recognition and awareness. Tourism researcher, Ritchie (1984:2), defines them as

...[m]ajor one-time or recurring events of limited duration, developed primarily to enhance awareness, appeal and profitability of a tourism destination in the short term and/or long term. Such events rely on uniqueness, status, or timely significance to create interest and attract attention for their success.

Tassiopoulos (2011:11) refers to hallmark events as events such as various national government elections, the Munich Oktoberfest in Germany, and the Tour de France. According to Van der

Wagen and White (2010:8) these events and their host cities become inseparable in the minds of the visitors.

2.3.2.3 Major events

Major events are events that are capable, by their scale and media interest, of attracting significant visitor numbers, media coverage, and economic benefits (Van der Wagen & White, 2010:8). Melbourne has developed the Australian Open tennis tournament and Formula One Grand Prix into noteworthy annual major events, and hosted the Commonwealth Games in 2006. Perth has staged important major events, including the Hyundai Hopman Cup in tennis and the Telstra Rally Australia. Brisbane hosted the Goodwill Games in 2001, and the Gold Coast hosts the annual Indy Grand Prix. Cultural events can also be candidates, the Adelaide, Sydney, and Melbourne arts festivals, and regional festivals such as 10 Days on the Island in Tasmania, the Queensland Music Festival, and the Margaret River concerts in Western Australia. A South African example is the hosting of the President's cup, a golf tournament that was hosted in South Africa between an international team and the USA. The President's Cup attracted around 22,000 – 23,000 tourists, who were anticipated to watch every day as the international and United States teams played against each other (*Weekend Post*, 8/11/2003). Nearly 20,000 people stayed in George and its adjacent areas. It has been estimated that the event has inserted the local economy with more than R110 million and has been instrumental in creating jobs for the residents (*Cape Times*, 28/11/2003).

2.3.2.3 Mega events

Allen, O'Toole, Harris and McDonnell (2008:13-14) define mega-events as "those events that are so large that they affect whole economies and reverberate in the global media". They include the Olympic Games, the FIFA World Cup, and World Fairs, but it is difficult for many other events to lay claim to this category. Tassiopoulos (2011:12) describes mega events as sport, cultural, or business events that can attract very large numbers of attendees or incur a very large cost or psychological effect on the home nation. It could be argued that of the three world cups (rugby, cricket, and soccer) held in South Africa, only soccer would be considered a mega event, according to the definitions above. This study relates to mega sporting events and a more detailed discussion follows later in this chapter.

The development of a more scientific approach to the event industry leads to a more detailed recording of terminology and classification of types of events. Initially, UK Sport (1999) classified the sporting calendar into four groups within the overall umbrella of major events, including mega, calendar, one-off, and showcase events. Then UK Sport (2004) reclassified these as Type A, Type B, Type C and Type D events.

- *Type A (Mega events)*: irregular major international spectator events generating significant economic activity and media interest. Examples of these include the Olympic Games, the Summer Olympics, the Paralympics Games, and the FIFA World Cup.
- *Type B (Calendar events)*: major spectator events generating significant economic activity, media interest and part of an annual domestic cycle such as the FA Cup Final.
- *Type C (One-off events)*: irregular one-off major spectator/competitor events generating an uncertain level of economic activity such as Grand Prix Athletics.
- *Type D (Showcase events)*: major competitor events generating little economic activity and part of an annual cycle such as the national championships in most sports (Bowdin *et al.*, 2011:24).

It appears that different criteria are used to differentiate and categorise events, which includes size or differentiation due to the nature of events. It is important to note that, according to Shone and Parry (2010:5), sport is classified as a leisure event under the special event categorisation. The next section describes in detail mega events, which are the focus of this research.

2.4 UNDERSTANDING THE SIGNIFICANCE OF MEGA EVENTS

This study focuses on mega sporting events, in the case of this study the Soccer World Cup. It is thus important to grasp an understanding of mega events.

2.4.1 Defining mega events

The classification of the different types of events, including special events, narrows the specific field of study for this research. It is also relevant to note the definitions related to mega events. The much-respected author on events, Getz (2007:6), describes mega events as events that are “so large that they touch whole economies and reverberate in the global media. These events are generally developed following competitive bidding. They include the Olympic Games, the FIFA World Cup and world fairs, but it is difficult for many other events to fit into this category”. Marris (cited in Getz, 2005:18) defines mega events in the following manner: “Their volume should exceed 1 million visits, their capital cost should be at least \$500 million, and their reputation should be that of a ‘must see event’”.

Getz (2005:6) adds that “mega events, by way of their size or significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organization”.

Hall (1997:5), offers this definition:

Mega-events such as World Fairs and Expositions, the World Soccer Cup Final, or the Olympic Games, are events which are expressly targeted at the international tourism market and may be suitably described as *mega* by their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on economic and social fabric of the host community” (Bowdin *et al.*, 2011:21)

It is thus a onetime major event of international scale (Ferdinand & Kitchin, 2012:24).

2.5 SPORTS MEGA EVENTS

According to Firenze (1998:2), Baron Pierre de Coubertin, father of the modern Olympic Games, inspired the development of sports tourism. De Coubertin once stated that “competition produces harmony between competitors and the organisations or nations they represent”. It was his belief that sport brings people and nations together. It was De Coubertin’s concept that accorded sport tourism its vitality and foundation (Firenze, 1998:1).

It is also held that sports tourism existed long before the modern Olympic Games. Thus, the profession of sports tourism became an increasing reality and motivated business entrepreneurship, economic impact, and success within the tourism industry. Sports tourism developed over many years to what it is today. Tourists travelling to see the pyramids, visit seaside resorts, and attend festivals and athletic events, needed food and accommodation. They spent money on these services, which qualified them as tourists, more specifically, sports tourists. The economic spending was difficult to measure, as it still is today.

Jackson (2013:9) notes that sports mega events are full of passion, excitement, drama, and human performative excellence. They are also complex and contradictory – empowering some groups and individuals, while simultaneously oppressing others. To this extent, sport mega events are strategic sites of analysis as well as potential sites of resistance and intervention. Jackson (2013:9) adds that mega sporting events:

- are located at the intersection of important political, economic, and cultural/national issues;
- require discussion, debate, and negotiation over competing social priorities and the allocation and commitment of increasingly scarce natural and financial resources; and
- reveal that the enduring power of sport has no match with respect to global popularity enabling it to be complicit in creating an illusion between public and private interests.

Herstein and Berger (2013:43) note the role of sports events as business trigger has been recognised by decision-makers, city planners and even local governments. Cities that wish to host mega sports events must first reflect that the event contributes to the city, not just for a short period, but also in the long term, and offers many benefits to different stakeholders involved. A

city that does not design and build strong tourist services to attract millions of visitors and give them a positive experience will simply not have hosted a mega sports event; a mega sports event will have simply taken place within its environs.

The Olympics Games in Sydney, Seoul, and Beijing were very influential business events because these cities realised that this mega sports event has a longer-term impact, it is simply the trigger to attract tourists, but it is not the major attraction. Virtually, tourists who visit these cities can find many tourist attractions that make these cities very attractive, including museums, shopping malls, and parks. Thus, in the case of hosting mega sports events, city planners and decision-makers should recruit the government in leveraging this event to reinforce the image of the country apart from the city (the capital and major city) and invest substantial money in the project. At the same time, sponsorships from the most authoritative brands in the world must also be mobilised, especially brands from the sports industry (Herstein & Berger, 2013:43).

2.6 IMPACT OF MEGA SPORTING EVENTS

The motivation for hosting mega sporting events goes hand in hand with its impacts and therefore needs discussion and context. The possible kinds of impact are categorised under the sub-sections related to political, socio-cultural, economic, and environmental impact. A more detailed discussion follows on each one of these subsections.

2.6.1 Political impact

Allen *et al.* (2008:68-69) state that the role of events in the political process is evident and clear. Governments in power continually use different types of events to mark the ends of their periods in office, to arouse nationalism and enthusiasm, and finally, to garner votes. They are cheaper than wars or the preparation for them. Events are thus a political reality.

Events have the ability to raise the profile of politicians and this has been realised by a number of governments and political parties. Events gain media coverage and notoriety, while they attract visitors and therefore create economic benefits and jobs. This powerful mixture has encouraged governments to become major players in bidding for, hosting, and staging major events. A large part of the events landscape has thus been politicised due to the involvement of governments as Hall (1989) recognises: "Politics are paramount in hallmark events. It is either naïve or duplicitous to pretend otherwise." Events modify the time frame in which planning occurs and they become occasions to do something new and better than before. In this setting, events may change or legitimate political priorities in the short term and political ideologies and socio-cultural reality in the longer term. Hallmark events represent the tournaments of old, fulfilling psychological and political needs through the winning of the bid to host the event and the winning of events

themselves. Succeeding a hallmark event, some places will never be the same again, physically, economically, socially and, maybe most importantly of all, politically. Masterman (2004:115) mentions that the improved profile of government at national and international level because of staging a successful major international sports event is of value. The degree to which profile and prestige can be improved, though, is clearly difficult to assess, but economic development because of the improved profile is perhaps more quantifiable and can result in an improved political image if successfully achieved. Preuss (2004) refers to this as a new type of politics, the politics of mega-events, where cities can receive worldwide acknowledgement and welcome international guests for a short period.

Individuals as well as larger bodies can profit at both collective and individual levels (Hall, 1997). The frequenting of key sports events by politicians can gain them much-desired exposure to their target publics. For example, President Chirac and Prime Minister Jospin, despite their different political persuasions, showed higher poll results at the time of the 1998 FIFA World Cup in France (Dauncey & Hare, 1999). Debatably Tony Blair gained some credibility in the role he played as the British prime minister in winning the 2012 Olympics bid, although there is nothing tangible by which to measure that. Nonetheless, the media support for London mayor Boris Johnson was positive in the instant aftermath of those games. Administrators can also achieve a certain political credibility because of apparent success. Peter Ueberroth is an example of an event manager who is now credited with having turned the Olympic Games finance around with his success in directing the first Olympics to make a considerable profit in Los Angeles in 1984 (Catherwood & Van Kirk, 1992).

Bowdin *et al.* (2011:81) offer a summary of both positive and negative political impact of mega events, as shown in Table 2.1.

Table 2-1: Political impact

Positive	Negative
• Social cohesion • International prestige • Improved profile • Development of administrative skills • Promotion of investment	• Misallocation of funds • Propagandising • Loss of community ownership and control • Lack of accountability • Risk of event failure • Legitimation of ideology

Source: Adapted from Bowdin *et al.* (2011)

Crompton (2006:67-82) posed the question whether economic impact studies are the instruments of political shenanigans, thus questioning the justification of such expenditure, while also

reflecting on how difficult it is to accurately quantify value for hosters. This remains a very relevant topic in reviewing the economic impact of events. While the disagreement regarding quantifying the benefits has already been noted, these questions almost suggest the presence of unethical behaviour. While it is well worth noting the sentiment, assessing the intent by the so-called accused would be very difficult. Yet, as Masterman (2004) states, knowledge of the value of the economic impact is crucial to justify the expenses. Matheson and Baade (2003) agree with the necessity of the major costs associated with these events. They further argue that various scholars disagree that these events provide a substantial boost to the economy. Mules (1998) maintains that the events do not increase tax revenue and Bob and Kassens-Noor (2012) add that not all communities will benefit equally from these events. It appears that the perceived economic benefits of hosting mega sporting events are not uncontested. Perhaps Meaning's assessment, relating to the German Soccer World Cup, that the "feel good factor will compensate for the non-materialization of economic benefits", is quite accurate. This might relate to why cities and communities are still keen to host mega sporting events, even if certain academic scholars question the real economic benefit and the justification and methodology employed in impact studies, as Mules so bluntly questions.

2.6.2 Socio-cultural impact of a mega event

Any event will apply a social and cultural impact on the hosting community but most residents are likely to support a mega event. Residents would be supportive and responsive to the event if they perceive that they will receive some sort of social, economic, or other benefit from the event. Longitudinal studies reveal that residents tend to expect higher levels of negative impact from an event than that which they experience. Residents lean towards increased levels of enthusiasm during the event than they would have expected prior to the event. This is not an impact but a reaction to the impact of the event by the host communities, according to the New Zealand Tourism Research Institute (NZTRI, 2007:49).

The NZTRI (2007:49) noted that the extent of the impact on the host community may include:

- Opposition will be highest from those who live nearness to the event/facility and from those who have little or no interest in the event. Noise levels, traffic congestion, overcrowding, and disruption to lifestyle are among the most highly cited negative outcomes.
- Communities are progressively aware of *being used* by the political and business elite who profit at the cost of residents.

Masterman (2009:117) notes that "major sports events can offer wider programs that are seen to be culturally and socially beneficial. The Spirit of Friendship Festival, part of the overall 2002 Commonwealth Games programme, for example, was planned by Manchester to offer more than

just sport to its local community. The city saw the prospect to provide food, drink and music events that would offer entertainment to the incoming event tourists, participating teams, and businessmen, as well as the local community” (Manchester City Council, 2000). The continuing benefit of any such event is problematic to measure, but the importance of the effect it has on attracting future tourists to a city that aims to be an attraction should not be disregarded. The International Olympic Committee recognises the importance of the aforementioned and requires cultural events to constitute an “essential element of the celebration of the Olympic Games”, which is required by any bidding host city (IOC, 2004). Taking the 2002 Winter Olympics hosted by Salt Lake City as an example, 60 performances, 10 major exhibitions and 50 community projects were staged Olympic Arts Festival in the said city (Salt Lake City, 2002).

Social and cultural impacts, in many cases intangible impacts, also contributes to the success of major sports events. Hall (1989) and Getz (2005) stated that all events have a direct social and cultural impact on their participants and sometimes on their wider host communities. This effect may be as simple as a shared entertainment experience created by a sports event or concert. Events could also result in strong national and community pride, as showed by the outpouring of emotion by many Australians who greeted the Socceroos performance at the FIFA World Cup in Germany in 2006, and the euphoria in the Iraqi community resulting from their victory in the Asian Football Championships in 2007.

Events also have the power to test the imagination and explore possibilities. A series of reconciliation marches around Australia in 2000 as part of the national Sorry Day initiative served to express community support for reconciliation with Aboriginal Australians, as well as to bring this issue strongly to the attention of the media. In Sydney, the march took the extraordinary step of closing the Sydney Harbour Bridge, providing a powerful symbolic statement of bridging the divide between the Aboriginal and wider Australian communities. A further instance is the Weipa Crocodile Festival in northern Queensland. This youth festival, bringing Aboriginal and white Australian youths together, has contributed to the reconciliation process and served as a model for similar festivals in Alice.

Masterman (2009:114-116) notes that regeneration-focused legacies are not always designed for the built environment. The benefits of city renewal programs can also create a new focus for social activities, while new sports facilities, because of an event, can clearly provide longer-term benefits. Furthermore, events could improve the cultural identity of a host city, develop community involvement and integration, and instigate local economic benefits (Hall, 1997). Event tourists also benefit from this (Getz, 1997).

Employment opportunities are offered before the event by the regeneration of land, the building of new facilities, and the planning of the events. The implementation of the event also provides

short-term event jobs, but, as evident in their continuing events strategies in Sheffield and Manchester, major sports events can also lead to the employment of personnel in the long term. Legacy management plays an important role here and if the facilities are going to be legacies, they require teams that will plan their economic futures either to offer local community services or to attract further events which in themselves offer further employment opportunities. The source of Sheffield's plans to bid for the World Student Games was focused on a solution to the downturn in its economy due to the steep decline of the local iron, steel, and coal industries in the late 1980s. Joblessness was as high as 20 per cent in some areas of the city and an event-led strategy offered a way forward (Gratton & Taylor, 2000) and still provides employment currently.

Manning (2008:1-2) also notes that "anyone who spent any time in Germany during the last World Cup could not have failed to notice the feel-good factor around the nation" (Sturges & Brandy, 2006:157). This feel-good effect, as the net result of beneficial effects of personal experience and leisure, leads to enhanced social cohesion and increased civic pride (Heyne, Maening & Sussmuth, 2007:153).

Like Sheffield, in Manchester, there were clear long-term targets for increased employment because of staging the 2002 Commonwealth Games. The increased employment was set to stem from the prescribed local area around the Sports City. In addition, several key event management roles emerged as permanent jobs in city departments, where the focus firmly fell on ensuring that the legacies of the Games are sustained over the long term. The city has staged and developed numerous new events since 2002, including an annual half-marathon.

However, from a negative perspective, there are issues concerning how local the social benefit could be. In building, new facilities in a regenerated area there attention may well be given to the improvement of housing, job opportunities and facilities for the local community. This requires the economic status of such residents to be considered and that the new opportunities are financially within their reach. Bowdin *et al.* (2011:81) provides a summary of the positive and negative socio-cultural impact of mega events, as shown in Table 2.2.

Table 2-2: Socio-cultural impact of events

Positive impact	Negative impact
• Shared experience • Revitalisation of traditions • Building of company pride • Validation of community groups • Increased community participation • Introducing new and challenging ideas	• Community alienation • Manipulation of community • Negative community image • Bad behaviour • Substance abuse • Social dislocation

• Expansion of cultural perspectives	• Loss of amenity

Source: Adapted from Bowdin *et al.* (2011)

The views of both Masterman (2009:117) and Bowdin *et al.* (2011:81) concur regarding the positive social and cultural impact of mega sporting events on communities. The NZTRI (2007) notes an important point of communities that are aware of being used. While Masterman (2009:114-116) discusses success stories in terms of benefits derived from events, he also qualifies it by asking how local the social benefits from events can be. There appears to be an equal amount of negative and positive socio-cultural impact exerted by mega sporting events, which is again an indication that events do not result in only benefits and value. Communities closest to the event may also be affected more negatively than other communities. Not all communities benefit equally or are influenced negatively due to mega sporting events.

2.6.3 Economic impact of Mega Events

The socio-cultural impact relates to the various stakeholders and their experience of a mega event. It is also important to evaluate the possible economic impact of mega sporting events and to discuss the best way to optimise this. Mega sporting events will require substantial funding and the justification thereof will relate to the benefits gained from such events. Benefits may include tangible as well as non-tangible benefits. Masterman (2009:122) notes that the economic effect of major sports events is of critical importance to justifying the investments. The effect, if negative, could be a long-term and costly legacy for local taxpayers; for example, the 1976 Montreal Olympics, which left the city with a debt of £692 million (Gratton & Taylor, 2000), or Sheffield and its noteworthy negative legacy because of its 1991 World Student Games. The mortgaging of the debt of the latter will have taken 25 years to pay off by 2025 at a rate of £25 million per year (Wallace, 2001). If positive, however, the impact could create important revenue to boost municipal budgets. Ueberroth's Los Angeles Olympics achieved a £215 million surplus (Gratton & Taylor, 2000). Achieving revenue from the operation of a major sports event that exceeds the initial investment is not as important as the long-term economic benefits that will realise from tourism and forthcoming usage of the facilities.

The staging of major sports events may experience losses for those who make the investment. However, host cities and governments may be satisfied with not much more than a break-even position from the actual operation of the event itself, as the wider benefits to the community in added spending are more important. While the 2002 Salt Lake City Olympics stated to have produced a relatively small surplus of US\$40 million, there are significant expectations for the future return on the original investment through inward investment, new business, and tourism (Mackay, 2002). Larry Mankin (president of the Salt Lake City Chamber of Commerce at the time

of the Games) recognised the importance of the event delivering returns in the long-term (Mankin, 2002). The event managed to pay back the original loan suffered by State of Utah, while achieving excess monies that were placed into funds that were to ensure that the facilities would continue to be operated, maintained, and developed in the long-term. It was expected that the economic growth experienced during the Games would slow down, but further inward commercial investment into the city would positively affect tourism and conventional business in the long term. This legacy has been further developed by the State of Utah with an event-led strategy and a destination marketing position that focused on the region as *the State of Sport*.

Matheson and Baade (2003:5) maintain that “hosting the Olympics and the World Cup brings significant costs and potentially large benefits. Regarding the costs, FIFA requires that the World Cup host country provide at least eight, preferably 10, modern stadia capable of seating 40,000 to 60,000 spectators. For the jointly hosted 2002 World Cup in Japan and South Korea, each country offered to provide 10 separate stadia. As neither country had a large existing infrastructure for soccer, South Korea built ten new stadia at a cost of nearly \$2 billion, while Japan built seven new stadia and refurbished three others at a cost of at least \$4 billion. The total investment for a new infrastructure in Japan for the World Cup is unknown but some analysts peg the expenditure at more than 750 billion yen (\$5.6 billion)”

Sloan (2003:7) adds that public subsidies for mega-event infrastructure are justified with the promise of substantial economic impact. Promoters of subsidies for mega-events throughout the world argue that the expenditures should be properly treated as investments that generate positive economic returns, that is, yields that exceed those generated by the next-best, alternative use of the said funds.

Certain scholars have criticized the claims that sports mega-events provide a substantial boost to the economy of the host city, region, and country. The economic impacts have been measured by researchers with differentiating results. Matheson and Baade (2003:9) state that the exaggeration of benefits induced by a sports mega-event occurs for at least three specific reasons. First, the increase in direct spending attributable to the games may be a “gross” rather than a “net” measure. Direct spending has been estimated by some subsidy advocates by simply summing all receipts associated with the event. The event that the gross-spending approach fails to account for decreased spending directly attributable to the event represents a major theoretical and practical shortcoming. Spending on a mega-event displaces spending that would have occurred otherwise as resident’s purchase tickets to the event rather than spending that money on other activities in the local economy.

A second reason that economic impact may be exaggerated is the “crowding out” effect. Event tourists may simply supplant other travellers who would normally visit the host venues. A

competition that attracts one million sports visitors while displacing an equal number of regular visitors is a huge event calculated by means of gross measures, even though the net impact of the event is negligible. A typical survey approach to measuring economic impact will identify many visitors to a mega-event, but will fail to identify those regular visitors who are displaced. A fundamental shortcoming of economic impact studies, therefore, pertains not to information on spending by those who are included in direct expenditure surveys, but rather, to the lack of information on the spending behaviour for those who are not included (Matheson & Baade, 2003:11).

A last reason that economic impact may be overstated relates to what economists refer to as the “multiplier”, the notion that direct spending encourages additional rounds of spending due to increased incomes that occur because of additional spending. Typical *ex ante* economic impact studies estimate direct expenditures because of foreign visitors and then apply an economic multiplier. If errors occur in measuring direct spending, those errors are compounded in calculating indirect spending through standard multiplier analysis. Additionally, precise multiplier analysis includes all “leakages” from the circular flow of payments and uses multipliers that are appropriate to the event industry. Leakages may be significant, depending on the state of the economy. If the host economy is at or very near full employment, for example, it may be that the labour essential to conducting the event resides in other communities where unemployment or a labour surplus exists. The extent to which this is true, then, the indirect spending that constitutes the multiplier effect must be adjusted to reflect this leakage of income and subsequent spending (Matheson & Baade, 2003:12).

Matheson and Baade (2003:19) clarify that the cities strongly compete to host sports mega-events because they notice that doing so will improve their image and stimulate their economies. International sporting events need considerable expenditures on infrastructure, organisation, and security; therefore, they critically depend on public subsidisation. The ability of event promoters to secure public funds often depends on convincing the sometimes-sceptical public that hosting the event generates economic profit. A reason for overstating the impact of a mega-event clearly exists. Previous investigations of mega events, as well as the research of other independent scholars, suggest that the true economic benefits are typically far less than the numbers hyped by promoters.

Heyne *et al.* (2007) estimated, based on consultations and an *ex post* contingent valuation method, a value of approximately €830 million on the 2006 World Cup. “Greater willingness to pay for a sporting event or for other events in Germany has not hitherto been recorded. In this respect to 2006 Soccer World Cup was one of the greatest and economically most important events in Germany”. Since the hopes for significant positive effects on tourism, income, and

employment that were prominent before the World Cup, as in the case of most other such events, were not realised. The feel-good effect has proven to be the greatest measurable effect of the 2006 World Cup.

Many nations regularly apply to host mega sports events. With rational behaviour of the decision-makers, in the face of zero (or even negative) effects of the mega event on income and employment, decisions can only be accounted for in terms of positive political, social, feel-good, and/or image effect (Baade & Matheson, 2003:19). Such effects of mega events, which in economic analyses have long been either ignored or viewed as “intangible” effects, at best merely observed as a footnote, have in recent times shifted towards the centre of attention.

Bob and Kassens-Noor (2012:14) also conclude that additionally, while some communities benefit, others do not, and in some instances, some could even experience a negative impact. Planning for positive legacies through mega events has long been an ambition of hosting cities. However, the popular model of mega events as *one size fits all* is outdated and researchers have started to suggest conditions under which hosting could create benefits for host destinations and when they could have damaging consequences (Gold & Gold 2008; Bob & Kassens-Noor, 2012; Kontokosta, 2012). According to Richmond (2003), Director General of the Olympic Park Authority, the notion of legacy could be anything, because ‘legacy like beauty lies in the eye of the beholder’. Therefore, legacy evaluations and indicators must be carefully linked to the event (such as the FIFA World Cup 2010), suitable environment (South Africa), historical context (first mega event on an African continent) and the host’s aspirations (successfully promoting transformational and developmental demands).

Infrastructure, which will include visible moments to test the wisdom of constructing them, becomes a sustainability question. Notwithstanding the fear raised by the respondents regarding infrastructural developments, the question of the use of facilities created for the 2010 FIFA World Cup by residents in the long-term may depend on accessibility and affordability, as the facilities may also be used by tourists. The latter is likely to influence the cost of using the facilities, thus reinforcing concerns raised by some of the respondents.

As FIFA, has opened the hosting of the FIFA World Cup to developing countries, it is important that governments in these countries set their priorities accordingly and adopt responsive approaches in a possible wake of dissenting voices over such events in the quest for better service delivery. Bearing in mind the amount of money spent to host such an event, if non-host areas fail to realise the positive impact linked to hosting the mega sport event, the South African government is probable to be criticised by many citizens calling for the prioritisation of their service delivery needs over such events in the future. Perhaps this was considered when government decided not to support a 2020 or 2024 Olympic bid.

Violent mass-demonstrations have presented themselves as the last attempt to make the government listen to its citizens. Service delivery protests may affect the brand image of the country and impact negatively on the country's position of being a destination to host mega sport events (Ntloko & Swart, 2012:149). The NZTRI (2007:8-9) argues that economic impact studies that view the council/government as the investor are

...flawed conceptually because the money invested does not belong to the council; rather, it belongs to the city's residents.

Bowdin (2011:980) however states that even if events make an operational lost there are other spill over benefits and as such government underwrites the losses. It is important to note the claim that money invested belongs to the cities (Kasenne, 2006:133-142).

Overestimates of the economic influence of mega sporting events can be clarified by being biased upwards, that is, "crowding out", which is the congestion caused by a mega event, leakages, and the common mistake in Cost Benefit Analysis(CBA), "opportunity cost". This study advises that to maximise the net benefit, the host cities should be restrictive to the amount of new infrastructure to be built, which requires a large amount of funding, but does little promotion for economic growth. Local officials consider that hosting a series of smaller events may result in a higher net benefit than a strategy encouraging one large event. Local government needs to be aware of these overestimations regarding mega-sporting events, and are guided simply to view with caution any economic impact estimates provided by entities that have a motivation to provide inflated benefit figures (NZTRI, 2007:21).

Mules (1998:25-43) concludes that "major sporting events do not appear to generate extra tax revenue to justify the expenditure of taxpayers' fund". Political, social, and economic considerations motivate government involvement in sport. He suggests that greater emphasis should be placed on finding ways for the costs to be borne by the tourism industry rather than the taxpayer. The real impact of congestion, accidents, vandalism, and noise on the residents has not been fully considered in previous research.

Preuss (2006:313-316), discussed the impact and evaluation of major sporting events. They contend that, from an economics perspective, the key issue is whether sporting events "achieve efficient outcomes given the potentially incompatible aims of different stakeholders". Major events are "not a panacea and some scientific controversy has developed over whether major sporting events have a measurable and long-lasting economic benefit". Key to this debate is the ability to distinguish between "the measurement of the output of event-related activities" on the one hand, and "event-related changes of production factors which may induce further non-event related economic activity" on the other. Most studies of major sporting events use the expenditure approach which measures all direct and indirect spending linked to an event and its consequential

induced effects. Most studies do not consider the effects resulting from a long-lasting change in location factors and “analysts cannot isolate all event effects from other activities of the host region which also contribute to economic activity”.

The reference to achieve efficient outcomes, given the potentially incompatible aims of different stakeholders, is at the centre of this thesis and is important. The NZTRI (2007:31-32) summarises the economic impact of major events as follows:

- There is no shortage of cities/nations seeking to host mega events and develop event related tourism strategies.
- Most evidence supporting the argument that events do exert a significant economic impact likely to consist of sceptical reports commissioned or authored by those standing to benefit from an event.
- There is increasing scepticism in the media, the public and academic circles regarding the ability of mega-events to provide economic impact/benefits.
- There is no agreement on the single best method to measure an event economic impact and benefits.
- It is difficult to apply the results of one economic impact/benefit assessment to other locations. Economic impact is maximised when government, event organisers, and the private sector interact effectively.
- Sporting events possess the potential to build the brand of their host destination, but they must be strategically incorporated into a destination's overall marketing plan (NZTRI, 2007:31-32). Table 2.3 provide a summary of the positive and negative economic impacts of events.

It is important to note from the discussion, for this specific study, that mega events have winners and losers, implying that not all stakeholder expectations will be met and that the expectation gap may lead to a negative response by those stakeholders. It is also clear that the notion that mega events will always result in economic success, is severely questioned by several academic authors. Even the way economic success is measured and reported is debated. Noting the criticism about major events, it is also necessary to mention that academic research has been carried out as discussed in the chapter that reports the value and economic advantages of such events.

Table 2-3: Economic impact of events

Positive	Negative
• Job creation Destination promotion and increased tourist visits • Commercial activity • Extended length of stay • Higher yield • Increased tax revenue • Business opportunities	• Financial loss Community resistance to tourism • Loss of authenticity • Opportunity costs • Damage to reputation • Exploitation • Inflated prices • Financial mismanagement

Source: Bowdin *et al.* (2011:81)

It is fair to observe that not all scholars agree with the levels of benefit expected for a hosting city. Even more problematic are the claims of organisers of events versus those who engage into independent research. The review offers a holistic view on mega sporting events. Although certain stakeholder groups are discussed, there is no distinction between hosting cities or non-hosting cities within the same country or Base Camp cities that host only Base Camp teams. Cities and countries are advised to carefully evaluate any promises of a financial benefits from hosting a sports mega event such as the World Cup and Olympics before committing substantial public resources to such an event. Indeed, hosting these premier events may be more of a burden than an honour (Matheson & Baade, 2003:19).

2.6.4 Environmental and physical impact

The environmental impact relates to the impact that mega sporting events may exert on the environment of the host city /community.

The NZRTI (2007) paper discusses and summarises the environmental impact of mega sporting events, noting the following:

- Waste management, energy consumption, transportation, materials recycling, and the negative impact on the natural environment are amongst the likely environmental issues events.
- There is no literature that directly links large-scale events to climate change.
- The recreational activities that visitors undertake beyond the event may well result in more environmental damage than their participation in the event itself.
- Ecological foot printing, energy consumption, and eco-efficiency are all useful ways of measuring the environmental impact.

- Major events and the design and construction of their facilities provide a key opportunity to advance awareness and technology for sustainable development.
- The involvement of green organisations in the planning process can ameliorate concerns regarding environmental damage.

Masterman (2009:120-121) indicates that in an age of concern about the environment, major sports events can play a key role in incorporating operational policies that could not only be efficiency conscious for the events, but also in laying down environmental legacies for the host city for the future. As it turned out, Sydney played an important pivotal role in the development of this area, with a comprehensive *green* approach for the 2000 Olympics. Since 2000, Athens 2004, for example, planned to leave behind a cleaner, healthier environment that improved environmental awareness and performance and with the intent of becoming a legacy (Athens, 2004:2002a). Its programmes included new planting of trees, building with environmentally friendly materials, and improved waste management. Torino adopted similar objectives for the 2006 Winter Olympics and, thus, a new type of feasibility study was introduced. A strategic environmental assessment (SEA) verified the compatibility of the environmental and economic works to be implemented before they were carried out and, in effect, put long-term strategies for the protection of the environment into place (Torino, 2006).

Beijing's *Green Olympics* was a major sustainability-focused objective and included afforestation and the promotion of environmental awareness in a city that is beleaguered with poor air quality. For example, the newly built road route out to the rowing and canoeing venues, 60 kilometres out of Beijing, is lined with newly planted trees, and the water put into place at the venues themselves is important for future air quality. The naming of its main Olympic site as the *Olympic Green* was also a key political and promotional consideration. Five months prior to the Games, the IOC Medical Commission monitored the air quality closely amid worldwide media coverage of the athletes and their concerns regarding the impact of poor air on performance. Plans had in fact been put in place early to measure the quality of the air daily at the Games so that the IOC and any relevant sports federation might postpone an event if required (Mastermann, 2014:121). Two weeks prior to the Games, only 4 out of 14 days failed to meet the national air quality standard (Masterman, 2014:121). A great deal of effort was put into clearing pollution: many factories were shut down for the Olympic period, construction was halted, and it is reported that 2 million vehicles were taken off the roads. This experiment occurred on a massive scale that is unlikely to be repeated. Several scientists made their way out to Beijing to conduct experiments while Beijing implemented these measures and focused on how pollution travels across continents, and how dirty air affects cardiovascular functions.

Allen *et al.* (2008:68-69) argue that an event is an excellent means to showcase the unique characteristics of the host environment. Selling the image of a hallmark event includes marketing the intrinsic properties of the destination. He quotes the use of images of Perth's beaches, the Swan River, historic Fremantle in advertisements for the America's Cup defence in 1987, and the emphasis on the creation of an aesthetically pleasing environment in the promotion of Sydney's Darling Harbour. Governments and tourist bodies regularly use major events to promote destinations through their television coverage, as demonstrated by the partnership between Tourism Australia and the Sydney Olympic Games to promote Australia to the world in 2000, and between Tourism Victoria and the Melbourne Commonwealth Games to promote Victoria in 2006.

Host environments may be very delicate, and steps should be taken to protect them. A major event could require an environmental impact assessment before council permission is granted for it to proceed. Even if a formal study is not required, the event manager should carefully consider the likely impact of the event on the environment. This impact would be fairly contained if the event is to be held at a suitable purpose-built venue – for instance, a stadium, sportsground, showground, or entertainment centre – but may be much greater if the event is to be held in a public space not usually reserved for events, for instance, a park, town square, or street. Crowd movement and control, noise levels, access, and parking will often be important considerations. Added major issues may comprise of the impact on the natural and physical environment, heritage protection issues, and disruption of the local community.

The NZTRI (2007:66) summarised the health impact of mega sporting events on the hosting community and as a sub-section to environmental impact as follows:

- There is evidence that public health monitoring systems can be developed to ensure food and that water quality standards are maintained during mega events.
- There is no compelling evidence that events lead to increased physical activity within a host community.
- Physical activity and sports participation is likely to remain unaffected unless the event is embedded in a longer-term developmental strategy (NZTRI 2007:66).

Bowdin *et al.* (2011:81) offer a summary of the physical and environmental impact of mega sporting events, as shown in Table 2.4.

Table 2-4: Physical and environmental impact

Positive	Negative
• Showcasing the environment • Providing models for best practice	• Environmental damage • Pollution

• Increasing environmental awareness • Infrastructural legacy • Improved transport and communications • Urban transformation and renewal	• Destruction of heritage • Noise disturbance • Traffic congestion

Source: Adapted from Bowdin *et al.* (2011:81)

Both Masterman (2009) and NZTRI (2007) indicate that mega sporting events provide an opportunity for organising committees to highlight their commitment to the environment by introducing environmentally friendly projects and steps that enhance environmentally responsible practices.

All the kinds of impacts discussed do not necessarily encourage or justify the hosting of mega sporting events. There are strong arguments on both sides of this debate. It is important to note that mega events would not necessarily increase participation in sport.

2.7 CASE STUDY: FIFA WORLD CUP 2010 SOUTH AFRICA

In May 2004, the announcement was made that South Africa won the bid to host the event in 2010. The event consisted of 32 teams playing 64 matches over 200 viewing hours at 10 stadia (9 cities). This was Africa's first hosting of this type of mega sport event. The 19th FIFA World Cup took place from 11 June 2010 to 11 July 2010, when 3.1 million spectators watched the event and 309 000 foreign tourists visited South Africa (Western Cape Government, 2011:16). It was the first Soccer World Cup to take place in Africa. Thirty-two teams competed in the first round and 16 teams in the second one. Spain won against Netherlands in the final. The tournament had nine hosting cities and 32 Base Camps (Tournament Handbook). The cost as indicated below was significant and incurred on a scale never experienced for a sporting event in South Africa.

Table 2-5: Breakdown of costs for hosting the 2010 FIFA World Cup

Project	Cost
Stadia	R8.4 Million
Transport	R9.0 Million
Broadcasting	R400 Million
ICT	R2.5 Million
Safety and Security	R666 Million
FIFA	R3.1 Billion
Ports of Entry	R1.573 Million
Training of Volunteers	R25 Million

Community Mobilisation	R17 Million
Legacy Projects	R337 Million
Arts and Culture	R150 Million
Organising Committee	R3.2 Billion +

Source: Adapted from Business Unity South Africa (2006).

As Table 2.5 shows, transport and stadia received the main allocations. Over 74% of the stadia allocation was destined for the construction of five new stadia and the rest (26%) for the upgrading of five existing stadia. The distribution of funds for renovation was motivated by the nature of the work to be carried out according to the standards required by FIFA for the stadia.

Government assumed to manage the 2010 FIFA World Cup budget through targeted spending for identified projects. Clearly, this had implications for the equitable sharing of national revenue. To circumvent using the equitable shares, resources were made available mainly in the form of provisional grants to the government sphere, under whose authority the hosting city fell. The bulk of the 2010 FIFA World Cup work to be financed by government was set to take place in nine host cities, namely Cape Town, Nelson Mandela Bay, eThekweni, Mbombela, Polokwane, Rustenburg, Tshwane, Johannesburg, and Mangaung. The distribution of the 2010 FIFA World Cup allocations was therefore not based on the principle of equitable shares, but were rather driven by the cities identified to host the 2010 FIFA World Cup event. The local government sphere, expenditure was not evenly distributed, but rather concentrated in those nine cities hosting the event. Thus, the vertical as well as horizontal division of government revenue was influenced by the national interest – the sphere of government that provided the service received the funds.

In South Africa, academics also anticipated the real value for the country. Saayman and Rossouw (2008:1) claim that the 2010 Soccer World Cup would probably exert a positive impact on the economy of the country in terms of GDP growth and employment, with likely negative effects which included higher inflation and net export losses. The hosting of the 2010 Soccer World Cup was a key accomplishment not only for South Africa, but also for the rest of Africa, specifically from a marketing point of view. From an economic vantage, this study expected positive results. However, compared to other studies conducted on the 2010 SWC, the findings were more conservative. The latter is supported by the results of a similar study conducted one year after the 2006 Soccer World Cup in Germany supporting the notion that various variables must be considered when economic modelling for hallmark events is performed.

Even the academic literature created expectations with sound scientific bases to support it. Post World Cup studies such as that of Swinnen and Vandermoortele (2008:9) note that arguments

discussed thus far seem to suggest that the economic impact of the World Cup in South Africa is likely to be less than claimed by the consulting reports. However, there may be substantive benefits from improvements in the general infrastructure thus from the World Cup organisation. This does not necessarily contradict Saayman and Rossouw (2008:1), but probably provides a better context as to the level of benefit. However, money, of course, is not everything. Several reports also point out that benefits are not always tangible or cannot be expressed in financial terms, for example, the increased confidence and pride of the population of the host country. . The study of Brenke and Wayner (2006) on the economic effects of the World Cup 2006 in Germany draws a comparable conclusion, that is, that the economic effects were minor, but that there was a positive effect on society for other reasons. The World Cup showed a positive image of the country and, as they say, "it was great fun, nothing more, nothing less". This correlates with the findings of Manning (2008:1-2) regarding the feel-good factor during the German Soccer World Cup mentioned earlier in this chapter.

In South Africa, the debate of justifying public spending on the World Cup was raised. Ntloko and Swart (2012:148) contend that, on the one hand, those who disagree "with the statement that the event was a waste of public money may think that the occasion presented to the country to host the 2010 FIFA World Cup was an opportunity of a lifetime, despite the anticipated costs of the event. These results suggest that to some respondents the costs of the event were not viewed as an isolated issue of funds, but were linked to the value of successful hosting of the event as a considerable percentage of the respondents agreed or strongly agreed that the use of public funds in support of this event was acceptable".

As noted by Desai and Vahed (2010), the funds allocated to World Cup stadia would have built an estimated 90 000 new houses per annum during the period of 2006 to 2010. For citizens who have been waiting for basic services for the last sixteen years based on promises made by the democratic government, when they become knowledgeable about the costs the country incurred because of hosting the event, they may not understand why their quest for better service delivery has not been fulfilled. Money spent on events represents an opportunity cost of resources that may have been devoted to other needs in the community. This has caused governments to look at the cost-benefit analysis of events, and has given rise to a specialised branch of economic study. Bowdin *et al.* (2011:108) stated that it is important to consider when the impact is being assessed and that the impact that is calculated during the actual timeframe of an event tells only part of the story. The longer-term effects on the residents and the economy should be considered to form a complete picture of the impact of an event (Bowdin *et al.*, 2011:108). It is not surprising that the majority acknowledged that infrastructural developments had taken place, mainly near the stadia. It is worth noting that the setting where these infrastructural developments took place, that is, in an urban setting, thus reflecting uneven developments as the areas in urban settings

are better developed compared to those areas in rural settings. The latter could translate the benefits and impact related to infrastructural development and service delivery as being skewed and accelerated in urban areas. Thus, the value of the event and understanding of the value of hosting the event and its underlying impact may be viewed differently by those living in rural settings (Ntloko & Swart, 2012:148).

Event legacies as well as the price of creating these legacies can be described as not always being a positive result. In the South African context, it is already emerging that the different aspects of planned legacies have both a positive and a negative impact. For example, there is no doubt that the World Cup resulted in more and improved state-of-the art stadium facilities across the country. However, there are already concerns over the sustainability of these stadia given their maintenance costs. This is also linked to concerns regarding the tax burdens that this places on local citizens. Another unplanned impact is the negative media attention that South Africa received prior to the event, in relation to safety and security, which implicitly questioned whether South Africa could successfully host the World Cup. The question remains: has South Africa's successful hosting of the event changed these major disruptions? Therefore, the tracking of planned and unplanned legacy outcomes of FIFA 2010 is vital for repetitive bidding (multiple cities in South Africa are considering bids for the Olympic Games) and other bidders in developmental states that seek to leverage a mega event impact for local outcomes (Bob & Kassens-Noor, 2012:15).

Legacies and the impact thereof relate directly to expectations of stakeholder groups. These groups will not have expectations during the tournament, but also long-term benefits related to the hosting of such events and the justification of spending large sums of money.

2.7.1 Mega sporting event legacies, Soccer World Cup 2010

(Bob and Kassens-Noor 2012:17) indicated legacy indicators to assess the 2010 FIFA World Cup as:

- Economic legacies, especially those linked to positive media coverage, positively impact on tourism and investments in the country.
- Linked to the above are a tourism impact in relation to destination profiling and entering emerging markets.
- Infrastructural legacies associated with transport and telecommunication investments, buildings, etc. In the South African context, transport and stadium development were the main investments and the World Cup was deemed to be a catalyst to fast-track existing government plans to modernise and expand infrastructure in the country.

- Media impact, especially changing negative perceptions (in the context of South Africa there were major concerns regarding safety and security issues) in relation to crime.
- Social legacies or the “feel-good factors” of an “once-in-a-lifetime” experience, skills development, promoting national pride and unity, etc.
- Sport-related impact including sporting facilities and institutional capacity as well as a proportion of sport, especially football, in historically disadvantaged communities linked to programs such as the Football for Hope.
- Environmental legacies associated with the Green Goal programme and host city environmental initiatives.
- Event management which includes the enhanced ability to successfully bid for and host events (skills development for the future hosting of events). This is very similar to the economic and socio-cultural benefits discussed earlier in this chapter. (Bob and Kassens-Noor 2012:17)

It is noteworthy that the associated legacies are important, and equally, the indicators linked to them. It is thus important to look at legacy indicators and legacy categories. Intended legacies also correlate with the expectations of a certain stakeholder group. In Table 2.6, Bob and Kassens-Noor (2012:17) indicate which legacy indicators to use to assess the 2010 FIFA World Cup.

Table 2-6: Legacy indicators

Legacy category	Legacy indicators
Economic	• Amount and types of foreign direct investment and amount of spin-off effects • Number of jobs created and maintained in different sectors • Number and types of jobs created and maintained for Historically Disadvantaged Individuals (HDIs – women, blacks, disabled, etc.). • Amount spent by municipalities annually to maintain stadia built during the World cup • Amount of public debt associated with hosting the World Cup and maintaining infrastructure • Percentage of appreciation or depreciation of World Cup-related property value • Amount of revenue generated by the stadia • Average cost of public transport
Tourism	• Number of tourist arrivals • Number of jobs in the tourism sector created and sustained • Tourism contribution to the Gross Domestic Product (GDP) • Accommodation occupancy capacity and rates • Number of events hosted in the stadia constructed and upgraded

Legacy category	Legacy indicators
Infrastructure	• Percentage of host city covered by transportation network • Increase in commuting on public transport systems • Number of housing developments around new construction (transport and stadia) • Number of displaced communities due to new constructions • Television viewership before, during and after the World Cup • Value of media coverage • Brand recognition of South Africa (attractiveness levels) • Number of articles on South Africa in global newspapers • Number of criminal incidents reported • Change in crime rates
Media	
Social	
Sport	
Environmental	
Event Management	
	• Public perceptions of South Africa • Number of volunteer programmes • Change in national and community pride • Number of football-related development programmes • Number of football participants • Improvement in performance • Increase in football administrative capacity • Number of new standard and recreational football fields and teams created • Number of environmental programmes associated with the event • Types of green requirements imposed for the hosting of events • Application of greening principles in the design of sport infrastructure • Number and type of international sport events hosted annually • Number of cities hosting such events • Number of public funds required to stage further events • Number of experts educated and event management companies established in South Africa

Source: Bob & Kassens-Noor (2012:17)

Both the associated legacies and indicators would be for the hosting country (South Africa). It would not be possible to differentiate between hosting cities and non-hosting cities in the country. The biggest value, however is to link indicators to specific stakeholder groups that would be expected to benefit from the mega event. This also indicates a categorisation of legacy indicators, which includes: economic, tourism, infrastructure, media, social, sport, environmental, and event management. The post-world cup media reporting on the use of Soccer World Cup stadiums indicates in some reports a very negative picture. Dube (African Review 2016/8/11) notes that South Africa invested heavily in building and renovating state-of-the-art stadiums ahead of the 2010 World Cup soccer. Tragically, most of those stadiums were now a heavy burden for the municipalities, which battle to keep up with multimillion-rand maintenance and operational costs.

Steyn (Mail & Guardian 2015/06/12) notes that Durban's Moses Mabhida Stadium made a reported loss of R34.6-million in 2013 and the Cape Town Stadium makes a loss of about R40-million each year.

2.8 CONCLUSION

The purpose of this chapter was to conduct an in-depth literature review on the importance of the events industry with specific reference to mega sporting events. It can be concluded that events have been around since ancient times, yet event research studies are a relatively new field of study, especially in certain areas of enquiry. However, events have developed into an industry that could potentially and does actually benefit communities. It was clear that there are various different types of events and that each of these holds certain characteristics and benefits to the country and city hosting these. The real value and cost of these events is however an ongoing debate. It continuously comments on the legacies of such events and who are the real beneficiaries of a mega event as well as the potential losers but not clarity.

It was also evident that events have both a negative and a positive impact, which includes an economic, a socio-cultural, a political, and an environmental impact. These should be considered and weighed in the planning and execution of the event. These also relates to specific stakeholders and what they expect from these events. It was clear that the SWC 2010 was a special occasion for South Africa and overall the management thereof (at the time) was considered fairly effective and it would be difficult to argue that there was no value at all for the country. It can be concluded from the literature review that stakeholder management is a challenge for events, even more so mega event and base camp cities.

This process of identifying the stakeholders is important for this specific study as it reviewed the stakeholders of Base Camp cities. It is also important to note that the Base Camps may not have the same value as that associated with hosting cities. The next chapter consists of an in-depth review of the concept of stakeholder management.

CHAPTER 3

IN-DEPTH ANALYSIS OF STAKEHOLDER MANAGEMENT IN THE EVENTS SECTOR



3.1 INTRODUCTION

This chapter furnishes an in-depth analysis of stakeholder management in the events sector. As indicated in Chapter 1, the aim of the study is to carry out a critical review of stakeholder management for base camp cities and to identify likely issues that occur in various groups and possible strategies to engage with them. To do this, it is very important to conduct a review of stakeholder theory to understand the context of the concept. The absence of research in this field of study was evident.

Identification and mapping of stakeholders are only two aspects of stakeholder management. Knowledge of the history and evolution of the theory of stakeholder management as a management science is of great value to perform the identification effectively, understand key principles and the integration of this specific management science concept in events. It also guides the researcher regarding why a Base Camp city needs to have a stakeholder approach and strategy.

Studies relating specifically to stakeholders in mega sporting events offer a strong indication of the issues relating to power, predictability, and interest. It also indicates a motivation for a stake that should be managed. The literature relating to non-hosts or Base Camps is not always available in this specific context, but, since it still constitutes part of a mega event, there is much that can be learnt from the literature referring to mega events in general.

The purpose of this chapter is to conduct an in-depth analysis of stakeholder management, including stakeholder theory and event stakeholders, and to review the specific stakeholders in the Soccer World Cup 2010 hosted in South Africa and the relevance thereof to base camp cities. Chapter 3 focuses on the stakeholders involved with the world cup and other mega and major sporting events. Stakeholder theory is firstly explained.

3.2 STAKEHOLDER THEORY

The relevance and importance of stakeholder theory is evident in practise and literature and an understanding thereof is important.

3.2.1 Defining stakeholders

Considering that this thesis deals with the public and non-profit sectors, it is important to note that R. Edward Freeman, in the now classic text *Strategic management: A stakeholder approach* (1984), defined a stakeholder as “any group or individual who can affect or is affected by the achievement of the organization’s objectives”. Typical definitions of *stakeholder* from the public and non-profit sector literature include several variants, such as “[a]ll parties who will be affected by or will affect (the organisation’s) strategy”, or “[a]ny person group or organization that can place a claim on the organization’s attention, resources, or output, or is affected by that output” (Bryson, 1995:27) and “people or small groups with the power to respond to, negotiate with, and change the strategic future of the organization” (Eden & Ackermann, 1998:117). More recent definitions on stakeholders note that the stakeholder definition, in turn, encapsulates how an individual or a group of individuals affect or are affected by the objectives of an organisation in some way. This concept underpins stakeholder theory that maintains that the final product of any organisation should respect the interests of all stakeholders and not only those of its owners and members of the board (Miragaia et al., 2014: 647).

To answer the question of who or what a stakeholder is, Mitchell *et al.* (1997:858) compiled a chronological table which indicates various sources (see Table 3.1).

