

A Work Project, presented as part of the requirements for the award of the masters' degrees in Masters in Management and for Masters in Impact Entrepreneurship and Innovation from the Nova School of Business and Economics.

General title: Promoting Tourism through the Organization of International Sports Events: A National and International Strategic Benchmark and Recommendations for the Portuguese Ecosystem

Subtitle Clara Defourt: Using the Stakeholder Mapping Framework

Clara Defourt

Student Number 48400

Work project carried out under the supervision of:

Professor Pedro Brinca

24-01-2023

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List of Abbreviations

Abbreviation	Definition
BOIC	: Belgian Olympic and Interfederal Committee
CEO	: Chief Executive Officer
IOC	: International Olympic Committee
ISE	: International Sport Events
ISA	: International Surfing Association
COP	: Olympic Committee of Portugal
CNIG	: National Golf Industry Council
NOC	: National Olympic Committee
NSF	: National Sports Federation
POG	: Pan-American Olympic Games
PE	: Physical Education
PAN	: Portugal a Nadar
FPG	: Portuguese Golf Federation
IPDJ	: Portuguese Institute of Sport and Youth
FPV	: Portuguese Sailing Federation
FPS	: Portuguese Surfing Federation
FPN	: Portuguese Swimming Federation
PRO	: Principal Race Officer
WSL	: World Surf League

Abstract

This research focuses on gathering benchmarks to establish a set of best-in-class strategies to foster the tourism industry in Portugal through the organization of international sports events. To do so, a series of interviews with relevant stakeholders within the national and international sports ecosystem were carried out. The collected data was analyzed and presented using the frameworks: Grounded Theory and Stakeholder Mapping. As result, this research concluded that the sports organizations in Portugal should apply modern governance, establish a recognized interinstitutional intermediary and leader to align the strategy and pursue a geographical approach when applying it.

Keywords: International Sports Events; Sport Tourism; Legacy Planning; Modern Governance; Grounded Theory; Stakeholder Mapping.

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

1. Introduction

“In Portugal, the organization of International Sports Events (ISEs) are one of the strongest catalysts to increase tourism” – Filipe Jesus (Programme Manager at the Portuguese Olympic Committee).

Before the Covid-19 crisis, in 2019, tourism constituted around 17% of Portugal’s GDP, making it one of the most dependent southern European countries on tourism. In 2019, 27 million tourists visited Portugal which translated in €2.3 billion of income to the country (Solutions n.d.). In line with this phenomena, Turismo de Portugal, the public authority regarding tourism affairs, set the goal of promoting an integrated strategy to attract international sports organizations to hold small and medium-sized events in Portugal (internships, tournaments, conferences) by optimizing existing resources and capitalizing the privileged conditions of the country to establish Portugal as a worldwide known sports tourism destination (Tourism of Portugal 2007).

The National Sport Federations (NSF), along with the help of Portuguese Olympic Committee (COP), have the biggest responsibility in trying to attract more ISEs, as they are the ones whose mission is to promote and develop their sports within the country. Moreover, the NSFs are also the key players in the decision to bid for a certain sport event. They, in turn, are the ones responsible for elaborating a proposal. But what makes a good proposal?

Establishing strategies to be able to attract ISEs constitutes the research area of our project. To achieve this, first, we will try to understand what puts a country into a favorable position to win the bids for ISEs. With this information, we will attempt to understand, through explorative research, what strategies are already being implemented by sports organizations on a national and international level. In addition, we will establish a benchmark of best practices, to then analyze how each component of a strategy interrelates with one another, thus, how the implementation of one can led to another. Lastly, we will present a clear plan of action and a series of

recommendations that could be carried out in order to position Portugal as a sports destination as a result of organizing International Sport Events.

2. Literature Review

2.1. Benefits of hosting international sport events

An International Sport Event (ISE) can be described as “an international team or individual sporting event governed by an international sports federation or sport governing body, including but not limited, to sporting events governed by the International Olympic Committee” (Iowa Administrative Code 2022). It also implies at least two different countries are represented by the competing athletes (Carnicelli 2022).

Plenty of research has been conducted regarding the impact that organizing an international sport event has on the host country. Countries fiercely fight to win the hosting rights in costly and intense bidding processes (Bason 2019). This race for hosting rights suggests that the benefits from hosting ISEs must go well beyond their cost and labor intensiveness. Although, research points out that the positive impacts from organizing ISEs are controversial. Some events in the past, for example, have ended up dragging the host country into financial distress. The debt of the Montreal’s 1976 Olympic Games was 1.5\$ billion and took 32 years to be paid off (Hartman and Zandberg 2015). Further, Whitson and Horne (2006) point out the infamous so-called “white elephants”, the deserted sports facilities that remain out of use after the event for years. Not to mention the enormous ecological damage an organization of an ISE can cause because of transportation of athletes and spectators, building infrastructure, lodging, energy use, and more (Krososky 2021). On the other hand, many positive impacts of organizing ISEs have been identified. A study of three different Portuguese sports federations has been conducted by fellow Nova School of Business and Economics students regarding the impact generated when organizing ISEs on: promotion and development of the sport, local development, and financial stability of the national sports

federations. Their findings support that the positive impacts of organizing international events in Portugal outweigh the costs (Sousa Faro Silva Barreto and Brinca, n.d.). Local ISEs rise the levels of participation of individuals who are already practitioners of the sport by providing highly competitive opportunities. Furthermore, they represent a form of sustainable sport tourism, positioning the region on the map as top-notch sport facilities destination, and thus contribute to the local development of the host regions due to the infrastructure legacy. Lastly, the organization of events does not appear to bear a financial risk on a small scale, as federations can profit from additional state subsidies to pay for the expenses associated with organizing the events and can capitalize on entry fees.

The second identified benefit of hosting ISEs, sustainable tourism, is exactly what Portugal is aiming to grow through hosting more ISEs. The tourism industry in Portugal has won, for three consecutive years from 2017 to 2019, the European and Worldwide Best Touristic Destination by the World Travel Awards (Turismo de Portugal n.d.). Sport tourism is an important part of the touristic industry in which Portugal is hoping to be able to position itself as an ultimate destination. In fact, the top ten strategic products of the Portuguese tourist strategy include three sport items: Golf, windsurfing, sailing, and surfing, and nature tourism, which encompasses both gentle sports such as trekking and hard sports such as rafting, kayaking, hiking, and climbing (Tourism of Portugal 2007). The following businesses, endeavors, and events have emerged as a consequence of the implementation of Portugal as a sporting destination: the development of high-performance surf training centers along the Portuguese coastline; the promotion and organization of sporting events like the America's Cup 2012, the Extreme Sailing Series 2012, the Volvo Ocean Race 2012, 2015, and 2018; the creation of nautical sports destinations related to the world of surfing (de Melo and Gomes 2016).

These benefits related to hosting ISEs do need to be taken with caution as the actual impact of these events are very hard to measure, and no study so far has been able to clearly quantify the benefits of hosting an ISE. Sant, Misener, and Mason (2019) highlighted that: “in order to achieve benefits of the events, more needs to be done by host cities because the benefits just not happen per se”. Indeed, putting the vicious cycle into motion involves many different stakeholders and requires a very precisely determined strategy for managing those impacts, also known as, legacy planning.

2.2. Importance of Legacy Planning

Legacy planning has arguably become the most crucial part to ensure fruitful benefits of hosting an ISE (Holt and Ruta, n.d.). ISEs have an impact on a host country before, during, and after an event. This impact is also known as a “legacy”. Preuss (2007), defines the legacy of an event as the “planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself”. He classified legacy into six different categories; sporting legacy; economic legacy; infrastructural legacy; urban legacy; and social legacy. During the bidding process for the organization of the Olympic Games, the International Olympic Committee (IOC) has, in the recent decades, substantially increased the importance of legacy planning for candidate host cities. In their strategic roadmap, the Olympic Agenda 2020, the IOC published three new recommendations regarding the bidding process. The first recommendation focuses on making the bidding process an Olympic project that matches each country’s sports, economic, social, and environmental long-term planning necessities. The second recommendation proposes a throughout risk and benefit evaluation with a strong accent on sustainability and legacy. And the third recommendation targets reducing the cost of the bidding process (“OLYMPIC AGENDA 2020 20+20 RECOMMENDATIONS Reference Document,” n.d.). Taking the Olympics Games as a reference, legacy planning has truly become a strategic tool

for bringing more events and for making these events the most impactful, thus assuring the vicious cycle of sports development is set into motion.

2.3. Legacy Planning Strategy

A relatively small pool of research bends over the question on how legacy planning can be used as a strategic leverage for the host city and the sport's development. But before we dive deeper into an example and concrete actions, we will take a look at the theoretical framework of legacy planning developed by Preuss (2007). Figure 1 demonstrates that choosing to bid for a certain event is the first step in the plan for creating event legacy (1).

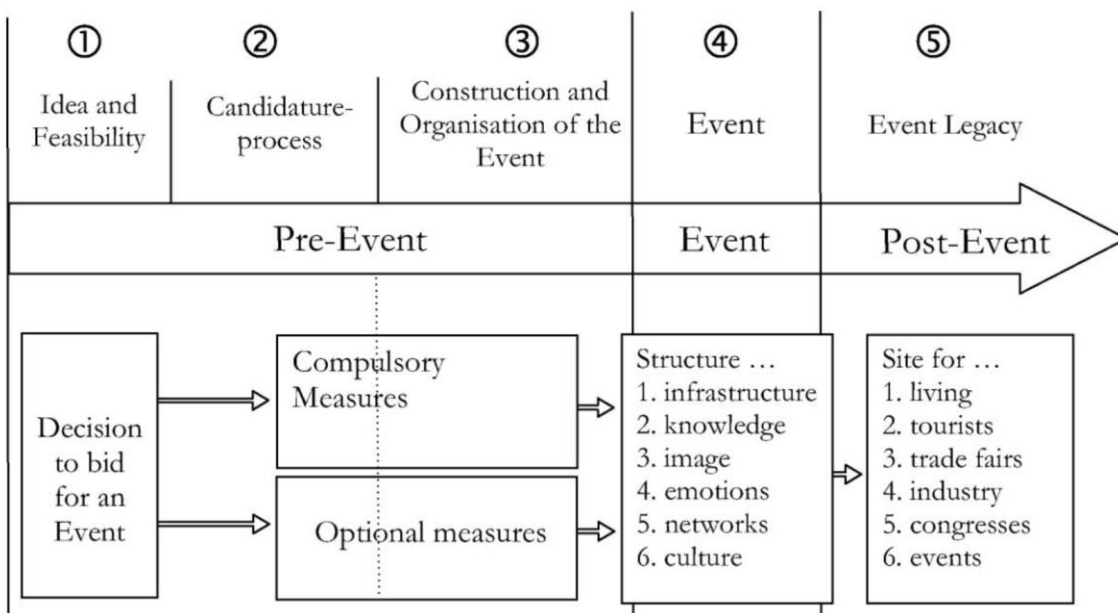


Figure 1. Process of building up planned event legacy.
Source: Preuss (2007)

Every sporting event has a particular set of structural requirements, just as every city has a varied set of existing structure. The strategic factor is to take into consideration the extra structures needed for an event and how these structures meet the city's long-term demands. For instance, if a city wants an event to leave a strong tourism legacy, it should choose a sport or event that receives a lot of media attention from the potential tourist target group. Some required structures: "compulsory measures", and some non-required structures, "optional measures" will be developed

during the candidature process (2). The bidding committee uses the "optional measures" to strategically position itself in the bidding competition (Preuss 2007). The required infrastructure must be finished during the event's preparation (3). To create a lasting legacy, "optional measures" should be implemented to enhance the aspects that the city wants to elevate in the future. In the case of tourism, this may involve developing industry's infrastructure, acquiring cultural objects, and growing the tourism service sector. All the event-structures are present during the event (4). After the event, some event-structures disappear, but most of the structures continue to remain for a longer or shorter period (5). There are six different forms of event-structure that are typically still there after a major event. Two of these, emotions and image, depend on the event's momentum, whereas the other four; infrastructure, know-how, networks, and culture are produced almost naturally through event preparation (Preuss 2007). Each of these six event-structures alters the host city's characteristics. For instance, the following event-structures have an impact on a destination's tourism product: improved and new hotels, better public transit, better and more fascinating branding, more expertise in the tourism service sector, and more interesting cultural presentation and cultural identity (Gratton and Preuss 2008).

