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**Knowledge Management
and Transfer of Olympic
Games: Road to Paris 2024**

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*To my parents, my sister and the rest
of my family that have always
supported me in these years*

ABSTRACT

Le Olimpiadi si svolgono ogni due anni, considerando sia gli eventi estivi che quelli invernali, dal 1896, quando la prima edizione dell'era moderna si svolse ad Atene. Quindi il bagaglio di conoscenze sull'organizzazione degli eventi olimpici è davvero vasto come la letteratura a riguardo. Per questo motivo ho deciso di selezionare, attraverso una tecnica di revisione sistematica della letteratura, i documenti più interessanti relativi ai Giochi Olimpici: impatto economico, eredità, strategia di marketing, gestione del progetto, pianificazione strategica, valutazione del rischio e immagine di destinazione. A causa della vastità del campo di ricerca ho successivamente deciso di concentrarmi maggiormente sull'immagine di destinazione approfondendo questo tema con il supporto di interviste con alcuni esperti. I suggerimenti che fornisco in questa ricerca si riferiscono principalmente al comitato organizzatore dei Giochi Olimpici estivi di Parigi 2024, con l'obiettivo di fornire loro alcune indicazioni per l'organizzazione di una XXXIII edizione dei Giochi di successo.

Parole chiave : Giochi Olimpici, Gestione della conoscenza, Immagine della destinazione, Parigi 2024

ABSTRACT

Olympic Games takes place every two years, considering both summer and winter events, since 1896 when the first edition of the modern era took place in Athens. So, the background of knowledge about the organization of Olympic events is really vast such as the literature about that. For this reason, I have decided to select through a systematic literature review technique, the most interesting papers referring to Olympic Games on the field of: economic impact, legacy, marketing strategy, project management, strategic planning, risk assessment and destination image. Due to the depth of the research field I have then decided to focus more just on destination image going inside this theme with the support of interviews with some experts. The suggestions that I provide in this research are mainly referred to the organizing committee of the Summer Olympic Games of Paris 2024, with the goal of provide them some insight for the organization of a successful XXXIII edition of the Games.

Keywords: Olympic Games, Knowledge Management, Destination Image, Paris 2024

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Finally, I would like to thank my family, especially my parents Guido and Anna and my sister Sara, and my friends, especially my flat mates of *Rue de l'Ermitage*, for the unconditional support and inspiration throughout this year in Paris.

It has been a long journey, during which I have met a lot of people and lived in several countries. This journey comes to an end, and now I am ready for the next challenge.

E quindi uscimmo a riveder le stelle
Inferno XXXIV, 139

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INTRODUCTION

In September 2017, Paris has been officially announced as hosting city for the Summer Olympic Games of 2024. After 100 years from the last time, the Games will be held in the *Ville Lumiere*, one of the most important cities of Europe, world center of art, fashion, gastronomy and culture. It is a city always under renovation in order to increase the level of life of citizens but at the same time allow the numerous tourists to have a great experience. Paris is a multicultural city that has always host mega events with worldwide audience and some of them changed the city forever, like the World Fair (*Exposition Universelle*) of 1889 that gave life to one of the most famous monuments in the world: the *Eiffel Tower*. It has been the location also of several mega-sport events, like the final of the FIFA World Cup of 1998 and the finals of three UEFA European Football Championship, the most recent of which in 2016.

Regarding the Olympics Games, in 2024 is going to be the third time for Paris as a host city, after the editions of 1900 and 1924. Host the Olympics is always an honor for a country, but at the same time always results in a discussed choice between governments and population. A precise project must be prepared when the city decides to be a host for the Games. And the choice has to be undertaken only if the forecasts are objective and there is a clear overall picture of the project, because Olympic Games can result both in a great success or a great disaster.

At this point comes the need to have a tool in order to increase the opportunity for the event to be successful, and this tool is the knowledge management of previous events. Through knowledge management the organizing committee can mitigate potential problems and increase the possibility for the event to be successful. The Olympic Games of modern era run since 1896 and the edition of Paris will be the XXXIII, so the baggage of knowledge of previous edition is really ample. There are cases of success that made the history but at the same time examples of complete failures. For this reason, is important to have clear in mind all the knowledge collected in the decades and exploit it in order to organize perfect Olympic Games.

The purpose of this paper is to facilitate future agents in the organization and development of an Olympic event, having clear in mind scenarios of past editions and how to manage and transfer this knowledge. In particular I will address to the people in charge of Paris 2024. I will first describe the field of study of Olympic Games and the theoretical framework of knowledge management, followed by the explanation of the methodology used, the presentation of results and a discussion on the main topics identified. The research will mainly analyze the existing literature on Olympic Games and more precisely: economic impact, legacy, marketing strategy, project management, strategic planning and risk assessment. At the end of the research a deeper insight on destination image will be provided through interviews and a case study that compares the destination image of London 2012 and a forecast in the one of Paris 2024.

PART 1: CONTEXT AND LITERATURE REVIEW

In this literature review, I define Olympic Games under the evolution of their organization process and the management of post event knowledge. Despite the several studies and report that have been developed over the years, little attempts have been made in order to translate these findings in a systematic comprehensive review of current knowledge. Due to the complexity of the issues involved, it is necessary the adoption of a systematic review methodology exploring all aspects of the existing literature and empirical evidence.

1.1 – History of Olympic Games

The Olympic Games were originated in ancient Greece three thousand years ago and re-established at the end of the 19th century by the Baron Pierre du Coubertin, a French educator and historian, becoming the pre-eminent world sports competition. The first written recordings of the ancient Olympic games date back to 776 BC, when a chef named Coroebus won the only event, a run called “*stade*” (the origin of the word “stadium”), to become the first Olympic champion. However, it is generally believed that the Games have been going on for many years at that time. The ancient Olympics were held every four years between August 6 and September 19 during a religious festival in honor of Zeus, of whom a statue was in Olympia. It was this city, a sacred site located near the west coast of the Peloponnese peninsula in southern Greece, that gave his name to the Olympics (history.com, 2018). Their influence was so great that ancient historians began measuring time with four-year increments between the Olympic Games, which were known as the *Olympics*.

The first Olympic Games of the modern era were held in 1896 in Athens, Greece, the land where they were born in antiquity, were a crowd of 60,000 spectators welcomed 280 participants from 13 nations to compete in 43 events. The International Olympic Committee (IOC) was founded to organize the event, under the chairmanship of the Greek Demetrius Vikelas and the official symbol of modern games established (Figure 1): five interlocking colored rings, representing the continents of North and South America, Asia, Africa, Europe and Australia (Britannica.com, 2018).

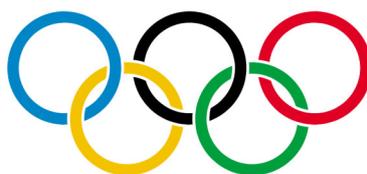


Fig. 1 Olympic Rings. *Source: www.olympic.org*

After the first edition of Olympics of the modern era, Greece asked to become permanent headquarters of all future Olympic Games, but the IOC decided that the Olympics should be organized from time to time in a different country. The second Olympics were assigned to Paris.

After the success of the initial edition, the Olympics went through a period of crisis. The two editions of 1900 in Paris and 1904 in Saint Louis were organized as a simple corollary to the Universal Expositions that were held in those years in the two cities. In 1906, to celebrate the 10th anniversary of the first modern Olympics, the IOC organized the Summer Olympics in Athens. There was extensive international participation, and great public interest. Although they are not yet recognized in the official chronology of the Olympics, the Games of 1906 contributed to increasing the popularity of the Olympics.

After a break of 8 years due to the outbreak of the First World War, the Olympics truly took off as an international sporting event after 1924, when the VIII Games were held in Paris. In this edition competed 3,000 athletes (with more than 100 women among them) from 44 nations (history.com, 2018).

In more than a century of history, the Olympic Games of the modern era have passed through wars and innovations, for a total of 31 editions which took place in the five continents. Some editions were more memorable than others, for political aspects or simply for sports accomplishments, like:

- Berlin 1936: with the feats of Jesse Owens
- Tokyo 1964: first Asiatic edition of the games
- Mexico City 1968: where Dick Fosbury revolutionized the technique for the high jump

- Moscow 1980 and Los Angeles 1984: the most boycotted editions due to Cold War
- Sidney 2000: literally the Games of New Millennium
- Athens 2004: The Games come back to Greece 108 years after the first edition
- Beijing 2008: when the American Michael Phelps passed the record of Mark Spitz, winning 8 gold in swimming, and Usain Bolt collects gold in athletics
- London 2012: in one of the most spectacular opening ceremonies ever, the last European edition awaiting Paris 2024
- Rio de Janeiro 2016: the last edition right now, where the Games featured new-record with 205 participating national Olympic committees, with over 11,000 athletes competing in 42 sports (Britannica.com, 2018).

The process to host Olympic Games usually begin seven to eleven years beforehand. This is when the idea is presented, and the practicability is examined by the International Olympic Committee (IOC). Hosting Olympic Games is always a badge of honor for a country. Every edition several countries struggle in order to convince the IOC of the feasibility of their Olympic candidacy. From 1999, there is a codified selection procedure that consists in two phases:

In the first phase, the *applicant cities*, after obtaining the support from their national Olympic committee and institutions, must respond to a questionnaire of the IOC concerning various aspects of the candidacy. Then the IOC draws up a short-list of the cities with the best results, admitted to the second phase. Only now the *candidate cities* can flaunt their five circles Olympic logo.

In the second phase, the candidate cities respond to a second questionnaire which is then evaluated by a special commission created ad hoc by the IOC. It then carries out an inspection in these cities. During the annual session of the IOC, the members of it vote for the city that will host the Olympics, and which is solemnly announced by the president of the Olympic organization (Olympic.org, 2018). Finally, the contract between the IOC and the host city is signed. However, this process can last more if cities, like it happened for Athens and Beijing, are not considered for the desired upcoming event, and therefore must postpone to the next Olympic Games.

1.2 – Knowledge Management and Transfer Process

Usually the main question that raises for cities is “to host or not to host?”. The impacts of hosting an Olympic event are several and they can be both positive and negative. The investment required is high and sometimes a state may not be able to afford it despite its desire of hosting the Olympics. For this reason, the decision to compete for the assignation of the Games is really delicate and it involves several internal components of the state/city. Some macroeconomists, like Hotchkiss et al. (2003), suggest that hosting the Games increases international awareness resulting in a positive economic effect of real output. On the other hand, Jones (2001) notes that countries are often disillusioned by pre-Games estimations about the positive economic reward of hosting. As a result, they are economically unprepared to face with the after-effect of a negative profit.

However, this research paper will not investigate in the decision of hosting or not an Olympic event, but rather on succeeding in the organization under several perspectives with the support of the existing knowledge of previous events. There have been already written a plenty of papers on the bidding of hosting the Olympic Games, and many of these studies focus mainly on political aspects. All these papers go in detail on the effects on countries’ economies through purely empirical data without considering all the other aspects involved in the organization of an Olympic event and related consequences on the hosting country.

The concept of Knowledge Management as we know it now, evolved in the late 1980s. Originally it was used in the consulting community and then it arose thanks to the recognition of its importance inside an organization for its information and knowledge asset. And thanks to the arrival of the Internet followed by an immediate recognition of its utility as a tool of information and knowledge sharing, particularly useful for geographically dispersed organizations (Koenig and Neveroski, 2008).

As a support of the importance of the knowledge management of Olympic Games, in mid 90s, during the preparation of Sydney Summer Olympics, the IOC decided to create a program able to provide an integrated platform of services and documentation to assist organizer in their Games preparation and also to aid the transfer of knowledge between Organizing Committees (OCOG).

The Olympic Games Knowledge Management (OGKM) program consists of three main sources: information, services and personal experience. The elements included in the program are of several nature like “the Official Games Report, technical manuals, knowledge reports and a range of other useful documents and publications”. (Olympic.org, 2014). OCOGs have also the possibility to gain from personal experience on Games preparation and organization through the Games-time Observer Program, which allows members of the staff of future OCOG to have a role in the current edition in order to gain a direct experience working on Games operations. For example, among the participants of Sochi 2014 organization there was Jerry Ling, the PyeongChang 2018 head of Games coordinator, that declares that thanks to OGKM program his job should has been made just a little bit easier, considering the transfer of knowledge as “a very unique and wonderful opportunity for host cities to learn about the best practices” (Olympic.org, 2014).

The knowledge management and transfer process illustrated in Figure 2 emerged from a study developed by M. Parent et al. (2013) and it describes the process that occurs before, during and after an edition of the Olympic Games and includes:

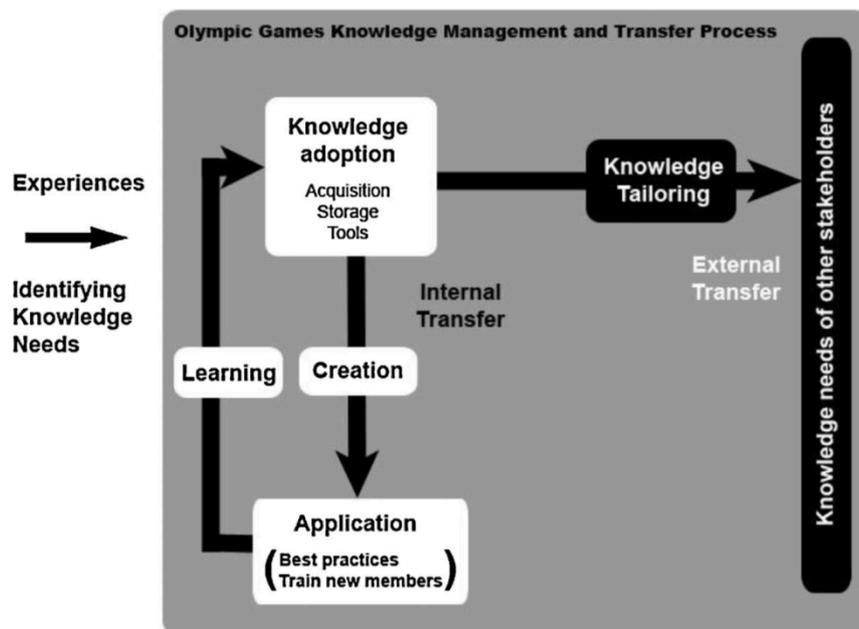


Fig. 2. Olympic Games Knowledge Management and Transfer Process.
 Source: *The Theory and Practice of Knowledge Management and Transfer*
 (Parent, MacDonald and Goulet, 2013)

1. **Knowledge identification and needs:** identify the needs in order to acquire the appropriate knowledge on the desired topic. Those needs include facts and figures, past experiences, case studies but also financial relationships and risk information from previous Games. This process allows to capture the information and the experience required, and this knowledge is then shared with other people who need it.
2. **Knowledge adoption:** this phase includes three different mechanisms and activities, the tools used for acquisition of knowledge, knowledge acquisition itself and knowledge storage. Those practices are supported by the use of tools and storage mechanisms.
3. **Knowledge creation:** stakeholders interact between themselves contributing in the development of social capital/trust needed for accessing external knowledge as well as transferring both tacit and explicit knowledge. This knowledge is then adapted and created for internal organizational purposes.
4. **Knowledge application:** it refers to direct actions, execution of the knowledge gained or instrumental use of that knowledge. All the things learned are then stored in order to be more easily used/accessed in the future.
5. **Learning:** it is clear the connection between learning and the knowledge management process, however it is not limited to occurring just after that specific activity, but it occurs all along the way.
6. **Knowledge transfer:** the final goal of knowledge management is the internal and external transfer or sharing the knowledge acquired. Provide the knowledge of what has been learned during the experience.

