

Evaluation Study of the UEFA EURO 2024: First results for Germany



SustainEURO
Evaluation 2024

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Citation:

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1 Executive summary

Population in Germany

Social sustainability

Overall, the German population is very interested in the UEFA EURO 2024. The UEFA EURO 2024 is considered a rather expensive event.

Especially the population in the Host Cities is open towards international football fans.

Social sustainability

The (intended) participation in the UEFA EURO 2024 in the form of watching games in the media and at live sites, as well as visiting fan zones is higher in the Host Cities than in the rest of Germany.

For parts of the population inspirational effects on active sport participation can be expected.

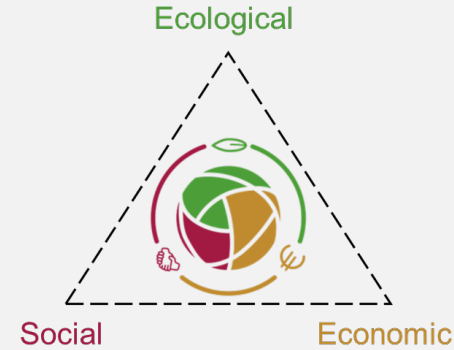
Social sustainability

Football in general and the German national football team has a high potential of conveying values.

The German football national team is perceived as a role model especially for social values such as fair play, adherence to rules, and respect.

1 Executive summary

Population in Germany



The German population has higher attitudes towards economic and social sustainability than towards ecological sustainability.

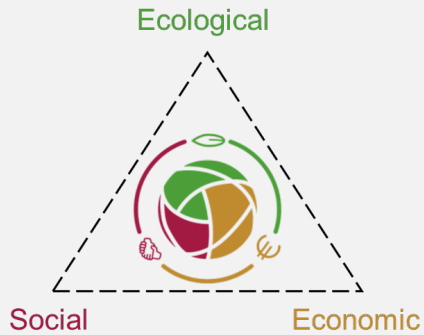
Ecological sustainability

Pro-environmental behavior and the perception of environmental problems are more pronounced for the population in Host Cities compared to the rest of Germany.

This applies in particular to the perception of environmental burdens at the place of residence, transport and mobility behavior, as well as eating habits.

1 Executive summary

Sport clubs in Germany



Practices of social sustainability are more pronounced in clubs than practices of ecological and economic sustainability.

Ecological sustainability

Clubs pay particular attention to the reduction and proper disposal of waste and the reduction of energy and water consumption.

Economic sustainability

Sport clubs pursue long-term goals rather than short-term profits. This is particularly evident for clubs in the Host Cities.

Social sustainability

Clubs pay particular attention to making a contribution to the community and behaving ethically towards their members.

1 Executive summary

Sport clubs in Germany

Sport and club Development

Clubs consider the UEFA EURO 2024 more helpful for the development of sport in Germany than for the development of their own club.

Education for sustainable development

Both football and handball clubs as well as clubs providing other sports are particularly committed to child protection and the prevention of sexualized violence.

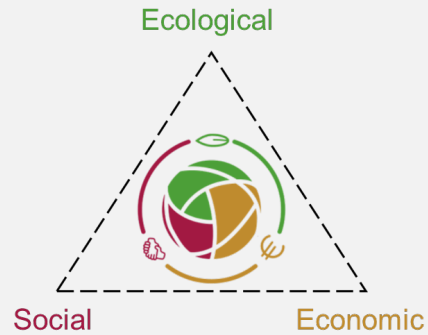
Societal participation and understanding

Clubs are committed to the participation of different population groups.

This applies to clubs with different types of sport in the Host Cities and in the rest of Germany.

1 Executive summary

Event-orga stakeholders



Given the budget constraint, stakeholders focus on measures for social and environmental sustainability.

Organizational sustainability

Finances

The budget will be spent efficiently and with as few increases as possible. Given the general price increases, various cost reduction measures are implemented.

National economic sustainability

Infrastructure

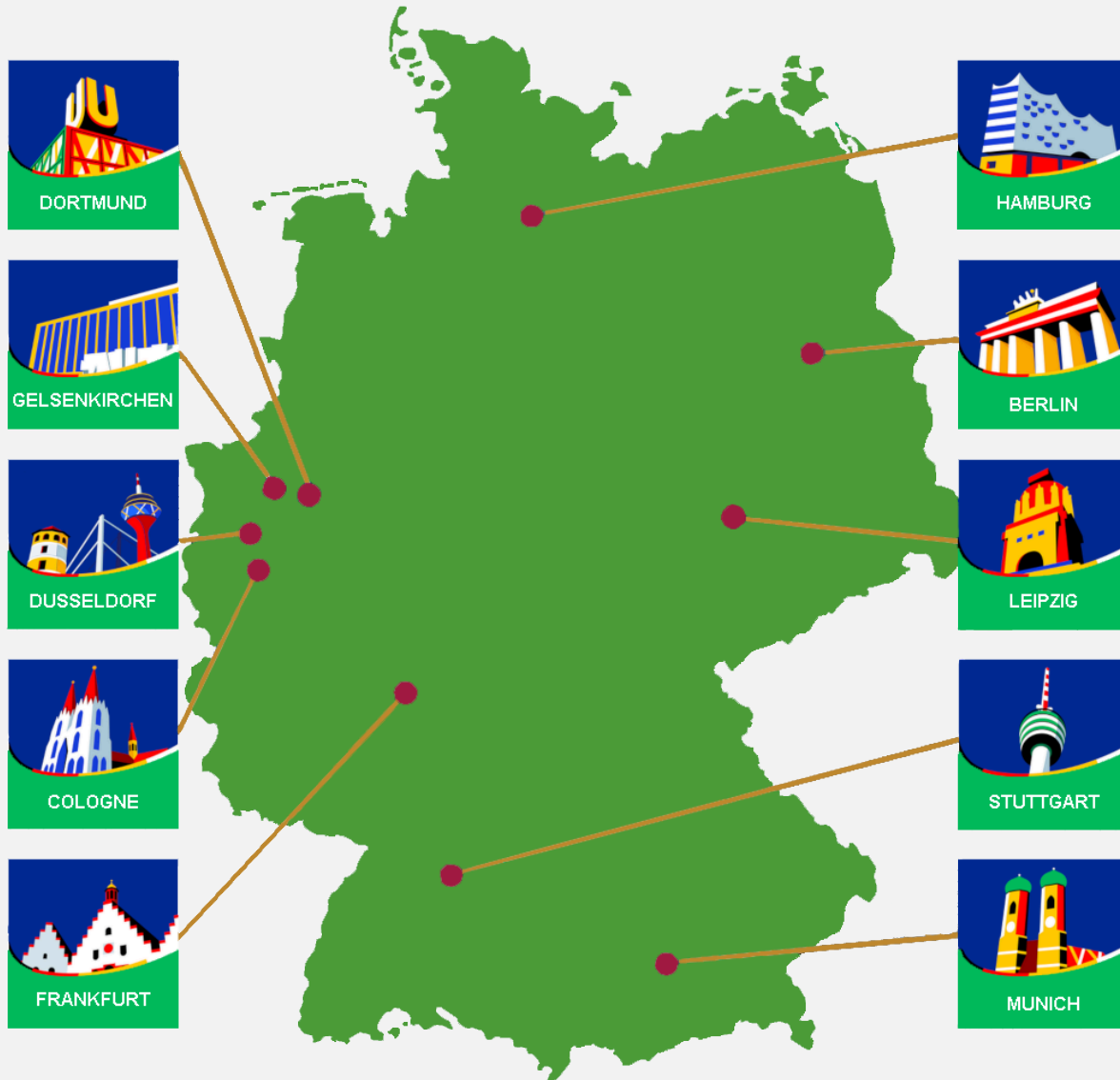
Investments are made in the constructional and digital infrastructure (mobility & accessibility), which will be available to the general public in the long term. Temporary construction measures are required for the operation of the tournament.

