**Events Management: Principles & Practice, 4th Edition**

**Instructor’s Manual**

**Written by: Dr Razaq Raj and Dr Tahir Rashid**

**Chapter 19**

**Long-Term Legacy and Impacts**

**Chapter Overview**

The aim of this chapter is to critically review the development and implementation of the long-term legacy and impacts of events on host destinations. The chapter will present compelling evidence on the economic and social impact linked to the long-term legacy and impacts within the host location. The chapter will show that bidding for and hosting a mega event is not only predicated on a nation’s ability to meet the international criteria, but that strategic alliances with international organisations are required, and the adoption of western political methods of governance can play a major role in achieving the end game. The chapter will discuss the historical development of the long-term legacy and impacts of events on a global platform with special attention to western democratic nations. A number of case studies will also be introduced to illustrate the broader issues from positive and negative perspectives.

**Exercises and activities**

**Tips for Tutor**

1. **Before the class, ask each student to read the following sections from chapter 22.**

* Drivers of change in the global event industry
* The internet and the event industry
* Mobile phone and the event industry
* Virtual events
* The transferable personal skills of an event manager
* Future changes in sustainability in the event industry

**Tips for Tutor**

It is best to begin the class by discussing the historical development of the long-term legacy and impacts of events on local communities and host cities?

Discuss with students’ economic and social impact linked to the long-term legacy and impacts within the host location?

1. **Internet Resources**

These are internet and YouTube clips, we recommend you ask students to visit internet sites and YouTube clips and ask them to watch and read the material for classroom discussion.

**Internet Resources**

* <https://www.youtube.com/watch?v=tGEVKx13ftM&t=1s>

**What's the Economic Cost of Postponing the Tokyo Olympics 2020? Japan Olympics?**

The economic impact of postponing the Tokyo 2020 Olympics is estimated to be $6bn. An Olympics has never been postponed before, the challenge facing the organisers, Japanese economy, and stakeholders is untested.

The full impact on the economy of postponing Japan’s Olympics is up for debate. Watch the video to find out about the economic importance of the Tokyo Olympics to the Japanese economy, the role of tourism and more!

* <https://www.youtube.com/watch?v=EpXu1YU0g4k>

**Was it worth it? Brazil mulls World Cup legacy while South Africa claims "intangible" benefits?**

With the dust settling after what was widely regarded as a hugely successful the World Cup football tournament in Brazil, residents are now asking if the whole exercise was really worth it.

More investment and construction work is underway to cater for the Olympic Games which will be staged in Rio de Janeiro in two years time.

But protesters have taken to the streets during the World Cup questioning the scale of the tournament and whether it's been a good long-term investment for the people.

And some have looked across the Atlantic to their partner in the BRICS group of nations - South Africa - to see how the World Cup of 2010 left its mark there.

One example of a questionable long-term investment says the protesters, was the construction of the Arena da Amazonia, in Manaus, which ran over schedule and over budget.

* <https://www.youtube.com/watch?v=1gP_iaQwAkg&t=5s>

**Olympic Legacy: 5 Years on from London 2012?**

Five years on from the London 2012 Olympics, we investigate how the Games are leaving a lasting legacy on the UK's capital. Images courtesy of London Legacy Development Corporation, Thanassis Stavrakis, Kyodo News/Newscom Report,

* <https://www.youtube.com/watch?v=vLTA3PcI6hI>

**Birmingham 2022 Commonwealth Games**

Birmingham 2022 Commonwealth Games organisers and its partners have released a Legacy Plan, outlining their aim to deliver a lasting, positive impact on jobs, skills, education, culture, physical activity and investment across the West Midlands and beyond.

To mark the launch of the Legacy Plan, the Birmingham Poet Laureate and Birmingham 2022 Legacy and Benefits Committee member Casey Bailey has written a poem called “Dive In”, capturing the excitement and the opportunity that Birmingham 2022 is bringing to the city, the region, the country and the Commonwealth.

