

What Host City Needs to Prepare?

A Literature Review on Conducting Sports Event

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Abstract: Many scholars already mentioned that sports events have big positive impact. However, if the host city does not prepare properly, the positive impact of organizing sporting events cannot be achieved optimally. Even though the cost of organizing sporting events is not small and this burden the National and Regional Budgets a lot. This literature review is made to be a reference for the Government that wants to organize sporting events to pay attention to things that need to be prepared. This article uses 17 articles on organizing sporting events from the last ten years as data for analysis. Of all the articles reviewed, the authors found that there were several points that the host city had to prepare carefully so that sporting events could have the maximum impact, including improvement of city branding, impact on sponsorship companies, local economic development, positive media coverage, the social impact for local residents, social capital development on volunteers, improvement of public diplomacy, and athlete's development. It can be concluded that organizers need to work closely with local residents, as their opinion plays a very important role in the city's image. Local residents also have a role to convince international sports organizations to choose that country as the host country of sports events including how local residents promote their city will be a review for sports tourists before they come to sports events. Several things can be done to increase the positive impression of local residents, organizers must start improving the quality of infrastructure and public facilities. Furthermore, organizers need to build cooperation with local entrepreneurs and make local residents volunteer in sports events. This can create a positive impression that can increase local residents' trust and with this city image improvement, media exposure to sports events will also be good.

Keywords: Sports Management, Sports Event, Host City

INTRODUCTION

Sports events, such as the Olympics and FIFA World Cup, are a good medium for promoting a region or country (Li et al., 2013) and it becomes a source of pride for the people when their country can be seen by the world (Heere et al., 2013). Through sports events, many people will come to the host city, before the event takes place, while the event is taking place, and after the event takes place (Müller, 2015) so there will be many impacts, such as improving city branding

(Yu et al., 2023). With the improvement of city branding, the host city is able to get a positive impact by increasing the presence of tourists and investors (Gilboa et al., 2015; Oshimi & Harada, 2019). This will have an impact on local economic development (Chung & Woo, 2011) due to increased tourist visits, as happened in Sochi, Russia after they hosted the 2014 Winter Olympic Games (Y. Kim et al., 2019).

As part of sports and tourism, city branding means the ability of a city to display the positive side of the city so that tourists who come can see and feel it (Oshimi & Harada, 2019). City branding will be formed by combining city image which is a positive impression that local residents have while living in the city (Gilboa et al., 2015), and destination image which is a positive impression obtained by tourists and is related to their level of satisfaction so that they want to come back to the city (Stylidis et al., 2016). However, the impact of each sports event will certainly be different because of the different levels of the sports event, the popularity of the event, the length of time the event is held, to the location where the event is held has a different impact (Y. Kim et al., 2019). This is in line with the branding strategy of a sports event-based host city (Herstein & Berger, 2013) where there are two main dimensions, namely the locus of the sports event (local vs international) and the longevity of the sports event (one-off vs. continuous).

If the host city targets to use a mega sports event, such as the Olympics, as a way to increase branding, then they should see this as a long-term investment. For example, when Seoul held the Olympics, they managed to change the image of South Korea and gain up to US\$1.3 billion a year after the event was held (Herstein & Berger, 2013). However, not all of these Olympics produced a positive impact, as the Olympics held in Munich suffered losses of up to £178 million. This shows that the readiness of the host city in holding mega sports events needs attention. Different patterns must also be applied to international sports events, medium sports events, and small-scale sports events.

In addition to increasing city branding, through sports events, sponsoring companies are also affected by increasing brand awareness to increase positive impressions along with increasing positive impressions of the sports event (Chung & Woo, 2011). Sports events also help increase media coverage for the host city (Ishac et al., 2018) thereby helping to increase positive reputation. On the other hand, local residents must also be able to get an impact from organizing sports events through the construction of more adequate public facilities for them to live comfortably (Yao & Schwarz, 2018). By increasing the level of satisfaction with the quality of life in the host city, local residents can help increase positive branding through word-of-mouth (WOM) messages

(Papadimitriou et al., 2015). In addition, there are other impacts of organizing sports events that are rarely discussed, namely social capital development on volunteers (Baum & Lockstone, 2007), improvement of public diplomacy (Grix & Lee, 2013), and athlete development (Taks et al., 2014).

Based on these various statements, it can be concluded that organizing sports events has a big impact on the host city. However, there are no articles that discuss what must be prepared to organize a mega sports event in order to maximize the positive impact that exists. The various articles that exist only discuss what the resulting impact is, so the discussion on this matter is still open. Therefore, this article aims to be a reference for how host cities must prepare themselves, and the discussion in this article focuses on ways to achieve eight sports event impacts, namely improvement of city branding, impact on sponsorship companies, local economic development, positive media coverage, the social impact for local residents, social capital development on volunteers, improvement of public diplomacy, and athlete's development.