1.3 – Field of Study and Research Question

The following research is a review of current literature on Olympic Games under several domains and it has the aim to fill gaps, enhancing overall understanding (Pittaway et al, 2004) over the existing knowledge on Olympic events.

Marketing, management and economics are the fields of study selected for this research. The choice of field of study is related both to my personal background and preparation on the subjects and on the choice to have a more precise investigation avoiding incurring in a less focused research. The selection of articles based on fields of study has been undertaken through a personal valuation of articles and considering the key words. However, in the development of the research phase a new field of study results to be relevant in Olympic Games existing literature due to the high number of articles identified. For this reason, tourism papers have also been taken in consideration.

The systematic review from which the findings in this thesis are presented is motivated by a quest to analyze the current state of scientific knowledge being specific on Olympic Games. Specifically, the objectives of the review are to find:

- what can be taken out from previous researches and events in order to help the organization of Olympic Summer Games Paris 2024
- How can be avoided errors and losses
- How can be maximizes the opportunity of success
- What are the relevant information resulting from previous events and researches
- What are the indicators of success/failure in the organization of the event

All these questions can be resumed in a single research question like: “How to manage knowledge of previous Olympic Games and transfer it to the organization of Paris 2024?”

1.4 – Methodology

In the development of my research I have decided to use two different types of methodology: systematic literature review and qualitative interviews. The origin of this choice is to first have, through a systematic literature review, a broad understanding of the knowledge management that is present about Olympic Games, considering a selected field of subjects, as previously stated. And then, once that the results are provided, study in depth the subject with less literature on it with the support of interviews developed with experts on Olympic Games. More in detail the interviews will be developed with experts and people involved in London 2012 and Paris 2024, in order to have a sort of

parallel between the two Olympic events and understand in a better way how destination image has been affected hosting the Games and how Paris image will be affected in 2024.

1.4.1 Systematic Literature Review

In management research, the literature review is defined as “a key tool used to manage the diversity of knowledge for a specific academic inquiry” (Tranfield et al., 2003). Through literature review the researcher is able both to map and to assess the existing intellectual knowledge, and to specify a research question in order to develop the existing body of knowledge further (Fink, 1998). Systematic reviews differ from traditional narrative reviews by adopting a replicable, scientific and transparent process, that aims to minimize bias through exhaustive literature searches of published and unpublished studies and by providing an audit trail of the reviewers’ decisions, procedures and conclusions (Cook, Mulrow and Haynes, 1997).

The process of systematic review and its practices emerged first in 1975 under the form of *meta-analysis*, and initially applied to medicine and health. Lately defined by Professor David Sackett (1996) as “the conscientious, explicit, judicious use of current best evidence in making decisions about the care of individual patients”. Between the 70s and the 80s a group of health service researchers in Oxford began a program of systematic reviews on the effectiveness of health care interventions. It was soon recognized the possibilities to exploit this systematic technique beyond the area of healthcare, so the methodology was adapted in order to bring the same quality of systematic evidence to issues of broader public policy. In 1992 Ann Oakley, a professor at the Social Science Research Unit at University of London, developed a project aimed to create a new database of precisely designed evaluation of interventions in plural fields. This need for a more strategic approach in educational research perfectly fitted with the idea of start using systematic review in all types of research evidence and questions. Over the last decade this methodology has been developed and now plays a major role in many fields, appraising and synthesizing a broad range of evidence for several questions, potentially including all types of study.

Being able to conduct a systematic literature review is an important skill to be developed for any researcher. It allows the identification of current literature considering its potentialities, qualities and limitations. In addition to helping answering questions, the information provided make room to the planning and suggestion for novel research. A comprehensive review of the subject should precede significant experimental efforts through a high level of accuracy in the assessment of both qualitative and quantitative data. A poorly conducted systematic review can result in a mislead just as can happen with basic experimental studies, while a meticulous planning and execution of the field studied help decreasing the compromising factors.

Thanks to its attempts “to identify, appraise and synthesize all the empirical evidence that meets pre-specified eligibility criteria to answer a given research question” (Cochrane, 2013), systematic literature review constructs guidelines that aims to detect as much as possible of the relevant literature. Explicit inclusion and exclusion criteria are required in order to assess each potential primary study, always specifying the information to be obtained and then evaluated. The quality of information accepted as evidence depends on several criteria, these include the broad intellectual approach, the value system adopted by researchers and commissioning bodies and the usual research methods employed (Davies and Nutley, 1999).

Systematic reviews attempt to overcome the deficiencies of traditional review methods through the application of the same standards applied to primary research also to secondary research (Davies and Crombie, 1998). Systematic reviews are rigorous scientific investigations of the literature and procedures that limit bias and random error (Cook et al., 1997). Tranfield *et al.* (2003) state that a systematic review includes:

- the development of precise and clear objectives
- the use of pre-planned methods
- a comprehensive search of all relevant articles
- the use of explicit, reproducible criteria in selecting articles for review
- a proper valuation of the quality of the research and the strength of the findings

- the use of an explicit analytic framework in the synthesis of individual studies
- a balanced, impartial and comprehensible presentation of the results

A systematic literature review involves several activities. Existing guidelines have different suggestions on the number and the order of activities, however there is a broadly agreement on the major stages in the process. The *Cochrane Collaboration's Cochrane Reviewers' Handbook* (Clarke and Oxman, 2001) and the National Health Service Dissemination (2001) provide a list of stages in conducting systematic review (Figure 3).

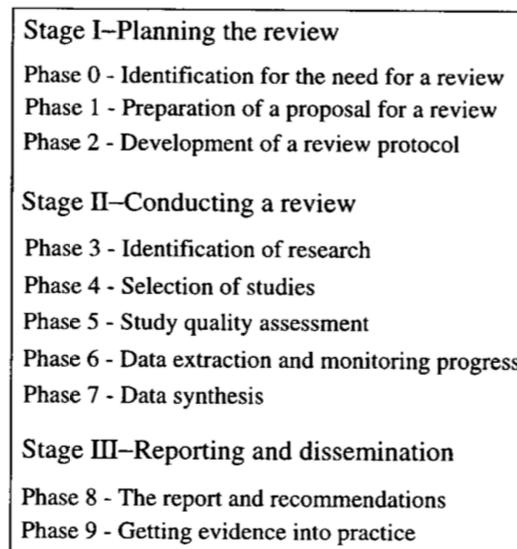


Fig. 3 Stages of a systematic review. Source: *Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review* (Tranfield, Denyer and Smart, 2003)

Stage 1: Planning the Review

Prior to undertaking a systematic review, it is necessary to confirm the needs of such a review. For this reason, the most important pre-review activities define the research question(s) that will be at the base of the systematic review defining the basic review procedures. The initial stages of systematic reviews may be an iterative process of definition, clarification, and refinement (Clarke and Oxman, 2001).

The need arises from the requirement of researcher to organize all existing information about a topic in a precise and unbiased manner. Generally, there is the requirement to have wide conclusions about some subjects than is possible from individual studies, or it can be considered as a prelude for additional research activities. Within management it will be necessary to conduct scoping studies to assess the relevance and size of the literature and to delimit the subject area or topic. It is fundamental to considering cross-disciplinary perspectives and other ways in which the research topic has been previously analyzed.

Then the researcher has to arrive at a definitive review question. Specifying the research question is the most important part of any systematic review. The outcome of this decision is captured through a protocol that will contain information on specific questions addressed by the study, the sample that is the focus of the study, the search strategy for identification of relevant studies, and the criteria for inclusion and exclusion of studies in the review (Davies and Crombie, 1998).

Break down the research question into individual concept is also fundamental in order to conduct a more exhaustive research that will be representative of all the studies already undertaken on the topic of interest. A list of inclusion and exclusion criteria would ensure the quality and the similarity with other studies, clearly defining the boundaries of the research.

Stage 2: Conducting the Review

A systematic search begins with the identification of keywords and search terms, those are built from the scoping study realized through the literature. Systematic review has been argued to provide the most efficient and high-quality method for identifying and evaluating extensive literatures (Mulrow, 1994). For this reason, only studies that meet all the inclusion criteria already specified in the review protocol need to be incorporated into the review. These strict criteria allow to base reviews on the best-quality evidence possible.

The process of selecting studies involves several stages. Initially a review of all possible relevant sources is conducted, and the documents that require a more detailed evaluation are retrieved. All this inclusion and exclusion process at each stage is

documented with numerical data in order to provide the reader a clearer understanding of the choices of the researcher. Several sources of evidence must be searched in order to have a more transparent understanding of the topic.

In addition to general inclusion/exclusion criteria, it is considered important to assess the *quality* of primary studies. An initial difficulty is that there is not agreed definition of study quality. However, the CRD Guidelines (2001) and the Cochrane Reviewers' Handbook (2001) both suggest that "quality relates to the extent to which the study minimizes bias and maximizes internal and external validity".

The employment of data-extraction forms avoids human error and bias; these often contain general information (title, author, publication details), study features and specific information (details and methods) and notes on emerging themes coupled with details of synthesis (Tranfield et al, 2003). Here the objective is to design data extraction forms that can accurately collect all the studies from information collected in primary research. In this phase, a documentation is required for all steps taken in order to provide a form of the data-extraction process that should include details of the information source (title, authors, journal, publication details) and any other features of the study.

Research synthesis is the collective term for a family of methods for summarizing, integrating, and, where possible, cumulating the findings of different studies on a topic or research question (Mulrow, 1994). In this phase, the results of primary studies are grouped and summarized. The synthesis technique differs widely considering the type of data collected, the research question, the theoretical and empirical issues and the final purpose of the research. Either qualitative or quantitative synthesis techniques may be adopted. Considering the qualitative perspective, the simplest and best-known method of research in synthesis is a narrative review that try to identify what has been written on a topic or subject (Tranfield et al., 2013). Such reviews make no attempts to seek generalization or cumulative knowledge from what is reviewed (Greenhalgh, 1997). If quantitative results are needed, meta-analysis as an alternative approach to synthesis should be considered. It enables the pooling of data from individual studies to allow for an increase in statistical power and a more precise estimate of effect size (Glass, 1976).

Stage 3: Reporting and Dissemination

The final phase of the review includes writing up the results and circulating them to possible interested party. There is not a right way to do a review: what is covered and how is organized the review should be dictated by the research's goals. However, following Tranfield *et al.* (2013), within management research a two-stage report might be produced. The first would provide full detailed *descriptive analysis* of the field. This is achieved using a very simple set of categories with the use of extraction forms. As second stage, researchers also need to report the findings of a *thematic analysis*, whether or not the results were derived through the use of an aggregative or interpretative approach, outlining what is known and established already from data-extraction forms of main contributions.

Whatever category is chosen for the final tabulation, researchers should provide a detailed audit trail back of the core contributions in order to justify and give field to their conclusions. It is important to link themes across various core contributions and highlights those links in the reporting process.

Systematic review provides a means for practitioners to use the evidence obtained by research in order to improve the quality of their decisions. However, turning the conclusions from systematic reviews into guidelines for practice has always been considered a challenge (Macdonald, 1999). Within management for example, there is the need to recognize that evidence alone is often insufficient and incomplete, only informing decision-making by considering all available options.

1.4.2 Interviews

In the last part of my research I will develop four interviews with some experts on sport events and in particular Olympic Games. My decision of using also this investigation technique is related to the need of have a deep understanding of the image related effects of an Olympic event on a city, due to the shortage of papers available on destination image.

Through interviews I would have a more on the field perspective, exchanging with experts and avoiding basing all my knowledge on papers and previous works. The

adoption of a qualitative interview technique is for the purpose “to understand how the subjects studied see the world, to learn their terminology and their way of judging, to capture the complexity of their individual perceptions and experiences” (Patton, 1990). The priority objective of the qualitative interview is to give the possibility to the respondents to express their own way of feeling with their own words.

The interviews will be semi structured in order to give the possibility to the respondents to express themselves in the best way, allowing them to divagate more in some topics rather than others considering their preferences. There will be a track with the topics to be discussed during the interview, but there is freedom on the sequence and the way to formulate the questions. Although I will decide the style of the conversation, the words to use, when and what to clarify. It can also happen to develop unanticipated themes that arise during the interview. A full transcription of the interviews is available in the appendices at the end of the research (Appendix 5, 6 and 7).

In order to select the best respondents, I have leveraged on my network on the Parisian sport environment, mainly developed during a course of Economics and Management of Sport attended in the first semester of this academic year at ESCP Europe. More precisely the profiles identified are:

- Arnaud Simon: Serves as Senior Vice President of Content and Production for The Eurosport Group of Eurosport International SA. Mr. Simon began his career at the Eurosport Group in 1994 as Head of Financial Control before becoming Director of programming and, latterly, of Broadcast where, in 2005, he helped launch Eurosport 2 across Europe. Later on, he was Deputy Managing Director for Eurosport France since 2010. From 2010 to 2015 he covered the role of CEO of Eurosport France. He attended the EM Lyon Business School and holds a master’s degree in Media Management from ESCP (Paris) (Bloomberg.com, 2018).
- Bruno Belgodere: He holds a DEA in Economic Law in 1998 and is a graduate of ESCP Europe (MS in Law and Finance). For three and a half years, he worked for Mazars, an international firm of French origin specializing in auditing business consulting. It is from March 2003 that he attends for the first time the

world of football by becoming financial and fiscal manager of the Union of Professional Football Clubs. In April 2008, he added a marketing dimension to his responsibilities and, five years later, in May 2013, he was appointed director in charge of financial and marketing matters. In January 2016, a few weeks after the creation of Première Ligue, he was called to the economic affairs department of the new reformist union, a union he co-directed with Marie Hélène Patry. He is a member of the DNCG and a member of the Board of Directors of the LFP. He is also an adjunct professor in sports economics at ESCP Europe (PremiereLigue.fr, 2018).