* [**https://www.youtube.com/watch?v=ZymPCYhgWFE**](https://www.youtube.com/watch?v=ZymPCYhgWFE)

**EY Olympic Legacy Volunteering Program**

Twelve lucky colleagues from Belgium and the Netherlands, ten colleagues from the Americas region and two students from Belgium and the Netherlands were selected to participate in the Olympic Legacy Volunteer Program. Over a three-month period, they will work together in virtual teams to deliver services to Brazilian NGO’s. The program will culminate with a week-long trip to Rio de Janeiro to visit and work with the NGO’s, as well as to attend the 2016 Olympic Games

**Tips for Tutor**

* 1. **Divide students into groups of four to five and instruct them to:**
* Read case study 19.2: QEII Centre's Economic Contribution?
* Ask each group to put forward an argument that shows an inconsistent approach to the reporting of mega events in official documents.
* Ask each group to identify and discuss QEII Centre's Economic Contribution to the city of London. Explain the difference between impact and legacy?

**Case study 19.2: QEII Centre's Economic Contribution**

Central London events venue the QEII Centre has recorded its highest-ever net economic contribution to the UK of £153.1m. This Gross Value Added (GVA) figure is an increase of 72.6% since 2013/14, with a GVA to London alone of £117m.

According to its latest economic impact study, carried out by Grant Thornton, QEII’s most successful financial year to date generated gross expenditure in the UK of £327.5m in 2018/19.

This spend covers a range of activities including overnight stays, subsistence and expenditure in the local economy, and is 5% higher than in 2017/18 and a staggering 71% higher than six years ago in 2013/14.

This is the third economic report to be commissioned by the QEII Centre, with the inaugural report published in 2016. The in-depth analysis of QEII delegate data applies official data sources, industry benchmarks and multipliers, qualitative data from interviews with key partners and modelling to assess the impact of several major events.

QEII’s visitor numbers have also increased over the past six years by 42.5% to 300,965 in 2018/19, according to the report. This is reflected in the centre’s annual increase in turnover, which at £15.9m is its highest in 33 years of trading.

The number of overseas visitors to QEII has increased by 50.9% since 2013/14, to 79,304, which given that overseas visitors spend more in the local economy than UK and London visitors is a major factor in the centre’s increased economic contribution.

Alongside the economic contribution, the report found that QEII has also supported 3,921 Full Time Equivalent (FTE) jobs in the UK – a 95.9% increase on the 2,001 estimated jobs generated in 2013/14.

Chief executive of the QEII Centre Mark Taylor said: “I am delighted that our contribution to the UK and London economies has grown year-on-year to a new record high. This coincides with a 65% increase in turnover since 2013/14 , 70% increase in occupancy yield ratio and 62% increase in profitability, all adding up to our best financial year to date.

“Our self-funded £16m refurbishment project, started in 2013, has helped us deliver a Building Valuation increase of 75.8% from £25.6m to £45m, along with supporting our repositioning campaign as a flexible events space, able to meet and exceed the needs of our diverse client base. Our continued success is testimony to the amazing team we have at QEII, which includes our exceptional external partners Levy Restaurants, Keir and OCS.

“This report shows that alongside the economic benefits QEII delivers, we are also supporting hotels, restaurants, retail and supply chain, and generating trade and export, business stimulation and knowledge sharing – an impact that can only be positive for the UK.”

The Grant Thornton report for 2018/19 concludes that as the QEII Centre remains the only dedicated conference and events centre in central London of its size; it plays a major role in the capital’s strong reputation for events and enables the UK to compete with other international event destinations.

Over the past year QEII has attracted more than 400 national and international events, including high profile events such as the Commonwealth Heads of Government Meeting, the Conservative Party Leadership Announcement and the upcoming One Young World global forum. The centre has also reinforced its reputation for excellence by winning a total of 30 awards since 2013, in areas including customer service, marketing, AV and overall best venue.

**Source:** QEII Economic Report (2019) <https://www.conference-news.co.uk/news/qeii-centres-economic-contribution-revealed>

* 1. **Divide students into groups of four to five and instruct them to:**
* Read Case Study 19.2: $350 Million Hole Is Biggest Brazil World Cup Legacy for Hosts?
* Ask students to critically evaluate the challenge of creating a long-term economy and improving the physical and social environment of a host?
* Ask students to outline and discuss the positive and negative benefits of mega events and festivals?