Sustainable management

Good governance

Measures are based on the United Nations' 2030 Agenda. Communication structures are developed which can be used after the tournament.

2 Background



- The UEFA EURO 2024 takes place from June 14 to July 14, 2024
- The games are held in 10 Host Cities (HCs) across Germany

2 Background

- Research project for the assessment and evaluation of the **ecological, economic, and social sustainability** of the UEFA EURO 2024 in Germany
- **Research question:** How sustainable is the UEFA EURO 2024, in which areas, and for whom?
- Examination of sustainability aspects among several stakeholders of the event – here **first results** for:

**Population in
Germany**

**Sport clubs in
Germany**

Event-orga stakeholders

(Involved in the hosting of the event;
i.e. 10 Host Cities, EURO 2024 Ltd,
UEFA, DFB, Federal Ministry of the
Interior and for Community)

2 Background

- Evaluation process consists of 7 steps:



- As of now, first results for step 3 are available, i.e. from data collections before the event (ex ante)

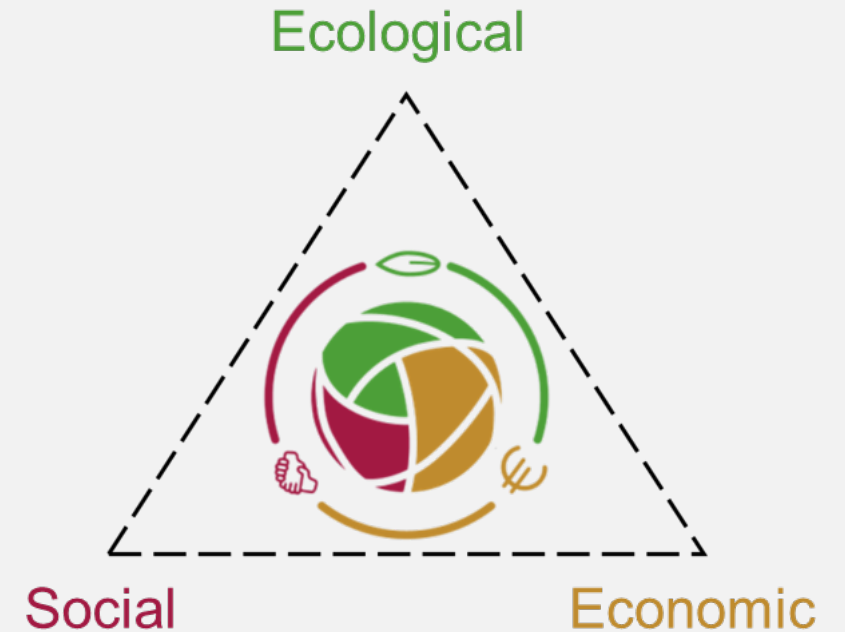
3 Sustainability

- Development of a **conceptualization of sustainability of major sport events (MSE)** in steps 1 and 2 by searching and studying scientific literature in combination with the sustainability goals formulated in policy documents of stakeholders
- This conceptualization serves as the basis for all data collections within this project
- **Definition of sustainability:** „development which meets the needs of the present generation without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987, pp. 43-44)
- Longevity and long-term perspective as key elements of sustainability (e.g. Herremans & Reid, 2002)
- In this project, only a short-term perspective is possible because of the funding period

3 Sustainability

Conceptualization

- Based on the **„Magic Triangle“** of sustainability (e.g. Fischer-Kowalski, 1998; Munasinghe, 1993): Ecological, economic, and social sustainability
 - Assumption that the circulation of natural resources, (ecological sustainability), wealth (economic sustainability) und quality of life (social sustainability) are interrelated
 - One dimension of sustainability influences the other two dimensions (e.g. interdependencies between dimensions)



3 Sustainability

Info: Difference between impact and sustainability

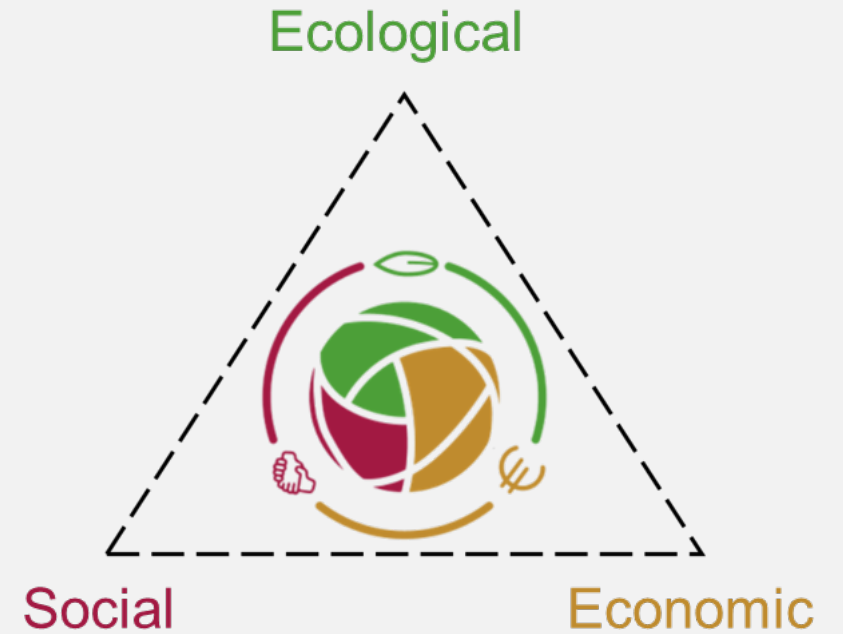
- Impact and sustainability are different concepts
- Previous research focused on examining the impact of major sport events, especially the economic impact
- Economic impact focuses on e.g. the flow of foreign money into a region because of the hosting of a major sport event (Kesenne, 2005):
 - Revenues from spending of the local population are subtracted
 - The costs of hosting the MSE are not considered
 - Opportunity costs (i.e. other options for spending the money) are not considered either
- A high impact is not necessarily sustainable
- Typically, different event stakeholders are affected differently: Public cost (tax payer money) vs. private benefits (e.g. tourism industry, gastronomy, hotel industry)