Some concrete examples of the establishments of "optional measures" a bidding committee can undertake to ensure an enforcement of positive legacy after an ISE were identified through a series of research. First, all of these possible actions point to the importance of planning as early in the creation of the event as possible (Baade and Matheson 2016). Creating a long-term perspective, where an event is integrated into a bigger pre- and post-event development program, is an often-mentioned element. Organizing other, smaller scale events, before, during, and after the bigger event, for example (Ritchie 2000). Second, an event might act as a stimulus for improving infrastructure, urban development, or young participation in sports (Ritchie 2000; Sadd and Jones 2009). These elements suggest the necessity for a focus that encompasses social, communal, and

educational goals in addition to economic and infrastructure considerations (Smith 2014). These need to be closely studied and analyzed to comprehend how the ISE would be able to fill existing gaps. Maintaining the memory of an event through a legacy foundation, online communities, and on-site referrals is a component of post-event planning (Chappelet 2012). Third, emphasis is placed on how investments in infrastructure, mobility, transit, and public space can be used in a variety of ways (Hartman and Zandberg 2015). The usage of current sporting facilities is connected to integrating facilities into the city and will allow for cheaper events with a smaller environmental impact. The use of temporary facilities (Smith 2014), planning for facilities that may be downsized or changed, and involving parties who have a stake in the administration of buildings and places as opposed to footloose ones who leave after the event, are other potential options (Taylor and Edmondson 2007). Lastly, several recommendations related to governance and decision-making are brought up in the literature. First, it's crucial to have clear governance guidelines and responsibility, which frequently entails forming development partnerships (Kissoudi 2008). As an illustration, consider a "legacy cooperation" that is in charge of, and has the power to, ensure that variables that negatively affect a legacy are avoided or reduced, and positive factors are stimulated throughout the planning process.

A prime example of the impact an effective legacy planning strategy can have on a city is Barcelona and the long-term consequences on tourism after they hosted the Olympics in 1992. The upgrade of tourism infrastructure like sports infrastructures, museums, promenades, hotels, etc. has positioned the city as a world-class tourism destination (Gratton and Preuss 2008). Compared to the pre-game's situation in 1990, the city's hotel capacity, tourist count, and number of overnight stays nearly increased in 2001. In total, \$7.5 billion were invested in infrastructure ahead of the games, a significant amount compared to the IOC's budget of roughly \$1.5 billion. However, Barcelona's use of the games as a city marketing tool is largely viewed as a major success. The

Olympics in Barcelona were the most expensively hosted before Beijing. Barcelona's improvement in the European Cities Monitor rankings from 11th in 1990 to 6th in 2002 serves as proof of this (Gratton and Preuss 2008)

3. Research Proposal

This study aims to set a roadmap with benchmark examples of best practices to structure a strategic plan to attract and effectively host more International Sports Events (ISEs) in Portugal. To achieve this, we will conduct several interviews with different stakeholders involved in the organization and hosting of ISEs from the private and public sector such as the Portuguese Olympic Committee, National Sports Federations, governmental institutions, and two International Olympic Committees. Given the power that sports hold to promote positive social and economic transformation in a country, our intention is to establish a framework compounded of a series of recommendations and interventions needed to achieve a greater national goal. This takes us to our main research question:

How can Portugal become a sports destination through hosting International Sports Events?

To respond this inquire, we will need to fulfill the following objectives:

- Identify the national sport objective of Portugal as a country.
- Adapt international best practices to the Portuguese context.
- Identify key activities from successful International Sports Events organized by Portuguese National Federations that can be replicated by other federations in Portugal.

The elaboration of proposals to host specific events are not under the scope of this study.

4. Methodology

4.1. Type of Study

Given that this study aims to understand and identify best practices performed by different stakeholder in several contexts, the main purpose and depth will focus on the “exploration” of the

topic so our findings can be translated as guidelines for decision makers and on-field organizations within the sports ecosystem. Regarding time dimension, this study is a cross-sectional study (Babbie 2010).

4.2. Research Methods

The study will focus on identifying actions (patterns) implemented by different stakeholders that achieved a positive outcome when bidding to be an International Sports Event host. In order to comply with this goal, we will apply a research framework based on a Grounded Theory approach given that its purpose is to “construct a theory that offers an abstract understanding of one or more core concerns in the studied world” (Charmaz and Thornberg 2021). Due to its iterative, recursive, and inductive nature (Chun Tie, Birks, and Francis 2019), this data collection and analysis method suits our exploratory type of study since every source of information might suggest an additional perspective to the subject which in turn may reveal more ways to address the same need.

This method is a systematic method that intends to generate theory that is grounded in patterns found in collected data (Stough and Lee 2021). It allows the researcher to collect data and analyze it at the same time as it is based on an iterative cycle to prove the reoccurrence of concepts. In this way, the researcher can perform “purposive sampling” which consists of “purposively select participants and/or sources that can answer the research questions” (Chun Tie, Birks, and Francis 2019). One of the most cost-effective methods of data gathering is semi-structured interviews, so given the limited time and resources that this study has, this technique will be the selected method for data collection. Throughout the data collection process, the information obtained will be coded in order for it to be comparable between different sources and to generate contrast: level of similarity, opposition and conceptual reoccurrence. To understand how this different ideas and concepts interact within a context, codes are collapsed into categories so the latter can be compared, and conclusions can arise to establish a theory (Chun Tie, Birks, and Francis 2019).

4.2.1. Data Collection: Semi-structured interviews

Following the exploratory nature of this study, semi-structured interviews will be conducted to collect insights and patterns to build a theory on how a strategy should be elaborated. Given the flexibility and conversational tone of this tool, the interviewer can deep dive within any issue that may come up during the interview.

The interviews will be conducted with different stakeholders from the public and private sector related to the development of sports in Portugal in order to have a better understanding about how this sector is currently behaving and which are the roles, synergies and tensions of each of the stakeholders within the ecosystem.

The meetings will be held either in-person or online and will be designed to last an hour. This insightful process grants the validation of the previously reviewed information inserted in the secondary data section alongside with raising new insights. Regarding the structure of the interview guidelines (see Appendix 1), The interviews consisted of three sections: Introduction (1), Interview (2) and Closure (3). The first part will help the interviewee understand the purpose of the interview and our study. The second section consists of several questions divided into different categories that were estimated to take between 45 to 50 minutes. Finally, the third and last section, Closure, was included to give the opportunity to the interviewee to add some other insights that she or he might consider useful for our research and that was not asked for during the interview (10-15 minutes long).

The interviews were specifically designed for each stakeholder group. These were divided grossly in three groups:

- International Benchmark: success cases of implemented strategies performed by foreign National Olympic Committees.

- National Sports Federations: organizations in charge of applying to host an International Sport Event.
- Turismo de Portugal: Portugal's national tourism authority.

Because the results will be coded, preliminary codes (11 in total) for the questions were developed so the coding of the answers can easily be matched. The coding for questions was the following: strategy benchmark, impact identification, impact management, role of the organization, influential actors, pain points, relevance, sources of funding, steps within a process and time span for a process.

Note that these codes may change or disappear during the analysis of the results.

4.2.2. Data Analysis

4.2.2.1. Stakeholder Mapping

As this study uses international and national benchmarking to derive national recommendation for Portugal, we will collect information from internal stakeholders (within the country) and external referential stakeholders (international benchmarks). We will initially target organizations from other countries to understand the major objective under which their strategies have been successfully built upon. Then, we will target national organizations to understand the current ecosystem and already established mechanisms within Portugal. This been said, the following actors will be contacted to understand the basis over which actions took place and delivered a successful outcome:

External Referential Stakeholders:

- **Peruvian Olympic Committee (COP):** The Peruvian Olympic Committee was selected for our research as they successfully won the rights to host the Panamerican Olympic Games in Lima in 2019 (Lima 2019, n.d.). The odds were highly against them as Peru's sports environment was very underdeveloped. Indeed, in 2009, during an event of "Deporte

para todos” (Sports for everyone) in Finland, Peru was considered one of the countries with least physical activity in the world. This is not considering solely sports, but simple physical activity in general such as walking and riding a bicycle. How the country won the bidding committees votes, is worth looking into. From this institution, we will interview Jose Quiñones, President of the Peruvian Olympic Committee from 2009 until 2017.

- **Belgian Olympic and Interfederal Committee (BOIC):** Our second international interviewee succeeded in developing and promoting field hockey as a main sport in Belgium by setting the goal (and achieving it) of winning a Gold Medal at the Tokyo 2020 Olympic Games (International Olympic Committee, n.d.) and gaining the hosting rights of the field hockey World Cup together with the Netherlands for 2026. This was achieved during the mandate of Pierre-Olivier Beckers-Vieujant, President of the Belgian Olympic Committee from 2004 until 2021. He also serves as member of the International Olympic committee since 2012 until the time of the research and is part of the Organizing Committee for Paris 2026. Because of his relevant experience, an interview will be held with him.

Internal Country Level Stakeholders:

- **Turismo de Portugal, I.P.** (Tourism of Portugal): Portugal’s national tourism authority, in charge of, among other, promoting Portugal as a tourist destination, and support the development of infrastructures for tourism and investment in the sector (Turismo de Portugal, n.d.). Our point of contact at this institution is Nuno Madeira, Product Manager in Sports at Turismo de Portugal.
- **Portuguese Olympic Committee (COP):** The COP has the mission of develop, promote, and protect the Olympic Movement in Portugal (Comité Olímpico de Portugal, n.d.). Our

point of contact and partner for this research is Filipe Jesus who works as manager of the Olympic Programme and Missions Department at the COP.

Internal National Federations:

- **Portuguese Surfing Federation (FPS):** The FPS represents, nationally and internationally, the various modalities that compose ocean board and wave sports: Surf, Bodyboard, Longboard, Skimboard, Kneeboard, Bodysurf, Tow-in and Tow-out. FPS is responsible for national sports regulations, the scheduling of different activities, the disciplinary code, arbitration, the training of athletes, coaches, judges and coaches, anti-doping, non-violence in sport, environmental preservation and social responsibility (Federação Portuguesa de Surf n.d.). Portugal succeeded in bringing its country to the very top of the pyramid when it comes to surfing destinations. Not only on a tourism level but on a professional level as well, putting the country on top of the list for organizing international competitions. The history of surfing events in Portugal started with its first event ever in 1977 in Ribeira d'Ilhas, Ericeira. Since then, the European surf mecca got more attractive with today a total of 98 events (national and international) per year taking place in Portugal. For our research we scheduled an interview with the President of the federation, João Manuel de Carvalho Jardim Aranha.
- **Portuguese Golf Federation (FPG):** This national entity takes care of promoting, managing and growing golfing as a sport and leisure activity in Portugal (Federação Portuguesa de Golfe 2018). Portugal is known as a top-notch golf destination in Europe. The number of golf practitioners rises each year as well as the count of courses. Today it counts 101 courses throughout the country. A report released by Deloitte estimates that macroeconomic, direct and indirect, impact of golf on Portuguese economy in 2020 was around 1.951 million euros (“. FPG - Anuario_Impacte_Golfe_20200521_vFinal,” n.d.).

The number of tourists and economic activity that golf brings to Portugal is undeniably immense for the country. But not only does the federation do a great job at promoting it as a touristic destination but it also undertakes great efforts in bringing more international competitions to Portugal. In 2022, the 60th edition of Open de Portugal at Royal Óbidos took place; Portugal's biggest golfing event, which is part of the professional Challenge Tour, in other words, the second division of world professional golf after the first division; DP World Tour. Over more, this year, the 17th edition of Portugal Masters in Vilamoura in Algarve at Victoria Golf course took place. It is a DP World Tour event. We will interview João Coutinho, the general secretary of the Portuguese Golf Federation.