METHOD

This article is a literature study where the data collected is the result of various studies that have been published before. As much as 80% of the articles used as data are original research and searched using the keywords impact of sports events, city branding, sports volunteering, sports diplomacy, and athlete development. From 30 articles that retrieved from the Scopus database, ScienceDirect, Willey, Google Scholar, and other search sites, only 17 articles dating from 2013-2023 were used. The data that has been found will be compiled and analyzed so that conclusions will be found from the analysis of the literature review.

RESULTS

After the screening stage is complete, then the articles that are relevant to the discussion regarding the things that must be prepared by the host to hold a sports event, then a list of articles that can be used in the discussion section is made and concludes the problems that arise in this article. To make it clearer, the data is presented in the table below as follows:

Table 1. The results of the document analysis go through the screening stage

| Author | Year | Tittle |
|---------------------|-------------|---|
| Grix, J., & Lee, D. | 2013 | Soft power, sports mega-events and emerging states: The lure of the politics of attraction. |

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| Herstein, R., & Berger, R. | 2013 | Much more than sports: sports events as stimuli for city re-branding. |
| Yuan, S. | 2013 | A miraculous revitalization of Japan? A comparative analysis of the 1964 Tokyo Olympic Games, the failed 2016 host city bid and the successful 2020 bid. |
| Yim, K., Kim, Y., & Shin, S. | 2013 | An analysis of social cognition, national image, and sponsorship effectiveness by mega sporting events. |
| Kim, J., Kang, J. H., & Kim, Y. K. | 2014 | Impact of Mega Sport Events on Destination Image and Country Image. |
| Liu, D., Broom, D., & Wilson, R. | 2014 | Legacy of the Beijing Olympic Games: A non-host city perspective. |
| Taks, M., Green, B. C., Misener, L., & Chalip, L. | 2014 | Evaluating sport development outcomes: The case of a medium-sized international sport event. |
| Taks, M., Chalip, L., & Green, B. C. | 2015 | Impacts and strategic outcomes from non-mega sport events for local communities. |
| Kim, W., Jun, H. M., Walker, M., & Drane, D. | 2015 | Evaluating the perceived social impacts of hosting large-scale sport tourism events: Scale development and validation. |
| Kwak, D. H., Ko, Y. J., Kang, I., & Rosentraub, M. | 2017 | Sport in Korea: History, development, management |
| Yao, Q., & Schwarz, E. C. | 2018 | Impacts and implications of an annual major sport event: A host community perspective. |
| Choi, K. H., Kim, M., & Leopkey, B. | 2019 | Prospective tourists' risk perceptions and intentions to travel to a mega-sporting event host country with apparent risk. |
| Kim, Y., Kim, J., Cho, S., & Yim, K. | 2019 | The Impact of Mega Sporting Events on Host Country's Destination Images: The Cases of the 2014 Sochi Winter Olympics and 2015 Beijing IAAF World Championships. |
| Dubinsky, Y. | 2019 | From soft power to sports diplomacy: A theoretical and conceptual discussion. |
| Heydari, R., Keshtidar, M., Ramkissoon, H., Esfahani, M., & Asadollahi, E. | 2022 | Adoption of Entrepreneurial Behaviours in Sports Tourism in Developing Countries. |
| Cho, H., & Joo, D. | 2022 | Compulsory volunteers' nostalgia and its relationships with positive memories, age, past experiences, and volunteer intention. |
| Yu, H. Y., Lee, D., Ahn, J., Lee, M., & Foreman, J. J. | 2023 | City Branding's impact on cities hosting sporting events: Top-down and bottom-up effects in a pre-post study. |

DISCUSSION

In preparing to organize sports events, stakeholders not only pay attention to the satisfaction and positive impressions obtained by sports tourists but also must be able to change local residents' perceptions of the Government's ability to organize sports events, including convincing local residents that organizing sports events is not just a waste of money. This is similar

to what happened when Japan bid to become the host city of the Olympics where Japan failed to bid for the host city of the 2016 Olympics due to lack of support from local residents. However, in 2012, Japan managed to win the bid to become the host city of the 2020 Olympics in Tokyo because they succeeded in getting support from the community of up to 65.7% (Yuan, 2013).

Several things that can be prepared to increase the support of local residents are by rebuilding all city infrastructure, such as sports stadiums, airports, transportation systems, roads, and highways, including establishing new attractions such as theme parks and modern shopping malls (Herstein & Berger, 2013; Yu et al., 2023). Later this development will not only be useful to improve the perception of local residents in supporting sports events but also to improve the city's image among tourists. The construction of sports facilities also has an impact on increasing sports participation from local residents, but this development must be based on the needs of the community and how the community can access it easily (Taks et al., 2014, 2015). This can also increase sports participation through sports events. This can also be done by increasing the involvement of local residents in side events (Taks et al., 2015), for example, at the Tour de Borobudur a bicycle event in Indonesia, the organizers not only hold competitions but also conducted inter-city tours for bicycle lovers to go around the city including inviting people with special needs to make official merchandise from the event.