3 Sustainability



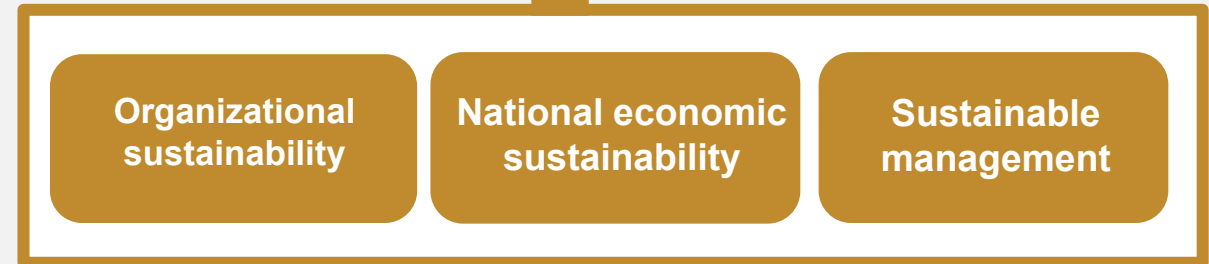
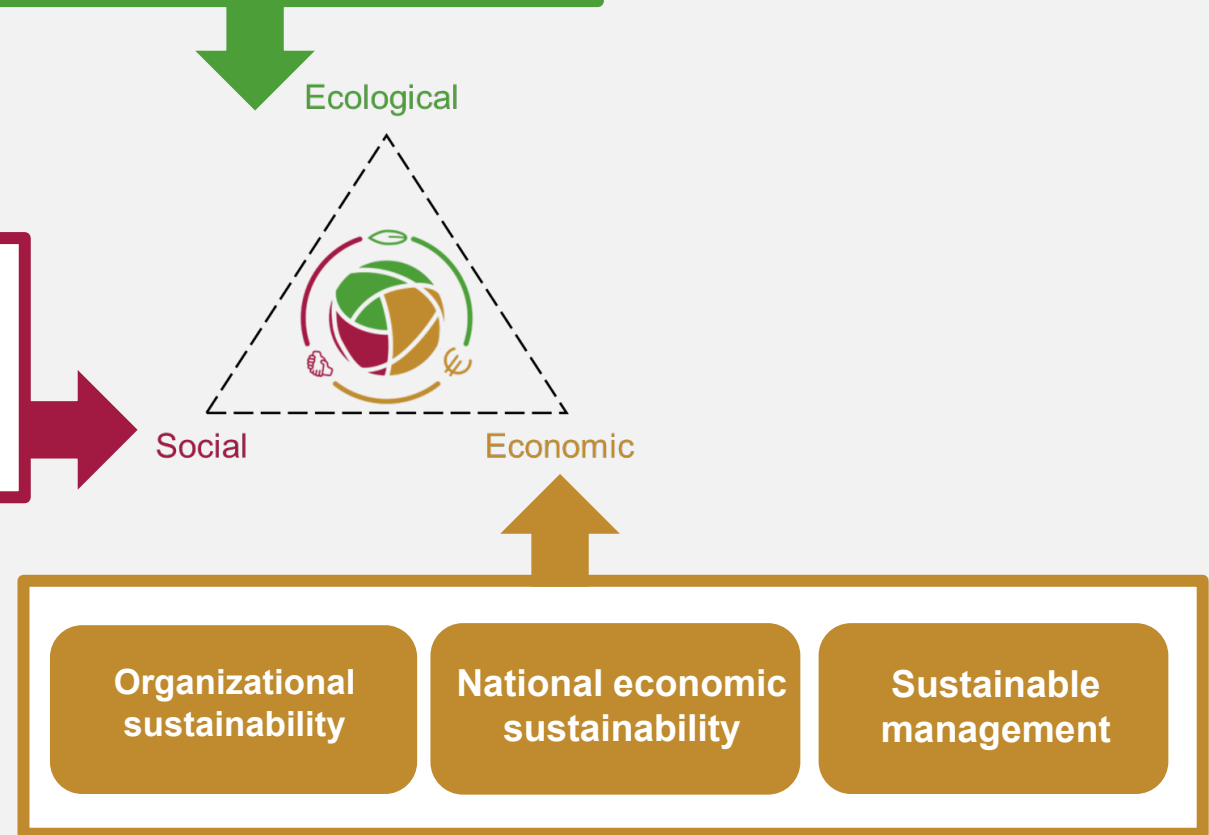
Conceptualization

- Attempt of a holistic conceptualization
- Transferability to other major sport events (MSEs) and time periods possible
- Each dimension is split into core areas und sub areas
- Mutual exclusiveness of core areas and sub areas as a goal (but not always possible)



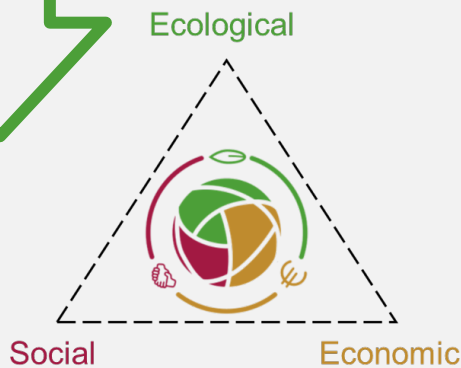
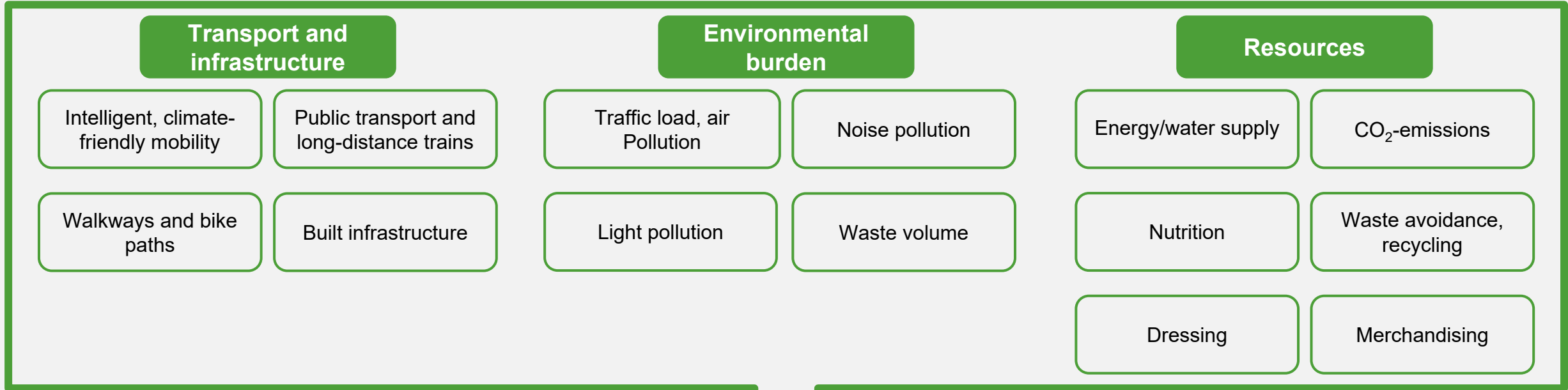
3 Sustainability