- **Portuguese Sailing Federation (FPV):** The FPV serves as framework entity to develop and monitor sailing in Portugal. The federation, hand in hand with Tourism of Algarve, turned Vilamoura into the best location in Europe to practice sailing. As much as on the amateur level as on the professional level. Not only has it become one of the most important training centers in Europe, but also one of the most known locations for important international regattas. Last year, FPV helped to host the last qualification event for the Olympics, the World Sailing Championship, and the Laser World Championship. Their ambitions don't stop there, as in 2023 they will host the 49er European skiff regatta, 49er FX Skif regatta and the Nacra 17 Championship for qualification for the Olympics at Villamora. As well the Hansa 303 World Championship in Portimão. The success story for sailing in Portugal "changed the reality of Algarve during the winter", says Luís Rocha, the director of the Portuguese Sailing Federation with whom we will have the chance to interview.
- **Portuguese Swimming Federation (FPN):** This entity oversees and certifies activities related to the practice of swimming and intends to use his experience to improve the

conditions for practicing competitive disciplines and extend to all entities and practitioners of aquatic activities the benefits of a nationwide organization (Federação Portuguesa de Natação. n.d.). Even though Portugal counts with a very limited amount of highly qualitative swimming facilities, the FPN brought its number of affiliates from 13 000 in 2014 to 120 000 in 2022. The tremendous work the federation put into the development of the sport brought their annual budget from 2 million in 2013 to a budget of 8 million in 2022. One of the growth strategies of the federation was through bringing more events to Portugal and so they did. In 2022 they organized 4 major events: The World Para Swimming Championships in Funchal Madeira, LEN European Junior Open Water Championships in Setúbal, FINA Marathon Swim World Series 2022 and the Down Syndrome World Swimming Championship in Albufeira. Next year, in 2023, they are planning on hosting the Women Water Polo World Championship U20 in Coimbra and the European Junior Artistic Championship. To deep dive into this case, we scheduled a meeting with João Campos, General Director of the Portuguese Swimming Federation.

After conducting interviews to actors within these organizations, a stakeholder map will be built to visualize the relationships and interactions between them and their level of influence and involvement within the strategy. This map will be elaborated under an adapted version of the five steps of the Stakeholder Circle tool (Walker, Bourne, and Shelley 2008):

- Step 1: Identifying stakeholders

Stakeholders are categorized into groups that suggest the level of participation that these organizations have within the implementation of the strategy. Ranging from political decisions makers on regards of how to use sports to generate social and economic transformation within the country, to policy and action implementer such as National Sports Federations.

- Step 2: Prioritize stakeholders

Three factors are considered to assess the importance of stakeholders:

- i. Power: Influentially significant or limited. It is defined by their power to promote or terminate a strategy. Rated from 1 (can't cause much change) to 4 (can stop the project).
- ii. Proximity: Associated with the project or remote from it. Rated from negative numbers going from -4 to -1 (not involved directly in the process but have some sort of influence) to positive numbers going from 1 to 4 (directly working with the project with different levels of involvement).
- iii. Urgency: How strong is their level of commitment to the strategy or if they follow their own agenda. Rated from negative numbers going from -4 to -1 (not a priority with different levels of participation) to positive numbers going from 1 to 4 (actions are imbedded in their routines and are directly influenced by the results of the project in different levels).
- iv. Relationships between stakeholders: The level of interaction between stakeholders is rated in levels from 1 to 4. This is done in order to identify possible intermediaries and leaders to develop the actions needed.

- Step 3: Visualization of the stakeholders

Using the scores given in the previous step, a creative way to show the results can be implemented to show the level of importance of each of the organizations involved in the process.

- Step 4: Engage stakeholders

The needs and support that each stakeholder may have or provide will be noted to identify who can provide what to whom in order to foster collaboration and contribution to the strategy.

- Step 5: Effective communication

For step 4 to occur, communication channels with well described commitments must be addressed for the stakeholders to interact and collaborate in an efficient and effective way between them.

4.2.2.2. *Grounded Theory Coding*

Coding is the process of simplifying ideas and concepts recorded in interviews to be able to compare the outputs of the different sources of information (interviewees) at the same level. It consists of labeling groups of words, usually but not restricted to verbs ending in *-ing* (Chun Tie, Birks, and Francis 2019). The interviews will be recorded through Microsoft Teams and then memoing will be performed to highlight the most relevant ideas that may contribute to build a theory that will answer the research questions. Subsequently, sentences from the memos will be labelled with initial codes in order to summarize the idea behind it generating our first level of codes. First level aims to fracture the data in pieces to identify gaps, similarities, or contradictions within the data, just like pieces from a puzzle. The outcome of this process is to identify the need for more information or see if concept saturation is reached. Once sufficient data is collected and properly coded, intermediate level coding is applied by putting together the initial codes. From there, connections will be made that we can transform into more complex and abstract concepts that will allow the theory to arise from. At this point, creating a visual interaction of the codes can be useful to identify relationships and logic between them. Finally, the groups of concepts named as intermediate codes need to be theoretically integrated and put together to create an explanation of the phenomena, this is known as *advanced coding* (Chun Tie, Birks, and Francis 2019).

5. Results

5.1. Stakeholder Mapping

As referred in section 4.2.2.1. Stakeholder Mapping is a visualization of the stakeholder's landscape that was built following an adapted structure of Walker, Bourne, and Shelley (2008) which is shown in Figure 3. *Visualization of stakeholder's interrelationships*. To further understand how Figure 3 shows the information, it is necessary to explain how the scores are presented. The scores for Proximity and Urgency are reflected in the axis, while the scores of Powers and Relationship are represented by the diameters of the circles and the blue lines between circles respectively.

In Figure 3 we can clearly see that the “Developers” (highly influential and committed stakeholders) within this context are the National Olympic Committee (NOC) and the National Sports Federations (NSF). The “Developer” quadrant holds the stakeholders that are more committed and that have a big stake in the success or failure of the strategy. NSFs are the forefront when it comes to the development of sports of Portugal. They oversee the development and promotion of the sport they represent and its different modalities directly in the fields and are responsible of the implementation of every policy and program given by higher level institutions. Due to this, they hold a high level of proximity (score = 4). Even though tourism is not a relevant aspect for the NSFs, International Sports Events (ISE) have a direct effect on tourism and thus a high level of urgency is attributed to this stakeholder (score = 4). Due to its forefront position in the sports scene, they possess a high power to promote or stop any project (power score = 4). On the other hand, the National Olympic Committee (NOC) has a proximity score of 2 given that it acts mostly as an intermediary between institutions since it represents the voice of all federated sports, but a score of 4 is given for urgency due to its level of commitment to its expressed motivation to work between organizations to foster tourism through ISEs. Even though the NOC

is a major player in the sports scene, a score of 3 was given because its level of action is further away from the field compared to the NSFs.

In the quadrant of the “Promoters” (limited influence but highly committed stakeholders), we find Tourism of Portugal. For this institution, ISEs is one of several ways to promote Portugal as tourist destination so a score of 2 was given for the urgency axis. When it comes to proximity, they assist NSFs and the NOC financially and sometimes with presentations when it comes to bidding processes which allocates low responsibility to it when it comes to ISEs bidding processes and implementation so a score of -2 was given.

In the quadrant of “Indirect Players” we find the Portuguese Institute of Sports and Youth (IPDJ). This stakeholder has the mission to promote and develop sports but has no focus on promoting sports tourism directly. As it is an important stakeholder in the Portuguese sports scene for funding a score of 2 was given for the proximity axis. In contrast, due to lack of focus on tourism, a score of -2 was given for the urgency axis. Regarding its level of influence in the strategy to develop tourism through sports, a score of 1 was allocated since it is not a relevant decision maker in the process.

Finally, the lines between circles represent the strength of the relationship between two stakeholders. The thicker lines represent a stronger relationship and the thinner lines weaker. The thickness of the lines was scored from 1 to 4. As it can be appreciated in Figure 3., the National Olympic Committee (NOC) is positioned as the institution with the strongest relationship with all relevant stakeholders. This positions the NOC as a key stakeholder within the ISEs scene and given the power that it holds, one of the most influential stakeholders when it comes to implement and develop and strategy that involves foresting tourism through ISEs.

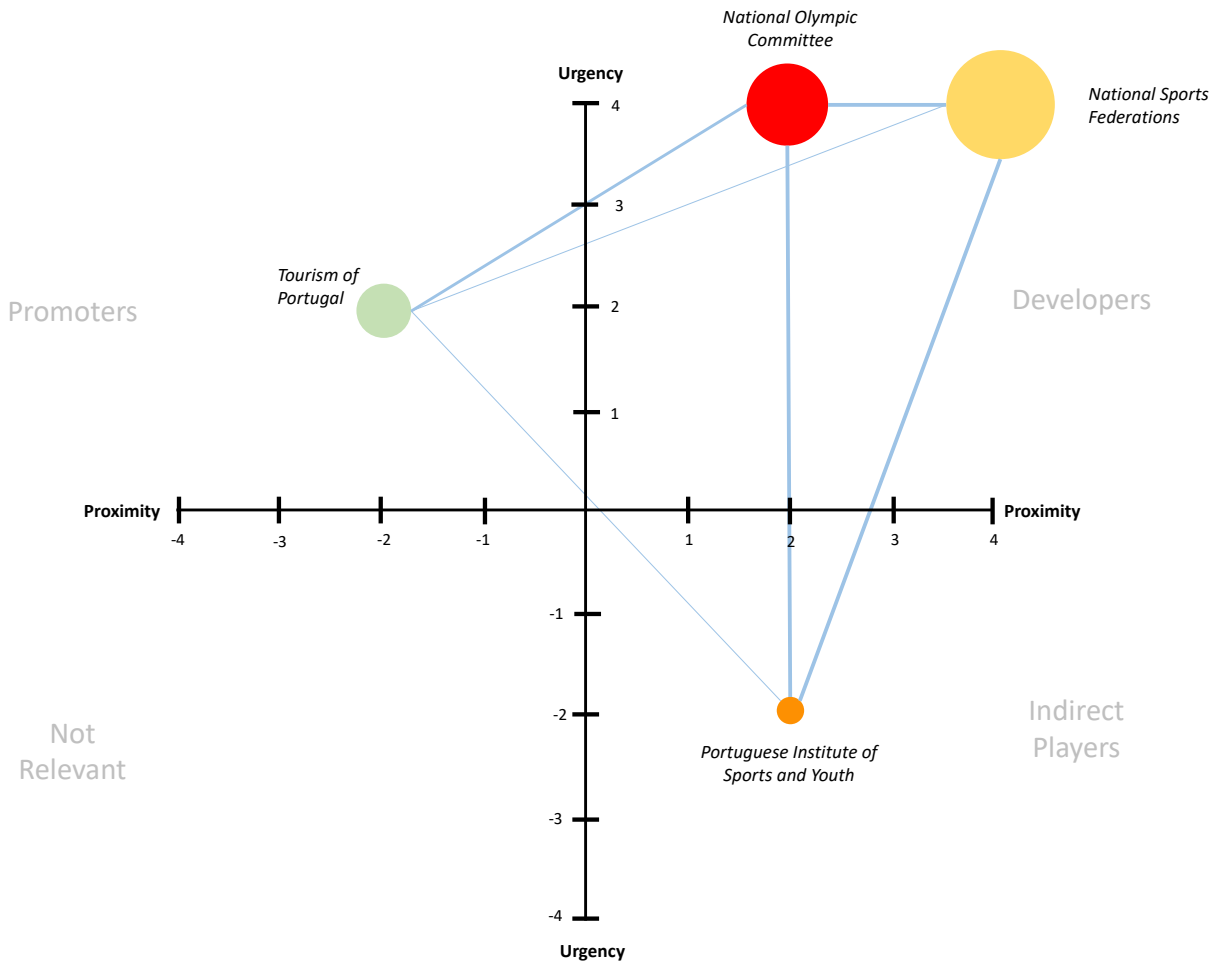


Figure 2. Visualization of stakeholder's interrelationships.
Source: Own elaboration.

5.2. Event Structures: Grounded Theory Categories

Following the Grounded Theory method, the interviews we conducted with the different stakeholders have allowed us to identify nine different categories of event structures that contribute to the legacy planning of an event. Thus, puts the bidding agent in a favorable position to win a bid. These structures have been identified based on observed best practices implemented by our interviewees.

Infrastructure: Infrastructure might arguably be the biggest requirement when hosting international sporting events. The way existing structures can be leveraged, and the new structures used, is crucial in event planning. Infrastructures not only comprise of physical buildings but range from

the weather of a geographical location to its safety. As explained by the President of the Portuguese Surfing Federation, João Aranha, bringing big surfing events to Portugal is easy. Indeed, every year the number of surfing events in Portugal rises, with next year having already 108 events planned setting Portugal as an already established as the European surf Mecca. The reason why the country has risen to that reputation is evidently thanks to its quality and variety of waves. From mellow longboarding waves in São Pedro do Estoril to the world's biggest waves in Nazaré, Portugal has it all. To top off the good waves, weather conditions are most often in favor. The same arguments have been put forward by Luís Rocha from the Portuguese Sailing Federation; Portugal has the best winds in Europe during the winter. Portugal is also easy to travel to (by plane or road) and distances are small once in the country. The hotels infrastructures are abundant and affordable, especially in the winter during training season. Last, but not least, the athletes and tourists get to enjoy the rich Portuguese culture, nature, and gastronomy.