To expand the perspectives of my research I have decided to interview also people with a different background, more specifically a politician that has been in charge of the London Economic Development, Culture, Sport & Tourism Committee during the years of the organization of London 2012 and the Head of Mayor Events in London:

- Iain Edmondson: He is the Head of Mayor Events at London & Partners, and he is responsible for securing long-term major events' opportunities for London and delivering long-term benefits for major events' stakeholders, including rights-owners, sponsors, government agencies and venues. In addition to that he was Senior Project Manager for London 2012, supporting the development and long-term legacy planning for the planned permanent and temporary venues and developed wider legacy plans. He holds an MBA from University of Cambridge (London & Partners, 2018).
- Victoria Borwick: She is a British Conservative politician who serves as Member of Parliament for Kensington. From 2012 to 2015 she was deputy mayor of London and in 2015 was elected to the House of Commons. From 2008 to 2015 she is also a counselor in Kensington and Chelsea and a Member of the London Assembly. She was part of London Economic Development, Culture, Sport & Tourism Committee during the Olympics Game of 2012 and she had the role of team leader for Games Makers. She worked in senior management for P&O and DMG World Media before becoming the fundraising director of the Conservative Party (Wikipedia.com, 2018).

The requests for the interviews have taken place by email, in which I have provided a brief explanation of the purpose of my master thesis and more specifically my goal for the interviews (Appendix 3). Once obtained a positive response I have arranged an appointment in order to develop the interviews. For the Parisian respondents I have done a face-to-face interview in an informal environment, however for the Londoner respondents I have developed the interview via *Skype*, due my impossibility to reach them in London.

For the two different types of respondents (experts of London 2012 and those of Paris 2024), I have created two different interview road maps (Appendix 4). For example, for the London 2012 experts the interviews have been more focused on how the Olympic Games actually affected the image on London, asking for a comparison between pre-post event perception of the image of the city, both from an internal perspective (UK citizens) and an external one (tourists). With the Parisians respondents the interviews have been developed in a slightly different way. I have decided to exploit their knowledge of the city of Paris and at the same times their knowledge of Olympic events, in order to understand their forecast on how the image of Paris will change after hosting the Olympic Games in 2024. Some questions about their actual perception of Paris and about what the city can gain from hosting the event have also been asked.

The interviews lasted on average 30 minutes, and the time it has been previously decided in order to give to the respondents the time to express themselves and to obtain more than satisfying material to develop in the last part of my thesis. And at the same time avoid that the interviews go off tracks.

1.5 – Criteria Used in the SLR

After having explained in a detailed way the purpose of my research and the field of study in which it will be developed, it is now time to go inside the systematic literature review process applied. The process of research took place between November 2017 and February 2018.

First of all, I limited my review to a previous selected number of databases in order to ensure that only studies of high quality were included in the review. I selected five

comprehensive and high-quality databases as core source for identify journal articles for the review: 1) Business Source Complete, 2) Emerald Insight, 3) Human Kinetics Publishers Inc., 4) JSTOR, 5) Science Direct. These databases are all generally taught to be of high quality for academic journal articles. I managed to have the access to those databases through my ESCP Europe account. Other databases were initially taken into account but subsequently excluded due to the inconsistency of the articles founded with my field of research.

In the previously identified fields of studies (Marketing, Management, Economics & Tourism) a selection of themes has been made. More precisely the subjects selected are considered to be more coherent in a study on knowledge management. Those themes are the more discussed when dealing with Olympic Games under a heritage perspective. Inside every database website, articles have firstly been selected through the presence in the title and/or abstract of previously identified keywords and their synonyms. In detail, the keywords identified are:

- Destination Image
- Economic Impact
- Legacy
- Marketing Strategy
- Project Management
- Risk Assessment
- Strategic Planning

Of course, all these keywords were searched inside the field of Olympic Games. Every time that a new search was made, the keyword was complement of the words “*Olympic Games*”. In order to select the articles referred to my interest field in the best way possible, I have used some *Boolean* instruments of research. Thanks to this methodology it is possible to combine with other propositions of the same type to obtain complex propositions using exactly three logical operators: AND (logical product), OR (logical sum) and NOT (negation). An example of how I have used this tool is: “Destination Image” AND “Olympic Games”. Although this criterion of research has some limitation since there might be a number of published articles that discuss about the selected

keywords in Olympic Games without mentioning those keywords. Furthermore, I have limited the research to articles in English language only.

For every article identified I have search in title, keywords and abstracts, and specify the research to include articles mainly in the areas of sport tourism and management. For the selected articles it has been assessed the quality, through the reading of the abstract and a brief understanding of the entire paper. Through an inclusion/exclusion criterion, I have selected just the papers in line with the research objectives. Inconsistent, repetitious and out-of-topic papers have been excluded after a first screening, and just the selected ones have been inserted in the SLR archive.

The next step was the data extraction from the selected papers. In order to facilitate the storage of selected articles, I have used an excel file, in which I have written the data extracted from papers. The information are both general and related to the source. More in detail, the data considered important for the storage were:

- Subject (e.g. Management)
- Title
- Author
- Year
- Timeline (e.g. After the event)
- Keywords
- Source (e.g. Journal of Sport Management)
- Database (e.g. Business Source Complete)
- Type (e.g. Article)

All the papers were also archived with an ID number (e.g. 53ECO) in order to make easier their identification and the storage by subject.

In the screening phase I have grouped and summarized the results, identifying a single main keyword for every paper. I have done my screening firstly for every database used and then inside every database I have analyzed the number of articles present per

field of study and keywords, doing a distinction between what I have selected and what I have not (Appendix 1).

The research process has been organized per database. I have applied the research rules previously described for each database collecting data about the number of papers identified in the various steps. As last step before the reporting phase, I have putted together all the data collected in the databases in a single table, drawing the conclusions. In order to have an overview of the validity of the database with my research topic I have firstly searched just for articles referring to Olympic Games, then from this initial screening I have related the theme of the Olympics with my field of research. The next step was identifying from the remaining papers those containing the keywords previously selected. And, as last, I have included just the papers more relevant trough a purely subjective selection process (Figure 4).



Fig. 4 Systematic Literature Review Selection Process. *Source: personal production*

The numerical results will be firstly set out per database, proceeding with inclusion/exclusion criteria until a final selection of included papers that will be used in the last phase of my SLR in order to identify the main drivers of knowledge management.

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PART 2: SISTEMATIC REVIEW OF OLYMPIC GAMES LITERATURE

In this part of the research I go in depth the topic of Olympic games and the literature about it providing the results of my systematic literature review. The results are provided with both tables and graphs and at the same time analyzed. Before moving to the conclusion, a discussion on the main topics is included.

2.1 – Results of SLR

The results of the research are reported considering the different criteria applied during the research process. And they are considered as a starting point for a deeper study on the main elements of knowledge management when dealing with Olympic Games. The results are initially reported considering every single database used, then a more in detail analysis through graphs will be done in order to explain in which amount the different themes analyzed are present in the selected papers. Other graphical representation will help to understand the importance of different journals on the research and the most present Olympic Games editions. The years of publication of the articles is another relevant aspect in order to understand the trends on the Olympics' literature. After the explanation of the results there will be the conclusion section in which I will briefly analyzed the more relevant themes that might help the management of the knowledge on Olympic Games.

Starting from *Business Source Complete*, the first screening was about the number of articles/papers referring to Olympic Games, resulted to be 11.942 in total. This is the database, between those employed, with the highest number of paper referring to Olympics. After a first screening based on field of search criteria, the remaining papers were 7.279. The inclusion of keywords reduced the papers to 648. As last selection, the included papers for this database resulted to be 20.

The next database analyzed was *Emerald Insight* with a total amount of 1.558 papers on Olympic Games. 756 papers are inside my field of study and just 80 related with the keywords. The final inclusion is of 11 papers.

Science Direct results in a huge presence of paper on Olympic Games (8.647) and the field of search was broad too with 6.460 papers. Keywords reduced the selection to 516, but the final inclusion is just of 10 papers.

JSTOR presents 1.097 papers on Olympic Games and the first exclusion reduced the selection just by three papers. After the keywords selection the paper were 685. And with the last screening I have selected 5 papers from this database.

The last database analyzed was *Human Kinetics Publishers, Inc.* where I have found 2.004 papers on Olympic Games, 1.061 of which were inside my field of research. The keywords selection reduced the papers to 114. And as last step 4 papers were included in my research.

Table 1 resumes the numbers of the inclusion/exclusion criteria for each database.

Database	Olympic Games	Field	Keywords	Included
Business Source Complete	11.942	7.279	648	20
Emerald Insight	1.558	756	80	11
Science Direct	8.647	6.460	516	10
JSTOR	1.097	1.094	683	5
Human Kinetics Publishers, Inc.	2.004	1.061	114	4

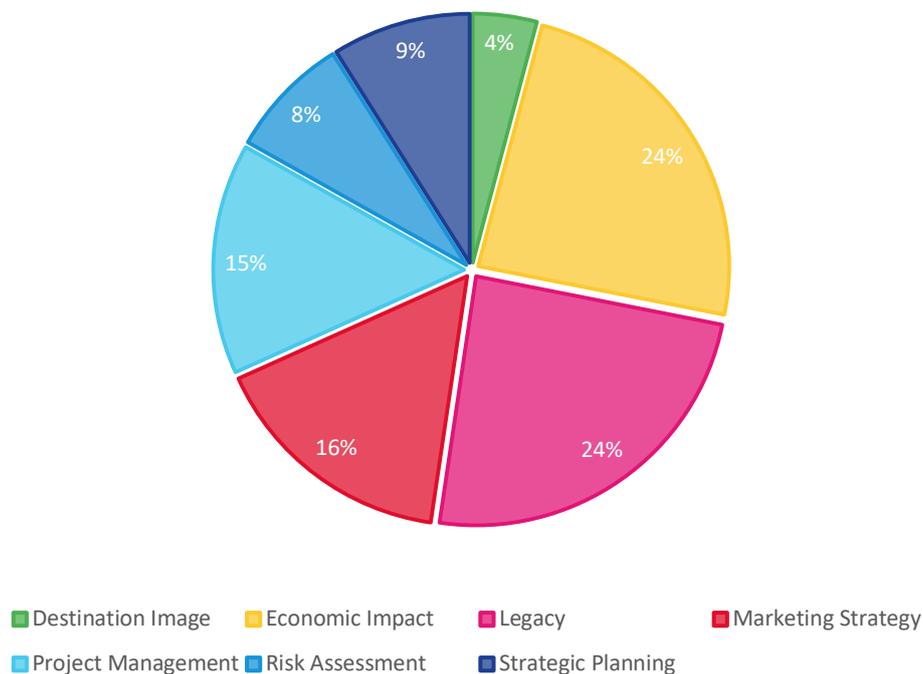
Tab. 1 Results of Inclusion/Exclusion Process per Database. *Source: Appendix 2 – Data for Tables*

Once the data have been collected for each database, the next step was to put together all the data in a single table, making an overall distinction between papers selected and excluded by fields and keywords (Appendix 2). As a result, I have identified:

- On Olympic Games: 25.248 papers
- In my field of research: 16.650 papers
- In my keywords selection: 2.041 papers

Following the recommendations of Tranfield *et al.* (2003), I first provide a descriptive analysis of the themes, and thereafter report the findings of a thematic analysis. But before moving to a deeper analysis of the papers that passed all the selection criteria, I have done an overall analysis of the keywords in a broader way.

One of the main purpose of this research is actually identify the trends of articles that have been written about Olympic Games, to recognize the more addressed themes. Through the use of systematic literature review in all its steps previously analyzed, I came out with the results that, over 2.041 papers selected, the percentage breakdown of themes is the following (Graph 1).



Graph 1 Share of Themes Between Selected Papers. *Source: Appendix 2 – Data for Tables*

There is a huge presence of articles that are referring to *economic impacts* of Olympic Games, and actually this is quite always the main aspect countries have to deal when

deciding to organize an Olympic Event. Especially because it is considered one of the main evaluator of success/failure for having host an Olympic Games. In addition to that, citizens are always concerned about the expenses that their country have to face and the possible losses. *Legacy* is the other theme more present in articles referred to Olympic Games, and that is because with economic impacts is the most tangible aspect that both governments and citizens can perceive related to the organization of this type of event. As a consequence, more articles have been written on those themes.

The other themes are usually considered by people that are more interested with those aspects and usually expert in the sector. Those themes deal more with strategical aspects of organizing an Olympic Event and the planification of the event itself.

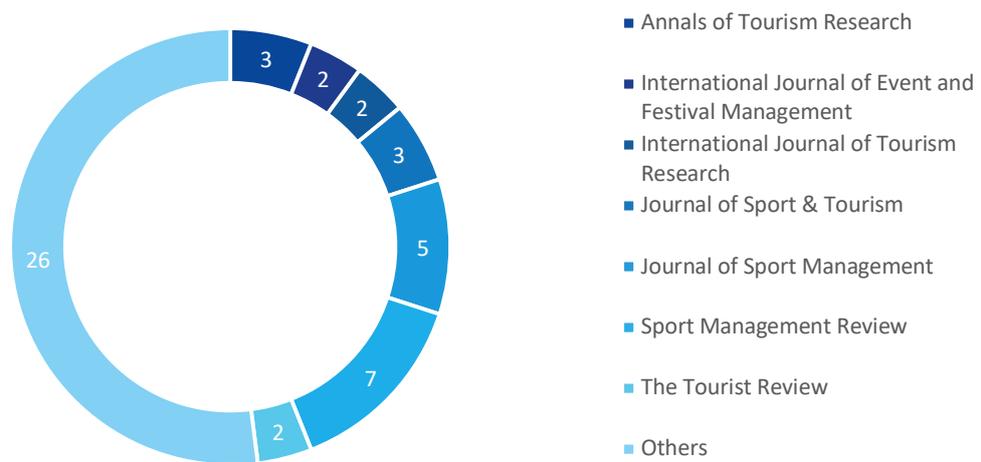
The main result that came out form this thematic analysis was the poor presence of researches on the image of the city. More precisely of all the articles identified and selected, just 4% of them deal with the image of the city that host the Olympic Games. There is not a sufficient number of researches on the impact of organizing an Olympic Event on the hosting city under the point of view of *destination image*. It is not too clear how changes the perspective of the citizens and of the visitors on a city after the organization of such a huge event, and at this purpose I have decided to go deeper in this theme in the last part of my research. I will use information taken from interviews with expert on the theme in order to have a perspective on the field and at the same time a forecast on how will change the image of Paris in before and after 2024.