Table 3-1: Stakeholder management

Source	Stake
Stanford memo, 1963	“those groups without whose support the organization would cease to exist”
Rhenman, 1964	“are depending on the firm to achieve their personal goals and on whom the firm is depending for its existence” (cited in Näsi, 1995)
Ahlstedt & Jahnukainen, 1971 cited in Näsi, 1995	“driven by their own interests and goals are participants in a firm, and thus depending on it and whom for its sake the firm is depending” (Cited in Näsi, 1995)
Freeman & Reed, 1983:91	Wide: “can affect the achievement of an organization’s objectives or who is affected by the achievement of an organization’s objectives”
Freeman, 1984:46	“can affect or is affected by the achievement of the organization’s objectives”
Freeman & Gilbert, 1987:397	“can affect or is affected by a business”
Cornell & Shapiro, 1987:5	“claimants” who have “contracts”
Evan & Freeman, 1988:75-76	“have a stake in or claim on the firm”

Source	Stake
Evan & Freeman, 1988:79	"benefit from or are harmed by, and whose rights are violated or respected by, corporate actions"
Bowie, 1988:112, n2	"without whose support, the organization would cease to exist"
Alkhafaji, 1989:36	"groups to whom the corporation is responsible"
Carroll, 1989:57	"asserts to have one or more of these kinds of stakes" – "ranging from an interest to a right (legal or moral) to ownership or legal title to the company's assets or property"
Freeman & Evan, 1990	"contract holders"
Thompson, Wartrick & Smith, 1991:209	"in relationship with an organization"
Savage <i>et al.</i> , 1991:61	"have an interest in the actions of an organization and...the ability to influence it"
Hill & Jones, 1992:133	"constituents who have a legitimate claim on the firm...established through the existence of an exchange relationship" who supply "the firm with critical resources (contributions) and in exchange each expects its interests to be satisfied (by inducements)"
Brenner, 1993:205	"having some legitimate, non-trivial relationship with an organization (such as) exchange transactions, action impacts, and moral responsibilities"
Carroll, 1993:60	"asserts to have one or more of the kinds of stakes in business: - may be affected or affect"
Freeman, 1994:415	"Participants in "the human process of joint value creation"
Wicks, Gilbert & Freeman, 1994:483	"interact with and give meaning and definition to the corporation"
Langtry, 1994:433	"the firm is significantly responsible for their well-being, or they hold a moral or legal claim on the firm"
Starik, 1994:90	"can and are making their actual stakes known" – "are or might be influenced by, or are or potentially are influencers of some organisation"
Clarkson, 1994:5	"bear some form of risk because of having invested some form of capital human or financial, something of value, in a firm" or "are placed at risk because of a firm's activities:"
Clarkson, 1995:106	"have, or claim, ownership, rights, or interests in a corporation and its activities"
Näsi, 1995:76	"interact with the firm and thus make its operation possible"
Brenner, 1995:76, n1	"are or which could impact or be impacted by the firm/organization"
Donaldson & Preston, 1995:85	"persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity"

Source: Adapted from Mitchell *et al.* (1997:858)

Nicolaides (2015:8) states that the stakes of stakeholder whether real or imaginary, cannot be simply pushed aside. Acknowledging the impact of an organisations actions and their impact on a community must become an integral part of the notion of taking a long range strategic view of the business prospects of the organisation. Further that businesses should engage with stakeholders to seek authentic stakes. Table 3.1 indicates the development of literature explaining stakeholders and their stakes from the Stanford memo, 1963 stating a stake as those groups without whose support the organization would cease to exist. Donaldson & Preston state in 1995 that persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity. The central theme remained the possible influence on the firm or by the firm on a stakeholder. In essence the table discusses why a group may have an stake and needs to be considered by the firm to be a stakeholder.

3.2.2 Stakeholder theory

Hult, Mena, Ferrell and Ferrell (2011:48) mention that the origin of contemporary stakeholder theory in management can be traced to the seminal work carried out by Freeman (1984), who developed a comprehensive and integrated understanding of the stakeholder concept. He stressed that firms must actively deal with a multitude of constituent groups other than shareholders and he analysed what these relationships mean for contemporary business practices. In this regard, the stakeholder approach seeks to broaden management's vision of its responsibilities beyond profit maximisation to incorporate the claims of non-stockholding groups. Stakeholder theory deals with the nature of the relationships between the firm (organisation) and its various stakeholders, especially in terms of the processes and outcomes for the firm and the stakeholders.

Parmar, Freeman, Harrison, Wicks, Purnell and De Colle (2010:05) state that the word *stakeholder*, in its current use, initially appeared in an internal memorandum at the Stanford Research Institute (now SRI International, Inc.), in 1963. The term was meant to test the concept that stockholders are the only group to whom management need be responsive. By the late 1970s and early 1980s, scholars and practitioners were working to develop management theories to help explain management problems that involved high levels of uncertainty and change. Much of the management terminology that had been formerly developed under the influence of Weberian bureaucratic theory assumed that organisations functioned in relatively stable environments.

Reynolds, Schultz and Heckman (2006:285) summarise stakeholder theory by arguing that the organisation has relationships with many constituent groups and that it can engender and maintain the support of these groups by considering and balancing their relevant interests. As many have noted, the theory fosters both instrumental predictions and normative prescriptions,

and has therefore proven to be popular with both those interested in profits and those interested in ethics. In this vein, Johnson and Schles (2002:206) define stakeholders as “those individuals or groups who depend on the organization to fulfil their own goals and on whom, in turn, the organization depends”.

The above definitions of stakeholders all indicate a claim (stake) and the interaction with an organisation. Hult *et al.* (2011:48) add that the reason of stakeholder theory rests on four assumptions that describe the relationship between a firm and its environment. Firstly, firms enjoy relationships with a multitude of stakeholders who have different rights, objectives, expectations, and responsibilities. Stakeholders possess the power to influence the performance of the firm and has a stake in the performance of the firm. This description confirms that social exchanges can and do occur with stakeholders. Secondly that firms are essentially run by top corporate managers since they make most strategic decisions for the organisation. In the unique role of managers to make decisions and allocate resources that address the demands of the other stakeholder groups, they can be viewed as the agents of other stakeholders. Thirdly, the divergent interests of the firm and its stakeholders result in potential conflict. If these interests were in harmony, managers would not need to worry about juggling the competing demands of stakeholders. The demands of stakeholders indicate activities or involvement that create an exchange relationship. The last reason is that firms exist in markets that are characterised by a tendency towards equilibrium. In these markets, competitive pressures could exert an effect on behaviour; however, inefficient behaviour is not necessarily penalised in the short term.

Figure 3.1 indicates the various theories underpinning firm stakeholder interaction related to positive and normative perspectives.

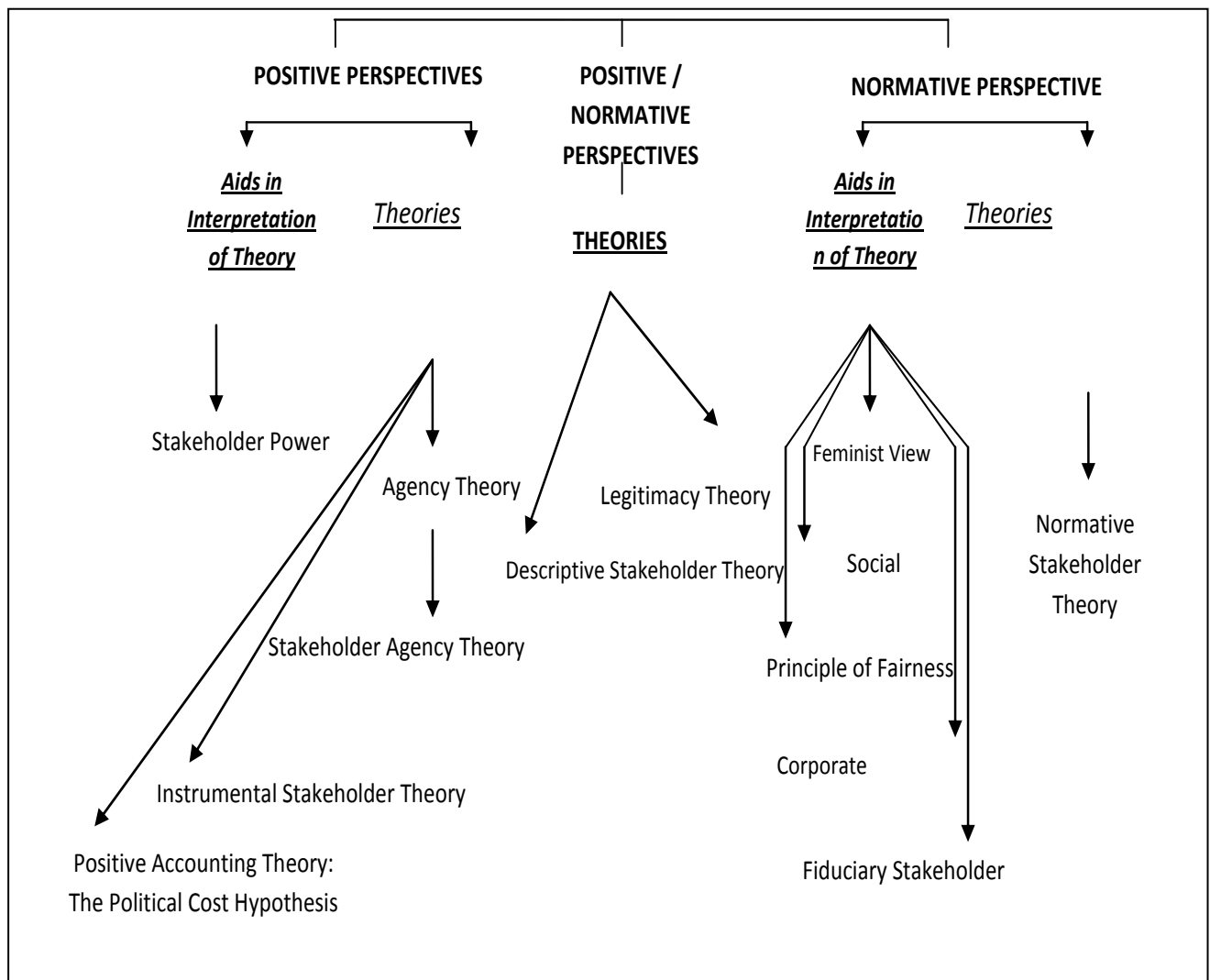


Figure 3-1: Firm stakeholder interaction perspectives

Source: Adapted from Wilmshurst (2002:4)

Table 3.2 offers a holistic view of stakeholder theory. It also indicates its complexities as well as perspectives and theories on it. The diagram indicates that stakeholder theory consists of three different perspectives, namely positive, positive normative, and normative perspectives. These three main areas represent various stakeholder theories as indicated by the diagram.

Table 3-2: Summary of stakeholder perspectives

Underlying notions and characteristics of the different stakeholder theories	Underlying notion	Characteristics
Instrumental Stakeholder Theory	To assess whether there are any connections between traditional goals such as profit maximisation and the management of stakeholders.	Wealth generation Survival
Agency Theory (Stakeholder-Agency Theory (e.g. Hill & Jones, 1992; Jones,))	Presence of a contract between the firms represented by management and the stakeholders that impact on the firm. Agency theory concentrated on the shareholder-firm, debt-holder-firm relationship while stakeholder agency theory envisaged a wider group of “powerful” stakeholders. The claims of stakeholders with power to affect the success of the firm are attended to.	Power Relationship
Stakeholder Power	The influence a stakeholder group has on a firm will depend on their ability to influence the success of the firm. Stakeholders are prioritised by level of importance to the firm.	Regulatory Wealth Effect.
The Political Cost Hypotheses (PCT)	To prescribe that nature of the moral guidelines by which the firm operates. The firm accepts that stakeholders have legitimate rights and intrinsic value.	Stakeholder’s legitimate rights. Stakeholder’s intrinsic value.
Principle of Fairness	Offers a basis to distinguish between those who are and those who are not stakeholders of the firm – the firm owes an obligation over and above that due to all other humans. A relationship based on co-operation; often a team approach may be identified. For example, this can be found by identifying whether the individual is a member of a co-operative scheme.	Cooperation / relationship with stakeholders. Management-stakeholder team.
Feminist View (e.g. Wicks <i>et al.</i> , 1994)	Replaces the notion of individual with that of community. The idea is the individuals in the community work together for their common good. The firm and the stakeholder are viewed as one. The community is seen as a network of relationships. For example, the members work together to achieve a common purpose.	Cooperation / relationship with stakeholders. Recognition of interdependence and Networks of stakeholders.
Social Networks (e.g. Rowley 1997)	Undertook a social network analysis approach to firm-stakeholder analysis. Developed a notion of a relative power balance between the firm and the stakeholder. Recognition of interrelationships. For example, the development of relationships between the firm and stakeholders, perhaps coalitions and alliances.	Relationship with stakeholders.
Principle of Corporate Legitimacy	Firms may not violate the legitimate rights of others to determine their own future.	Co-ordination of stakeholder interests with those of the firm. Stakeholders’ rights are respected.

Underlying notions and characteristics of the different stakeholder theories	Underlying notion	Characteristics
Stakeholder Fiduciary Principle	Firms are responsible for the effect of their actions on others.	Co-ordination of stakeholder interests with those of the firm. The rights of stakeholders are respected.
Descriptive Stakeholder Theory	To describe and to explain the interaction between the firm and the stakeholder.	Description of the interaction of the firm with stakeholders.
Legitimacy Theory	A contract exists between the firm and the stakeholder. The terms of the contract refer to the acceptability of activities undertaken, and the “licence to operate”. Acceptance that the firm operates under a social contract, and that there is a willingness to demonstrate that the activities of the firm are acceptable to the community.	Demonstration to stakeholders that firm operations are acceptable.

Source: Wilmshurst (2002:05-06)

Table 3-2 states that stakeholder theory involves different stakeholder theories. These theories have different characteristics and various underlying nations. The instrumental stakeholder theory seeks wealth generations and sustainability to assess the link to achieving that in stakeholder relationships. Agency theory focuses on powerful relationships that may influence the firm. Stakeholder power is the level of influence a stakeholder has on the firm. Political cost hypothesis is moral guidelines followed by the firm. Feminist view is a nation of common good for all. The principle fairness is relationships based on cooperation and team work. Social networks recognises inter-relationships and a power of balance. Corporate legitimacy hold that all stakeholder rights should be respected. The Fiduciary principle holds a firm responsible for the effect they have on stakeholders. Descriptive theory explains the relation between the firm and their stakeholders. Legitimacy Theory holds that a contract exists between the firm and the stakeholder. Later in the chapter, there is a discussion on three approaches to stakeholder theory, namely the instrumental approach, the descriptive empirical approach, and the normative approach. In summary, stakeholder management consists of three main perspectives with theories underpinning these perspectives and three different approaches.

3.2.3 Theoretical perspectives

Wilmshurst (2002:05-06), in a research note, summarises a clear indication of stakeholder management theory. Table 3.3 (overleaf) succinctly indicates the stakeholder perspective by indicating the underlying notion and characteristics of the different perspectives.

Table 3.3 furnishes a summary of all the theories within the stakeholder management sphere. It is important to note the differences between them and the argument for the theory. The discussion on the various approaches in stakeholder theory includes a detailed outline of the theories involved. The basis of stakeholder theory also includes the Normative Approach, Descriptive/Empirical Approach and lastly the Instrumental Approach. To complete the theoretical, make up, the firm stakeholder interactions will also include the following theories:

- Agency
- Stakeholder Agency
- Instrumental Stakeholder
- Legitimacy
- Descriptive Stakeholder.
- Positive Accounting
- Political cost Hypothesis

The following will aid in the interpretation of stakeholder theory: The Feminist View, Principle of fairness and Fiduciary Stakeholder.

3.3 APPROACHES TO STAKEHOLDER THEORY

3.3.1 Normative approach

The first of the approaches to be discussed is the normative approach, which categorises moral guidelines that dictate how firms should treat stakeholders. Business ethics has incorporated stakeholder theory as an ethical theory to deal with the alternative of only maximising shareholder returns. One of the dominant beliefs of this approach is that firms should attend to the claims of all their stakeholders, not only those of their shareholders. Nevertheless, a focus is often placed on the relative importance of ethical obligations to the different stakeholder groups. This normative approach relays to the purpose of the organisation and how it should form a responsible part of processes, institutions, and society at large. This approach to stakeholder theory has been used to support Kantian capitalism, fairness, community concepts of the common good, critical theory, and integrative social constructs (Parmar *et al.*, 2010).

Stakeholder theory is a theory of organisational management and ethics. Certainly, all theories of strategic management possess some moral content, even though it is often implied. This is not to say that all such theories are moral, as opposed to immoral. Moral content in this case means that the subject matter of the theories fundamentally concerns moral topics (they are not amoral). For example, in arguing that current organisational arrangements and processes should be ignored as organisations are re-engineered, managers are asked to ignore existing relationships and responsibilities among organisational actors (Hammer & Champy, 1993). These obligations may be overcome by other stronger obligations, but that is a subject of moral discourse, and if implied, this should be exposed and examined. Moral content is regularly taken for granted, implied, or ignored in this manner in management scholarship.

Table 3-3: Normative justifications for stakeholder theory

Author	Normative core
Argandona (1998)	Common Good
Burton and Dunn (1996a) Wicks, Gilbert, and Freeman (1994)	Feminist Ethics
Clarkson (1994)	Risk
Donaldson and Dunfee (1999)	Integrative Social Contracts Theory
Donaldson and Preston (1995)	Property Rights
Even, W.M. & Freeman, R.E. 1988.	Doctrine of Fair Contracts
Phillips (1997, 2003)	Principle of Stakeholder Fairness

Source: Phillips, Freeman and Wicks (2003:480-481)

Table 3.3 Indicates the normative justification for stakeholder and thus indicating the normative core as developed by various writers. Almost all of these literatures were developed in the nineteen nineties ranging from 1994 to 2003. The normative core varies from motivations based on moral and ethical considerations.

Freeman was one of the earliest authors to discuss the normative core related to stakeholder management. The normative core relates to norms and, as indicated above, involves topics such as fairness, ethics and the social contract. Damak-Ayadi (2005:6) also stresses the normative bases of stakeholder theory. In their opinion, this perspective is distinct from the functionalism found in empirical theory. Instead of compiling data and employing ad hoc quantitative methods to test hypotheses, the focus here falls on normative outcomes, and hence on specifying the moral obligations found underlying the positions of stakeholders. The various approaches of this kind have a common factor, namely that they treat stakeholders both as an end and as having interests that possess an intrinsic value.

The narrative interpretation also portrays the normative perceptive by offering narrative representations of the moral behaviour of the firms. Here, importance is placed on the ethical responsibilities that a firm may face, and on how it can please the said responsibilities without denying its interest in achieving economic success. A further goal is to explain how it is that the objectives being pursued by the actors themselves (by the stakeholders and the organisation) can be mutually reinforcing. Researchers adhering to this school of thought will try to uncover the best alternative so as to steer corporate activities in ethically more positive directions. They claim that individuals will modify the language they use (stating conceptual schemes through images and descriptions) depending on how they think and act. In other words, actors underlying representations will influence the individual conceptions via which reasonable strategic actions are developed. Such studies entertain close relationships with the search for paradigms found underlying the interpretative theory of organisations, which affirms that individuals will build and maintain their own organisational realities at the social and symbolic levels.

A Normative approach to stakeholder management implies moral guidelines how stakeholders should be treated. It underpins common good and fairness. The Normative approach encourages the best ethical direction to deal with all stakeholders.

3.3.2 Descriptive / empirical approach

The second of the approaches is the descriptive / empirical approach, which focuses on the genuine behaviours of firms. It pursues to pronounce and explain how firms interact with

stakeholders. Scholarly work on this approach has shown that firms proactively address the anxieties of those stakeholders that are perceived to be critical of the well-being of the firm, because of their potential to satisfy key organisational needs. Henceforth, in terms of the descriptive and empirical approaches, firms lean towards to consider some stakeholder groups to be more important than others. While traditional economic analysis focuses on shareholders, when the word *stakeholder* becomes part of the culture of an organisation, managers can then be assessed to determine whether they create value for all stakeholders. If value is created for all stakeholders, many of the normative concerns of stakeholder theory will be incorporated into the descriptive/empirical approaches to stakeholder theory (Hult *et al.*, 2011:49).

Damak-Ayadi (2005:5), in relation to descriptive stakeholder theory, states that this theory considers that organisation is that which one finds at the centre of cooperation and competition situations, each of which possesses its own intrinsic value. The theory is used to describe (and sometimes to explain) specific characteristics and behaviours. These include the nature of the firms, how executives and management of their firms should be conceived, how some organisations are functioning, the diffusion of societal information, the notion of target stakeholders, and the significance attributed to each stakeholder (which varies, depending on the phase the firm has reached in its lifecycle). The descriptive approach allows for only exploratory propositions; however, it does not enable any connection to be made between stakeholder management and traditional business objectives (growth, earnings, etc.).

The feminist view is also a normative perspective. Burton and Dunn (1996a), explain “feminist theory as a possible fruitful source for new views of business”. Wicks, Gilbert, and Freeman (1994) have followed this idea by discussing the contributions that feminist theory can make to conversations regarding the stakeholder concept. The present study explains that conversation by arguing that a feminine view of morality can ground decision making in a stakeholder model, thereby rendering that model a viable option for those managers interested in operating according to moral principles. There is an essential difference between a feminist approach to philosophy and the more traditional masculinist approach that underlies traditional ethics. These differences are most clear in ontology and epistemology. Traditional ethics is initiated on ontology of the individual self while others are viewed as threats; thus, rights become of prime importance. The resulting moral theories tend to be legalistic or contractual in nature. For example, Kant ([1797] 1964), accords equal value to universality and the treatment of humans as ends. This is so because the self can expect decent behaviour from others only if the belief of treating humans as ends is universal. It is a form of contract best epitomised by the rule: “Do unto others as you would have them do unto you”. Utility theory and justice theory both posit (either implicitly or explicitly), a contract with all others requiring that we do not consider ourselves or anyone else as having more right to happiness or justice than others. It is because we are concerned with our own rights

that we enter these types of moral agreements, agreements to carry approvals if they are broken and if one's rights are violated.

As Wicks *et al.* (1994) imply, feminist theory is founded on different assumptions regarding the state of the world and the definition of knowledge. Feminist philosophers view the person as essentially relational, not individualistic. This does not mean that all feminist philosophers deny the existence of the self; rather, it means that the self has relationships that cannot be separated from its existence. Several philosophers in this tradition use the mother-child relationship as the paradigm for this way of thinking, while others not contented with the metaphor of the mother-child relationship, stress that a relationship is the appropriate method of understanding ourselves as "second persons". This term means that there is no "I" unless there is a "you", beginning with the mother-child relationship, but on-going to develop from it. Friendship, as Code (1991) expresses it as a de-gendered Aristotelian conception of friendship, becomes the model of how one should understand the world. The feminist philosopher's notes that the importance on relationships in turn highlights their moral worth, and by extension, the responsibilities inherent in the relationship, rather than rights as in traditional ethics. While traditional ethics can be regarded as being built on responsibilities, particularly the Kantian conception of duties, traditional moral theories turn swiftly to a discussion of rights, whereas feminist philosophers continue to discuss responsibilities through the belief of caring.

Stakeholder Agency Theory forms part of the positive perspectives. An agency relationship is defined as one in which one or more persons (the principal(s)) engage another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent. The foundation of agency theory is the statement that the interests of principles and agents diverge. According to agency theory, the principle can limit divergence from his/her interests by establishing appropriate incentives for the agent, and by incurring monitoring costs designed to limit opportunistic action by the agent. Further, it may pay the agent to spend resources (bonding costs) to guarantee that he or she will not take certain actions that would harm the principal, or to ensure that the principal will be appropriately compensated if he/she does take such action. That is, the agent may incur *ex-ante bonding costs* to win the right to manage the resources of the principal. Despite these devices, it is recognised that some divergence between the actions of the agent and the interests of the principal may remain. Insofar as this divergence reduces the welfare of the principal, it can be viewed as a *residual loss*.

The sum of the principal's monitoring expenditures, the agent's bonding expenditures, and any remaining residual loss are defined as agency costs. Further, agency theory asserts that natural selection processes favour governance structures that economise on agency costs (Fama & Jensen, 1983; Jensen, 1983). Agency theorists mean governance structures are the mechanisms

that police the explicit and implicit contracts between principals and agents. These include the structure of law governing corporate behaviour and its attendant legal apparatus, monitoring mechanisms (such as the board of directors), and enforcement mechanisms (such as the market for corporate control and the managerial labour market) (Hill & Jones, 1992:132-133).

The increasing importance of governmental regulations, the amplified role of the media, and the amplified pressure from customers and unions have intensified the scrutiny of managerial action. Because stakeholders are engaged in monitoring and disciplining managers, a stakeholder-agency approach appears to be a suitable framework to connect agency costs such as earnings, management practices, and executive entrenchment initiatives associated with a firm's CSR. Under the stakeholder-agency approach, managers are agents monitored by various stakeholders. This means that if the manager wants to pursue her or his own interests, such as improving earnings of a firm to obtain further remuneration, she or he should define corporate social responsibility actions (Prior, Hagberg, Paton, Douglass, Brown, McLenithan & Roth, 2006:5-6).

Descriptive/ Empirical Approach focus on the behaviour of the firm and those stakeholders considered to be more important to the firm. The Descriptive theory may also aim to explain certain characteristics and behaviours of the firm toward stakeholders.

3.3.3 Instrumental approach

The third approach is the instrumental approach. The instrumental approach forms part of the positive perspectives. The instrumental approach to stakeholder theory is intended to describe what will happen if firms behave in a certain way (Jones, 1995). It provides a framework for examining the relationships between stakeholder management – which comprises processes, structures, and practices related to the stakeholders of the firm– and corporate objectives such as profitability and growth (Donaldson & Preston, 1995). This approach to stakeholder theory foresees that those firms that can relate to their stakeholders based on mutual trust and cooperation will gain a competitive advantage over firms that do otherwise (Jones, 1995). Hence, it accepts that the goal of corporate decisions is superior performance, and stakeholder management is a means for achieving that end (Jawahar & McLaughlin, 2001). Clarkson (1995) argues that the survival and performance of a firm is a function of the ability of its managers to create sufficient wealth, value, or satisfaction for all its primary stakeholder groups without favouring one group at the expense of another. In this sense, the claims of all legitimate stakeholders are of intrinsic value, and no set of claims is assumed to dominate the rest (for example, see Jones & Wicks, 1999). The instrumental approach houses economic premises but

does not address conflicts between social and economic imperatives. The normative approach could address these conflicts (Parmar *et al.*, 2010; Hult *et al.*, 2011:49).

Instrumental stakeholder theory was advanced by T.M. Jones in 1995. The main idea here is that everything else being equal, firms that practise stakeholder management will perform better in terms of profitability, stability, growth, and so forth. One accepts that certain results can be obtained if certain behaviours are adopted. In other words, the instrumental theory is contingent (meaning that it involves reliance on certain types of behaviour) (Damak-Alyadi, 2005:5-6; Prior *et al.*, 2006:06). The instrumental approach of stakeholder theory (Donaldson & Preston, 1995; Jones, 1995) advocates the formulation and implementation of processes that satisfy stakeholders because they control key resources, and it suggests that stakeholder satisfaction, in turn, will ensure the long-term survival and success of the firm (Freeman, 1984; Waddock & Graves, 1997). Henceforth, stakeholders who own resources relevant to the firm's success will be further willing to offer their resources to the extent that their different claims and needs are fulfilled. This, could, improve financial objectives (Jones 1995; Hillman & Keim, 2001).

Jones (1995:404) states that Preston delivered an intellectual call to arms in 1975, scholars, in the field of inquiry called business and society, wanted a paradigm or an integrating framework for topics thought to be central to the discipline. Several models – corporate social performance, social control of business, and stakeholder – have been advanced as part of this search. This article tries to advance the case for using the stakeholder model as an integrating theme in the field by proposing a formal instrumental theory of stakeholder management. The theory characterises a synthesis of the stakeholder concept, economic theory, insights from behavioural science, and ethics. Jones (1995:406) adds that traditionally, in the philosophy of science literature, instrumental theories were believed useful for explaining certain phenomena irrespective of their truth or untruth (Angeles, 1992). The theories themselves were used as instruments to achieve certain ends. The instrumental theory employed in this article follows the one used by Donaldson and Preston (1995), which appears to be original. For these authors, instrumental theory establishes (theoretical) connections between certain practices and certain end states. There is no assumption that the practices will be followed or that the end states are desirable. In instrumental theory, statements are hypothetical – if X, then Y or if you want Y, then do X. In this sense, X is an instrument used for achieving Y. The truth or untruth of instrumental theories of this latter type is an important issue.

The focus of this instrumental theory of stakeholder management is the contract (i.e., a metaphor for the relationships between the firm and its various stakeholder groups). The firm will gain competitive advantage if it can develop relationships with its stakeholders based on mutual trust and cooperation. Implicit in this theory is the notion that the problems of opportunism and a lack

of trust and cooperation are real problems in firm/stakeholder relations such that instrumental conclusions are appropriate. Thus, in addition to the formal research propositions that follow, all of which have instrumental implications, this section contains some examples of problems of potential opportunism for which formal propositions are inappropriate at present. The development of these examples into theoretically compelling empirical propositions is left to future researchers.

Shareholders are midst the important stakeholders of the firm. Some features of the law of corporations govern the relative power of managers and stakeholders. Some of the legal options available to firms serve primarily to make hostile takeovers more difficult. Instances of such options are *poison pills*, *shark repellents*, dual-class stock, and incorporation in states (such as Delaware) in which corporation law favours broad management discretion. Researchers have used two theories to explain the emergence of such phenomena, that is, the shareholder interest hypotheses and the management entrenchment hypotheses. According to the shareholder interest hypothesis.

Managers assume such activities to protect and increase the interests of shareholders. The management entrenchment hypotheses (De Angelo & Rice, 1983) posit that such actions as these are motivated by the desire of managers to retain their employment and its related privileges. The difference between these two theories, in terms relevant to the theory developed, is that the shareholder interest hypothesis assumes trustworthy behaviour on the part of management, whereas the management entrenchment hypothesis accepts opportunistic behaviour. Thus, empirical tests of these theories are related to instrumental stakeholder theory (Jones, 1995:423).

Literature also relates to stakeholders in events and sporting events. It recognises that there could be many stakeholders who have an interest or stake and that there needs to be a clear understanding of their needs, characteristics and character (Tassiopoulos, 2010:148). Bowdin *et al.* (2011:230) also further note the complexity of stakeholders and their individual needs and even possible conflicting expectations. Literature related to events management (Such as Bowdin & Tassiopoulos) recognises the importance of stakeholder management in events. However, the literature does not discuss stakeholder management in depth or any of the stakeholder theories discussed in this chapter. Although stakeholder management is mentioned it is seldom analysed to the extent that is covered in literature focusing on the management of stakeholders.

The Instrumental approach investigate the consequences of the behaviour of a firm towards its stakeholders. It sees the firm as being superior and stakeholder management as a way to a means. The approach suggests that firms that are good at stakeholder management will do better than firms that are not.

In the next section the theory of stakeholder salience is analysed.

3.4 THEORY OF STAKEHOLDER SALIENCE

Mitchell, Angle, Chrisman and Spence (2011:235) state that stakeholder salience has been defined to be the degree to which managers' accord priority to competing stakeholder claims (Mitchell *et al.*, 1997:854). Mitchell *et al.* (1997:873) suggest that "stakeholder salience will be positively related to the cumulative number of stakeholder attributes – power, legitimacy, and urgency- perceived by managers to be present".

Bundy, Shropshire and Buchholtz (2013:354) describe the issue of stakeholder salience in the research investigating the concept of issue salience that appears in several streams of organisational literature, emphasising both stakeholder and firm perspectives. Scholars taking a stakeholder perspective regularly focus on the degree to which an issue resonates with a stakeholder group, suggesting that stakeholders are mobilised regarding an issue because of their collective perception of its criticality as driven by identity (Rowley & Moldeveanu, 2003), culture (Jones, Felps & Bigley, 2007), or emotional connection to it (Bansal & Roth, 2000). Issues are salient to stakeholder groups to the degree that they connect with deeper meanings of that which defines the group and makes it unique. Research on collective identity in social movements refers to this characteristic of identity as an expressive logic, suggesting that actions motivated by identity serve to express identity to external constituents and stakeholders (Polletta & Jasper, 2001). An organisation's desire to articulate its identity to pertinent stakeholders can influence the expressive salience of external issues (Ashforth, Harrison & Corley, 2008). While stakeholder views of issue salience emphasise expressive logic from an identity perspective, strategic views of issue salience focus on firm-level interpretations of how an issue potentially affects the firm as it attempts to achieve its goals (Dutton & Jackson, 1987; Jackson & Dutton, 1988; Thomas, Clark & Gioia, 1993).

Sporting events will involve various stakeholders with different levels of power, legitimacy and urgency. The correct analysis thereof will be crucial to anticipate issues related to a specific stakeholder grouping. The successful hosting of an event relates to an enterprise meeting its objectives. Each of the event stakeholders will have a unique Identity and might present unique issues to deal with. Bowdin *et al.* (2011:230) note that people that have an interest in the outcomes of an event are stakeholders. This is such a wide definition and could include groups such as athletes to environmental groups. This could present multiple identities, issues, interests and views.

3.5 STAKEHOLDER POWER AND INTEREST

The mapping of stakeholders refers to, among others, the power and interest of stakeholders, and for this research, their predictability. (Murray-Webster & Simon, 2006:01) refer to power as the power to influence, and interest as the extent to which stakeholders will participate. In specifically referring to sport stakeholders, Walters and Kitchin (2009:9-11) populated a Mendelow's power/interest grid with stakeholders for the Emirates stadium. While Base Camp city stakeholders differ, their study provides insight into the mapping of stakeholders. In addition, they discuss the four quadrants (See Figure 3.2). (Jepson & Clarke 2016:108) notes that legitimate power exertion was summarised by event stakeholder representatives as a stakeholder's ability or perceived right to influence event management decisions. This perceived right was dependent on the type of role a stakeholder held. These types of roles included a sponsor, supplier, corporate team entrant, recipient charity or event manager. Xue & Mason (2011:375) notes that power, defined as a "relationship amongst social actors in which one social actor A can get another social actor B to do something that B would not otherwise have done. There are three types of power that are based on the type of resource used to exercise power: coercive power. This refers to the use of physical force (e.g. a gun) or threat to use physical sanctions.

The second is utilitarian power, referring to the use of material or financial resources which allow the recipient to acquire material rewards. The third is normative power, referring to the use of symbolic resources those whose use does not constitute a physical threat or a claim on material rewards) for control purposes (Etzioni, 1964). Therefore, actor A in the relationship has power, to the extent it has or can gain access to coercive, utilitarian, or normative means, to impose will over actor B. Stakeholder power is present when the stakeholder can use the same means to influence the focal organization. If the stakeholder possesses no access to even one of the three means, the power of the stakeholder is then deemed as absent in that specific stakeholder.

The *minimal effort* quadrant is potentially the most contentious. There is no need to employ an engagement strategy for these stakeholders. The *keep informed* quadrant is characterised by those stakeholders who have a high level of interest, but low power levels in the case of the Emirates Stadium. Potential stakeholder groups in this category include supporters, shareholders, lower tier sponsors and partners, banks, upper tier sponsors and partners such as Delaware North Companies, local community residents, and the London Borough of Islington.

The *keep satisfied* quadrant contains stakeholders who have high levels of power, but low levels of interest in the stadium. Stakeholders who fit into this category require some form of engagement strategy to keep them informed of developments, issues, and events at the stadium.

However, there is a difference between these stakeholders and those classified within the keep informed category due to their high level of power.

Key stakeholders are those who express a high level of interest and power in the Emirates Stadium and therefore need the club to implement some form of participation strategy. It can be claimed that the directors of the football club are key players as they are a highly powerful and interested stakeholder group who collectively own approximately 70% of the shares of the club. This has permitted the directors to reorganise the legal structure of the club to maintain a great deal of control over the development project while minimising risk to the football operations. It can also be reasoned that Emirates Airlines, an upper tier sponsor and partner, is a key player. Emirates contributed £100m towards the building of the stadium, which incorporated a 15-year stadium naming rights and an 8-year shirt sponsorship deal in October 2004. Given the recession and the weakening in sports sponsorship, it could be claimed that this level of investment in the football club, combined with the stadium naming rights, ensures that Emirates enjoy a high level of interest and a high level of power regarding certain decisions that are taken by the stadium management.

Figure 3.2 depicts how the mapping was carried out using the power /interest grid to map the stakeholders. This mapping is effective in analysing and understand stakeholders and this has not been applied to base camp cities. This type of application will however ease the work of base camp cities to be successful in their task of serving a specific team but also contributes to the growth of that city or destination.

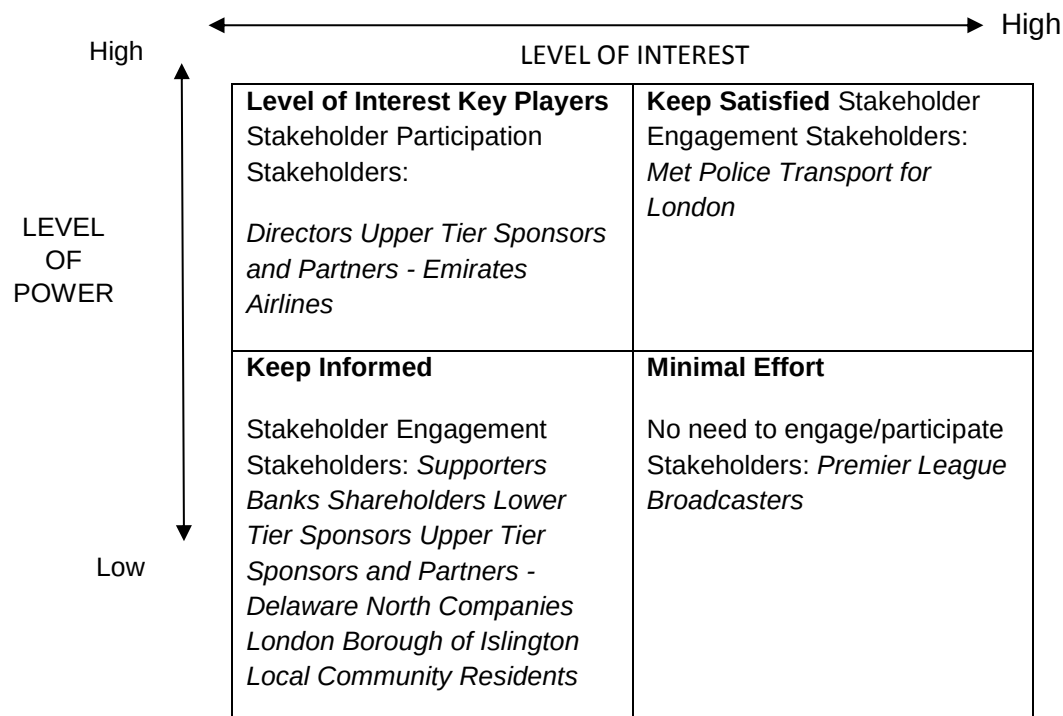


Figure 3-2: Mendelow's power/interest matrix during stadium operations

Source: Walters and Kitchin (2009:9-11)

Figure 3-2 indicates the mapping of stakeholders according to their level of interest and power. Stakeholders will be grouped in one of four quadrants. The two axes represent power and interest. It is possible to have high power and low interest and vice versa. The four quadrants are indicating the different approaches to stakeholders and allows for the mapping of stakeholders within one of the four quadrants.

According to Walters and Kitchin (2009:2) the Mendelow's power matrix was used to identify different stakeholders of the Emirates Stadium and, using the power/interest matrix, considers the different levels of stakeholder power and interest. The aim of their case study was to illustrate various stakeholder management strategies that Arsenal Football Club has implemented in relation to four stakeholder groups.

Low and Cowton (2004:45) identify two specific techniques that enable firms to manage stakeholder relationships. First, stakeholder engagement requires an organisation to meet and consult with stakeholder groups, but at the same time they have little influence on corporate decision-making. Second, stakeholder participation involves a more inclusive management strategy allowing stakeholder groups to be actively involved in decision-making and integrating them within the governance structures of an organisation (Low & Cowton, 2004:44-45). By combining the power/interest matrix and stakeholder engagement and participation strategies, a firm can identify stakeholders and implement a management strategy appropriate for that specific stakeholder group.

According to Newcombe (2003:842), project stakeholders are groups or individuals who have a stake in, or expectation of, the performance of the project. They include clients, project managers, designers, subcontractors, suppliers, funding bodies, users, and the community at large. Stakeholder analysis has become a recognised technique for determining how stakeholders interact with organisations, and more specifically how they may answer to changes. Traditionally, project stakeholders have been viewed as the primary participants directly involved in the project, with others seen as secondary stakeholders.

The extension of stakeholder mapping to cover these secondary stakeholders in the context of a construction project is a pioneering feature of this paper. Power is the instrument through which stakeholders influence the direction and decisions pertaining to a project. This power can be used to retain the *status quo* or to apply essential change. Gaining support for contentious decisions or implementing successful change during projects is therefore largely dependent on the stakeholders. It is important to note the aspects that include stakeholder mapping, power /interest, and finally, project stakeholders before moving on to project management.

3.6 MANAGEMENT OF EVENTS: EMBOK / PMBOK

EMBOK (2005) was discussed in Chapter 2 and refers to the *Event management book of knowledge*. PMBOK refers to the *Project management book of knowledge*. This relates to the respective fields of project and event management. PMBOK is relevant to this chapter to indicate the positioning of stakeholders within a project.

When setting out to hold an event (whether small or large), it is essential that all the activities and arrangements are implemented at the correct time and that everybody knows what they are required to do at a time and date. Whether it involves a wedding reception, a meeting, a sports competition or an international conference, the effectiveness of the organisation and the management of the event is critical to its success.

The process by which the implementation of a plan and the development of an event are managed is called *project management*. This can be defined as “a philosophy and a process for the management of ad-hoc activities in organisations, characterised by a distinct life cycle and a management system that uses a matrix organisational design” (Cleland, 1998). In the context of project management, a *project* can be defined as “a combination of organisational resources pulled together to create something that did not previously exist” (Tassiopoulos, 2011:144). A mega event is nothing more than a large-scale project. To provide context to where the stakeholder mapping fits into the process it is firstly of value to discuss project management as a science. The *PMBOK* (5th edition) is a guide to the Project Management, and considered one of the leading source of information for project management. It presents a set of standard terminology and guidelines for project management. The fifth edition is the document resulting from work overseen by the project management team. This information relating to mega events as projects is very valuable.

The greatest differences between *PMBOK* (4th edition), released in 2008, and *PMBOK* (5th edition), released in 2013, is the content of Chapter 13 on Stakeholder Management. It includes subsections on

- identify stakeholders;
- plan stakeholder management;
- managing stakeholder engagement; and
- control stakeholder engagement.

The process of identifying stakeholders is indicated in Figure 3.3.

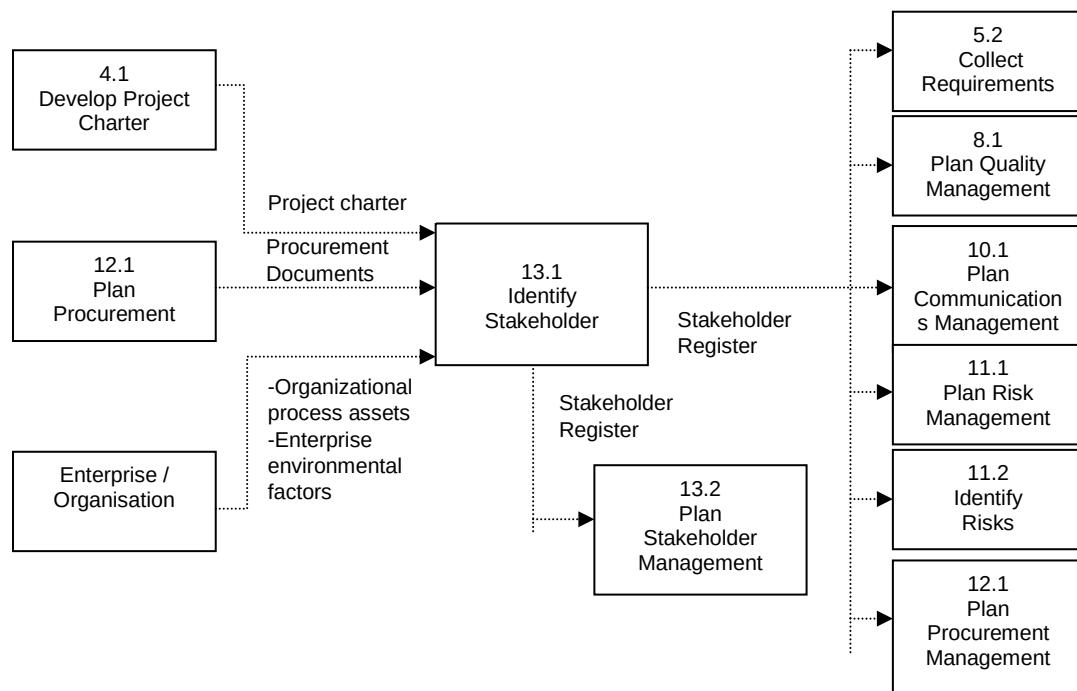


Figure 3-3: Identifying stakeholders

Source: Adapted from South West Missouri Chapter (2013:34)

This process is followed by the planning phase. This involves the process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle based on the analysis of their needs, interests, and potential impact on the success of the project. The planning phase is illustrated in Figure 3.4 (overleaf). The identification of stakeholders is followed by recording the stakeholders in a register. Thereafter an official stakeholder plan needs to be drafted. A communication plan will indicate the flow of information from and to the various stakeholders.

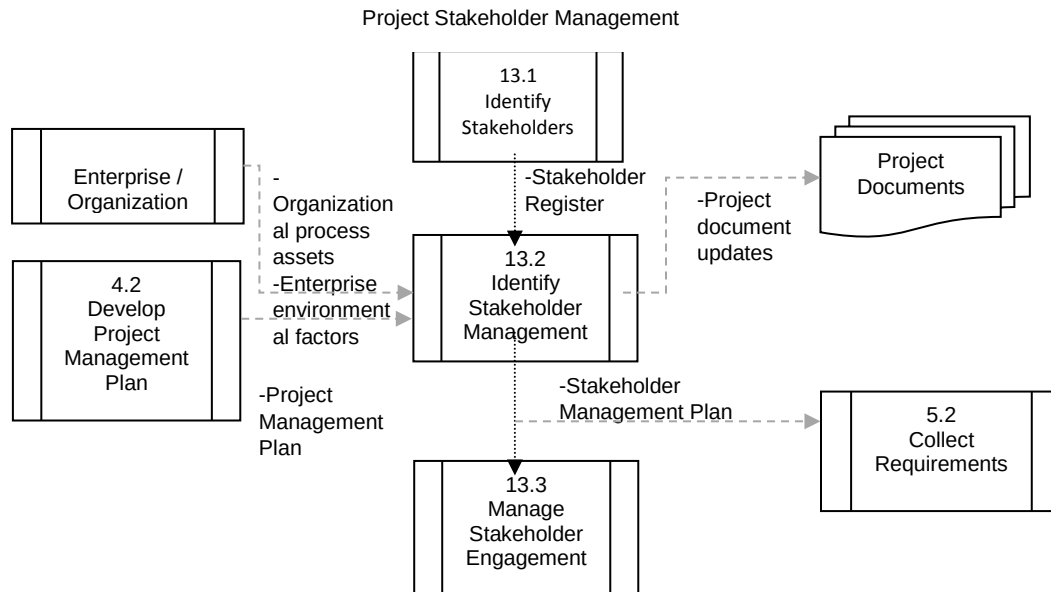


Figure 3-4: Project stakeholder management

Source: Adapted from South West Missouri Chapter (2013:34)

Figure 3.4 clarifies the frequency and flow of the stakeholder process in the project process. The very structured nature of the process is noteworthy. The figure provides a visual representation of the role of stakeholder management within the project plan. It also indicates the positioning within the flow and the frequency of activity. The figure relates to the following processes: firstly, to identify stakeholder, then to craft a stakeholder management plan and lastly to engage with stakeholders. The figure indicates that the stakeholder management plan flows from the project management plan.

3.7 UNDERSTANDING EVENT STAKEHOLDERS

Goldblatt (2008:14) refers to event stakeholders as those who have invested in the event. This does not always refer to money. Emotional, political, or personal investment are also considered to be investment. Raj *et al.* (2009:2) indicate that small events tend to have few stakeholders and clear objectives. Massive events have many stakeholders and complex objectives.

3.7.1 Stakeholder relationships with events

Kruger & Heath (2012:574-575) state that if events are to be regarded as a strategic destination priority then leadership and initiative from various stakeholders will be required. Event tourism strategies should represent the varying interests and concerns, from a diverse set of sectors, of all stakeholders involved. This should be regarded as essential in broader tourism strategies towards long-term destination competitiveness.

Saayman (2004:151) refers to the key event role players and the event triangle, as illustrated in Figure 3.5, overleaf.

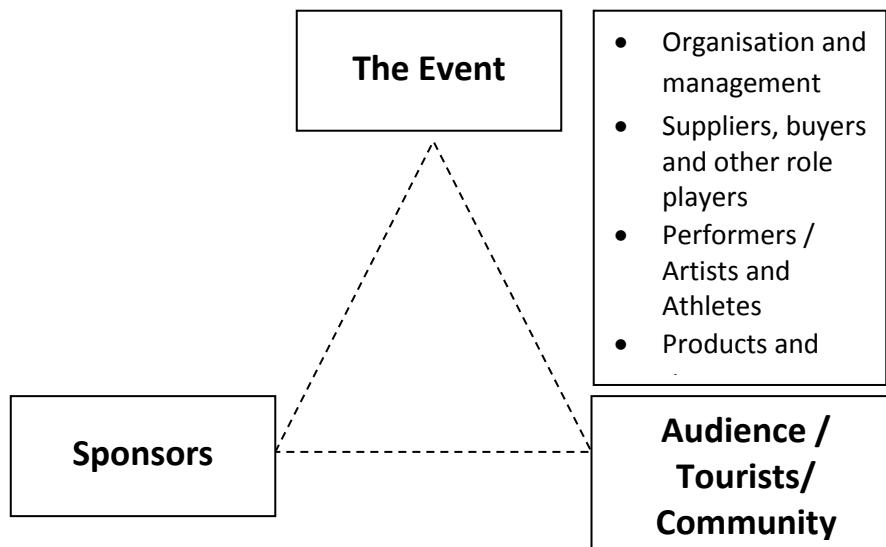


Figure 3-5: Diagrammatic representation of key event role players

Source: Saayman (2004:151)

The three underlying principles that interact in the event triangle model are

- event management requires sponsors for financial subsidy and publicity;
- event performers solicit compensation for their time and talents; and
- sponsors need events for promotional exposure and opportunities in their target market.

The financial success of events lies within the framework of this triangle. Each event, performer, audience, and sponsor has goals that are satisfied by the other groups. If events maintain their audience, sponsors make major investments (billions of Rands) to communicate through the events.

The event audience of tourists (or attendees) can enjoy a physical presence at the event or an electronic presence via radio and television. The event audience can also be represented through the print media such as newspapers, magazines, and journals. Sponsors allow companies to access a variety of promotional packages, including all forms of media advertising, licensing rights, event promotions featuring giveaways, sampling, signage, billboards, VIP receptions, and merchandising sales opportunities.

Bowdin *et al.* (2011:230) indicate the relationship of stakeholders with events saying that when numerous stakeholders are asked the question “what makes an event successful?”, currently these stakeholders, who are key components of modern major events, look at a wide range of different measures of success. What may have been a simple measure for the event organiser of the past, who considered the bottom line, market share, and successful staging of the event, now comprises only the basic criteria because the measures by other investors are more aligned with increased tourism, economic activity, tax revenue, promotional success, sustained economic growth, television reach, audience profiles, customer focus, brand image, hospitality, new business opportunities, and investment, to name but a few. The complexity of mega events owing to the multiple stakeholders with potential conflicting interests is illustrated in Figure 3.6, in which Saayman (2004:152) indicates the key perspectives and interrelationships of events.

This diagram, which is very useful, offers an initial indication of Base Camp relations. The questionnaires and interviews in the current study covered all the role-players mentioned in Figure 3.6 as well as additional stakeholders.