Golfing also attracts many practitioners to Portugal each year. João Coutinho, from the Golf Federation, pointed out that the players get to enjoy the beautiful landscapes with the sunshine, choose from many different golf courses within the same region, stay at beautiful hotels, and eat great food. Having infrastructure undeniably puts a country in a favorable position to win a bid but knowing how to manage the infrastructure after a certain event in order to avoid the so-called “white elephants” goes a step further. In Peru's proposal to host the Panamerican Olympic Games (POG) in Lima in 2019, they set up a committee after the games called “Legado” (Legacy) that was created to administrate all the infrastructure created for the POG with its own budget for its maintenance. This is also an example of how important is to have government support to develop the strategy given the fact that most of its legacy will need financial and political support for its proper use and maintenance.

Expertise: Know-how and expertise are, in a way, part of the infrastructure a location has to offer to the development of a specific sport. Voting committees, when choosing hosts for events, need absolute certainty that if an event is handed over to a certain organization or federation their ability to deliver will be impeccable. This requires trained teams, expertise in the sport, good judges, good athlete management, etc. Know-how is something the Portuguese Sailing Federation has leveraged on to make Portugal, and more specifically, Vilamoura in Algarve, a top European sailing destination in the winter. Vilamoura Sailing training center has outstanding facilities and unique sailing conditions to suit all sailing classes. They have permanent staff, 5000 sqm parking area with 24-hour security, accommodation packages, a CrossFit gym, bicycles rental, conference rooms, airport shuttle services, available fleet and all the required coaching equipment is available. Since 2016, they have welcomed over 6300 Olympic sailors from 72 countries (VilamouraSailing n.d.). Having such an effective training camp in turn creates an incentive to have an intense regatta calendar as athletes that train there know the conditions, winds, and currents very well, which allows them to perform better. They have a very professional International Events team with as Principal Race Officer (PRO), Nino Shmueli who was the PRO of the Olympic games twice. He has sufficient knowledge, thus when bidding for events the committee knows that the event would be in good hands.

Other organizations have proved that know-how is a decisive point for hosting events. For Peru to bring the POG to Lima, showing that they would be able to do it was crucial. The strategy for the POG started 4 years before the event, when Peru was competing against Canada and Colombia to host the 2015 POG. Canada was already the favourite choice and Peru had no chance against Canada nor Colombia. After losing against Canada, Peru compromised to developed and enforce a roadmap with a series of actions to show the country as a safe option for the 2019 POG. The Peruvian COP focused on three aspects a country could bring: capability to deliver, experience

hosting events, and confidence in the people behind the organization. So, during the campaign period, Peru offered the following. First, the capability to deliver: Peru presented their advances and accomplishments of the actions offered after losing against Canada. Second, experience in hosting events: Peru organized all types of international events during these periods such as World cups, forums, meetings etc. José Quiñones said: “The strategy for big scale events needs to start with small events tailored first to the country’s goal”. In the case of Peru, it started with hosting the weightlifting World Cup and several university level world cups for single sports. Lastly, confidence in the organizing team: Peru sustained close communication and organized meetings to maintain the relationship with its potential voters.

This same aspect of expertise is observed in the surfing world. When the World Surf League (WSL) and the International Surfing Association (ISA) need to allocate events, Portugal has their trust. It has a long history of organizing events, it has the surfing culture, good forecast systems with webcams on nearly every beach, as well as their own grading system which is now used worldwide. Portugal has another big competitive advantage in bringing events as the promoter of Portugal, Francisco Spinola, is the CEO of the WSL for Europe, Africa, and Middle East and at the same time he is also administrator of “Ocean Events” who is the organizing company for WSL events in Portugal. Voting committees are aware of his knowledge on what it takes to successfully organize a surf competition.

Lobbying: This brings us to the third structure that facilitates organizing sporting events; lobbying, or networking. Having a foot in the doorstep, like Portugal within the WSL, facilitates the process. A prime example of fruitful lobbying is the experience of the Peruvian Olympic Committee with bringing the POG to Lima. How could an underdeveloped nation (sports wise) be eligible to host? José Quiñones explained that it’s quite simple; show that the country needs this for its development as a society. This was the basis of the strategy to win the Panamerican Olympic Games hosting

rights: Peru needed it more than other countries. What they did, is to generate consensus. Making people feel part of their proposal by letting them help, so if you win, they win. Peru started with a very bad presentation. Fortunately, it generated empathy from other countries that decided to give advice to Peru on how to improve their proposal. When they saw the progressive improvement of Peru over following presentations and seen their advice been followed, they felt part of the proposal and wished to see Peru win as a host of the event. José said: “we always have to remember that there are people are behind these processes”. The Peruvian committee visited 38 out of 41 voting countries to understand what the other countries want, need, and expect from the event to be able to finally have a proposal that made sense to everyone.

Pierre-Olivier Beckers-Vieujant, the President of the Belgium Olympic Committee, joins José Quiñones in his views. He believes marketing, healthy lobbying and visibility is key for attracting ISEs. He says: “Organizations need to convince the people that will vote within the international federations that the country, first of all, really needs the event for its development, but also will be able to make the popularity of the sport grow in exchange”. He adds that being present and visible on the international sports scene is very important. This includes presence at congresses, Olympic events, and summits for example. Being the president of the Belgium Olympic Committee (BOIC) at the same time as being a member of the IOC allowed him to represent Belgium as an ambitious sports nation and gain the trust of voting members. “Portugal needs to do way more of this” he says, “is not visible enough within the international sports scene”.

Funding: Raising funds for International Sports Events is a common pain point for event organizers. From price money to infrastructure, costs for an international exposure imply high expenses given that these types of events need to be very attractive to motivate audiences to either attend in person or virtually through a broadcasting provider.

First as foremost, as mentioned by Pierre-Olivier Beckers-Vieujant, the internal organization of the federations needs to be reliable, professional, and capable to manage and organize events to seek public and private funding. This allocates the need to have and promote proper managerial skills within the organizing team since it is a requirement not only to win a hosting bid but also to raise funds due to the fact that it is a way to assure the proper administration of the money requested.

In regards of public funding, to promote Portugal as touristic destination Turismo de Portugal has developed a program called “Portugal Events”. According to the regulation Despacho Normativo n°26/2021 of the 18 of October, of 2021 emitted by the Cabinet of the Secretary of State of Tourism, this programmed has a budget of 5 million euros available to fund all sport, artistic, cultural or scientific events that includes as one of its components a contribution to the projection of the touristic image of the region where the event is taking place and/or the international promotion of Portugal as a touristic destination, showing the country as an innovative and precursor of this tendency. As for other public sources of funding for International Sports Events, the Portuguese government, through the Portuguese Institute of Sports and Youth (IPDJ), gives financial support to federated sports. Within this support, there is a specific budget for the organization of International Sports Events. This support is given annually to federated sports that managed to get the concession to host an international event in Portugal that acts as a sport development enhancer in the country and that reinforces Portugal's role in the international sports scene. In addition, several federations have expressed that there is an important financial support coming from local municipalities. Municipalities are a crucial partner for the organization of an international event due to the high level of exposure that offers to them (the municipalities). Engaging with local institutions is a key factor to enable the availability of funds for these types of events.

In gross terms, around 35% of the budget for ISEs of each NSF comes from public funding that seek to target these sorts of venues, the rest needs to be raised by private sources such as sponsors, sports clubs and private companies involved directly in the sport.

Partnerships: Even though some collaboration between stakeholders to foster tourism through sports is already happening, proper positioning of intermediaries to lead an effective flow within the resources' pipeline is still lacking. Although Turismo de Portugal along with the National Olympic Committee are trying to work as such, all efforts won't be productive and effective enough without a strategy, a common objective, and a designated and recognized leadership to direct and guide the Portuguese sports ecosystem to push towards a social and economic transformation.

Nevertheless, initiatives from the public sector such as Portugal Events from Turismo de Portugal and financial resources allocation from the IPDJ to support International Sports Events are ongoing, but both have different perspectives and follow their own agendas regarding this subject: On one hand, Turismo de Portugal focuses on promoting Portugal as touristic destination, and on the other, IPDJ is focused on promotion of sports culture and development. These two approaches towards sports can be complementary and both efforts feedback each other indirectly since they both seek to enlarge the sport scene in the country. A consolidated sports culture pushes competition to a higher level on a national scale, which at the same time sets the basis and backing arguments to win International Sports Events bids. In addition, this sort of events are the ones that fosters tourism on an international level.

Several individual and spontaneous collaborations at federation and private sector level are already generating changes and spotlight for the country. One great example given by Nuno Madeira (Project Manager at Turismo de Portugal) is the Youth Rugby Festival which has been taking place in Lisbon since 2014 and brings teams from 23 different countries. This event is co-organized by

Move Sports – a private sports event organizer company – and the Municipal Chamber of Lisbon in partnership with Portuguese Rugby Federation, the Portuguese Institute of Sports and Youth (IPDJ) and other private organizations. Being rugby a popular sport in the United Kingdom, it attracts its country members to the event which at the same time are a market of interest for tourism in Portugal. This represents a great opportunity for Turismo de Portugal to get involved and promote Portugal among the participants and, as he mentioned during an interview, increase the level of satisfaction in tourism.

Given the fact that resources are limited to support events, a common roadmap towards a shared goal needs to be established for all levels of action so resources allocation can be delivered where is much needed or where it will generate a greater effect. At the Belgium Olympic Committee (COIB), during Pierre-Olivier's mandate in 2010, they created the "Olympic Platform" which is an informal platform which assembles the countries' sports ministers with the BOIC's president. They meet three times a year to decide on the next big sports projects for the country. They distribute tasks and responsibilities. Effective communication between National Olympic Committee, Federations, Governmental institutions and cities is undeniable important.. Another great example of a country strategy alignment is the case of Peru and their preparation to win the hosting rights of the POG. They developed a country level strategy that brought together the whole Peruvian sports ecosystem to promote Peru a suitable option for the event. This implied preparation in different levels of action. First, to prepare federations and involved organizations for the scale of this event, international small events were brought to the country to build the necessary expertise. Parallel to this process, forums and meetings were organized to show the results and promote Peru's touristic attractions while partnerships with other countries were built to gain votes. The plan was design to work from bottom to top towards a common goal. In the case of Portugal, Nuno Madeira (Project Manager at Turismo de Portugal) and Filipe Jesus (manager of the Olympic

Programme and Missions Department at the COP) agree that Portugal is now focus on the development of the touristic sector and sports is one of the means to foster its development. As mentioned before, these two organizations work together in joint efforts as commented Nuno Madeira by pointing out that Turismo de Portugal supports the National Olympic Committee on presentations for meetings and forums to show all the touristic alternatives and options of Portugal and organizing activities for the attendees of the meetings and forums. Regarding a more structured approach, one big step that Turismo de Portugal has taken is to concentrate on specific sports such as surf, sailing, golf and equestrian. With several of those federations, alignments are ongoing but with others an exchange of ideas, motivations and necessities still needs to take place. In contrast with the case of Peru, Portugal has already very well-developed federations with solid expertise and managerial skills so to fund a leadership position between stakeholders may be more complex. During the interviews, Nuno Madeira highlighted that Turismo de Portugal focuses more on “light” or small-scale events due to its lower budget requirements. On contrary, João Aranha (President of the Portuguese surfing Federation) mentioned that the federation rather focuses on fewer great events than having a great amount of less qualitative events (currently 108 events per year happening in the country) since his federation already holds enough expertise in event organization and the network of relevant contacts is already established. The organization of greater scale events in the surfing industry represents a much more interesting opportunity for private and institutional sponsors and partners. Nonetheless, Turismo de Portugal and the golf and sailing federations have an organic alignment by promoting Vilamoura as a golf and sailing destination during winter given the outstanding weather conditions and cheap prices since winter is the low season for tourism in the Algarve. The right articulation between organizations can generate powerful results if the objectives and means to achieve them are clear and socialized. This case shows the importance of developing a strategy that seeks to develop specific regions. In this

sense, financial and human resources can be deployed to nurture sports culture and thus become attractive for international sports events. As benchmark of a strategy to bring important international events is the case of the sailing federation that since the early 90's decided to promote Portugal as a training location rather than a competition scene. This allowed high-end athletes to come to the country to train which, as collateral effect, increased the level of Portuguese sailors and at the same time promoted Portugal as sailing destination. With this strategy Portugal, most specifically Vilamoura, has been able to achieve the hosting rights of qualifying events for the Olympics and world championships of different categories. This strategy has been feasible because of a strong partnership between the sailing federation and the sports clubs.