Conceptualization: Sustainability of Major Sport Events



3 Ecological Sustainability

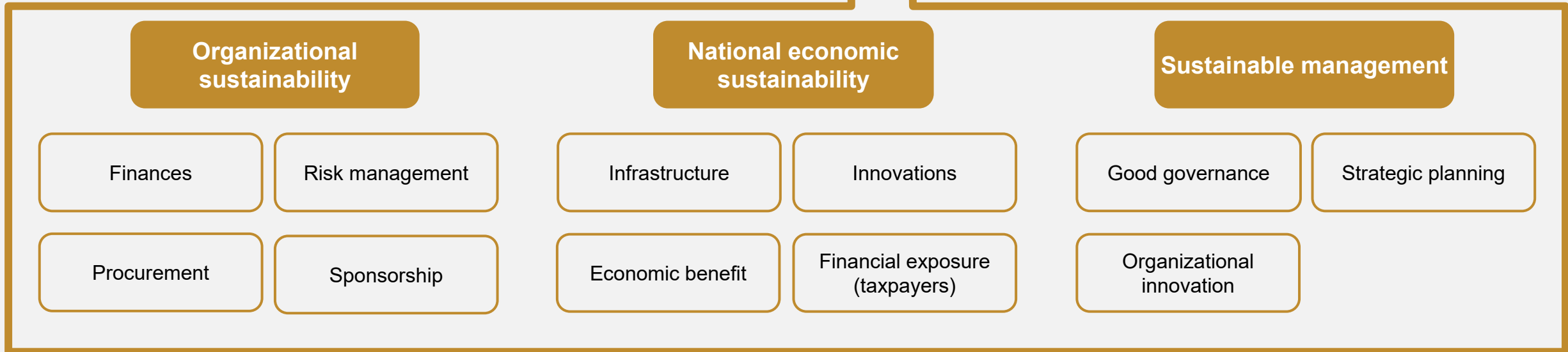
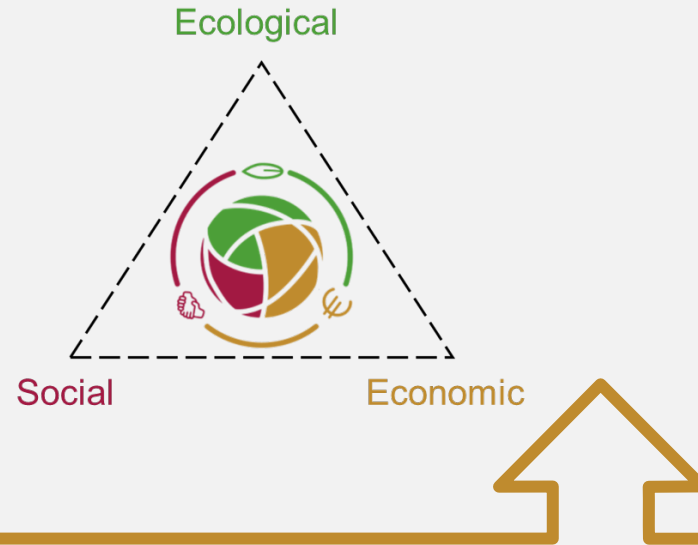
Core Areas and Sub Areas



3 Economic Sustainability

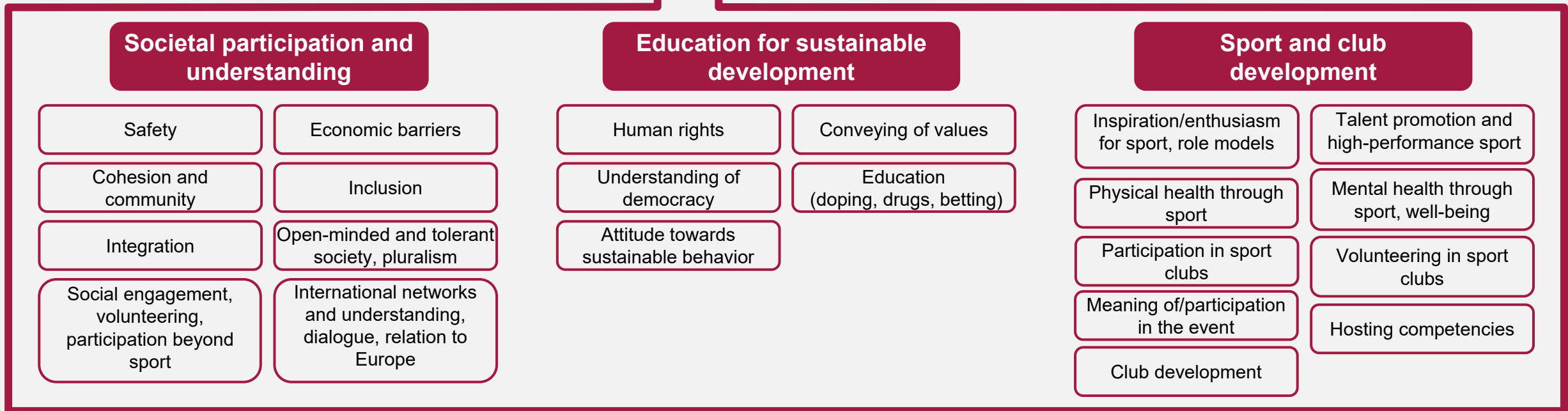
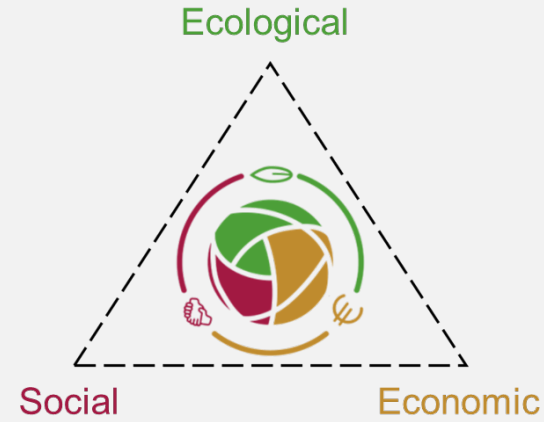
Core Areas and Sub Areas

Organizations:
Sport organizations, governmental institution, Host City (incl. fan zones)



3 Social Sustainability

Core Areas and Sub Areas

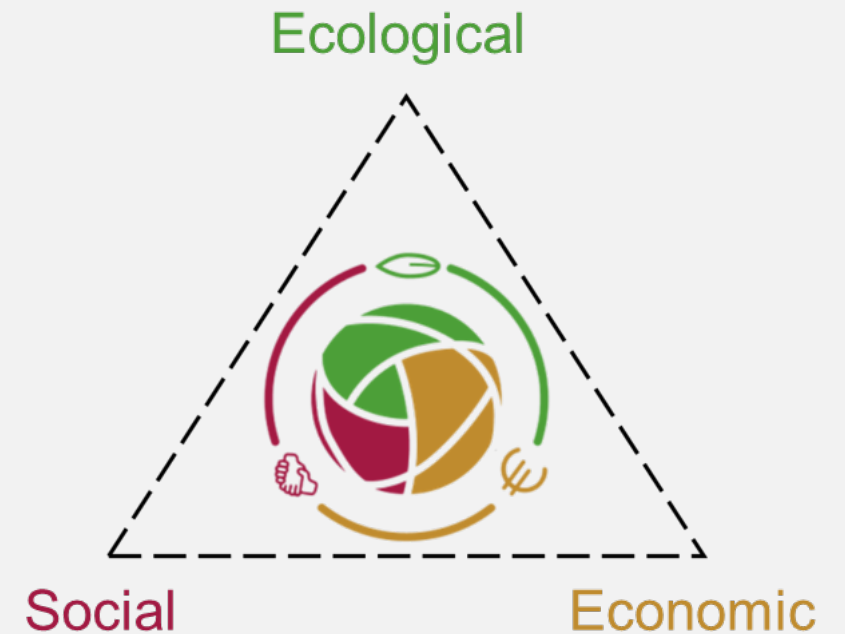


3 Sustainability

Empirical operationalization of the conceptualization

Assessment of sustainability in different ways:

- 1) Content-related reflection of core areas and sub areas in the data
 - 2) Assessment of the level of sustainability and assessment of changes before-after the major sport event (because of the MSE)
- As of now, only 1) possible
- Operationalization of sub areas through indicators
 - Indicators are measured in several data collections in this project (if possible)



3 Sustainability



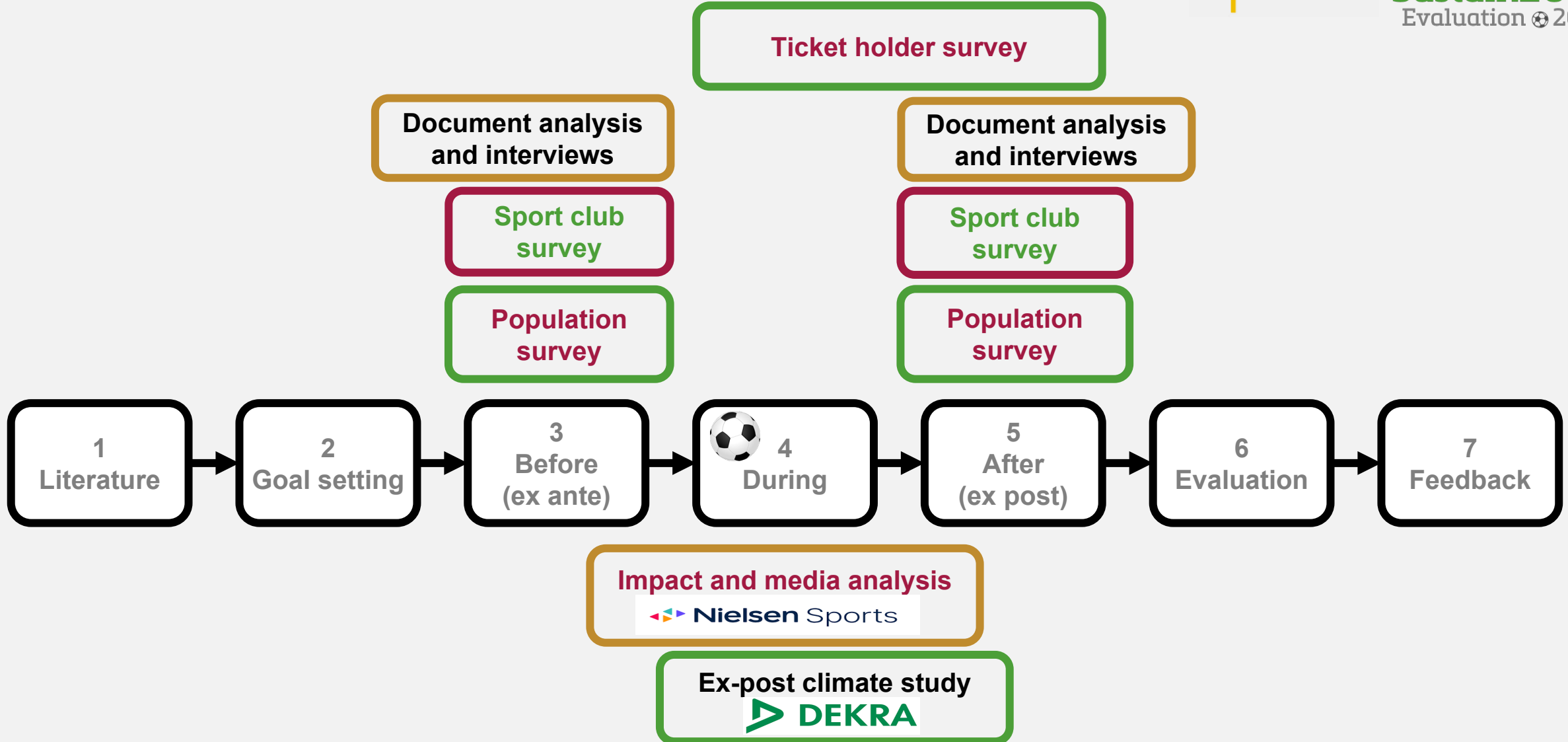
Data collections within project

First results



Results available after the event

Data collections





4 First results: Population

4 Population

Summary

Social sustainability

Overall, the German population is very interested in the UEFA EURO 2024. The UEFA EURO 2024 is considered a rather expensive event.

Especially the population in the Host Cities is open towards international football fans.

Social sustainability

The (intended) participation in the UEFA EURO 2024 in the form of watching games in the media and at live sites, as well as visiting fan zones is higher in the Host Cities than in the rest of Germany.

For parts of the population inspirational effects on active sport participation can be expected.

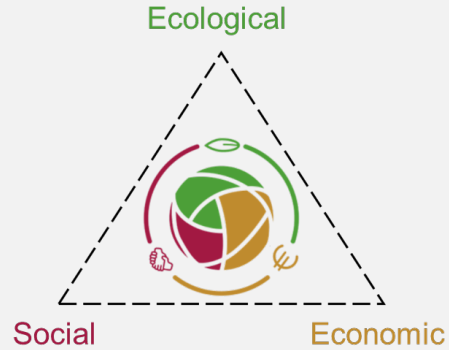
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The German football national team is perceived as a role model especially for social values such as fair play, adherence to rules, and respect.

4 Population

Summary



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Ecological sustainability

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This applies in particular to the perception of environmental burdens at the place of residence, transport and mobility behavior, as well as eating habits.

4 Population

Method of the population survey

Conduction of a **nationwide, representative survey** of the German population



Adult resident population
(18 years and older)



Representative in terms of age, **gender**, and **migration background** (and Rest-GER also in terms of state)



Assessment of especially **social and ecological sustainability** aspects

Online survey in **May 2024**
2 Sub-samples

Host Cities
(n=5,766)

Survey of
residents in 10
Host Cities
(about 500
per HC)

Rest-GER
(n=5,664)

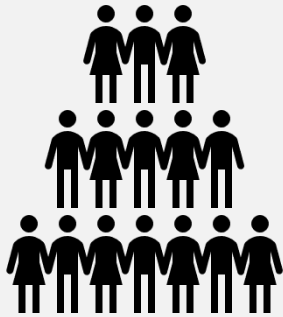
Nationwide
rest of
Germany

Comparison between the
population in the Host
Cities and the population in
Rest-Germany

The symbols *, **, and ***
indicate statistically
significant differences
between Host Cities and
Rest-GER

4 Population

Characteristics of respondents



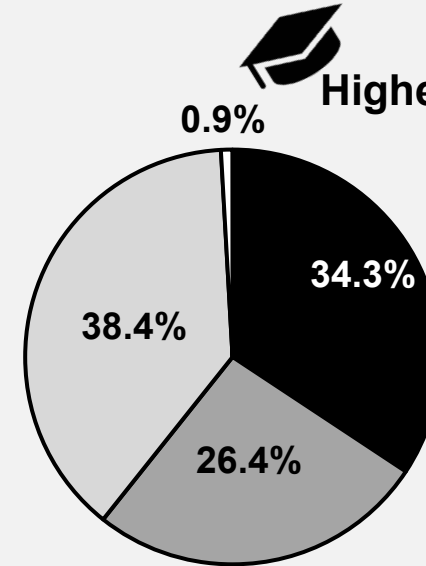
50.6% Female
49.1% Male
0.3% Diverse

Ø 49.3 Years
(18-89 years)