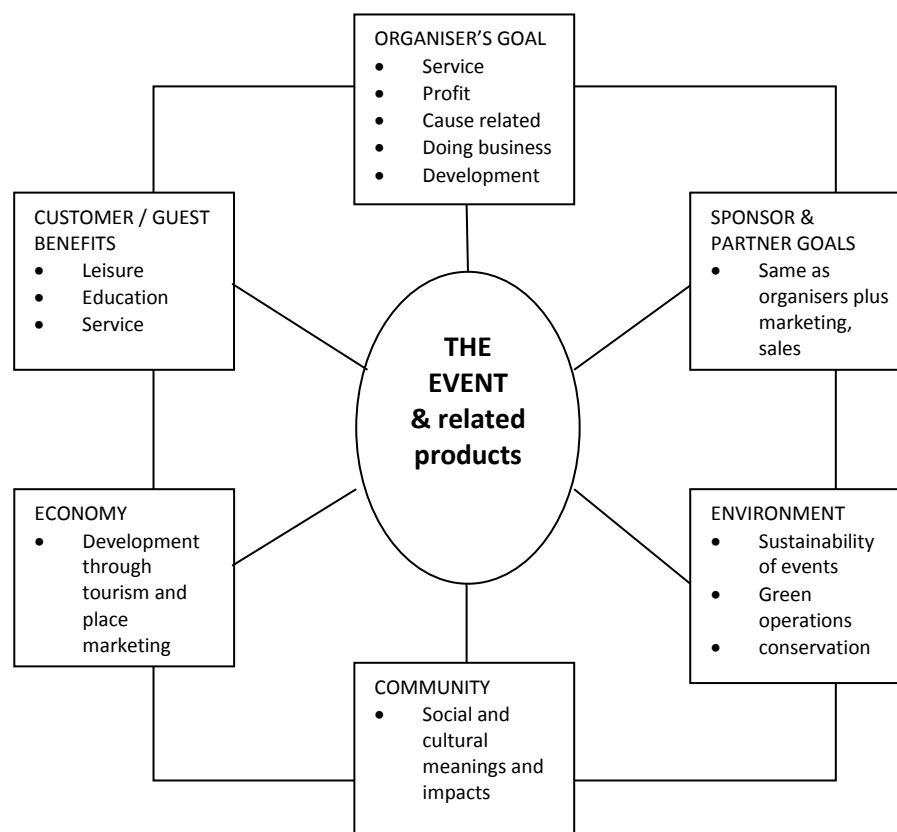


Figure 3-6: The event

Source: Saayman (2004:152)

Figure 3.6 indicates that the event and related products is central to 6 important categories namely:

- The organiser's goals
- Customer and guest benefits
- Economy
- Community
- Environment
- Sponsor and partner goal.

The figure is useful to indicate interrelationships of events and the different perspectives of an event. It is possible to include stakeholders per the sub grouping such as host community businesses under the economy and environmental activist under the environment. The figure further indicates the diversity of the interrelationships to events and the possible different expectations from an event.

3.7.2 Groups / event experience

Bowdin *et al.* (2011:191-192) indicate the various groups and their sub categories, but more importantly, their unique or especially important experiential dimensions (see Table 3.4). The groups comprise a list of event stakeholders, with most of the reasons why they become involved in events. This is very useful information when analysing a possible stake per stakeholder group and when identifying the expectations of each group.

Table 3-4: Groups/ event experience

Groups with event experiences	Sub-categories	Unique or especially important experiential dimensions
Paying customers	• Sport spectators • Concert audience • Exhibition and conference attendees • Festival tourists	• Escaping, being entertained • Belonging and sharing • Authentic cultural experience • Emotionally involved and loyal fans (also nostalgia) • Socialising and communities • Learning and seeking self-actualisation
Guests	• Persons invited to a private event • The public at free events • Guests of sponsors	• Socialising, networking • Being part of a community or family • Sub-cultural identity • Being treated as honoured guests, VIPs
Participants	• Athletes at competitions • Performers in arts competitions	• Challenge and mastery • Communities and sub-cultural expression

Groups with event experiences	Sub-categories	Unique or especially important experiential dimensions
Media audience	Remote TV viewers, radio listeners, webcast participants	A virtual entertainment experience shaped by the media
Performers	- The entertainers at events - Buskers, street performers - Professional athletes	- Professional competence, mastery - Self-esteem - Ancillary enjoyment of the event
Producers and organisers	- Owners - Directors - Managers	- Might be similar to staff and volunteers - Need to be responsive and reflective
Very important people (invited VIPs)	- Politicians - Celebrities - The Olympic 'family' - Investors	- Doing their duty - Protocol shapes their experience as 'performers' - Being treated with honour and respect - Gaining self-esteem - Ancillary enjoyment of the event
Officials	Referees, timekeepers, stewards, etc.	Professional conduct and responsibility define their involvement
Regulators	Police, fire, health inspectors, etc.	Professional conduct and responsibility define their involvement.
Sponsors and grant givers	- With their own hospitality component - Or, as VIPs	- Business success networking - Providers of hospitality to their own guests (the event is still the attraction) - Or, same as VIPs
Suppliers and vendors	- External suppliers - Or, on-site vendors	- Contractual relationships define their involvement - Ancillary enjoyment of the event
Volunteers	- Board members (may be workers or VIPs at the event) - Unpaid workers at the event	- The 'cast,' part of the experience for others - Enjoyment of the event - Communities among volunteers - Self-fulfilment
Paid Staff	- Paid workers at the event - Security staff, after hours	- Paid employment defines their experience - Ancillary enjoyment of the event
The media	- Official (as sponsors) - Unofficial media	- Might want a VIP experience - Professional competence
The public	Indirectly experiences the event (overspill effects or vicarious experiences)	The public's experience can range from 'psychic benefits' to being inconvenienced or harmed

Source : Bowdin *et al.* (2011 :191-192)

Table 3.4 indicates different groups that could have an event experience. 15 groups are listed with a further 33 sub-groups. These groups will have a unique or important experiential dimension. This includes: tourism related expectations, virtual entertainment experience, doing their duty or expecting a benefit from the event the grouping of stakeholders is like the listing found within the

literature discussed by Bowdin *et al.* (2011) and the stakeholders of the Soccer World Cup. The value of this diagram is the indication of the event experience per group that provides a better understanding of the group than just a listing as an event participant.

It is clear that to understand event stakeholders it is important to note that there are key event stakeholders, also refer to as key role players, needed to host a successful event. An event is central to stakeholders that has a unique relationship with the event. Various group can be identified that will have an experience during an event. This group can be divided in to sub groups. Each group will have a unique experience. It is thus an important learning to note the need to identify event stakeholders and determine their event expectation and to further identify strategies to address these expectations. It is important to note the level diversity related to the various stakeholders and their possible event experience. A generic approach may not be sufficient to address the effective stakeholder management of event role players.

3.7.3 Key stakeholders

Bowdin *et al.* (2011:242) mention the key stakeholders for Manchester during the Commonwealth Games. This is a more specific indication of stakeholders than the figure of Saayman (2004), because it mentions the specific stakeholders. There is also a further distinction between operational stakeholders and regional stakeholders and thus a real indication of specific stakeholders for a real event and not just a generic academic listing. While it is very specific to Manchester, it provides a good indication of the level of detail and involvement of many of the role players (see Figure 3.7, overleaf).

Figure 3.7 divides the Manchester commonwealth stakeholders in to 3 main categories: strategic and funding stakeholders, operational stakeholders and regional stakeholders. The local community groups and local businesses are listed as operational stakeholders. In total 19 stakeholders were identified. The most stakeholders are companies or government related organisations that would play a role in the Commonwealth games. The Manchester diagram would be of great value to help identify stakeholders specifically related to a city in a mega event. This thesis aims to identify and map stakeholders for Base Camps or non-hosters and the Manchester diagram can be used to test if they are similar as those identified in this study.

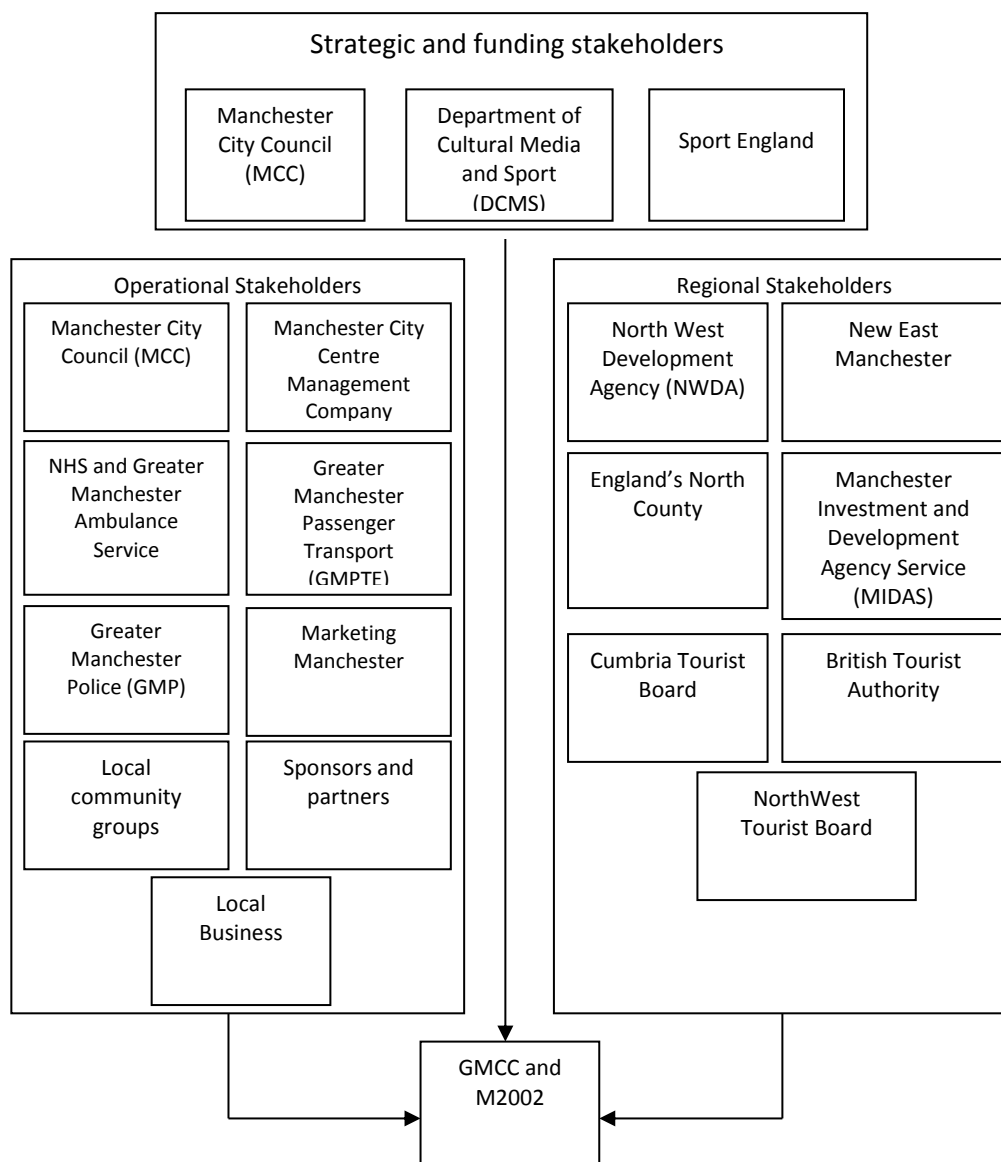


Figure 3-7: Manchester Commonwealth Stakeholders

Source: Bowdin *et al.* (2011:242)

However, Figure 3.7 does not provide an indication on the power /interest of the various stakeholders. It could be assumed that they are all seen as key stakeholders but it is uncertain if all falls in to the key stakeholder quadrant. The Manchester diagram differ from other event stakeholder literature in that it was specifically designed for an event (Commonwealth games) and identified specific stakeholders.

3.7.4 World Cup 2010 stakeholders

The case study in Chapter 2 reviews the SWC held in South Africa in 2010. Cape Town, in the Western Cape Province, was a key role player during the world cup. The strategic plan of the

Western Cape and Cape Town (2007:49) indicates an initial assessment of stakeholders. The value of the strategic plan is that it mentions the stakeholders in a South African context. Above, it is noted that the city of Manchester identified the stakeholders in the case mentioned. The stakeholder exercise regarding the World Cup Soccer and Cape Town also includes a power/interest mapping exercise which is of relevance to this study. This was however not related to base camp cities but hosting cities.

An initial assessment of stakeholders resulted in the following list which has also been translated into a “power and interest” grid, as listed below:

- the national government;
- LOC/FIFA
- SAFA WP;
- PSL Clubs;
- the private sector;
- ACSA;
- SARC;
- Metrorail;
- stadium operators;
- the media;
- event sponsors and suppliers;
- city water, electricity and waste;
- environmental agencies;
- the general public;
- schools;
- district municipalities;
- tourists;
- accommodation establishments;
- restaurants;
- the arts and entertainment;
- convention and conference centres;
- the South African Police Services (SAPS) and other security services;
- hospitals, fire and emergency;
- lobbyists: anti-world cup campaigners; and
- the Development Bank of South Africa.

Figure 3.8 shows the power/interest grid as adapted from the Western Cape/Cape Town scenario.

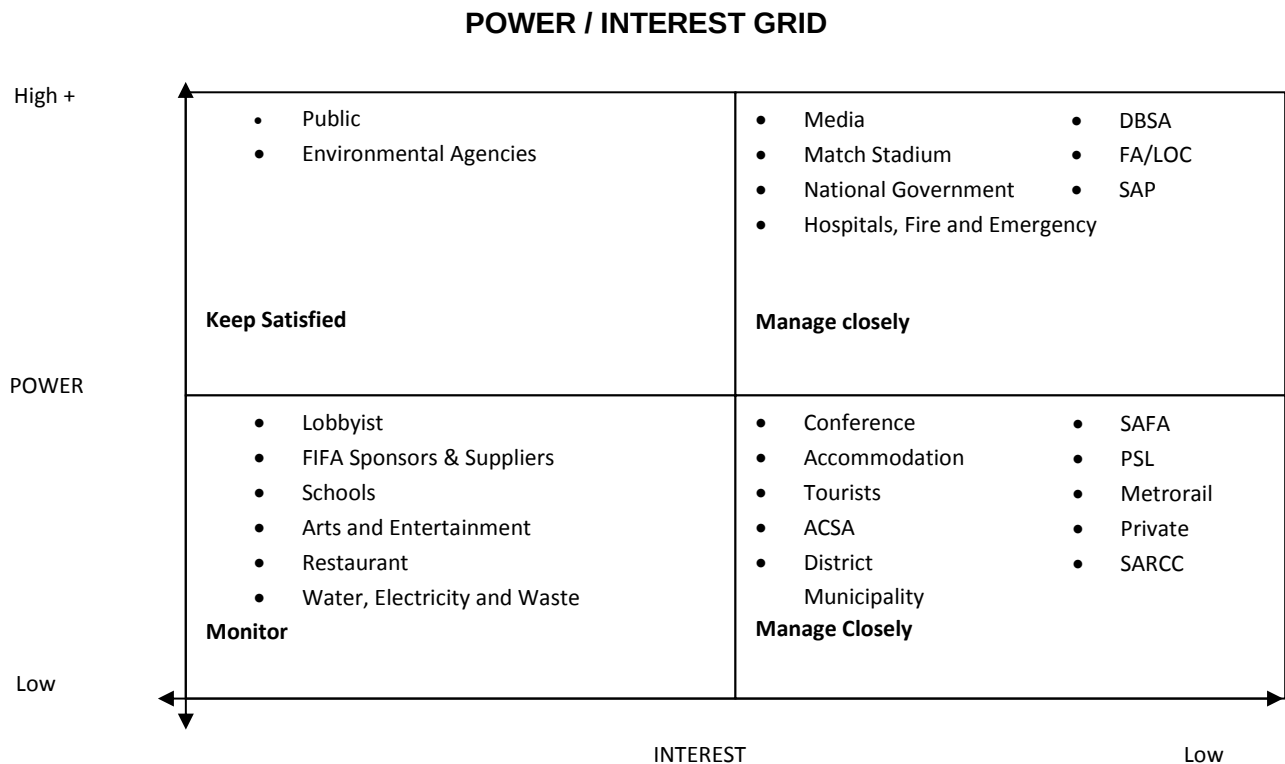


Figure 3-8: Power/interest grid – Western Cape/Cape Town

Source: Adapted from Strategic Plan WC & Cape Town (2007:51-52)

Figure 3.8 not only identifies the event stakeholders but also indicate their mapping in terms of power and interest.²⁵ stakeholders are identified. This makes it possible to indicate the level of engagement with the stakeholders. The mapping relates to the Medelow Power/Interest grid. The mapping per quadrant has allowed a comparison of this power /interest grid with that of a grid for the Base Camps mentioned in Chapter 6. The differentiation of the stakeholders in terms of the different quadrants offers a useful assessment of power and interest.

3.8 BASE CAMPS / NON-HOSTERS OF THE SOCCER WORLD CUP 2010, SOUTH AFRICA

The provision of a Base Camp for a travelling team creates several opportunities for non-host areas, because Base Camps also aid in attracting tourism to a region when supporters want to base themselves near their favourite team, bringing with them a positive economic impact for the region (EDM, 2007b; Fowles, 2007). Although several towns and individual accommodation establishments indicated that they would like to bid as a potential Base Camp for the SWC 2010,

the only successful towns were Knysna, which secured Denmark at Simola, and France at Pezula, and George, which secured Japan at Fancourt (this refers to the Western Cape bids only). The Paraguayan national team showed an interest in Mossel Bay, but looked elsewhere as they felt the practice pitch was not up to standard (*Eyewitness News*, 2010; Daniels & Swart 2012:155). The initial interests could result in expenditure to secure a Base Camp team, a prospect that might never realise. Expenditure by cities to ensure that they also share in the spoils could become a fruitless exercise.

In the Paarl case study, it is obvious that the local authority had respectable intents, but they were excessively ambitious and somewhat narrow-minded in planning to host a team in a Base Camp, without having facilities and training venues of a world-class status in place. Bidding for the right to host sports mega events, or a Base Camp in the case of Paarl, is considered a critical element of urban place entrepreneurialism as cities seek to gain benefit in the global economy (Rogerson, 2009).

The Drakenstein Municipality held high ambitions for the 2010 World Cup and campaigned strongly for the city to serve as a Base Camp, and municipal officials travelled extensively overseas to promote Paarl as a Base Camp. Nonetheless, despite these efforts to market Paarl, the outcomes did not meet the high expectations of the municipality. In the end, the failure of the projects implemented to ensure a lasting social legacy for the community demonstrated that active participation by the community is an unqualified must if development programs are to succeed. Typically, such projects (infrastructure development projects, sports development projects, and social development projects) would entail immense planning and management by all the relevant stakeholders. Sport can be viewed as a viable option for a sustainable approach to community development as it involves all members of the community and provides an interactive method to communicate positive values to the community, ultimately to harness a sustainable and progressive outcome in the long run. Perhaps the major lessons learnt from the Paarl 2010 ambitions were that non-host cities should not attempt to enter the race by competing for Base Camps unless a number of conditions are met. Firstly, the necessary infrastructure should already exist. Secondly, there must be a definitive commitment from a team to be based in such a city. Thirdly, the broader dynamics of understanding the strategic decisions around football, such as the altitude and climate, must be considered. The political will, planning and sound marketing platforms may have existed, but the most obvious oversights in the end left a sour taste for the *Paarl 2010 Team* and made a huge dent in the municipal budget (Bijkerk *et al.*, 2012:90-91).

3.8.1 Potential impact of the 2010 FIFA World Cup on non-host areas: The Eden District Municipality experience

Literature on the non-host communities is limited. It is therefore imperative to examine the impact, perceptions, and fears of various stakeholders (including government departments, residents, businesses, etc.) in non-host areas. People and communities in non-host areas are probable more optimistic and favourably disposed to the hosting of mega events than those in host cities, possibly because they are less affected by the direct impact of the event such as overcrowding and traffic. Because of this, non-host communities are more focused on creating non-host areas. There are naturally four spill-over effects because of the hosting of a mega event such as the 2010 FIFA World Cup, namely the provision of Base Camps and training camps, the development of accommodation satellite towns, the expansion of travel, and capitalising on through travel during the event. To serve as a Base Camp, an area, town, or city may not be more than an hour from an airport, and must have all the necessary facilities, including a first-class hotel which meets the privacy and security requirements of the team, and world class training facilities.

The Eden District Municipality (EDM) recognised the key development opportunities related to the 2010 FIFA World Cup. These were in line with the strategic objectives of the region, as identified in its Integrated Development Plan (IDP). These objectives were to unite the people of the area, accelerate economic transformation, create a lasting legacy that will benefit soccer promotion and development, market and brand the region in order to impact tourism, refocus the energy of the youth through participation in soccer, improve infrastructure and social services, and showcase the region (EDM, 2007a). For the various towns in the EDM, the 2010 FIFA Soccer World Cup opportunities identified were:

- provision of Base Camps for travelling teams,
- public viewing areas (PVAs) and community viewing area (CVAs),
- official training sites, media centres,
- accommodation as a satellite town, and
- the opportunity to capitalise on through travel (Daniels & Swart 2012:154).

3.9 MEGA SPORTING EVENT STAKEHOLDERS

To conclude the review in this chapter, it is important to consider the literature related to stakeholders in mega sporting events as they are the core in the critical review of stakeholders. Bostock & Sharples (2014:23) note that engaging with a broader range of stakeholders presents the event creator with an opportunity, to not only achieve strategic objectives, but also to minimise adverse impacts. These direct relationships, but also the interplay of these with other stakeholders, have a much greater propensity to leverage

positive economic, social, cultural, and environmental impacts for the totality of stakeholders.

3.9.1 Host community

Miragaia, Ferreira & Ratten (2017: 56) states that stakeholder management is important means that sport managers, regardless of whether they operate in profit or non-profit environments, need to manage their relationships with the community. Efficient sport clubs place more emphasis on management functions rather than just on athlete and coach welfare, which is an important lesson for future sport managers to be aware of. The emphasis on winning is important in sport but the business management functions in terms of organizational processes and sponsorship are just as important. Muller, Hallman & Brother (2013:2) state that in tourism, the stakeholder approach is becoming more popular with the environmental awareness of the general public because it involves different groups like tourist.

Amsden, Stedman and Kruger (2011:33) state that the word “community” can be explained as a unit of analysis that constructs social interactions in a meaningful way. Event managers need to have a good grasp and understanding of the broad trends and forces acting on the wider community, as these will determine the operating environment of their events. The mood, needs and aspirations of the community determine its receptiveness to event styles and fashions. Accurately gauging and interpreting these is a basic factor in the conceptualisation of successful events. Among the current significant forces acting on the community are globalisation and technology which are combining to render the world both smaller and more complex. These forces are impacting on almost every aspect of our lives, including events. As international travel, trade, and communications increase, national boundaries and local differences are increasingly subsumed into the global marketplace (Bowdin *et al.*, 2011:233).

A vital component of this study is the hosting community or Base Camp community. Sports mega events offer the host nation an opportunity to showcase its cultural dynamism, economic capability, political will, and tourism brand. They appear to have developed into an “important element in the orientation of nations to international or global society” (Horne & Manzenreiter, 2006:1). Eisinger (2000:317) remarks that “the arts, entertainment, festivals, leisure, tourism – and remaking cities as ‘places to play’ have become a prominent feature of globalization as cities “compete to get noticed” (Yuen, 2008:29). This notion is compounded by the fact that mega events attract much of the media by showcasing their distinctive culture, technical and managerial sophistication, growing modernity, and quality of life.

This holistic view may not exert the same impact for cities that only serve as Base Camps. The community perspective changes when major events that attract many visitors within the community are examined. Community members may still look forward to enjoying the event as participants or spectators. However, as the event organisation becomes larger and more professional, much of the event planning is often taken off the hands of members of the host community. They are then more likely to be concerned with the wider impact of the event, which may include a sense of pride in their community, economic and job creation benefits, and physical implications such as traffic restrictions and crowd congestion. Their relationship with the event is likely to be less direct and the media may become the main source of information on the planning of the event and predictions of visitor numbers, media coverage, economic benefits, and job creation. Under such circumstances, it is easy for members of the community to become distanced from the event and to fluctuate in their perceptions and expectations of the event experience and outcomes (Bowdin *et al.*, 2011:65).

Community groups influence and are influenced by an event. Apart from the direct and indirect impact of events on the host community, there are various community groups that could be involved in different aspects of a mega event (Kruger, 2011:114). They can become involved in enhancing the event, for example, through arts and crafts; they could represent certain interest groups who want to benefit from the event, for example, welfare or environmental groups; or they could represent the interests of individuals involved in or affected by the event, for example, civic organisations and political parties (Wanklin, 2010b:110). Community groups would also include academic institutions such as universities or schools. Many of these interest organisations participate in the event to market themselves (Getz *et al.*, 2007: L114). Community members also participate as volunteers in various aspects of the event. The event organiser's perspective of the host community is summarised by Getz *et al.* (2007). They maintain that "the community at large is impacted by the event and might engage in threatening acts, but also constitutes the base for its audience, is the origin of volunteers and members, and can influence political and commercial support for the event" (Getz *et al.*, 2007:121). Kolenberg & Batra (2015:10) note that General public involvement in sport tourism may result in the public feeling part of an event and will make them feel proud and happy. This will have a direct effect on the sport events because participants will feel the friendliness and want to come back, this in turn will create a positive word of mouth. Understanding the significant role of general public in sport tourism development is crucial for the tourism industry in the case of a mega event, community groups may also include groups from the international community, for example, human rights activists and environmental groups. The industry has witnessed the rise of international electronic platforms where cultural, political, social, and economic aspects of mega events are raised publicly (Kruger, 2011:115).

Kruger (2011:11) notes that the local organising committees are the organisers of mega events. The local organising committee (LOC) is discussed separately because it can be regarded as a specialist event organising team for a mega event (Wanklin, 2010b:110). The LOC is an event committee that is established specifically to organise and run a mega event within the specific host destination. Membership of the committee is usually voluntary and the committee will cease to exist after the event (Parent & Deephouse, 2007:4). The LOC must ensure that the objectives and requirements of the event owner are met within the host destination. It involves close cooperation with the various destination stakeholders to perform the different tasks set out according to its different divisions (finances, administration, public relations, marketing/sponsorships, international relations, infrastructure, transportation, technology, volunteers, relevant government departments) (Parent & Deephouse, 2007:4). To assist the official umbrella LOC of the event, it may be required to establish smaller project teams in various regions/cities where event venues are situated (Wanklin, 2010a:131). Such teams operate on the principles of project management, which will imply integrating and coordinating all the activities and role players. It also requires the LOC team to consult with the local community and other event stakeholders at the destination for the DMO to collaborate with the LOC (or the appropriate LOC project team) to consolidate issues affecting destination marketing. The LOC in Potchefstroom was mostly driven by the North-West University, and Phokeng was represented by the Royal Bafokeng Tribe sports management.

3.9.2 Informal settlements – (Township areas)

South Africa, despite a relatively newfound democracy, is still a country of great economic and social divides which creates a unique case for this study. As mentioned previously, the promise of a better life after a mega event is a dangerous expectation. The most important reason behind the decision of a city, region, or country to host a mega sport event is the potential impact of the event on the local economy, which in turn could improve the social status of the host community. Pillay, Tomlinson and Bass (2009) point out that residents of host localities, especially those residing close to the event stadia, are stakeholders who are directly impacted by these mega events. Therefore, the hosting of these mega events can have serious implications for the residents, especially the poorer segments of society (Pillay *et al.*, 2009). Such communities are often overlooked in relation to mega event planning and management. In this study, the Joe Slovo residents generally exhibited positive perceptions and attitudes toward the 2010 FIFA World Cup; however, mixed responses and concerns were raised in relation to the economic, social, and legacy impact of the event. Moreover, the intangible feel-good effects were emphasised.

As highlighted by Swart and Bob (2009), it is important that local communities be informed about the exact nature of the benefits that they can expect in relation to job creation, disruptions, and

opportunities to participate. Kim, Gursoy and Lee (2006) assert that if authorities neglect issues and the concerns of local residents, they stand to lose valuable community support.

Examining the perceptions of informal residents contributes towards the limited understanding of different community perspectives regarding the impact and legacies of mega events. Moreover, there are very few studies that have examined the perceptions of residents after the SWC 2010 that could play an important role in informing mega-event organisers, host destinations, and policy-makers about the perceptions of informal residents and their experiences of the event. Finally, longitudinal research is recommended to evaluate the sustainable perceptions of informal residents regarding the impact of the 2010 FIFA World Cup in the long-term (Swart & Jurd, 2012:49-50). The study also differentiated between the local community and communities in informal settlements.

3.9.3 National government; local government and government agencies

An international event such as the World Cup requires national collective capacity and it is the national governments that usually enjoy being the prime carriers of major celebrations of national significance. The event organisers will then work closely with other levels of government to augment related programs at state and local levels. National governments are also increasingly involved with hosting and organising major international political and economic gatherings; for example, the Commonwealth Heads of Government Meeting (CHOGM) and The London Summit 2009 of the world leaders of the G20 group of countries. While such events present increasing logistical and security challenges, they confer significant prestige to their host governments. National governments also make significant use of cultural events in the promotion of trade through their foreign affairs departments, as recently witnessed in the Year of Paris in Beijing and the corresponding Year of Beijing in Paris.

The staging of major sporting and cultural events on home soil rests more with the province of state and city governments, although it is noteworthy that the International Olympic Committee has stated that the Olympic Games will not be awarded in future to cities that do not have the express underwriting and support of their national governments. For example, the successful London 2012 Olympic Games bid included messages of support from the then Prime Minister Tony Blair and then Mayor of London Ken Livingstone (Bowdin *et al.*, 2011:53).

Events are often run as public projects because the publicity of the associated event is regarded as an important “‘political output’ for the politicians that put public money into the projects” (Getz, 2007:116). As Pugh and Wood (2004:64) explain, events provide the ideal means for a local government to promote itself positively to its local residents, businesses, and visitors. In exchange

for this benefit, the government must play a key role in coordinating the resources and activities within a destination (Pugh & Wood, 2004). Getz (2007:115) categorise government agencies such as city municipalities, federal agencies, provincial tourism authorities, and tourism bodies as the regulators and facilitators of events. They are the “non-participating resource providers” that provide grants and in-kind support. It is also the responsibility of government at municipal level to enforce the by-laws that should be passed in accordance with the event owner or stipulations of the organiser. These could include stipulations regarding regulated advertising, controlled access to certain areas, public open space creation and beautification, informal trade, accreditation centres, event sites, and other hosting sites (Chilwane cited in Swart, 2010:386; Kruger, 2011:112).

Governments commonly perform a wide and complex variety of roles in events, particularly in the arena of public outdoor events and festivals. The extent and scale of these roles vary according to the size and level of government and the degree of their resources and commitment (Bowdin *et al.*, 2011:53). Local authorities are also increasingly involved with events, seeing them as an important means of creating quality of life for their constituents while attracting tourism and economic benefits to their regions. Local authorities are now some of the biggest players in the events field, with almost every local government body employing an event manager or team, with most providing funding and support for a wide range of local events (Bowdin *et al.*, 2011:53). Governments also set and administer many of the laws and policies that govern the staging of events in matters such as the creation of temporary structures, the sale of food, noise restrictions, street closures, and traffic and parking requirements.

Tassiopoulos (2010:31) notes the role that government plays in high level events to support the local economy, also that many local authorities actively peruse the holding of regular sports and other events to stimulate local business. Bowdin *et al.* (2011:53) notes that government plays a wide and complex variety of roles in events, further that local governments have become the biggest players in the event field. Local councils often work closely with other government agencies such as road traffic authorities, health departments, and police, in the drafting, implementation, and monitoring of rules as well as regulations governing these areas (Bowdin *et al.*, 2011:53). In this thesis, the questionnaires question the justification of the spending of public money on the World Cup as well as future benefits and benefits from infrastructural upgrades.

It is not possible to exclude the vital and significant role that the government plays in mega events, especially since the government is tasked with the general welfare of the citizens. The strong growth of the events industry is part of a general economic trend away from an industrial product base to a more service-based economy. Traditionally, communities and governments have staged events for their perceived social, cultural, and/or sporting benefits and value. This situation

began to change dramatically in the early 1980s when major events in many parts of the world began to be regarded as desirable commodities for their perceived ability to deliver economic benefits through the promotion of tourism, increased visitor expenditure, and job creation.

Once the value had been established, governments became keener to lend support and become actively involved. Not only is political support important from the perspective of securing vital resources (financial, physical, human resources), but political and financial stability of the city and country are also important in relation to the formulation of (longer-term) policies of government that will clearly contribute to the quality of the event. It is obviously important in this process for government representatives to be able to demonstrate the potential economic contribution of the event to the local economy, which will generate considerable community support for the event and increase the popularity of the politicians involved. The capacity of the event organiser to successfully involve the government in activities relevant to the bidding process is essential in enhancing the value of the event to the event promoter (Saayman, 2004:229).

Tiew, Kirsten & de Bussy (2015:531) notes that in the case study of a music festival that was founded and owned by a tourism board, many people perceived it as a government event, organized by a permanent institution. The event managers used a narrow definition of event stakeholders. Stakeholders were seen by the event managers as groups of people whose involvement and contribution were required in event production or those who benefited from the event. This is similar to that of primary event stakeholders.

3.9.4 Venue owner / management

Governments are often the owners of parks, playing fields, streets, town halls, stadia, and sports and community centres where events are staged. They are responsible for the development and maintenance of these assets, as well as managing them on a day-to-day basis. They therefore need to employ staff to run them, as well as set and administer policies and charges for their use (Bowdin *et al.*, 2011:53). However, this study identified the Royal Bafokeng and NWU as the venue owners or managers related to this specific study.

3.9.5 Mega event organising committees

The usual life course of an organising committee follows a foreseeable course. Preceding the organising committee is a bid committee, which presents a proposal for hosting an event to an international organisation such as the International Olympic Committee. If the bid is fruitful, the bid committee dissolves, with many of its members returning to join the organising committee, which then usually has two to seven years to prepare and host the multi-sport event. The organising committee will characteristically have a board of directors at its core, with board

members who represent numerous stakeholders (e.g., government representatives, local business people, ex-athletes, and international and/or national sports body representatives). The board of directors is responsible for guiding the preparations of the event. It develops the vision, mission, and policies of the organisation; it prepares the business and financial plans; it oversees the budget; and it deals with the major stakeholders. The various divisions of the organising committee often include financial, administrative, public relations, international relations, infrastructure, transportation, technology, marketing/sponsorship, volunteers, and sports departments. Within the space of a couple of years, the organising committee can grow considerably. For instance, the Winter Olympics in Turin had 200 employees in March 2003 and then increased to 2,500 paid staff and 18,000 volunteers when the Games were held in 2006 (Brooks, 2003; Torino, 2006).

When the opening day of the event arrives, the responsibilities of the organising committee are to keep the event running – years of preparatory work may boil down to a two-week event. Once the event is over, the organising committee must prepare its final reports to the international sports body and other agencies such as the governments. (Parent & Deephouse, 2007:4).

The legacies and their operational effectiveness and even the justification of their existence will however be judged in the years to come. This study specifically examines the interactions of a Base Camp city and its stakeholders. It is important then to note that, according to Parent (2008:136), organising committees spend large amounts of time and money building and maintaining relationships with various partners to acquire the necessary resources to host events effectively. These partners or stakeholders are organisations, groups, or individuals who can affect or be affected by an organisation's actions. Organisations, groups, and individuals included in this definition comprise the formally recognised or official actors, as well as the informal or often overlooked constituents such as special interest groups and local residents. Other stakeholders include the paid staff and volunteers of the organising committee; the various levels of government; the residents, sponsors, businesses, schools, and community groups composing the community; the international, continental, national, and provincial sport organisations; the print, radio, television, and Internet media; and the athletes, coaches, VIPs, officials, and support staff composing delegations (Emery, 2002; Masterman, 2004; Ritchie, 1984).

The stakeholders of an organising committee should accept that its actions could affect present and future actions positively or negatively (cf. Friedman & Miles, 2009; Froomean, 1999; Rowley & Moldoveanu, 2003) and therefore influence the success of the event. The various stakeholders should not only be considered in examining organising-committee management, but also the dynamic nature of the organisation. The expectations, needs, and interests of the stakeholders may vary as the organising committee evolves. *Organisational evolution* refers to the structural

and operational changes that occur gradually in an organisation as it interacts with its environment because of the nature of the organising committee – a temporary organisation with a fixed and predetermined life span – the different aspects of event management will constantly change, and any research related to events must take this dynamic dimension into account.

Little is known about how organising committees change or evolve. Moreover, although large-scale sporting events have captivated the world, little is known about how they operate. Most books and articles on such events are intended for popular rather than academic consumption (e.g. Jennings, 2000; McGeoch, 1994; Yarbrough, 2000). The general public know about financial troubles in Montreal (1976), transportation and security problems in Atlanta (1996), and logistical and construction problems in Athens (2004). Research articles analysing sport events tend to focus on tourism, marketing, sponsorship, and economic, political or municipal impact (Brown, 2002; Crompton, 1995; Whitson & MacIntosh, 1996; Yoon, Spencer, Holecek & Kim, 2000).

The literature does, however, reflect on the issues that a local organising committee may face.

Table 3-5: Description of issue categories faced by an organising committee

Issue category	Specific issues
Politics	Power and politics, lobbying, government support, intercity competition, egos, and protocol
Visibility	Reputation, image, and public / corporate support
Financial	Cost control, budget management, sponsorship, ticket sales, marketing, and licensing
Organising	Planning, decision making, structure, management activities, team composition, deadlines, and effectiveness
Relationships	Negotiation, discussion with stakeholders, managing expectations, building and maintaining relationships, accountability, and authority
Operations	Venues and facilities, technology, ceremonies and cultural events, defections, medical, security, contingencies, food, travel, games, transportation, accommodations, accreditations, logistics, and commissioning and decommissioning
Sport	Delegation size, qualification standards, sanctions fields of play, officials, readiness, delivery, event quality, resources and equipment, test events, practices, and water
Infrastructure	Traffic, streets, existing facilities, city/public transportation, tourism, weather, and municipal services (e.g., garbage collection)
Human Resources	Staff or volunteer management and roles, leadership, motivation, and teamwork
Media	Media coverage and broadcasting rights

Issue category	Specific issues
Interdependence	Coordination, communication, divisional and hierarchical linkages, and information management
Participation	Involvement, recognition, experience, fun, excitement, and ticket availability
Legacy	New facilities, know-how, final report and knowledge transfer, resource management, trade opportunities, pride, benefits, and networking.

Source: Researcher's own construction

Table 3.5 indicates the wide diversity of issues and how they differ from group to group. This may also indicate the different expectations per group. This diagram allows the organising committee to allocate issues to a certain stakeholder group at the early stage of planning.

3.9.6 Spectators / Fans

The event audience are those individuals who are either physically present at the event venues, who have an “electronic presence” through various electronic media, or who are reached through printed media (Tassiopoulos, 2011:68). From a destination marketing perspective, the event audience thus consists of local residents, and local and international tourists who attend the event, as well as potential visitors exposed to the event through various media (Kruger, 2011:113).

The greatest difference between a host city and a Base Camp city is the playing of matches during the tournament that would naturally attract supporters of the various teams.

The impact of the above mentioned appears to be smaller on Base Camp cities; however, an understanding of the classification of fans may offer an insight into potentially better tapping into the fan base by Base Camp cities.

The classification of fans includes:

- *Temporary fans:*
Support is not vital to the self-perception of these fans and is limited by time and place. Many millions watched the South Africa versus Australia game in the final of the 1999 Rugby World Cup in South Africa. People who would deny any interest in rugby watched that game and, for the period of the game itself, were captivated. They were fans. A week later that status had disappeared
- *Local fans:*
Support may have focused to a local team or a local individual. With the final game of the Rugby World Cup, South Africa country shut down – everybody, watched the match. These

were local fans supporting their local team on this memorable sporting occasion. Sport has the power to unite a place, to bring people together in sharing a local success.

- *Devoted fans:*

These fans offer consistent and loyal support for a team, league, or individual. Marketing for devoted fans should focus on reasons why the sport is important, that is, reasons why people should support a specific sport or team.

- *Fanatical fans:*

These fans' support verges on being obsessive, with the team or person becoming more important than almost anything else. These fans engage in behaviour that is beyond that of normal devoted fans, yet it is accepted by their significant others because it is supportive of the target being a sport, team or player.

- *Dysfunctional fans:*

For these fans, support is their primary form of self-identification. These fans are those whose support exceeds normal boundaries of behaviour. It is in this group that one will find the hooligan and the person whose life is so tied up with supporting their chosen sporting object that they cannot function normally. These fans disrupt the pleasure of others and undermine the overall attractiveness of the sport (Shannon, 1999; Saayman, 2004:240-241).

3.9.7 Event sponsors

Sponsors are companies or entities that invest money, services, or other support into the event to fulfil their objectives, which usually concern brand exposure or association with a certain cause. The main concern of the sponsors is with the ability of the event to maintain its audience to attain the desired exposure. In exchange for their financial inputs, sponsors receive various forms of promotional packages, licensing rights, event promotion features, VIP treatment, and merchandising sales opportunities. From the viewpoint of the event organiser, sponsors provide many of the needed resources, but there is always the inherent threat that they can withdraw from, or exert unwanted influence over the event (Getz, 2007:121, cited by Kruger, 2011:113).

Recent decades have witnessed enormous increases in sponsorship and a corresponding change in how events are perceived by sponsors. There has been a shift by many large companies from viewing sponsorship as primarily a public relations tool generating community goodwill, to regarding it as an important component of the marketing mix. Successful major events are now perceived as desirable properties, capable of increasing brand awareness and driving sales. They also provide important opportunities for relationship-building through hosting partners and clients. Major businesses invest large amounts in event sponsorship and devote additional resources to supporting their sponsorships to achieve corporate and sales goals (Bowdin *et al.*, 2011:236).

3.9.8 Media

The expansion of the media, and the proliferation of delivery systems such as cable and satellite television and the Internet, have created a hunger for media products as never before. The global networking of media organisations and the instant electronic transmission of media images and data have rendered the global village a media reality (Bowdin *et al.*, 2011:237). The media itself is also regarded as an event audience, as their representatives (journalists, crew, etc.) would also attend the event to report to their respective organisations (Getz, 2007:106). The media is a very important audience of the event and various strategies are employed to effectively deal with their experiences of the event. Mega events such as a world cup are reported globally. The reporting is so powerful that it can either promote or destroy a destination. In a contradicting view Hassan & O'Boyle (2017:741) notes that the media, may influence the actions of a sport organization but one could argue are not stakeholders in the truest sense of the word. Supporters, players, coaches, administrators and competitors, on the other hand, are more closely linked to the definition of a stakeholder from a sporting perspective.

3.9.9 Athletes

The nature and number of participants of an event will depend on the type of event. For mega events, this can range from professional athletes in various disciplines (such as the Olympics, sport championships, marathons, etc.), world leaders and academics in certain spheres (for example the Global Summit or world conferences), to performers, and artists (in cultural events or as complimentary to sporting, business, religious, or social events). One of the challenges is to turn these event participants into future destination visitors.

The participants, spectators, visitors, or audience are those for whom an event is intended and who ultimately vote by means of their physical attendance for the success or failure of the event. An event manager must be mindful of the needs of the audience. These include their physical needs, as well as their needs for comfort, safety, and security. Over and above these basic requirements there is the need to make the event special, that is, to connect with the emotions. A skilled event manager strives to make events meaningful, magical and memorable (Bowdin *et al.*, 2011:240).

3.9.10 Co-workers and volunteers

The literature refers to co-workers and volunteers as being important internal stakeholders. This is also most likely the case with Base Camps. This study did not focus on co-workers and volunteers as role players as members of an individual group, but rather covered them as members of the community of the organisation. The event team that is assembled to implement

the event represents another group of the key stakeholders. For any event to be truly effective, the vision and philosophy of the event must be shared by all members of the team, from key managers, artists, and publicists, right through to the stage manager, crew, stewards, and cleaners. No matter how big or small, the event team is the face of the event and each member of the team is a contributor to its success or failure (Bowdin *et al.*, 2011:239).

3.10 CONCLUSION

The purpose of this chapter was to conduct an in-depth analysis of stakeholder management. It was clear that there are various approaches and theories involved in the understanding of stakeholder management. The three stakeholder interaction perspectives discussed are positive perspectives, positive normative perspectives, and normative perspectives. Under the three perspectives, the review unpacked the various theories. This provides context to the role of the various stakeholder concepts and how it has evolved, and also how it is applied as a management tool. The chapter indicates the practical methodology adopted in terms of identification, mapping, and engaging with stakeholders. The mapping of stakeholders is of importance to this study as it relates to power, interest, and predictability of stakeholders. This was a core and important discussion relating to Mendelow's mapping methodology. It was clear that the relevant stakeholders have not been identified for base camps but previous studies provided direction in this regard.

CHAPTER 4

RESEARCH METHODOLOGY



4.1 INTRODUCTION

The scientific approach to gathering and conveying information has been developed over many years, since the time of the Ancient Greeks. Scientists have always taken the thirst for knowledge and the demand for confidence in the source of knowledge, very seriously in their efforts to understand and predict reality. The foundation of the scientific approach is the generation and testing of theories and models that explain and predict reality. The result of scientific study is the accumulation and organisation of a body of “knowledge relevant to a subject area” (Meyer & Page, 2005:11).

Cooper and Emory (1995:11) state that “any of the four types of studies – reporting, description, explanation, or prediction” can properly be called research. Research is thus seen as a systematic inquiry aimed at providing information to solve problems. Cooper and Emory (1995:11) add that specifically *business research* is a systematic inquiry that provides information to guide business decisions. Research approaches are plans and procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. This plan involves several decisions, which need to be taken in an order that makes sense.

The total decision comprises which approach should be used to study a topic. Informing this decision should be philosophical assumptions the researcher brings to the study; procedures of inquiry also referred to as research designs; and specific research methods of data collection, analysis and interpretation. The selection of a research approach is also the bases of the nature of the research problem or issue being addressed, researchers’ personal experiences, and the audiences for the study (Creswell, 2014:3). In planning a research project, it is important to identify whether to employ a qualitative, quantitative or a mixed methods approach. This is founded on bringing together a worldview or assumptions about research, a specific design, and research methodology. Conclusions about choice of an approach are further influenced by the research problem or issue being studied, the personal experiences of the researcher, and the audience for whom the researcher notes (Creswell, 2014:21).

It is thus the purpose of this chapter to discuss the rationale for the methodology and the research design, philosophy and strategy implemented in this research. The reasons for selecting the methods are explained and justified. It is important that the chosen approach assists in achieving the aim and objectives of the research.

4.2 SPECIFIC ROLES AND IMPORTANCE OF TOURISM RESEARCH

Creswell (2014:62) explains that the modern research procedure or process starts with a problem and ends with a solution. The entire process is based on observable facts called data. It is logical, orderly and guides or rejects a reasonable guess. Rajasekar, Philominathan & Chinnathombi (2013:2-3) state that the prime objectives of research are:

- to discover new facts;
- to verify and test important facts;
- to analyse an event or process or phenomenon to identify the cause and effect relationship;
- to develop new scientific tools, concepts and theories to solve and understand scientific and non-scientific problems;
- to find solutions to scientific, non-scientific and social problems; and
- to overcome or solve the problems occurring in everyday life.

This study covers the management field of stakeholder management and events management which relate to tourism studies. It is thus of value to understand the purpose of research in a tourism context. According to Jennings (2010:12-13) the purpose of research in tourism and in a business context can be summarised as

- constructing and testing theory;
- profiling, inventory making and collecting baseline data;
- assessing social, cultural, environmental and economic impact;
- identifying educational needs;
- assisting in planning and management activities;
- providing a temporal perspective – past, present and future trends;
- identifying problems and providing market information;
- minimising operational wastages and identifying new profitable resources; and
- facilitating sales promotion and fostering goodwill.

There is thus value in conducting research in a tourism context to improve and grow the industry.

4.3 THE IMPORTANCE OF A SUITABLE RESEARCH TOPIC

De Vos, Strydom, Fouche and Delport (2011:80) note that the research topic is both a signpost and boundary marker and that the research topic also needs to be researchable. Creswell (2014:25) also notes that it is important to reflect on whether it is practical and useful to undertake the study. Considering the important guiding function of the research topic, the selection of a topic must be given serious consideration.

Lewis and Saunders (2012:15-18) indicate that the selection of a research topic is crucial, in that it should address a specific problem and not only solve academic challenges but also refers to practical challenges. The following were considered during this study:

- The subject is topical due to the emphasis on and the importance of the development of sport events in South Africa.
- There is a clear link to the relevant literature and fresh insights into the topic are provided. The literature only refers to event stakeholders and not specifically to Base Camp stakeholders, so this focus is one of the major contributions of this study.
- Research question(s) and objectives exist and relevant questions and enquiries could be made to the stakeholders interviewed.
- There were resources available, particularly data and time; and it was possible to interview the industry experts and access the various sample groups in Centurion and Potchefstroom.

The researcher operates within the sporting environment and the research is closely related to his profession. As indicated in the literature review, there are several studies available on mega and major sporting events but not that much on Base Camps specifically in a developing country such as South Africa. The study provides new insights into Base Camps and their relevant stakeholders and aims at providing both scholarly and practical insights. Given the importance of mega-events in the context of developing countries such as South Africa the outcomes of the study will assist future base-camp stakeholder management.

The research process followed in this research is visually depicted in Figure 4.1 (overleaf). This is discussed in more detail in the different sections of this chapter.

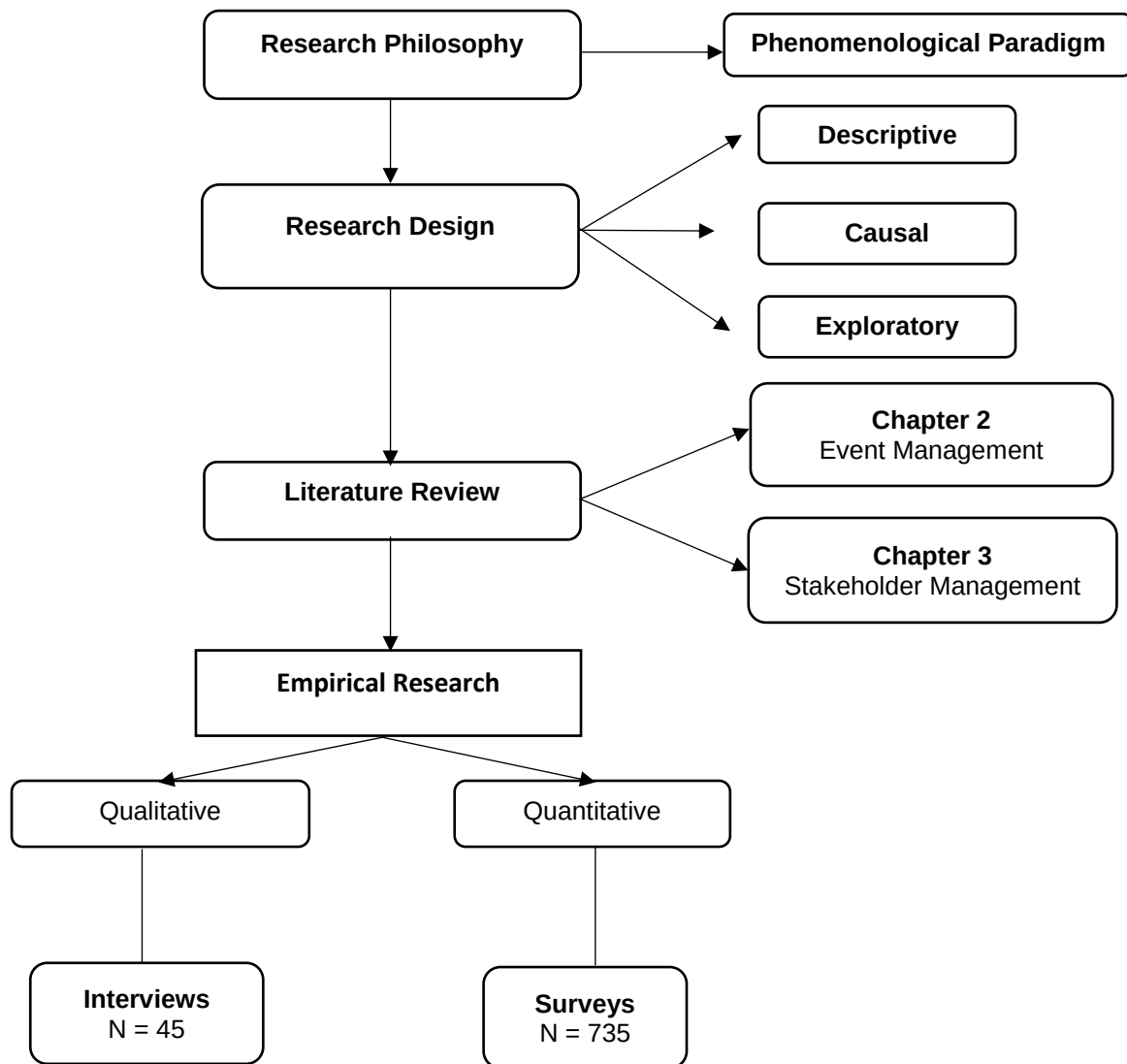


Figure 4-1: Research process followed

Source: Researcher's own Illustration

4.4 THE RESEARCH PHILOSOPHY

According to Bryman and Bell (2007:177), research paradigms integrate the fundamental philosophical concepts and values about the nature of reality and the scientific pursuit of knowledge. Fundamentally there are two schools of thought about science and knowledge, namely positivism and phenomenology. They hold intensely different views about the research process and research design to be discussed below.