The approach used have many advantages, especially when dealing with large systematic reviews. First, it allowed me to identify the key themes to emerge from the data (e.g. abstracts). Secondly, I was able to gain a holistic understanding of the evidence base. Finally, the codification through *Excel* helped me identify which papers would contribute to which themes, reducing the need to read each article in its entirety and allowing a larger data set to be represented in the study (Pittway et al., 2004).

Of the remaining papers I have decided to include in my research and so analyze them in the discussion part a total amount of 50 papers. This last selection is purely subjective and based on the quality of the article identified. I have done this reduction of

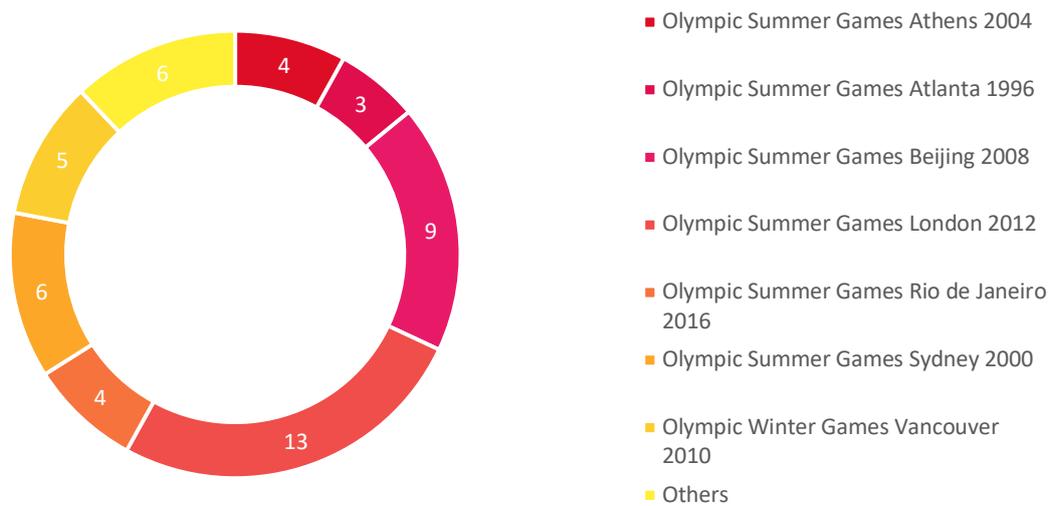
the sample in order to have a more precise understanding of the themes discussed and eventually identify some gaps in previous researches.

From the list of 50 selected articles I have identified the several sources in terms of journals in which they have been published. *Sport Management Review* resulted to be the most present journal with 7 relevant articles published on it (Graph 2).



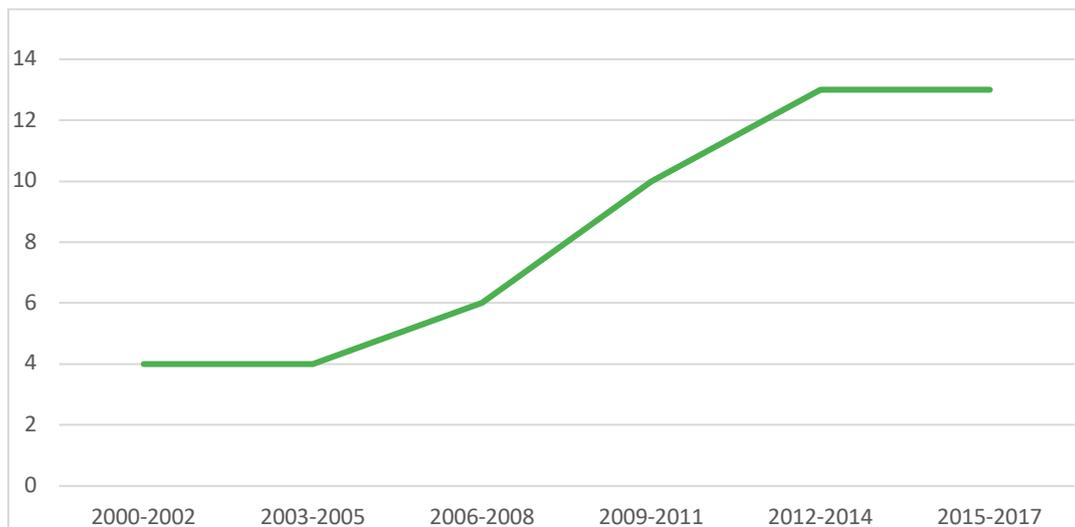
Graph 2 Share of Journal Sources. *Source: Appendix 2 – Data for Tables*

With the same criteria I have identified the most present Olympic Games presented in the articles selected. Almost the totality of the articles refers to Summer Olympic Games, and the event with more interesting discussion about it are the *Games of London 2012*, for a total of 13 articles about them (Graph 3).



Graph 3 Share of Olympic Games Articles. *Source: Appendix 2 – Data for Tables*

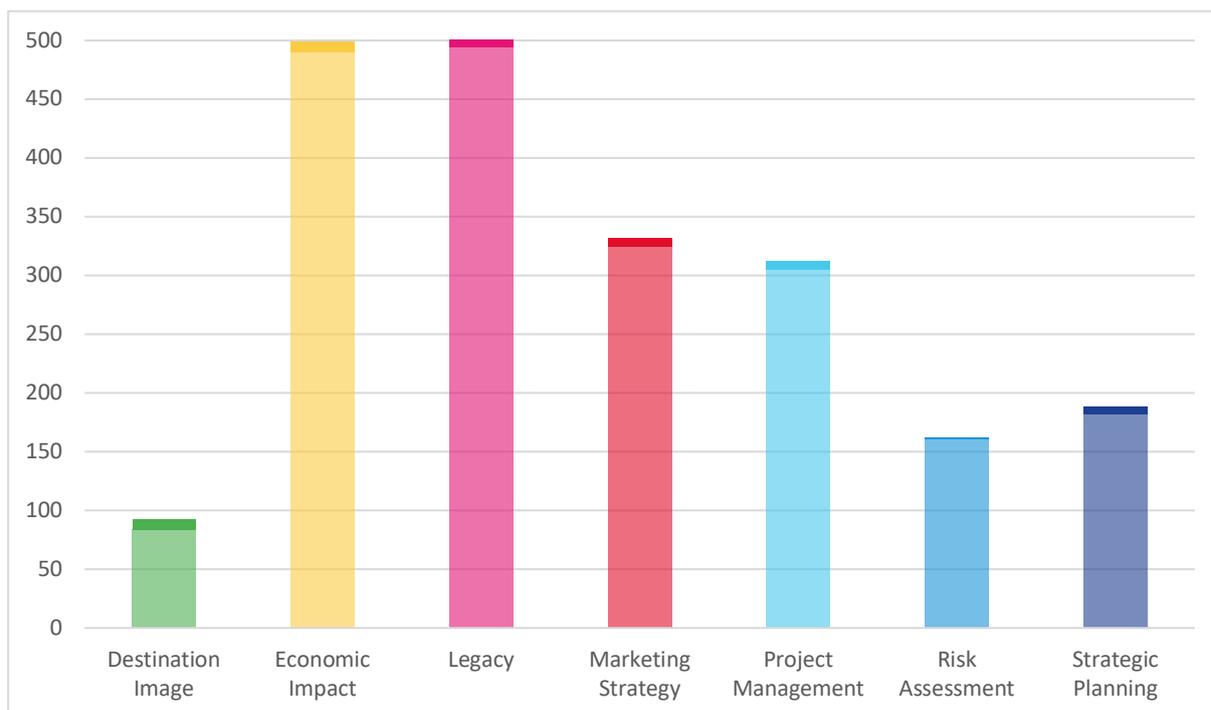
Another interesting aspect is the year of publications of the articles, more precisely the number of selected articles that have been published during the years (Graph 4). Few relevant articles published before 2000 have been identified in my research. The first articles in the review literature were published at the beginning of 2000 discussing both about the previous Winter Olympic Games and the just finished Sydney Olympic Games. But the research into my area of studies has been limited in a way until the early 2000s. This highlights the immaturity of Olympic Games studies as an empirical field of research. However, there has been a take-off in the number of articles published on the last 10 years. In fact, 70% of the articles covered by this literature review was published in 2008 or later. Thus, the field can nevertheless be said to be not fully explored and in a *take-off mode*. This is also exemplified by the increase in published articles since 2010.



Graph 4 Years of Publication of Articles. *Source: Appendix 2 – Data for Tables*

To conclude, more than 2/3 of the articles identified has been written *after* the event. An aspect that underline how much those articles could be important under a knowledge management perspective.

Coming back to a keywords perspective, in order to have a clearer understanding of what has been written over the selected themes, I have identified some papers considered to be more relevant for this purpose (Graph 5). As already mentioned, 50 papers have been selected over the 2.041 inside the criteria of research. The choice was related to the content of the paper and how the information contained on it are considered relevant for a knowledge management perspective. Those papers will be analyzed in a deeper way in order to exploit information that are useful when dealing with the organization of Olympic Games. Every theme will be analyzed separately understanding the main agents that may influence the knowledge management. The theme of *destination image* will be analyzed in a deeper way in the last part of the research with the support of some interviews due to the less information available on it and my personal choice of develop more this subject.



Graph 5 Papers Selected per Subject. *Source: Appendix 2 – Data for Tables*

2.2 – Discussion on the Subjects of SLR

As discussion of my research I will report the most important information exploited from the selected papers. Going inside every subject I will collect the data of previous research in order to provide a guide for the actors of future Olympic Games. With the purpose of increase the knowledge over this topic and facilitate future researchers, I will provide an accurate analysis of most relevant papers and articles. The final goal is to increase the knowledge management on Olympic Games literature and address to people in charge of Paris 2024. The analysis will start with the economic impact of host the Games, then I will study the best way to deal with the legacy. Marketing strategy and project management are other two relevant subjects that will be addressed. The research will conclude with an insight on strategic planning and risks assessment for hosting countries when dealing with a mega-event. As previously stated, destination image will be deeply analyzed in the next section of my research with additional source material.

2.2.1 Economic Impact

When dealing with economic impact of hosting an Olympic Games the first two things that has to be kept in mind are costs and benefits. On the cost side, Baade and Matheson (2016) identified three major categories: (1) general infrastructure as for example transportation and housing to accommodate athletes and fans; (2) specific sports infrastructure that are required for competition venues; and (3) operational costs, including general administration as well as the opening and closing ceremony costs and security. There are also three major categories of benefits: short-run benefits mainly attributable to tourism during the Games; long-run benefits that are actually called *Olympic legacy*; and some intangible benefits as the *feel-good effect* (Baade and Matheson, 2016). The question that this paper rise is why countries continue to host despite in the most cases the Olympics result in a money-losing proposition. Through the analysis of other papers, we should understand in a better way what makes the costs and benefits.

Following the studies on trade developed by Rose and Spiegel (2011) in their article "*The Olympic Effect*", there is a link, both theoretically and empirically, between mega-events and liberalization. They focused on the impact of hosting a mega-event on export, and through a statistical analysis they stated that "trade is over 20% higher for host countries" (Rose and Spiegel, 2011). This "Olympic Effect" on trade is actually attributable to how a country acts when bidding to hosts the games, rather than just the act itself of holding them. In this research the model applied is the gravity model of international trade with the addition of other elements that might also have an impact on trade intensity. The approach of this paper is pretty positive, something that is quite rare when dealing with economic impacts of Olympic Games, they consider this Olympic effect *robust* and at the same time hosting the game as an "increase in country's openness substantively and permanently" (Rose and Spiegel, 2011). This positive vision is partially restated by Tien *et al.* (2011). Through the use of panel data analysis and event study, they tested hypotheses base on the data coming from 15 countries that have hosted 24 summer and winter Olympic Games. And the results of their research actually indicate that the economic impact of the Olympic Games on the host countries is significant only in terms of certain parameters in the short term. So, considering their studies, the economic impact may be *short-term* and *uncertain*, and above all "may not be easy to quantify" (Tien, Lo

and Lin, 2011). Remaining on the short-term effect, the analysis done by Feddersen and Maenning (2013), clarifies as this effect is concentrated in few sectors, like arts, entertainment and recreation, accommodation and food service and retail trade.

Moving to the long-run impact of hosting Olympic Games, the comparison study of Mehrotra (2012) is relevant at this purpose. Making a comparison between the GDP per capita of hosting countries with runner-up ones, at a statistically significant level, the GDPpc of the former is negative in comparison with the one of the latter. The cause of that may be partially due to the fact that “host countries experience a one-time increase in domestic investment” and so, “instead of remaining at higher output levels, host countries’ GDPpc falls” (Mehrotra, 2012). Interesting is also the comparison made by Miyoshi and Sakasi (2016) on the long-term impacts of the 1998 Nagano Winter Olympic Games on “various economic and labor market outcomes” in Nagano City. The scenario analyzed here is the one in which the 1998 Olympic Games had not be held in Nagano, compared with the real scenario. And the result is that the long-term effects on the local economy were limited “except for prefectural GDP and selected sectors” (Miyoshi and Sakasi, 2016). So, the conclusion that can be held off in order to maximize the long-term positive impact is to focus the investments in areas that will actually contribute to the growth of the country.

Several studies have been conducted in order to consider the various economic implications on the hosts. Lots of them refers to the comparison between ex-ante predictions and ex-post reality. For example, Porter and Fletcher (2008) tested the predictions of regional input-output models, understanding “the role of real vs nominal spending in impact analysis” and realizing that “for short duration sports events [...], real output, and hence real equilibrium quantity demanded, changes very little”. This topic agreed in the conclusion of Kasimati (2003) that states that the most important thing, therefore is “that prospective researchers be inspired by a recognition of the shortcomings found in earlier ex-ante and ex-post studies and that they concentrate on areas that most need the effort”. Acting in this way will help planners and future potential hosts of Olympic events to improve their ability in making forecasts and taking decisions.

2.2.2 Legacy

According to Hiller (2006), the legacy of the Games refers to the *post-event consequences* of sports mega-events, and Leopkey and Parent (2012) call it a proxy for *return on investment*. This return on investment is characterized by the two central organizations involved in the planification of any mega-event: the Olympic Committee, which focuses on “hosting the event itself, and therefore on the short-term offset of money spent” (Ziakas and Boukas, 2012), and the host country government, where “the investment is larger and focused on the long-term use of anything created for the event, or what the government gets out of the effort”. At this purpose I have identified several papers that provide both negative and positive examples of legacy and its planification.