35.7% have a migration background

28.7% have a disability

Ø 2.2 Persons per household

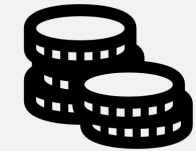
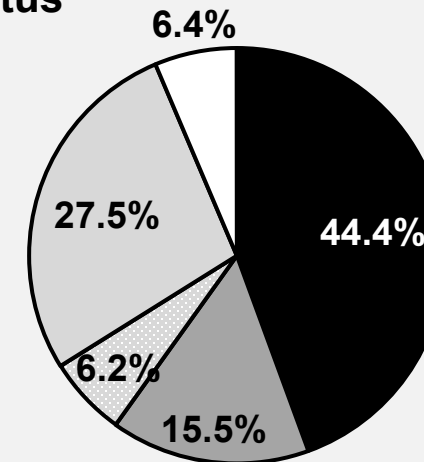


- Tertiary education (University or equivalent degree)
- ▣ Upper secondary education (A-Levels/University entry degree)
- ▣ Lower secondary education (Secondary school)
- ▣ No degree/Primary education (Primary school)



Employment status

- Full-time employment
- ▣ Part-time employment
- ▣ Student
- ▣ Retired/Pensioner
- ▣ No employment

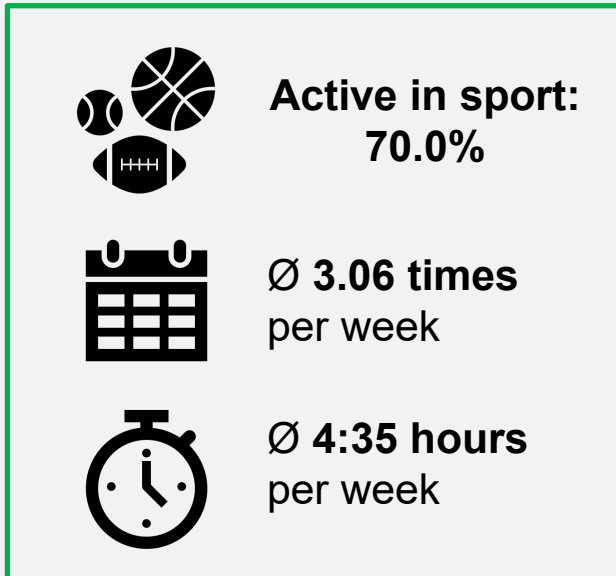


Personal net income
Ø 2,175€ (per month)

4 Population

Characteristics of respondents

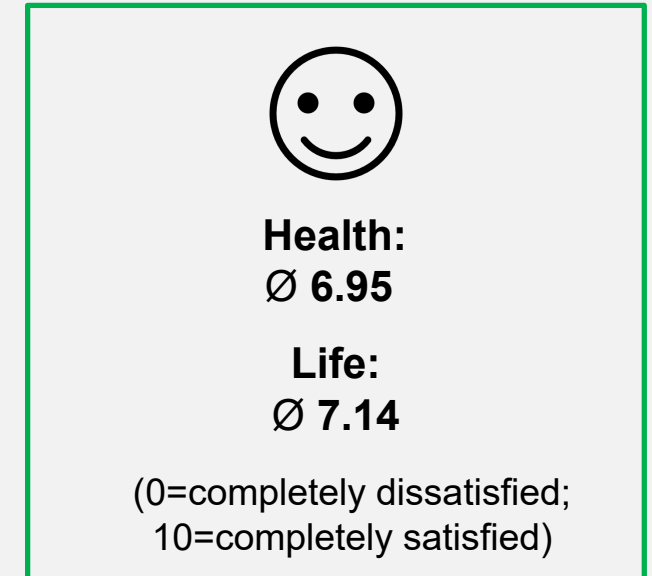
Sport participation in the last two month



Perceived health status



Satisfaction with health and life



4 Population

Sport and club development

Meaning of/participation in the event

Interest in sport, football, the German men's national football team, and the UEFA EURO 2024

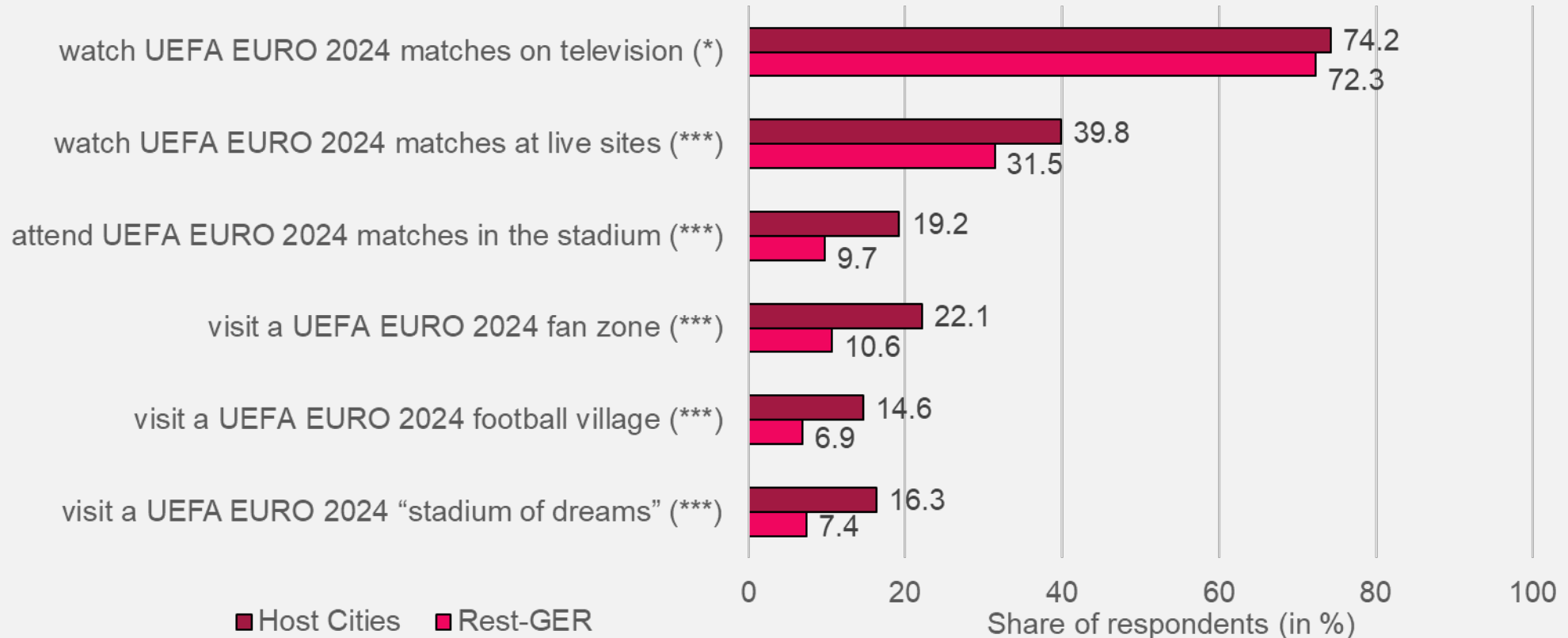


4 Population

Sport and club development

Meaning of/participation in the event

Planned participation in the UEFA EURO 2024: I plan to ...