4.4.1 Positivism

De Vos *et al.* (2011 :7) define positivism as follow :

Positivism is an approach to social research that seeks to apply the natural science model of research to investigations of social phenomena and explanations of the social world. Many people assume that the positivist approach *is* science. The problem with this stance is simply that the term *positivist* was used glibly and indiscriminately by many writers and in fact became a term of abuse. Positivism entails a belief that the methods and procedures of the natural sciences are appropriate to the social sciences. This view involves a conviction that the objects of the social sciences, namely people, are not an obstacle to the implementation of the scientific method.

Creswell (2014:7) points out that the post-positivist assumptions have represented the traditional form of research, and these assumptions hold true more for quantitative research than qualitative research. This worldview is occasionally called the *scientific method*, or doing *science research*. It is also called *positivist/post-positivist research*, *empirical science* and *post-positivism*. This last term is called post-positivism because it represents the thinking after positivism, challenging the traditional view of the absolute truth of knowledge and recognising that there is uncertainty about claims of knowledge when studying the behaviour and actions of humans. The post-positivist tradition comes from 19th-century writers, such as Comte, Mill, Durkheim, Newton and Locke, and more lately from writers such as Phillips and Burbules.

4.4.2 Phenomenology

Moran (2002:1) states that ‘Phenomenology, as the movement inaugurated by Edmund Husserl (1859-1938), is now more than a century old. It was one of several strong currents in philosophy prominent at the outset of the twentieth century.’ Moran (2002:1) adds:

Though there are several themes which characterise phenomenology, in general it never developed a set of dogmas or sediment into a system. It claims, first and foremost, to be a *radical* way of doing philosophy, a *practice* rather than a system. Phenomenology is best understood as a radical, anti-traditional style of philosophising, which emphasises the attempt to get the truth of matters, to describe *phenomena*, in the broadcast sense as whatever appears in the way it appears, that is as it manifests itself to consciousness, to the experienter. As such, phenomenology’s first step is to seek to avoid all misconstructions and impositions placed on experience in advance, whether these are drawn from religious or cultural traditions, from everyday common sense, or, indeed, from science itself. Explanations are not to be imposed before the phenomena have been understood from within.

Moran (2001:110) discusses the work of Sokolowski noting that for Sokolowski, phenomenology is a set of “reflective descriptions” on our lived experiences, “a kind of disengaged, detached – even serene – review of our worldly engagements, a philosophy which leaves everything as it is, and thus “restores the possibilities of ancient philosophy” and specifically the view that our pre-philosophical lives have direct access to truth. Sokolowski begins by describing phenomenology

as the study of human experience, but goes on, with sudden change of register, to call it “reason’s self-disclosure in the presence of intelligible objects” (Moran, 2001:110). This study follows the phenomenological approach to research because it aims to have a better understanding of stakeholder groups and their expectations, fears and general experience during mega and major sporting events. The study further aims to provide guidelines to better manage these relationships. It relates closely to Sokolowski’s assumption that phenomenology reflects on human experiences.

4.5 RESEARCH DESIGN

Besides the research topic it is important to determine the appropriate research design to address the problem in the most effective way. Research design is the science (and art) of planning procedures for conducting studies to get the most valid finding/s (Hussey & Hussey, 1997:74). Creswell (2014:11-12) mentions that a researcher not only selects a qualitative, quantitative or mixed methods study to conduct, but also decides on a type of study within the three choices. De Vos *et al.* (2011:312) note that the research design of qualitative and quantitative research differs. Qualitative research does not provide step-by-step guidance to a researcher, whereas quantitative research does. Research designs are types of inquiry within the mentioned approaches. According to Hakim (2000:1), design deals primarily with aims, uses, purposes, intentions and plans within the practical constraints of location, time, money and availability of staff. The purpose of the research will dictate the specific design(s) to be utilised in research. There are various research designs, namely a descriptive research design, a causal research design and an exploratory research design, as discussed below.

4.5.1 Descriptive research design

Descriptive research design aims at clarifying the defining characteristics or properties of people, events or problems (Cooper & Schindler, 2001:147-148; Gayle, 2001:20; Sekoran, 2003:119-126). Descriptive research enables the researcher to describe the tourism phenomenon under study. It does not attempt to explain the reasons for the phenomenon. Basically, descriptive research is interested in ‘who’ and ‘what’ (Jennings, 2010:18). The issues related to Base Camp stakeholders represent the who and what in this specific study.

4.5.2 Causal research

According to Moffatt (2005:91), the problem of determining cause and effect is one of the oldest in the social sciences. Causal research design is the variable relationships in which one factor influences the other. Causal research may be generated from either exploratory or descriptive research. Causal research is primarily linked to the use of a quantitative methodology and

involves the use of variables and the construction of hypotheses to support or reject causal relationships between two or more variables (Jennings, 2010:19). The various stakeholder groups in the two geographical areas, Potchefstroom and Centurion, provided data that enabled an investigation of selected variables and relationships important in managing Base Camps optimally. The relationships between stakeholders and the influence on one another cause's changes in both that are relevant to the study.

4.5.3 Exploratory research

Stebbins (2001) posits that research in many fields begins with curiosity. Exploratory work has long been characterised as a brief, fleeting, preliminary stage in the research process that soon gives way, the sooner, the better, to the real thing. Exploration is perhaps better thought of as a perspective, a way of approaching and carrying out a social study.

Exploratory research is conducted when very little or no information/data exists on the phenomenon (such as tourism, or event management) being investigated. Findings from exploratory research can be used to develop a more extensive research project (Jennings, 2010:17). In this case, very little is known about Base Camp stakeholders and their specific issues, as well as the mapping of stakeholders in terms of power and interest, which therefore calls for investigation.

This study involved both causative and descriptive and exploratory approaches. Causal research was used to compare the various stakeholder groups within the host community. The samples included hotels, guest houses and general businesses of Potchefstroom and Centurion. The causal research design examined the variable relationships of these groups. Descriptive was used to identify the various stakeholder groups, their power, interest and predictability. This design was also used to identify relevant problems with certain stakeholder groups and possible strategies. Exploratory research was used to do identification of Base Camp stakeholders and their interest, power and predictability. The execution of these approaches is explained in the following sections.

4.6 THE IMPORTANCE AND RELEVANCE OF A LITERATURE REVIEW

Hart (2005:13) states that the product of most research is some form of written account. Hart adds that the literature review is integral to the success of academic research. A major benefit is that it ensures the research ability of the topic before the proper research begins. Olivier (2012:1) remarks that a literature review provides a sound basis for new research and it helps a researcher to understand how the new research is related to other areas.

To fully understand and contextualise the relevant and academic concepts related to stakeholder management and mega events an in-depth literature review is thus essential. As Hussey and Hussey (1997:110) point out, a literature review must display a competent assessment of earlier research and work in the field of the research topic and a comprehensive review of recent, relevant literature. It must contain a synthesis of the relevant literature and must simultaneously be a critical analysis of earlier work. Neuman (2006:111) suggests four purposes of conducting a literature review: to demonstrate a familiarity with the body of knowledge, to show the path of priory research, to integrate and summarise what is known and to learn from others and stimulate new ideas. Lewis and Saunders (2012:31) state that a critical literature review is a detailed overview of the significant literature available about the chosen topic, providing a discussion and critical evaluation, and using clear arguments to contextualise and justify the research (see Figure 4.2).

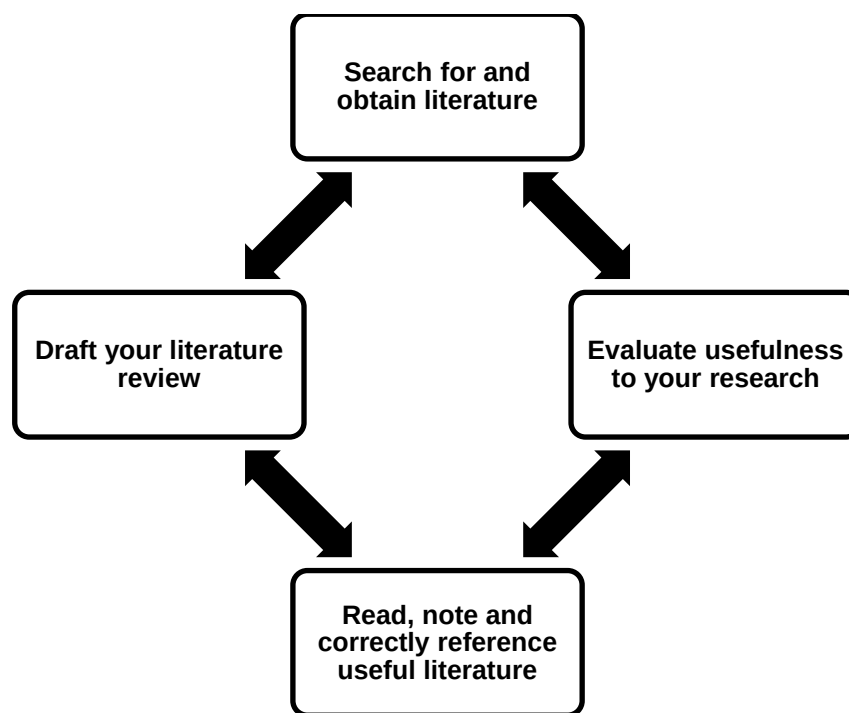


Figure 4-2: Literature review process

Source: Lewis and Saunders (2012:31)

Cooper and Schindler (2000) propose that the literature review ought to begin with a brief, analytical and evaluative coverage of related literature and then narrow the focus down to more specific studies that are associated with the current research problem. The literature review should include both material that contributes to the purpose and design of the study and background research material that delineates the theory on which the present study is based. The figure below indicates the literature review process.

As Figure 4.2 shows, the literature review process starts with a search, which is then followed by an evaluation and recording phase. In the case of this research, the search entailed all the literature related to events and stakeholder management. The literature covered in this study included: studies relating to sporting mega events; to all stakeholder management theories and to the power and interest of stakeholders which were very important. The evaluation refers to literature review of information that could help understand the relevance of stakeholder groups and their challenges within the host community.

The literature related to mega events (including festival and sports event management) was analysed in more detail, with specific reference to the development of the event industry, classification of events, mega sporting events and their impact. A further review was done on the Soccer World Cup 2010 hosted in South Africa as the case study of this research. Stakeholder management is a relative new application in tourism management science but it was possible to review literature relating to stakeholder theory, identification, mapping and stakeholder critique. This study also included referencing related to websites. This provided very useful information especially related to the Soccer World Cup 2010 which enabled the researcher to draft a detailed literature review. The main types of literature available are indicated in Table 4.1 (overleaf). These sources were relevant to the literature reviewed in this thesis.

Table 4-1: Types of literature sources

Type	Contents
Textbooks	Written specifically for audiences such as students or professionals. Material usually presented in an ordered and relatively accessible form. Often draw on a wide range of sources including peer-reviewed academic journal articles. These books include the initial work done on stakeholder management by R.E. Freeman, M.M. Parent, A.C. Friedman and S. Miles. The books related to event management by D. Getz, G. Bowdin and J. Allen served as the major contributors.
Peer-reviewed (refereed) academic journal articles	Provide detailed reports of research. Articles written by experts in the field and evaluated by other academics (peer reviewers) to assess quality and suitability. Pay rigorous attention to detail and verification of information. Usually contains an extensive list of references. Not all academic journal articles are peer-reviewed.

Source: Adapted from Lewis and Saunders (2012:37)

4.7 EMPIRICAL ANALYSES

Jennings (2010:438) defines empirical collection as the gathering of information techniques determined by the research methodology. To analyse the research question in detail it was

deemed appropriate to follow a mixed method approach in this research focusing on qualitative and quantitative research to be discussed in more detail below.

4.7.1 Research methods

Quantitative research be experimental and non-experimental designs such as surveys whereas qualitative research be narrative research such as interviews and case studies. Table 4.2 indicates the differences between the quantitative and the qualitative approaches in research. It is important to understand the differences between the two approaches as this is an indication of why it would be appropriate to use or not use it in certain studies.

Table 4-2: Differentiating between quantitative and qualitative research approaches

Quantitative approach	Qualitative approach
Epistemological roots in positivism	Epistemological roots in phenomenology
Purpose is testing predictive and cause-effect hypotheses about social reality	Purpose is constructing detailed descriptions of social reality.
Methods utilise deductive logic	Methods utilise inductive logic
Suitable for a study of phenomena which are conceptually and theoretically well developed; seeks to control phenomena	Suitable for a study of a relatively unknown terrain; seeks to understand phenomena
Concepts are converted into operational definitions; results appear in numeric form and are eventually reported in statistical language	Participants' natural language is used to come to a genuine understanding of their world.
The research design is standardised per a fixed procedure and can be replicated	The research design is flexible and unique and evolves throughout the research process. There are no fixed steps that should be followed and design cannot be exactly replicated.
Data are obtained systematically and in a standardised manner	Data sources are determined by information richness of settings; types of observations are modified to enrich understanding.
The unit of analysis is variables which are atomistic (elements that form part of the whole)	The unit of analysis is holistic, concentrating on the relationship between elements, contexts, etc. The whole is always more than the sum.

Source : Adapted from De Vos *et al.* (2011:66)

Quantitative research is rooted in positivism and qualitative research is rooted in Phenomenology. Quantitative research is reported in a numeric standard manner allowing for interpretation of the data. The surveys of this study and the interpretation of the results vested within the quantitative

research methodology. However, the interviews were done within a qualitative research framework. This allowed for more flexibility than would have been possible with quantitative research alone, and used a holistic analysis of information. There were no fixed steps and the process could be tailored to the research needs. This study thus capitalised on both research designs to improve the quality of the outputs. This study followed a mixed method approach where both qualitative and quantitative data collection methods were utilised.

Lately the application of quantitative techniques in the study of the tourism phenomenon has gained momentum. This can be traced back to several factors. The most prominent is perhaps the fact that, as the reliance of destinations on tourism has grown and the industry expanded globally, more resources have been devoted to the collection of quantitative data and the maintenance of tourism data sets. This may well have encouraged researchers interested in quantitative data analysis to give higher importance to the tourism industry in their research agenda. Stakeholders in the industry, including destination managers and local and federal governments, are keen to make more informed decisions, by devising better policies and evaluating existing ones are paying noteworthy attention to results from quantitative research. Consequently, the application of quantitative methods in tourism data analysis has become more pronounced in academic and non-academic research enriching the literature (Dwyer, Gill & Seetaram, 2012:1).

Quantitative research places an emphasis on *erklären*, providing a 'causal or nomothetic (rule or law related) explanation', particularly, 'who, when, what, where', along with 'how' and 'why'. Quantitative research is associated with etic approaches to research. Specifically, etic approaches are objectively situated and may best be framed as research conducted from a neutral stance, that is, an outsider perspective. Such a stance is assumed to remove or reduce bias from and distortions of an analyses and findings. In discussing emic and etic approaches, aspects are considered associated with axiological positions upon which research may be situated. Axiology is the study of values and ethics (Jennings, 2009), in this case with respect to research processes. Axiology is one of four frames that guide research processes. The other frames are ontology (world-view), epistemology (science of knowledge generation as well as the nature of the 'relationship between the researcher and that which is to be known') and methodology (principles for guiding the conduct of research). Each of these four frames enables understanding of the differing suites or paradigms used in tourism studies and management research (Dwyer *et al.*, 2012:309-310). All four of these paradigms impact on this study as it tests the world-view on stakeholders and study the values and ethics within the firm /stakeholder relationship and is guided by a scientific process. It further seeks to generate knowledge which will be able to better categorise stakeholders and to better manage them within a mega sporting event Base Camp environment.

Meyer and Page (2005:17) explain the focus of a quantitative approach:

The preferential use of a quantitative approach places greater value upon information that can be numerically manipulated in a meaningful way, and this is the traditional scientific *approach to research*. In the physical sciences, time, density, temperature etc. can be meaningfully expressed as numbers, and calculation can be made using these numbers. In this type of scientific arena, there is no need to qualify the quantitative findings by asking an atom how it felt when being split. Some other scientific areas rely upon the scientific experimental approach to research, but then support numerical findings by qualifying the numbers with words.

Quantitative research was considered the best approach to collect data in a standardized systematic way from selected samples that could do identification by means of Likert scale-type questions. These were bigger sample groups and included the host community but also groups such as the media and the various accommodation types. The results were reflected in a numeric form and could be interpreted to make conclusions.

Qualitative research differentiates itself from quantitative research by nature of the former's emic approach to research. Emic research has also been defined as insider research since the researcher usually brings background experiences that have complementary and empathy with the focus of the study. It is a well-established approach to researching phenomena in the social sciences. The application of Qualitative research in the fields of tourism studies and management is a more recent occurrence dating from the late 1970s and 1980s. Increasingly, however, in the early decades of the 21st century, qualitative research gained broader acceptance within those fields. This acceptance is due to the ability of qualitative research to provide rich, in-depth knowledge from multiple viewpoints along with its emphasis on *verstehen*, 'emphatic understanding', especially, about the 'how' and 'why' of tourism related phenomena and practises. In the case of this study this approach provides in-depth information needed from the identified stakeholders in the Base Camp environment.

As stated earlier this study thus implemented a mixed method approach where both qualitative and quantitative research is utilised. Creswell (2007:388) uses the analogy of a story. In the beginning, there was quantitative research. A few years later, there was qualitative research and then mixed methods research was born, as a separate child of these parents. Teddlie and Tashakori (2009:33) discuss the utility of mixed methods research as the ability to simultaneously address a range of confirmatory and exploratory questions with both the qualitative and quantitative approaches. It further provides better inferences and the opportunity for a greater assortment of divergent views.

Harrison (2013:2153) states that mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis,

inference techniques) for the broad purpose of breadth and depth of understanding and corroboration. According to De Vos *et al.* (2011:436), the scientific value of mixed methods includes that mixed methods research enables researchers to simultaneously address a range of confirmatory and exploratory questions with both the qualitative and quantitative approaches and therefore verify and generate theory in the same study.

Murphy, Casey, Devane, Meskell, Begley, Higgins, Elliot and Lalor (2014:14) state that several claims are made in the literature about the added value of mixed methods research. Many authors have argued that it enables researchers to exploit the strengths of different methods. De Vos *et al.* (2011:436) state that for weaknesses in studies that use single designs mixed methods provide strengths that offset the weakness of both quantitative qualitative research, and therefore have the potential to provide better (stronger) inferences. Mixed methods research provides more comprehensive evidence for studying a research problem than either quantitative or qualitative research alone. Creswell (2014:215) holds a similar view to those expressed above, and indicates that both quantitative and qualitative research methods have strengths and weaknesses and that a mix or a blending of the two may provide a stronger understanding and solving of the problem.

Bloch, Sørensen, Graversen, Schneider, Schmidt, Aagaard and Mejlgaard (2013:106) argue that mixed methods takes a pragmatic stance between these 'purist approaches', for example, while context is important, some degree of generalization is also possible. Furthermore, qualitative and quantitative methods often cannot be directly linked to a specific epistemological stance. For example, surveys are not necessarily based on positivistic assumptions and qualitative approaches may often make 'quasi-generalizations'.

De Vos *et al.* (2011:436) suggest that mixed methods research encourages researchers to collaborate across the sometimes-adversarial relationship between quantitative and qualitative research. If findings are corroborated across different approaches, then greater confidence can be held in the singular conclusion; if the findings conflict then the researcher had greater knowledge and can modify interpretations and conclusions accordingly. In many cases the goal of mixing is not to search for corroboration but rather to expand a researcher's understanding.

Mixed methods research offers the chance for a greater assortment of divergent views and perspectives and makes researchers alert to the prospect that issues are more multifaceted than initially viewed. Mixed methods research inspires the use of multiple world-views or paradigms rather than the typical association of certain paradigms of quantitative researchers and the others for qualitative researchers. Mixed methods research is also 'practical' in the sense that researchers are free to use all methods possible to address a research problem as well as the fact that they combine inductive and deductive reasoning processes. It eliminates different kinds

of bias, explains the true nature of a phenomenon under investigation and improves various forms of validity or quality criteria.

Based on the above, there are two major advantages to employing *multi-methods* in the same study. Firstly, different methods can be used for different purposes in a study. One may wish to employ case study methods, for example interviews, to get a feel for the key issues before embarking on a survey. This would give assurance that one is addressing the most important issues' (Lewis & Saunders, 2012). The second benefit of using multi-methods is that it enables *triangulation* to take place. Triangulation refers to the use of different data collection methods within one study to ensure that the data are reflecting the true picture. For example, semi-structured group interviews may be a valuable way of triangulating data collected by other means such as a questionnaire (Saunders *et al.*, 2000:99).

Creswell (2014:12) compares (see Table 4.3) the approaches in a table to indicate the different characteristics. It is clear from that there are clear distinctive differences between the three research methods.

Table 4-3: Comparison of quantitative, qualitative and mixed method research

Quantitative research	Qualitative research	Mixed Methods research
• Experimental designs • Nonexperimental designs, such as surveys	• Narrative research • Phenomenology • Grounded theory • Ethnographies • Case study	• Convergent • Explanatory sequential • Exploratory sequential • Transformative, embedded, or multiphase

Source: Creswell (2014:12)

It is important to understand these differences as to utilize the appropriate methodology or combination of methodologies that will be most effective for the specific research. There is a definitive difference between quantitative and qualitative research as the methodologies stands directly opposite from each other but can be supportive of one another when used in combination. It is clear from Figure 4.3 (overleaf) which stakeholders were involved in the qualitative phase of this research and who were involved in the quantitative phase.

STAKEHOLDERS FOR QUALITATIVE RESEARCH:	STAKEHOLDERS FOR QUANTITATIVE RESEARCH:
• National Federation • Mega Event CEO • Mega Event Official accommodation agency • Base Camp Politician • Community newspaper • Stadium management • Sponsor Hospitality manager • Non-Successful Base Camp bidder • Guest Houses and hotels Centurion • Guest Houses and Hotels Potchefstroom • Business Centurion • Businesses Potchefstroom • Media • Base Camp accommodation	• Guest Houses and hotels Centurion • Guest Houses and Hotels Pretoria • Guest Houses and Hotels Potchefstroom • Business Centurion • Businesses Potchefstroom • Media • Base Camp accommodation

Figure 4-3: Stakeholders' part of the mixed methodology approach used in this study

Source: Researcher's own construction

There is some overlap in that a big number of stakeholder groups were covered in both the quantitative and qualitative research.

4.7.2 Approaches to reasoning

There are two different approaches to reasoning namely: Deduction and Induction. *Deductive research* is a study in which a conceptual or theoretical structure is advanced and then tested by empirical observation; thus, instances are deduced from general inferences. For this reason, the deductive method is referred to as moving from the general to the particular. For example, one may have read about theories of motivation and wish to test them in a specific environment. Deduction as a research approach, thus involves the testing of a theoretical proposition by using

a research strategy designed to perform this test. There are five sequential stages in deductive research. These are

- Stage 1: Defining research questions from the existing general theory;
- Stage 2: Operationalising these questions (specifying the way in which they may be answered);
- Stage 3: Seeking answers to the questions defined in Stage 1;
- Stage 4: Analysing the results of the inquiry to determine whether it supports the theory or suggests the need for its modification; and
- Stage 5: Confirming the initial general theory or modifying it considering the findings. (If Stage 5 results in a modified theory, the five sequential stages are repeated to test the new theory).

Saunders *et al.* (2000:93) explain that a “survey method is usually associated with the deductive approach. It is popular and common strategy in business and management research”. Lewis and Saunders (2012:108) add that *Inductive research* is a study in which theory is developed from the observation of empirical reality; thus, general inferences are induced from instances, which is the reverse of the deductive method. Since it involves moving from individual observation to statements of general patterns or laws, it is referred to as moving from the specific to the general. For example, one may have observed from factory records in the company that production levels go down after two hours of the shift and one conclude that production levels vary with length of time worked (Hussey & Hussey, 1997:13). Inductive reasoning moves from specific observations to broader generalisations and theories. With inductive reasoning, one begins with specific observations and measures, begins to observe patterns and repeated occurrences of phenomena and formulates some speculative hypotheses, which can be investigated. All this is with a view to developing some general conclusions or theories (Lewis & Saunders, 2012:109).

Hussey and Hussey (1997:54) point out that methodology refers to the overall approach evident in the research process from the theoretical foundation to the strategies that are used in the collection and analysis of the data. Methods, in contrast, refer to the specific means by which data are collected and analysed. A positivist paradigm was applied to the current study to collect data from various stakeholders within the host environment of a Base Camp city. This study followed an inductive approach, since this approach is developed from the observation of empirical reality. The research is based on the observation of information gathered from the various stakeholder groups associated with mega and major sporting events hosted in South Africa over the last 21 years some elements of deduction are also evident.

4.7.3 Sampling

According to Hussey and Hussey (1997:63-64), a sample of subjects is drawn from a *population* and studied to make inferences about the population. If the total population is small, it is normal to collect data about each member of the population. If the population is large, it would be too time-consuming and expensive to collect data about every member, so only a sample of the whole population is used. A population is the complete set of group members. The population need not necessarily be people or employees – they can, for example, be organisations, places or the complete track listing for a music CD (Lewis & Saunders, 2012:132). ‘The definition of population is essential and has too often been given insufficient attention in research studies. A study does not have to apply to the whole human race, or to the whole population of a specific country, to be scientifically valuable. It may be limited to a single business firm in a single city to which some friendly manager has given the researcher access. However, the “population” considered must be defined precisely and the significance of the findings of the research study. De Vos *et al.* (2011:223) believe that the term population sets borders on the study units. It refers to individuals in the universe who possess specific characteristics.

The sampling frame can be defined as the complete list of all members of the total population (Struwig & Stead, 2001). To obtain a complete list is not always possible which necessitates the selection of a sample. If the sample is representative, it is possible to use statistical techniques to demonstrate the likelihood that the characteristics of the sample will also be found in the population. In other words, it may be possible to generalise from the findings.

A sample can thus be defined as a sub-group of the whole population. Sampling for quantitative studies can be done using two categories: probability sampling and non-probability sampling (Struwig & Stead, 2001). The probability sampling design focuses on a method in which the elements of the population have some known chance or probability of being selected as sample subjects. Uprichard (2011:3) states that probability sampling necessitates that knowledge of the population is an explicit prerequisite; thus, it is only possible to conduct a probability sample if the ‘sampling frame’, in other words, the list of all the possible units to be sampled, is known.

Coyne (1997:623) states that sampling procedures in qualitative research are not so purposeful rigidly prescribed as in quantitative studies. This flexibility is articulate and reflective but sampling, however, may be confusing for some researchers and mistakes may be made. In qualitative research sample selection has a profound lack of clear guidelines on principles for selection of the sample and has resulted in much confusion in qualitative research. Coyne points out that in qualitative research, the sample selection can have a profound effect on the quality of the research.

4.7.3.1 Quantitative research: sampling – General public of Potchefstroom and Centurion

This sample refers to the public that lives in the cities of Potchefstroom and Centurion, thus referring to citizens. It was important to gather responses on the public as they are a stakeholder group that would expect to benefit from a Mega sporting event. A non-probability sampling method, namely convenience sampling was used in the selection of the 500 (N) respondents from Centurion and Potchefstroom. This number (500) confirms to the sample size required to validate the study (Sekaram, 2003:294; Krejcie & Morgan, 1970:608). A sample of 384 (N) is required for a population of the above. This relates to the public in the host community questionnaire collectively for both Potchefstroom and Centurion. The population of Potchefstroom is N=43448 (Census, 2011) and Centurion N=236 580 (Census, 2011). This was referred to in the study as a public or host community.

The public survey was done between March 2014 and August 2014; 250 questionnaires were distributed in Potchefstroom and 250 in Centurion. Potchefstroom hosted the Spanish team and Centurion hosted the United States of America and Italian soccer teams during the 2010 Soccer World Cup in South Africa. These communities also served as Base Camp cities.

4.7.3.2 Quantitative research: sampling – team management

Team management includes everyone involved in the team which includes management, players, athletes, conditioning staff and coaches. It was important to gather information from team management because they can be considered as one of the key stakeholders and role-players in Base Camps. If there are no teams to participate there is no event. A list of team members involved in international teams that competed in mega-sporting events from four sporting codes (rugby, cricket, soccer and athletics) was compiled. A non-probability sampling method (judgement sampling) was used to identify the most appropriate members from team management, based on their experience and exposure to mega sport events. This resulted in a list of 20 high profile respondents. The sample selection was also influenced by availability and willingness of team members to participate and cost. Twenty questionnaires were distributed, of which 12 were completed and returned to the researcher for analysis:

- five senior professional cricket coaches (four were returned);
- five Professional Rugby Coaches (two were returned);
- three Cricket team managers (two were returned);
- four Soccer Coaches (two were returned); and
- three Athletics coaches (two were returned).

4.7.3.3 Quantitative research: Base Camp accommodation providers and training venues (Appendix 2.3)

This sample refers to the accommodation providers, mostly hotels and lodges that provided accommodation to the various soccer teams during the Soccer World Cup 2010 in South Africa. It was important to gather information from Base Camp accommodation providers and training venues because they had experienced the demand and needs of International teams.

An online search for contact details of the Base Camps was done. These were only the official Base Camps and accommodation providers to the Soccer World Cup 2010 held in South Africa. This resulted in 32 accommodation providers and training venues, which were put on the list. Probability sampling was used for selecting this sample and again complete sampling was implemented and the questionnaire was sent to all 32 Base Camps of SWC 2010. This is only the team accommodation providers and not any other accommodation. All the senior managers and/or owners of the Soccer World Cup 2010 Base Camp accommodation providers and training venues were requested to complete questionnaire. Twenty questionnaires were returned, which is a response rate of 62.5%.

4.7.3.4 Quantitative sampling: host community businesses (appendix 2.2)

A google search was done to determine the businesses in Centurion and Potchefstroom. The businesses that will logically benefit from tourism were identified and listed as the quantitative research. This included businesses such as restaurants, bars, hotels, guest houses and travel agencies. This sample refers to businesses, hotels, guest houses and lodges in Centurion and Potchefstroom. The businesses included bars, restaurants, gift shops, cafes and travel agencies. It was important to gather information from businesses and accommodation providers to the public to determine the real value experienced by the business and accommodation providers. Two field workers each for Centurion and Potchefstroom were instructed to visit businesses in the central business districts and to request the owners and managers to complete the questionnaires. The field workers completed 50 questionnaires for both Potchefstroom and Centurion.

4.7.3.5 Quantitative sampling: the media (appendix 2.1)

This sample refers to journalists that reports in the printed and electronic media on sporting events. It was important to determine the most likely topics the media would report on when covering Base Camps during a mega or major sporting event.

Only a few sports reporters in South Africa cover mega events and thus an online search of the most recent sports articles on sporting events were done to determine the authors. Journalists that have reported on Rugby, Cricket and Soccer were selected. These journalists would have reported on the three world cups that were hosted in South Africa. This resulted in a list of twenty journalists. Again, probability sampling method was used to select the sample and complete sampling was done. Twenty questionnaires were sent out of which 12 were returned.

4.7.3.6 Qualitative sampling: national and local government

This stakeholder group was only dealt with in qualitative research since it was anticipated that the return of questionnaires would be very low. It was also uncertain how many of the national and local government officials play a significant role in Base Camps. Two city politicians in Potchefstroom are known to the researcher and they were chosen due to their willingness to participate and accessibility. Thus, based on access and willingness to participate respondents from Potchefstroom were requested.

4.7.3.7 Qualitative sampling: local organising committee

Only two cities (Potchefstroom and Centurion) were included for this part of the research. Due to a better understanding that was needed from this group, it was decided that qualitative research was more appropriate for this group. This was done because it would have provided a more in depth understanding of Base Camp issues. The LOC members of Potchefstroom related to the university were accessible and willing to participate in the interviews. Centurion did not have a Local Organising Committee tasked to coordinate the base camps. The base camps in Centurion organised activities via their own management structures. This is covered under the research related to the base camps. The content of the questionnaires was reviewed by selected academic experts. The reliability of the research was ensured by calculating the Cronbach Alpha values.

Table 4.4 provides a summary of the stakeholders that were included in this study as well as the motivation for inclusion.

Table 4-4: Summative motivation for inclusion of specific stakeholders in the study

Group	Aim
Quantitative research	
Host community	To gain an understanding of their perception of value and success from the SWC 2010
Team management	To establish criteria used to select a Base Camp
Base Camp accommodation and training venues	To identify stakeholders Reasons for selecting the Base Camp

	Possible value from being a Base Camp
Host community business	To test a perception of future value for Base Camp cities
Media	Establish most likely topic they will report on
Qualitative research	
National and Local Government	To identify the power and interest related to this stakeholder group and the possible leadership role to effectively manage stakeholders
Local organising committees	To identify the key stakeholders related to a Base Camp during a mega sporting event.

Source: Researcher's own construction

4.7.4 Methods of conducting research

As discussed previously, research can be conducted by means of various methods such as questionnaires, interviews and focus groups. The mixed methodology approach was selected in the case of this study which included surveys (quantitative research) and personal interviews (qualitative research).

The development of the questionnaire (for quantitative and qualitative research) is very important and one way of ensuring that one does not ask unsuitable research questions is to avoid asking easy questions that promote descriptive answers; another is to avoid asking questions that are too difficult (Lewis & Saunders, 2012:19). Hassine and Amyot (2015:5-6) list three types of questions: Classification questions, attitudinal questions and a further variation on classification or attitudinal questions are that they can be open-ended or closed. Open-ended questions, as the name suggests, leave the participant free to give any answer. A closed-ended question limits participants with a list of answer choices that have been anticipated (e.g. a scale). Generally, all research is concerned with obtaining answers to questions. Saunders, Lewis and Thornhill (2009:387) assert that once a questionnaire has been designed, pilot tested and amended and the sample selected, the questionnaire can then be used to collect data.

The questionnaire can focus on closed-ended questions, for which analysis can be automated. Additional open-ended contingency questions could be used to collect suggestions in case of disagreement. However, they require much effort from participants (which might prevent them from participating fully; this effort might also be wasted if everyone disagrees), they require manual interpretation by analysts, and they are not needed for conflict resolution if stakeholders are involved through other means. Jennings (2010:263) states that researchers should ensure that their questionnaire collects the data they require for their research purpose. The wording of the questions is important – researchers should use simple language: short, single-focused, non-

leading, unambiguous questions; filter questions; definitions temporal frames when appropriate; and categories.

Hassine and Amyot (2015:5) tested the perceptions and attitudes of various stakeholder groups and noted that attitudinal questions measure attitudes, opinions or beliefs that people have about subjects or topics (favourable or unfavourable). Matters of opinion are also collected by attitudinal questions. As the term suggests, these questions seek to uncover people's beliefs and thoughts on a subject. Attitudinal questions address, among others, the following: "What do you think of ...?", "Do you agree or disagree with ...?", "How do you rate ...?", etc. Typically, an attitudinal question consists of a statement for which stakeholders are asked to express their agreement or disagreement. Thus, the wording of the questions is important.

The pilot study for the research was done on a smaller sample in Potchefstroom to test the questionnaires. This was completed by February 2014. A number of changes were made to the questionnaires to provide more clarity. The terminology in the questionnaire was made easier to understand. Questions related to the personal benefits and benefits to the city were simplified.

The quantitative research focused surveys as method of research and this was chosen to source data from the

- host communities of Potchefstroom and Centurion;
- team management;
- Base Camp accommodation and training venues;
- host community businesses; and
- media.

For this part of the study the questionnaire was used to gather primary data.

4.7.4.1 Questionnaire development for host communities

The researcher was guided by the literature review on the development of the specific questions for the communities. Studies by NZTRI (2007:21), Mules (1998:25-43), Preuss (2006:313-316); Rotchie and Lyons (1990); Gibson (2006); Horne and Manzenreiter (2006) and Yuan and Chong (2007) discuss the impact and evaluation of major sporting events. The expectations of stakeholders during mega and major events are discussed in the literature review and guided the researcher in compiling questions that would test the experiences of these groups during the Soccer World Cup 2010. The purpose of this questionnaire was to gain an understanding of the perception of value by community members of Base Camps.

The questionnaire consisted of 10 questions:

- Questions 1 and 2 tested the perception of financial success for the city and individual.
- Question 3 tested the perception whether the money that was spent to secure a Base Camp team could be justified.
- Question 4 tested whether the expectations were accurate.
- Question 5 tested the feel-good factor.
- Question 6 tested for tourism value.
- Question 7 tested for future benefits due to the involvement in the mega event.
- Question 8 tested whether the event promoted the city.
- Question 9 questioned the future use as a training venue.
- Question 10 tested whether the city benefitted from structural upgrades.

4.7.4.2 Questionnaire development for the team management

There is little literature relating to the team as a stakeholder during a major or mega event which was also identified as one of the major gaps in this research field. The researcher was guided by his experience in professional sport of longer than 20 years. Informal discussions with three senior national coaches also helped to list the possible criteria used in this specific questionnaire. The purpose of this questionnaire is to gain an understanding of considerations of teams when selecting a Base Camp.

The team management questionnaire consists of ranking questions to indicate which aspects are more important when teams select a Base Camp. The value would be for training venues to develop infrastructure related to this and to assess if there will be future Base Camp uses. The respondents were asked to prioritise the following considerations:

- quality of the accommodation;
- quality of the training facility;
- altitude;
- fixtures in the tournament;
- organizing skills of LOC;
- safety;
- remoteness;
- closeness to an airport;
- climatic conditions; and
- tourism and entertainment attractions.

The questionnaire ended with the question of whether the team is likely to return to the Base Camp if they are satisfied with the total offering of the Base Camp and it would make logistical

sense to use the Base Camp again. It tested for satisfaction of the services and infrastructure provided by the Base Camp.

4.7.4.3 Questionnaire development for Base Camp accommodation providers and training venues (Appendix 2.3)

Prior studies related specifically to Base Camp accommodation providers and their preferences could not be found. An interview with three senior managers of Base Camps (Soccer World Cup 2010) also assisted to list possible questions that would be important to a Base Camp accommodation provider.

This questionnaire consisted of 10 questions assessing:

- involvement and identification of stakeholders during the initial bidding phase;
- level of experience of hosting teams; and
- media reporting on being a Base Camp.

The questionnaire ends with a ranking of the reasons why the teams choose them as a Base Camp. This includes:

- quality of rooms;
- gymnasium / pool;
- close to training facility;
- fixtures in the competition;
- attitude;
- safety; and
- quality of training facilities.

4.7.4.4 Questionnaire development for host business community (Appendix 2.2)

Literature reviews by authors such as Bowdin *et al.* (2011:65), Getz (2007:121) and Eisinger (2000:317) indicate expectations by a host community in general. This assisted in the development of the questions. For the purposes of this study, the host community was further divided into subsections, namely general businesses, public and accommodation providers to the public. Dividing the host community into more groups made it possible to test the effect of a mega and major sporting event with such a sub division.

The questionnaire was developed to test perceptions on

- financial success for the city;
- personal benefit;
- media reporting;

- benefit from upgrades;
- promotion of the city;
- expectations vs benefits;
- feel-good factor; and
- future benefit.

It aimed to test if this stakeholder groups' level of approval with the spent of public money related to the mega event could be justified in terms of the benefits generated from the event and possible future benefits. The literature related to mega events focuses on hosting cities and the uniqueness of this study was to determine if a Base Camp differs from an event hosting city. This was a primary aim of this study and the value thereof. It was done this way to see if there is any differentiation between the public that thinks there were value due to all the propaganda and the business community.

4.7.4.5 Questionnaire development for the media (Appendix 2.1)

Media topics are seldom related to Base Camps, but to the tournament in general.

The journalists were required to rank the following as possible reporting topics for Media on Base Camps:

- Base Camp training facilities not completed;
- Base Camp training facility not up to standard;
- Base Camp accommodation not up to standard;
- breach of security;
- player related scandals/player issues;
- lack of tourists;
- good tourism support;
- tourist attractions in the city;
- lack of tourist attractions in the city; and
- Local Organising Committee.

The qualitative research focused on interviews as the method of research, and this was chosen to source in-depth information from national and local government officials, and local organising committee members.

4.7.4.6 Interview questionnaire development for government (local and national), organising committee members and other interviewees (Appendix 3)

Interviews may be very formal and structured, using standardised questions for each respondent, or they may be informal and unstructured conversations. In between there are intermediate positions. One typology that is frequently used is thus related to the level of formality and structure, whereby interviews may be considered as one of: structured interviews; semi-structured interviews; [or] unstructured interviews. Another typology differentiates between standardised interviews [and] non-standardised interviews. Robson based on the work of Powney and Watts, refers to a different typology: respondent interviews [and] informant interviews' (Saunders *et al.*, 2000:243). A structured formalised interview approach was followed during this study. Twenty standardised questions were asked to all 45 interviewees.

The interviews followed a standardised pattern that was guided from the literature on mega sporting events such as the economic impact (Masterman, 2009:122) and other effects including community pride (Bowdin *et al.*, 2011:81). The questions included:

- **Question 1:** The interviewee was asked to indicate the important stakeholders during the bidding phase. This was aiming at identifying the stakeholders especially the powerful ones to be used for mapping purposes.
- **Question 2:** The interviewee was asked about his/her experience in bidding for events. The aim was to test for experience in this specific skill set to identify necessity of experience to be successful.
- **Question 3:** This question tested previous experience in hosting international teams. The question tested whether the Base Camp was a new and or isolated event or if it was a continuation of a strategy. This is very relevant data in assessing sustainability for Base Camps and readiness to host teams.
- **Questions 4 and 5:** These questions enquired about negative and positive media reporting during the event. The question was developed to provide insight to media strategy development.
- **Question 6:** The question tested opinions on the possible benefits that can be received by accommodation provider that hosts teams. The question was developed to test a perception of economic and other benefits.
- **Question 7:** This was a ranking question to test what teams consider important in choosing a Base Camp. This data may be helpful when crafting strategies to attract teams to venues.
- **Question 8:** This question tested whether teams would return if satisfied with the venue. This would indicate future value and justify expenses.

- **Question 9:** The question asked who will make the ultimate decision on the Base Camp. This question tested for stakeholder power that would be used for mapping stakeholders in a power /interest grid.
- **Question 10:** The question ranked the most likely topics the media would report on in a Base Camp context. This would be helpful to craft a media and risk strategy.
- **Question 11:** This question listed all possible stakeholders for a Base Camp. This was compiled after an initial interview pilot and from the literature review. The interviewee was asked to indicate the stake, interest, power and predictability of the group. This data would be used for stakeholder mapping to rank it within a power interest grid.
- **Questions 12 to 19:** These questions tested for the perception of value to be a Base Camp city; more specifically the perception on the spending of public money, tourism value, future value and the value of upgrades. These questions indicated the stakeholder experience and expectation of a Base Camp event.
- **Question 20:** This was an open-end question to identify Base Camp stakeholder issues. The question was developed to allow the interviewee the opportunity to discuss the stakeholders and their issues. This provided data for the crafting of specific stakeholder strategies to better manage Base Camp stakeholders.

The qualitative researched formed the core of the study and the quantitative research focused on specific issues that resulted from the literature in terms of power, interest and predictability.

4.7.5 Collection of the data

The data were collected for each of the stakeholder groups as described below.

4.7.5.1 Collection of data for host communities

Two field workers distributed questionnaires in public areas in Potchefstroom (March 2014 – April 2014) and another two fieldworkers in Centurion (April 2014 - May 2014). Care was taken to ensure that the questionnaires were only completed by permanent residents by asking a screening question in this regard. During this time, 300 questionnaires were distributed in Potchefstroom, of which 250 were usable. In the case of Centurion, 300 questionnaires were distributed, of which 250 responses were usable.

4.7.5.2 Collection of data for team management

According to the list developed by the researcher the questionnaires were sent to 20 individuals that were involved in teams that competed in mega or major sporting events. These individuals were purposely selected by the researcher that works in the field of sport. They were contacted

telephonically and the questionnaire were either e-mailed or answered during the telephonic conversation. This was done by three fieldworkers from June to July 2014. After an enormous effort 12 questionnaires were received and ready for use.

4.7.5.3 Collection of data for Base Camp accommodation and training venues

The questionnaire was mailed to all the Base Camp accommodation providers and training venues listed by the researcher during the period May to August 2014. From the 32-listed base camp accommodation and training venues, 20 responded with success to the questionnaire.

4.7.5.4 Collection of data for host community businesses

The businesses were mailed by the researcher during the months April to August 2014 according to the list provided. Field workers were also instructed to collect data until there were 50 data sets for both Centurion and Potchefstroom. The field workers focused on restaurants and bars and businesses that would generally benefit from tourism, central to the base camp.

4.7.5.5 Collection of data for media

The individuals were phoned by the researcher and mailed the questionnaire during the period March to May 2014. Questionnaires were sent to 20 people, of whom 12 completed the questionnaire. The sample focused only on senior sports writers that would usually cover Mega Sporting Events.

4.7.5.6 Collection of data for national and local government and local organising committees

As the core of the study a total of 45 interviews were done from 8 January 2014 to 21 August 2014. Of these, 26 interviews were done face-to-face, and 19 were telephonic. This was mainly done to overcome logistic and financial challenges. Table 4.5 indicates the collection of data of the qualitative phase of this study.

Table 4-5: Qualitative data collection summary

Interviewee number	Date of interview	Place / Telephonic interview
1. Ex Senior "MATCH" official	21 May 2014	Telephonic
2. Base Camp LOC Chairperson Potchefstroom	3 February 2014	Potchefstroom
3. Team Liaison Officer / Training Venue	2 February 2014	Potchefstroom
4. National LOC Chairperson	24 March 2014	Potchefstroom

Interviewee number	Date of interview	Place / Telephonic interview
5. Ex National Rugby Captain / Bid committee member	8 January 2014	Telephonic
6. Team manager: Australian Cricket team England Rugby team	11 February 2014	Centurion
7. National LOC member	19 February 2014	Johannesburg
8. National Cricket CEO former ICC Chief executive	26 March 2014	Johannesburg
9. Cricket Affiliate CEO	22 July 2014	Potchefstroom
10. Base Camp LOC member training venue operator	4 February 2104	Potchefstroom
11. Event Manager Tsogo Sun	26February 2014	Telephonic
12. Royal Bafokeng L.O.C	25 March 2014	Telephonic
13. National Rugby team manager	28 April 2014	Cape Town
14. Lodge owner	5 March 2014	Centurion
15. Stadium expert	18 March 2014	Centurion
16. CEO RWC	19 February 2014	Telephonic
17. Ex CEO Soccer	24 March 2014	Johannesburg
18. LOC SWC 2010-member Potchefstroom	4 February 2014	Potchefstroom
19. Hotel Owner Potchefstroom	4 February 2014	Potchefstroom
20. CEO HPC University of Pretoria	11 June 2014	Pretoria
21. Ex National Cricket Coach Proteas	11June 2014	Pretoria
22. Base Camp City Politician	9 Junie 2014	Telephonic
23. SWC Accommodation Manager Nelspruit	9 June 2014	Telephonic
24. Owner restaurant / bar	10 June 2014	Telephonic
25. SWC 2010 Base Camp accommodation USA	25 March 2014	Centurion
26. Owner restaurant Potchefstroom	10 June 2014	Telephonic
27. Chairman Centurion Business council	28 March 2014	Telephonic
28. Travel Agency Centurion	20 March 2014	Centurion
29. Guesthouse owner Centurion	20 March 2014	Centurion
30. Base Camp LOC/ City Politician Potchefstroom	17 March 2014	Telephonic
31. Royal Bafokeng Project manager	17 March 2014	Telephonic
32. Training venue Wits University	17 March 2014	Telephonic
33. Community newspaper Potchefstroom	27 March 2014	Telephonic
34. Community newspaper Pretoria	27 March 2014	Telephonic
35. Stadium Management: Moses Madiba	26 March 2014	Telephonic
36. Non-successful Base Camp bidder Klerksdorp	26 March 2014	Telephonic
37. Base Camp City consultant Pretoria RWC 1995	2 April 2014	Telephonic
38. Sponsor: Hospitality Manager	19 Augustus 2014	Centurion

Interviewee number	Date of interview	Place / Telephonic interview
39. Sports journalist	20 August 2014	Telephonic
40. CEO HPC Pretoria	11 June 2014	Centurion
41. Hospitality services provider	19 August 2014	Centurion
42. CEO SWC 2010	20 August 2014	Johannesburg
43. Ex National Cricket Coach Proteas	20 August 2014	Pretoria
44. Southdowns Manager	21 August 2014	Centurion
45. CEO Cricket World Cup 2003	17February 2014	Centurion

*L.O.C: Local Organising Committee

*CEO: Chief Executive Officer

*CWC: Cricket World Cup

*SWC: Soccer World Cup

*RWC: Rugby World Cup

*MATCH: Official accommodation

Source: Researcher's own construction

4.7.6 Analysing the data

4.7.6.1 *Analysing the qualitative data*

As Saunders, Lewis and Thornhill (2000) observe, the nature of qualitative data has implications for both its collection and its analysis. Hussey and Hussey suggest that there are three related elements in the analysis of qualitative data that was followed in this study:

- Reducing data by considering the material in some systematic way to make it more manageable
- Structuring the data in terms of themes, patterns and interrelationships
- Detextualising the data by converting extended texts into more manageable forms such as summaries, charts, diagrams and illustrations.

Creswell's (2014) six steps were followed in analysing the qualitative data from the interviews. The following six steps were used to analyse the qualitative data of this study:

- **Step 1:** Data were organised and prepared for analysis. This involves transcribing interviews, optically scanning material, typing-up field notes, cataloguing all the visual material, and sorting and arranging the data into different types. The data were sorted per stakeholder grouping and per question. It was taken into account that some stakeholder groups represent more than one group. The organising of the data was divided into the following sub headings: Interviewee number, Method of Interviewing, Date of Interviewing, Stakeholder group. Answer per question.
- **Step 2:** All data were read and looked at; the first step provided a general sense of the information and an opportunity to reflect on its overall meaning within the context of Mega Event Stakeholder Management.

- **Step 3:** All the data were done according to the Interviewees' assessment of the various stakeholder groups, their power, interests and issues. A spreadsheet summary was done of the interview questionnaires, including the ranking questions and open end questions. The categories included the Base Camp stakeholders, their power and interests, also issues related to each stakeholder groups.
- **Step 4:** The coding process was used to generate a description of the setting or people, as well as categories or themes for analysis. Description involved a detailed rendering of information about people, places, or events in a setting.
- **Step 5:** The description and themes were represented in the qualitative narrative. A summary was done after each question and per stakeholder grouping to get a sense of the feedback provided by the data.
- **Step 6:** The final step in this study's data analysis involved making an interpretation in qualitative research of the findings or results. Asking "What were the lessons learned?" captures the essence of this idea (Creswell, 2014:197-200). It also had to identify the key stakeholders of a Base Camp, their power, interest and issues. There was sufficient information to be able to draft strategies to manage the various issues of the Stakeholders.

4.7.6.2 Analysing the quantitative data

Mouton (2001:211) defines data analysis as a process whereby data is analysed through inferential statistics like correlation, standard deviation and measures of central tendency. The researcher used the descriptive method in the analysing of the data. Form of statistical method that includes, tables, graphs and percentages have been used to analyse and interpret data. Table 4.6 below indicates the different data that are used to describe variables:

Table 4-6: Data description

Describing a variable using statistics:			
<i>For</i>	<i>use the...</i>	<i>to describe the...</i>	<i>Which represents the...</i>
Categorical data	Mode	central tendency	category that occurs most often
Numerical data	mode <i>or the</i> median <i>or the</i> mean		value that occurs most often middle value when all the data values are put in rank order average value
numerical data	range <i>or the</i> inter-quartile range <i>or the</i>	dispersion	difference between the highest and lowest data values when they are put in rank order difference within the middle 50 percent of data values when they are put in rank order

	standard deviation ¹		extent the data values differ from the mean (95 per cent of data will lie with plus or minus 1.96 standard deviations of the mean)
numerical data	index number ²	trend	relative change in a series of data values over time

¹ only use if the data are normally distributed.