The study of Ziakas and Boukas (2012) is more under a tourist perspective and it is focused on Athens 2004 underlining the importance of the presence of “a comprehensive tourism policy aimed at enriching and diversifying the city’s post-Olympic tourism product”. The Olympic legacy in Athens was mainly focused on the development of sport tourism, and at this purpose is important to have a coordination mechanism that should mutually benefit sport and tourism stakeholders. Focusing on sport tourism can allow to both advance with an effective leverage of the Olympic legacy, and at the same time the development of sustainable post-Olympic tourism products, but this is not the case of Athens 2004. During this Olympic Games was missing a coordination between the parts resulting in a planning failure. In Lillehammer 1994 the error on legacy was a huge difference between predictions and reality that causes major failures in the private accommodation industry. The oversupply of accommodation facilities generates problems for the tourist trades both locally and regionally. Another effect of bad legacy for this Winter Olympic Games was the much larger volume than needed of high quality sports facilities. And it is an example of failure in assessments of tourism effects and plan from which actors of future Olympic Games should learn that “careful market studies and monitoring are needed before and during tourist developments” in order to avoid mistakes that “may cause prediction failures in future impact assessments” (Teigland, 2000).

Sometimes the failure of legacy in tourism is due to the lack of entrepreneurial initiative that can limit the opening to new market segments, and therefore, to new

tendencies of the sector. As in the case of Rio de Janeiro 2016, all this can be aggravated by management problems in relation to transportation and accommodation, which directly affected the image of the city and Brazil as tourist destination.

The most ambitious legacy of the past editions of Olympic Games is without doubt the one of London 2012, that has led to significant outcomes in terms of “enhanced business capacity, additional tourism spending and the regeneration of East London” (Weed, 2014). These Games were planned in a way to demonstrate the appearance of the legacy across as wide a range of socio-economic areas as possible, mixing the perspectives of the different parties involved in decisions. With the claims that the Games would enable the city to “possess some of the finest sports facilities for hosting national and international events” and would support “the regeneration of an entire community for the direct benefit of everyone who lives there” (Stewart and Rayner, 2016) London’s bid provided a huge flexibility in the delivery of legacy plans while at the same time establishing very high expectations.

Another example of good legacy that I would like to raise is the one of Winter Olympic Games of Turin 2006, where, for the first time in many years, the city was able to create and influence significant parts of its urban landscape, through urbanistic and architectural decisions. The balance between sport facilities and strategies for city renewal is also required as “the trend towards emphasizing planned outcomes brought about a situation in which preoccupation with infrastructural change and city rebranding seemed to erode the attention paid to sporting dimension” (Gold and Gold, 2007). As suggested by Bondonio and Guala (2011), the global Olympic experience, as in the case of Turin 2006, can be enriched when accompanied by cultural and leisure activities in the city.

All these planning cases provide insights for other Olympic cities that aim to exploit their Olympic legacy and assets by raising the question of how to leverage underutilized Olympic assets. As explained by Ziakas and Boukas (2012), the development of a sustainable Olympic tourism product depends on the efficacy with which the Olympic legacy and the destination capitals are cross-leveraged in the period after the Games. This calls for the need of a scheme (Figure 5) that can explain in a better way the importance to pay more attention to leveraging after the end of the Olympics.

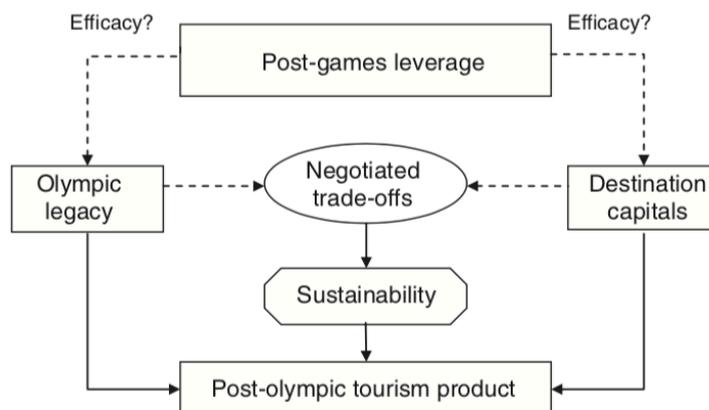


Fig. 5 Post-event Leverage for Creating Sustainable Post-Olympic Tourism Product.
 Source: *A neglected legacy - Examining the Challenges and Potential for Sport Tourism Development in Post-Olympic Athens* (Ziakas and Boukas, 2012)

If post-games leverage is based on the employment of joint strategies that aim to obtain and maximize benefits in accordance with the objectives of tourism development, economic and social needs as well have to be taken in account when considering the destination's environmental carrying capacity. In addition to that, as suggested by Sign and Zhou (2016), is also important for destination marketers and tourism suppliers to understand the impacts of the Olympics and the following changes after hosting the games, in order to leverage the impacts of Olympic tourism and maximize the economic benefits that come with it. As in the case of Beijing 2008, were the Olympics have accelerated the development of the city under many aspects.

2.2.3 Marketing Strategy

When addressing to marketing strategy of a mega-event several perspectives have to be analyzed. From sponsoring to promotions of the event, passing through other forms of marketing. Considering the study conducted by Söderman and Dolles (2010) on Beijing 2008, their analysis sees seven dominant combinations in sponsorship leading to different pattern of sponsor advertising considering the lead time of the Olympic Games. Those combinations are identified through three different stages. In the first stage, sponsors mainly focus on co-branding marketing efforts, then in the second one, global Olympic sponsors link co-branding with corporation image, and in the last stage global Olympic sponsors focus more on local markets and customers in advertising (Söderman and Dolles, 2010). A problem that may raise in sponsoring is *ambush marketing*, defined by Sandler and Shani (1989) as “a planned effort (campaign) by an organization to associate itself indirectly with an event in order to gain at least some of the recognition and benefits that are associated with being an official sponsor”. In order to avoid ambush marketing, Ellis *et al.* (2011) suggest to “go to various Olympic stakeholders, such as athletes and national sport organizations, to examine any perceived and/or realized impacts that these restrictions may be having from their perspective”.

Marketing can take different shapes, and sometimes the use of political marketing is needed, even for sport event. The main purpose of political marketing in this field is to make the residents approve the hosting of Olympic Games and understand the benefits. Socher (1997) in his paper points out that one of the most common mistakes is to do not engage entrepreneurs supporting the idea of Olympic Games, but mainly politicians and functionaries. The goal has to be to reduce the skepticism demonstrating the advantages in financial income, infrastructure and employment both to residents and entrepreneurs that may help in supporting the investments.

Agents of Olympic Games has to consider the potentiality of associate cultural and arts activities with sport events in order to broad the marketing appeal. At this purpose, the study of García (2001) argues that “the limited success of joint sports and culture event promotions is mainly due to a lack of effective integration mechanisms between sport and cultural programs”. So once again what it is considered fundamental is the

integration of sport and culture in order to optimize their synergies and offer the most involving experience possible for citizens.

2.2.4 Project Management

In organizing an Olympic Game is fundamental to adopt a proper project management strategy in order to do not be unprepared in case of unexpected possible scenarios. Another important aspect is the timing of project management, first you are prepared first you can start organizing the mega-project. A success case is, once again, London 2012, considered to be the first in the Games' history to already have planning permission when it was submitted. Considering the interview published on *Planning* on June 2012, right before the beginning of the Games, the two chiefs of the Olympic Delivery Authority (ODA), Vivienne Ramsey and Steve Shaw, identified the secrets of the success in the planification of the construction of the Olympic Park. "They've been efficient when they needed to be efficient, such as when the bid went in, and reflective when they needed to be, like with the legacy, which has rightly taken years to develop" according to Mayor's former adviser, managing to overcome the real challenges such as "integrate the housing elements" and "connect the site to existing communities".

Although in this mega-project it is clear to see smaller parallel sub-projects to be developed. The Figure 6 below represents the organizational structure of the ongoing management on the construction of the sporting facilities needed for the Games of London 2012. According to the study of Dodd (2010), in addition to "the usual project goals of time, cost and quality, these Games extend quality to deliver not only a world-class Games, but also to leave a legacy of a sport culture with sustainable jobs and forced regeneration within the five host boroughs of London", thing that can be obtained just with a qualified use of project management.

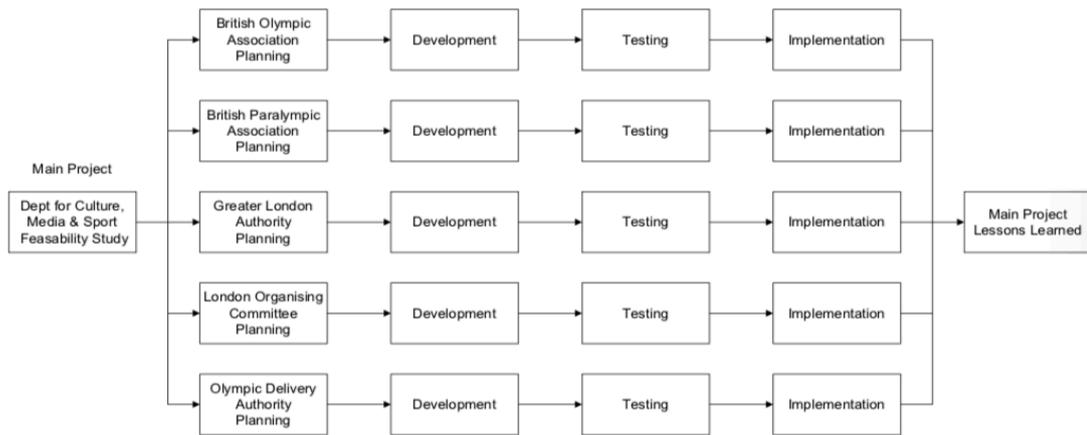


Fig. 6 Organizational Structure of The Ongoing Management on The Construction of The Sporting Facilities.

Source: *Mega-Project Management, a Case Study of The London Olympic Games 2012* (Dodd and Sathasivam, 2010)

However, in project management it is not always possible to plan everything in time, as it happens for a piece of Sydney 2000 Olympic infrastructure, where a “fast-tracked large-scale project management” (Pitsis et al., 2003) was needed. Most researches stressed the quality of a priori strategy in securing excellent outcomes, but in this project, there was not the time for a detailed priori strategy, other than the application of a “future perfect strategy” (Pitsis et al., 2003). *Future perfect* is considered an alternative to the traditional approach when constructing a contract packaging without the use of a guidance design.

Once moving into the *Olympic Mode* (Douglas, 2001), the Olympic plan gave a detailed day-by-day account of how to operate. Project management moves to a *fine-tuned plan* during a series of *test events* before the beginning of the Games and then those plans are used to manage the city once the Games start.

2.2.5 Strategic Planning

In order to provide a more detailed plan for leveraging the Olympic Games it is necessary adopt a strategic planning technique. To help the development of this technique, Karadis *et al.* (2010) have identified the strengths, weaknesses, opportunities and threats (SWOT) that a host city can experience to utilize for future strategy planning in leveraging the sport event. In their foundation of strategic planning for future host cities' organizers have to take in consideration also weaknesses and problems experienced by the organization of former Olympic Games host cities. The following matrix (Figure 7) gives a clear explanation of what are the typical SWOT for a host city.

<ul style="list-style-type: none"> • Having certain infrastructure in place • Number of volunteers • A strong economy • Good political standing 	<ul style="list-style-type: none"> • Lack of infrastructure • Size of the country • Uncertain political stability • Uncertain economic stability
<ul style="list-style-type: none"> • Growth of the tourism industry • Business developments • Increase in the quality of life • Use of legacies post-event • Improvement and development of infrastructures 	<ul style="list-style-type: none"> • Cost of the event • Pollution • Relying on the event to rejuvenate the economy • Displacement of residents

Fig. 7 SWOT of a Host City. Source: *Event Leveraging of Mega Sport Events: a SWOT Analysis Approach* (Karadakis, Kaplanidou and Karlis, 2010)

To reduce the impact of the weaknesses and threats “organizers should engage resident participation and increase awareness of the various Olympic Games-related initiatives through community meetings and updated bulletins and provide access to economic forecasts and impact assessments for high, medium and low scenarios” (Karadis et al., 2010). In addition to that, tourism and government organizations “should

collaborate pre- and post-games in order to leverage the event and determine a course of action for community-oriented tourism planning”.

In planning the legacy, the organization committee has to pay attention to several factors that potentially can contribute to a sustainable development model, resulting in a positive legacy. A key aspect of this approach is to do not see the Olympic Games as an end goal that has to be reached, but as an “ultimate reward for a long term, community-driven planning and development approach” (Hartman and Zandberg, 2015).

Support venue operations of the Olympic Games through planning, designing and implementing systems is complicated. The organizing committees has to provide plans that results in reliable, high-quality operations at a moderate cost. Then, any learning disappears with the dissolution of the organizing committee once the Games are finished, and during its lifetime it has to change rapidly from a function-oriented approach to a process-oriented one. At this purpose, the Athens 2004 Olympic Games Organizing Committee (ATHOC) used innovative techniques from management science, systems engineering, and information technology to change the planning, design, and operation of venues, developing the Process Logistics Advanced Technical Optimization (PLATO) approach for the games (Beis et al., 2005). The PLATO project consists in a systematic process for planning and designing venue operations through the use of knowledge modeling and resource management techniques and tools, generating a library of models directly transferable to future Olympic organizing committees.

2.2.6 Risk Assessment

As last point of this discussion I would like to develop the concept of risk in organizing this type of events and how to assess these risks. The development of the Olympics during the decades has produced a global knowledge on risk management and assessment, with planning for London 2012 only one of the most recent chapters. The experience of the concept of Olympic *risk* has encouraged a global understanding of the narrative of risk industry overall, which affirm that risk is universal and demands management. Before the beginning of London Olympic Games, Jennings (2008) developed

a study on Olympic risk and risk management in which he tried to identify the most important risks of organizing such a huge event. These risks can simply be transferred to Paris 2024, as soon as they are universal and easily applicable to similar realities. The most important risks identified are:

- **Security and geopolitics:** the threats of those years due to several terrorism attacks that characterize Europe and mainly Paris obviously put security as one of the biggest risk for the organization of a huge global event. At the same time Olympics in their history have been characterized by several episodes of terrorism (e.g. Munich 1972) and the exposition to geopolitical risk has always been high, through World Wars and Cold War boycotts. Most off the time, the IOC “treads a diplomatic tightrope as a symbolic venue” (Jennings, 2008) for larger geopolitical conflicts.
- **Construction, transport and infrastructure:** at this purpose the hosting city has always to deal with fixed strict deadlines for mega infrastructure and constructions projects. One of the main risks is to bad calculate the budget and go over it, generating disapproval between citizens and the state forces. Legacy has always to be kept in mind when constructing new facilities, because once that the Games are over all the infrastructure need to be adapted and integrated in the daily life.
- **Financial Risks:** during the past decades, there has been a variation in staging costs, but usually, the final figures have far outreached initial estimations. What is important is to include a provision in the report for “risk” in order to advance a sort of conservative protection.