Modern Governance: When we interviewed Pierre-Olivier Beckers-Vieujant and asked him about what it takes to bring more ISEs to a country, he put a major emphasis on the way national federations are governed. For organizing ISE, national federations need to be modern in their way of governance. He believes that having it managed by volunteers, most often retired athletes, takes away some of the management skills required to manage those institutions correctly and efficiently. Managing federations is like managing small businesses; It requires qualitative management at financial level, technological level, human resources level and sport level. It is crucial for making an organization thrive as if it were a for profit entity. “This is something we see a lot in the world federations and even at the IOC” he pointed out. Poorly managed federations struggle to attract sponsors and get government subsidies. Federations need to show that there is a clear power distribution, with a real board of directors, with skilful managers. The managing powers need to be known and visible and make a regular and transparent reporting of their activities and results. There also needs to be an established election procedure for the board of directors. Modern governance translates in more trust from the government, sponsors and international federations which translates to better support. In Belgium, the government imposes

upon sports federations to comply with specific governance criteria and quality management to continue to receive subsidies. The BOIC even provides the federations with seminars to modernize their governance, among other topics, that would help them grow. The National Hockey Federation in Belgium is a great example of a federation that went from being in 2004 a very small federation managed by volunteers to being a big sports federation which today almost functions as a business. Since 2004, the federation showed enormous motivation to make the sport grow which made them win the support from the BOIC. They were 15th in the world back then. Their goal was to qualify for the Olympics and win a medal someday. In 2008, the team qualified for the Olympics and in 2020 they brought gold home. On an events level, they started with gaining the hosting rights for the European Championship in 2018, and now they are preparing to co-host the 2026 World Cup as with the Netherlands. In Portugal, a prime example of modern governance is the work done by the Portuguese Swimming Federation. João Campos, the General Director of the federation, explained that their biggest strength lies in their team. Portugal doesn't have many good pools, although, they leverage on the fact they have a very effective governing team at the federation. Governance is modern, transparent, and ambitious. They are 6-8 people working closely together. Roles are very well divided but when there is a problem, working together is key. Everyone is everyone's partner. The federation also doesn't have hierarchy. João says: "There is no boss except when one is needed. This leaves space for everyone to speak, laugh, or cry". In 2013 the federation had a budget of two million euros. Now, in 2022, the budget is eight million euros. It also went from 13 000 affiliates in 2014 to 120 000 affiliates today. Thanks to their trusted team they have also managed to put Funchal, Madeira on the map when it comes to swimming ISEs. "Once an event has proven to go well and they trust the operating team, it is easy to win other events", claimed João.

Environmental sustainability: It seems, based on the conducted interviews, that environmental sustainability in sports events is not a determinant point in hosting events. Although, João Aranha from the surfing federation claims that events do start to focus on getting greener. Especially in nature-based sports such as surfing, golf, and sailing environmentally friendly efforts are observed. This being, on one side, because of the proximity to nature which makes the sport practitioners more aware of their surroundings thus more sensitive to nature conservation. And, on the other side, because most often it is negligent behaviors in those sports that harm the surrounding nature the most (Mascarenhas et al. 2021). José Quiñones pointed out that the importance of green initiatives in a host proposal will be dependent on how important it is to the voting committees. The sustainability concern started when the IOC raised awareness of the number of forests that were cut down to build ski tracks for the 1992 Albertville Winter Olympic Games. In 1994, the IOC created their environmental policy and defined it as the third pillar of the Olympic movement alongside with “sports” and “culture”. Entailing that candidate cities for the summer and winter games should have their proposals formally evaluated on environmental grounds (Gold and Gold 2021). José says that after this, a series of measures have gained popularity in ISEs, but it is not determinant when deciding the host of an event. One great example was the Winter Olympic Games of Beijing 2022. Winter games at a country that its landscape is not naturally adequate to host winter sports and still was a chosen as host. Golf in Portugal is not an eco-friendly sport as it requires a lot of irrigation and chemicals to keep the grass healthy and green, but the Portuguese Golf Federation (FPG) is aware of this, and they do take initiatives to make it greener, or in this case, ...browner. The FPG and the National Golf Industry Council (CNIG), in collaboration with Turismo de Portugal, promote the project "Water efficiency on golf courses" as part of the Sustainable Tourism project - a better destination for [with] everyone, funded by the Environmental Fund. The initiative seeks to produce an updated national diagnosis, identify ideas

for activities to improve water efficiency and substitutes for existing water sources that reduce field expenses and safeguard water resources (Federação Portuguesa de Golfe 2021). The Portuguese Sailing Federation are also doing their fair share with regards to environmental sustainability. Luís Rocha's opinion on the subject was clear; environmental action is not just a check point, but it is important. Sailing is another sport that is in its nature, is not eco-friendly. During trainings and regattas, every fleet has at least one motorboat following them. Although today there are not alternatives to eco-friendlier zodiac boats, their efforts lie someplace else. Vilamoura Sailing made a very big investment in smart marks which are marking for regattas that move by themselves and do not require motorboats to be placed. They function on electric batteries. Moreover, their events are 100% free of plastic.

Culture: One key aspect to attract more ISEs and develop a sport in a country, is the establishment and leverage of national sports figures. As mentioned by Pierre-Olivier Beckers-Vieujant, role models need to be in place since they embody effort, hard work, self-transcendence, culmination, and development; therefor inspire youngsters to practice their sport and reach a competitive level. It is a sample of not only a way to success but also of a healthy lifestyle and self-development which brings positive social transformation to society. This increases competition and therefor professionalism of the sport on a national level. Nurturing national competitive athletes, will also spark the interest of foreign federations in coming to a country to compete and train against or with them. Furthermore, the presence of other national teams in training centers increases the likelihood of the country to be eligible for hosting ISEs due to an increased knowledge of the field conditions (weather, setup, logistics, etc.). In turn, João Coutinho (President of the Portuguese Golfing Federation), stated that having ISEs in the home-country allows young sport practitioners to see their national stars in the spotlight, get closer to their foreign idols and get inspired from the event venue. At the same time, the intense culture around a sport facilitates the organization of the event

due to an increased interest of sponsors. The increased visibility and enthusiasm represent a great opportunity for brands.

The generation of a sport culture within a country, not only fosters the sport itself, but also the touristic sector since fans will come to watch the events live and cheer themselves under the same conditions as their idols. João Aranha (President of the Surfing Federation) mentioned that the surfing culture in Portugal grew so much, that Portugal now has four training centers (Peniche, Nazaré, Aveiro and Viana do Castelo) which is already too much for one country. The size of the surfing-school industry is one of the biggest in Europe. On the other side, according to Luis Rocha, the impact of sailing in Vilamoura and the Algarve during winter season is immense, which happens to be the low season in the area. For a region that is economically dependent on the touristic sector, this is quite an opportunity. ISEs in this area helps reactivate the industry and pay maintenance and operating costs during the unproductive low season. Given this scenario and economic alternative, Municipalities are subsidizing clubs by giving financial support for the purchase of boats to make the sport accessible to everyone in the area.

Establishment of programs: We have seen many federations taking actions in attracting new young practitioners to their sport by collaborating with schools. This strategy can be very interesting in the scope of establishing the sport in the culture of a country. The more a sport is played, the higher the chances talent will arise and will be able to be fostered. Many great athletes can in turn allow for more investment, thus, the organization of bigger events. The first example on a collaboration on this type is observed in the Portuguese Golf Federation with a program called "Forward in Golf". The way it works is that the federation takes care of giving training to physical education (PT) teachers so that they can teach golf during PT classes to students. The federation provides equipment, and the best students get to access the Drive School Circuit which is a championship between schools that consists of six tournaments throughout the year. The best players then get a

passport to the next phase; the Drive Tour which is the national championship. Those players then get the chance to integrate the national team. Today, the federation works individually with the schools, but are working with the Ministry of Education to make it a national program. The Portuguese Sailing Federation started a similar program called “School of the Sea” in Povoia Varzim, in the north of Portugal. The federation has partnerships with schools, municipalities, and clubs through which kids of elementary school get sailing training at sailing clubs once a week during school time. The goal of this program is to create a connection between the kids and the sea from a young age. Luís Rocha explained that nautical culture has proven to change the way they think and perceive the world. It is also a way to leverage ocean economics for the future which is a big part of Portugal's economy. Lastly, the Portuguese Swimming Federation (FPN) has a program of its own called “Portugal a nadar” (PAN). The PAN program is one of the programs that result from the Strategic Plan 2014-2024 of the Portuguese Swimming Federation. This program facilitates access to practice programs duly certified and inclusive. It promotes the massification of the practice, seeking to guarantee the existence of diversified programs and competent coaches for instruction, through certified aquatic practices, aimed at different target audiences: babies, preschool children, school-age children up to the elderly. In this context, the FPN has also developed a reference model for coaching, with characteristics suitable for the proper development of the teaching-learning process of swimming. This aims to involve its various aspects: pure swimming, water polo, artistic swimming, and adapted swimming. The technical-pedagogical certification process of swimming schools follows methodologies defined by the technical department of the FPN, which aims at the continuous improvement of the swimming schools, as well as the implementation of best practices and the promotion of swimming in order to ensure a structured and regulated practice (“O Programa Portugal a Nadar,” n.d.).

6. Discussion

To bring all visions of ISEs in Portugal and best practices of other countries into perspective, we used the Grounded Theory method explained in section 4.2.2.2. *Grounded Theory*. This tool made the systematization and processing of data very practical while making concepts clearer. The result of applying this methodology helped us build conclusions of how the actual picture of the sports scene from a tourism development point of view looks like.

6.1. Grounded Theory

By following the Grounded Theory research method, we were left with a result of nine different categories of event structures of legacy planning. As illustrated above, those are: Infrastructure, expertise, lobbying, funding, partnerships, modern governance, environmental sustainability, culture, and establishment of programs. It would be easy to say, “do all these things and your country will become an ultimate sports nation”. These event structures give us a good overview of what federations and sports institutions can implement to make their sport grow, thus being able to organize ISEs, thus fostering more sports tourism. But the implementation is not straightforward as some structures are pre-requirements, consequences or complementary of others. This beautiful vicious cycle, Luís Rocha from the Sailing Federation talked about: “Organizing ISEs brings money to the federation. This money is then reinvested in coaches, athletes, infrastructure, etc. used to make the sport grow. Investment rises participation levels. Which is then an incentive for more ISEs. It’s a vicious cycle”, doesn’t happen overnight. It takes planning, fixing long term-goals and determination. As Pierre-Olivier Beckers-Vieujant also pointed out, that this cycle can be beautiful when it’s positive, but can be a two-edged sword. Many organizations get stuck in the negative spiral of not finding the funding to sustain the growth of a sport, and struggle to get out of it.

The relationships between these event structures are complex and case dependent. Nevertheless, we tempted to create this grid of connection in-between each of them as shown in figure 4. The thickness of the line represents the strength of the relationship.