² only use if the data have been collected over time.

Source: Lewis and Saunders (2012:177)

When considering how to examine relationships using statistics it is important to know that one should look at one of five things:

- the association between two variables;
- the correlation between two variables;
- the difference between two or more variables;
- the explanation of one (dependent) variable by one or more other (independent) variables; and
- the prediction of one (dependent) variable by one or more other (independent) variables (Lewis & Saunders, 2012:179).

The study had the advantage that data was collected from various groups. This made the association, correlation and differences between the various samples even more insight full. This was evident when testing for value from being a Base Camp between the various samples.

Table 4-7: Examining relationships between variables using statistics

<i>For...</i>	<i>use ... (symbol in brackets)</i>	<i>to examine...</i>	<i>Which represents the...</i>
numerical data split into two groups using a categorical variable	independent groups t-test (t)	Difference	probability of the differences between the values in the two groups occurring by chance
numerical data split into two groups using a categorical variable	analysis of variance (ANOVA) (F)	difference	probability of the differences between the values in the groups occurring by chance
pairs of numerical data for two variables	paired t-test (t)	difference	probability of the differences between each half of the pair (the two variables) occurring by chance

<i>For...</i>	<i>use ... (symbol in brackets)</i>	<i>to examine...</i>	<i>Which represents the...</i>
measuring the same feature under different conditions			

Source: Lewis and Saunders (2012:180-181)

Data collected using the questionnaires were captured on Excel spreadsheets and sent to the statistical consultation services of the NWU where it was analysed and interpreted by the researcher using the SPSS (Statistical Package for Social Sciences) (Software Program). Descriptive statistical methods were then used to portray a general perspective on the results related to the data.

Table 4.7 indicates the various methods analysing data to indicate the relationship between variables. This study analysed the following data related to the quantitative research:

- The mean and standard deviation related to the questionnaires completed by the guesthouses and hotels in the Pretoria Centurion and Potchefstroom areas. The questionnaire tested for value from the Soccer World Cup 2010
- The mean and standard deviation related to the questionnaires completed by the public in Centurion and Potchefstroom. The questionnaires tested for value from the Soccer World Cup 2010.
- The mean and standard deviation related to the questionnaires completed by businesses in Centurion and Potchefstroom. The questionnaires tested for value from the Soccer World Cup 2010
- The mean and standard deviation related to the questionnaire completed by the media. It related to topics they are most likely to report on.
- A ranking questionnaire was completed by Base Camp accommodation group indicating the stakeholders that has showed the most interest, the mean and standard deviation was analysed.
- The Team stakeholder group completed a questionnaire ranking the important criteria when selecting a Base Camp venue, the mean and standard deviation was analysed.

Table 4-8: Testing of perceptions: Soccer World Cup 2010 (Public/Businesses Centurion and Potchefstroom)

Question	
1	The Soccer World Cup 2010 was a Financial success

2	Company gained financial benefit
3	Spending of public money was justified
4	Expectations was fairly accurate and resulted in expected benefits
5	I feel good about our involvement in the World Cup
6	The City benefited from tourism and related value associated with it
7	The will be future benefits due to our involvement
8	The event promoted our city
9	In future teams, will train in the city due to our involvement in WC
10	City has benefited for the infra-structure upgrades done for WC

Source: Researcher's own construction

The questionnaire (See Table 4.8) was completed by the public in Centurion and Potchefstroom. It was also completed by the business communities of both cities. The p-values were tested for

- businesses, comparing Centurion and Potchefstroom;
- the public, comparing Potchefstroom with Centurion; and
- guesthouses comparing Centurion and Potchefstroom.

4.8 ETHICS IN RESEARCH

Akaranga & Makau (2016:2) state that researchers are professionals and must act accordingly. Research ethics is a branch of applied ethics and has establish rules and guidelines that guides conduct. No children, or people with disability were involved in the research. Field workers were briefed and instructed to record data accurately and correctly. In designing the questionnaires questions respondents were not misled concerning the aims of the study. All intellectual property rights were honoured, Respondents were requested to willingly complete the questionnaires or participate in the interviews. No personal information of respondents will be published and all data will be reported as a whole.

4.9 CONCLUSION

The chapter indicates the rationale for the methodology and the research design, philosophy and strategy. The reasons for selecting the methods are explained and justified. Both the quantitative and qualitative research methods were used to reflect the data collecting from stakeholder groups. The use of the mixed research methodology and probability and non-probability sampling strategies was the appropriate approach to critically review the stakeholders of a Base Camp during a mega sporting event. This will enable the possibility not just to identify and map these stakeholders, but also to develop strategies to manage them better during these events.

CHAPTER 5

EMPIRICAL RESULTS



5.1 INTRODUCTION

Empirical evidence is information acquired by observation or experimentation. Data recording and analysis by scientists is a central process of research and forms part of a scientific method (Brandford, 2015:1). Caffee and Chambliss (2003:152) define empirical research as a “systematic approach to answering certain types of questions”. This can be done using a qualitative or quantitative format, or a mixed approach. This research study adopted a mixed method approach to provide depth to the unanswered research questions set out in Chapter 1.

Both research methods (qualitative and quantitative) hold benefits, and the right approach needs to be chosen for each individual research project. De Vos *et al.* (2011:66) state that the greatest benefit of qualitative research is that participants’ “natural language is used to come to a genuine understanding of their world”. This is very important in a field of study where research is still lacking and the exploratory route is chosen. Therefore, firstly, in the case of this study, the qualitative research by means of interviews focused on a variety of stakeholders that have been previously involved in the organising and/or management of mega sport events. Their insight to the topic of Base Camps, therefore, flows from years of experience in different types of sporting events. Secondly, for this study, the quantitative research focused on stakeholders that are more involved during the time of the event, and not necessarily before and after the event. Their experience of previous events as part of Base Camp cities provided significant insight for the research.

The purpose of this chapter is, therefore, to provide insight into the results of the research aimed at solving the stated research challenge. This chapter is divided into two sections: the qualitative results, followed by the quantitative results.

5.2 DESCRIPTIVE RESULTS: QUALITATIVE RESEARCH RESULTS

The purpose of descriptive results is to provide an overview of the characteristics of the interviewees.

The qualitative research included 45 interviews with people related to mega and major sporting events (see Table 5.1 for a list of the various stakeholders involved). This forms the core of the study. The qualitative research interview guide focused on the three phases of an event: pre-event information, during-the-event information and post-event information, with specific

application to the Base Camp scenario. The results are reported below according to the themes that emerged from the responses to the various questions. The themes were directed at pre, during and post event activities and stakeholder power and interest in the event. The analysis is accordingly done. It is important to note that Centurion did have an official L.O.C and the base camps were managed by their respective owners and managers. This was the case for Leriba Lodge and The African Pride Hotel in Irene. The South Downs training venue was managed by the owners. The qualitative information was gained via the interviews with the various owners and managers.

Table 5-1: Interviewees and stakeholder groups

Interviewee number	Representation	Stakeholder group
1. Ex-Senior MATCH Official	FIFA	International Federation
2. Base Camp LOC Chairperson	SWC LOC 2010 Potchefstroom	Base Camp
3. Team Liaison Officer / Training Venue	CWC2003 / Potchefstroom	Team
4. National LOC Chairperson	SWC LOC 2013 South Africa	Organising Committee
5. Ex-National Rugby Captain / Bid Committee Member	RWC 1995	Team
6. Team Manager	Australia Cricket / England Rugby	Team
7. National LOC Member	SWC 2010 South Africa	Organising Committee
8. National Cricket CEO former ICC Chief Executive	National Federation / International Federation	International Federatio
9. Cricket Affiliate CEO	Potchefstroom	Training Venue
10. Base Camp LOC Member Training Venue Operator	Potchefstroom SWC 2010	Base Camp
11. Event Manager Tsogo Sun	Accommodation	Base Camp accommodation provider
12. Royal Bafokeng LOC	SWC 2010	Base Camp Accommodation Provider
13. National Rugby Team Manager	RWC 1995	Team
14. Lodge Owner	SWC 2010	Team Accommodation Provider
15. Stadium Expert	RWC 1995, CWC 2003, SWC 2010	Organising committee
16. CEO RWC	South Africa 1995	Organising Committee
17. Ex-CEO Soccer	SAFA (National Federation)	
18. LOC (SWC) Member	South Africa 2010	Organising Committee

Interviewee number	Representation	Stakeholder group
19. Hotel owner	Potchefstroom SWC 2010	Host Community Business
20. CEO High Performance Centre	University of Pretoria SWC 2010	Team Accommodation Provider
21. National Cricket Coach	Team Management Proteas	Team
22. Base Camp City Politician	SWC 2010	Base camp politicians
23. SWC Accommodation Manager	SWC 2010 White River	Accommodation provider teams
24. Owner Restaurant / Bar	Potchefstroom	Host Community business
25. SWC 2010 Base Camp Accommodation USA	African Pride Hotels SWC 2010	Team Accommodation Provider
26. Owner Restaurant Potchefstroom	SWC 2010	Host Community, Business
27. Chairman Centurion Business Council	SWC 2010	Host Community, Business
28. Travel Agency Centurion	SWC 2010	Host Community Business
29. Guesthouse Owner Centurion	SWC 2010	Host Community Business
30. Base Camp LOC/ City Politician	SWC 2010	Organising Committee
31. Royal Bafokeng Project Manager	SWC 2010	Base Camp Accommodation / Training Venue
32. Wits University Sport/Facility Manager	SWC 2010	Training Venue
33. Community Newspaper Editor	Potchefstroom	Media
34. Community Newspaper Editor	Pretoria	Media
35. Stadium Management	Moses Mabida Stadium	Organising committee
36. Non-Successful Base Camp Bidder	SWC 2010 Klerksdorp	Organising committee
37. Base Camp City Consultant	RWC 1995	Organising Committee
38. Sponsor: Hospitality Manager	SWC 2010	Tournament Sponsors
39. Sports Journalist	Media	Media
40. Golf Estate Manager	SWC 2010	Team Accommodation Provider / Training Venue
41. Hospitality Provider	SWC 2010	Host community business
42. CEO SWC 2010	SAFA	Organising Committee
43. Ex-National Cricket Coach	Proteas	Team
44. Southdowns Manager	SWC 2010	Training venue

Interviewee number	Representation	Stakeholder group
45. CEO CWC 2003	CSA	Organising Committee

*LOC: Local Organising Committee.

*SWC: Soccer World Cup

*CEO: Chief Executive Officer

*RWC: Rugby World Cup

*CWC: Cricket World Cup

*MATCH: Official Accommodation Provider of FIFA

Source: Researcher's own construction

Table 5.1 shows that the interviewees represent almost all the types of stakeholders that can be related to Base Camps during a mega or major sporting event. The interviewees also included senior members of National Federations and the Chief Executive Officers (CEOs) of the three World Cups – soccer (2010), rugby (1995) and cricket (2003) – hosted in South Africa. This is a first for this type of research. The SWC 2010 Base Camp stakeholders included accommodation providers, training venues and members of the LOC. The 45 interviewees also included stakeholders representing the team, city politicians, media, stadia and business owners. Many of the interviewees were involved in the SWC 2010, which was hosted in South Africa (see Figure 5.1). This adds to the significance of the study and the results. These interviewees had first-hand experience of the problem investigated.

The list in Figure 5.1 (overleaf) correlates with stakeholders mentioned in studies by Bowdin *et al.* (2011:191-192) and Western Cape & Cape Town (2007:51-52). The stakeholders in this study are, at times, a sub-section of the stakeholders mentioned in the literature that provides more depth to the questions. Bowdin *et al.* (2011:24), noting the Commonwealth games in Manchester, provides a guideline of stakeholders relevant to those of South African Base Camps. The following stakeholders were mentioned: the Manchester City Council, the Department of Cultural Media and Sport, Sport England, the local community, sponsors and partners, local businesses and the Manchester police. The stakeholders mentioned in their study make up sub-sections of broader stakeholder groups. Each country hosting these types of events has its own list of stakeholders, with overlap in certain groups.

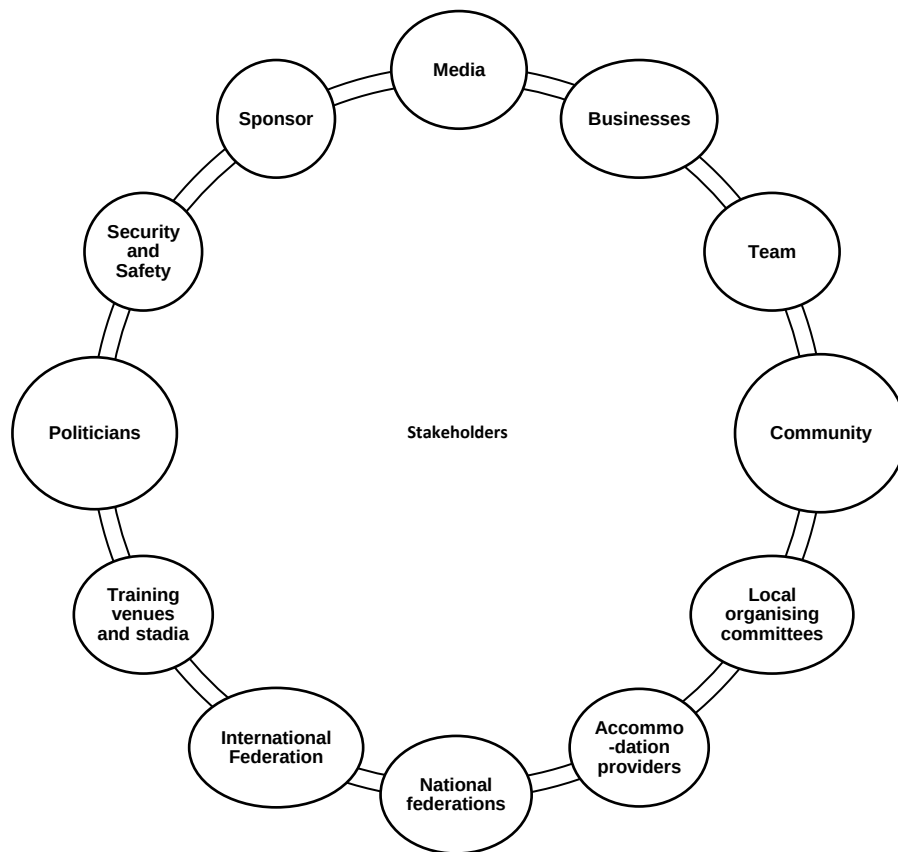


Figure 5-1: Stakeholders included in the research

Source: Bowdin *et al.* (2011:191-192); Western Cape & Cape Town (2007:51-52) and researcher's own construction

Figure 5.1 indicates that this research included a broad range of stakeholders who provided insight to the Base Camp challenges, as well as how these stakeholders experienced, managed and improved the Base Camps. The critical review is done in three phases, starting with evidence related to information important before the event. This part of the critical review focuses on the bidding process and the roles of stakeholders in this critical process.

5.2.1.1 Pre-event information: information related to the initial phase /bidding phase

One of the most important aspects of events is the bidding phase, which forms part of the pre-event activities. The initial phase involves bidding to become a Base Camp for one or more teams that participate in a given mega or major sporting event. Important pre-event information includes which teams will qualify to participate in the event and where pool matches will be hosted.

5.2.1.2 Bidding to become a Base Camp

Cities, accommodation providers and training venues that wish to successfully attract a Base Camp team during a mega or major event need to understand the power of the relevant stakeholders during this phase. For this research, it was important to determine the most important role players in this phase. The interviewees were asked to rank the importance of selected role players. These results are set out in Table 5.2.

Table 5-2: Identification of important role players in the initial phase of the event

Role player	Number of rankings	Median	Average
LOC	21	1	1.86
National Federation	14	2	3.29
Team Management	27	1	1.19
Safety and Security Group	12	2	3.33
Media	11	3	3.18
Training Venue	10	2.5	2.60
MATCH	15	1	1.60

Source: Researcher's own construction

Clearly, the role of team management (managers of the various sport teams participating in the event) and the LOC (the municipality where the Base Camp might be) in this phase should not be underestimated. Interviewees highlighted the importance of having an efficient committee focused on bidding for a Base Camp, but also the importance of communicating and negotiating with the team management in the correct manner. This response was strongly related to the SWC 2010 and not necessarily to the RWC 1995 and the CWC 2003, which have a different organising system. Team management should thus be satisfied for selection to be successful. The least important role player in this phase was considered to be the media.

The question regarding the importance of the team management found that all the interviewees agreed that without a successful bidding phase there would not be a Base Camp. All the interviewees directly involved with Base Camps agreed that this is a crucial phase.

Interviewees were asked to comment on the initial process of bidding. Interviewees 15 and 18 (who represented the LOC SWC 2010) indicated that the initial process of selecting the Base Camp cities was unstructured, and there was no set protocol. In the case of interviewees related to the Base Camps (Interviewees 11, 14, 20, 23, 25, 31, 44) all seem to have followed a different process in bidding. Thus, in certain cases, no synergy was evident. In the case of Potchefstroom, according to Interviewee 10, the City Council was negotiating with Sweden, whereas the

university was communicating with Spain to serve as the Base Camp. In the case of Centurion, the approach was different, since the Southdowns training venue was initially approached by an Italian estate agent (Interview 44), which was unexpected. With the Argentinian team, a diplomat (Interviewee 20) initiated contact with the High-Performance Centre (HPC) at the University of Pretoria (UP). However, all negotiations were eventually conducted between the Base Camp Training venues/accommodation and the team management of potential teams. MATCH, as the official hospitality provider of FIFA, played a contracting/facilitating role to secure accommodation for Base Camp teams during the SWC 2010. It is thus clear that MATCH also played an important role in the bidding phase on its own.

When comparing between interviewees' comments regarding the SWC 2010, the RWC 1995 and CWC 2003 in terms of the initial phase, significant differences were evident. During the CWC and RWC, the tournament director (Interviewees 16, 45) awarded the Base Camps, whilst at the SWC the teams had the option to choose a Base Camp city themselves. Interviewee 42 (SWC CEO) indicates that this is problematic, since the Base Camp cities did not seek guidance from the National Federation in 2010, but chose to deal directly with the team management. Interviewee 37, a Base Camp City Consultant during RWC 1995, noted that the city of Pretoria, wanted to leverage the RWC. The teams did not have any leveraging power, even though this could be used to force the city to develop accommodation or training facilities tailored to the teams' needs. Interviewee 37 noted that the RWC 1995 experience was very new for everyone and a lot had to be learnt at the time. At that stage the event industry in South Africa has just been welcomed back to the world stage. This correlates with the comments of Interviewee 16, who was the CEO of RWC 1995.

Interestingly, a non-successful bidder (Interviewee 36) for a SWC 2010 Base Camp team interacted mostly with the tournament LOC to become a Base Camp. Both the CWC 2003 interviewee (Interviewee 45) and the RWC 1995 interviewee (Interviewee 16) stated that during the SWC 2010, the teams could play camps off against each other, and thus secure options for themselves. The power thus lay absolutely with the teams, leading to the selection of Base Camp cities and venues, who did whatever was demanded to secure the Base Camp team. This is an unhealthy balance of power in favour of the teams.

It was noted that city politicians could present an obstacle in the initial bidding phase, not just because of a possible ego-driven political agenda, but also due a lack of experience and management skills regarding the organising of mega events and leveraging benefits from it. Interviewee 42 warned that one city council commissioned an American mega event expert to advise them on how to go about the SWC 2010. He did not have any knowledge of soccer or South Africa, and could not help them secure a Base Camp team, but this 'expertise' came at a

considerable cost. He noted that he encourages the use of external experts, but only if they have the knowledge and experience with the specific codes and country or continent.

The Base Camp allocation during the RWC 1995 and CWC 2003 differed substantially from that of the SWC 2010. The tournament directors allocated the Base Camps, and did not allow for a bidding process. It also neutralised the ability of teams to negotiate tailor-made accommodation and training facilities, which is a different approach to bidding.

As the discussion above shows, the following issues, relating to important role players during the initial phase (bidding) of the event, were raised:

- It was evident from these interviews that there is no generic blue print available to successfully bid to become a Base Camp city, and that it might be challenging to develop such a general document. The need for a blue print is clear, since it can save costs and lead to more effective ways of bidding to become a Base Camp city;
- The sporting codes also differ in the process of awarding Base Camps. The absolute power of the teams during the SWC 2010 and their ability to leverage and demand tailor made facilities resulted in unjustifiable overspend. By contrast, the RWC 1995 and CWC 2003 Base Camps were very structured, with the tournament directors allocating teams to cities;
- The number of stakeholders involved in this part of the event is significant, which makes the effective flow of this process more difficult. Having too many stakeholders involved creates challenges that influence effectiveness; and
- Considering that the SWC 2010 is a true sporting mega event, the initial phase of negotiating and bidding for a Base Camp team was very unstructured, creating difficulty for Base Camps to effectively bid in this process. A gap, therefore, exists in the way sport addresses the bidding for the hosting of Base Camps, which is not currently optimise.

5.2.1.3 Profile of a Base Camp city: Bidding

This question was aimed at profiling Base Camp role players in terms of their experience in bidding to become a Base Camp – seeing that these types of events do not occur regularly – and require specific skills and knowledge. This adds to the difficulty in following a structured process for all sporting codes, but also supports the idea of just that.

Table 5-3: Level of experience in bidding

Level of experience	Frequency
Experienced	5
Fairly Experienced	24
No Experience	14

Level of experience	Frequency
Total	43

Source: Researcher's own construction

Table 5.3 indicates interviewees' level of previous experience in bidding. Providers of Base Camp team accommodation, as well as training venues, play crucial roles as service providers to the international teams. It was, therefore, important as part of this research project to profile the level of experience in bidding. Of the interviewees, 24 felt that they were fairly experienced in bidding for Base Camps, with 14 indicating no previous experience in this regard. It is important to have experienced role players in this phase, as the stakes are so high.

Several answers were captured regarding the question of whether interviewees felt that previous experience was relevant to bid effectively. Interviewee 25 mentioned the value of hosting a team during the Confederations Cup Africa Soccer Tournament, which took place before the SWC 2010. It provided an opportunity for the interviewee to understand the needs, likes and dislikes of international players and team management, and thus experience what was considered important. Interviewee 10 in Potchefstroom and Interviewee 20 at the UP HPC – who both had more experience regarding training venue and training accommodation – also indicated the value of the experience of having dealt with international teams in the past. They stated that the teams expect a very high operating level, which includes aspects such as logistics and, specifically, time management. It was also noted that first-time bidders underestimate the complexity of hosting an international team and the demands of international participants.

During the interviews, it was indicated by some interviewees that they had also hosted international cricket, rugby and soccer teams, as well as Super 14 rugby teams from New Zealand and Australia. Interviewee 14 hosted many rugby teams in the past and indicated the value of lessons learned from that.

The above can be used as an indication of how difficult it would be for a total newcomer, in providing training venues and accommodation, to successfully bid for a Base Camp team, seeing as hosting teams is not a regular occurrence. The literature mentions that cities bid to host mega and major sporting events. Matheson and Baade (2003:19) explain that cities compete vigorously to host sports mega events because they perceive that doing so will enhance their image and stimulate their economies. However, the research indicates the importance of previous experience in bidding, which can also lead to considerable losses if not managed well.

From the discussion above, the following issues relating to the profile of the Base Camp bidders were raised:

- Experience in bidding is clearly important in this process; and
- The interviewees did not all have experience in terms of bidding. This could have contributed to uncoordinated efforts, unnecessary mistakes and loss of income.

5.2.1.4 Profile of a Base Camp city: Hosting international teams

Table 5-4: Experience in hosting international teams

Previous hosting of teams	Frequency
Yes	16
No	4
TOTAL	20

Source: Researcher's own construction

As Table 5.4 shows, most of the interviewees had hosted international teams before. Interviewee 6 indicated that the experienced Base Camps have a better understanding of what is expected when dealing with an international sports team with specific needs. Interviewee 14 indicated that they gained valuable experience in hosting Super 14 rugby teams, but warns that there is a significant difference between rugby and soccer teams, and what they expect from a Base Camp. Interviewee 7 stated that international soccer teams operate on a super star level that cannot be compared to other teams. Interviewee 5 also stated that each team has its own unique culture. Interviewees 9, 10, 18 and 20 were all experienced in hosting international teams, and all mentioned the advantage of having hosted international teams before, even in a different context.

Important issues when hosting international sports teams are as follows:

- It is clear from the interviews that it is an advantage for Base Camps if they have hosted international teams before. Most of the interviewees have done so but in a different context; and
- It is important to consider that teams (sport codes) differ significantly from one other in regard to what they expect from a Base Camp. This adds to the uniqueness of these processes and highlights the importance of experience when dealing with the teams.

5.2.1.5 Important considerations when selecting a Base Camp

Knowledge of the important factors determining where teams choose a Base Camp is of great value in the bidding process. Bidders need to consider these aspects as this could improve the chances of a potential Base Camp city to secure a team during a mega or major sport event.

Table 5-5: Ranking of important aspects when selecting a Base Camp

Aspects to consider in selecting a base camp	Number of rankings	Median	Average
Quality of the training facility	35	2	1.60
Quality of the accommodation	31	1	1.42
Fixtures in the tournament	27	2	3.07
Close to airport	21	3	4.14
Altitude	19	2	3.41
Safety	17	3	3.18
Weather conditions	15	4	3.53
Remoteness (Low accessibility for media/fans)	13	6.5	3.85
Tourism and entertainment	11	4.5	6.45
Organising skills of LOC	7	3	5.71

Source: Researcher's own construction

It is evident from Table 5.5 that interviewees considered quality of accommodation and training facilities, fixtures in the tournament, and altitude as important aspects when selecting a Base Camp. Interviewee 3 noted the value of understanding the team culture and that it varies significantly from team to team. He explained that he worked with both the Indian and Namibian cricket teams where he experienced vast differences in what they expect. Project managers need to understand, in detail, the team requirements including training, travelling, clothing and dietary and recovery requirements of international athletes. Sound logistical and general planning skills are of the utmost importance. He believes, although teams vary, that training facilities, weather conditions and fixtures in the tournament are the most important, with accommodation and remoteness the next level of consideration.

Interviewee 5 believes a team needs a safe controlled environment that provides a home away from home at the tournament. There must be enough entertainment to distract and entertain the teams. It was once again indicated that team requirements would vary from code to code. He felt there is no generic formula to attract all teams and mentioned that it will always be very team specific. He agreed that a general list of criteria can be compiled and it will include aspects such as training facilities, accommodation, fixtures, altitude and remoteness. He also added that Base Camps must pay attention to detail and the people planning the camp must assess the make-up of the team and the team culture. This, in his opinion, will dictate where the camp will be and what it must look like. He agreed with other interviewees that there should be a high-performance component but also capacity to entertain the players via facilities specifically designated for that. It should be a place where the players can take some time out.

Interviewee 6 indicated that the Base Camp accommodation and training venues should satisfy the team on all aspects mentioned, but that the team probably wants everything to have a certain level of excellence. The top teams operate on that level and they expect the same from the Base Camp, especially if it is a mega event. Like Interviewee 3, he noted that there must be an understanding of the team culture and ethos, as well as the training cycle that the team is in and the individual make-up of the team. He states that the modern athlete requires to be entertained during out of competition days.

Interviewee 6 argued that the duration of the stay could influence the remoteness of the venue. The lack of entertainment may then become an issue. He mentioned that the modern sports person prefers a variety of entertainment options. Team training sessions that are held over a short period may benefit from being in remote areas, provided the facilities are good. He complimented Potchefstroom as a training facility and mentioned the efforts of the individuals involved. Like Interviewee 9, he mentioned players' getting bored as a problem.

Interviewee 21 echoed most of the above and added that in certain countries, security is more important than in others. He would prefer to cut down on travel, and listed accommodation and training facilities as being very important. He did not think altitude is important for sporting codes such as cricket. Interviewee 37 stated that "simulating the competition conditions as close as possible" was sound advice. A controlled, secure environment is required from a Base Camp. He placed less focus on entertainment for the players as long there is something for them to do. He believed it should not be distracting from the task at hand. It was indicated that coaches follow the leading teams and that this influences their choice of a Base Camp (Interviewee 44, the SWC 2010 CEO, also support this idea). He listed training facilities, accommodation, food and, where possible, minimal travelling as important factors. Being close to an airport was also highlighted by interviewees.

Interviewee 43 mentioned that the approach would differ from country to country. Care should be taken to fully understand the culture of the team, the senior role players, and the way they prefer to be treated. Camps could be very specific, or just need to be adequate for the needs of an international team. The requirements would be that camps should be excellent and on the same level as expected in an international competition. It should aim to cut out unnecessary travel; and the food and accommodation support services should be on a very high level. He felt that smaller venues often provide very good services to teams, if they can match the other infrastructural requirements. He also recommended an individualised ("home away from home") approach tailored to the needs of each team as a success formula for Base Camps.

In the discussion above, the following issues, relating to aspects to consider when selecting a Base Camp, were raised:

- Quality of accommodation and training facilities, and altitude are important;
- It is important to understand the culture, have leisure/entertainment opportunities available for the players and keep the travel distance short; and
- It was also clear that a controlled, secure environment that simulates the competition conditions as closely as possible is required from a Base Camp. The duration of the training camp or stay at the training venue may influence the selection of the venue. It is important for potential Base Camp bidders to realise these aspects and first assess whether these can be provided before embarking on bidding for this responsibility.

5.2.1.6 Decision-making on the location of Base Camp

The decision on where the team will be based during a mega or major sporting event is possibly one of the most important considerations for team management or a tournament director. One expects guidelines to be in place to direct this process. Regarding the question of who makes the ultimate decision of where the Base Camp will be, it was clear that the team manager plays a major role in this decision, with 34 of the interviewees indicating this (see Table 5.6).

Table 5-6: Who makes the decisions on the Base Camp location

Response	Frequency
Team Manager	34
Tournament Director	2
Federation President	2
Federation Chief Financial Officer	2

Source: Researcher's own construction

In the discussions with the interviewees, Interviewees 16 and 45 indicated that during the RWC 1995 and CWC 2003, the tournament director made the decisions on the Base Camp. However, during the SWC 2010, the team managers made the decision (Interviewees 2, 7, 10, 15, 18, 23, 25, 32, 42, 4), but there were no guidelines to follow. The team management are then most likely to decide on future training facilities as well (Interviewees 6, 21, 37). It is important not to underestimate the personal relationship between individuals (different role-players) when these decisions are made (Interviewees 3, 9, 10, 31), as they communicate with each other and base their decisions on these discussions.

During the SWC 2010, the successful bidders for Base Camp teams realised the strong power base of the team management in the ultimate decision. Interviewee 42 noted that consulting with the National Federation during the bidding phase could have provided future benefits for more local use. The biggest danger during a mega event is that cities desperate to host a Base Camp

team will do anything to achieve that aim (Interviewee 15, 42, 45). These cities will tailor the building of facilities to the very needs of the team. This can become very costly and lead to no return on investment if not carefully planned. In fact, as many as 29 interviewees warned against over-investment in infrastructure. The motivation for the overspend is the powerful position of the team management being the sole decision-maker on where the Base Camp will be during events such as the SWC 2010.

Various interviewees (Interviewees 10, 20, 35, 42, 44) mentioned a case where a leading African team had already signed an agreement to use East London as a Base Camp before moving to higher altitude just because the other leading countries did so. It was also stated that international teams can be unpredictable, and it is difficult to anticipate their thinking patterns and behaviour. However, what is definite is the “follow the leader attitude” (Interviewees 42) whereby countries seem to follow the behaviour of the leading countries in making decisions. In terms of their demands, it also varies from sensible to ridiculous, where one manager for example insisted on having a new toilet in his hotel room (Interviewee 20).

From the discussion above the following issues, relating to the decision-maker(s) in the selection of Base Camps, were raised:

- It is clear from the interviewees that during the SWC 2010 bidding the team management made the decision on the location of the Base Camp, but in the case of other codes a different process was followed. There are thus no specific guidelines or standards to work with;
- The leading performing teams and their choice of a Base Camp may influence other teams to following similar considerations on the location of the Base Camp; and
- Major concerns were raised about the overspending of cities to be selected as a Base Camp and with that the unpredictable nature and demands of international teams.

5.2.1.7 Perceptions on public money spent

The spending of money by government may be questioned and either supported or criticised by the public. Sloan (2003:7) argues that the promise of substantial economic impact provides justification for public subsidies for mega event infrastructure. Crompton (2006:67-82) raises the question of whether economic impact studies are the instruments of political shenanigans, thus questioning the justification of such expenditure, while also reflecting on how difficult it is to accurately quantify value for hosting.

If the perception is that money was recklessly spent during these types of events, it can have negative effects for politicians in future elections. This is thus an important perception to test with stakeholders. As an introduction to the interviews interviewees were asked whether public money spent on securing the two Base Camps during the SWC 2010 could be justified (see Table 5.7).

Table 5-7: Spending of public money

Level of agreement	Frequency
Strongly Disagree	3
Disagree	10
Neither Agree Nor Disagree	8
Agree	19
Strongly Agree	4

Source: Researcher's own construction

During the interviews, more than half of the interviewees agreed to strongly agreed (23 interviewees) that the money was well spent, as opposed to those that disagreed to strongly disagreed (13 interviewees). Interviewee 37 worked as a consultant for the city of Pretoria during the RWC 1995 and stated that the city spent very little on the improvement of infrastructure and only branded the city as a RWC venue. Interviewee 30, a city politician involved in the SWC 2010 in Potchefstroom, said that the city did directional signage in Spanish but did not invest in infrastructure. The provincial government made the biggest investment by extending the landing strip at the local airport at a cost of R24 million. Interviewee 30 believes Potchefstroom did benefit from being a Base Camp and that the spending of public money can be justified. This was also supported by Interviewees 2 and 11. Interviewee 37 noted that although there was a lot of excitement during the RWC 1995, not much was expected in terms of tourist value. This could have discouraged city expenditure. Both the community paper interviewees (Interviewees 33, 34) noted positivity towards the spending of public money to secure the Base Camp venue. The NWU Sports Village was built in Potchefstroom to accommodate the Spanish soccer team. However, Interviewee 2 and 11 indicated that the NWU Sports Village was not only built to accommodate the Spanish soccer team. Potchefstroom has always hosted international athletes and cricket players that use the city as part of their training programme.

Interviewee 22 disagreed that the community of Potchefstroom was satisfied with the return on investment regarding the spending of public money. His reason for saying so was that almost no tourists visited Potchefstroom during the SWC 2010. This correlates with the negative perception of the business community in Potchefstroom (Interviewees 18, 24, 26). The Chairperson of the Business Council in Centurion (Interviewee 27) was also negative towards the justification of any expenses to secure the city as a Base Camp. Clearly their return on investment was very low, which lead to this negativity. This is in line with the findings of Bob and Kassens-Noor (2012:14), who explain that while some communities benefit, others do not, and some could even experience a negative impact.

The discussion above shows that the following issues, relating to the perceptions of the justification of public money spent to secure a Base Camp, were raised:

- It is clear from the interviewees that there is uncertainty about justifying the spending of public money to secure a Base Camp. The interviewees differed on this issue, as 21 of the interviewees (see Table 5.7) either disagreed or were uncertain. That represents nearly half of the interviewees. There is thus no clear view or guidelines on how this should be determined and it seems that perceptions play a more important role than impact studies; and
- Many interviewees warned against over-investing before a mega event. Some cities went about the process without any assurance that they would be successful in hosting a Base Camp team, which led to losses.

The second part of the critical review is the planning and information necessary during the event with regards to the interaction between the stakeholders.

5.2.2 Planning and information necessary during the event

This is the period when the actual mega or major event takes place. Interviewees were questioned on issues such as media reporting during the event, benefits for the accommodation providers and financial benefits for the Base Camp City. Interviewees were also asked to reflect on the effectiveness and work of the LOC.

5.2.2.1 Reputation management during the event

Reputation management focuses mainly on media reporting, be it positive or negative. Media reporting on a World Cup is extensive; however, the actual reporting on only a Base Camp has not been assessed in previous research. Some journalists such as Neal Collins have discussed Base Camps in detail during the SWC 2010, especially in the case of a developing country such as South Africa.

Table 5-8: Negative media reporting during the event

Response	Frequency
Yes	19
No	24

Source: Researcher's own construction

It is clear from Table 5.8 that most of the interviewees indicated no negative reporting during the event and 19 of the interviewees indicted negative reporting. It was clear that the media have the power to build or destroy Base Camp reputations by means of reporting. A mega sporting event

is a much-reported event with a global reach and the impact thereof will always reach many people. It is thus important to assess the impact of media on Base Camps.

Interviewees 12 and 31 mentioned that The Royal Marang Sports Palace (Bafokeng in Rustenburg), which hosted the England soccer team, attracted a higher level of media reporting and, of all the Base Camps, attracted the highest level of negative reporting. The most prominent soccer teams (such as England, Spain, Brazil, Argentina, Germany, Holland and Italy) received the best overall coverage, with smaller countries receiving less. The reporting was also very specific to the home country, according to the Base Camp-related interviewees (Interviewees 11, 14, 20, 23, 25, 31, 44).

Table 5-9: Positive media reporting during the event

Response	Frequency
Yes	36
No	9

Source: Researcher's own construction

Of the interviewees, 36 indicated receiving positive media reporting (see Table 5.9). Interviewee 23, who managed Base Camp accommodation, felt that reporting focused on matches and not Base Camps. Interviewees 33 and 34 represented community newspapers (Potchefstroom and Centurion/Pretoria) and both indicated during their interviews that the local community papers reported extensively and positively about the cities hosting the Base Camp teams. Interviewee 39, a senior national journalist, mentioned that in the absence of a scandal, the Base Camp only receives publicity when the team selects the city and not much afterwards.

On the question assessing the perception of what would be the most likely topic that the media would report about in relation to Base Camps, the responses were as follows. Interviewee 42 noted that the media reported differently on a SWC hosted in developing countries (South Africa and Brazil), than in developed countries (Japan and Germany). He claims that in developing countries, the media initially question the capacity to be ready on time and then the country's capacity to host it successfully. The latter was confirmed by Interviewee 39, who works in the senior media space. The Interviewee said the media addressed the fear that South Africa would not be able to deliver on the event quite considerably.

Teams and countries with a major journalistic following such as England will do more in-depth reporting on Base Camps. Once the tournament starts, the reporting is very match specific. Community papers were more positive and Interviewee 33 stated that the Spanish team was big news and the local paper reported extensively on the team and the SWC 2010. It was a good

news story that reflected the hype and excitement of the city. Interviewee 34 noted, “Community papers focused on the hype created by the mega events and not player-related scandals. However, should the relevant city create an impression of ineffectiveness, it will be reported.”

Table 5-10: Evaluation of media reporting on Base Camps: All interviewees

Stories possibly reported on	Number of rankings	Median	Average
Base Camp training facilities not completed	24	2	2
Base Camp training facility not up to standard	22	2	2.27
Base Camp accommodation not up to standard	18	3	2.78
Breach of security	19	2	2.16
Player-related scandals/stories	30	1	1.5
Lack of tourists	6	3	9
Good tourism support	4	7	7.5
Tourist attractions in the city	5	5	4.6
Lack of tourist attractions in the city	4	5.5	5.25
LOC	4	10	8.5

Source: Researcher’s own construction

Table 5.10 shows that media reporting occurred, and that the media reported on different issues. It was necessary to determine which topics would be reported on in a Base Camp city. Interviewees were requested to rank the likelihood of reporting on a certain topic related to Base Camps. As Table 5.10 shows, player-related scandals/stories were indicated as the most likely topic of reports. Interviewee 44 stated that the Italian team gave instructions for all the female staff to be removed from the Base Camp accommodation in fear of a potential scandal. The possibility of Base Camps’ not being completed on time was the second most important topic. This was the case for Royal Bafokeng, as reported by Interviewee 31. The media reports in this regard were not factual, and were rectified by some media outlets afterwards. Lack of tourists was reported in Potchefstroom (Interviewees 2, 3, 9, 10, 30). This relates directly to the expectations created by mega events that a city will benefit from tourism opportunities. It could be embarrassing for a Base Camp city if the LOC had been advocating the tourism benefits of hosting the mega event (Interviewees 15, 19, 24, 26, 27). It is interesting to note that according to the responses the organising skills of the LOC and good tourism support are not likely to be topics the media would report on.

Interviewees 12 and 31, who were associated with the English soccer team staying at Royal, noted that the media were very unpredictable in their reporting. Interviewee 42 noted the inconsistent reporting on SWC held in developing countries when compared to those held in

developed countries. He discussed a possible frequency of reporting for developing countries, saying the following could possibly be a running order for media reporting on SWC in developing countries:

- Reporting on the joy and excitement of winning the bid;
- Reporting that the country will not be ready to host the event;
- Reporting on the successful hosting of the event; and
- Reporting on possible scandals related post the event.

Interviewee 39 confirmed this as a possible media reporting sequence, but also noted that the unpredictability of media is related to the fact that they only report the news, and will be guided by incidents, be it theft of player kit(s) – as with the England team – or a breach of security, or even conflict within the team. He concluded that the very nature of media reporting is unpredictable.

Based on the information captured above the following important issues on media reporting of Base Camps were evident:

- Most Base Camps received positive media reporting, with community papers highlighting the positive aspects rather than the negative;
- The media sensationalise the possible unpreparedness to host the event only to celebrate the event afterwards;
- Player-related scandals are always reported but also any other relevant issues to the camp or training venues;
- Not all countries will receive the same amount of coverage and some of the media coverage could only be country-specific in respect of the Base Camps;
- It was clear from the interviewees that the profile of the team influences the media reporting on the Base Camp. If it is a high-profile team such as England, there is a higher likelihood of reporting and more so negative reporting; and
- It needs to be noted that a high number of interviewees indicated negative reporting, which can influence the tourist flow to a Base Camp city as well as the future use of this Base Camp.

5.2.2.2 Identification of benefits for Base Camp accommodation providers

Base Camp accommodation providers can only bid to host a team if they believe that they will benefit from this. Thus, it was necessary to assess their opinions in this regard.

Table 5-11: Benefits of being a Base Camp accommodation provider

Response	Frequency
Yes	35
No	10

Source: Researcher's own construction

The question assessed stakeholder's perceptions of the value and benefits of providing Base Camp accommodation (see Table 5.11). All the interviewees related to Base Camp accommodation (Interviewees 11, 14, 20, 23, 25, 31, 44) responded positively to this statement. Interviewee 25, who hosted the USA soccer team, indicated the challenge of not being able to accommodate regulars during the SWC 2010 and then needing to recruit them afterwards as a negative.

There was also great variation in what was spent on upgrades. Interviewees 5 and 15 questioned the value of serving as Base Camp accommodation seeing that there is not a sensible return on investment and that, in many cases, the capital layout was too high. These interviewees also claim that the Base Camp accommodation stakeholders are defensive and try to justify this investment by claiming benefits that do not exist.

Thirteen interviewees were directly related to the Base Camp accommodation, including the Base Camp LOCs. Taking into consideration the argument of Interviewees 5 and 15, the majority still support the perception of value of a Base Camp. Two of the experienced accommodation providers (Interviewees 11, 20) warned that a mega event does not provide enough value to enter the sports accommodation industry. Many interviewees warn against over-investing in upgrades and new facilities (Interviewees 11, 13, 15, 42), as it will not necessarily result in a return on investment. Royal Bafokeng spent R360 million (Interviewee 31), whilst Southdowns made a R6 million profit from being a Base Camp. Some constructed tailor-made training facilities (Interviewee 12) such as Royal Bafokeng, and some only did minor upgrades, like the University of the Witwatersrand (Interviewee 32). Thus, there are varying opinions on this issue.

As indicated in the discussion above, the following issues were raised when assessing the value for a Base Camp team accommodation provider:

- There is a very big difference between the amounts spent on upgrades or developments by the various Base Camp accommodation providers;
- Investment in upgrades and new facilities did not necessarily result in a positive return; and

- Most the interviewees indicated that there is value in being a Base Camp accommodation provider to teams during a mega or major sport event – even though the exact benefits are not clear.

5.2.2.3 Financial benefits for the Base Camp city

A straightforward assessment of financial success will determine whether the interviewee believes the city benefitted financially (economically) from the interviewee's involvement as a Base Camp in a mega or major event or not. Table 5.12 captures interviewees' responses on the financial success of the Base Camp cities because of the SWC 2010.

Table 5-12: Financial success for the Base Camp city

Response	Frequency
Strongly Disagree	16
Disagree	11
Neither Agree Or Disagree	10
Agree	17
Strongly Agree	0

Source: Researcher's own construction

The majority (27) of the interviewees disagreed or strongly disagreed with the view that it was a financial success, whilst 17 agreed that it was a success. This is a clear indication that not all stakeholders within the host business community benefitted equally from being a Base Camp or benefitted financially from it. Interviewee 42 noted that it would be difficult for the Base Camp cities to benefit from the SWC 2010 since the SWC did not consider the economic downswing of 2008. This influenced the visitor numbers negatively, and FIFA sponsorship partners cancelled 25% of the accommodation they would usually take up. The decrease in numbers of potential tourists made it very difficult for cities to obtain any value from visitors. One of the interviewees has been involved in six SWC and his opinion is that spectators do not follow teams to remote areas but focus on staying close to hosting venues and tourism attractions. This was confirmed by Interviewee 41 who stated that MATCH and FIFA misled the Base Camp business community by stating that they would benefit from tourism during the SWC 2010. This resulted in cities' adhering to any and all requests from Base Camp teams.

Interviewee 2 mentioned that MATCH indicated that the Spanish soccer team would be followed by approximately 10 000 fans to Potchefstroom, which created a big expectation that never materialised. Interviewee 19, a nightclub /hotel owner in Potchefstroom, stated that his nightclub is mainly visited by students. He mentions that a big hype was created before the SWC 2010 with

the Spanish soccer team being based in Potchefstroom. He was hoping to see a big number of Spanish spectators visit Potchefstroom and other SWC 2010 fans. Since the University was closed for a longer period due to the SWC 2010, he was hoping that the SWC 2010 visitors would compensate for that. He was very disappointed as he felt there were almost no Spanish or other visitors in Potchefstroom during this time. He mentions that only the University benefited from the SWC 2010 and not the city in general. He feels strongly that unreasonable expectations were created. The benefits that were being speculated about never materialised and he had his worst business month ever. Interviewee 24 supported him by saying that the city did not benefit from the SWC 2010. They expected 10 000 tourists and he did not think there were 20. Some of the people created additional accommodation in the hope of renting it to visitors, resulting in fruitless expenses.

The official accommodation supplier to FIFA (MATCH) was criticised for not being honest with Base Camps about the tourism numbers (according to Interviewees 2, 9, 10, 30, 41). A significant number of the interviewees (29) felt that this created an unfair expectation by the Base Camp cities of the value that would be generated. Interviewee 41 alleged that FIFA and MATCH intentionally encouraged Base Camp cities to spend money on accommodating the very onerous demands of teams, which they then justified by claiming that benefits would be derived from the event. Interviewee 1 denied that this was the approach by MATCH.

MATCH is seen in the stakeholder category as an accommodation provider, as it was the official Accommodation Provider of FIFA during the SWC 2010 in South Africa. MATCH was mentioned by some as a powerful stakeholder (Interviewees 1, 20, 37, 41, 42), but was criticised by most interviewees as not being honest, transparent and ethical in its dealings. They claimed that MATCH created a false impression about tourism and secured most of the accommodation only to release most of it very late before the tournament (Interviewees 2, 10, 15, 19, 20, 27, 30, 41). Interviewee 1 stated that MATCH is not a rights holder, but acts on behalf of the rights holder. There are minimum requirements Base Camps must adhere to in order to become a Base Camp, and the aim is to be fair and equitable to all. It was clear that teams choose the Base Camps according to their own preferences.

MATCH facilitated the minimum standard for team accommodation on behalf of FIFA and the LOC. Contracting takes place any time after the country has been awarded the bid. FIFA regulation states that they will pay for 25 rooms for each team and the team pays if they require more rooms. Interviewee 1 added that MATCH secured rooms for the actual matches. Usually up to 10 000 people follow a team but this varies from team to team. He stated that it was the wrong assumption to use regarding the Spanish soccer team using Potchefstroom as a Base Camp. He was aware of the criticism against MATCH but also mentioned that they secure rooms

for the entire tournament based on member country allocation, and it is not always easy to predict who will be in the Final 16 pool. He also mentioned that fans stay where teams are playing and not necessary where the Base Camps are. He warned that if an organisation was not involved in accommodation it should not do so only for a World Cup. He warned that expectations are usually inflated. Interviewee 42 mentioned that MATCH is the exclusive hospitality partner to FIFA and thus must be a powerful stakeholder.

Interviewee 27, as Chairperson of the Centurion Business Council, mentioned that he was very negative towards the SWC 2010, noting the poor return for business. He mentioned that he knew of businesses that had to close due to over-investment in the SWC 2010. The expectations did not align with the actual results. He noted that in general the SWC 2010 was a big disappointment to the city and that a true picture of the value was not presented accurately by the media and government/city structures. Interviewee 26 supported this. The restaurants are popular dining spots for international athletes, visiting cricket teams and rugby players. Interviewee 24 acknowledged that the city has always attracted international sports people and that their business has always benefited from it. However, the SWC was a big disappointment for him, as they expected a big inflow of tourists. This did not materialise and with the University being closed for longer, they did worse than in a normal month. This is consistent with the comments of Interviewee 19, owner of a local hotel/bar and Interviewee 24, the owner of another bar. They were asked to buy into creating a Spanish village atmosphere for the visitors and big expectations were created before the tournament but nothing came of it.

The interviewees agreed that the expectation of financial gain for the city was oversold and did not come close to their expectations. There were indeed real expectations for benefits from the SWC 2010, the related literature indicates that in South Africa academics also anticipated the real value for the country. Saayman and Rossouw (2008:1) commented that results showed that the SWC 2010 would probably exert a positive impact on the economy of the country, in terms of Gross Domestic Product growth and employment.

Interviewee 28 stated that he is employed in the tourism industry in Centurion and he did not experience any value from the SWC 2010. The results did not match the expectations. Interviewee 29 confirmed this by saying that a lot was expected from this event but it did not materialise. They did not see an increase in business and did not benefit from it at all. The six interviewees from the host community business were all very negative. Added to this, the “feel good” factor also plays a big role, according to Interviewee 13, who said that people felt proud to be part of the SWC 2010. For them, it was not only about financial success for the city.

The discussion above shows that the following issues relating to financial success for the Base Camp cities, were raised:

- Not all stakeholders within the host business community benefitted equally from the city's being a Base Camp;
- Expectations of financial gain for a city are easily oversold and the results did not match the expectations;
- Certain interviewees believe they were deliberately misled to expect a reasonable economic advantage from the event; and
- A negative macro-economic environment may have resulted in less economic benefits for the hosting nation.

5.2.2.4 Role of the Local Organising Committee

Securing a team for the city could be very challenging, but once that is achieved, the LOC still needs to ensure they deliver on the service expectations of the international team. Interviewees were asked their opinion whether the LOC of the Base Camp city was effective (see Table 5.13).

Table 5-13: Effective management of the Local Organising Committee

Response	Frequency
Strongly Disagree	1
Disagree	5
Neither Agree Nor Disagree	14
Agree	19
Strongly Agree	2

Source: Researcher's own construction

When testing the perception of whether the administration of the Base Camp was effective and professional, a high number was uncertain (14), but most of the interviewees (19) agreed that the LOC managed the process effectively. The interviewee sample included many individuals who were involved with the SWC 2010, and this could have influenced the responses to the question. Other than political agendas, only six of the interviewees seemed to indicate that the LOC of the Base Camps did not do a good job. Interviewee 8 stated that the LOC at times lacked the skills to accurately determine the real cost of sustainability of new infrastructure that were developed for the SWC 2010.

Interviewee 1 warned that cities do not have the capacity to successfully leverage benefits from a World Cup. They are, at times, driven by political inspirations and end up spending money on infrastructure that will seldom deliver a return. Interviewee 2 supported this and warned of local politicians trying to use the event to maximise political points and insist to interact with the team.

This can be problematic seeing as the international teams are very focused and structured, and insist on as little distraction as possible.