Other less quantifiable risks identified as inevitable are to “set against the opportunities to avoid or mitigate risk through management, anticipation, and planning” (Jennings, 2008).

2.3 – Conclusion on Knowledge Management at Olympic Games

Through the use of a systematic literature review methodology I have managed to deeply analyze the existing literature on Olympic Games. A selection of the field of research was necessary in order to provide more efficient results in selected subjects rather than a generic evaluation of the overall topics. As the Graph 5 showed, there is a huge presence of literature about economic impact and legacy on Olympic Games, making those themes the most important for people on the field.

The papers on economic impact underline as, most of the time, the initial forecasts do not correspond to the actual results both under an economical performance and a budgetary estimation point of view. Temporarily speaking the real economic results are to be considered in a long-term perspective and not in a short-term one.

Legacy is definitely the most actual topic on Olympic Games. Some decades ago it was not so much in the interest of the organizing committees think about the legacy, on the other hand now everyone is focused on it, as the interviews in the third part of my research will confirm. So, when organizing an Olympics, the focus has to be on maximize the benefits of the legacy in accordance with the objectives of tourism development, economic, social and environmental needs for the post-event.

Regarding the other themes analyzed, marketing strategy has to cover several needs, from sponsorship to political ones, even finding a way to obtain the acceptance of the event by the citizens. In project management the timing is all, first you start organizing the Games first you can start delivering them. The strategic plan has to be long-term view and the SWOT has to be clear in mind in order to provide the best planification possible. Of course, hosting cities have to be aware of the risks and try to mitigate them through a good management and planification.

About destination image, due to the low presence of papers on this topic in the databased identified, I will deal with this topic in a deeper way in the next part of my research, integrating the papers with some interviews with experts.

PART 3: CASE STUDY ON DESTINATION IMAGE

Nowadays governments worldwide are fully aware of the potential of Olympic Games and the effects that this event can have in portraying a certain image of the respective host cities and countries. Host a Mega Sport Event is a valuable promotional opportunity to increase the visibility towards a global audience and helps attracting tourists and foreign investments.

London, prior to hosting the 2012 Summer Olympic Games, was already considered to be a flourishing global metropolis with a strong, well-established international brand. With regards to this aspect, questions raised on the motivation of London to host the Olympics considering its potentially limited impact that those might have on the city's international image. However, the Games offered a great opportunity to modify the perception of the capital by UK's residents, offering to London 2012 the chance to exploit both its internal branding and its external one.

My purpose in this part of this research is to investigate on how these pre-to-post event changes are perceived, providing some insights to French's bid of host 2024 Summer Olympic Games, in order to understand what Paris might expect to gain image-wise. The development of this topic will be done through the analysis of most relevant papers, like for the topics analyzed before, and through the implementation of the existing theory with some interviews to experts that I have personally realized.

3.1 – Results About Destination Image

Destination image has been defined as “the sum of beliefs, ideas and impressions that a person has of a destination” (Crompton, 1979) and it is “derived from attitudes towards the destination's perceived tourism attributes” (Um and Crompton, 1990). The organization of mega-events is actually one of the several strategies that government and cities put in place in order to improve the image of the destination and its recognition. Although, the overall image is influenced by both cognitive and affective evaluations (Baloglu and McCleary, 1999) that are formed jointly on the mind of the spectator. These evaluations are formed at both an individual and societal level making the event resulting

in an economic, social, symbolic, marketing and diplomatic opportunity for the hosting country.

It is fundamental also the image of the event itself, defined by Gwinner (1999) as “the cumulative interpretation of meanings or associations attributed to events by consumers”. Specially if we are dealing with an event with such a strong brand image as the one of Olympic Games. And at this point it comes important consider also the concept of *co-branding*, that suggests “the pairing of an event with a destination, engendering some transfer of image between the event and destination brands” (Lafferty, Goldsmith, and Hult, 2004). This fit is positively related to the evaluation of the alliance between the brands and may result in a transfer of cognitive or affective components between the image of the city and the event itself.

The research developed by the University of Ottawa contributes to the literature of destination image by considering the relationships among important concepts in the areas of sponsorship, product country image, tourism destination image and mega-events (Nadeau, O’Reilly, Helsop, 2013). Through this research they tried to understand the conceptual linkage that exists between these areas also considering the interactions among them.

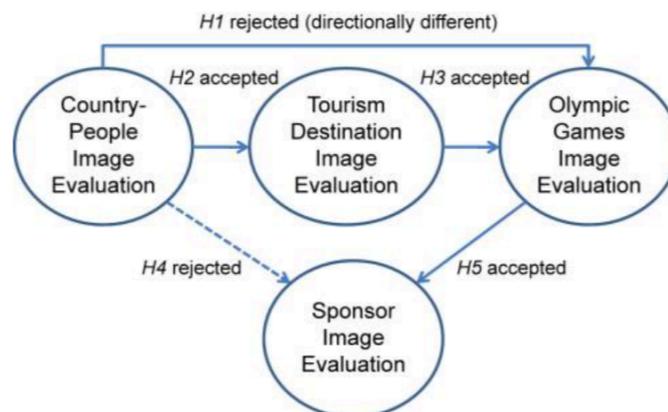


Fig. 8 Summary of Model Results. *Source: Linking Place, Mega-Event and Sponsorship Evaluations (Nadeau, O’reilly and Helsop, 2013)*

As it is explained in Figure 8, there is a clear relationship between country/people image, destination image and the image of the event itself. More precisely those images

may influence themselves, both positively and negatively. For sponsor seeking markets, the sponsorship of mega-events can be effective as it is demonstrated in the relationship between sponsor image and evaluation of the event. At the same time the host country context too is important in the evaluation of the sponsor, but it has effect on it just through the mediation of the evaluation of the mega-event.

The last concept of branding that has to be introduced before moving more inside the discussion on destination image, is nation branding. This concept is relatively new, and it has been introduced by Anholt (2011) with the *Anholt Nation Brands Index*. He developed a nation brand hexagon that can be used in measuring a country's global brand equity. This framework provides an analytical brand index based on the following six areas: (1) tourism; (2) exports; (3) governance; (4) investment and immigration; (5) culture and heritage; and (6) people. Considering the *2017 Nation Brand Index* (GfK-NationBrand.com, 2018) the top five countries are: Germany, France, United Kingdom, Canada and Japan.

For China, the Beijing Summer Olympics of 2008 were really important in order to exploit its destination image. It managed to use the event in order to present itself as a global leader demonstrating its *great cultural past* and it was evident that the spectators of the Games tended to be influenced by media exposure. Specifically, people who followed Olympic the media coverage tended to have a more positive attitude toward China than those who did not (Nadeau, O'Reilly, Helsop, 2010).

"When the Olympic flame is lit, China will be hoping for a 17-day festival of sport and international friendship. It sees the games as marking not just its re-emergence as a global economic force but also as a country that the rest of the world treats with admiration and respect"

(Economist, 2nd August 2008)

China has successfully identified the key points that the destination image should focus on, resulting in a slight increase of the position of its nation brand. This is an example

of good coordination and focus that have allowed the transmission of the message with a better impact, including a personal touch on the Olympic Games by showing the world, the people behind the Games (Nadeau, O'Reilly, Helsop, 2010).

3.2 – Discussion: From London 2012 to Paris 2024

To give a more personal insight on the topic of destination image, I have developed some interviews with experts on Olympic Games coming from both London and Paris. In this discussion I would like to provide a sort of connection line between London 2012 and Paris 2024 (Figure 9 & 10) in terms of their destination image.



Fig. 9 & 10 London 2012 and Paris 2024 Official Logos. *Source: www.olympic.org*

London even before the Olympic Games of 2012 was already considered a global metropolis with a strong international brand and also was one of the most visited cities in the world (VisitBritain.com, 2012). Despite this well-established global status, some questions raised about the motivation of London in terms of the limited impact that might have hosting the Games on the city's image. In fact, London had already a great brand image, but through the games it managed to promote itself as a safe and friendly city where people and investments are welcomed. As stated by Iain Edmondson (personal comm., May 8, 2018), Head of Mayor Events at London & Partners, the impact of the Games on London's brand was very positive, attracting wider audiences, partly for tourism, and also people not just attracted by London as an historic destination, but as

business one, thanks to its innovation and international leadership. Both delivering additional value for London.

According to Victoria Borwick (personal comm., March 16, 2018), former member of London Assembly, this was the possibility to encourage people to visit further afield like East London that is the place in which was held the Olympic Village. Also, the venues chosen were all around London, making visitors spreading and allowing more areas to be benefitted by the investments. Paris should act in the same way, trying to reinvent the suburbs, like Seine Saint Denis where the Olympic Village will take place. As Bruno Belgodere (personal comm., March 19, 2018), Director of Economic Affairs at Premiere Ligue, said: “we will have to relocate the event venues of 2024 Olympics in order to structure the territory”.

London Olympics offered the opportunity to modify also UK residents' perceptions of the city. Acting just considering external (international) branding potential and not internal (domestic) branding could have had a negative impact on host residents' quality of life (Kaplanidou & Karadakis, 2010) and consequently their perceptions of place and event. Londoners liked the idea of hosting the games, but at the same time they had to deal with great inconveniences such as traffic and general disruption of their lives. The main risk in this situation is that residents consider just the increased costs associated with staging the event (Gratton and Preuss, 2008), and if not involved in the games they run away from the city during the event, avoiding the inconvenience of living through it (V. Borwick, personal comm., March 16, 2018).

So, the approach to make the population accepting the Olympics has to change. Simon Arnaud (personal comm., April 6, 2018), former CEO of Eurosport France, suggests that Games have to be approached in a smarter way in order to make them accepted by the population. It is difficult to convince citizens just talking about sport and budget but talking about something that will drive the economy of the entire country and will bring some inspiration and aspiration for the whole economy to the younger generation, makes this perception different. In order to do that, Olympics should not just be promoted as a sport related event, but as an event that connects all the society through culture and initiatives, being sure that the population feel part of the story.

For a city, host the Olympics is an opportunity for regeneration, re-development and promote itself for future business and tourism. But nothing happens in the short-time, everything has to be planned with a long-term view, making legacy even more important than the Games themselves (V. Borwick, personal comm., March 16, 2018). But the legacy it is not just a matter of infrastructures, a good legacy is subordinate to the investments made in technology and culture and how these investments are integrated with sport. Paris through the Games can show that is ready to answer to the international demand of a capital where technology and sport are well integrated, two elements that nowadays are among the main drivers of destination image (B. Belgodere, personal comm., March 19, 2018).

Through the years, Olympic Games started to be trapped in the scale, both the IOC and the hosting country were looking for a bigger and bigger event every edition. According to Mr. Arnaud (personal comm., April 6, 2018), now we are in a time in which it is necessary keep under control the size and scale of the Olympics. Reusing the existing facilities assuring at the same time a good legacy, understanding that it is not only about the Games but also after the Games, especially for the area of Seine Saint Denis where the Olympic Village will rise. Paris is in the perfect track because 70% of the facilities will be already existing venues, 25% will be temporary and just the 5% are venues to be built (IOC, 2016), assuring in this way a more reasonable and sustainable investment.

Moving the discussion on brand image, Olympics needs much more than before cities with an already existing strong brand. When you add the Olympics to cities like PyeongChang obviously Olympic as a brand is much bigger than the brand of the city itself, but now it is good for the Olympics to be associated to brands like London and Paris. So, things are much more balanced (S. Arnaud, personal comm., April 6, 2018). At the same time nowadays, there is a competition between the destination image of the metropolis, and the only way to gain over the others is to welcome innovations organizing sport and technological events (B. Belgodere, personal comm., March 19, 2018).

3.3 – Conclusion on Destination Image at Paris 2024

Paris with the Olympic Games of 2024 has the opportunity to sort out the conflict between the grand center of the city, and some of the unattractive neighborhoods (*banlieue*) like Seine Saint Denis. It has to use this investment to improve the opportunities and life chances of those in the more under-privileged areas. At the same time this will be an opportunity to build even its international reputation and encourage both business and visitors to enjoy Paris and France all.

This aspiration has to be used in a smart way, creating an event that will be very useful for the city and the country for years. The Olympic Games of 2024 will be part of history, creators of a change in the society and of connections for economic investments. They are a way of use sport as a power for good, encouraging healthy lifestyles, community and international co-operation and investing in a modern future for the city. To quote Mr. Arnaud (personal comm., April 6, 2018), “if you just drop the Olympics like an Apollo Station on a planet were nothing is going on, once the Apollo station will get out things will remain the same”, for this reason, Paris has to exploit as much as possible the opportunities that hosting an Olympic Game offers.

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CONCLUSION

During this research I firstly gave an overview on the history of Olympic Games and the importance that this mega event acquired within the decades. Starting from the first Olympics of the Modern Era, the event involved the hosting city in changes and specially in opportunities for future developments. The knowledge collected through the years is fundamental in order to organize a successful event and exploit all the possibilities that hosting a Games offers. For this purpose, my research was focused on the topic of knowledge management and on transferring this knowledge in future Olympic Games, more precisely the Summer Olympic Games that will be held in Paris on 2024.

More precisely my research was focused on the topics of economic impact, legacy, marketing strategy, project management, strategic plan, risk assessment and destination image, through the use of a systematic literature review methodology. Thanks to this technique I have analyzed a huge part of the existing literature providing the more important insight on the selected topics. The SLR revealed a great presence of papers on economic impact and legacy, and at the same time a reduced presence of studies about destination image. I have therefore chosen to deeply analyze this topic interviewing some experts of Olympic Games.

Through the support of the knowledge of the people interviewed I developed a case study on destination image and more precisely a parallel study between London 2012 and Paris 2024. I have considered the two cities very similar in term of organization of the events and destination image, in addition to that, being London 2012 a great case of success, is a good example for the committee of Paris 2024.

Despite the already strong brand that Paris already has, the destination image can be exploited even more organizing Games that consider the future both in terms of image and in terms of legacy. At this purpose, one of the most important aspect to be considered when organizing a mega-event is that the event itself is not the intervention, but it represents a “temporally limited set of opportunities to foster and nurture longer-term outcomes” (O’Brien, 2006). So, think with a long-term view is a crucial aspect in organizing an Olympic Game. At the same time citizens has to be involved in the project in order to avoid them the stress of living in a hosting city. The event has to be promoted

not just as a sport event but as an opportunity to organize other related events like cultural and technological ones that can improve the destination image overall and encourage foreign investments.

However, despite the vastity of the literature analyzed during my research, the topic of knowledge management and the relevant literature about Olympic Games are constantly evolving. It signifies that regularly the topics should be updated integrating the new literature about them. In addition to that, a deep research can be done also on other topics in the fields of Olympic Games.