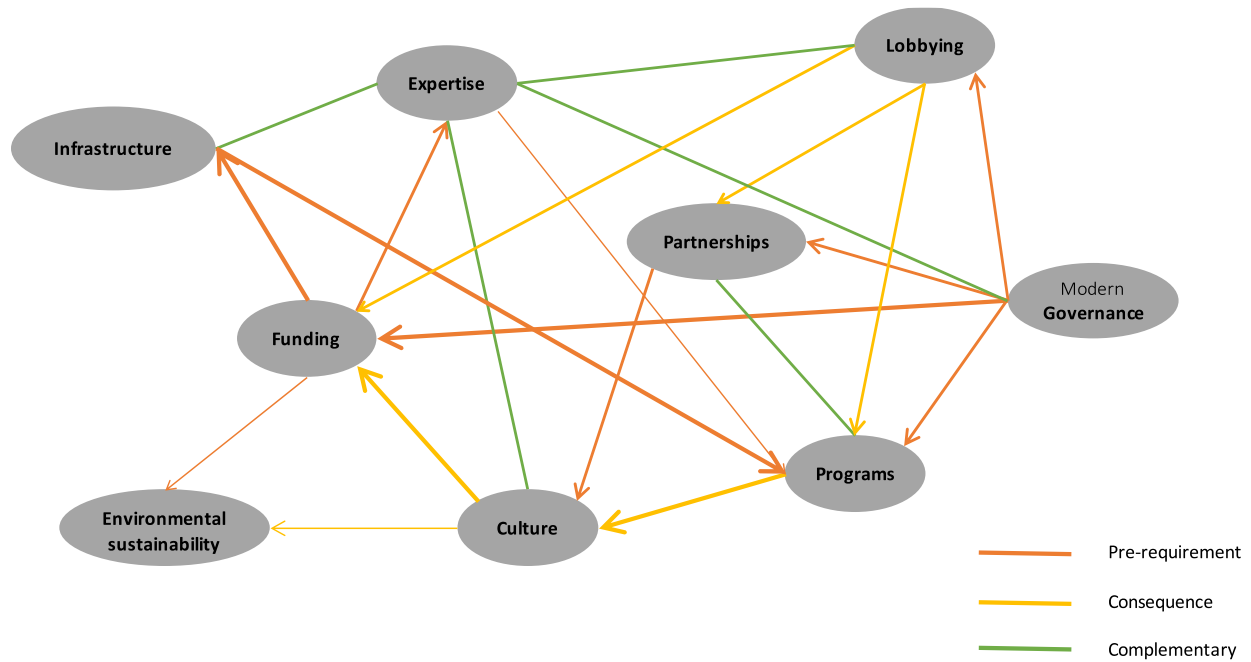


Figure 3. Visualization of structure's interrelationships.
Source: Own elaboration.

The main takeaway from this visual representation is that the event structure that is the most accessible and beneficial to implement is modern governance as it has no pre-requirements and serves as the basis for the implementation of many other structures. It was through a modern governance structure that Pierre-Olivier Beckers-Vieujant succeeded in bringing change into the BOIC during his mandate. Establishing modern governance criteria to National Sports Federations, allowed the creation of partnerships and programs, lobby became more effective in the international scene and increased the funding allocated to Belgium's National Sports Federations. In turn, all these results had positive effects on other event structures.

What we can also observe is that funding might be the hardest structure to achieve as it is a strong pre-requisite but at the same time also the consequence of a long thread of event structures. Indeed, infrastructure, expertise, and somewhat environmental sustainability, are structures that can only be leveraged if there is enough funding available since money is the mean to fuel their implementation. In Portugal, we have heard from three out of four federations we have interviewed that their biggest struggle is finding the money to organize ISEs. This can be partly explained by the lack of public budget allocated to events but certainly also by the federation's difficulties to attract sponsors. This can be remediated with healthy lobbying and by gaining the trust of potential sponsors by showcasing their know-how and expertise which is exactly what the Portuguese Swimming Federation did. In turn, they were the only one of our interviewees that mentioned that finding funds is not an issue. Lastly, we have seen through the Portuguese Sailing Federation how leveraging existing infrastructure, in combination with expertise in the sport, can set a certain area as an ideal location for training, international events and touristic activities. The work invested by the Portuguese Sailing Federation at Villamoura in the Algarve has risen the status of the sport not only throughout the coast of Portugal, but also internationally. We also know that for them to do this, it took a lot of work into fundraising, lobbying, establishing a great team, among others. Ultimately, we have found through our interviews that first steps into the positive cycle exist, the question is, where to start?

7. Conclusions and Recommendations (Group Part)

Our conclusions and recommendations to foster sports tourism in Portugal are given through three key aspects: organizational strengthening, geographical approach to sports tourism development and interinstitutional alignment.

Through our research we can conclude that a modern governance structure is the corner stone and starting point for positive change. As shown in Figure 4. *Visualization of structure's*

interrelationships, a well-defined modern governance structure needs to be implemented throughout the basis of the sports ecosystem to the top of the policy makers in order to generate a *domino effect* on the following structures and stakeholders.

In addition, following upon the local successful showcase of Vilamoura in the Algarve area, geographic areas with sports potential during the Portuguese winter should be prioritized to foster tourism during the low season. A congregated effort of several sports federations can reduce implementation costs by taking advantage of the already developed hospitality and transportation infrastructure.

Finally, just like any other force of change, this needs to be directed and conducted by a leadership agent so communication through the thread of involved institutions is effective and clear. Through the results presented in section 4.2.2.1. *Stakeholder Mapping* the evident role and responsibility of the Portuguese National Olympic Committee to become a leader and intermediary stakeholder to host more ISEs in Portugal arises to the surface. The interviews revealed that an aligned and coordinated collaboration between institutions can generate incredible results, such as the golf and sailing cases. They also showed that when common objectives are not met and consensus is not attained, efforts can hinder each other generating an inefficient use of resources such as the misalignment of the Portuguese Surfing Federation with Turismo de Portugal when it comes to decide which type of ISEs, and which type of tourists should and are being targeted. Institutions need first a strong alignment on what, when, and where they want to achieve and second select the natural and organic leader of this initiative. Consensus is the key factor within this strategy.

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9. Appendices

9.1. Appendix 1. Interview Guidelines

9.1.1. External Referential Stakeholders

I. Purpose

To receive deeper insights and motivations regarding how the interviewed organization developed a strategy to overcome the challenges given during the preparation process to become an International Sports Events host and how they managed the after-event period.

II. Introduction and Process

Our goal is to collect insights from the team involved in the design and implementation of the strategy and approach to convince the voting committee to favour of the country with their votes. This interview lies under the format of “semi-structured interview”, so it does not function as a script but rather as an open conversation. We kindly ask for your permission to record the conversation for further analysis purposes. Do you have any questions?

Let's get into it!

III. Interview

A. Strategy Benchmark

- Did you bring any ISE to your country? (Mention which ones and type)
- Which was the main goal/expected outcome of bringing an ISE to your country?
- How is bringing an ISE to your country a way to achieve that goal?
- How did you identify the competitive advantages of your country?
- What did you do differently?
- How did you overcome the negative aspects of the country?
- Is there a guideline for legacy planning?

B. Impact Identification

- Can you identify positive and negative impacts after an event that you organized before?
- Did you had to deal with "white elephants" from past events? If so, how?

C. Role

- How did you facilitate them?
- What is your goal as NOC?
- In what way do you support federations bring more ISE?

IV. Closing the interview

- Is there anything you would like to add or complement regarding our research?
- If there is any other inquiry, we would like to know if we can contact you again for clarification.

V. End of the Interview

Thank you very much for you time, attention, and contribution to our research. We highly appreciate your contributions. Have a great day.

9.1.2. Internal Country Level Stakeholders:

I. Purpose

To receive deeper insights and motivations regarding how the interviewed organization developed a strategy to overcome the challenges given during the preparation process to become an International Sports Events host and how they managed the after-event period.

II. Introduction and Process

Our goal is to collect insights from the team involved in the design and implementation of the strategy and approach to convince the voting committee to favour of the country with their votes. This interview lies under the format of “semi-structured interview”, so it does not function as a

script but rather as an open conversation. We kindly ask for your permission to record the conversation for further analysis purposes. Do you have any questions?

Let's get into it!

III. Interview

A. Strategy Benchmark

- What was the competitive advantage to bring the event?
- What did you do differently?
- Is there a competitive advantage intrinsic to the country?
- Are you trying to get more events to Portugal?
- What is the main purpose of bringing international events?
- Is sustainability (social/environmental) awareness communication a decisive point in the proposal?
- What are established strategies to develop the sport in the country?

B. Scale

- Which events are already taking place in Portugal?
- Which type (A, B, C and D) of events would your organization like to bring?

C. Process

- How does the process look like? (Roadmap)
- How long was the planning process?

D. Legacy

- What were the positive impacts?
- What were the negative impacts of the event?
- Was the legacy of the event planned?

- Were the negative impacts foreseen before the events? If so, did you established any strategy to mitigate them?
- Were the positive impacts foreseen before the events? If so, did you established any strategy to magnify them?
- How relevant is environmental sustainability for the bidding process?

E. Influence

- Who is involved in the process?
- Who decides who is going to host the event?
- What is your role in bringing ISE?

F. Funding

- Is funding an issue?
- How do you fund the event?
- Which financial instruments are used for funding?

IV. Closing the interview

- Is there anything you would like to add or complement regarding our research?
- If there is any other inquiry, we would like to know if we can contact you again for clarification.

V. End of the Interview

Thank you very much for you time, attention, and contribution to our research. We highly appreciate your contributions. Have a great day.

9.1.3. Internal National Sports Federations

I. Purpose

To receive deeper insights and motivations regarding how the Portuguese National Sports Federations developed a strategy to overcome the challenges given during the preparation process to become an International Sports Events host and how they managed the after-event period.

II. Introduction and Process

Our goal is to collect insights from the team involved in the design and implementation of the strategy and approach to convince the voting committee to favour of the country with their votes. This interview lies under the format of “semi-structured interview”, so it does not function as a script but rather as an open conversation. We kindly ask for your permission to record the conversation for further analysis purposes. Do you have any questions?

Let's get into it!

III. Interview

A. Strategy Benchmark

- What was the competitive advantage to bring the event?
- What did you do differently?
- Is there a competitive advantage intrinsic to the country?
- Are you trying to get more events to Portugal?
- What is the main purpose of bringing international events?
- Is sustainability (social/environmental) awareness communication a decisive point in the proposal?
- What are established strategies to develop the sport in the country?

B. Scale

- Which events are already taking place in Portugal?
- Which type (A, B, C and D) of events would your organization like to bring?

C. Process

- How does the process look like? (Roadmap)
- How long was the planning process?

D. Legacy

- What were the positive impacts?
- What were the negative impacts of the event?
- Was the legacy of the event planned?
- Were the negative impacts foreseen before the events? If so, did you established any strategy to mitigate them?
- Were the positive impacts foreseen before the events? If so, did you established any strategy to magnify them?
- How relevant is environmental sustainability for the bidding process?

E. Influence

- Who is involved in the process?
- Who decides who is going to host the event?
- What is your role in bringing ISE?

F. Funding

- Is funding an issue?
- How do you fund the event?
- Which financial instruments are used for funding?

IV. Closing the interview

- Is there anything you would like to add or complement regarding our research?
- If there is any other inquiry, we would like to know if we can contact you again for clarification.

V. End of the Interview

Thank you very much for your time, attention, and contribution to our research. We highly appreciate your contributions. Have a great day.

9.2. Appendix 2. Interview Notes

9.2.1. External Referential Stakeholders

9.2.1.1. Peruvian Olympic Committee – José Quiñones (Former President)

The main goal of hosting the Pan American Olympic Games (POG) in Lima was to improve the overall social status of the Peruvian population. In 2009, during an event of “Deporte para todos” (Sports for everyone) in Finland, Peru was considered one of the countries with least physical activity in the world. This is not considering solely sports, but physical activity in general such as walking and riding a bicycle. According to the interviewee, sports as a public policy has a return of investment of eight dollars in public safety (health, justice system and prisons).

The organization of forums such as 2019 edition of “Deporte para todos” (Sports for everyone) helped to put the country under the spotlight of the necessity to promote sports as a mean of social transformation. In 2014, Lima was competing against Finland to host the 130 COI Assembly edition to select the countries that will host the 2024 and 2028 Olympic Games which was a tough competitor considering the Olympic trajectory that Finland had regarding hosting events of this magnitude. What could a small country with no previous experience and sport tradition offer to the world? Simple, to open a new country that needed this for its development as a society. This was the basis of the strategy to win the Pan American Olympic Games host position: Peru needed it more than other countries.

The strategy for the POG started 4 years before, when Peru was competing against Canada and Colombia to host the 2015-POG. Canada was already the favourite choice and Peru had no chance

against Canada nor Colombia. Given this scenario, Peru became Canada's ally along with all the English-speaking Caribbean countries to gain their sympathy and support for the 2019-POG. After losing against Canada, Peru compromised to develop and enforce a roadmap with a series of actions to show the country as a safe option for the 2019-POG.