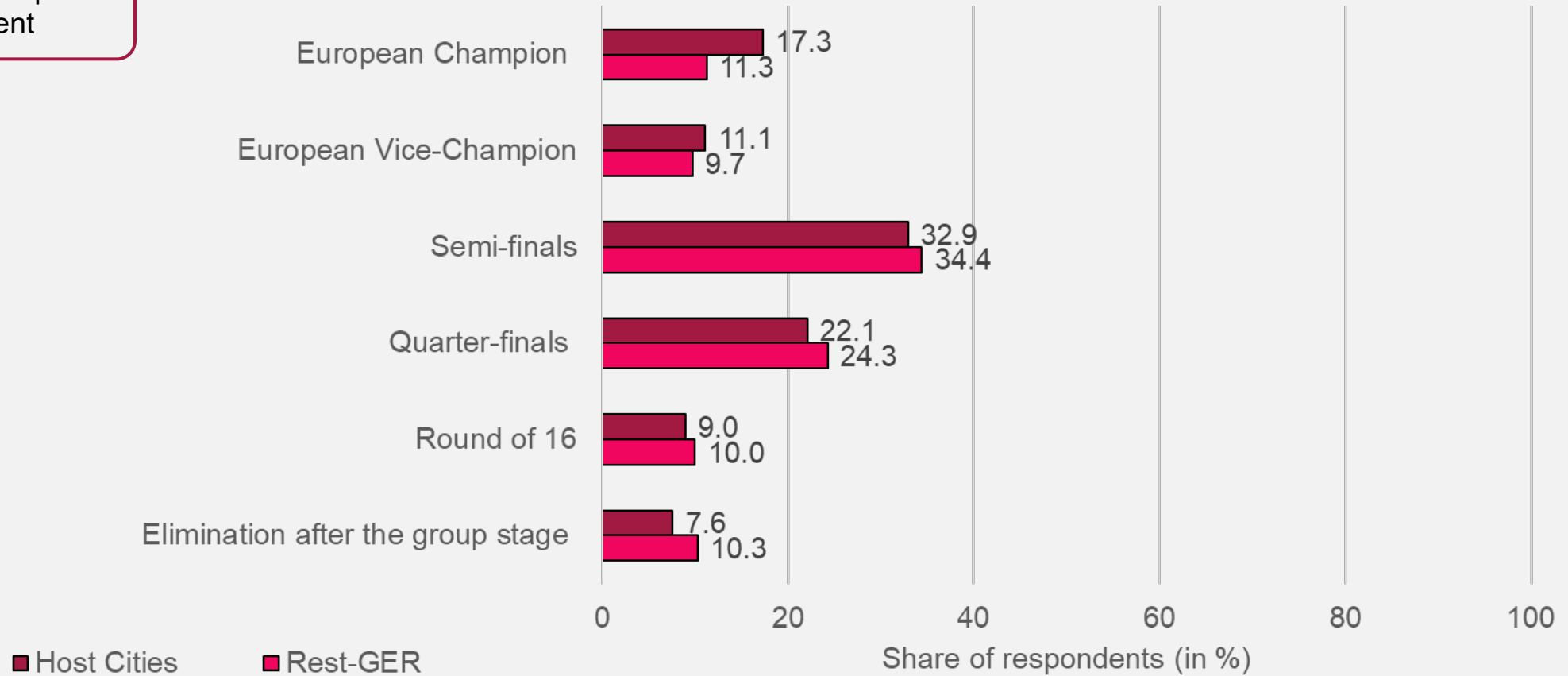


4 Population

Sport and club development

Meaning of/participation in the event

Assessment of the German men's national football team's performance (*)**

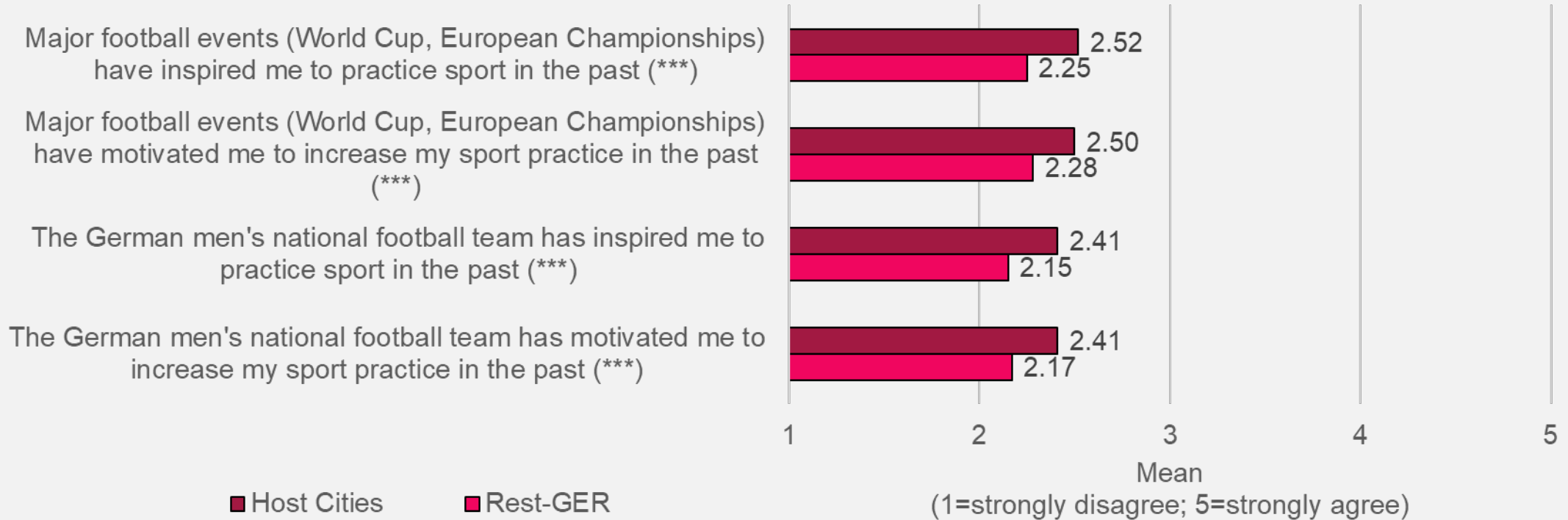


4 Population

Sport and club development

Inspiration/enthusiasm for sport, role models

Inspiration and motivation to practice sport



4 Population

Sport and club development

Inspiration/enthusiasm for
sport, role models

Inspiration and motivation to practice sport (Share of respondents [in %] who agree/strongly agree)

In the past, major football events (World Cup,
European Championships) have ...



