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Title: Selecting Sport Events to Serve Public Policy Agendas

Abstract

In this case, a local Sport Tourism Officer has been asked to prepare a recommendation for Evex City Council regarding which type(s) of event(s) the city should bid for, based on their public policy agenda of enhancing tourism for economic development purposes, and stimulating sport participation for residents. A questionnaire, a codebook, and a data set from two events, an international figure skating event and a provincial gymnastics event, are provided to assist in making a decision. The data set includes the spectators' identification with and motives for attending the events, tourism activities they participated in, as well as some socio-demographic variables. Analyses of the data and interpretation of the results should assist the sport tourism officer in providing accurate recommendations to policy makers. Theories and frameworks that underpin this case include: public policy schemas; identity, motives and tourism behavior of event attendees; sport participation outcomes from sport events; leveraging; and event portfolios.

Keywords: Attendees; Events; Motivation; Sport participation; Sport tourism; Statistics

Case Problem

Sylvia Johnston has a Master Degree in Sport Management, and has been the Sport Tourism Officer for city of Evex for about 5 years. Evex is a medium sized city with a population of 250,000 inhabitants in Canada. As a Sport Tourism officer, Sylvia is responsible for successfully attracting and hosting sport events and meetings, which are consistent with the goals of Evex's Tourism Strategy. Evex recently launched a sport event tourism strategy as a means to diversify their local industry. To that purpose, the city needs to select different types of events it wants to attract in order to generate the best possible tourism outcomes (e.g., Gibson, 2003; Higham, 1999). In addition to enhancing tourism, the city wants to create an image of a "Fun Fit City" for its residents, thereby stimulating opportunities for sport participation. Since "sport" is at the core of sport events, it is reasonable to believe that sport events stimulate sport participation. However, from the literature it appears that sport events may only benefit those who are already involved in sport rather than stimulating new participation (e.g., Taks et al., 2014; Misener et al., 2015; Weed et al. 2015). Nevertheless, besides enhancing tourism, city councilors believe that sport events can also stimulate sport participation among residents.

Based on available data from real cases of previously hosted events in other cities, Sylvia Johnston is tasked to write a report for the Evex City Council with recommendations of which type(s) of event(s) the city should select and bid for next year, based on their public policy agenda of enhancing tourism, and the potential for increasing sport participation of residents. In order to do so, Sylvia will have to: (1) create profiles of event attendees based on demographics, etc.; (2) find out about their motives for attending the events (i.e., are any of these motives related to tourism and/or sport participation); and, (3) investigate which type of tourism activities visitors engage in, and to what extent. Thus, the objective of this case is to make a recommendation

(written and/or orally) to Evex City Council for going after a sport event, based on selecting and applying appropriate statistical concepts and techniques on a data set from survey responses of two real events.

Background Information

Sylvia Johnston contacted SMIC, a Sport Marketing Information Centre, which conducts studies around sport events in order to get some information about previously hosted events in other cities. Because of budget constraints, she was unable to have SMIC write a report and the necessary recommendations on the related topics. Instead, for a minimal price, she was able to get a hold of some research materials, including a questionnaire, a code book and a data set, from two different types of small to medium sized events (SME). She is looking to determine what type of event would be most strategic for the City of Evex, and this data should help guide the decision making process. As part of gathering information about event hosting, she will need to conduct a review of relevant literature and analyze the data provided by SMIC. A thorough analysis of the data, alongside a review of relevant literature, should enable Sylvia to provide recommendations to Evex City Council as to which type of event the city should select and bid for next year.

Theoretical Considerations

Sylvia still had access to the library at her former University and was able to perform a series of searches for relevant literature. She performed a series of searches, using keywords such as: sport eventourism, sport participation, legacy, and leveraging. From this initial search, it became clear that sport events have indeed become part of broader public policy agendas for cities in terms of urban development, place marketing, tourism, and economic development (e.g., Clark & Misener, 2015). That is, cities are using events for what they consider beneficial outcomes for the host region. Most of the research on impacts, or what is often termed ‘legacy’ of

events, has focused on mega sport events (MSE) such as the Olympic Games, the FIFA World Cup or the Commonwealth Games (e.g., Solberg & Preuss, 2007). However, smaller sized cities are not in a position to host these types of MSE because they lack the necessary financial, physical and human resources (Agha & Taks, 2015), yet there may be valuable outcomes from hosting smaller events (e.g., e.g., Higham, 1999; Taks, Chalip & Green, 2015). In order to accrue positive impacts for the host community, event organizers need to understand what motivates people to attend events, and what additional activities they participate in while visiting the area (e.g., Snelgrove, Taks, Chalip, & Green, 2008).