The great organizational structure of the Olympics is already in movement for the XXXIII edition of the Games as well as the Parisian committee, in order to provide the best edition of the games possible and encourage people from all over the world to come and enjoy the event. This will be the opportunity to exploit even more the image of Paris and build the future keeping the legacy and the flame burning as much as possible.

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APPENDICES

Appendix 1 – Systematic Literature

Database

Business Source

Complete

<i>Main Subject</i>	Olympic Games							
	11.942							
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	2.944	1.682	1.871	782				7.279
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	10	94	343	136	47	9	9	648
INCLUDED								
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	4	5	5	6				20
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	3	6	5	2	2	0	2	

Emerald Insight

<i>Main Subject</i>	Olympic Games							
	1.558							
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	343	274	13	126				756
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	5	7	27	16	11	3	11	80
INCLUDED								
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	4	5	0	2				11
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	2	0	3	2	0	1	3	

Science Direct

<i>Main Subject</i>	Olympic Games							
	8.647							
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	1.301	3.281	840	1.038				6.460
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	38	148	55	55	106	69	45	516
INCLUDED								
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	5	3	0	2				10
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	4	0	3	1	2	0	0	

JSTOR

<i>Main Subject</i>	Olympic Games							
	1.097							
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	197	430	368	99				1.094
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	29	225	57	92	123	71	86	683
INCLUDED								
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	0	3	2	0				5
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	
	0	2	0	0	2	0	1	

Human Kinetics Publishers, Inc.

<i>Main Subject</i>	Olympic Games							
	2.004							
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	606	430	8	17				1.061
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	2	16	12	26	18	9	31	114
INCLUDED								
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	2	1	1	0				4
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	
	0	1	0	2	1	0	0	

Appendix 2 – Data for Tables

<i>Main Subject</i>	Olympic Games							
	25.248							
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	5.391	6.097	3.100	2.062				16.650
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	Tot.
	84	490	494	325	305	161	182	2041
INCLUDED								
<i>Field</i>	Marketing	Management	Economics	Tourism				Tot.
	15	17	8	10				50
<i>Keywords</i>	Destination Image	Economic Impact	Legacy	Marketing Strategy	Project Management	Risk Assessment	Strategic Planning	
	9	9	11	7	7	1	6	

	1st Selection	Included	%
Destination Image	84	9	4,1%
Economic Impact	490	9	24,0%
Legacy	494	11	24,2%
Marketing Strategy	325	7	15,9%
Project Management	305	7	14,9%
Risk Assessment	161	1	7,9%
Strategic Planning	182	6	8,9%
	2041		

Database	Olympic Games	Field	Keywords	Included
Business Source Complete	11.942	7.279	648	20
Emerald Insight	1.558	756	80	11
Science Direct	8.647	6.460	516	10
JSTOR	1.097	1.094	683	5
Human Kinetics Publishers, Inc.	2.004	1.061	114	4

List of most present journals

INCLUDED

Annals of Tourism Research	3
International Journal of Event and Festival Management	2
International Journal of Tourism Research	2
Journal of Sport & Tourism	3
Journal of Sport Management	5
Sport Management Review	7
The Tourist Review	2
Others	26

List of most present Olympic Games

INCLUDED

Olympic Summer Games Athens 2004	4
Olympic Summer Games Atlanta 1996	3
Olympic Summer Games Beijing 2008	9
Olympic Summer Games London 2012	13
Olympic Summer Games Rio de Janeiro 2016	4
Olympic Summer Games Sydney 2000	6
Olympic Winter Games Vancouver 2010	5
Others	6

Year	N. of publications
2000-2002	4
2003-2005	4
2006-2008	6
2009-2011	10
2012-2014	13
2015-2017	13

Appendix 3 – Emails for Interview

Bonjour Monsieur/Madame [...],

Je suis actuellement étudiant en M2 à l'ESCP. Je vous contacte car j'ai choisi de rédiger mon mémoire de fin d'études sur les Jeux Olympiques. Plus précisément, mon sujet est centré sur: La gestion du knowledge management et les effets de l'organisation des Jeux Olympiques sur l'image de la ville. Ainsi, dans le cadre de mon sujet de recherche, il me paraîtrait particulièrement intéressant de mener une interview avec vous.

Seriez-vous disponible pour échanger avec moi sur le sujet ? Je reste bien entendu à votre disposition.

Bonne journée

Pietro Lorenzini

Dear Mr/Mrs [...],

I am a student at the last year of Master in Management at ESCP Europe in Paris. I contact you because I am writing my Master Thesis on: Knowledge Management and the effects of Olympic Games on Destination Image.

So, considering my research subject and your past role during the organization of London 2012, I would like to have a brief conversation with you. Are you available to answer some questions?

Thank you in advance for your availability

Best regards

Pietro Lorenzini

Appendix 4 – Interview Roadmap

Interview Road Map

Paris 2024

1. Given your personal experience, how you define the concept of “destination image”? And in your opinion what are the most important aspects that characterize it?
2. What is your vision about the choice of Paris to host the 2024 Summer Olympic Games? Favorable/unfavorable? Why?
3. Do you agree on the fact that Paris already has a well-established international brand and hosting this mega-event could result in a limited impact on it?
4. In your opinion, from which perspectives Paris’s image will be affected more hosting the Olympic Games?
5. What do you think Paris can gain from hosting 2024 Summer Olympic Games?

Interview Road Map

London 2012

1. Given your personal experience, how you define the concept of “destination image”? And in your opinion what are the most important aspects that characterize it?
2. What was your vision when London was selected to host the 2012 Summer Olympic Games? Favorable/unfavorable? Why?
3. Do you agree on the fact that London even before the Olympics had a well-established international brand and hosting this mega-event would have resulted in a limited impact on it?
4. Does the Olympic positively impact the perception of London by other UK citizens? How?
5. From which perspectives London’s image has been affected more during and after the Olympic Games?
6. What do you think Paris can gain from hosting 2024 Summer Olympic Games?

Appendix 5 – Interview 1: Victoria Borwick

1. *Given your personal experience, how you define the concept of “destination image”? And in your opinion what are the most important aspects that characterize it?*

Visitors plan to come to the Olympics because of their love of sport (general interest - and want to see the “best”), or because they wish to support a particular sport or because they wish to visit a different location / country and know that it will be a fun time to visit. From the host city it is an opportunity for regeneration, for re-development and for selling their location to future business or tourism. For Britain, although the Olympic site might have been developed over the next 30 years, nothing would have happened in the short term and this was a site that was heavily polluted with heavy metals and a vast amount of money was spent remediating the ground and putting in a whole new infrastructure for the Olympia park and village, and surrounding area.

Criticism were levied that some existing venues for sport – e.g. Shooting at Bisley and Hickstead (show jumping) – both contenders for investment were not chosen by the organisers and new temporary sites were put in that needed a great deal of investment but would not be “longer term”. However, there was a great concern that we should not be left with a legacy park that no-one used. There is still an issue with the stadium as it was hoped to be a successful football venue, but this is not, currently, the case. There had been views expressed that the stadium itself would need to be taken down as we had no long-term use, i.e. we are not really an “athletics country” and would not be able to use the stadium properly in the longer term. In spite of building the stadium so that it could be altered this has still been a contentious issue.

What is the legacy of an Olympic games? it is even more important than the Games itself. What is a Government investing for its citizens in the longer term? That is what enables a democratic Government to spend a great deal of money investing in construction projects.

2. *What was your vision when London was selected to host the 2012 Summer Olympic Games? Favorable/unfavourable? Why?*

Most people were ecstatic however there were concerns that the location chosen within London would need a great deal of work and money (see above) and could it be completed in time? “Could we do it?” In the Mayor’s office we certainly were optimistic but appreciated that the risks associated with this project were immense, so it was vital to get a very good team and management in place. This was not a time for politics but for excellent management.

3. *Do you agree on the fact that London even before the Olympics had a well-established international brand and hosting this mega-event would have resulted in a limited impact on it?*

London already had a brand and in fact – in common with other cities visitor numbers go down in an Olympic year – I did not know this before but learned this in the run up to the games, but if you have a good game which is safe and shows the country in a favourable and friendly light then you are investing in the future and people will come.

It is very important for somewhere like London to not just show the centre (the Olympics centre) – but encourage people to visit further afield – which is why not all the sports were held in London, and this enables regional investment as well, so that the benefits of the Olympics can be shared and the “people” feel this investment is worthwhile – hence the running of the Olympic torch through such a wide area of the UK, so that everyone could feel engaged with the investment in the games. The venues chosen were around London (not just in the Park) the outskirts and across the country, so that visitors would be dispersed, and more areas would thus benefit from the investment.

4. *Does the Olympics positively impact the perception of London by other UK citizens? How?*

No – I don't think so - local residents like the idea, but they also have to put up with a great deal of inconvenience as traffic is re-routed and there is general disruption to their lives. Many residents if they are not involved with the games go on holiday. Those who are not in an Olympics city can enjoy the games remotely without the inconvenience of actually living through it.

5. *From which perspectives London's image has been affected more during and after the Olympic Games?*

Our volunteers gave the lasting impression that we are a friendly helpful people who had a great time. Our transport systems all worked; we invested in disabled access, we were also very proud to host such a successful Paralympics, and this changed the perception of the disabled in our country and what they could achieve. London was seen as safe and fun, and a good country to visit and to do business.

A historic city with great cultural activities, museums and heritage. Also, very fashionable as the centre of fashion.

6. *What do you think Paris can gain from hosting 2024 Summer Olympic Games?*

A historic city with great cultural activities, museums and heritage. Also, very fashionable as the centre of fashion. If I were Paris I would use the opportunity to sort out the conflict between the grand centre of the city, and some of the unattractive neighbourhoods (that all cities have) to use this investment to improve the opportunities and life chances of those in the more under-privileged areas. I have no doubt it will also use this investment opportunity to build on its international reputation and encourage both business and visitors to enjoy Paris and France and the wonderful cuisine.

Appendix 6 – Interview 2: Bruno Belgodere

1. *Given your personal experience, how you define the concept of “destination image”? And in your opinion what are the most important aspects that characterize it?*

Moi je considère que le fait de accueillir Paris 2024 va à changer l'image de Paris. En fait de perception il y a un moment quand on gagne les JO le Parisien sont contentes mais après au moment entre la décision et les événements, pour moi cette question d'image on ne la voit pas. Parce qu'on est pas dans le quotidien donc c'est difficile c'est projeter à 2024. C'est très français, quand on a reçu l'euro 2016 au moment les Français sont très contentes, il a fallu attendre 3-4 mois avant l'évènement pour que les Français sont réaliste de que vas à passer en France. Il y a un décalage important entre le moment en qu'il y a l'assignation de l'évènement et le moment que ce réalise. Qu'est-ce que peut passer à moyenne terme c'est un impact négatif s'il y a beaucoup de transformations urbaines.

Il peut avoir un impact à moyenne terme positif s'il y a nouvelle ligne de métro. Le niveau de Paris est aussi haut en tout que regard les infrastructures autant que le Parisien que vive en Paris voyant cette transformation. L'impact important d'image il peut avoir dans Seine Saint Denis, où ils vont à faire le village olympique, plus pour les jeunes de l'île Saint Denis que pour le Parisien.

Aujourd'hui il y a deux thèmes très importants pour la grande ville, la technologie (IT) et le sport (bien être). Sportivement. En Paris il y a beaucoup d'investissement dans la technologie (station f) que font concurrence à les plus grandes capitales. Il y a aussi un troisième élément qu'est la culture. Que doit être intégré avec le sport. Le JO en termes d'investissement prend un peu tout, parce que on va à créer des infrastructures. Paris va à répondre à cette demande internationale d'un capital où il y a la Tech et aussi le sport. Deux choses parallèles qu'à la fin font l'image de destination. Berlin : image très jeune. Paris c'est plus sur la culture et reste une ville très chère donc pas trop accessible pour les jeunes. On doit trouver comment attirer de jeunes.

I consider that the fact of hosting Paris 2024 will change the image of Paris. In fact, the perception when we win the Olympics, the Parisian were happy but after the moment between the decision and the events this perception changes. Right now, the image is not perceived because the games are not in the daily life, so it's difficult to project to 2024. It's very French, when we received the euro 2016 at the moment the French are very happy, it took 3-4 months before the event so that the French become realistic that will go to France. There is an important gap between the moment in which there is the assignment of the event and the moment that it realizes.

What can happen in the medium term is a negative impact if there are many urban transformations. It can have a positive medium-term impact if there are new metro lines. The level of betting is as high in all as the infrastructure as much as the Parisian living in Paris seeing this transformation. The important image impact can happen in Seine Saint Denis, where they go to make the Olympic Village, more for the young people of Seine Saint Denis than for the Parisian.

Today there are two very important themes for big city, technology (IT) and sport (well-being). Sportivement. In Paris there is a lot of investment in technology (station f) that compete with the largest capitals. There is also a third element that is culture. That must be integrated with the sport.

The Jo in terms of investment takes a bit of everything, because we are going to create infrastructures. Paris is going to answer to this international demand of a capital where there is the Tech and also the sport. Two parallel things that in the end make the destination image. Berlin: very young image. Paris is more about culture and remains a very expensive city so not too accessible for young people. We must find young people to be driven.

- 2. What is your vision about the choice of Paris to host the 2024 Summer Olympic Games? Favorable/unfavorable? Why?*

Moi j'aime le sport donc je suis très content pour paris 2024. Je pense que c'est un très bon chose que paris a essaies de prendre ces JO, mais je ne suis pas très sûre que va à transformer vraiment paris. Parce que paris est déjà très transformé, le ligne de métro existent, il y a beaucoup de monuments. La ville est plus agréable. Moi je serai très content aussi si paris vas à acculer une exposition universelle, il a besoin. Dans ces évènements il y a toujours un risque sur le budget. Et aussi des risques pour la sécurité. Il doit faire que le risque d'une sous-estimation du budget na vas pas à peser sur les citoyens. La Seine Saint Denis a besoin plus que paris de ces JO. Il y aura toujours des jeunes que ne sauront pas contentes, pour les embouteillages...

I love the sport, so I am very happy for Paris 2024. I think it's a very good thing that Paris has tried to take these Olympics, but I'm not very sure that is going to really transform Paris. Because Paris is already very transformed, the metro line exists, there are many monuments. The city is more pleasant. I will be very happy also if Paris goes to drive a universal exhibition, he needs that. In these events there is always a risk on the budget. And also, security risks. It must make the risk of an underestimation of the budget not to weigh on the citizens. The Seine Saint Denis needs more than Paris these Olympics. There will always be young people who will not be happy, for traffic jams ...