Interviewee 4 indicated that cities that upgraded facilities hoping that they would be awarded a Base Camp, resulted in many cases of unnecessary expenses. He cited selfish political ambition as a reason. Initially the coordination between MATCH and the LOC was not good, but it improved closer to the tournament. Interviewee 42 noted that the Base Camps varied with what they tried to attain from the SWC 2010. Some wanted an immediate benefit from upgrades paid for by the team, while some wanted to create a community facility, and others future training camps. He added that certain cities were not able to secure a Base Camp team due to these inconsistencies. Interviewee 36 was unsuccessful in securing a Base Camp Team during the SWC 2010, but said they did not consider that this signified that they were ineffective.

From the discussion above the following issues, relating to the effectiveness of the LOC of the Base Camp during the SWC 2010, were raised:

- The interviews showed that the majority indicated that the LOC operated on an acceptable standard;
- All cities may not have the capacity to successfully leverage benefit from a world event such as the SWC 2010; and
- In some cases, cities, may be driven by political aspirations and end up spending on infrastructure that does not deliver a return on investment. This creates negativity.

Wanklin (2010a:131) states that to assist the official umbrella LOC of the event, it may be required to establish smaller project teams in various regions/cities where event venues are situated. Such teams will operate on the principles of project management, which will imply integrating and coordinating all the activities and role players. It will require the LOC team to consult with the local community and other event stakeholders within the destination, in order for the DMO to collaborate with the LOC, or the appropriate LOC project team, to consolidate issues affecting destination marketing.

5.2.2.5 Potential tourism benefits experienced during the event

The investment into Base Camps to secure teams during mega and major events is usually justified by the possible economic value brought about by tourism. On the question whether any tourism benefits in the Base Camp host cities occurred it was evident that some agreed (19 interviewees) and some disagreed (22 interviewees) with this notion (see Table 5.14).

Table 5-14: Tourism benefits during the Soccer World Cup 2010 (Host community Business)

Level of agreement	Frequency
Strongly Disagree	5
Disagree	17
Neither Agree Nor Disagree	3
Agree	18
Strongly Agree	1

Source: Researcher's own construction

Not all stakeholders benefit equally from this type of event. During the interviews, there was a strong feeling that the Base Camp cities did not benefit from tourism as much as they expected. Interviewee 17 noted that a National Sport Federation would benefit tremendously from hosting a World Cup. He stated that the financial and infrastructural legacies are substantial. Interviewee 7 agreed, arguing that value should not be measured in the context of a city only.

Interviewee 38 worked for a major sponsor that had to entertain guests from the USA during the SWC 2010. He mentioned that visitors were not interested in the Base Camps, but were interested in hosting venues and tourism cities such as Cape Town. MATCH and FIFA mislead the Base Camp business community by stating that that they would benefit from tourism during the SWC 2010. This resulted in cities' adhering to the requests from Base Camp teams. The interviewee again mentioned that visitors do not follow teams to Base Camps but focus on the hosting stadia and tourism destinations. It was further stated that FIFA and MATCH wanted to direct visitors to Base Camps but that they knew this would be difficult.

The numbers projected and advocated by MATCH and FIFA were not realistic with regard to the number of people that visit Base Camps. Similar responses to this question were received from the host community business sector (Interviewees 19, 24, 26, 27, 28, 29), who claimed that the city did not benefit from tourism and that the expectations created among others by MATCH never materialised. Interviewee 19, a hotel owner in Potchefstroom, indicated that the economic value was inflated before the tournament, and it left the business community feeling very negative afterwards. Interviewee 29, a guest house owner in Centurion, disagreed and indicated real value from the SWC 2010. Interviewees who owned or ran Potchefstroom businesses (Interviewees 19, 24, 26) reported that they did not benefit from tourism during the SWC 2010.

It is clear from the information above that not all businesses could benefit equally from being in a Base Camp city. It is important to note that some interviewees felt that they were deliberately misled about the economic value of being a Base Camp, which might influence their attitudes

towards similar events in the future. Even though the anticipated value from the SWC could have been much greater than what materialised nearly half of the interviewees still indicated good tourism value from this event.

The third part of the critical review focuses on the planning and information necessary after the event and how the stakeholders need to work in an integrated manner.

5.2.3 Planning and information necessary after the event

Critical issues pertaining to information and action after the completion of the event is reported in the following section.

5.2.3.1 Utilisation of facilities

The true value of establishing and investing in accommodation and training venues for a major and mega sporting event is the utilisation of these facilities after the event.

Table 5-15: Likelihood of return visits of Base Camp teams

Response	Frequency
High	5
Good	19
Not Sure	19
Not At All	2

Source: Researcher's own construction

The perception of the future value of a Base Camp is very important and one needs to determine the likelihood of the teams returning to the camp for training (see Table 5.15). There was a split between those believing that the teams will return, and those not being sure if they will return. The established sport accommodation providers (Interviewee 10, 11, 20) indicated that they were in the industry before this event and had a personal relationship with teams, which continued after the event. Interviewee 31 warned of the danger of not being able to retain individuals with strong sporting connections after the event, saying that it reduces the ability to attract future users of the venue. The human capital to attract future users is just as important as the actual infrastructure. This was supported by other interviewees (Interviewee 3, 9, 10, 20), who said that they centred their ability to attract athletes and participants by contracting individuals that are well known within the sporting codes they wish to attract.

Interviewees 10 and 20 mentioned the importance of being able to attract as many different codes as possible to the venue, and even attracting corporate clients. The sporting industry only has a limited offering and it could be maximised by appealing to multiple codes. Interviewee 10 noted

that whilst cost is less of an issue during the event, it becomes more important after the event when a choice of a training venue is made. To be able to attract future users, the facility not only has to be up to standard in terms of accommodation and training facilities, but must also compete with other similar venues. Interviewee 5 also noted that the location of the venue is important for future use. Being too remote could be a negative aspect in the future. Future use of the facilities is considered a legacy and for many a long-term goal.

Many interviewees (Interviewees 5, 11, 20, 35, 44) warned that it is not possible to launch into the sport training and accommodation industry just on the back of a mega event. However, Potchefstroom seems to have done just that. Some interviewees indicated (Interviewees 2, 3, 9, 10, 12) that the cricket stadium was built for the CWC 2003. Potchefstroom then hosted the Australian cricket team as a Base Camp team. The Australians went on to win the CWC 2003, and since then always start a South African tour in Potchefstroom. The NWU created accommodation mainly for training by developing the Astro Village and Athletes' Village. It was stated that the NWU had a strong ability to attract hockey as a sport to the city, up until a very prominent individual left the institution. North West Cricket then actively pursued a strategy to recruit teams to train in Potchefstroom. Currently, England sends cricket players to train in Potchefstroom. Interviewee 6 (not related to Potchefstroom) claimed that Potchefstroom has become one of the best training venues for cricket in the world. Interviewee 9 (Cricket CEO, Potchefstroom) indicated that to grow their uptake among the English county cricket teams, they employed an ex-county cricket player who was involved in county cricket for longer than 20 years. Interviewee 8 noted that the very nature of a training camp is determined by the financial capacity of the team and the federation. In general, Interviewee 8 felt that the value was much less than is usually obtained by Base Camps after hosting such an event.

Interviewee 10 is a well-known ex-international athlete who has been instrumental in recruiting athletes, mainly European, to train in Potchefstroom. The other interviewees related to Potchefstroom (Interviewees 2, 3, 10, 12) credited the athlete for Potchefstroom's reputation as a world-class training venue. He was also involved with recruiting the Spanish soccer team as a Base Camp team and served as a member of the LOC. Potchefstroom hosted two World Cup winning teams as a Base Camp city, which also helped build its reputation as a Base Camp and training venue. According to five interviewees (Interviewees 2, 5, 13, 20, 32), universities may be in the best position to attract and effectively service Base Camp teams and generate future benefits and use. Universities have existing quality sporting facilities that are usually well maintain. There is a general demand for the facilities, and there is financial capacity to sustain these facilities through university sport. These institutions also have access to strong and experienced human capital to help manage both the process and facilities.

Importantly, two local business owners in Potchefstroom (Interviewees 19, 24) stated that the NWU benefited the most from the sports-related industry, but the city as a whole did not. Interviewee 26 claimed a bigger benefit due to the location of his businesses, close to the athletes' training and accommodation facility. The SWC 2010 Base Camp accommodation providers all used their SWC 2010 Base Camp status to market themselves within the sporting industry. Interviewees 11, 14, 20, 23, 25, 31 and 44 all indicated visits by sport teams after the SWC 2010.

Important issues relating to the future use of Base Camp Facilities are the following:

- It is important to be able to attract as many different codes as possible. The sporting industry only has a limited offering;
- Human capital to attract future users is just as important as good infrastructure;
- The status as a previous Base Camp could be used to market the facility for future use;
- It may not possible to launch into the sport training and accommodation industry just on the back of a mega event; and
- Institutions such as universities may have the capacity to sustain and utilise sporting facilities better in future.

5.2.3.2 Event legacy for Base Camp city

The need to question the investment into a Base Camp and the sustainability thereafter makes sense when considering the cost /benefit of becoming a Base Camp or not. Interviewees were asked to indicate if there would be future benefits to a Base Camp city due to their involvement in the SWC 2010.

Table 5-16: Future benefits for Base Camp city

Response	Frequency
Strongly Disagree	0
Disagree	9
Neither Agree Nor Disagree	9
Agree	25
Strongly Agree	1

Source: Researcher's own construction

The majority indicated future benefit with a small number that disagreed (Table 5.16). Twenty-six of the interviewees agreed that there will be future benefits, nine were uncertain and nine disagreed. It does however indicate uncertainty of prospects with 18 of the interviewees, which is perhaps an indication that there will not be future value for all. Interviewee 30 noted that Potchefstroom has a proud record in hosting World Cup Base Camps. The city also hosts a big

number of international athletes during the European winter. The landing strip at the local airport had to be extended for the Spanish soccer team, which had to make use of a commercial airliner. The city has placed a bid to train commercial pilots, which might justify the expense of R 26 million in terms of funding the upgrade of the airport. In general, the city was very supportive of the Spanish soccer team and attended training matches. The Spanish soccer team had various sessions exceeding the minimum required. Interviewee 30 admitted that the commercial expectations could have been better researched to get a more realistic idea of what could have been expected. In general, the people of the city are very proud of their involvement in the SWC 2010. Interviewees 9 and 10 supported this, saying Potchefstroom would benefit from their involvement in the SWC 2010.

The interviewees related to businesses in Potchefstroom (Interviewees 19, 24, 26) were mostly negative about the future benefits of the SWC 2010. They stated that it would not result in an increase in sports tourism and thus would not benefit them in future. The lack of planning and the lack in experienced human capital with a sufficient network in sport may result in ineffective legacy management or a low uptake in future use (Interviewees 1, 2, 9, 10). Both the NWU and the HPC seemed to be better equipped to service the needs of an international team and later effectively manage attracting future teams to their venues.

Politicians were mentioned by many interviewees (Interviewees 1, 2, 10, 13, 18, 30, 42, 45) as very unpredictable. Interviewees blamed them for making irrational decisions to try and achieve personal political gain. It was stated that they see the mega event as an opportunity to improve their own political standing. This is ego-driven and costs are not calculated, and in most cases, do not have a scientific decision-base. According to Interviewee 40, some politicians are better skilled at leveraging value from mega events than others. He noted that it is such a niche skill that is not required every day and that some politicians simply do not have the skill set to do it effectively, even though they have the best intentions.

The discussion above shows that the following issues, regarding the future benefits for Base Camp cities, were raised:

- Most of the interviewees either agree or strongly agree that there will be future benefits to the host cities due to the involvement in the SWC 2010;
- The positive response and optimistic reflection by the interviewees is an indication that it was worth the efforts to secure a Base Camp team, as it has a high likelihood to attract future business – this, however, is difficult to track in the case of the SWC 2010;
- Future benefits should be created by having other institutions also benefitting from the facilities and the use thereof;
- Capable human capital should plan and drive future benefits for a city; and

- It is clearly not just about the event – it is about the future use of facilities and attraction of specific markets.

5.2.3.3 Possible future training by sports teams

The construction and development of new facilities are justified by a strong possibility of future use. This includes teams specifically travelling to these facilities to use them for training camps.

Table 5-17: Possibility of future training by sports teams

Response	Frequency
Strongly Disagree	0
Disagree	9
Neither Agree nor Disagree	10
Agree	21
Strongly Agree	5

Source: Researcher's own construction

This part assessed the likelihood of teams using the training facilities in future due to the Base Camp's involvement in the SWC 2010 (see Table 5.17). Over half (26) of the interviewees agreed with this notion, but nine disagreed and ten were uncertain. As with the other related questions, most of the interviewees were positive but a substantial number were either uncertain or disagreed.

During the interviews, Interviewee 10 noted that as an administrator it is getting more difficult to entertain athletes outside their training schedule and boredom can be problematic. Good training facilities, altitude and affordability remain important factors even for future utilisation. The good weather in South Africa attracts athletes during the European winter. He agrees with Interviewees 9, 11 and 20 that it is easier to attract future clients if you were involved in the industry before the mega event. They also agreed that it provides one with the necessary skills and contacts to do so. As previously mentioned, the importance of a network within sport is of the utmost importance for future value (Interviewees 10, 20). To increase the chances of future use of these training venues, they must cater for multiple sports and even other entertainment options, according to Interviewee 35. The Moses Madiba Stadium came close to breaking even in terms of income versus expenses. It has been a challenge for other World Cup stadia to do the same. Interviewee 35 credits it to the multi-use of the facility. He cautioned against to make training venues too specific – they should not be used only for soccer or even only for sport. In his opinion it will be a challenge for Royal Marang, because it is too soccer and rugby specific. The capital investment in infrastructure may also be problematic. Like many other interviewees, he warned against over-

investing. Likewise, he underlined the necessity of good human capital to manage and attract clients post the mega event. He did not agree with the idea that sport alone can justify the major expenses involved in the creation of sport facilities. It is very important to multi-use stadia. He concluded that it is very difficult for a sport stadium to sustain itself or even make a profit from it.

The discussion above shows that the following issues, regarding the future use of Base Camps for training, were raised:

- The majority agree that there will be teams using the Base Camp facilities in future;
- It was also evident that a significant number of interviewees were uncertain about the future use of the Base Camp facilities;
- The multi-use of the facilities is important and should be planned well in advance; and
- Effective human capital is needed to manage and attract clients after this type of event.

5.2.3.4 Marketing and branding of the host city as a destination

Host cities should use these types of events to brand their cities as a destination, which might lead to an increase in the number of visitors to the city, as well as city awareness.

Table 5-18: Marketing and branding of the host city

Response	Frequency
Strongly Disagree	0
Disagree	11
Neither Agree Nor Disagree	3
Agree	28
Strongly Agree	1

Source: Researcher's own construction

The question assessed the perceptions of the marketing and branding of the host city. It was clear that the majority (29) agreed that the marketing and branding of the host city does add value (see Table 5.18). Interviewee 11 disagreed and indicated that it is difficult to quantify and it will be mostly an intangible benefit. It might lead to future visits but, again, it will be difficult to track. Interviewee 39 indicated that Base Camps received limited coverage and if they did, it was only the high-profile teams or just specific reporting to the country of the team. This might not lead to the expected marketing benefits. On a positive note, it was stated that the SWC 2010 was one of the biggest sporting events in the world and the level of reporting on South Africa as a country, was substantial according to Interviewee 42.

Most interviewees, therefore, agreed that the SWC 2010 did promote the Base Camp cities but to a different extent than expected. Potchefstroom, for one, probably got the expected tourist

numbers wrong (according to Interviewees 2, 3, 9, 10, 30). Ten thousand visitors were expected and hardly any came. Interviewees 38 and 41 noted that tourists focus on hosting venues and tourism attractions and not Base Camps. Interviewee 42 also pointed out that tourism for mega events differ from country to country. Some have a culture of following their team and others do not. The economic and political situation in that country plays an important role in anticipating the tourist numbers. Trying to determine the tourism value of a Base Camp, as part of a host city, was considered by many interviewees as very difficult.

From the discussion above the following issues, regarding the marketing and branding of the host city, were raised:

- It is difficult to anticipate and determine the tourism value of a host city;
- Interviewees agreed that being a host city adds marketing and branding value to these cities, but argued that it is limited and difficult to quantify; and
- The political stability in a country will have a significant influence on the branding and marketing of a host city as a tourism destination.

The literature supports the notion that a mega sporting event can promote a city. Sporting events possess the potential to build the brand of their host destination, but they must be strategically incorporated into a destination's overall marketing plan (NZTRI, 2007:31-32). Given the mediated nature of these events, destination marketers need to carefully consider how their destination is being projected in the telecasts.

5.2.3.5 Infrastructure upgrades of the host cities

Mega events tend to speed up infrastructure upgrades and this might result in overspending. The value thereof should also be visible after the completion of the event.

Table 5-19: Cities benefitting from infrastructure upgrades

Response	Frequency
Strongly Disagree	2
Disagree	5
Neither Agree nor Disagree	6
Agree	25
Strongly Agree	5

Source: Researcher's own construction

Interviewees were asked whether the cities benefitted from the upgrade of infrastructure because of the World Cup taking place, and 30 interviewees agreed or strongly agreed with this question

(see Table 5.19). This is encouraging, given the big financial investment in infrastructure during these events. It could also be argued that it is the duty of government to do these upgrades.

Interviewee 8 warned that accurate sustainability estimates are not done on infrastructure created for these types of events. He noted that the 11 stadia that were upgraded for the CWC 2003 are not sustainable in the long term. Interviewees 13 and 42 agreed that mega sporting events do accelerate public infrastructural upgrades. The upgrade of the landing strip in Potchefstroom, for example, became a debate, as it has barely been used. Interviewees 19 and 21 questioned this spending, as it could have been spent on a project that would have benefited the public more. Interviewee 40 also criticised the spending of between R24 and 26 million, saying Potchefstroom gave in to an unreasonable demand by the Spanish team. Interviewee 30 defended the decision and said the landing strip will be used to train pilots in future – there is thus a long-term plan.

The interviewees related to Centurion were more positive (Interviewees 14, 22, 27, 28, 29) saying that the Gautrain construction was accelerated by the SWC 2010 and that the public will benefit from this upgrade. The upgrades done at the Royal Marang Sports Palace (R360 million) were criticised by Interviewees 5, 20 and 35, who said it was an overspend on a sport complex and there is not likely to be a sufficient return on investment, or public benefit.

The discussion above shows that the following issues, regarding the upgrade of infrastructure, were raised:

- Most interviewees agreed that cities do benefit from infrastructure upgrades due to a sporting event such as the SWC 2010;
- Not all large-scale upgrades can be justified; and
- Each upgrade must be considered on its own merits and the public benefit of this upgrade needs to be considered.

5.2.4 Mapping of stakeholders

The mapping of stakeholders refers to the power and interest of stakeholders. Murray-Webster and Simon (2006:01) refer to power as the power to influence, and refer to interest as the extent to which stakeholders will participate. It was clear from the interviews that the mapping of stakeholders in the case of a Base Camp, something that has not previously been studied, is critical; and that the roles that stakeholders play differ for a Base Camp city, when compared to cities where the games (such as soccer) are played. The mapping of Base Camp stakeholders is the essence of this study. Stakeholders of Base Camps have not been differentiated to such a micro level before. Interviewees were also questioned about the power and interest of each stakeholder (see Table 5.20).

Table 5-20: Base Camp stakeholders' power and interest

Stakeholder group	Interest		
	Very high	High	Medium
Team Management	17	2	-
Safety and Security Group	11	7	-
Media	10	4	-
Sports Fans City	10	2	-
LOC	9	7	-
Training Venue	8	2	-
Ruling Political Party	6	4	-
Business: City	5	5	-
Accommodation Providers	5	2	-
Host Community General	3	3	1
University/ Tertiary Institutions	3	2	-
Stakeholder group	Power		
	Very high	High	Medium
Team Management	15	3	2
Stakeholder group	Power		
	Very high	High	Medium
Safety and Security	5	9	1
Media	6	3	3
International Sport Federation	5	3	2
LOC	8	2	4
Owner/ Manager Accommodation	3	-	2
Ruling Political Party	2	1	2
National Government	1	2	1
University/ Tertiary Institutions	1	1	1
Provincial Government	1	2	1

Source: Researcher's own construction

In terms of interest in the event, team management was considered the main stakeholder, followed by security, media and the sports fan city. The responses indicate a low interest by universities, even though the universities, in this study, were highly involved. It was also found that interviewees considered the public and accommodation providers to have low levels of interest. It seems that the latter two stakeholders do not play a major role in the case of Base Camp cities.

In terms of power all the interviewees related to the SWC 2010 (Interviewees 2, 10, 12, 13, 14, 20, 23, 25, 31, 44) ranked the team management as the most powerful stakeholder for Base Camps. They were followed by the LOC and the media. In terms of power, it is interesting to note that the ruling party and national government received a very low rating within the Base Camp context. Interviewees 2, 10, 44 mentioned that once the potential Base Camp bidders had worked out the powerful decision-making power of the team management and that they have the ultimate final say, the power of the other stakeholders almost ceased to matter. The same interviewees recognised the importance of the safety and security (police) within these events.

The three tournament directors of the SWC 2010, CWC 2003 and RWC 1995 mentioned the importance of the government as a stakeholder in mega events, saying that it is not possible to host a mega event without the support of government. However, the data indicate that the government has little power in terms of the Base Camp cities. The interviewees argued that Base Camps did not experience the powerful role that government could play, but that government plays a significant role in the bigger context of the mega event. This is supported by studies such as those of Allen *et al.* (2008:68-69), who also identify governments as important role players.

The discussion above shows that the following issues, regarding the power and interest of stakeholders in the case of Base Camps, were raised:

- When combining the power and interest of stakeholders for Base Camps, four stakeholders are considered key: the team management, safety and security (police), media and the LOC;
- National/local government and the ruling political party seem to have a low combination of power and interest;
- The opinion of the more experienced interviewees (in terms of mega events) such as the CEOs that were managing the previous SWC 2010, RWC 1995 and CWC 2003, may carry more weight than the general data would suggest; and
- They were tasked to successfully manage these tournaments. They differ from the general data in that they saw the international federation, national federation and national government as powerful stakeholders, but that might be related to the overall event and not just the Base Camp cities. Interviewee 8 (a National Cricket CEO) and Interviewee 17 (a former National Federation Soccer CEO) agree with the suggestion that the international federations and

national governments are very powerful stakeholders. This is especially true when the Base Camps want to secure future use of their facility. It is worth remembering that they play an important role in securing the event for the country.

5.2.5 General comments related to the SWC 2010 and Base Camp cities

The last question in the interview list was an open question related to issues regarding Base Camp stakeholder management.

Table 5-21: General comments of interviewees per stakeholder group: Local Organising Committee

Interviewee	Comments
Stakeholders linked to the Local Organising Committee	
National Federation (National LOC Chairperson)	The scale of the SWC 2010 is at such a high level that it is difficult for other sporting codes to learn best practices from these mega events.
Base Camp (Base Camp LOC Chairperson)	Do not underestimate the expectations from city politicians and their eagerness to exploit the Base Camp for their own political gain.
National Federation (National LOC Member)	- Always anticipate the possibility of the media looking to report on a scandal during a mega sporting event. - It is not easy to anticipate the needs of billionaire sports stars.
Base Camp (Royal Bafokeng LOC)	- A Base Camp/training venue needs to ensure it has the human capital that can convince senior sporting officials that they should use the facilities in future. - Not many people in South Africa can operate in the international sporting arena.
National Federation (LOC (SWC) Member)	Do not underestimate the dietary demands of some international teams.
Base Camp (Base Camp LOC Member/ Training Venue Operator)	The athlete and player will always have a need to be entertained during non-training hours.
Base Camp (Royal Bafokeng Project Manager)	The initial budget for constructing a Base Camp may escalate by more than 200% if the Base Camp is desperate and adheres to all tailor-made demands by a team.
Training Venue (Wits University Sport/ Facility Manager)	- Do not be shocked at the disorganised nature and last-minute management styles of some of the less successful teams of the tournament. - There is a big difference in effective administration of the top teams when compared to some of the lower ranked teams.

Interviewee	Comments
Stakeholders linked to the Local Organising Committee	
Base Camp LOC (Non-Successful Base Camp Bidder)	• Realise the possibility that the city may not be successful in the bid to host a team and determine what you are willing to risk. • Politicians play an active role during the bidding phase.
Base Camp LOC (Base Camp City Consultant)	• A conservative approach to the expectation of benefits from mega events is highly advisable.
National Federation/ International Federation (National Cricket CEO and Former ICC Chief Executive)	• Be careful to create infrastructure that will be difficult to sustain in future. • The legacy planning for mega sporting events is inaccurate at times. • The adrenalin and excitement of a mega event may lead to irrational decision-making.
Provincial Administrator (Cricket Affiliate CEO)	• It is crucial to utilise respected individuals to recruit teams to train at a Base Camp venue.
CEO of HPC	• It is very difficult to make a profit from a training venue and accommodation provider perspective when operating in the professional sports environment.
Training Venue (Southdown Manager)	• The financial model of the training venue during the mega event, and goals thereof, should be clear. Do not rely too much on future benefits.

Source: Researcher's own construction

Stakeholders related to LOCs noted that mega events may be hijacked by politicians (see Table 5.21). This finding is in line with that of Allen *et al.* (2008:68-69). Furthermore, athletes and players may have unique, onerous demands of the Base Camps. The initial bidding phase is unstructured and there is always a possibility that the bid may be unsuccessful. The future use of Base Camp facilities will depend on the quality of personnel and their ability to host and attract teams. A positive return on investment is not always possible for a Base Camp city. Thus, the LOC must consider the risks involved when trying to secure a Base Camp team. They must also consider their ability to attract teams in future.

Table 5-22: General comments of interviewees per stakeholder group: Hospitality, tourism and accommodation businesses

Interviewee	Comments
Stakeholders linked to hospitality, tourism and accommodation businesses	
Restaurant Owner	The business plan should not result in total failure of the business should the benefits from the mega event not materialise.
Restaurant Owner	Do not tie up most of your income when generating a strategy surrounding mega events and sport tourism.
SWC 2010 Accommodation Manager	It is important to obtain the services of people that have some experience in dealing with international teams.
Hotel Owner	The expectations of economic gain from a mega sporting event can be drastically different from the real results. If this is a negative experience, the business community will not trust the LOC during future events.
Guest House Owner in Centurion	The hype around the event is forgotten very soon after the event.
Lodge Owner	Annual tournaments are a better investment than once-off mega events.
Event Manager	Do not underestimate the chances of government making a purely political decision on the location of a Base Camp.
Travel Agency	Not all related tourism industries benefit from a World Cup. Travel agencies in the host country would not necessary benefit from it.
SWC 2010 Base Camp Accommodation	Loyal clients may be turned away due to the exclusivity demands of teams, which may result in losing these clients.
Golf Estate Manager	- Do not upgrade training facilities if you cannot absolutely guarantee future use after the mega event. - It is a reality that you may never host an international sports team again.
Businesses (Chairman of the Centurion Business Council)	- Businesses may close due to mega sporting events. - Do not believe all the positive propaganda associated with mega events.
Base Camps	The initial budget for constructing a Base Camp may escalate by more than 200%, if the Base Camp is desperate

Interviewee	Comments
Stakeholders linked to hospitality, tourism and accommodation businesses	
(Royal Bafokeng Project Manager)	and adheres to all the team demands for a tailor-made experience.
Sponsor (Hospitality Manager)	The hosting cities are most likely to benefit from a mega event, as well as tourism hot spots.
Sponsors (Hospitality Provider)	- The needs of tournament sponsors to entertain visiting clients may change on short notice and is very difficult to determine if and when that may occur. - Base Camps will not benefit from mega events during the duration of the event.

Source: Researcher's own construction

Stakeholders linked to businesses in hospitality, tourism and accommodation noted that the benefits received from the SWC 2010 were significantly lower than expected (see Table 5.22). This was also the case with future benefits. The SWC 2010 even had negative effects on certain businesses. False propaganda resulted in over-investing in the event, and created unrealistic expectations of future value that, in the end, may never materialise. Base Camp cities do not seem to benefit financially from a mega event, other than gaining a favourable reputation as a training destination.

Table 5-23: General comments of interviewees per stakeholder group: Team management

Interviewee	Comments
Stakeholders linked to team management	
Team Manager	The needs of modern international teams seem to be continuously changing.
Team (National Cricket Coach)	Be careful not to underestimate the differences between developing countries and even the East and Europe when determining the important considerations for a Base Camp.
Team (Ex National Cricket Coach)	It will be very difficult for people that have never worked in international sports to anticipate the needs of an international team.

Source: Researcher's own construction

The interviewees linked to team management noted that the needs and requirements of teams differ and are forever changing (see Table 5.23). An accurate assessment of team needs and cultures will be of great value. A blanket approach is not recommended.

Table 5-24: General comments of interviewees per stakeholder group: Stadia

Interviewees	Comments
Stakeholders linked to stadia	
Stadium Expert	Infrastructure development seldom considers the advice of experts or industry best practices, or even the best design for future use. It is mostly guided by the needs of the teams for the tournament.
Stadium Management	- Take the structural design and future multi-use into consideration, rather than the needs of a team taking part in a specific tournament. - Hosting stadia have even greater sustainability challenges than Base Camps.
National Rugby Team Manager	Infrastructure developed for mega events will still be of significant value to the public, even if the infrastructure is not financially self-sustainable. The local government needs to cover the sustainability costs of this infrastructure.

Source: Researcher's own construction

Stakeholders linked to stadia mention that care should be taken when designing stadia in a tailor-made fashion for the needs of a specific team (see Table 5.24). Sustainability could be a challenge if the facility is not designed for multi-use.

Table 5-25: General comments of interviewees per stakeholder group: Politics

Interviewee	Comments
Stakeholders linked to politics	
Base Camp LOC/ City Politician	A mega event is a new experience for all involved at the Base Camp city level. It is difficult to assess whom to trust and believe.
Base Camp City Politician	- The mayor of a city could either be an asset or a liability to the Base Camp. - The mayor is most likely to be first and foremost a politician with a political agenda.

Source: Researcher's own construction

Stakeholders linked to politics state that a mega event has role players with political ambitions, and this creates challenges (see Table 5.25).

Table 5-26: General comments of interviewees per stakeholder group: Media

Interviewee	Comments
Stakeholders related to the media	
Community Newspaper Editor	• A Base Camp during a mega event could be the biggest story ever for a city.
Community Newspaper Editor	• Community papers are less likely to be negative toward a mega event.
Sports Journalist	• The media will not do a public relations exercise for Base Camps.

Source: Researcher's own construction

Stakeholders related to the media noted that although the community newspapers are mostly positive toward the event, it still is not a public relations exercise for Base Camps (see Table 5.26). It was, however, clear that Base Camps receive less attention in the media than hosting cities.

Table 5-27: General comments of interviewees per stakeholder group: Stakeholders linked to the three mega sport events in South Africa

Interviewee	Comments
Stakeholders related to the three mega sport events in South Africa	
CEO RWC 1995	• A mega event can play a significant role in nation building. • Base Camp LOCs do not know when the cost /benefit ratio tilts in the wrong direction.
CEO CWC 2003	• It is difficult to please all Stakeholders during a World Cup. A sincere effort should be made to be honest and open with all involved.
CEO SWC 2010	• The mega event will always benefit the International Federation more than the hosting nation.

Source: Researcher's own construction

Stakeholders related to the three mega sporting events hosted in South Africa, noted that a mega sporting event can help with nation building (see Table 5.27). However, benefits from the event and potential future benefits are not guaranteed. Hosting cities are likely to benefit more than Base Camp cities. Events differ considerably and experienced people are more likely to provide sustainable benefits.

It is clear from the comments in the tables above that it is more challenging and complex to successfully deal with international sports teams than first meets the eye. The number of the various stakeholder groups' demands add to this challenge. Hosting cities seems to benefit more than cities that only cater for Base Camps. Teams are different and have their own profiles, needs and levels of effectiveness; they should be approached as such. Involvement in a mega event

does not automatically equal success for a business. It is important to have the correct infrastructure design and human capital in order to be successful and sustainable, and to attract future use. The hype, adrenalin and propaganda around the mega event may lead to irrational business decisions that are very risky, and could even result in the business closing down. Skilled and experienced human capital that can accurately determine sustainability needs will be of great value. It is also clear from the comments that politicians will play a role in securing the Base Camps and mega events. A mega event remains a remarkable opportunity that can enhance a sporting code significantly, and that will be remembered.

The data as discussed in chapter 5.2 were applied to develop an implementation framework for Base Camp stakeholders. The interpretation of the data enables a framework to indicate the timing of stakeholder engagement. Engagement with the team management will be as soon as the hosting country is announced. An active engagement strategy with the safety and security stakeholders, is needed with clear and regular communication. Engagement with the official hospitality provider must be pre-event and should be followed up regularly. The media will only be engaged when accreditation has been obtained and they arrive to cover the event. The LOC will engage with the city when the city indicates the desire to host a Base Camp team. The Base Camp needs to engage with government before the event takes place, and engagement must be continuous. Engagement with the ruling party politicians need to be established before the event. The engagement with the National Federation must take place before the event. Lastly there needs to be a tourism strategy pre- the event. This indicates the more important stakeholders for a Base Camp City. It is possible to list other less important stakeholders and further to differentiate a certain strategy due to the stakeholder qualification. Such qualification to be done according to the Mendelow's Power /Interest grid.

5.3 DESCRIPTIVE RESULTS: QUANTITATIVE RESEARCH RESULTS

The second section of this chapter discusses the quantitative results, obtained from data from the Centurion, Pretoria and Potchefstroom area. The data were obtained from guesthouses and hotels, businesses, the public, team accommodation providers to Base Camp teams, the teams and, lastly, the media.

5.3.1 Perceptions of the Soccer World Cup 2010: Guest house and hotel managers

Guest house and hotel managers in Centurion, Pretoria and Potchefstroom were asked to provide their opinion on selected statements about the SWC 2010. Their responses are reflected in Tables 5.28 to 5.30.

Centurion did not host any matches during the SWC 2010, but it is situated close to both Johannesburg and Pretoria where several matches were played. This could have influenced the results positively for this specific sample range.

Table 5.28 shows that interviewees in Centurion agreed to strongly agreed with the following statements:

- The event promoted the city (83%);
- The organisation gained financial benefits (64%); and
- They have positive feelings about being involved in the event (60%).

The highest mean value was obtained for the statement related to the promotion of the city ($\bar{x} = 3.73$), followed by the feel-good effect of participating in the event ($\bar{x} = 3.43$). The lowest mean value was obtained for the statement related to the expectations and the benefits related to it ($\bar{x} = 2.40$), which shows interviewees disagreement to a certain extent.

Table 5-28: Perceptions of the Soccer World Cup 2010: Guest house and hotel managers in Centurion

Perceptions of the Soccer World Cup 2010: Centurion	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The SWC 2010 was a financial success	7%	23%	37%	26%	7%	3.03	±1.03
Company gained financial benefit	3%	23%	10%	57%	7%	3.40	±1.04
Spending of public money was justified	13%	27%	27%	33%	0%	2.80	±1.06
Expectations were fairly accurate and resulted in expected benefits	3%	70%	10%	17%	0%	2.40	±0.81
Positive feelings about being involved in the SWC 2010	3%	23%	14%	47%	13%	3.43	±1.10
The city benefited from tourism and related value associated with it	4%	10%	33%	50%	3%	3.40	±0.86
There will be future benefits due to our involvement	13%	27%	20%	30%	0%	2.87	±1.11
The event promoted the city	0%	10%	7%	83%	0%	3.73	±0.64
In future, teams will train in the city due to our involvement in SWC 2010	14%	43%	20%	23%	0%	2.53	±1.01
The city has benefited from the infrastructure upgrades done for SWC 2010	7%	27%	10%	47%	9%	3.27	±1.17

Source: Researcher's own construction

Table 5-29: Perceptions of the Soccer World Cup 2010: Guest house and hotel managers in Pretoria

Perceptions of the Soccer World Cup 2010: Pretoria	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The SWC 2010 was a financial success	10%	13%	22%	42%	13%	3.35	±1.17
Company gained financial benefit	6%	10%	32%	45%	7%	3.35	±0.98
Spending of public money was justified	3%	45%	19%	29%	3%	2.84	±1.00
Expectations were fairly accurate and resulted in expected benefits	3%	47%	4%	47%	0%	2.93	±1.05
Positive feelings about being involved in the SWC 2010	3%	13%	16%	58%	10%	3.58	±0.96
The city benefited from tourism and related value associated with it	0%	16%	19%	58%	7%	3.55	±0.85
There will be future benefits due to our involvement	0%	36%	9%	45%	10%	3.29	±1.07
The event promoted the city	3%	10%	0%	77%	10%	3.81	±0.87
In future, teams will train in the city due to our involvement in SWC 2010	16%	26%	29%	29%	0%	2.71	±1.07
The city has benefited from the infrastructure upgrades done for SWC 2010	0%	16%	16%	61%	7%	3.58	±0.85

Source: Researcher's own construction

Table 5-30: Perceptions of the Soccer World Cup 2010: Guest house and hotel managers in Potchefstroom

Perceptions of the Soccer World Cup 2010: Potchefstroom	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The SWC 2010 was a financial success	10%	37%	3%	40%	10%	3.03	±1.27
Company gained financial benefit	7%	47%	3%	43%	0%	2.83	±1.09
Spending of public money was justified	10%	47%	20%	23%	0%	2.57	±0.97
Expectations were fairly accurate and resulted in expected benefits	5%	57%	4%	34%	0%	2.69	±1.00
Positive feelings about being involved in the SWC 2010	3%	33%	7%	57%	0%	3.17	±1.02
The city benefited from tourism and related value associated with it	0%	30%	20%	43%	7%	3.27	±0.98
There will be future benefits due to our involvement	10%	37%	13%	30%	0%	2.83	±1.09
The event promoted the city	3%	20%	17%	60%	0%	3.33	±0.92
In future, teams will train in the city due to our involvement in SWC 2010	10%	26%	7%	57%	0%	3.10	±1.12
The city has benefited from the infrastructure upgrades done for SWC 2010	6%	37%	10%	47%	0%	2.97	±1.07

Source: Researcher's own construction

Table 5.29 shows that interviewees in Pretoria agreed to strongly agreed with the following statements:

- They have positive feelings about being involved in the SWC 2010 (68%);
- The city has benefited from the infrastructure upgrades done for the SWC 2010 (68%); and
- The city benefited from tourism and related value associated with it (65%).

Interviewees in Pretoria strongly disagreed to disagreed with the following statements:

- Expectations were fairly accurate and resulted in expected benefits (50%); and
- Spending of public money was justified (48%).

Table 5.29 shows that the highest mean value ($\bar{x} = 3.81$) was obtained for the promotion of the city (Pretoria) because of the event, followed by the benefits created through the infrastructure upgrades ($\bar{x} = 3.58$) and the feel-good effect of participating in the event ($\bar{x} = 3.58$). The lowest mean values were obtained for future training in the city ($\bar{x} = 2.71$) followed by the justification of spending public money ($\bar{x} = 2.84$). Table 5.30 shows that for Potchefstroom the highest mean values were obtained for statements related to the promotion of the city ($\bar{x} = 3.33$), followed by the benefits that the city received from tourism and other related values ($\bar{x} = 3.27$), and the feel-good effect of involvement in the event ($\bar{x} = 3.17$).

Interviewees for Potchefstroom agreed to strongly agreed with the following statements:

- The event promoted our city (60%);
- In future, teams will train in the city due to our involvement in SWC 2010 (57%);
- They have positive feelings about being involved in the SWC 2010 (57%).

Interviewees strongly disagreed to disagreed with the following statements for Potchefstroom:

- Expectations were fairly accurate and resulted in expected benefits (62%);
- Spending of public money was justified (57%);
- The company has gained financial benefit (54%).

The results for guesthouses in Centurion, Potchefstroom and Pretoria show agreement on future and marketing value for the areas, but show disagreement on real economic value during the event and expectations surrounding it. The question on expectations got the highest negative response (60%), almost contradicting the positive response on future value for the city (57%).

5.3.2 Perceptions of the Soccer World Cup 2010: Public

The public in Centurion and Potchefstroom responded to the statements as shown in Tables 5.31 and 5.32.

Table 5-31: Perceptions of the Soccer World Cup 2010: Public in Centurion

Perceptions of the Soccer World Cup 2010: Centurion	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The SWC 2010 was a financial success	13.2%	20.4%	14%	35.6%	16.8%	3.22	±1.31
The city gained financial benefit	21.6%	24.8%	21.2%	26.4%	6%	2.70	±1.24
Spending of public money was justified	10.6%	23.4%	23.4%	34.8%	7.8%	3.06	±1.15
Expectations were fairly accurate and resulted in expected benefits	17.2%	25.6%	23.6%	26%	7.6%	2.81	±1.22
Positive feelings about being involved in the SWC 2010	6%	8.4%	7.2%	58.4%	20%	3.78	±1.05
The city benefited from tourism and related value associated with it	6%	8.4%	14.4%	49.6%	20.8%	3.71	±1.08
There will be future benefits due to our involvement	11.2%	24%	9.6%	40.4%	14.8%	3.24	±1.28
The event promoted the city	7.2%	12.4%	12.4%	53.2%	14.8%	3.56	±1.11
In future, teams will train in the city due to our involvement in SWC 2010	8%	19.6%	14.4%	46.8%	11.2%	3.34	±1.15
The city has benefited from the infrastructure upgrades done for SWC 2010	8.8%	17.6%	15.6%	43.2%	14.8%	3.38	±1.19

Source: Researcher's own construction

Table 5-32: Perceptions of the Soccer World Cup 2010: Public in Potchefstroom

PERCEPTIONS OF THE SOCCER WORLD CUP 2010: POTCHEFSTROOM	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The SWC 2010 was a financial success	14.8%	28%	11.6%	32%	13.6%	3.02	±1.32
City gained financial benefit	31.2%	22.8%	10%	24.8%	11.2%	2.62	±1.43
Spending of public money was justified	19.6%	28%	16%	22.4%	14%	2.83	±1.35
Expectations was fairly accurate and resulted in expected benefits	18.4%	24.8%	16.4%	27.6%	12.8%	2.92	±1.33
Positive feelings about being involved in the SWC 2010	12%	11.6%	13.2%	39.6%	23.6%	3.51	±1.30
The city benefited from tourism and related value associated with it	19.6%	15.6%	12.4%	30.8%	21.6%	3.19	±1.44
There will be future benefits due to our involvement	12.8%	17.6%	16%	36.8%	16.8%	3.27	±1.29
The event promoted the city	12.8%	15.2%	10.4%	40%	21.6%	3.42	±1.32
In future, teams will train in the city due to our involvement in SWC 2010	14%	16%	10.4%	37.6%	22%	3.38	±1.36
The city has benefited from the infrastructure upgrades done for SWC 2010	16.8%	19.2%	13.6%	32%	18.4%	3.16	±1.38

Source: Researcher's own construction

Interviewees in Centurion agreed to strongly agreed with the following statements:

- They have positive feelings about being involved in the SWC 2010 (78%);
- The city benefitted from tourism and related value associated with it (71%); and
- The event promoted the city (68%).

Table 5.31 shows that Centurion-based interviewees disagreed to strongly disagreed with the following statements:

- The city gained financial benefit (47%); and
- Expectations were fairly accurate and resulted in expected benefits (43%).

Table 5.31 shows that 24% of the interviewees indicated uncertainty (neutral opinions) if expectations were fairly accurate and resulted in expected benefits. The results on the public in Centurion suggest that there is a strong perception that the event promoted the city and that the city benefitted from tourism. The interviewees felt good about their involvement. The interviewees disagreed that their companies gained from the event and that their expectations were met. A relatively high percentage (67%) was also uncertain (24%), and disagreed to strongly disagreed (43%), that expectations were met. The public agreed with the increase in marketing value for the city (due to the event), but disagreed that the expected economic value was realised.

Table 5.32 shows that interviewees from Potchefstroom agreed to strongly agreed with the following statements:

- They have positive feelings about being involved in the SWC 2010 (63.2%);
- The event promoted the city (61.6%);
- In future, teams will train in the city due to our involvement in SWC (59.6%); and
- There will be future benefits due to our involvement (53.6%).

It is clear from Table 5.32 that interviewees in Potchefstroom disagreed to strongly disagreed with the following statements:

- The city gained financial benefit (54%);
- Spending of public money was justified (47.6%); and
- Expectations were fairly accurate and resulted in expected benefits (43.2%).

The results of the data gained from the public in Potchefstroom, indicate that the interviewees felt good about their involvement in the event, that the event promoted the city and that they thought teams would train in the city in future. The interviewees disagreed that their companies gained from the event and that the spending of public money was justified. The interviewees disagreed with the expected economic value from the event, but they could foresee future benefits. The public in Centurion and Potchefstroom mostly agreed on the feel-good factor and promotional value to the city, and they disagreed that there were financial benefits.

5.3.3 Perceptions of the Soccer World Cup 2010: Businesses

Tables 5.33 and 5.34 highlight the responses of businesses in Centurion and Potchefstroom regarding the effect of the SWC 2010 on base camp businesses.

It is clear from Table 5.33 that business interviewees in Centurion agreed to strongly agreed with the following statements:

- The event promoted the city (82%);
- The city has benefited for the infrastructure upgrades done for SWC 2010 (82%); and
- The city benefited from tourism and related value associated with it (80%).

Table 5.33 shows that Centurion-based business interviewees disagreed to strongly disagreed with the following statements:

- Expectations were fairly accurate and resulted in expected benefits (41%);
- The company gained financial benefit (32%); and
- Spending of public money was justified (32%).

It is evident from the results of data obtained from the businesses in Centurion that the interviewees reflected very positively on the event. Most of the disagreements on statements received a percentage close to 30%, with five questions receiving a positive response above 70%. In general, the interviewees indicated that the city benefited from the event.

Table 5.34 shows that business interviewees from Potchefstroom agreed to strongly agreed with the following statements:

- The event promoted the city (68%);
- They have positive feelings about being involved in the SWC 2010 (64%); and
- The city benefited from tourism and related value associated with it (60%).

Table 5.34 shows that business interviewees from Potchefstroom disagreed to strongly disagreed with the following statements:

- Expectations were fairly accurate and resulted in expected benefits (76%);
- The company gained financial benefit (70%); and
- The SWC 2010 was a financial success (66%).

The results of data obtained from the Potchefstroom businesses show strong disagreement with statements regarding economic value for the city, due to the event. This is significantly less positive than for businesses in Centurion. Overall, interviewees were positive about future value and their involvement in the event.

Table 5-33: Perceptions of the Soccer World Cup 2010: Businesses in Centurion

Perceptions of the Soccer World Cup 2010: Centurion	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The SWC 2010 was a financial success	12%	12%	10%	48%	18%	3.48	±1.27
The company gained financial benefit	20%	12%	8%	52%	8%	3.16	±1.33
Spending of public money was justified	12%	20%	12%	50%	6%	3.18	±1.19
Expectations was fairly accurate and resulted in expected benefits	14%	27%	20%	37%	2%	2.86	±1.14
Positive feelings about being involved in the SWC 2010	4%	12%	14%	46%	24%	3.74	±1.08
The city benefited from tourism and related value associated with it	2%	8%	10%	64%	16%	3.84	±0.87
There will be future benefits due to our involvement	2%	20%	18%	44%	16%	3.52	±1.05
The event promoted the city	2%	4%	12%	64%	18%	3.92	±0.80
In future, teams will train in the city due to our involvement in SWC 2010	4%	6%	11%	54%	25%	3.90	±0.98
The city has benefited from the infrastructure upgrades done for SWC 2010	-	6%	12%	56%	26%	4.02	±0.80

Source: Researcher's own construction

Table 5-34: Perceptions of the Soccer World Cup 2010: Businesses in Potchefstroom

Perceptions of the Soccer World Cup 2010: Potchefstroom	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
The SWC 2010 was a financial success	26%	40%	10%	14%	10%	2.42	±1.30
The company gained financial benefit	28%	42%	8%	12%	10%	2.34	±1.29
Spending of public money was justified	16%	40%	8%	20%	16%	2.80	±1.37
Expectations were fairly accurate and resulted in expected benefits	16%	64%	6%	8%	6%	2.28	±0.99
Positive feelings about being involved in the SWC 2010	12%	14%	10%	40%	24%	3.50	±1.33
The city benefited from tourism and related value associated with it	6%	20%	14%	42%	18%	3.46	±1.18
There will be future benefits due to our involvement	12%	14%	16%	40%	18%	3.38	±1.28
The event promoted the city	8%	12%	12%	42%	26%	3.66	±1.22
In future, teams will train in the city due to our involvement in SWC 2010	18%	18%	10%	30%	24%	3.24	±1.46
The city has benefited from the infrastructure upgrades done for SWC 2010	18%	42%	6%	24%	10%	2.66	±1.30

Source: Researcher's own construction

5.3.4 The media opinion of Base Camps

Interviewees were asked to indicate the topic the media most likely would report on, during a mega or major sporting event. Table 5.35 shows that the topics most likely to be reported on include the following:

Breach of security ($\bar{x} = 3.58$): A safety threat to players is always likely to be big news in the media. Any such events are likely to be reported extensively. Player-related scandals ($\bar{x} = 3.67$): Players remain the focus of any sporting event and are the most likely to receive attention. Player-related scandals tend to attract strong media attention. Base Camp training facilities not completed ($\bar{x} = 2.58$): This is very relevant if the Base Camp is built specifically for the event. The media attempts to sensationalise this topic if there is a possibility that the facility may not be ready for the event. The effect of this type of reporting and message to the public is problematic and should be avoided.

Base Camp training venue not of an acceptable standard ($\bar{x} = 3.83$): Although this is a subjective matter, it is a topic the media will likely report on. As there are only a limited number of topics that the media can report on (with respect to Base Camps), this is a topic that they will focus on. Given that this is a World Cup event, very high and, sometimes, unachievable standards are expected from Base Camps and host cities.

Base Camp accommodation not of an acceptable standard ($\bar{x} = 3.92$): Like the training venues mentioned above, this is a Base Camp issue that could be reported on. The quality and readiness of the Base Camp facilities are topics that are linked to Base Camp management, the other topics (as discussed above) are player related. Table 5.35 indicates that topics that are less likely to be reported on include tourism-related topics and the Base Camp LOC. The qualitative research mostly supports the ranking identified in the quantitative phase of this research.

Table 5-35: Likelihood of stories reported by the media

Stories possibly reported on	1	2	3	4	5	6	7	8	9	10	Mean	Standard deviation
	Ranking importance of scores: 1 = most likely; 10 = least likely											
Base Camp training facilities not completed	4	4	2		1			1			2.58	2.07
Base Camp training facilities not up to standard			7	2	2		1				3.83	1.27
Base Camp accommodation not up to standard	1	1	1	5	3	1					3.92	1.38
Breach of security	2	4	1		2	2		1			3.58	2.31
Player-related scandals/player issues	5	1	1	1	1	1			1	1	3.67	3.23
Lack of tourists	1			2		2	1		4	2	7.00	2.86
Good tourism support			1	1			3	3	2	2	7.50	2.15
Tourist attractions in the city			1		2		1	3	1	1	7.00	2.24
Lack of tourist attractions in the city	1				2	1		1	4	3	7.58	2.78
LOC	1		1		3	2		2	1	2	6.33	2.77
Arrival of team	2											-
Team performance		1										

Source: Researcher's own construction

5.3.5 The opinion of Base Camp accommodation providers on bidding and stakeholders

It was necessary to assess the opinions of providers regarding bidding and stakeholders, seeing as Base Camps form part of the core of this study. The identification and encountering of stakeholders as part of the bidding process, is very important. Interviewees were asked to identify stakeholders they encountered during the bidding phase of the event. Other information related to the event was discussed as well.

5.3.5.1 Stakeholders encountered during the bidding phase

The result is similar to the other interviewees who indicated that they mostly dealt with MATCH and the team management. Thus, they are regarded as the most important stakeholders (see Table 5.36).

Table 5-36: Initial stakeholders encountered

Stakeholders	Number of rankings
MATCH	10
Team Management	7
Diplomatic Corps	4
International Federation	1
SWC 2010 LOC	3

Source: Researcher's own construction

5.3.5.2 Experience in bidding to host international teams

Twelve of the interviewees indicated that they were experienced in bidding to host international teams (see Table 5.37). This could be an indication of how difficult it is to break into the industry on the back of a mega event (if you are a first-time bidder). However, it might be that the SWC 2010 was not the first contact the interviewees had with selected teams, and that relationships were being built before the bidding began.