However, the development of this infrastructure must also pay attention to the environmental impacts it faces because environmental sustainability issues have also become a topic of discussion which can reduce the confidence of international sports organizations to choose the country to be the host city (W. Kim et al., 2015). In addition, the level of security and convenience of local residents living in the host city is also a determining factor in creating a good city image so organizers must ensure the quality of security and suppress issues that threaten public trust (W. Kim et al., 2015). One way to ensure the quality of security is to compile a list of threats and countermeasures. Through the bow-tie approach, event organizers can map out exactly what needs to be faced and prepared. Furthermore, organizers need to make massive promotions containing positive news that the host city is safe and comfortable to visit (Choi et al., 2019). Stakeholders also need to pay attention to media coverage for the host city so that they always provide positive news and display the host city as desired by the organizers (Kwak et al., 2017).

In organizing sports events, there are two main activities that are mostly covered by the media, namely the opening ceremony and closing ceremony, where the host city can display local heritage to the whole world and this becomes the main highlight for sports events (Y. Kim et al.,

2019). Therefore, sports event organizers must prepare for these two things by developing an opening concept that elevates local culture. The opening ceremony and closing ceremonies of this sports event are no longer just formal ceremonies but are also entertainment performances. On the other hand, as a promotional medium, the opening and closing ceremonies of sports events also have the effect of showing the political power of a country by communicating various national strengths through the cultural exchange at sports events (Grix & Lee, 2013). For example, when the Nazis showed their strength through the extraordinary holding of the 1936 Olympics in East Germany and their dominance in winning the gold medal, it influenced foreign public opinion against them and showed that the country had the same abilities as other big countries (Dubinsky, 2019).

The pride in organizing sports events felt by local residents is part of the social impact on them, one of which is their pride in being citizens of the host country. It can also unite various differences through competitions that present national teams from the host country (Grix & Lee, 2013). In addition, organizing sports events can also have an impact on increasing local residents' interest in exercising, increasing health awareness, and increasing achievement (Liu et al., 2014). However, this must start with increasing the awareness of local residents, as stated by our own research (Yao & Schwarz, 2018) where the social impact of sports events on local residents is affected by event awareness. The reason is that the media coverage used by the organizer does not reach local residents, especially if the sports event being held is not something familiar. Therefore, organizers must ensure that the mass media used is media that is widely used or seen by the public, for example in China, WeChat is more widely used and is a source of news (Yao & Schwarz, 2018). Organizers are also expected to have good communication and establish closeness with local residents (Taks et al., 2015), especially those around the venue, one of which is by involving local entrepreneurship. Organizers need to prepare supporting facilities for sports events which can later be used as a place to sell local products from local entrepreneurs, including how the Government can provide financial support for local entrepreneurs to develop their businesses through sports events (Heydari et al., 2022).

Local residents should also have the opportunity to be involved as volunteers in sports events. However, organizers need to prepare the right recruitment methods so that the volunteers they get can really work well, including emphasizing that volunteering is an activity that focuses on helping others (Cho & Joo, 2022). Organizers can also provide volunteers with material on what they have to do, the situations they will face, and how to solve problems that arise, including

creating a comfortable environment and team working. This is intended so that the volunteers who come can provide the best service for sports tourists and not only aim to make money.

In addition, the different types of sports events will determine the type of media coverage that is interesting for sports tourists to see (J. Kim et al., 2014), such as the implementation of the Winter Olympics which is very suitable if there are lots of video footage that contains elements of nature by showing the beauty of the snow. Especially in the Winter Olympics, most of the sports that are competed in are in nature, so this is a great opportunity for the host city to show its natural beauty. So it is also necessary to pay attention to the placement of spots for the press and audience in the venue so that they can take videos and pictures as expected by the organizers, including the quality of the internet and media room which must be considered so that they can provide comfort for the mass media and spectators to upload news and information related to the implementation sports events.

CONCLUSION

After discussing what must be prepared to organize a sports event so that it can have the maximum impact, it can be concluded that the organizers need to work closely with local residents. They are an important part that will interact directly with sports tourists so their opinion plays a very important role in the city's image. Local residents also have a role to convince international sports organizations to choose that country as the host country of sports events including how local residents promote their city will be a review for sports tourists before they come to sports events. Several things can be done to increase the positive impression of local residents, organizers must start improving the quality of infrastructure and public facilities. Furthermore, organizers need to build cooperation with local entrepreneurs and make local residents volunteer in sports events. This can create a positive impression that can increase local residents' trust and with this city image improvement, media exposure to sports events will also be good.

Conflict of Interest

All the co-authors have read and agreed for the last version of this manuscript to be published, and there are no conflicts of interest to disclose.

Acknowledgment

The current study was funded and supported by the Faculty of Sports Science, Universitas Negeri Semarang. The authors would like to express sincere gratitude, especially to the Nippon Sports Science University, Japan, as our partner in conducting this research collaboration. The authors also addressed the gratitude to the official committee of the Tour de Borobudur sports event in Indonesia, and the official committee of the 2023 World Aquatic Master Championship sports event in Japan who provide us with opportunities to collect the research data.

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