Since Peru was looking for the sympathy of the northern and Caribbean countries, the COP focused on what these countries were looking for: capability to deliver, experience hosting events, confidence on the people behind the organization and finally, what was more convenient to their athletes: right weather conditions. So, during the campaign period, Peru offered the following:

- Capability to deliver: Peru presented their advances and accomplishments of the actions offered after losing against Canada
- Experience hosting events: Peru organized all types of international events during these periods such as World cups, forums, etc.
- Confidence on the team: Peru sustained close communication and organized meetings to maintain the relationship with its potential voters.
- Weather conditions: July and August is winter in the southern hemisphere but Lima won't reach the low temperatures that cities as Santiago and Buenos Aires have during that period.

It is key to understand what the other countries want, need, and expect from the event. The Peruvian committee visited 38 of the 41 voting countries. This is how Peru got an idea of how the design of the event was supposed to look.

How to develop a country strategy?

According to José, Portugal must define why it wants to achieve with the ISEs (e.g., new educational model, development of specific cities, development of role models in society, etc.). In other words, this must be a country level strategy to hold a social justification for the event. This goal is the north for the whole strategy.

The strategy for big scale events needs to start with small events tailored first to the expectations of the sponsors. Depending on the country's goal, small specific events can be displayed. For instance, if the development of a city is within the scope, events such as 3x3 basketball matches can be performed in front of a city monument to show the city and its attractions. In the case of Peru, it started with hosting the Weightlifting World cup and several university level world cups for single sports. Another example could be organizing a rowing coastal event on the shore of the targeted city to involve fisher man with the sport by displaying it in their working space. Regarding the type of events, it is very important to organize during the campaign period world multidisciplinary events (SportsAccord, Beach Games, World Games, etc.).

How to deal with Legacy?

After the POG, an office called "Legado" (Legacy in English) was created to administrate all the infrastructure created for the POG with its own budget for its maintenance. This is another example of how important is to have government support to develop the strategy given the fact that most of its legacy will need financial and political support for its proper use and maintenance.

It is very likely that this infrastructure can be politized and be subject of corrupt practices to derivate funds to under covered purposes. This raises the question: How to convince the voting committee considering corruption practices in Peru. José stated that depends on who is voting. Corruption is deeply rooted in these organizations. Corruption is not a subject that is discussed during these processes. One great example of this was the case of Brazil with the FIFA World Cup and the Olympic Games of Rio under the administration of Luiz Inacio Lula da Silva and Dilma Rousseff.

Sustainability as part of the strategy

Once again depends how important it is to the voting countries. The sustainability policy started when the IOC raised awareness of the number of forests that were cut down to build ski tracks for

the Winter Olympic Games. After this a series of measures have gained popularity in ISEs, but it is not determinizing when deciding the host of an event. One great example was the Winter Olympic Games of Beijing 2022. Winter games at a country that its landscape is not naturally adequate to host winter sports and still was a chosen as host.

The human factor

Finally, when presenting the country, Jose states that organizing committee has to consider that humans are the ones taking decisions a persuasive approach can be taken. Considering that ISEs brings people from around the world, the opportunity to sell the attractiveness of the country as a travel destination must be exploited. The Peruvian team showed Peru as one of the greatest gastronomic destinations in the world. In addition, it is very important to build partnerships with other countries. For the Weightlifting World Cup, Peru allied with Asian countries offering its support for the next world cup. Part of this strategy is also to sometimes participate as a candidate with the goal to lose or withdraw in order to favour a partner country, always consider countries that don't organize events such as some countries of Oceania for example.

Final Tip

Finally, Jose gave us one last important point that have to be considered over a strategy to gain a candidature: Generate consensus. Make people feel part of your proposal (let them help) so if you win, they win. To achieve this, Peru started with a very bad presentations on purpose. This generated pity and empathy from other countries that decided to give advice to Peru on how to improve their proposal. When they saw the progressive improvement of Peru over following presentations and seen their advice been followed, they felt part of the proposal and wished to see Peru win as a host of the event. Always consider that people/humans are behind these processes.

9.2.1.2. *Belgium Olympic Interfederal Committee – Pierre-Olivier Beckers-Vieujant (President)*

Goal

As the COIB, motivating national federations and governments to organize more international sports events in Belgium is a goal.

Belgium National Hockey Federation succeeded in bringing the Hockey world cup 2026 to Belgium, co-hosting with the Netherlands. Memorial Van Damme every year in Athletics.

Why

He says: “I find extremely important, when you are part of, or represent the national sport movement, to want to organize, in your country, big sports events”. Because: Sports has to be seen as a mean to contribute to making society better. Meaning, more inclusive, more open, more solidary, more respectful. Which is the prime mission of sport and the first line of the Olympic character. Putting sports at the service of humanity. Making the world better through sports.

It is important to promote sports in order to motivate young generations to practice sports, for their health, but also for encouraging self-development, respect and multiculturalism.

It is a major part of social and societal development.

How

Models to have more ISE need to be put in place. Having professional national sports figures that serve as icons. Those athletes embody effort, hard work, self-transcendence, culmination and development. In order for this to have impact, sports events, in the country itself, are crucial. Although, Belgium has been in ISE deficit for a long time. He tried to fix it but the biggest issue is lack of international class infrastructure. Belgium couldn't keep up with the competition to host

ISE. (Ex. Belgium receiving the hosting rights for the European Swimming Championships in 2015 and it had to be cancelled six months before due to lack of adequate infrastructure).

This is a vicious cycle which can be negative or positive.

For organizing ISE, National federations need to be modern in their governance. Having it managed by volunteers, most often retired athletes, takes away some of the management skills required to manage those institutions correctly and efficiently. Qualitative management at financial level, technological level, human resources level and sport level is crucial for making an organization thrive as if it were a for profit entity. This is something we see a lot in the world federations and even at the IOC. Poorly managed federation struggle to attract sponsors and struggle to get government subsidies. In Belgium the government imposes upon sports federations to comply with specific governance criteria and quality management to continue to receive subsidies.

The National Hockey Federation in Belgium is a great example of a federation that went from being in 2004 a very small federation managed by volunteers to being a big sports federation which today functions as a business. They started with gaining the hosting rights for the European Championship in 2018

- Modern governance: Federations need to show that there is a clear power distribution, with a real board of directors, with skilful managers. The managing powers need to be known and visible and make a regular and transparent reporting of their activities and results. There also has to be an established election procedure for the board of directors. Modern governance translates in more trust from the government, sponsors and international federations which translates to better support.
- Marketing, healthy lobbying and visibility is key for attracting ISE. Convince the people that will vote within the international federations that the country first of all really needs

the event for its development, but also will be able to make the popularity of the sport grow in exchange. Being present on the international sports scene is very important. Being present at congresses, Olympic events, and summits for example; showing your face. Portugal needs way more of this!! Propose candidates to enter international institutions. Portugal is not visible enough within the international sports movement.

Role of COIB

In Belgium, the COIB provided support in three ways:

1. provides federations with seminars in order to modernize their governance and among other topics that would help them grow. They invite international experts for talks.
2. Small budgets for small internal or external events that the government would not support. Ex. Federation's birthday.
3. Direct financing and coordination support for specific bigger events

Extra info

- Before he came into command, there was a tremendous lack of communication between the COIB, the federations and the governing bodies. He had to go out of his way to talk to ministers to create cohesion and the will to create new events. Slowly but surely, he re-established contact and synergy.
- Since 2004, the COIB has supported the field hockey federations into making the sport grow. They were 15th in the world then. Their goal was to bring them to the Olympics and win a medal someday. In 2008, the team was selected for the Olympics and in 2020 they bring gold home.
- In 2010, the COIB created the Olympic platform which is an informal platform which assembles the countries sports ministers with the COIB's president. They meet three times

a year to decide on the next big sports projects for the country. They distribute tasks and responsibilities.

- It is a vicious cycle, cycling in Belgium is a good example of it. If there are events, there is visibility and enthusiasm. Participation level rises and the number of professional athletes rise. The culture of the sport grows which in turn facilitates the organization of more events.
- The initiative for organizing ISE can come from the national federations: either the board of directors or from one administrator in particular. Or it comes from a particular city. The mayor of the city then pushes for the organization of events in their new facilities for example.

9.2.2. Internal Country Level Stakeholders

9.2.2.1. Turismo de Portugal – Nuno Madeira (Product Manager)

Their goal is not to finance sports events but to use international sports events to promote Portugal outside. Their budget for events is 5M€. They categorize events in three scales:

- Major events: brand promotion or recover a specific area.
- Medium size: generate economic impact and function as touristic attractions for tourists that are already there. Increase satisfaction level of tourism

The idea is not to have more events, is to promote Portugal. The perspective is different: the idea of the tool is not to support events, is to promote Portugal (that is the main goal). Events can get support if they are focussed on promoting Portugal by giving a high exposure through media stream.

Legacy

Legacy Planning: they have a team regarding sports tourism to manage legacy. At the moment they are targeting surf, sailing, gold, equestrian and golf. Under the scope, cycling and triathlon has also been considered. This is because these sports already hold sufficient infrastructure for the tourist agencies to work with.

Location

Now, TdP, is focusing more on the Algarve. This region struggles during the winter because the low season seems not very attractive for tourism. Their strategy to promote this region during the winter is to foster sports through events taking advantage of the already existing infrastructure.

One of the major markets for Portugal is the UK. For example, Rugby has a huge opportunity to be developed in Portugal. In this case, they organize the Youth Rugby Festival for the easter holidays which is a tournament that attract players from all over.

At the moment, has been difficult to find host cities for major events since they need a significant amount of money. On the other hand, “light” events or small events have become more popular for its low implementation prices, easy implementation, and low infrastructure demand.

Major events are under a national scope, TdP focuses more on small events mainly because it is out of their budget.

Vilamoura organizes an important gold event for seniors are also Brown sports resort is located there, with very good infrastructure for rugby and tennis.

TdP supports the NOC on forums and meetings during presentations to show Portugal as a tourist destination. Also, they help to show Portugal by organizing activities for the attendees of the meetings and forums. TdP is following the model from Spain, showing sports and tourism as a whole.

The IPDJ and TdP are working on a strategy together to promote and support events. IPDJ is more focused on the social aspect of sports.

TdP doesn't work directly with sports federations, usually they work with them through the NOC.

TdP has a lot of work invested in surf. Specially through the department of communications and content.

Nuno indicates that all stakeholders don't articulate between each other, so TdP has been trying to work as an intermediary.

9.2.2.2. Portuguese Olympic Committee – Filipe Jesus (Project Manager)

Unstructured

9.2.3. Internal National Sports Federations

9.2.3.1. Portuguese Sailing Federation – Luis Rocha (President)

Strategy

Attract other federations to train during winter in Portugal due to the optimal weather conditions. This allows the Portuguese Team to train shoulder to shoulder with top leading sailing federations. Specifically, to Vilamoura, Algarve. This will make easier for the Federation to bring more regattas to Portugal. In addition, the Federation has developed partnerships with companies and clubs. One of them is Vilamoura Sailing. In the north, they hold a partnership with the BBDouro sailing club. Also, they have been receiving funds from the Instituto Portugues do Desporto e Juventude (IPDJ) to organize events. So far, they have organized the following events:

- 470 World Championship – 2021 (Qualifier event for the Olympic Games)
- ILCA 6 and 7 (Women qualifier event for the Olympic Games)

Since 1997, Portugal started to produce world class sailors. On top of that, Portugal holds optimal weather conditions, low prices, and airports close by. This positions Portugal as a good sailor partner. During winter, the sailing season, the Algarve is very cheap for accommodations.

Next year, 2023 they Vilamoura will host the 49er, 49erFX and Nacra 17 European Championships (3 out of 9 Olympic classes). Also, they will host the HANSA class (not a para-Olympic sport at the moment).

Tourism

Turismo de Portugal is working closer with event organizers, such as the clubs and not directly with the Federations. Regarding tourism, Vilamoura is fostering tourism through golf and sailing. Sailing as an outdoor sport is increasing in Portugal, especially in the Algarve.

Work with local Communities

Sailing in the Algarve is subsidized by the municipalities. Competing can be expensive because of the traveling expenses, but local training is cheap since the boats are owned by the clubs. In Lisbon the reality is different since in the city the prices that the clubs have is more expensive.

Process

It is a bidding process, and some events have an Executive Committee that decides. World Sailing is the International Federation.