Table 5-37: Experience in bidding to host international teams

Level of experience	Accommodation providers
None	2
Little	2
Experienced	12

Source: Researcher's own construction

5.3.5.3 Experience in hosting international teams

The question tested if the accommodation providers have hosted international teams in the past. Their responses are indicated in Table 5.38.

Table 5-38: Experience in hosting international teams

Response	Accommodation providers
Yes	16
No	4

Source: Researcher's own construction

Most of the interviewees (16) indicated that they had hosted international teams before. This correlates with the previous question regarding experience in bidding. Previous hosting of teams provides experience and insight which is of value when bidding to be a Base Camp.

5.3.5.4 Media reporting

The question tested if the Base Camp accommodation providers received negative and /or positive reporting during the event.

Table 5-39: Reporting during the event

Response	Negative reporting	Positive reporting
Yes	9	18
No	11	2

Source: Researcher's own construction

The data indicate more positive reporting than negative – 11 interviewees indicated no negative reporting and only two indicated no positive reporting (see Table 5.39). Reporting initially announced the Base Camp city, but thereafter focused on match results. The qualitative research also indicated differences in reporting between high profile teams, such as England, and lower profile teams.

5.3.5.5 Benefits received from being a team Base Camp venue

The Base Camp accommodation providers had to indicate if they benefited from being selected as a team Base Camp venue. Their answers are set out in Table 5.40.

Table 5-40: Benefits received from being a team Base Camp venue

Response	Accommodation providers
Yes	18
No	2

Source: Researcher's own construction

The results indicate value when selected as a team Base Camp accommodation provider. Only two providers indicated no value from being a Base Camp accommodation provider to teams during the SWC 2010.

5.3.5.6 Team considerations when selecting a Base Camp

Table 5-41: Team considerations when selecting a Base Camp

Aspect considerations	1	2	3	4	5
	Ranking importance of scores: 1 = most - 10 = least				
Quality of Rooms	9	4	2		5
Gymnasium / Pool	5	6	2		
Close to Training Facility	11	4	2	1	
Proximity to Stadium Hosting Pool Matches	5	1	5	1	2
Altitude	5	4	4	4	
Safety	4	2	2	6	5
Quality of Training Facilities	7	8	1	1	1
Fixtures in Tournament	1				
Weather Conditions		2			
Golf Estate Entertainment	1				

Source: Researcher's own construction

Table 5.41 indicates that the Base Camp needs to be close to the training facility. The quality of training facilities and the quality of the rooms need to be of an acceptable standard. Altitude could be a strong consideration by teams. The presence and quality of a gymnasium/pool and proximity to the hosting of the pool matches could be a consideration by some teams. Fixtures in the tournament referred to play off/semi-finals and finals. This and weather conditions seem to be less important.

5.3.5.7 Other Base Camp accommodation problems

The interviewees were asked to list the problems related to Base Camp team accommodation not covered in the other questions. They listed issues such as boredom of players, and specific demands by teams regarding dietary requirements and rooms. Regarding the question of improvement of the accommodation, it was stated that the rooms and training facilities could be upgraded.

The interviewees had to list the problems they had to deal with as accommodation providers. They listed the following:

- Individual politicians hijacked the event to promote themselves. They made irrational decisions and overspent their budget;
- There was a call to enhance internet infrastructure and to cater for the technology needs of players and management, such as increased Wi-Fi capacity. This should be a free of charge service that is always available;
- Contracted air-conditioning units did not perform as agreed and had to be replaced;
- Security needed to be very effective during the SWC 2010;
- Laundry was done in the morning as well as in the afternoon;
- Only food that was pre-approved should be prepared;
- Pre-tournament staff training was a requirement;
- Some teams did their own washing, as kit theft was a risk;
- Special curtains to block out sunlight had to be fitted; and
- Language was a challenge at times.

The list was detailed, and provided specific insights into the challenges Base Camp accommodation providers face. Regarding whether they would provide accommodation again, for an event such as SWC 2010, 18 answered positively and two said they would not do it again. This correlates with the data relating to the perceived value of being an accommodation provider.

5.3.5.8 Power and interest according to the Base Camp accommodation providers

The Base Camp accommodation providers indicated who the most powerful stakeholders were, and who the stakeholders with the highest interest were. The questions were ranked, with the lowest value presented being the most important.

A. Power

Table 5.42 indicates the most powerful stakeholders, according to the Base Camp accommodation providers.

Table 5-42: Most powerful stakeholders

Stakeholders	1	2	3	4	5	6	Mean	Standard deviation
	Ranking importance of scores: 1 = most – 6 = least							
LOC	2	1	2	1	1	0	2.71	±1.50
Media	0	3	5	1	0	2	3.36	±1.43
Team Management	14	1	1	0	0	0	1.19	±0.54
Safety and Security Group	1	6	0	2	1	0	2.60	±1.26
National Federation	0	2	1	2	1	2	4.00	±1.60
Provincial Government	0	2	0	1	2	1	4.00	±1.67
Local Sporting Authority	0	1	0	0	0	0	-	-
Match	1	0	0	0	0	0	-	-

Source: Researcher's own construction

The stakeholders with the most power (in bidding for and hosting the SWC 2010) were team management ($\bar{x}$ =1.19), the safety and security (police) ($\bar{x}$ =2.60) and the LOC ($\bar{x}$ =2.71). The team management is significantly more powerful than the other stakeholders are. The local sporting authority, provincial government, media and national federation are less powerful, according to Table 5.42. This, however, is not always supported by the qualitative research, as the tournament CEOs of the SWC 2010, CWC 2003 and RWC 1995 indicated that government structures are more powerful. Without success during the bidding phase, no further involvement of the city in the mega or major sporting event can occur.

B. Interest

The team accommodation providers were asked to indicate which stakeholders showed the highest levels of interest in being a Base Camp city during a mega sporting event. This indicates a desire to be involved in the process, and not to be a power base.

Table 5.43 indicates the stakeholders with the highest levels of interest, according to the Base Camp accommodation providers.

Table 5-43: High interest stakeholders

Stakeholders	1	2	3	4	5	6	Mean	Standard deviation
	Ranking importance of scores: 1 = highest – 6 = lowest							
LOC	1	1	2	2	1	0	3.14	±1.35
Media	2	5	4	1	0	1	2.62	±1.33
Team Management	13	0	0	0	0	0	1.00	±0.00
Safety and Security	1	5	3	0	0	0	2.22	±0.67
National Federation	0	1	1	0	3	1	4.33	±1.51
Provincial Government	0	2	0	2	0	2	4.00	±1.79

Source: Researcher's own construction

The stakeholders with the lowest mean are the team management ($\bar{x}$ =1.00), followed by safety and security (police) ($\bar{x}$ =2.22) and media ($\bar{x}$ =2.62). It is clear from the accommodation providers' responses that team management has the highest interest as Base Camp stakeholder.

5.3.6 The opinions of teams on the consideration of Base Camps

Team-related interviewees ranked the criteria they considered important when selecting a Base Camp and the likelihood of return visits to that Base Camp. These results are discussed below.

5.3.6.1 Considerations by team management

Table 5-44: Considerations by team management

Considerations when selecting a base camp	1	2	3	4	5	6	7	8	9	10	Mean	Standard deviation
	Ranking importance of scores: 1 = most important; 11 = least important											
Quality of the accommodation	2	6	3	1	0	0	0	0	0	0	2.25	0.87
Quality of the training facility	7	4	1	0	0	0	0	0	0	0	1.50	0.67
Altitude	0	0	0	0	1	1	3	2	2	3	8.00	1.65
Fixtures in the tournament	2	1	4	1	0	1	2	1	0	0	4.00	2.41
Organising skills of LOC	0	1	3	0	2	1	0	2	1	1	5.64	2.77
Safety	1	2	3	2	1	2	0	0	1	0	4.00	2.22
Remoteness (low accessibility for media / fans)	0	0	0	2	1	3	1	1	2	2	7.00	2.17
Close to airport	0	0	0	0	0	1	3	2	4	2	8.25	1.29

Considerations when selecting a base camp	1	2	3	4	5	6	7	8	9	10	Mean	Standard deviation
	Ranking importance of scores: 1 = most important; 11 = least important											
Weather conditions	1	1	1	2	5	2	0	0	0	0	4.25	1.54
Tourism and entertainment attractions	0	0	1	2	2	2	2	1	1	1	6.17	2.12
Simulation of competition venues	0	0	0	0	0	0	0	0	0	0		

Source: Researcher's own construction

The ranking indicated the quality of training facilities ($\bar{x}$ =1.50) and accommodation ($\bar{x}$ =2.25) as the most important aspects considered by team management (see Table 5.44). The items that were considered less important by the interviewees included closeness to an airport ($\bar{x}$ =8.25), altitude ($\bar{x}$ =8.00) and remoteness ($\bar{x}$ =7.00). The latter were some of the important aspects in Potchefstroom.

5.3.6.2 Likelihood of return visits to the Base Camp

Team-related interviewees were asked whether, if they were satisfied with the Base Camp, what the likelihood was that they would return to the camp for training.

Table 5-45: Likelihood of return visits by the team

Likelihood of returning	Frequency
High	2
Good	5
Not Sure	4
Not At All	1

Source: Researcher's own construction

Table 5.45 shows that only two interviewees indicated a high likelihood of returning, and five indicated a good likelihood of returning. Four interviewees were not sure, and one would not return. There is thus no conclusive indication of return visits by teams.

5.4 COMPARATIVE RESULTS

To determine whether the results obtained differed between Centurion/Pretoria and Potchefstroom, *t*-tests were performed. Independent-samples *t*-test are used when comparing the mean scores of two different groups on some continuous variable (Pallant, 2007). This test indicates statistically significant differences in the mean scores of the two groups. The *p*-value

gives the probability that the obtained value could be obtained under the assumption that the null hypothesis (no difference between the population means), is true. A small p -value (smaller than 0.05), is considered sufficient evidence that a result is statistically significant. Statistical significance does not necessarily imply that a result is important in practice, as these tests tend to yield small p -values as the sizes of the data sets increase. The way to comment on practical significance is to use the standard difference between the means of two populations. The difference between the two-means divided by the estimate for standard deviation introduces the effective size measure. This measurement makes the difference independent of the units and sample size, and relates to the spread of data (Steyn, 1999, 2000). This is known as the effect size.

5.4.1 Comparing the views of businesses in Centurion and Potchefstroom

The views of businesses in Centurion and Potchefstroom, on the effect that the SWC 2010 had, were compared (see Table 5.46).

Independent-samples t -tests were conducted to compare the responses of businesses in Centurion and Potchefstroom. The data related to the financial success, financial gain for the company, expectations fairly accurate, future training and benefits from infrastructure upgrades show significant statistical differences ($p < 0.05$) between Centurion and Potchefstroom. Significant statistical differences ($p < 0.05$) were found in the following:

- The SWC 2010 was a financial success ($p = 0.0001$);
- The company gained financial benefits ($p = 0.0023$);
- Expectations were fairly accurate ($p = 0.0081$);
- In future, teams will train in the city ($p = 0.0093$); and
- The city has benefited for the infrastructure upgrades done for SWC ($p = 0.0001$).

In all cases, interviewees from Centurion rated these statements much higher and were more positive than the interviewees from Potchefstroom were. This could relate to Centurion's being closer to hosting cities such as Pretoria and Johannesburg. The Gautrain could be credited as a SWC 2010 upgrade, which in turn created positive attitudes and feelings. This is a very visible upgrade for Centurion, contributing to the quality of residents' everyday life. Medium to large effect sizes were evident, showing the importance of these four differences in practice. There are no significant statistical differences evident for the feel-good factor, value from tourism, promoting the city and possible future training in the city.

Table 5-46: T-test: Businesses in Centurion and Potchefstroom

Aspect of Soccer World Cup 2010	Centurion		Potchefstroom		<i>P-value</i>	Effect size
	Mean	Std dev	Mean	Std dev		
The SWC 2010 was a financial success	3.48	±1.27	2.42	±1.30	0.0001*	0.82****
The company gained financial benefits	3.16	±1.33	2.34	±1.29	0.0023*	0.62***
Spending of public money was justified	3.18	±1.19	2.80	±1.37	0.1419	0.28
Expectations were fairly accurate and resulted in expected benefits	2.86	±1.14	2.28	±0.99	0.0081*	0.51***
Positive feelings about being involved in the SWC 2010	3.74	±1.08	3.50	±1.33	0.3244	0.18
The city benefited from tourism & related value associated with it	3.84	±0.87	3.46	±1.18	0.0699	0.32
There will be future benefits due to our involvement	3.52	±1.05	3.38	±1.28	0.5513	0.11
The event promoted the city	3.92	±0.8	3.66	±1.22	0.2106	0.21
In future, teams will train in the city due to our involvement in SWC 2010	3.90	±0.98	3.24	±1.46	0.0093*	0.45**
The city has benefited from the infrastructure upgrades done for SWC 2010	3.96	±0.89	2.66	±1.30	0.0001*	1.00****

*Statistically significant difference: $p \leq 0.05$ (Pallant, 2007);

Effect sizes categorised as small (0.2 – 0.4) **, medium (0.5 – 0.8)***, and large (greater than 0.8)****

Source: Researcher's own construction

The fact that responses for Centurion were more positive than for Potchefstroom can be attributed to various aspects. It might indicate that Base Camps that are remote or simply further away from hosting cities and/or tourist attractions may benefit less from a mega event. In both cases, it was indicated that these Base Camp cities might be used for future training as well. It is important when investments are made for a specific event that the infrastructure can be used in future by residents and/or tourists are well. Location matters in the selection of a Base Camp, if one considers the effect thereof on the Base Camp city.

5.4.2 Comparing the views of the public in Centurion and Potchefstroom

The views of the public in Centurion and Potchefstroom regarding the effect of the SWC 2010 were compared (Table 5.47).

Table 5-47: T-test: Public in Centurion and Potchefstroom

Aspect of Soccer World Cup 2010	Centurion		Potchefstroom		P-value	Effect size
	Mean	Std dev	Mean	Std dev		
The SWC 2010 was a financial success	3.22	±1.31	3.02	±1.32	0.0897	0.16
The city gained financial benefits	2.70	±1.24	2.62	±1.43	0.5043	0.06
Spending of public money was justified	3.06	±1.15	2.83	±1.35	0.0408*	0.17
Expectations were fairly accurate and resulted in expected benefits	2.81	±1.22	2.92	±1.33	0.3357	0.08
Positive feelings about being involved in the SWC 2010	3.78	±1.05	3.51	±1.30	0.0109*	0.21**
The city benefited from tourism and related value associated with it	3.71	±1.08	3.19	±1.44	0.0001*	0.36**
There will be future benefits due to our involvement	3.24	±1.28	3.27	±1.29	0.7942	0.03
The event promoted the city	3.56	±1.11	3.42	±1.32	0.1999	0.10
In future, teams will train in the city due to our involvement in SWC 2010	3.34	±1.15	3.38	±1.36	0.7227	0.03
City has benefited from the infrastructure upgrades done for SWC 2010	3.38	±1.19	3.16	±1.38	0.5680	0.16

*Statistical significant difference: $p \leq 0.05$ (Pallant, 2007)

Effect sizes are categorised as small (0.2 – 0.4) **, medium (0.5 – 0.8) *** and large (greater than 0.8) ****

Source: Researcher's own construction

Independent samples *t*-tests were conducted to compare the responses of the public in Centurion and Potchefstroom. Three statistical significant differences were evident for this comparison. These were evident in the following aspects:

- Spending of public money was justified ($p=0.0408$);
- Positive feelings about being involved in the SWC 2010 ($p=0.0109$); and
- The city benefitted from tourism and related value ($p=0.0001$).

The public in Centurion ($\bar{x}=3.06$) rated the justification of spending public money higher than the public of Potchefstroom ($\bar{x}=2.83$). The same was evident for residents' feelings about their involvement in the SWC 2010, and the benefits the city received from tourism and related values. The public of Centurion experienced more benefits than the residents of Potchefstroom did. The effect sizes were medium and these differences are important in practice. Centurion's location

affords the city more benefits during such an event. The feel-good factor retained high mean values in both cases.

5.4.3 Comparing the views of guest house owners in Centurion and Potchefstroom

Table 5-48: T-test: Guest house owners in Centurion and Potchefstroom

Aspect of Soccer World Cup 2010	Centurion		Potchefstroom		P-value	Effect size
	Mean	Std dev	Mean	Std dev		
The SWC 2010 was a financial success	3.03	±1.03	3.03	±1.27	1.0000	0.00
The company gained financial benefits	3.40	±1.04	2.83	±1.09	0.0427*	0.52***
Spending of public money was justified	2.80	±1.06	2.57	±0.97	0.3842	0.22
Expectations were fairly accurate and resulted in expected benefits	2.40	±0.81	2.69	±1.00	0.2252	0.29
Positive feelings about being involved in the SWC 2010	3.43	±1.10	3.17	±1.02	0.3464	0.24
The city benefited from tourism and related value associated with it	3.40	±0.86	3.27	±0.98	0.5871	0.14
There will be future benefits due to our involvement	2.87	±1.11	2.83	±1.09	0.8885	0.03
The event promoted the city	3.73	±0.64	3.33	±0.92	0.0554*	0.43***
In future, teams will train in the city due to our involvement in SWC 2010	2.53	±1.01	3.10	±1.12	0.0429	0.50
City has benefited from the infrastructure upgrades done for SWC 2010	3.27	±1.17	2.97	±1.07	0.2063	0.26

*Statistical significant difference: $p \leq 0.05$ (Pallant, 2007)

Effect sizes are categorised as small (0.2 – 0.4)**; medium (0.5 – 0.8) *** and large (greater than 0.8) ****

Source: Researcher's own construction

Independent samples *t*-tests compared the opinions of guest house owners located in Potchefstroom and Centurion (see Table 5.48). Three significant statistical differences were found:

- The company gained financial benefit ($p=0.0427$);
- The event promoted the city ($p=0.0554$); and
- In future, teams will train in the city ($p=0.0429$).

Guest house owners in Centurion ($\bar{x}=3.40$) rated the aspect of the company gaining financial benefit higher than those in Potchefstroom ($\bar{x}=2.83$). Guest house owners in Centurion ($\bar{x}=3.73$) also presented higher mean values for the promotion of the city, than owners in Potchefstroom ($\bar{x}=3.33$) did. However, in the case of the possibility of future training, guest house owners in Potchefstroom ($\bar{x}=3.10$) rated this higher than those in Centurion ($\bar{x}=2.53$) did. Potchefstroom was a training hub before the SWC 2010 took place, and this explains the perception of future use. Centurion was not a training hub, although the HPC was, but this comparison does not extend to these locations.

5.4.4 Comparing the views of businesses (B), Public (P) and guest houses (GH) in Centurion and Potchefstroom

Independent samples *t*-tests compared the responses from guest houses, the public and businesses in Centurion with each other. The same was applied to Potchefstroom. The results from Centurion revealed practical significant differences between businesses, guest houses and the public on various aspects. Businesses rated most of the aspects higher than guest houses and the public did. A large effect (0.70) was identified for future training in the city, where guest houses indicated a higher mean value than the public did. A large effect (0.56) was identified for financial benefit gained, where guest houses indicated a higher mean value than the public did. Large effects were also identified for benefits gained from tourism (0.51), future benefits due to involvement (0.59) and benefits due to the infrastructure upgrades (0.59), with differences between the guest houses and businesses in Centurion. Businesses rated all of the aspects higher than guest houses did. No large effect sizes were identified in Potchefstroom (see Table 5.49).

Table 5-49: Comparing the views of businesses (B), public (P) and guesthouses (GH) in Centurion and Potchefstroom

Aspects of The Soccer World Cup 2010	Effect sizes Centurion				Effect sizes Potchefstroom		
	GH vs B	GH vs P	B vs P		GH vs B	GH vs P	B vs P
The SWC 2010 was a financial success	0.35**	0.15	0.20**		0.47**	0.01	0.45**
The company gained financial benefits	0.18	0.56***	0.34**		0.38**	0.15	0.20**
Spending of public money was justified	0.32**	0.23**	0.10		0.17	0.20**	0.02
Expectations were fairly accurate and resulted in expected benefits	0.40**	0.34**	0.04		0.41**	0.17	0.48**
Positive feelings about being involved in the SWC 2010	0.28**	0.31**	0.04		0.25**	0.27**	0.01
The city benefited from tourism and related value associated with it	0.51***	0.29**	0.12		0.16	0.05	0.19
There will be future benefits due to our involvement	0.59***	0.29	0.22		0.43**	0.34	0.08
The event promoted the city	0.23**	0.16	0.32**		0.27**	0.07	0.18
In future, teams will train in the city due to our involvement in SWC 2010	1.36***	0.70***	0.49		0.10	0.20**	0.09
City has benefited from the infrastructure upgrades done for SWC 2010	0.59***	0.09	0.49**		0.24**	0.14	0.36**

Effect sizes are categorised as small (0.2 – 0.4) **, medium (0.5 – 0.8) *** and large (greater than 0.8) ****

Source: Researcher's own construction

5.5 CONCLUSION

The purpose of this chapter was to provide insight into the results of the research aimed at solving the challenge of managing Base Camp stakeholders during a mega or major sporting event. From the critical review, it can be concluded that

In this study, the qualitative research focused on a variety of stakeholders that have previously been involved in the organising and/or management of mega sport events. Their insight originates either from a direct involvement with a mega or major sporting event and/or experience within the events and sporting industry.

From the qualitative research, it was clear that the management of international teams is complex and challenging. International teams have unique demands, operate on a very high level and expect the same operating level from the Base Camp. Legacy management is possibly one of the greatest management obstacles to address. Capacity to host a world event, which is created, and is then also expected on a local level. Future use of the Base Camp facilities is not guaranteed and the biggest risk for a Base Camp is over-investment in infrastructure. The correct facility design and effective human capital will provide the best possibility for future sustainability.

True economic value for Base Camps from a mega sporting event is difficult to realise during an event. Hosting cities also seem to generate more value than Base Camp cities. There is a low likelihood that many tourists will follow a team to a Base Camp city that is not also a tourism destination or a hosting city. Not all stakeholders benefit equally from a mega or major sporting event and expectations held by some of the Base Camp stakeholders were not realised. This relates particularly to Base Camp city businesses. Cities that wish to host a mega or major sports event must consider whether the event will contribute to the city, not just during the event but also in the long term, and if it will offer many advantages. South Africa only recently hosted the SWC (2010), so true value may only become evident later.

There is potential marketing and future value for a Base Camp. The fact that a Base Camp has successfully hosted a team during a mega or major sporting event has marketing potential. Most Base Camps use this to market themselves as potential venues for teams. Most stakeholders believe they will benefit in future after having been involved in a Base Camp. The “feel good factor” is definitely present among stakeholders of Base Camp cities, but it may not be enough to justify over-investment to secure Base Camp status. These stakeholders are proud of their involvement in the mega or major sporting event, but still raise concerns regarding fruitless expenditure.

The quantitative research focused on stakeholders that are more involved during the event, but not necessarily before or after. Their experience in being part of Base Camp cities during previous events has provided significant insight to the research. Media reporting is expected to be mostly positive on Base Camps. The media are most likely to report on player scandals and breaches of security. The quantitative data confirm that team management remains the most important stakeholder for a Base Camp city. Team management is more powerful than any other stakeholder, including international and national federations, although this contradicts some qualitative data.

The qualitative and quantitative results provided sufficient information on the important stakeholders. It allowed for the mapping of the various categories of the stakeholders' level of power and interest, which is the first of its kind in this field of research. Team management, MATCH, the media, safety and security and the international federations were identified as key stakeholders. Issues per stakeholder group were identified and form the base for strategies. The analysis comparing the various groups indicated that the public were more positive than the business community was. Potchefstroom was less positive than Centurion. The reason, as discussed earlier, was probably that Potchefstroom is more isolated from the hosting centres and tourism attractions than Centurion is. The influence of positive reporting could influence the opinion of the public, as they could have argued that even if they themselves did not benefit from the mega event, someone else did. Criteria considered as important when selecting a Base Camp consistently indicated that training facilities and accommodation was important.

The value of a mixed methodology is that it allows for a judgement call to be made, based on the information provided in the qualitative research. Some interviewees were more skilled and experienced at navigating mega sporting events than others. This was taken into account when the final stakeholder mapping, as shown in chapter 6.

The information and conclusions in this chapter form the basis of each stakeholder group. It is now possible to discuss the power, interest, predictability and issues of these groups. It is also possible to formulate strategies to manage and support base camps cities and stakeholder engagement.

CONCLUSIONS AND RECOMMENDATIONS



6.1 INTRODUCTION

This chapter concludes the critical review of stakeholder management for base camp cities. The findings from both the primary and secondary data are highlighted. Findings were obtained from the research questions and interviews, with specific reference to power and interest, and the identification of the relevant stakeholders in the pre, during and after phase of the event in relation to base camps. Recommendations are made in terms of the stake of each role player relevant to the Base Camp cities. Strategies that involve placing each stakeholder at the right level, and how to implement the power/interest grid for Base Camp cities, are suggested. This chapter completes the objectives as set out in Chapter 1.

The first objective focused on an in-depth literature review and analyses of the importance as well as impact of mega sporting events on host, non-host and Base Camp cities.

The second objective focused on an in-depth literature review on stakeholder management, which included the different types of stakeholder, stakeholder theories and models, as well as case studies about stakeholder management of mega and major sport events. A lack of relevant information regarding stakeholder management of Base Camp cities was evident.

The third objective involved the adoption of a mixed methodology to focus on the empirical identification and analysis of Base Camp city stakeholders regarding their levels of influence (power), their levels of involvement (influence), and their expectations.

The fourth objective focused on developing a stakeholder framework and strategies to optimise stakeholder management at Base Camp cities.

The fifth objective focused on conclusions and recommendations on the implementation of the framework to improve the management of Base Camp stakeholders. This is the essence of this chapter and the research. Ultimately, a power/ interest grid is populated indicating the various stakeholders related to a Base Camp city. A checklist was developed to guide prospective Base Camp cities to manage stakeholders more effectively in the pre, during and after phase of the mega-event and to understand the thinking behind their actions, which has eluded researchers to date.

6.2 CONCLUSIONS DRAWN FROM THE OBJECTIVES

6.2.1 Conclusions drawn from Objective One

The first objective of this study was to review the literature on the importance and the impact of mega sporting events. It included an overview of events in general. It was clear from the literature that the type of event influences the relevance of stakeholders and their level of involvement in the event. Their exact roles, however, are not always clear. This provided further in-depth insight into this study. The review discussed the topics most relevant to this field of study and revealed that to date very little has been written on Base Camps and Base Camp cities in relation to mega and major events. Some studies are available on non-hosters as discussed with reference to the SWC 2010 (cf. Section 2.7) South Africa, but in general, very little or no studies have been done on Base Camps. However, the importance of events is clear, considering the increasing number of bids for events, the escalating number of events globally, and the development of research in event studies and books (cf. Section 2.2).

While events have been defined in many ways, there is no standardised definition to describe the different types of event. That said, in a broad sense, an event refers to anything that happens; a result, incident or occurrence that is especially memorable; a contingency or possibility of an occurrence; or an item in a programme. In many contexts, it is referred to as an organised occasion, including meetings, conventions, exhibitions, special events or gala dinners. An event is often composed of several different but related functions (cf. Section 2.3.1). It is further defined as a temporary occurrence, either planned or unplanned, with a finite duration. As a field of industrial practice, events management can be defined as the organisation and coordination of the activities required to achieve the objectives of events (cf. Section 2.3.1). In conclusion, events generally have the following characteristics: they are temporary, they involve gatherings of people, they often comprise displays of rituals, and in some sense, they are unique occurrences.

Events are categorised in different ways. Again, there is no standard classification that is accepted or implemented globally. One of the ways of categorising events is by classifying the size of the event according to one of the following categories: major events, mega events, hallmark events and local/community events. Special events have been categorised as events related to leisure, organisations, culture, and religion (cf. Section 2.3.2). Modern sporting events occur in many forms, often categorised as mega and major sporting events, such as rugby, cricket and soccer World Cups. Such events require a Base Camp for each of the participating teams. In assessing the literature on modern sporting events, it was found that Base Camps have not been researched in detail. The amount of money spent on bidding and

hosting these events calls for industry insights and more research. This study aims to provide a city with information to effectively manage stakeholders related to a Base Camp, and obtain more effective results from this offering. The spending of cities to become a host city, and the challenges related to sustainable legacy management, should not be underestimated. The justification of the spending of public money and the disappointment and anger of stakeholder groups could be problematic for a city. A proper management strategy related to this context is needed.

Politicians, in particular, know very well that events exert an influence. There is no doubt about the role of events in the political process. Governments in power use hallmark events to punctuate the ends of their periods in office, to arouse nationalism, enthusiasm, and finally, votes. They are cheaper than wars, or the preparation for them. In this regard, events do not hide political realities; they are the political reality (cf. Section 2.6.1). This is a new type of politics – the politics of mega events – where cities receive worldwide recognition and welcome international guests for a short while (cf. Section 2.6.1), all at the repeated cost to the host communities.

It was surprising that there is such a lack of research related to Base Camp cities, seeing as the impact that events have on a country, cities and Base Camps was so evident in the literature. Residents in those cities appear to be important, but they are often excluded or overlooked in assessing the real impact of events. However, events do exert a social and cultural impact on the hosting community. Most residents in a host community are likely to support a mega event, but they will be more supportive of, and responsive to, the event, if they perceive that they will receive some sort of social, economic, or other kind of, benefit from the event. Longitudinal studies indicate that residents tend to expect higher levels of negative impact from an event than they actually experience. Residents tend to show higher levels of enthusiasm during the event than prior to the event. This is not an impact, but rather a reaction to the impact of an event on the host communities (cf. Section 2.6.2).

Mega sporting events seem to have an equal amount of negative and positive social and cultural impact. This shows that such events are not accompanied by only benefits and value, but have negative aspects to them as well. Communities closest to the event may also be affected more negatively than communities further away. Not all communities benefit equally, or are influenced negatively, because of mega sporting events. The positive economic impact of sporting events includes the promotion of the destination, increased tourist visits, other benefits associated with tourism, increased tax revenue, and increased business opportunities. The negative economic impact includes the possibility of community resistance

to tourism, loss of authenticity, damage to reputation, exploitation, inflated prices, opportunity costs, and financial mismanagement (cf. Section 2.6.3).

The success of major sports events should be measured not only in economic and tangible terms, but also in social/ cultural impact and intangible terms. All events exert a direct social and cultural impact on the participants, and sometimes on the wider host communities as well. This impact may be as simple as a shared entertainment experience, as created by a sports event or concert (cf. Section 2.6.2).

To understand South African Base Camp activities in the context of this study, the focus was placed on the RWC of 1995, the CWC of 2003, and the SWC of 2010, all of which were held in South Africa. The SWC 2010 was not only the most recent event, but also the biggest sporting event South Africa had ever hosted, and thus presented a learning curve. The SWC 2010 therefore played a significant role in this study, serving as the case study. The event consisted of 64 matches, with over 200 viewing hours. The event was held at ten stadia in nine cities. This was Africa's first hosting of a mega sport event and the first SWC in Africa. The 19th FIFA World Cup (SWC 2010) took place from 11 June 2010 to 11 July 2010. A total of 3.1 million spectators watched the event and 309 000 foreign tourists visited South Africa. In the first round, 32 teams competed, and 16 teams continued to the second stage. The tournament had nine hosting cities and 32 Base Camps. The cost to South Africa significant. In fact, the cost was on a scale that had never been accrued for a South African sporting event (cf. Section 2.7).

The literature shows that opinions on the positive and negative aspects of hosting this event tend to vary. In South Africa, there is some debate on whether public spending on the SWC 2010 was justified. The thought that the event was a waste of public funds could be linked to the interviewees' assertion that too much money was spent on the SWC 2010, and that those funds could have been spent on other developmental initiatives (cf. Section 2.7). Those who disagree that the event was a waste of public money believe it was an opportunity of a lifetime, despite the costs of the event. The contradicting results bring to the fore the realities of a developing nation where people differ on the priorities of a society. These are the realities of hosting mega sport events in developing countries, and should be considered carefully.

The value gained from this study, is that most of the data gathered relate to mega and major sporting events hosted in a developing country such as South Africa. The study offers an opportunity to compare the results with events from developed countries. It should be noted that hosting events in developing countries may pose unique challenges.

Overall, the conclusion can be drawn that events have a diverse number of stakeholders who do not all benefit equally. The literature discusses both the positive and negative impact of a specific mega event, which is of value when strategies for Base Camps are crafted. Studies on the SWC 2010, related to the non-hosters, are valuable because they weigh up the possible benefits and the fear of fruitless investments during the events such as this.

6.2.2 Conclusions drawn from Objective Two

It is important to note, for the purposes of this study, what a stakeholder is, why a stakeholder may have a stake in an event, and the reasons that such a stake may exist. Almost all the definitions include two aspects: firstly, individuals and organisations who are influenced by the organisation, both negatively and positively; and secondly, individuals and organisations who may have an influence on the performance and survival of the organisation (cf. Section 3.2.1). The literature on stakeholder management highlights the importance of power, legitimacy, and urgency. Stakeholder power is the influence a stakeholder group exerts on a firm, and it depends on the ability to influence the success of the firm. Stakeholders are prioritised by their level of importance to the firm.

The mapping of stakeholders refers to the power and interest of stakeholders, Murray-Webster and Simon (2006:1) define power as the power to influence, and interest as the extent to which stakeholders participate. Referring specifically to sport stakeholders, Walters and Kitchin (2009:9-11) populated a Mendelow's power /interest grid with stakeholders for the Emirates stadium. While Base Camp city stakeholders differ from the examples mentioned above, the literature does provide insight into the mapping of stakeholders.

The Mendelow Power Interest Grid indicates that all stakeholders should be categorised in one of four quadrants related to their level of interest and power (cf. Section 3.5). The four quadrants are set out as follows:

- Key players

Key stakeholders are those who express a high level of interest and power.

- Keep satisfied

The keep satisfied quadrant consists of stakeholders who hold high levels of power, but low levels of interest in the stadium. Stakeholders who fit into this category require some form of engagement strategy to keep them informed of developments, issues, and events at the stadium. There is a difference between these stakeholders and those classified within the keep informed category, due to their high level of power.

- Keep informed

The keep informed quadrant is characterised by those stakeholders who have a high level of interest, but low power levels.

- Minimal effort

The minimal effort quadrant is listed as being potentially the most contentious. There is no need to employ an engagement strategy for these stakeholders.

Stakeholder management literature has highlighted various perspectives, theories, and approaches to stakeholder theory noting in summary the following:

- The positive perspectives, agency theory is a contract between the firms represented by management, and the stakeholder who has an impact on the business. The theory focuses on shareholder-business and debt-holder-business relationships.
- The instrumental-stakeholder theory holds that acting ethically should lead to a competitive advantage.
- Political cost hypotheses are moral guidelines by which a business should operate. The business accepts that stakeholders have legitimate rights and intrinsic value.
- A normative perspective, (feminist view) is an ethics of care – the firm and stakeholders are seen as one, and work together to achieve a common purpose.
- Social networks indicate a relative power balance between the firms and stakeholders, and recognise their inter-relationship.
- The principle of fairness offers a basis to identify old stakeholders and new stakeholders. The relationship is based on co-operation. The fiduciary principle states that firms are responsible for the effects of their actions on others.
- The principle of corporate legitimacy states that the rights of stakeholders are respected. the descriptive/empirical approach, firms consider certain stakeholder groups to be more important than others.
- Traditional economic analysis focuses on shareholders, when the word *stakeholder* becomes part of the culture of an organisation, it can then be determined whether managers create value for all the stakeholder

This study maps the stakeholders of a Base Camp during a mega or major event and analyses expectations and issues related to each group. The event stakeholders discussed in the literature review served as a basis to identify possible Base Camp stakeholders. However, it became clear that the Base Camp hosting community needed to be sub-divided and dealt with

as separate stakeholders (cf. Section 3.3.2). Table 6.1 lists the various stakeholders and their level of importance.

Table 6-1: Identification of stakeholders and their possible level of importance

Stakeholder	Possible stake	Importance/approach
Team Management/ Athletes	Contract with city to provide a service	Rights should be respected
Media	Duty to report on event	Rights should be respected, media should follow moral guidelines
Host Community: Business/ Accommodation Providers to Tourists	Service provider to tourists	Will expect the tournament stakeholders to act in a responsible way and be honest and transparent
Host Community: Public	Contribute to tax and expect value from events. Vote for local and national government	Will hold local and national government accountable for their actions
International Federation/ National Federation	Custodian of the sport	The international federation is expected to act in a responsible way and respect the rights of other stakeholders
Base Camp Accommodation Provider/ Training Venue	Service provider to the team	Rights should be respected, should act in a responsible manner
Tourists	One of the main value contributors of the event.	Should be treated fairly and not exploited
Base Camp Politicians	Elected officials	Should act in the best interest of all stakeholders.
Safety and Security	Legal and official duties	Should act per their legal mandate
Labour Unions/ Civil Rights Union/ Environmental Groups	Official representative of groups affected by the event	Will hold other stakeholders responsible for their actions

Stakeholder	Possible stake	Importance/approach
Universities	Community institution for public benefit with substantial capacity	Could contribute to the benefit of the greater community

Source: Researcher's own construction

Thus stakeholders play an important role in events, the key is to understand their possible stake during the event and their level of importance. Anticipating the possible stake and level of importance will allow for crafting strategies to manage each stakeholder.

6.2.3 Conclusions drawn from Objective Three

Seventeen stakeholder groups were identified as possible Base Camp stakeholders (Table 6.2). Additional stakeholders were identified, but not all the stakeholders mentioned in the literature review are relevant for a Base Camp city. The initial stakeholders identified to be tested in this study were a result of analysing literature related to mega and major events. Conclusions have been drawn for each stakeholder in terms of power and interest. This will enable the development of the power/interest grid, as well as the development of strategies to more effectively manage stakeholders linked to Base Camp cities.

Table 6-2: Identified Base Camp stakeholders

Identified base camp stakeholders	
Team Management	National Federation
Athletes	National Government
Media	Base Camp Training Venue
Host Community: Business	Tourists
Host Community: Public	Base Camp City: LOC
Host Community: Base Camp Accommodation Provider for Visitors	Base Camp City: Politicians
Host Community: Accommodation Providers for Base Camp Teams	Safety and Security Group
Official Accommodation Provider (MATCH)	Universities
International Federation	

Source: Researcher's own construction

6.2.3.1 Team management

Team management includes the team manager/s and, in certain teams, the coach and support coaching staff. In this study, the team management represents the athletes as well as the participants. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

The team management was clearly identified as the most powerful stakeholder group for a Base Camp city. In many cases (such as for soccer) they hold the ultimate power to decide where the Base Camp will be situated. Similarly, they hold the absolute decision-making power over which venues they will use for the training camps. This is very important for legacy management and the efforts to secure return on investment when infrastructure is created. The powerful status provides strong negotiation leverage with different cities competing to host the team. Cities could receive great benefits from being a Base Camp city such as scoring political points from being selected as a Base Camp. Some of the interviewees cited examples of cities making irrational decisions to upgrade facilities without any guarantees or hope of a reasonable return on their investment. The English soccer team had their Base Camp tailored to their requirements, with the Base Camp paying for it, whilst Italy paid for the upgrades at Southdowns. There seems to be an indication that the more desperate the Base Camp is to host a team, the more they are prepared to spend. During a SWC, this can be a very substantial amount.

B. Interest

This stakeholder group has a very high interest rating. Teams are likely to consider the following as important criteria when deciding where the Base Camp will be situated: the quality of the accommodation and training venue, altitude, and the fixtures in the tournament. While the team possess the ultimate decision-making power as to where the Base Camp will have situated, it does not hold any power in the determination of match fixtures. There is, therefore, a high level of interest in the Base Camp.

C. Challenges experienced whilst dealing with team management

The interviewees indicated that teams can be unpredictable. The return of teams to training venues and future use of the facility are not guaranteed. Since team cultures differ substantially, a generic approach is not recommended. Teams appear to follow the best practices of the leading teams, manager, and coaches. If leading teams select a venue at a specific altitude, many other teams may do likewise.

It is important to understand the specific team culture. The team may have very specific logistical requirements. Therefore, hosting more than one team at a venue could be problematic. Most teams demand exclusivity, but the play phases may cause overlapping to occur. International teams can be very demanding and operate at a high professional level. Therefore, they expect the same operational effectiveness from the Base Camp. If there is a performance gap, it could lead to conflict.

The demands from the various international teams differ. However, all the research indicates that they are likely to value good training facilities and accommodation in a secure, controlled, professionally administrated environment.

6.2.3.2 Athletes

While teams and athletes were mostly covered under team management, some of the interviewees differentiated between team management and the athletes. Considering that the athletes are such a powerful stakeholder, it required a separate discussion. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

The athletes, like the team management, enjoy a very high level of power. The SWC 2010 consisted of world super stars with immense individual brand value.

B. Conclusions regarding interest

The athletes exhibit a very high level of interest in the events, as they are the main actors in any event.

C. Challenges experienced whilst dealing with the athletes

When the Base Camp is not managed professionally on an operational level, issues could arise. Specific requirements for athletes may include

- extra length beds;
- specific dietary requirements;
- special black-out curtains;
- entertainment facilities;
- entertainment areas within a secure controlled environment;
- own chef with imported food;
- no female employees; and
- specific times for meals.

6.2.3.3 Media

Mega and major sporting events are usually well reported by the media. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

In the case of Base Camps, the media is considered by many interviewees to be a powerful stakeholder, since they hold the power to make or break the image of Base Camp cities. The damage to reputation due to negative reporting is an ever-present threat. The interviewees indicated that the media are most likely to report on player-related scandals. Venue-related issues such as the facilities not being completed or not up to standard also feature prominently.

B. Interest

The interviewees indicated that the media are a high interest group, as these types of events draw attention and sell newspapers. However, the media might display greater interest in sensational stories. The bulk of the media reports were either neutral or positive. The topics that the media are most likely to report on are

- player-related scandals;
- accommodation and training venues' not being not up to standard or not completed; and
- breaches of security.

C. Challenges experienced whilst dealing with the media

It is important to maintain a good relationship with the media, as they cannot be managed by Base Camp accommodation providers. Teams do not want to become embroiled in a scandal when partaking in this type of event, and, therefore, may want to isolate themselves. Unwelcome media reporting may lead to conflict, which is detrimental to the positive image the Base Camps try to maintain. As mentioned earlier, the media are most likely to report on player-related scandals, and anything they can sensationalise, regarding the accommodation or training venue, could pose a risk to maintaining the stability of the Base Camp. The Base Camp team needs to be protected from such reporting in order to maintain a sense of security. While Base Camp training venues and accommodation will receive both negative and positive reporting, it will be less than the exposure that the hosting venues receive. Most of the reporting, however, focuses on the actual results of the matches.

6.2.3.4 Host community: Business

This is a sub-division of the host community, and for the purposes of this study, excludes accommodation providers. The business community expects to benefit from a mega sporting event owing to sport tourism. Conclusions have been drawn in terms of power, interest and other relevant issues

A. Power

The research results indicate a low power base. The business community consists of prominent citizens and work providers, as situated in the Base Camp community, and their negative or positive opinions cannot be ignored. Of all the stakeholder groups, including accommodation providers, the business community was the most negative and outspoken about the unmet expectations of the SWC 2010. The business community is in a good position to assess the true value of the mega event and will be the first to indicate the level of economic value.

When assessing the qualitative research ranking of the business community as a powerful stakeholder, they did not rank at all. However, when considered within the community context, businesses are an important voice reflecting on the economic success, or lack thereof, of a mega event.

B. Interest

The lower bottom (7/10) score in the qualitative research rating could be a result of the lack of tourism activities in Potchefstroom and Centurion. This would not have been the preferred situation for the business community, as they would have hoped to be more involved and seen to show greater interest.

C. Challenges experienced whilst dealing with the business community

This stakeholder group is predictable, as they almost always expect to benefit from the mega event. However, in the end, they seemed to suffer from the unpredictability of the tourism support. Unreasonable expectations and fruitless expenditure may have caused this stakeholder group to have a negative experience, and even claim that they were misled. This should be managed, as it can influence bids for future events and the possibility of a city serving as a Base Camp.

6.2.3.5 *Host community: Public*

This is a sub-division of the hosting community, but excludes accommodation providers and other businesses. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

The research results indicated a low power base for the public. However, many interviewees mentioned that the public also represent the voter community, which could prove to be harmful to the politicians involved in mega events.

B. Interest

This factor falls in the bottom half (10/11) of the qualitative ranking. It falls in the top 10 but the score is surprisingly low, as the public potentially have much to gain from such events. It could be that the qualitative research does not adequately represent the general Base Camp host community. The quantitative research indicates that the host community had a mostly positive experience of the SWC 2010. This could be a reflection of a high interest.

C. Challenges experienced whilst dealing with the public

The quantitative research indicates a perception of value received from the events, but this is not fully supported by the qualitative research on the host community, the business and accommodation data. The public may hold a perception that the city has benefited from the event, but in reality, it did not. There is a risk that the public may feel misled by the city leaders to justify the expenses to secure a Base Camp team. The city may also have been hoping for greater benefits derived from the event. Whatever the scenario, the city leaders may be held accountable, for either misleading the public or for inaccuracy in their assumptions about the value gained from the event.

6.2.3.6 *Host community: Base Camp accommodation provider for visitors*

This is a sub-section of the hosting community but excludes the public and other business not related to accommodation. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

Accommodation providers have a low power base and the official accommodation provider, MATCH, unilaterally dictates to all other accommodation provider. Both qualitative and quantitative research confirms the low power of this stakeholder group. They are directly dependent on the number of visitors to the area, but have no control over this aspect.

B. Interest

The accommodation providers have a high interest in the event as they hope to benefit financially from the event. The qualitative research confirms the high level of interest.

C. Challenges experienced whilst providing accommodation to visitors

Accommodation providers are on the receiving end of the uncertainty created by MATCH for the event. There could be possible conflict with MATCH because of late cancellations, and with the LOC for creating the perception of possible financial gain that did not materialise.

Events and their tourism-related activities are very unpredictable and are not similar for all World Cup events and sport disciplines. There are also significant differences between hosting countries. It is not easy to enter the sports accommodation or accommodation industry on the back of one mega event. Over-investment in accommodation improvements, with the expectation that a specific event will cover these expenses, must be avoided. This should be taken into consideration when capital investments are planned. In order to ensure return and/or future business the sporting environment, individuals with a strong networking capacity are required.

6.2.3.7 Host community: Base Camp accommodation providers for teams

This refers to accommodation providers for Base Camp teams during the SWC 2010. This is the venue that hosts the teams during the initial pool phases of the tournament. There were 32 base camp accommodation providers during the event.

A. Power

Accommodation providers for Base Camp teams constitute a stakeholder group with low power. The providers, in some cases, may be very desperate to host a Base Camp team. Considering the power balance between the providers and the team, the team tends to dominate. The accommodation providers were ranked (6/10) as a stakeholder group in the qualitative research. Like the training venue providers, the very drive to attract and accommodate a Base Camp team may lead to over-investment or fruitless expenditure. The power lies in a Base Camp being one of the core attractions for the international team. The power balance compared to the team is however low.

B. Interest

Indicated as a high interest group, the accommodation providers expect to benefit from the event and enjoy future benefits from the visiting teams. This group ranked 9/10 in the qualitative research. The interest is high, considering that it could generate income and

improve the facility's profile, seeing that it hosted an international team. The excitement of a mega event in a country may lead to emotional decisions rather decisions based on facts.

C. Challenges experienced whilst dealing with accommodation providers to Base Camp teams

Unrealistic expectations of future benefits often arise. This is created by the hype and excitement of hosting a Base Camp team. Not being able to attract future business after the event may be problematic for the providers. As with the training venue, the greatest danger is over-investing in infrastructure.

6.2.3.8 Official accommodation provider (MATCH)

This involves mostly the official hospitality and accommodation providers. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

According to the qualitative results, the official accommodation provider, MATCH, is ranked as an important role player in the bidding phase. The business-related interviewees, as well as the LOCs, stated that MATCH is very powerful stakeholder. The fact that they are the official or exclusive partner highlighted their powerful position.

B. Interest

They displayed a keen national interest initially by securing as much accommodation as possible.

C. Challenges experienced whilst dealing with MATCH

According to the qualitative research, MATCH was very unreliable and unpredictable. This stakeholder did not receive a positive rating from the other stakeholders. They are accused of misleading other stakeholders regarding the expected economic value derived from the event. The late release of rooms was an issue. They are also accused of a system that makes it difficult for the hosting community to generate income from the event. The event itself is unpredictable, in that it is uncertain which teams will progress to the next round. This would influence tourists and the uptake of rooms.

Accommodation providers blamed MATCH for the late release of rooms, which meant that not all the rooms could be booked for the time of the event. MATCH was also blamed for misleading stakeholders about expected tourists to the base camp cities. There are allegations that MATCH creates a false sense of demand related to accommodation. This leads to fruitless investment by accommodation providers. They are also the official source of information on

what can be expected from a World Cup, in terms of the uptake of accommodation. It is, therefore, important that MATCH can be trusted. With so many variables that influence event tourism (as discussed under Section 6.2.3.13), MATCH's suggestions to the accommodation providers may be unintentionally flawed.

6.2.3.9 *International federation*

International federations include FIFA, the International Rugby Board (IRB) or the International Cricket Council. All three the international federations have hosted mega and/or major sporting events in South Africa. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

There appears to be a low direct interaction between the Base Camp stakeholders and the international federation. However, the Base Camp stakeholders indicated the powerful position these federations hold and the strong influence they exert on a major event. Even though the interaction is not direct, they make the rules and influence the decision-making process. Their powerful status cannot be ignored.

B. Interest

The international federation, as the custodian of the sport, does not have a strong interest in the Base Camps, but in the event. However, their interest in Base Camps in particular appears to be linked to upgrading certain training venues and providing teams with sufficient options from which to choose.

C. Challenges experienced whilst dealing with the international federation

The indication is that this stakeholder group is predictable but not necessarily consistent in its decisions and actions. The host community views the international federation as the only real beneficiary of the mega event. The country, where the event has been held, is left with financial obligations, the management and sustaining the infrastructure, while the international federation moves on to the next country.

It appears that the international federation does not play an active role in structuring the initial phase of bidding for Base Camp cities. They also allow overspend, which in many instances, leads to fruitless expenditure by Base Camp cities, or cities aiming to attract a team. They also allow unreasonable expectations to be created regarding the economic value that will result from the mega event.

6.2.3.10 National federation

The national federations include the national bodies of South Africa: the South African Football Association, Cricket South Africa and the South African Rugby Union. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

The national federations did not receive rankings within the qualitative research. They are a more powerful stakeholder after the event and need to be consulted more extensively during the Base Camp phase. The literature review and senior interviewees highlighted the mistake of not recognising this group.

B. Interest

This stakeholder has a low interest in the Base Camp cities. In the case of South Africa, their role and function were adopted by the LOC.

C. Challenges experienced whilst dealing with the national federation

No significant issues were mentioned regarding the national federation in connection with the SWC 2010. The references to the national federation, however, were not positive. It was claimed that the national federation was not administratively effective when it was dealing with securing a Base Camp for the national team. The team was a late Base Camp placement; which could have negative reputational consequences.

Furthermore, the national federation may inherit the responsibility to maintain infrastructure as well as the expectation that the infrastructure will be used in the future. Cricket interviewees indicated that the CWC 2003 led to too many stadia being built, that insufficient amounts of content could be provided for those stadia after the CWC 2003, or that the stadia were difficult to maintain. In addition, it was uncertain whether the national federation should play a stronger leadership role in the Base Camps, with a post event strategic plan to maximise the return on investment.

6.2.3.11 National government

This refers mostly to the South African government, but could include other national governments of Base Camp cities. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

The qualitative research does not list the national government as a powerful stakeholder for Base Camps. However, the literature review indicates that they play a more prominent role

than expected, as they are the owners of all public facilities, and determine the spending of public money. The tournament directors of the three World Cups held in South Africa rate the national government as a very important stakeholder. Some Base Camp stakeholders indicated the value of the stakeholder, and that the local government has more power over a Base Camp city. For example, in Potchefstroom, the provincial government upgraded the landing strip at the airport.

B. Interest

The Base Camp research does not indicate that the national government has a high interest, probably due to the low interaction with the other stakeholders. City politicians and the local and provincial government played a more prominent role than the national government in this context. The literature review and some of the senior interviewees related to mega sporting events, however, mention the interest of this group as being high.