Attracting non-locals to the area can create opportunities for flow-on tourism (i.e., tourism activities beyond the event but around the time of the event), thereby potentially stimulating other industries in the local economy (e.g., Gibson, 2003; Gibson, Kaplanidou, & Kang, 2012; Taks, Chalip, Green, Kesenne, & Martyn, 2009; Taks, Green, Chalip, Kesenne, & Martyn, 2013). Research from non-mega sport events shows potential for personal growth and skill development of local residents (e.g., through volunteering, officiating, organizing), which may benefit sport participation opportunities in host communities (Taks, Green, Misener, & Chalip, 2014; Misener, Taks, Chalip & Green, 2015), however to date there is little support for the claim that events engender further sport participation (Weed et al., 2015). As a result of these claims, the idea that in order to accrue benefits to the local area, outcomes need to be strategically planned (i.e. *leveraging*; Chalip, 2014). Thus, if enhancing tourism and stimulating sport participation are desired outcomes, implementing strategies and tactics to leverage the event, are essential to enhance these outcomes. It may also be necessary to consider how events are strategically placed within the context of city developments, taking into account the capacity flow throughout the

calendar year, something which has been referred to as an *event portfolio* (e.g. Ziakas & Costa, 2011).

Description of the Two Events

The two events in the data set pertain to an international figure skating event (SKATE) and a provincial gymnastics event (GYM). They were both hosted in medium sized cities in Ontario (Canada) (see Figure 1). The 2013 World Figure Skating Championships (SKATE) was hosted at the Budweiser Gardens in London (Ontario) from March 11-17. The event attracted 9,708 spectators, of which 6,525 (or 67%) were from outside of London (i.e. visitors; CSTA, 2013). The second event, the 2012-2013 Men's and Women's Ontario Artistic Championships (GYM) was hosted at the Field House of the University of Windsor (Windsor, Ontario) from April 4-7. The event attracted approximately 800 athletes and 1000 spectators (Wasser & Taks, 2014). The spectator profiles suggest that only a small portion of the GYM attendees were locals (i.e., only relatives and friends of local qualifying gymnasts). Note that the samples for the two events include both local (i.e., "residents") and non-local (i.e., "visitors") event attendees. This distinction is relevant, as only visitors (i.e., non-local event attendees) should be included when analyzing tourism behaviour.

Questionnaire

A similar questionnaire was employed in both cases (see appendix A). Flyers with a request to fill out an online version of the questionnaires were handed out to spectators as they exited the event. In return for completing the questionnaire, participants were entered into a draw to win a \$100 cash prize. The questionnaires captured information on the respondents' identity and motives for attending the event, enquired about their tourism activities, and collected some socio-demographic characteristics. Clearly, some of the motives in the questionnaires aligned with the

strategic objectives of the city for hosting events, such as motives to learn about the destination (i.e, tourism) and sport participation (e.g., learn about pathways to get involved in sport).

Measurements

A detailed overview of all the measurements was provided to Sylvia. The questionnaires and measurements were similar for both events and are described in the codebook (see Appendix B). The 10 questions from the questionnaire (see Questionnaire and column 2 in the Codebook), measure a total of 53 variables (see column 1 in the Codebook).

Identification. In order to understand the nature of attendees at the sporting events, Sylvia needs to explore how individuals identify with the event. From her sport marketing class, Sylvia remembered that identification with a sport reflects how people describe themselves (self-identity) or how other people describe other individuals (social identity) as being part of a sport subculture (Shamir, 1992; Green, 2001). Identification in the context of events is important, since a high level of identification with the sport stimulates the desire and decision to attend events, while attending events, in turn, may also reinforce spectators' own personal identity (Pons et al., 2006). The questionnaires contained two measures for identification; one related to *identification with the specific sport* (see **question 7**, 3 items; e.g., I do not have/I have strong feelings about [THE SPORT]), and the second related to *identification with attending events in general* (see **question 9**, 3 items; e.g., I do not/I do have strong feelings about sports events in general). Both measures reflected self-identity and consisted of three items each based on Shamir's (1992) 6-point Likert scale of self and social identity (from 1= no identification to 6 = strong identification). Sylvia also remembered from her statistics class, that measurements for overarching constructs could be calculated based on the average score of the items that measure that particular dimension, on the condition the items show sufficient internal consistency. Thus,

she was aware that first, the internal consistency of the items for each construct (i.e., identification with the specific sport; identification with sport events in general) needs to be tested, before the average score of the three items in each construct should be calculated.