# Case Study 19.2: $350 Million Hole Is Biggest Brazil World Cup Legacy for Hosts

The 22-kilometer (13.7-mile) scar disfiguring the centre of Cuiaba is a daily reminder to citizens of this Brazilian city of failed World Cup promises. And matters may be about to get worse. A billion reais ($350 million) of public money has already been spent on a light railway system and construction companies say it will take at least 400 million reais more to complete. The state of Mato Grosso has suspended activities and may scrap the entire project, said Gustavo Oliveira, state secretary for strategic projects. The railway was supposed to be finished three months before the inland city of 550,000 located in western Brazil hosted four World Cup group games in June.

With just one station completed, tracks not laid and other unfinished work lining its route, Cuiaba’s rail system is the most visible failure of projects linked to the 2014 World Cup. The city has failed to complete 22 other promised legacy works including a hospital and several transport infrastructures programs.

‘The works are suspended for now because the schedule wasn’t kept, costs are not as predicted and the estimate for the final bill is not consistent,’ Oliveira said in an interview. If the numbers don’t add up and local sentiment turns against the rail system, known locally as VLT, the project will be scrapped.

Debris and unfinished work litter the centre of Cuiaba, capital of the state of Mato Grosso, where cattle outnumber humans. Half-complete metal structures that would be stations line the route, two electric sub stations are complete, while the 40 wagons that would move passengers are gathering dust near the city’s airport. Commuters wait for a local bus at a station built for trains that may never arrive.

Government probe

While officials weigh the future of the VLT, local prosecutors are considering bringing fraud charges … against members of the former Mato Grosso government that suddenly scrapped plans for a cheaper bus system in favour of the VLT.

‘What we are talking about now is to identify what is the financial value, and then discuss if this is a priority or not,’ Oliveira said.

The future of the transit system isn’t the only World Cup-related concern that’s taxing local officials. The city doesn’t have a team in Brazil’s top soccer leagues, making it hard to fill the 41,000-seat, 570 million-reais Arena Pantanal. Cuiaba was chosen as part of former Brazil President Luiz Inacio Lula da Silva’s promise to take the tournament to all corners of the country. Officials in the Amazon capital Manaus are also struggling to make their new stadium pay its way.

On a recent morning the perimeter of the Cuiaba stadium attracted a smattering of elderly joggers and a couple of stray dogs. Since hosting the World Cup games, the arena has held 17 matches and one religious event. Local teams rarely attract more than 1,000 fans, while larger numbers attend games involving popular Rio or Sao Paulo-based teams like Corinthians or Flamengo.

Emergency repairs

The stadium was temporarily closed for emergency repairs. The state allows local teams to play there rent free and isn’t close to earning the 15 million to 18 million reais needed annually to ensure it’s not another burden for the public coffers, said Oliveira. The Arena Pantanal held World Cup games before construction was complete and will be shuttered again for further works.

Despite its troubles Paulo Cesar, the stadium’s superintendent, says it is a source of pride for locals.

‘We’ve only had one broken seat since it opened so you can see they like it,’ he said. Cesar said the World Cup raised the profile of the city and taught the local population about the requirements to host a world class event. Oliveira said Russia, the next World Cup host, should look at what happened in Cuiaba and learn from its experiences.

‘You can’t think … just about the event, you have to understand what the costs are going to be and about the next 20 or 30 years,’ he said.

*Source:* Adapted from Tariq Panja (2015) www.bloomberg.com/news/articles/2015-02-19/-350-million-hole-is-biggest- brazil-world-cup-legacy-for-hosts [accessed 25/03/2020]

1. **Discussions Questions**

**Question 1**

Urban regeneration is a political and government policy to redevelop areas within a region, city or town that has seen significant decline. Mega events have taken on this political agenda. Explain the difference between impact and legacy.

**Question 2**

Successful legacies are well planned, well delivered and embedded in existing strategies, policies and programmes. Considering Greece, China and the UK, discuss why events were allocated to those three countries.

**Question 3**

Discuss and critically evaluate the benefits that mega sporting events have in host cities and analyse how these events are a major boost to the economy.

**Question 4**

The evidence through research indicates that legacy and sustainability from major sporting events varies in terms of quality and benefits. Discuss and investigate how hosting major events can create a legacy and economic success for key stakeholders.