Guarantees for an event:

- Capabilities within the organizing team
- Right weather conditions
- Easy to travel to the place (cheap logistics)
- Lobby: hold a solid network with the Executive committee

Pain points

Given the position of Portugal in Europe (far from central Europe) it seems far and expensive for other federations. The weather conditions, slight wind, can sometimes not be on the organizers side.

Funding

Everything is about money. The English sailing team has more money than the whole PNOC for all sports. For big events the clubs manage to get the money for the organizations. Municipalities, Turismo de Algarve and the IPDJ give money to the organizers to make the events (public funds). Thanks to the work of clubs with local school (bringing young students closer to the ocean and sailing), the local public sector has been drawn to give financial support to the sailing federation. Private-for-profit clubs, due to its private and profit driven approach hold a more professional and technical expertise that guarantees a successful execution of the events.

Impact

Portugal has three main places to perform events: Vilamora, BBDouro and Cascais. It is important that all the events are not focused on Vilamoura.

Regarding sustainability, the events are free of plastic, and they try to reduce the number of motorboats in the water. Environmental sustainability has become a must in sailing events, so more than been a advantage to win a bid, it is a requirement.

9.2.3.2. Portuguese Surfing Federation – João Aranha (Presiden)

Is there a competitive advantage intrinsic to the country?

For Private events: Promoter of portugal is the CEO of WSL (Francisco Spinola) for Europe, Africa and Middle East. Easier to attract events to Portugal, also administrator of Ocean Events who is the organizing company for WSL events in Portugal. For Fed events, Portugal has the waves, the weather, infrastructure, history of events in Portugal and culture. Investment grew bigger, more tourism. Keen country for investment in surfing.

Is sustainability (social/environmental) awareness communication a decisive point in the proposal?

Doesn't have that big of an impact for the decision of sponsors. But events do start to focus on getting green.

What are established strategies to develop the sport in the country?

Ten years ago, to bring surfing to the state it is at today in Portugal, they had to establish a whole qualifying system to get to the national team. It was very work intensive. The clubs and surf schools also contributed to fostering so much talent. They prepared athletes for national teams. Next steps for the Federations is to have own doctors, physios, psychologists etc. but not enough funding. In the future, the federation wants to keep fewer great events instead of having a great amount of less qualitative events.

Who decides who is going to host the event?

For the World surfing games, the ISA. To whoever has the funding. The director of ISA pushes for Portugal. Portugal is known to have very good organizations, judges, infrastructure, webcams, forecasts, etc. (Knowhow, ability to deliver, weather, infras.)

What is your role in bringing ISE?

The Federation has a role in bringing the ISA events: World Surfing Games or World Junior Games. They want not bring ISA. They need to bid for it but it is very expensive (350 000 total). Sponsorship for amateur events is hard to get. It's easier for them to have it done somewhere else. It saves money for the team not having to travel but it's easier to not have the hassle to organize it. Also competing at home involves more pressure for the athletes.

Is funding an issue?

Yes, bringing ISA events cost a lot of money (350 000). First they negotiate with ISA. They it's a matter of finding the money. For federation events, they get government support. The rest has to be sponsors or city hall. The challenge with sponsors is that ISA events or Paralympic events are less attractive than WSL events for sponsors. It's a balance to find between what the sponsors want and what the Federations has to offer.

How do you fund the event?

35% government funding, which is very good. Rest is from affiliates (clubs, schools, trainers, practitioners) and sponsors. They want to be the least dependent on Gov. as possible.

About Sports tourism misalignment:

Surfing tourism is getting out of hand. Too many tourists, not educated about surfing etiquette. Misalignment between Turismo Portugal who wants to bring more quantity and The federation who wants to prone quality of tourism over quantity. Beaches are already saturated. Now, tourism is sold as cheap. the Federation wants to change that. It continues as this, like it is, people won't come anymore because it will be too crowded. There are also too many accidents and unlicensed surf teachers that teach illegally. Cooks don't get to learn about the culture and surf etiquette when they come to cheap surfing experience providers.

- It is hard because Portugal doesn't have a sports minister at the moment. Not on the priorities for the government.

- The secretary of state doesn't know anything about the sport or its problems. It doesn't know about the culture and etiquette. so quantity comes first. They've tried to communicate with him but it didn't work so they keep working in their corners.

(Sensed a big feeling of abandon by the federation and hypocrisy by the government when they say they are proud to be a surfing nation)

- Limited cooperation with the COP. Politically they are big help. Better athletes support. funding to athletes. Fed. more connected to athletes.

9.2.3.3. *Portuguese Golfing Federation – João Coutinho (President)*

Strategy Benchmark

Our competitive advantage to bring more events is that we have the weather, beauty of the landscapes and nature, infrastructure, culture, know-how.

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Yes, they are trying to get another big event: Ladies European tour. But need to find partner because it is too expensive alone. They want to promote ladies golf as much as men's golf. Good opportunity to promote ladies golf brands. But expensive event. Only makes sense with TV coverage. Bigger expenses are TV coverage and prize money. Trying to get it promoted by the Portuguese Golf Fed.

To grow the national golf market. To make national stars shine in their country. That will inspire others to play. To get better players on the Professional European tour and PGA tour. Also, TV cover allows to expose Portugal to the world as a world-class golf destination. Allows to promote a golf course and the surrounding ones. For Royal Óbidos, it allows to promote Western Portugal as a golf destination as much as Algarve.

The first winners of having greener courses are the owners. If they use less water, electricity, or chemicals, they save a lot of fuel thus, a lot of money. GEO is a foundation that works with Greenkeepers across Europe to make their courses greener (<https://www.mygolfway.com/en/geo-foundation-sustainable-golf-week-drives-green-agenda-forward/>). We have very intelligent irrigation systems Th EU has banned the use of Phytopharmaceuticals in golf courses which is a toxic product. Now, courses need to replace this by organic materials which cost more money. Portugal is not very green because they need to irrigate a lot. Especially in the summer. There is a report on this: <https://sustainable.golf/>, <https://sustainable.golf/highlights/>

Scale

60th edition of the Open de Portugal at Royal Óbidos: Challenge tour event. (2nd division). DP world tour is first div. Why they host Challenge tour and not DP: cheaper. Also, when a country hosts a challenger they are allowed to send 40 national players to play internationally. When a

country hosts a DP, they are only allocated 8 spots. Since 2017 the Open de Portugal is organized by the Federation. Before it was sold to a private promoter. 17th edition of Portugal Masters in Vilamoura in Algarve at Victoria Golf course. Promoters are European tour. It is a DP world tour event. The promoter of the event is the ones who pays the bills.

Process

For events: the European Tour has a list of events and federations run for hosting it. They must pay prize money, and everything to bring the event. Three options for org events: 1 event held by PGA tour they are promoters. Meaning they put the money in, but they also get the broadcasting and ticketing revenues. 2 events held by federation but sold to another event promoter (business). 3 Federation is the event promoter like the *Open de Portugal since 2017. It's not that hard to get rights for the bigger events*

Legacy

Turismo Portugal and Golf Fed are very aligned on the goals for the country through golf. They know it's worth the investment. Although, they need to stay fair with the money they allocate to each sport. Golf events are more expensive than surf events, so they need to be careful. Matias said: It's interesting how the nature of different sports can create synergies or misalignment between political decisions and federation's goals and future of the sport.

There aren't. Golf doesn't have problems that other sports have. The golf etiquette is strict, it's a fact, but it created a very respectful environment for practicing sports. We don't have security problems or behaviour problems. For example, during events, thousands of people can be clapping for a good shot but when the time comes where the player must focus, you can hear only the birds chirping. the only thing is weather that we cannot control.

The goal of the Fed. Is to grow the game for young people. By attracting young people to the game. The problem in attracting young people is that it is a very time-consuming sport. Their strategy for

attracting youth is by putting national idols in the spotlight. Which is possible through big events where the kids can be in contact with their idols. The way they retain these kids is by creating a partnership with schools with proximity to a golf course. The program is called "Forward in Golf". They train PT teachers so that they in turn can teach golf during PT classes to students. The Federation provides equipment. They do short circuits with the teachers. They also have established the drive school circuit which is a championship between schools which is played during six tournaments during the year. The top 10 goes to the final to then become national champion. They organize this in partnership with the drive tour which is the national championship to be able to integrate the best players into the national team. (More info on website: <https://portal.fpg.pt/projeto-drive/drive-school/>). they now work individually with the schools but are working with the ministry of education to make it a national program. When PT teachers teach the golf program, they win points towards their teaching careers.

Funding

Funding is the biggest challenge. Portugal has everything to make big events. The problem is that golf competitions are very expensive. Prize money for the Rolex series for example, are 8million. Which means organizing the tournament costs at least 16 million. Rolex puts a lot of money in, but the rest is on the host country. The sports institution helps us with the funding. But big amounts of money they will not give because they cannot have big inequalities in what they give to different sports. It's too much money for a small country.

For the open of Portugal: Part of it is sponsored by the resort/court (Royal Obidos). Part is Turismo Portugal and National sports institute. As well as private sponsors and the federation. They stay on break-even.

Additional notes

- Golf in Portugal is mainly a tourism business, secondary a sport. Portugal has more than one million golf courses.
- For the last couple of years, the government, and the federation work hard to make the tourism industry work as one with the golf federation. Not easy because mainly golf owners are resorts and its private.
- Amateur and pro golfing is completely separated.
- Not many uncertified golf teachers compared to surfing.
- REPORT on the microeconomic impact of golf in Portugal.

9.2.3.4. *Portuguese Swimming Federation – João Campos (General Director)*

What was the competitive advantage to bring the event?

Extremely effective and trusted team. Once the hosting rights of event is won, and everything goes smoothly, it is easy to attract more. They make sure teams are very well welcomed. With good food, cheap hotels and good transportation.

What did you do differently?

Portugal doesn't have many good pools, although, they leverage on the fact we have a very effective governing team at the federation. Governance is modern, transparent and ambitious. They are 6-8 people working as a little family. Roles are very well divided but when there is a problem, working together is key. Everyone is everyone's partner. The federation also doesn't have hierarchy. There is no boss except when one is needed. This leaves space for everyone to speak, laugh, or cry. The new president, Antonio José Silva initiated change. In 2013 the fed had a budget of 2 million. Now, in 2022, the budget is 8 million. It also went from 13 000 affiliates in 2014 to 120 000 today.

Is there a competitive advantage intrinsic to the country?

Cheap hotels, water and conditions for open water comp, in Funchal, everything is very close-by.

Are you trying to get more events to Portugal?

Yes, next year: Water Polo world championship U20 women in Coimbra, European Junior artistic championship.

What is the main purpose of bringing international events?

It brings money to the Fed. This money is then used to make the sport grow. It goes to coaches, athletes, infrastructure, etc. It also rises participation levels. To initiate the vicious cycle.

What are established strategies to develop the sport in the country?

Through two programs: One is organizing more international events. The other is through partnerships. The program is called “Portugal a nadar”: “The Portugal a Nadar (PAN) program is one of the programs that result from the Strategic Plan 2014-2024 of the Portuguese Swimming Federation (FPN). This program facilitates access to practice programs duly certified and inclusive. It promotes the massification of the practice, seeking to guarantee the existence of diversified programs and competent teachers for teaching, through certified aquatic practices, aimed at different target audiences: babies, preschool children school-age children, up to the elderly. In this context, the FPN has also developed a reference model for reference model for teaching, with characteristics suitable for the proper development of the teaching-learning of the teaching-learning process of swimming, which aims to involve its various aspects: Pure Swimming, Water Polo, Artistic Swimming and Adapted Swimming. The technical-pedagogical certification process of swimming schools follows methodologies defined by defined by the technical department of FPN, which aims at the continuous improvement of the swimming schools, as well as the implementation of best practices and the promotion of swimming in order to ensure a structured and regulated practice”.

Which events are already taking place in Portugal?

In 2022, 4 major events: World Para Swimming Championships in Funchal Madeira, LEN European Junior Open Water Championships in Setubal, FINA Marathon Swim World Series 2022, Down Syndrome World Swimming Championship in Albufeira.

What were the positive impacts?

Having events in Funchal brings tourists and people want to come back after they have seen it. It also brings many national teams to come to train there.

Is funding an issue?

No. The only constrain in organizing events is being able to organize it.

How do you fund the event?

IPDJ with the COP gives about 35%, the rest is municipalities and internal funding.