Motives for attending the event. Similar to identity, Sylvia recalled that motives were important for event attendees. Motives drive behaviour, therefore, finding out what motivates people to attend events provides information to sport event organizers and policy makers how to attract spectators to the events. Six motivational dimensions were measured in total. Five dimensions were based on Beard and Ragheb's (1983) leisure motivation scale and one dimension, the *entertainment experience* (i.e., performance), was based on Kim and Chalip's (2004) fan motivation scale. Four of the leisure dimensions were similar to the ones used by Snelgrove et al. (2008), including *social, escape, learning about the destination, and learning about athletics*. As per the theory of Planned Behaviour (Ajzen, 1985) people go through various stages of contemplation and intention prior to participation. One of those stages measured here was in terms of learning about the sport and *learning about pathways to get involved in the sport*, which ties to the desired strategic outcome of eventually increasing sport participation. Note that the items related to *learning about pathways to get involved in the sport* were newly created and not previously used in other studies. All constructs were measured with three items each, and were based on a 6-point Likert scale ranging from strongly disagree (1) to strongly agree (6). As was the case for identity, first internal consistency of the items in each constructs needs to be tested before an overall score for each construct can be calculated by taking the average of the three items in each dimension.

Tourism activities. The questionnaires and data set also provided information on the tourism activities which attendees undertook during the events (i.e., flow-on tourism; Higham, 1999; Taks

et al., 2011). Sylvia was well aware that if the city's public policy agenda was to enhance tourism for economic development purposes, thus she needed to provide evidence if, and to what extent these events stimulate tourism behavior of visitors (i.e., non-local event attendees). Obviously, the underlying assumption is that stimulating the tourism industry positively contributes to economic development as these visitors have direct expenditures that add to the local economy. The questionnaires enquire about the number of times visitors expected to participate in a series of activities while attending the sport event, thus it is important to exclude local residents from this portion of the data collected. Dining, shopping, recreation and sporting activities, and visiting parks and gardens are also defined as *mundane tourism activities*; while nightlife, museums and galleries, music and performing arts, and gaming are considered *classic tourism activities* (Taks et al., 2011).

Socio-demographic variables. Understanding the characteristics of visitors is important to determine the types of events, activities, and marketing strategies necessary to attract visitors to the event and the city. The socio-demographic variables in the questionnaires consisted of: place of residence (which distinguishes between local "residents" and non-local "visitors"), sex, age, educational status and income level. This information will assist in understanding visitors' profiles of the spectators at each type of event.

Discussion Questions

By selecting and applying appropriate statistical concepts and techniques, a thorough analysis of the data will assist Sylvia Johnston to determine which types of events the city should pursue to best serve their goals of enhancing tourism from visitors for economic development purposes, and/or sport participation opportunities for residents. In order to prepare a solid recommendation in the report to Evex City Council the following analyses will be helpful:

1. Are the profiles of visitors different at the two events? (i.e., describe their socio-demographic characteristics).
2. Are the identity and motives of the spectators different according to the type of event? (i.e., calculate and compare the theoretical constructs for motivation and identity)
3. Which identity and motive constructs are related to the focal point of the case, namely enhancing tourism and stimulating sport participation? Is learning about the destination (i.e., indicator of interest in tourism) an important motive for attending these events? Is learning about pathways to participate in sport (i.e., indicator of interest in sport participation) an important motive to attend these events?
4. Are visitors at the two types of events engaging in different tourism activities?
5. Based on the interpretation of the results and review of relevant literature, and the conclusions thereof, which event should Sylvia Johnston recommend to: (a) enhance tourism, and (b) stimulate sport participation.

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Figure 1: Two Small-Medium Sized Sport Events (SME)

Appendix A: QUESTIONNAIRE

1. Is the EVENT the main reason for being in the CITY today?

Yes No

2. Have you previously attended this EVENT live (in person)?

Yes No

3. How did you hear about the EVENT? (check all that apply)

- Newspaper E-mail Friends/Family Flyer Figure Skating Club
 Magazine TV Internet Poster/Banner Radio
 Other, (specify): _____

4. Do you live outside the City? Yes No

Home Country: _____

Home City: _____

5. How many days it total, will you be attending the EVENT?

1 days 2 days 3 days 4 days 5 days 6 days 7 days

6. Please check the number of times you expect to do the activities listed in bold while visiting the CITY (0 = not at all; 1 = 1 time; 2 = 2 times; 3 = 3 times, ≥ 4 = 4 or more times)

Tourism activity	Number of times participating in activities
Dining out	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥ 4
Nightlife	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥ 4
Shopping	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥ 4
Museums and Galleries	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥ 4
Music & Performing Arts	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥ 4
Parks and Gardens	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥ 4
Recreational/Sporting Activities	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥ 4
Gaming	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥ 4

