

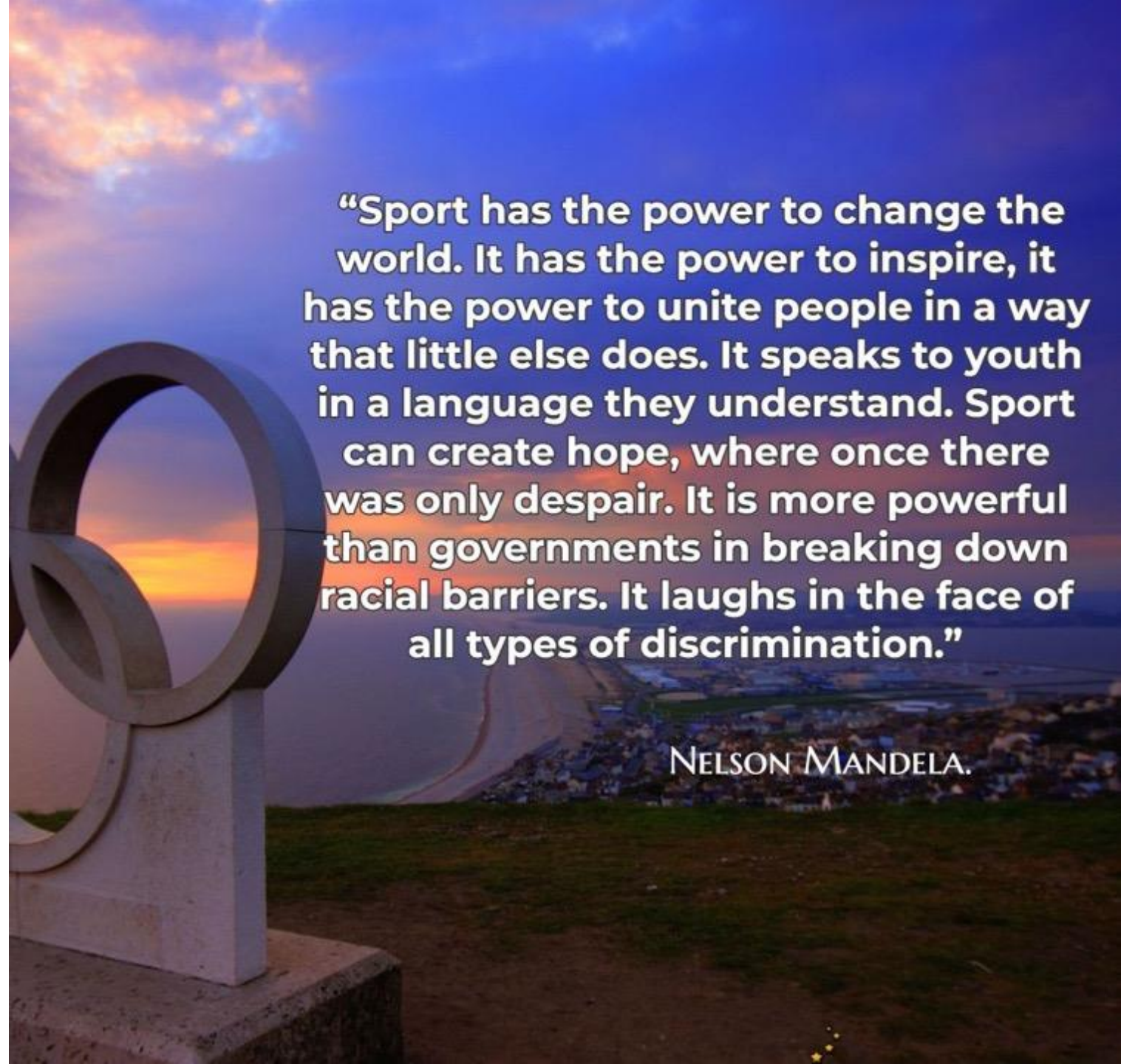
Shifting from impact to leverage: How to use sport for city development

Dr. Bob Heere, Ph.D.



“Sport has the power to change the world. It has the power to inspire, it has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create hope, where once there was only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination.”

NELSON MANDELA.



A brief intro: My scholarly background

Journal of Sport Management, 2007, 21, 319-337
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Sports Teams and Their Communities: Examining the Influence of External Group Identities on Team Identity

Bob Heere

Cruyff Academics International

Jeffrey D. James

Florida State University

Journal of Sport Management, 2012, 26, 127-142
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The Impact of World Cup 2002 on the Bilateral Relationship Between South Korea and Japan

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Journal of Sport Management, 2016, 30, 135-148
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New Team, New Fans: A Longitudinal Examination of Team Identification as a Driver of University Identification

Matthew Katz

University of Massachusetts Amherst

Bob Heere

University of South Carolina

Int. J. Sport Management and Marketing, Vol. 12, Nos. 3/4, 2012

241

Social capital within sport participation systems: a multi-national inquiry

**Chung-Hsiang Wang, Luo Li, Joyce Olushola,
Kyu-soo Chung, Toshiyuki Ogura and
Bob Heere***

European Sport Management Quarterly

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<http://www.tandfonline.com/loi/resm20>

The power of sport to unite a nation: the social value of the 2010 FIFA World Cup in South Africa

**Bob Heere^a, Matthew Walker^b, Heather Gibson^c, Brijesh Thapa^c,
Sue Geldenhuys^d & Willie Coetzee^d**

Journal of Sport Management, 2019, 33, 506-517
<https://doi.org/10.1123/jsm.2018-0901>
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Inducing Destination Images Among International Audiences: The Differing Effects of Promoting Sport Events on the Destination Image of a City Around the World