- 3. Do you agree on the fact that Paris already has a well-established international brand and hosting this mega-event could result in a limited impact on it?*

Paris a déjà une image internationale. Il faut rester innovant et accueillir les choses innovantes, Tech, sport, etc. il y a beaucoup de concurrence entre les grandes métropoles européenne. Le métropoles américaine et aussi asiatique. Je pense que l'aspect écologique est très important par rapport à l'image de la ville. Sur tout par rapport a l'écologie dans le transport urbaines. Aussi si paris a déjà fait de changement important sur le transport urbain. Donc il y a une concurrence évidente entre l'image de le différent métropole, y les éléments pour cagner sur ça concurrence son faire des évènements sur la Tech et sur le sport. Le problème c'est-on fait que on décide d'acculer des évènements 10 ans avant e la change d'image peut changer complètement. Si on pense à l'équipe de la maire de paris, va à changer plusieurs fois entre l'assignation et la réalisation de le JO. Qui c'est intéressant pour le JO est qu'au moment qu'on comprend qu'on peut gagner tout le politique on se mette derrière. À Rome c'est passé le contraire.

Paris already has an international image. We must remain innovative and welcome innovative things, Tech, sports, etc. There is a lot of competition between major European cities. The American metropolis and also Asian ones. I think the ecological aspect is very important compared to the image

of the city. On everything in relation to ecology in urban transport. Also, if Paris has already made significant change on urban transport. So, there is an obvious competition between the image of the different metropolis, and the elements to compete on this competition is to make events on the Tech and on the sport. The problem is that we decide to host events 10 years before and in the meantime the image can change completely. If we think about the team of the Mayor of Paris, will change several times between the assignment and the completion of the Olympic Games. Who is interesting for Jo is that when we understand that we can win all the politics goes behind the candidacy. In Rome it's the opposite.

4. In your opinion, from which perspectives Paris's image will be affected more hosting the Olympic Games?

La perception d'une ville depuis un évènement sportif va à changer plus en pays comme la Russie (Sochi) qu'en un pays occidental. Brand state de la gestion de marque est très bien fait à Paris parce que à déjà fait beaucoup de choses pour accueillir des évènements sportifs. À la même temps c'est intéressant pour les entreprises venir à Paris.

The perception of a city with a sporting event is going to change, more like in Russia (Sochi) than a Western country. State brand management is very well done in Paris because has already done a lot of things to host sports events. At the same time, it is interesting for companies to come to Paris.

5. What do you think Paris can gain from hosting 2024 Summer Olympic Games?

Infrastructure, notamment pour la Seine Saint Denis, parce qu'est un lieu en Paris mal structuré. Même si Paris est très moderne c'est un peu contradictoire mais on devra délocaliser les lieux des évènements du JO 2024 pour structurer le territoire. Pour exemple en Brésil avant il y avait une ligne de métro est quand ils sont arrivés les JO il y avait 10 lignes de métro. D'autre part il y a un économiste qu'on a dit que le JO ont accéléré la crise de la Grèce. Des infrastructures on a été complètement laissé à côté.

Donc la legacy c'est extrêmement important et tous les évènements vont à passer pour ça. Après le JO j'espère que les Parisiens vont à être plus sportifs. Et ça sera mieux pour le salut public. Aussi il y aura de la legacy des infrastructures, spécialement dans la Seine Saint Denis. Avant personne ne parlait pas de la legacy, mais je crois que maintenant ça c'est un truc très important et on doit éviter le risque d'accélérer le développement comment c'est passé en Grèce. Et dans 10 ans il sera un autre chose. Et si le chose va à passer bien en termes d'image Paris va à gagner encore plus.

Infrastructures, especially for Seine Saint Denis, because is a place in Paris badly structured. Even if Paris is very modern, it is a bit contradictory, but we will have to relocate the event venues of the OG 2024 to structure the territory. For example, in Brazil before there was one metro line and when the Olympics arrived there were 10 subway lines. On the other hand, there is an economist who has been told that the Olympics have accelerated the crisis of Greece. Infrastructure there were completely leave aside.

So, legacy is extremely important, and all events are going to happen for that. After the Olympics I hope the Parisian are going to be more athletic. And it will be better for public safety. Also, there will be legacy infrastructure, especially in Seine Saint Denis. Before nobody did talk about legacy, but I think that now this is a very important thing and we must avoid the risk of accelerating the development how it happens in Greece. And in 10 years it will be another thing. And if the thing will go well in terms of image, Paris is going to win even more.

Appendix 7 – Interview 3: Arnaud Simon

1. *Given your personal experience, how you define the concept of “destination image”? And in your opinion what are the most important aspects that characterize it?*

I think I will first go back in history, Olympics have always been kind of political asset for many countries at some stage of their development especially remember when there was this eastern part and western part with too many problems end even before that, in the 30s we all have that in mind that the Olympics for a kind were a way to be open to the world of pretend to be open to the world and that's the reality too. There is always been a debate on that, understanding that Olympics is a kind of tool that is used by countries where there's no real democracy to play with their image or a way for these countries to be more open to the world. China is a very good example. So political tools, and at this time there was no doubt that Olympics were at the top of the pyramid, from the Greeks Olympic has always been something special, and it was like and honor or a privilege host the Olympics.

Many years later, from the IOC side, I think little by little Olympics have been trapped in the scale and it was no bigger and bigger, and it was their fault, because there were more journalists, more disciplines, more competition because of these none democratic countries trying to attract the games they were really over bidding in the sense of building huge stadiums and money was not sometimes an issue. So, it is also creating this kind of inflation and now we come to the stage where we create problem because not too many countries can really host the Olympics, and this was the first issue. The Olympics are supposed to go all around the world, we had some example where countries host the Olympics, like Greece that was a fantastic anniversary, but we know what an economic disaster it left us behind but that's some station when you have economic crash. So, Greece was incapable to afford all the investments of the Olympics, if you look at the legacy of the Olympics in Greece it's terrible. In Brazil too, it is a very big country, and they decided to host both the Olympics and the World Cup, and in my opinion do that is absolutely crazy, even for a very rich country to host such big events back to back is almost impossible.

So, the IOC and the world were trapped in this idea of scale, that's one thing and then come on the environment so there is an economic issue: is the money well spent? And easy to say and environmental site is he friendly is it acceptable so that's all are supposed to be issues.

So now we come to a situation where is not really an honor for a country to host Olympics, its more an honor for the Olympics to be hosted. So now they are looking for some ways to keep under control the size and the scale of the Olympics, which is one thing very important in terms of number of activations but also in terms of disciplines that can be accepted, in terms also of asking for less specific investments on facilities. Obviously, you still need to build a swimming pool near Stadium but not starting from scratch. And try to understand first how you can use what you already have and renovate it and if you cannot do that how can you reuse all the facilities to be sure that you have a legacy, so that is something that is really into everybody's mind right now. London is a very good example, they have completely reinvented an area which was almost no men land and they recreated a full economic pool, the stadium is now re-used by a football team, so this is really smart. And in France we will have the Olympics in 2024 and it is good that we have this budget debate from now. Understanding if we want to build swimming pools, but first ensure that it is not only about the game, what will be the exploitation cost of the swimming pool after the games. And then the mayor of Saint Denis said “the running cost will be up to the roof so don't ask me because once the games are over you know that will be my responsibility, and I will not be able to afford it. How we can find a way to have more reasonable investments?” Also, in London there were some facilities dismantlable.

I think is very important also that Paris approaches games in a very smart because I think it will be more and more difficult to make the Olympic acceptable by the population talking just about sport. Many people just don't care about sport. Why they should pay taxes for a stadium or a competition that they don't really care. So, this process to say that it is not just a question about sport, is a question about society and for the younger generation to be connected to something bigger than that, to be open to the world. How sport can change the way we behave the society through professional jobs. I like that, I like this approach that is very inclusive, how we can help defending some very important causes like woman in sports, racisms, integration, I mean this is the whole story and one of the most important claims for Paris 2024. First of all is not just about sport and is not just about a city, is about a whole country involved. If you live in the south east of France, you are happy to have the game and you are not involved in paying local taxes, but I don't really feel part of it, this is not just having to be matter of the hosting city.

2. What is your vision about the choice of Paris to host the 2024 Summer Olympic Games? Favorable/unfavorable? Why?

I think it's a fantastic choice, I really think so, first of all because it is good to have the games back in Europe. you know you have to turn over with Every Continent and sometimes this is an issue. I was in PyeongChang for the Winter Olympics, and it is a nightmare to connect European fans with the events. But PyeongChang did a fantastic job, it is not the most glamorous city in the world, so with Paris you reconnect the Europe, the country with a fantastic global image, what the Americans call "the right acceptance factors", when you say I am going to go to Paris with children and wife and the say "yes, I would like to come to Paris too", because there is so much going on, there are a lot of aspects that you directly connect to Paris. I think that this connection is very important. To go back to Winter Olympics, honestly a big question about Beijing hosting the Winter Olympics, few years after hosting the Summer Olympics. When you talk about winter sports fans they always talk to you about what was Lillehammer in 1992, there was fantastic crowd, fantastic atmosphere. So, it is very important to be careful and don't go too far away from the DNA of Olympics. And also because of that I think that with Paris we will come back to some kind of spirit, like it happened in Greece. So yes, I think it is a smart choice from the IOC and from a French perspective I think it is a fantastic aspiration. That's why is very difficult to convince population, and the communication is so important. When we talk about investment and budget, sport will lose appeal; if we talk about something that will drive the economy of the country that will bring some inspiration and aspiration for the whole economy to the younger generation. We needed that. It's funny also to realize that it looks like everything comes at the same time and it's not maybe a coincidence, but the fact we got the World Cup, the Euro, the Olympics, and we have a very young president, the perception and the image of French dynamism has changed dramatically in a few months. It looks like this is a momentum when the Olympics are a key. Olympics needs much more than before cities with an already existing strong brand. When you add the Olympics to PyeongChang obviously Olympic as a brand is much bigger than the brand of the city itself, but now it is good for the Olympics to be associated to brands like London and Paris. So, things are much more balanced.

3. Do you agree on the fact that Paris already has a well-established international brand and hosting this mega-event could result in a limited impact on it?

I think it is part of the whole story, the Olympics alone, I don't think they can really change so much, that's why I was talking to you about political aspects because it is an ensemble of parts. When we couldn't get the games in 2012, Paris was a candidate, because at the very same time we had Chiraq that was at the end of the cycle, getting older, and they said that everything changed the night before, when Tony Blair went to see any single Olympic Decision maker just to try to

convince them, and Chiraq went to bed at 7pm, that what the rumors said. It is part of the whole dynamics and I think that what it is pretty smart also to see the way they run the candidacy, building some events connect with the candidacy and the city. Something very immersing, integrated with the population. To avoid that people things that they are going to pay to something from which they are not going to take the benefits.

There is a huge effort to be made in the choice of the city but also in the way in which you commit and engage the population. Because, let's be honest, I have been to many Olympic games and in Greece, in Athens there were no Greeks in the cities, it was like they were using their space, image but the Greeks didn't want to be overwhelmed they just run out from the city during the games. In PyeongChang that's what more or less happened too. In London was very different, all the Londoners really went to see the events, they were really committed to it, it was a real success. In china is different because if you do not want to go there is someone that tell you that you have to go. This is something that we need to take in consideration. To be sure that the population feel part of the story. I have seen yesterday an article about the Olympic Game, you need to reserve on the roads for the Olympic families to drive as far as possible from a point to another, and it was estimating the cost of Paris 4-5 million euro. Because you need to make some arrangements on the road, you need to make some difference in the way in which you drive people from the city. This Is the kind of privilege of things that needs to be challenged.

Because it's: should we rearrange roads only to the Olympics family to come, that's a kind of thing that may be challenged

4. What do you think Paris can gain from hosting 2024 Summer Olympic Games?

Don't rely only on the Olympics, we need to be a very open city, we are at a crucial stand point, most of the people say that you can measure the dynamism of the city and understand what's going on in a city in terms of music festivals, operas, theaters, undergrounds stuff and everything. On the political stand point is more the fact that you have a combination between the new government is welcoming to France and now Paris is becoming one of the biggest cities in the world and a lot of things happens, there are investors, and all of that together can really create something big and then the Olympics at the top, is like the cherry at the top of the cake. It is a strong aspiration for the city and we have to use the Olympics as a driver for everything around and do not consider that the Olympics themselves will be enough.

After the Olympics, to keep the legacy and the flame burning as much as possible. Because if you just drop the Olympics like an Apollo station on a planet were nothing is going on, once the Apollo station will get out things will remain the same, but if you use in a smart way this aspiration in the years to build the Olympics then you will create and event that will be very useful for the city and the country. that's the bet for Paris to host the Olympics in 2024. It is part of history, is a society change, is to be open minded, it has to be connected to economical investments, welcoming to the world investments. That's where the whole story begins.

Appendix 8 – Interview 4: Iain Edmondson

1. *Given your personal experience, how you define the concept of “destination image”? And in your opinion what are the most important aspects that characterize it?*

The likelihood for people from outside a destination (e.g. the city of London) to choose to interact with the destination (e.g. visit as a tourist, set up or expand business there, trade with companies based there, study there). London & Partners is set up to encourage more tourism, trade, investment, events and further education in London. We focus on international audiences, particularly our “high value” markets of USA, France, Germany, China and India, and have a particular focus on London as a destination for technology and culture.

2. *What was your vision when London was selected to host the 2012 Summer Olympic Games? Favorable/unfavourable? Why?*

Personally, I was a member of the London 2012 bid team, so I viewed the selection very favorably. This was because I saw the Games as a way of helping people use sport as a power for good – encouraging healthy lifestyles, community and international co-operation and investing in a modern future for the city.

3. *Do you agree on the fact that London even before the Olympics had a well-established international brand and hosting this mega-event would have resulted in a limited impact on it?*

Yes, I agree it had a well-established brand, and that having a major impact on brand-building wasn't a primary motivation for staging the event. However, I do believe it has had a positive impact on London's brand, attracting wider audiences - partly for tourism, not just attracting people who view London as an historic destination, and partly for business – attracting businesses that see innovation and international leadership. Both delivering additional value for London.

4. *Does the Olympics positively impact the perception of London by other UK citizens? How?*

Yes, whilst L&P focuses on international audiences, the impacts are also relevant to UK citizens outside London. Media coverage about the Games was very regularly shared in the UK in the years preceding the Games. As an indication, when large scale events are held in London, there are often large visiting audiences (over 50%) and the majority of visitors are from the rest of the UK, typically only 5-10% are international visitors.

5. *From which perspectives London's image has been affected more during and after the Olympic Games?*

London is viewed as a modern, innovative and welcoming city, open to do business with international audiences.

6. *What do you think Paris can gain from hosting 2024 Summer Olympic Games?*

By continually telling stories which are relevant to the city's future/ongoing development, in a way which is relevant to domestic and international audiences.

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