Appendix B: CODEBOOK

# Var.	Ques tion	Label	Description	Coding	Min.	Max
1		ID	Identification	1 to 322	1	172
2		Sport	Type of sport	1 = SKATE 2 = GYM	1	2
3	Q.1	Primary_att	Is the EVENT the main reason for being in the city today?	0 = no 1 = yes	0	1
4	Q.2	Live_att	Have you previously attended this EVENT live	0 = no 1 = yes	0	1
	Q.3		How did you hear about this event:	0 = no 1 = yes	0	1
5	3.1	MC_Newsp	Newspaper	See Q. 3		
6	3.2	MC_Email	E-mail			
7	3.3	MC_FF	Friends/Family			
8	3.4	MC_Flyer	Flyer			
9	3.5	MC_Club	Sport Club			
10	3.6	MC_Mag	Magazine			
11	3.7	MC_TV	TV			
12	3.8	MC_Web	Internet			
13	3.9	MC_Poster	Poster/Banner			
14	3.10	MC_Radio	Radio			
15	3.11	MC_Other	Other (specify)			
16	Q.4	Residence	Do you live outside the city?	0= no (=local) 1 = yes (=non-local)	0	1
17	Q.5	Stay_length	How many days it total, will you be attending the EVENT?	1 = 1 day 2 = 2 days ... 7 = 7 days	1	7
	Q.6		Number of times you expect to participate in the following tourism activities while visiting the CITY	0= no participation 1= 1 time 2 = 2 times 3 = 3 times 4 = \geq 4 times	0	4
18	6.1	T_dining_n	Dining	See Q. 6		
19	6.2	T_night_n	Nightlife			
20	6.3	T_shop_n	Shopping			
21	6.4	T_Muse_n	Museums and Galleries			
22	6.5	T_PA_n	Music and Performing arts			
23	6.6	T_parks_n	Parks and Gardens			
24	6.7	T_rec_n	Recreational/Sporting Activities			
25	6.8	T_Game_n	Gaming			
	Q.7		Self-identification with the [SPORT]:	1 = not at all ... 6 = very much	1	6

26	7.1	ID_SPORT1	Being a fan of [SPORT] Describes me	See Q.7		
27	7.2	ID_SPORT2	Being a fan of [SPORT] Affirms my values			
28	7.3	ID_SPORT3	I have strong feelings about [SPORT]			
	Q.8		Reasons for attending the EVENT	1 = strongly disagree ... 6 = strongly agree	1	6
29	8.1	LEARNS_1	to satisfy my curiosity about Figure Skating	See Q.8		
30	8.2	SOC_1	to build friendships with others			
31	8.3	ESC_1	to get away from my everyday life			
32	8.4	PERF_1	to watch high level Figure Skating			
33	8.5	LEARND_1	to expand my knowledge about the CITY, the province of Ontario, and/or Canada			
34	8.6	LEARNS_2	to discover new things about Figure Skating			
35	8.7	LEARND_2	to discover new things about The CITY, the province of Ontario, and/or Canada			
36	8.8	PATH_1	to explore [SPORT] opportunities in the area			
37	8.9	PERF_2	to see future stars of Figure Skating			
38	8.10	SOC_2	to interact with others			
39	8.11	ESC_2	to relax physically			
40	8.12	LEARNS_3	to expand my knowledge about Figure Skating			
41	8.13	SOC_3	to meet new and different people			
42	8.14	PATH_2	to learn more about getting involved in the SPORT			
43	8.15	PERF_3	to be a part of a major Figure Skating event			
44	8.16	LEARND_3	to satisfy my curiosity about the CITY/region, the province of Ontario, and/or Canada			
45	8.17	ESC_3	to relax mentally			
46		PATH_3	to discover ways to get involved in SPORT			

	Q.9		Self-identification with the sport events in general	1 = not at all ... 6 = very much	1	6
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47	9.1	ID_EVENTS_1	Being an avid supporter of local sport events Describes me	See Q.9		
48	9.2	ID_EVENTS_2	I frequently travel to attend sporting events			
49	9.3	ID_EVENTS_3	I have strong feelings about sport events in general			
50	Q.10	SEX	Female or Male	0 = Male 1 = Female	18	max
51	Q.11	Age_n	Age category	1 = 18 to 34 2 = 34 to 54 3 = \geq 55	1	3
52	Q.12	EDUC_n	Educational level	1 = Elementary School, some High School, High School Graduate 2 = Some university or higher education 3 = University or higher education graduate 4 = Graduate school	1	4
53	Q.13	INC_n	Income category	1 = <\$ 50,000 2 = \$ 50,000 - \$ 99,999 3 = \$100,000 or more 4 = Prefer not to answer	1	3