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Journal of Sport Management, 2020, 34, 147-160
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The Initial Intentions for Social Leveraging of a Mega Sport Event Among Stakeholders of a Newly Formed Interorganizational Relationship

Fei Gao
University of South Carolina

Bob Heere
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Samuel Y. Todd and Brian Mihalik
University of South Carolina

The fallacy of thinking of sport as inherently good



Legacy, what legacy? Five years on the London Olympic park battle still rages



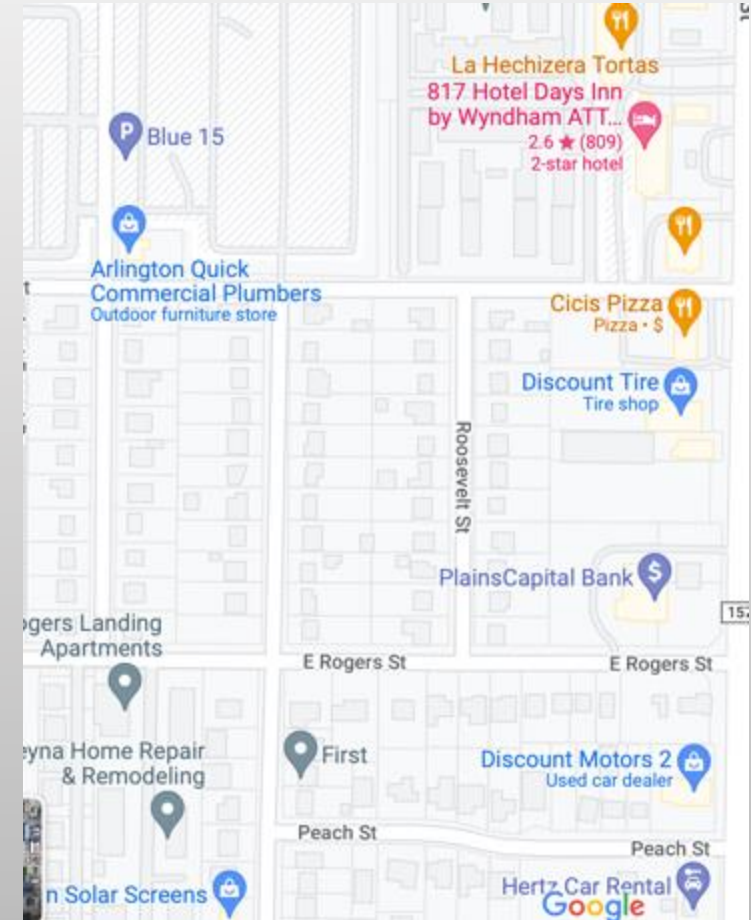
Questions to ask when reviewing economic impact studies

- Just because it happened there and then, does that mean it will happen here and now?
- How much of that impact truly remains within in the locality?
- Does it crowd out other businesses?
- Who pays and who benefits?
- Do you seek economic impact from the sport entity, or is it part of a larger project?
- What are your overall goals?
- What are the trade-offs?



Shifting from impact to leverage

- Impact means: What can this sport entity (event or venue) do for us?
- It implies a more passive, evaluative role for the public partner
- It is often seen as a yes/no negotiation
- Leverage means: What can we do with the event or venue to optimize the benefits that we seek to obtain?
- It implies a more pro-active role for the public partner to pursue well defined objectives
- City is a collaborative partner throughout the process, searching for ways to maximize their return on asset.



The leveraging process

1. Engage community and stakeholders of city for environmental scan.
2. Define goals to achieve through the sport investment.
3. Set criteria to be included in feasibility study for new venue/event.
4. Conduct feasibility study in partnership with community and stakeholders.
5. Finalize role of city (and/or their stakeholders) within proposed plan.
6. Initiate the development process.



Engaging the community in environmental scan

- It's a collaborative team effort.
- Design targeted focus groups with different stakeholders and focus groups to truly understand needs of your city that can be addressed through sport.
 - Share potential goals with groups to receive feedback
- Olympic bid 2016: Chicago versus Boston

| CITY HALL |
Reverchon Park Deal Is a Bust
JACOB VAUGHN | OCTOBER 2, 2020 | 4:00AM

The battle for the bid: Chicago 2016, No Games Chicago, and the lessons to be learned

Authors Amy Rundio, Bob Heere

Publication date 2016/12/1

Journal Sport management review

Define goals for city to achieve through the sport investment

- Sport for health
 - Sport participation systems build on inclusion, not competition
- Sport for city pride
 - Elite teams or events that allow Dallasites to come together
- Sport for tourism
 - Sport entities that bring in outside visitors
- Sport for branding
 - Sport entities that make the city look great
- Sport for urban development/revitalization
 - Sport entity as anchor to overall development project
- Sport for inclusion
 - Sport entity build to bring different groups together
- Understand that there are trade-offs between and even within these goals, and that strategic planning is required to consider these trade-offs
 - Sport for health versus sport for city pride

Failed trade-offs

West End musicals may close during London Olympics 2012

Andrew Lloyd Webber's production company considers closing shows, including *The Phantom of the Opera* and *The Wizard of Oz*, during the London Games next summer



Game on or off? ... Andrew Lloyd Webber's company is debating whether to close *The Wizard of Oz* during the Olympics 2012. Photograph: Donald Cooper/Rex Features

Major West End musicals are debating the possibility of closing for the duration of the London Olympics, according to financial website *This is Money*.



Set criteria to be included in feasibility study for new venue/event



Finalize role of city (and/or stakeholders) within proposed plan

Pending the outcome of the feasibility study, develop new work groups with various stakeholders to explore and initiate partnerships with private parties

Moral of the story: don't wait for the best offer to come to you, but pro-actively work together to get to that best offer



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Thank you.