C. Challenges experienced whilst dealing with the national government

The low interaction with Base Camp stakeholders resulted in difficulties being experienced in researching this stakeholder. Public money that was spent because of the event needs to be justified. The process and procurement of tenders could be questioned and interrogated. The event may also have required the development of new stadia, and the future use and sustainability of these stadia could be questioned.

Clearly, this group is absent from the Base Camp scenario. Some groups and interviewees have indicated that they should play a more holistic coordinated role in legacy management. They can also play a stronger leadership role in ensuring that cities do not overspend. A communication plan addressing the expectations of all the stakeholder groups would be of great value.

6.2.3.12 Base Camp training venue

This refers mostly to the 32 Base Camps of the SWC 2010. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

The training venue appears to have very little or no power at all. This stakeholder received no ranking in the qualitative research. The relationship is skewed, with power leaning towards the potential Base Camp visiting team. It is an unhealthy power distribution, as the team is so powerful that it can demand unreasonable capital investment by the training venue management, in order to secure the venue for the team. This may make it difficult or impossible to gain any return on investment.

B. Interest

The Base Camp training venue was ranked (6/11) in the qualitative research. The SWC 2010 led to cities bidding to take part in the event, either by hosting or becoming a Base Camp for a team. The enthusiasm may have resulted in fruitless expenses when training venues were upgraded. The literature review and qualitative research indicated a very high level of interest.

C. Challenges experienced by the Base Camp training venues

The reaction of training venues, and the extent to which the venues are prepared to venture to secure a Base Camp team, vary drastically. International teams usually operate on a high level, and the service delivery of the training venue should match this expected level of proficiency. Upgrades and developments in South Africa ranged from minimal to as much as R360 million. The responsibility of funding upgrades varies. In certain cases, the team paid for the upgrades, and in other cases, the venue owners paid for the upgrades. The ability to market the training venue for future use requires effective human capital and the ability to compete in terms of cost. The venue should ideally cater for more than one sporting discipline in order to enhance the ability to attract sporting teams. The danger of over-investment prior to mega events is a concern. The required capacity, of a venue, for a mega sporting event is much greater than the capacity required for future events. If the training venue is not completed in time, or is of an unacceptable standard, the media exposure could lead to serious reputational damage.

6.2.3.13 Tourists

Tourists refer to visitors of Base Camp cities during a sporting event. In the context of this study, it mostly refers to the tourists who came to the three World Cups held in South Africa. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

The literature review indicates that tourists are powerful stakeholders in a mega sporting event. One of the positive impacts of tourism is the benefits that the host community receive from such a mega event. The research results indicated that this is a difficult aspect to manage, as tourists will only visit a location if they feel inclined to do so. Their travel patterns are seldom influenced by a LOC or MATCH.

B. Interest

Tourists, as a stakeholder group, exhibit a high interest in the event, but are not necessarily interested in the Base Camp cities. Tourists travel to where the matches take place and where

the attractions are. Therefore, the hosting cities tend to receive higher numbers of tourists than non-hosting cities.

C. Challenges experienced whilst dealing with tourists

The decision to visit a hosting country will be influenced by the economic environment within the tourists' own country, the profile of the sporting code in their country, and whether or not the country has a culture of foreign travel to support the team. European travellers are used to a very high level of service; if this expectation is not met, it may lead to dissatisfaction. This study indicates that tourists do not stay at a Base Camp that is remote/ far from a hosting venue or tourist attraction. This is a very important consideration to keep in mind when assessing the investment value of becoming a Base Camp. Tourist may not follow teams to Base Camp Cities. Therefore, specific strategies need to be formulated in order to attract tourists to a Base Camp city. Being a Base Camp city (in an event hosting country) is not sufficient enough reason to attract tourists.

6.2.3.14 Base Camp city: Local Organising Committee

This refers mostly to the Base Camp LOC of Potchefstroom and to a lesser extent, the LOC of Centurion. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

The LOC, functioning as a stakeholder group within a city, is powerful. This, however, is not the case regarding the mega event itself. The LOC is directly involved in the Base Camp bidding process.

B. Interest

This stakeholder group has a very high level of interest in Base Camps, and sometimes it is too interested in attracting a team. This may lead to emotionally driven decision-making. A mega event is a big news item that drives adrenalin and expectations. The LOC's interest is vested in the publicity of the Base Camp city, the new developments, and increasing the feel-good effect associated with being a Base Camp city.

C. Challenges experienced whilst dealing with the Local Organising Committee

The city LOC, at times, acts without a scientific basis, which leads to unpredictability. Public spending on facilities and unreasonable expectations, in terms of the economic gain they may derive from the event, may discredit the LOC. The LOC may also be discredited if the upgrades to infrastructure do not offer future benefits. The media may report on the ineffectiveness of the LOC, which could lead to reputational damage. The challenge is to gain real economic

value from being a Base Camp and to effectively tap into the mega event. The Base Camp LOC does not always possess the required management skills to secure and manage a Base Camp team. Often, it also lacks the capacity to successfully leverage benefits from the event. The LOC can only be successful with the assistance of other stakeholders such as the NWU and the UP who seem to have stronger management capacity to benefit from being a Base Camp.

6.2.3.15 Base Camp city: Politicians

This refers to city politicians, mostly from Potchefstroom. There could be an active member of a political party within the Base Camp and or they could be city council members. Conclusions have been drawn in terms of power, interest and other relevant issues.

A. Power

Initially politicians played a marginal role in the Base Camp environment. In this case, the ruling party played a greater role than usual. This stakeholder group became more powerful when financial support was required for upgrades to infrastructure.

B. Interest

The qualitative research does not indicate that these stakeholders held a high level of interest, except for Potchefstroom. The literature review indicates that there was more interest from the politicians, but also refers more to hosting venues. It is also not certain whether the interest is for personal political gain or not. In the case of a developing country such as South Africa, politicians express a higher level of interest in order to create a feel-good effect.

C. Challenges experienced whilst dealing with politicians

Politicians were reported to be unpredictable, and sometimes even embarrassing to the visiting teams. But it would be wrong to generalise, as there are also reports of genuine and sound leadership from within the political ranks. Politicians are also accused of making decisions for personal and political gain rather than for the best interest of the public. Opposition parties may use a mega event to attack the ruling parties for ineffective management of the event and/or fruitless expenditure. The reality is that political parties will always play a role within the Base Camp environment, which is not always supportive or constructive. However, they do possess the capacity to enhance the bidding offer and upgrade facilities.

6.2.3.16 Safety and security group

The safety and security group represents the national police force and security services. The macro environment related to international terrorism makes sporting events a potential target. Safety of participants has become more important than ever. Issues such as theft and unauthorised access to the team may potentially be embarrassing to the LOC. Interviewees indicated that they require the base camp to function as a safe and controlled environment.

A. Power

Most of the Base Camp stakeholders recognised this group as a powerful stakeholder.

B. Interest

They are indicated as stakeholders with a high interest in the Base Camps. This is expected for a mega sporting event especially in a developing country such as South Africa, where security is an issue and should be carefully monitored.

C. Challenges experienced whilst dealing with the safety and security stakeholder group

This stakeholder group usually holds a high level of predictability. In some countries, there is an indication of a lower predictability, but in South Africa it is high. Any breach in security would be very serious and would reflect negatively on the Base Camp. It would be reported in the media.

6.2.3.17 Universities

It was unique to the South African case study that two universities, the UP and the NWU in Potchefstroom, played important roles in hosting international teams. The Argentinian team was hosted at the HPC and the Spanish team at the NWU Sports Village. The two universities have access to strong and experienced management teams. They possess the capacity to develop, maintain and use their facilities. They also have the skill set to negotiate with national federations and national team management. They also possess the ability to service the needs of an international team during a mega event.

A. Power

Universities have access to strong and experienced management teams. They have the capacity to develop, maintain and use their facilities. They also have the skill set to negotiate with national federations and national team management. They have the ability to service the needs of an international team during a mega event.

Access to the managerial and facility capacities could be of great value to the Base Camp city. A partnership strategy should be considered if the university is not already a prominent role player. Pre-event engagement is recommended.

B. Interest

The universities have showed interest in playing a role in mega and major sporting events. The UP and NWU provided training facilities and accommodation. The NWU was actively involved in securing the Spanish team for the SWC 2010.

A. Labour unions

The mega and major events held in South Africa did not have an impact on the base camps but this stakeholder needs to be monitored. The unions may be opportunistic during labour negotiations, knowing that non-completions of upgrades or non-service delivery may cause reputational damage.

B. Civil, human rights and environmental groups

The mega event is a powerful platform that may be used by civil, human rights and environmental groups to relay their messages. Base camps that have civil, human or environmental rights issues must consider this stakeholder as powerful with a high interest.

6.2.3.18 Base camp stakeholder engagement strategy circle

The strategy circle in Figure 6.1 indicates the stakeholders at the centre of the base camp. These are the most important (core) stakeholders for a base camp and requires active participation. The circle is a good representation of the positioning of the various stakeholders and the strategic engagement they require. The stakeholders closer to the core are more important, whilst the stakeholders present in the outer circle only require monitoring. Engagement with these stakeholders at the right time is critical and their involvement in the bidding for the base camp city status is also important.

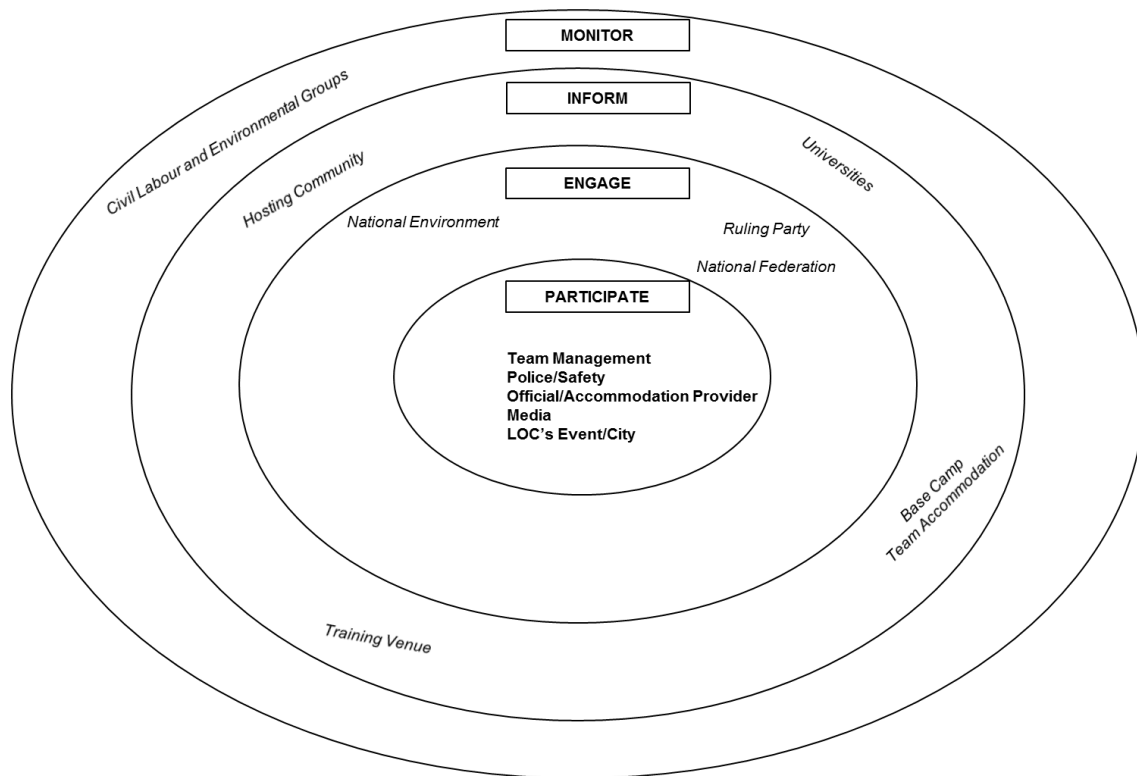


Figure 6-1: Proposed base camp stakeholder engagement strategy circle

Source: Researcher's own construction

All of the base camp stakeholders are reflected in the strategy circle but these positions are flexible pending the scope of the event. The mapping of various stakeholders will thus differ from base camp to base camp. A base camp might have civil or environmental issues, which will elevate this group to the core. The positioning of the stakeholder might change, but the methodology will remain the same. It requires a differentiated strategic approach per stakeholder group. The mapping criteria consist of the power and interest of the stakeholder group.

6.3 RECOMMENDATIONS

This section describes the recommendations on the development and use of the stakeholder framework for Base Camp cities by focussing on the mapping of stakeholders, strategies and implementation thereof. This study has provided sufficient insight into the issues faced and strategies to be able to create an implementation framework.

6.3.1 Mapping of the base camp stakeholder framework for base camps

Based on the critical, empirical review the base camp stakeholders were mapped according to their level of interest and power and it is recommended that this framework is implemented by relevant stakeholders of base camp cities. The methodology employed is similar to the Mendelow Power/ Interest grid (cf. Section 6.2.2) with specific application to base camp cities. This mapping enables the categorisation of stakeholders according to which strategy can be developed. It prioritises the stakeholders and directs their level of engagement (See Table 6.3).

Table 6-3: Power / interest grid for Base Camp stakeholder management

Level of Interest		Low	High
Level of Power	High	Keep satisfied during stakeholder engagement • National Government • Ruling Party • National Federation • Tourists	Key players in stakeholder participation • Team Management • Athletes/ Participants • Safety and Security Group • Official Accommodation Provider for The Tournament (MATCH) • Media • LOC Event • LOC City
	Low	Minimal effort (Monitor) • Environmental Groups • Labour • Civil Rights Movements	Keep informed during stakeholder engagement • Training Venue • Base Camp Team Accommodation • Host Community: Business and Accommodation • Host Community: Public • Universities

Source: Researcher's own construction

6.3.2 Implementation and timing guidelines for the framework

Table 6.4 illustrates the implementation and timing guidelines for the framework, and aims to provide guidance to relevant city officials regarding the timing of engagement with the various stakeholder groups, in order to manage them effectively. It is thus recommended that these implementation and timing guidelines are used as guidelines for effective stakeholder engagement. The latter that takes place too late or too early might render the engagement process less effective, and result in the stakeholder not effectively being managed.

Table 6-4: Implementation framework for Base Camp stakeholders

Stakeholder groups	
Key players in stakeholder participation	Implementation/ Timing
Team Management	The engagement will probably start the process in securing a Base Camp team. As a key stakeholder, the engagement will be continuous throughout the tournament. It is important to start the engagement with the team management as soon as the hosting country is announced.
Safety and Security Group	The first engagement will most possible be during the planning phase of event and will be initiated by the police. It is important to ensure that an active engagement strategy with the police, as a key stakeholder, is followed with clear and regular communication.
Official Accommodation Provider	The first engagement will be pre-event and should be followed up regularly until the event take place. A clear indication of when accommodation will be released by the official provider needs to be established. If accommodation is released to late, it will not be possible for hotels and guest houses to market their rooms to tourists.
Media	The media will only be engaged when accreditation has been obtained and they arrive to cover the event. The tournament LOC will most likely administer all media activity. A proactive crisis management plan based on likely scenarios needs to be set up before the Base Camp activities start.
LOC Event	The LOC will most likely engage with the city when the city indicates the desire to host a Base Camp team. Clarity on the fixtures and play off schedules needs to be obtained, and any specific requirements associated with being a Base Camp needs to be established. Once the city has secured a team the engagement needs to be more formal and regular.

Keep satisfied during stakeholder engagement	Implementation/ Timing
National Government	The national government must play a leadership role, and be encouraged to do so as soon as the event is awarded to the country. The Base Camp needs to establish a relationship with government before the event takes place, and engagement must be continuous.
Ruling Party	The expectations of the ruling party politicians need to be established before the event. Any unreasonable requests or demands to the Base Camp team need to be addressed before the event starts.
National Federation	The engagement must take place before the event. Engagement will most likely commence when the efforts to secure a secure a Base Camp team have been successful. The engagement must continue during and after the event to ensure better future use of facilities.
Tourist	A clear strategy must be done pre-event. The plan must be activated well in advance of the tournament.
Keep informed during stakeholder engagement	Implementation/ Timing
Training Venue and Base Camp Team Accommodation	The engagement will most likely be during the bidding process to secure a team. This should continue post the event to facilitate the attraction of other teams to the city. It is very important that the engagement does not end after the event.
Host Community	The host community needs to be engaged before the event. Accurate information about the impact of tourism needs to be communicated before the community invests in the event.
Universities	Universities need to be engaged when the city decides to bid for a Base Camp team, the engagement needs to continue after the event to ensure that teams train in the city.

Source: Researcher's own construction

6.3.3 Strategies to further develop stakeholder engagement

The strategies below are recommended for the management of individual stakeholder groups as it is important to handle each group as on its own but also working towards a common goal.

6.3.3.1 Key players in stakeholder participation

A. Team management

An analysis must be done on the team culture as well as current best practices by leading teams. Analysing the culture of the team is only possible by engaging with senior team management to gain an understanding of the team ethos and priorities of the team. The ability to service a team on an acceptable level must be analysed. The experience and skill level of the service providers must be adequate, in order to meet the needs of an international team. Team management is regarded as the most important stakeholder for a Base Camp. The power balance is skewed in favour of the team management. For this reason, a return on investment is not possible, due to the over-investment on the part of the Base Camp in order to secure a team. Care should be taken to avoid such a risk. If possible, a city must determine where the investment tipping point lies. A better and more realistic understanding of future value will help determine the walk-away point.

B. Media

It is important to formulate a proactive strategy on reputational management of the topics that are most likely to be reported. The LOC should engage a media and risk management expert to draft standard press releases on possible Base Camp issues such as a breach of security. This must be organised prior to the event.

C. Official accommodation provider

The strategy should aim to neutralise the unrealistic expectations created by the official accommodation provider. The official accommodation provider should not be considered the only source of information regarding potential tourism. It should be expected that the official accommodation provider will release of accommodation at a late stage. The expected numbers of tourists are usually inflated. It is necessary to avoid generic uptake of the accommodation approach. It is better to opt for a specific analysis that fits the city's profile regarding its proximity to hosting cities and tourism attractions.

D. International federation

There must be a clear understanding of the rules/regulations and protocol related to Base Camps. This needs to be communicated via the National Federation to the base camps.

E. Base Camp city: Local Organising Committee

The city must have a clear strategy to leverage benefits from its Base Camp city status. The city must gauge and restrict unreasonable expectations by business. This will help prevent over-investment in the Base Camp city without a reasonable return. The city is required to play a greater leadership role in this regard.

F. Safety and security group

The strategy for this stakeholder should aim to ensure the safety of a Base Camp and all its participants. The safety and security component must ensure a securely controlled Base Camp environment. Safety and security must be considered a priority activity. This group should be seen as a key role player, when the strategy is being put together.

G. Athletes (Also discussed under team)

It is necessary to analyse the international team culture to make sure that the Base Camps operate at an acceptable level, in order to meet the expectations of the international team. In addition, it is important to understand the level of entertainment required by the players. The logistical needs of the team need to be understood and the service requirements met in full.

6.3.3.2 Keep satisfied during stakeholder engagement

A. National government

This could potentially be a powerful strategic stakeholder and the Base Camp city must have an engagement strategy.

B. National federation

The strategy for this stakeholder group must include the possibility of a future relationship to secure future benefits. The national federation should be engaged by the Base Camps as a source of information and to help with positioning for the future use of the facility. An engagement strategy must be considered.

C. Tourists

An analysis must be performed to determine

- the historic tendency of the fans of the Base Camp team to travel to world events;
- the current and immediate macroeconomic world environment, to detect a possible downswing that might influence travel; and
- the proximity of the Base Camp in relation to hosting cities and major tourism attractions.

Information such as this could provide for a more accurate expectation regarding potential visitors.

D. Base Camp city: Politicians

Avoid decision-making that has no scientific basis, in order to motivate for the proposed actions. An engagement strategy to ensure informed clinical decision-making must be developed. It is also necessary to be aware of political role players who may hijack the mega event for selfish gain. It would be wise devise a strategy to deal with such a situation.

6.3.3.3 Keep informed during stakeholder engagement

A. Host community: Business

The Base Camp city has an obligation to accurately determine the value it expects to gain from being a Base Camp. If a city is far from the hosting cities or major tourist attractions, it may not benefit as much as it had hoped to. The city needs to play a leadership role in monitoring expectations and investment in the mega event.

B. Host community: Public

Honest open communication celebrating the involvement of the cities, without creating unreasonable expectations, should be a strategy for the Base Camp city. Being involved in the mega event is likely to lead to the city's experiencing the feel-good factor.

C. Host community: Base Camp accommodation provider for visitors

The stakeholder strategy should focus on managing expectations and preventing over-investment. It would be advisable to analyse historic travel of fans following Base Camp teams. Be aware of late release of rooms by the official tournament provider. Most importantly, honest and timely flow of information should be at the centre of the strategy. This strategy should address unrealistic economic expectations.

An analysis of the past travel patterns associated with the tournament will be useful. A further analysis of the economic environment of the country related to the Base Camp team would help to indicate the possible economic indicators that could influence travel. It is important to note the ability of the Base Camp city to attract tourists. Having the team stay in the city may not be an adequate reason for supporters to travel to the city. In addition, expectations and spending on infrastructure must be monitored.

D. Base Camp training venue

This strategy should aim to realistically determine the resources needed to secure Base Camp teams and ensure future sustainability. A return on investment analysis must be performed in order to determine the acceptable level of investment. A further analysis of the capacity of the training venue to attract future users must be conducted. This must include the human capacity and the possibility for the venue to be used as a multi-functional facility.

E. Host community: Base Camp accommodation provider for teams

This stakeholder has a low power base and needs support in terms of sustainability and information on the dangers of over-investing.

F. Universities

Universities could be important stakeholders within a Base Camp and, where possible, should be involved with the Base Camp efforts.

6.3.3.4 Monitor (*minimal effort quadrant*)

A. Labour unions, civil rights movements, and environmental groups

It is essential to monitor possible activities by these groups who want to use the mega event as a platform for spreading their message. Labour negotiations should be dealt with before the mega event to minimise the risk of strikes during or just prior to the event.

6.3.4 Key players in stakeholder participation

The team is the most important stakeholder of a Base Camp. The power balance is such that teams may demand unreasonable deliverables from potential Base Camp cities. This power balance is different from that of the stakeholders of the hosting cities. The police need to secure a safe controlled environment within the Base Camp. Security breaches could be potentially embarrassing. The official accommodation provider is also a key stakeholder of a Base Camp city, not only in securing a Base Camp team, but also tourists. The situation in this regard was very disappointing during the SWC 2010. Many of the interviewees claimed that they were misled by the official accommodation provider, currently still a powerful stakeholder. The media are less prominent as a stakeholder of Base Camps. However, they are still ranked as key players. The LOCs of the city and mega events are both listed as key role players. They are not as powerful as the team, but they do play a vital role in securing a Base Camp team for the city. The mentioned stakeholders are key to a Base Camp and need to cooperate actively with the city.

6.3.5 Keep satisfied during stakeholder engagement

The national government, national federation and ruling party are powerful stakeholders, but have a low interest in Base Camps. While it is important to note that tourists are key to the success of a Base Camp city, this study found that they have a low interest in Base Camps. These stakeholders remain powerful and need to be engaged with.

6.3.6 Keep informed during stakeholder engagement

The training venue management/ owners and the Base Camp team accommodation providers are stakeholders with a high level of interest but a low power base. The team is more powerful than these stakeholders. This could result in the accommodation provider and training venue management or owners' agreeing to unreasonable demands from the team.

Businesses and accommodation providers usually expect to benefit from a mega or major sporting event. Since they have a low power base, credible information to manage expectations are key. The public could easily be misled by the propaganda and feel of an event. The city needs to be cautious to not oversell the benefits of a future event. Universities could be a vital stakeholder if they are included in the recruiting and hosting of Base Camp teams. They need to be kept informed.

6.3.7 Minimal effort

According to this study, environmental groups are not powerful, nor do they show an interest in Base Camps. Labour-related organisations did not feature in this study and appear to have a low level of power and interest. Civil rights movements could potentially exert a powerful impact on a hosting nation and hosting city; however, this was not the case in this study.

This study has identified issues that enabled the researcher to list checkpoints for each stakeholder in the planning of future events. The checklist in Table 6.5 lists difficulties to be managed, as classified per stakeholder group.

Table 6-5: Base Camp stakeholder management checklist

Base camp stakeholder management checklist	
Stakeholder	Check Points
Team Management	Analyse • team culture; • specific logistical requirements; • own staff experience/ skill level; • other Base Camp options considered by team; • current best practices by leading teams; and • investment walk-away point
Safety and Security Group	• Ability to provide a secure controlled environment; and • Low risk of breach of security
Media	Reputation management needs to react to • breach of security;

Base camp stakeholder management checklist	
Stakeholder	Check Points
	• player-related scandals; • training venue/ accommodation issues; and • level of reporting on Base Camp team (high/ low)
LOC	• Different options available to Base Camp teams; • protocol / procedures for Base Camp; and • Possible financial support
International Federation	• Rules/ regulations and protocol related to Base Camps
Official Accommodation Provider	• History of travel by Base Camp team fans; • Contingency plans for late release of rooms; and • Cross-check tourist data
Training Venue	• Return on investment analyses; • Analysing ability to attract future use; • Human capital available to attract future use/ network capacity; • Competitive edge analysis; and • Level of multi-use
Base Camp: Team Accommodation	• Return on investment analyses; • Level of previous uptake by international teams; and • Future use analyses
Host Community: Business/ Public	• Analyses of investment of business infrastructure; • Level of expectations: tourism attraction; • Travel history of visiting Base Camp team; • Macroeconomic environment; and • Economic environment of country of origin
Universities	• Access to management capacities; • Use of facilities; and • Partnership opportunities
National Government/ City Politicians/ City LOC	• Engagement strategy; • Scientific basis for decision making; • Leadership role
National Federations	• Engagement strategy; and • Future use positioning
Environmental Groups	• Scan for risk
Labour Unions	• Scan for risk
Civil Rights Movements	• Scan for risk

Source: Researcher's own construction

Proactive management of the various checkpoints should enable the city to more effectively manage stakeholder issues. The above-mentioned issues were identified as important to each of the stakeholder groupings. It also provides guidance when dealing with the specific grouping. Table 6.5 notes twelve groupings of stakeholders who needs to be managed and three that needs scanning. Scanning will be very specific to determine if any of the groups will see the event as an opportunity to leverage their messaging.

6.4 CONTRIBUTIONS OF THE STUDY

6.4.1 Literature contributions

This study contributed firstly to the body of knowledge by identifying and defining the 17 key stakeholders for base camp city management in developing countries. Added to this the power and interest of each group was analysed and discussed which is valuable information in the education of future event managers. This information can contribute to a specialised course for all stakeholders to understand their role in base camp cities and what they can expect.

Secondly, the stakeholders were mapped according to Mendelow's Power and Interest grid and categorised into four sub-groups. This mapping includes categorisation of key stakeholders and other stakeholder groups, according to their level of power and interests within four quadrants: key players who need stakeholder participation, stakeholders who need to be engaged and satisfied, stakeholders who need to be informed and stakeholders who require minimal effort. This is the first time this has been done which thus also adds to the scholarly content of this field of study. This can be utilised in event management training.

6.4.2 Practical contributions

Firstly, in practise event managers can utilise this grid in the planning of stakeholder management for base camps by allocating the correct energy, time and effort per group, to manage the stakeholders better. Key stakeholders require more attention than stakeholders who need only monitoring.

Secondly, the application of the grid and the timely implementation of the guidelines will ensure that expectations are realistic, that challenges can be identified well in advance, that the tourism industry can be optimised by attracting the visitors to the base camp cities.

Thirdly, this is of extreme value for cities who plan to serve as base camp cities during mega-events. No guidelines existed as to how different stakeholders should interact, who is responsible for what or even who the different stakeholders are. This study contributed to establishing this information and these guidelines can be implemented directly in industry.

This calibre of interviewees and the number of stakeholder groups that were involved in this study adds to the credibility thereof and thus adds to the contributions of this study.

Overall this critical assessment and the outcomes of this research of stakeholders for base camps enables better management of stakeholders leading to more effective management of events.

6.5 LIMITATIONS OF THE STUDY

The study focused mainly on mega and major sporting events held in South Africa, and therefore, the results may differ for other developed countries. The study also focused on rugby, cricket and soccer, the results may also differ for other sporting disciplines.

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APPENDIX 1:

SOCCER WORLD CUP 2010 SOUTH AFRICAN BASE CAMPS

TEAM BASE CAMPS

The official website of the Republic of South Africa (2010) indicated the provinces and locations where the various national soccer teams were hosted.

GAUTENG PROVINCE

- ***The Netherlands – Hilton Sandton***

The Hilton Sandton Hotel is centrally located on 138 Rivonia Road in Johannesburg's prestigious northern business district suburb of Sandton.

Guests are welcome to conduct business in the hotel's Executive Lounge, to de-stress in the hotel's gym or swimming pool and to sample a diverse range of cuisine at one of the hotel's restaurants.

- ***Brazil – The Fairway Hotel, Spa and Golf Resort***

The hotel project is divided into two phases. Phase One includes an 8,200m² hotel comprising a multi-volume foyer and private internal pool courtyard, a conference centre, boardrooms, breakaway rooms and a lounge and deck with stunning views.

- ***Mexico – Thaba Eco Hotel***

The Thaba Eco Hotel is a rare and valuable jewel surrounded by the southern Johannesburg metropolis, which captures the spirit of the African renaissance.

It is situated in the Klipriviersberg Nature Reserve area and has an abundance of indigenous trees, plants, birds and wildlife. The Tswana name means "Mountain of the Tswana People", and is an apt description, due to the discovery of Tswana settlement ruins that date back between 300 and 600 years.

- ***Honduras – The Indaba Hotel, Conference Centre and Spa***

Built in 1952, the Indaba Hotel was first known as the "Little Rose Neath Hotel". It had a warm country house feel and consisted of a mere 14 bedrooms, a small bar and restaurant. Situated in Fourways, it was considered a day's trip from Johannesburg and was famous for its Sunday lunches.

- ***Democratic People's Republic of Korea – Protea Hotel Midrand***

The four-star Protea Hotel Midrand is situated in a beautifully landscaped garden setting, halfway between the dynamic, bustling cities of Johannesburg and Pretoria.

The luxurious Hotel provides optimum access not only to this prestigious Midrand business districts' numerous corporate headquarters and conference venues, but also to business and shopping destinations throughout the Gauteng region.

- ***Serbia – Sunnyside Park Hotel***

The Sunnyside Park Hotel in Parktown, Johannesburg was built in 1895 and was declared a national monument, due to its history and unique architecture.

Situated in a beautiful parklands garden, the Sunnyside Park Hotel features Victorian style architecture which attributes to its majestic character in a safe and peaceful setting.

- ***Australia – Kloofzicht Lodge and Spa***

Nestled at the foothills of the Zwartkops Mountains in the Cradle of Humankind, Kloofzicht Lodge is the essence of tranquillity and ultimate luxury, a comfortable 40-minute drive from both Johannesburg and Pretoria.

Guests entering the luxurious Kloofzicht Lodge are greeted by a stunning vista of endless stretches of water as the infinity pool spills over into the Kloofzicht dam, finally settling into the Zwartkops mountains in the distance.

- ***Italy – Leriba Hotel and Spa***

Leriba Lodge – a Sotho word meaning “place on the river bank”. The Lodge is situated on the banks of the Hennops River near the R28 (N14) linking Pretoria & Johannesburg.

An African Bush experience in the city – a place with unrivalled beauty, serenity and tranquillity. Enjoy superb accommodation and service, conferencing with a difference and fine dining.

- ***Argentina – University of Pretoria High Performance Centre***

The UP HPC is Southern Africa's first elite performance sports facility. Launched in May 2002, the centre is the training ground for tomorrow's sporting champions and the venue of choice for sports professionals and enthusiasts alike.

The HPC's unique combination of world-class training facilities, medical services, accommodation, nutritional food, scientific expertise, research and hospitality has established its local and international reputation for excellence and success.

- ***Slovakia – The Villas Luxury Suite Hotel***

The graciousness, style and flair of Villa Via is historically reminiscent of a bygone era combined with every conceivable modern day convenience.

Ideally situated, in the Embassy Belt of Pretoria, our prime position, makes the Villa Via perfect for local and foreign travellers.

- ***United States of America – African Pride Irene Country Lodge***

Nestled in the historic village of Irene, centrally located between Johannesburg and Pretoria, the rustic charm of Irene Country Lodge awaits you.

All 60 en suite rooms (3 suites and 57 double or twin rooms) have been gracefully designed in variations of English Country Manor style. Rooms that epitomise good taste with stately wooden furniture and rich fabrics.

- ***Ivory Coast – Riverside Hotel and Conference Centre***

This unique hotel and conference centre is situated on the banks of the Vaal river. Located a few kilometres away from Vanderbijlpark, the resort is only 40 minutes' drive from Johannesburg.

The hotel offers a variety of packages to suite your business and social requirements and needs, from conference to Accommodation packages, themed functions and special menus.

- ***Switzerland – Emerald Resort and Casino***

The Emerald Resort and Casino resides on the lush banks of the Vaal River, less than an hour from OR Tambo International Airport.

Presenting a curious mix of contrasts, the Emerald Resort & Casino is a place where business is combined with pleasure, action with relaxation, and finesse with frivolity.

- ***Germany – Velmoré Hotel and Spa***

One of the greatest gifts of life is to be left with endearing beautiful memories. In a world where so much is ordinary or dull, it becomes clear that memories, like happiness, cannot be bought or manufactured, but rather, occurs when the moment is just right and the time and place harmoniously fit together.

- ***Portugal – Valley Lodge and Spa***

Less than an hour away from the heart of Gauteng, set on the banks of the Magalies River, lies Valley Lodge, a glorious blend of time-honoured tradition and modern hospitality.

Surrounded by a nature reserve on extensive grounds, this secure, exclusive country hideaway offers 65 individually furnished rooms ensuring the ultimate in comfort.

- ***Ghana –Valley Lodge (Magaliesburg)***

Surrounded by a nature reserve on extensive grounds, this secure, exclusive country hideaway offers 65 individually furnished rooms ensuring the ultimate in comfort.

- ***New Zealand – Serengeti Golf and Lifestyle Estate***

There is still a place where you can find peace and tranquillity; a place where you can relax, unwind and become one with nature. Serengeti is such a place, a place where everything comes together. Serengeti... it all comes together here.

- ***Slovenia –Southern Sun Hyde Park Sandton***

Southern Sun Hyde Park is the new 132 – room four-star hotel built by Southern Sun at a cost of some R197-million.

It is adjacent to the Hyde Park Shopping complex, aimed at high-end shoppers, and visible from the busy William Nicol Drive / Jan Smuts Avenue intersection.

- ***South Africa – Southern Sun Katherine Street Sandton***

The hotel is within walking distance from the Sandton City shopping complex, the Johannesburg Stock Exchange and the Sandton Convention Centre, and is situated just 20 minutes from OR Tambo International Airport.

Set in beautifully landscaped gardens, Southern Sun Grayston Sandton boasts 246 elegantly appointed bedrooms.

MPUMALANGA PROVINCE

- ***Chile – Ingwenyama Conference and Sports Resort***

Ingwenyama Conference & Sport Resort is situated on the outskirts of White River which is in the heart of the beautiful Lowveld.

The Lowveld region is a mere 3 hours from Johannesburg and thirty minutes from the Kruger National Park.

NORTH WEST PROVINCE

- ***South Korea – Protea Hotel Hunters Rest***

Hunter Rest Hotel is a sub-tropical paradise beautifully situated in the foothills of the Magaliesberg just outside Rustenburg.

This 6 000-hectare resort boasts many splendid facilities that help to make it one of the most sought-after destinations in South Africa for family holidays, conferences, business trips or country weddings.

- ***England – Bafokeng Sports Campus***

The Bafokeng Sports Campus is a world-class high-altitude sports training destination near Rustenburg, South Africa. It offers a wide range of fields, tracks, medical facilities and luxury accommodation. It is an ideal destination for off-season training for leading sports teams and sports academies and the hosting of small tournaments.

- ***Spain – North-West University Campus***

The NWU is a merged institution from 1 January 2004 onward with three campuses at Potchefstroom, Mafikeng and Vaal Triangle.

The Potchefstroom Campus (founded in 1869) is the largest and head office of the University (known as the Institutional Office) is situated at this location.

NORTHERN CAPE PROVINCE

- ***Uruguay – Protea Hotel Kimberley***

A luxury 4-star hotel built on the edge of the famous Kimberley Big Hole. The centrally situated Hotel forms the ideal base from which to enjoy and explore all that historical Kimberley must offer including museums, war routes and most importantly the new upgraded Kimberley Big Hole and Mining Village.

KWAZULU-NATAL PROVINCE

- ***Paraguay – Woodridge Country Hotel***

Set in the heart of the Kwazulu Natal Midlands, Woodridge is a 4-star country-style retreat. Enjoy gourmet cuisine, endless activities (golf, fly fishing, hiking, horse riding, MTB) – or just relaxing at this 2004 AA Award-Winning country retreat.

Woodridge is not only a holiday or weekend destination. It also offers facilities for weddings and conferences – as well as corporate events.

- ***Algeria – Fairmont Zimbali Lodge***

Zimbali is a 370 hectare tropical coastal residential and resort estate located on the North Coast of KwaZulu-Natal (South Africa), 25 km north of Umhlanga Rocks and bordering on the south of the popular holiday destination of Ballito.

- ***Cameroon – The Oyster Box***

Carefully crafted to meet the wishes and whims of guests from across the nation and world, the Oyster Box is proud to offer tasteful, ethnically inspired menus perfect for guests seeking anything from special fine dining occasions to simple, relaxed meals or just a small bite. Perfection for the palate. It happens at the Oyster Box.

- ***Greece – Beverly Hills Hotel***

Languishing between the sun-burned blond beach and the warm waters of the southern western Indian Ocean is Umhlanga Rocks, one of South Africa's premier locations, a mere twenty minutes' drive from Durban.

- ***Nigeria – Hampshire Hotel Ballito***

Located steps away from the famed Dolphin Coast, this Hampshire Hotel offers guests a welcome respite from the world, at a price that everyone can afford. Take a dive in the warm waters of the Indian Ocean, or explore the village ambiance and local culture, all while making our Hampshire Hotel your diamond in the Pearl of the Dolphin Coast.

WESTERN CAPE PROVINCE

- ***Japan – Fancourt Hotel and Country Club***

Away from the hustle and bustle of everyday life, you can relax and be pampered in truly beautiful surroundings, enjoying an exclusive range of therapies, treatments and leisure activities.

Fancourt has three fabulous restaurants offering a variety of excellent dining experiences in authentic settings.

- ***Denmark – Simola Hotel Country Club and Spa***

Here, in one of Africa's most beautiful places, the Estate becomes a sumptuous complex combining health and beauty services with state-of-the-art exercise and fitness facilities.

Walking, running, horse riding and cycling trails encourage physical, mental and spiritual well-being.

- ***France – Conrad Pezula Resort Hotel and Spa***

Situated on the award-winning Pezula Resort with its spectacular views of sea, lagoon and indigenous countryside, the estate offers residents every aspect of luxury living – in complete harmony with nature.

APPENDIX 2: MEASURING INSTRUMENTS

INTERVIEW GUIDELINE: BASE CAMP ACCOMMODATION

Name + Surname: _____

Base Camp: _____

Designation: _____

1. Who were the stakeholders you dealt with during the bidding phase/negotiation phase of the event?

2. What is your experience in bidding for such events?

☐

None

☐

Little

☐

Experience

3. Have you hosted international sports teams in the past?

☐

Yes

☐

No

4. Did you receive negative media reporting during the event?

☐

Yes

☐

No

5. Did you receive positive reporting during the event?

☐

Yes

☐

No

6. Did you, in your opinion, benefit from being a Base Camp accommodation venue?

☐

Yes

☐

No

7. In your opinion, why did the visiting team choose your accommodation?

Rank importance: 1 = *Most important* – 7 = *Least important*

- Quality of rooms

- Gymnasium / pool

- Close to training facility

- Proximity to stadium hosting pool matches

- Altitude

- Safety

- Quality of training facilities

8. Are there any aspects that you would consider improving on, and did you feel that you did not meet all expectations?

Please indicate: _____

9. Did you experience a sense of achievement and enjoyment after the event, in your role as accommodation provider?

☐ Yes ☐ No

10. List the issues that had to be dealt with during the event.

11. Would you do it again? ☐ Yes ☐ No

12. How much money was spent on upgrades? R _____ Do not know ☐

13. Which are the most powerful stakeholders you dealt with?

Rank importance: 1 = *Most important* – 6 = *Least important*

Local Organising Committee	_____
Media	_____
Team management	_____
Safety and security group	_____
National federation	_____
Provincial government	_____

14. Which stakeholder group shared the most interest

Rank importance: 1 = *Most important* – 6 = *Least important*

Local Organising Committee	_____
Media	_____
Team management	_____
Safety and security group	_____
National federation	_____
Provincial government	_____

15. General discussion concerning stakeholder management

INTERVIEW GUIDELINE: MEDIA REPORTING ON BASE CAMPS

1. During the mega event, what are the stories that you most likely would report on:
(1 = Most likely, 10 = Least likely)

Base Camp training facilities not completed	
Base Camp training facility not up to standard	
Base Camp accommodation not up to standard	
Breach of security	
Player-related scandals/player issues	
Lack of tourists	
Good tourism support	
Tourist attractions in the city	
Lack of tourist attractions in the city	
Local Organising Committee	

2. Informal discussions on base camp cities, the reporting thereof and the role of the media in base camps
-

General discussion concerning stakeholder management

INTERVIEW GUIDELINE: BASE CAMP TEAMS

1. Involvement in mega events: _____

When selecting a Base Camp please indicate what you consider important.
Rank according to importance (1 = Most important, 10 = Least important).

Quality of the accommodation	
Quality of the training facility	
Altitude	
Fixtures in the tournament	
Organising skills of Local Organising Committee	
Safety	
Remoteness (low accessibility for media/fans)	
Close to airport	
Weather conditions	
Tourism and entertainment attractions	

2. If satisfied with the Base Camp, what is the likelihood that you would return to the camp for training?

High	
Good	
Not Sure	
Not at all	

3. Who will make the ultimate decision where the base camp will be?

4. Informal discussions on base camp teams

General discussion concerning stakeholder management

APPENDIX 2.1: INTERVIEW GUIDE: MEDIA

INTERVIEW GUIDELINE: MEDIA REPORTING ON BASE CAMPS

During the mega event, what are the stories that you most likely would report on:
(1 = most likely, 10 = least likely)

Base Camp training facilities not completed	
Base Camp training facility not up to standard	
Base Camp accommodation not up to standard	
Breach of security	
Player-related scandals/player issues	
Lack of tourists	
Good tourism support	
Tourist attractions in the city	
Lack of tourist attractions in the city	
Local Organising Committee	

General discussion concerning stakeholder management

APPENDIX 2.2: INTERVIEW GUIDE: BASE CAMP MEGA EVENTS

BASE CAMP COMMUNITY

☐

Accommodation

☐

Business / Other

☐

Public

☐

Centurion

☐

Potchefstroom

QUESTIONNAIRE

1. The Soccer World Cup 2010 was a financial success for the city.

a. Strongly disagree

☐

b. Disagree

☐

c. Neither agree nor disagree

☐

d. Agree

☐

e. Strongly agree

☐

2. I / My company gained a financial benefit from the Soccer World Cup 2010.

a. Strongly disagree

☐

b. Disagree

☐

c. Neither agree nor disagree

☐

d. Agree

☐

e. Strongly agree

☐

3. The spending of public money was justified to secure our cities' involvement in the Soccer World Cup 2010.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

4. The Soccer World Cup 2010 expectations were fairly accurate and it resulted in the benefits I expected.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

5. I feel positive about our involvement in the Soccer World Cup 2010.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

6. During the Soccer World Cup 2010, the city benefited from tourism and the related value associated with it.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

7. There will be future benefits for the city due to our involvement in the Soccer World Cup 2010.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

8. The event promoted our city.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

9. In future, teams will train in the city due to our involvement in the Soccer World Cup 2010.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

10. The city has benefited from the infrastructure upgrades done for the Soccer World Cup 2010.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

General discussion concerning stakeholder management

APPENDIX 2.3: INTERVIEW QUESTIONNAIRE

PRIOR TO THE EVENT

1. Who are the stakeholders you as a Base Camp will deal with the during the bidding phase/initial phase of the event? (1 = Most important, 7 = least Important)

Local Organising Committee

National federation

Provincial government

Team management

Safety and security group

Media

Training venue

2. What is usually their experience in bidding for such events? (Base Camp accommodation)

Experienced

Fairly Experienced

None

3. Would they have hosted International sports teams in the past?

Yes

No

4. Who will make the ultimate decision where the Base Camp will be?

5. The spending of public money was justified to secure Base Camp cities' involvement in the Soccer World Cup 2010.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

6. When selecting a Base Camp please indicate what teams consider by ranking the following.

(1 = Most important, 10 = Least important)

Quality of the accommodation

Quality of the training facility

Altitude

Fixtures in the tournament

Organising skills of Local Organising Committee

Safety

Remoteness (low accessibility for media/fans)

Close to airport

Weather conditions

Tourism and entertainment attractions

DURING THE EVENT

1. Would they receive negative media reporting during the event?

Yes

☐

No

☐

2. Would they receive positive reporting during the event?

Yes

☐

No

☐

3. During the mega event, what is or could the stories be the media you would report on:

(1 = most important, 10 = least important)

Base Camp training facilities not completed

☐

Base Camp training facility not up to standard

☐

Base Camp accommodation not up to standard

☐

Breach of security

☐

Player-related scandals

☐

Lack of tourists

☐

Good tourism support

☐

Tourist attractions in the city

☐

Lack of tourist attractions in the city

☐

Local Organising Committee

☐

4. Would they, in your opinion, benefit from being a Base Camp accommodation venue?

Yes

No

5. The Soccer World Cup 2010 was a financial success for the Base Camp city.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

6. During the Soccer World Cup 2010, the Base Camp cities benefited from tourism and the related value associated with it.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

7. The Local Organising Committee of the Base Camps did a professional and effective job in hosting the Base Camp.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

AFTER THE EVENT

1. If satisfied with the Base Camp, what is the likelihood that teams would return to the camp for training?

High

Good

Not Sure

Not at all

2. There will be future benefits for the Base Camp cities due to our involvement in the Soccer World Cup 2010?

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

3. The event promoted the cities.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

4. In future, teams will train in Base Camp cities due to our involvement in the Soccer World Cup 2010.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

5. The cities have benefited from the infrastructure upgrades done for the Soccer World Cup 2010.

a. Strongly disagree

b. Disagree

c. Neither agree nor disagree

d. Agree

e. Strongly agree

GENERAL

Please populate the following template:

Base Camp Stakeholders

Group	Stake	Interest	Power	Predictability
LOC				
International Sporting Federation				
National Federation				
National Government				
Provincial Government				
Ruling Political Party (National)				
Ruling Political Party (Provincial)				
Ruling Political Party (City)				
Owner / Manager: Accommodation				
Safety and security (police)				
Owner / Manager: Training venue				
Team: Management				
Team: National Federation				
Business: City				
Media				
Sports Fans: City				
Local Soccer Federation				
Environmental Groups				
Civil lobbying Groups				
Host Community: General				
University / Tertiary institution				
Personnel				

STAKE: WHY SHOULD WE CONSIDER THEM (STAKEHOLDERS) AN INTEREST GROUP? WHAT CLAIM DO THEY HAVE?

Indicate the level of Interest, Power, and/or Predictability by indicating: Very High (VH), High (H), Low (L), or Very Low (VL)

Please list the issues related to Base Camp stakeholder management:

Stakeholder groups:

Interaction with other stakeholder groups:

Comments on predictability of stakeholder groups:

Conflict prediction of stakeholder groups:

High power stakeholders:

High interest stakeholders:

Important observations from interview:

APPENDIX 2.4 INTERVIEW QUESTIONNAIRE BASE CAMP TEAMS

1. Involvement in Mega Events: _____

When selecting a Base Camp please indicate what you consider by ranking them.
(1 = most important, 10 = least important)

Quality of the accommodation	
Quality of the training facility	
Altitude	
Fixtures in the Tournament	
Organizing skills of LOC	
Safety	
Remoteness (Low accessibility for media/fans)	
Close to Airport	
Weather conditions	
Tourism and entertainment attractions	

If satisfies with the Base Camp, what is the likelihood that you would return to the camp for training?

High	
Good	
Not Sure	
Not at all	

Who will make the ultimate decision where the base camp will be?

APPENDIX 3: INTERVIEW TIMELINE

Interviewee Number	Interview: Telephonic (T)/ In Person (I)	Date of Interview	Place
1. Ex Senior MATCH Official	T	21 May 2014	
2. Base Camp LOC Chairperson Potchefstroom	I	3 February 2014	Potchefstroom
3. Team Liaison Officer / training venue	I	2 February 2014	Potchefstroom
4. National LOC Chairperson	T	24 March 2014	Potchefstroom
5. Ex-National Rugby Captain / Bid Committee Member	T	8 January 2014	
6. Team Manager: Australian Cricket Team / England Rugby Team	I	11 February 2014	Centurion
7. National LOC Member	I	19 February 2014	Johannesburg
8. National Cricket CEO, Former ICC Chief Executive	I	26 March 2014	Johannesburg
9. Cricket Affiliate CEO	I	22 July 2014	Potchefstroom
10. Base Camp LOC Member Training Venue Operator	I	4 February 2104	Potchefstroom
11. Event Manager Tsogo Sun	T	26 February 2014	
12. Royal Bafokeng LOC	T	25 March 2014	
13. National Rugby Team Manager	I	28 April 2014	Cape Town
14. Lodge Owner	I	5 March 2014	Centurion
15. Stadium Expert	I	18 March 2014	Centurion
16. CEO RWC 1995	T	19 February 2014	
17. Ex CEO Soccer	I	24 March 2014	Johannesburg
18. LOC SWC 2010 Member Potchefstroom	I	4 February 2014	Potchefstroom
19. Hotel Owner Potchefstroom	I	4 February 2014	Potchefstroom
20. CEO HPC UP	I	11 June 2014	Pretoria
21. Ex-National Cricket Coach Proteas	I	11 June 2014	Pretoria
22. Base Camp City Politician	T	9 June 2014	
23. SWC 2010 Accommodation Manager Nelspruit	T	9 June 2014	
24. Owner Restaurant / Bar	T	10 June 2014	

Interviewee Number	Interview: Telephonic (T)/ In Person (I)	Date of Interview	Place
25. SWC 2010 Base Camp Accommodation USA	I	25 March 2014	Centurion
26. Owner Restaurant Potchefstroom	T	10 June 2014	
27. Chairman Centurion Business Council	T	28 March 2014	
28. Travel Agency Centurion	I	20 March 2014	Centurion
29. Guest House Owner Centurion	I	20 March 2014	Centurion
30. Base Camp LOC/ City Politician Potchefstroom	T	17 March 2014	
31. Royal Bafokeng Project Manager	T	17 March 2014	
32. Training Venue Wits University	T	17 March 2014	
33. Community Newspaper Potchefstroom	T	27 March 2014	
34. Community Newspaper Pretoria	T	27 March 2014	
35. Stadium Management Moses Madiba	I	26 March 2014	
36. Non-Successful Base Camp Bidder Klerksdorp	T	26 March 2014	
37. Base Camp City Consultant Pretoria RWC 1995	T	2 April 2014	
38. Sponsor: Hospitality Manager	I	19 August 2014	Centurion
39. Sports Journalist	T	20 August 2014	
40. CEO HPC Pretoria	I	11 June 2014	Centurion
41. Hospitality Services Provider	I	19 August 2014	Centurion
42. CEO SWC 2010	I	20 August 2014	Johannesburg
43. Ex National Cricket Coach Proteas	I	20 August 2014	Pretoria
44. Southdowns Manager	I	21 August 2014	Centurion
45. CEO CWC 2003	I	17 February 2014	Centurion

*LOC: Local Organising Committee.

*SWC: Soccer World Cup

*CEO: Chief Executive Officer

*RWC: Rugby World Cup

*CWC: Cricket World Cup

*MATCH: Official Accommodation Provider of FIFA

Source: Researcher's own construction