In the past, the German men's national football
team has ...

inspired me to
practice sport:
28.0% (Host Cities)
resp.
20.7% (Rest-GER)

motivated me to
increase my sport
practice:
27.7% (Host Cities)
resp.
21.3% (Rest-GER)

inspired me to
practice sport:
24.8% (Host Cities)
resp.
17.5% (Rest-GER)

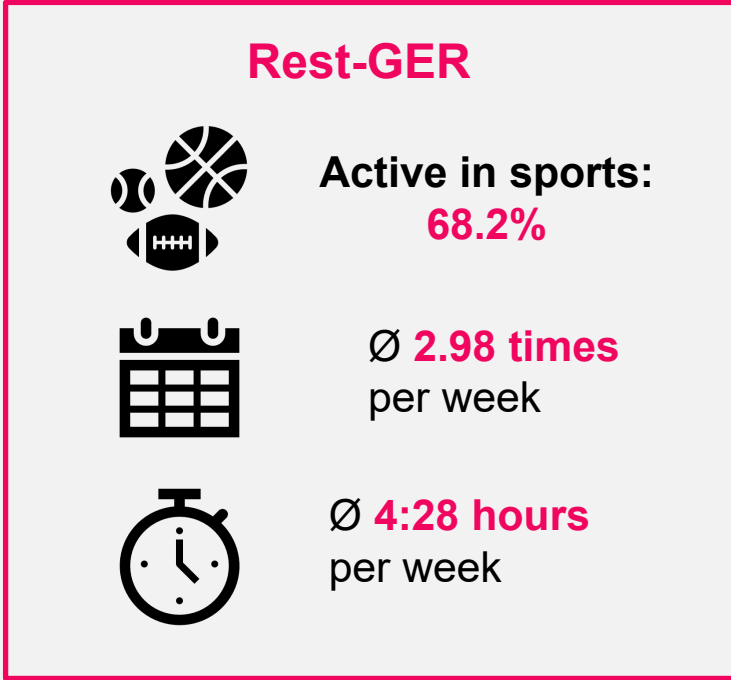
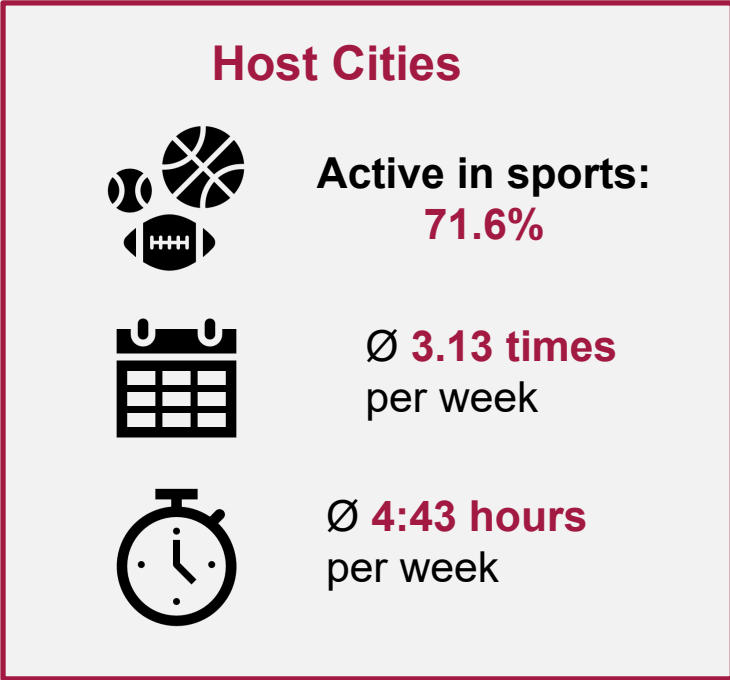
motivated me to
increase my sport
practice:
25.8% (Host Cities)
bzw.
18.0% (Rest-GER)

4 Population

**Sport and club
development**

Inspiration/enthusiasm for
sport, role models

Sport participation during the last two months (*) and frequency (***) and duration (*) of the sport participation

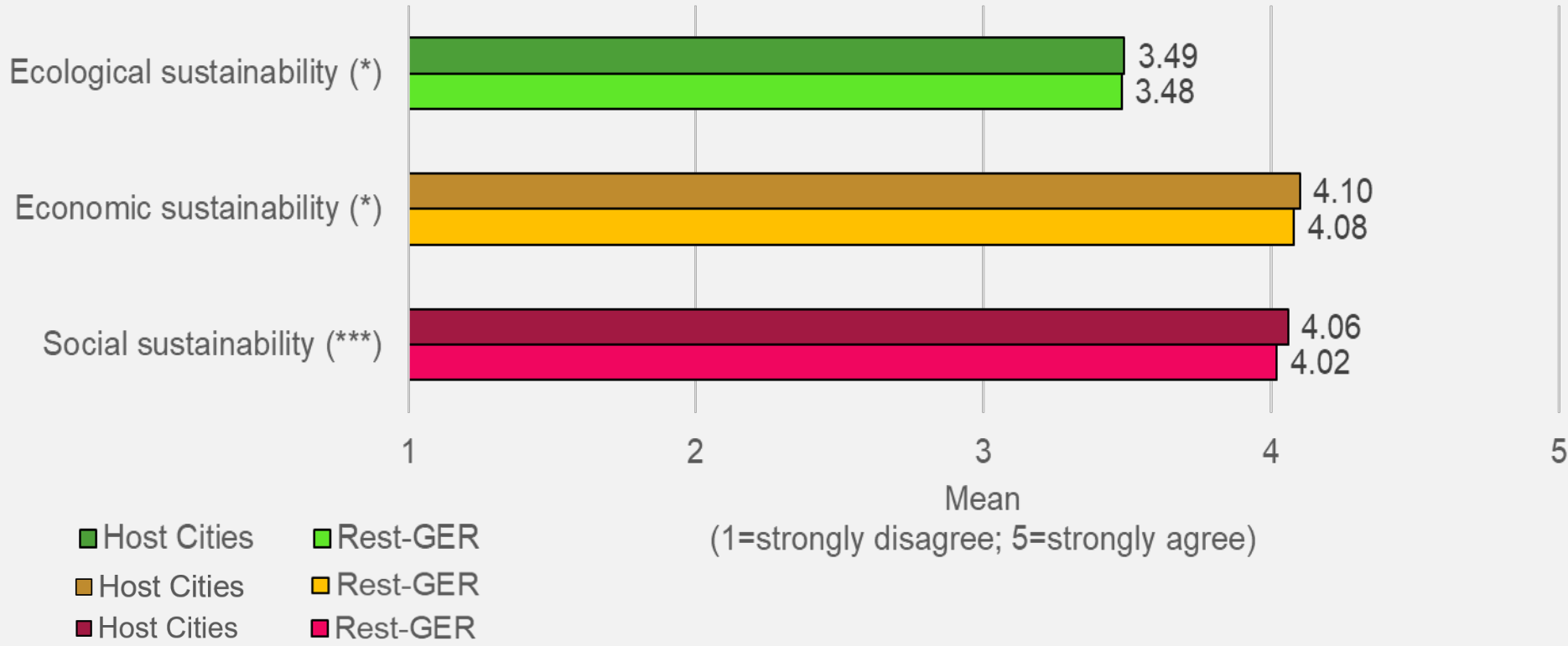


4 Population

Education for sustainable development

Attitude towards sustainable behavior

Attitudes towards sustainability

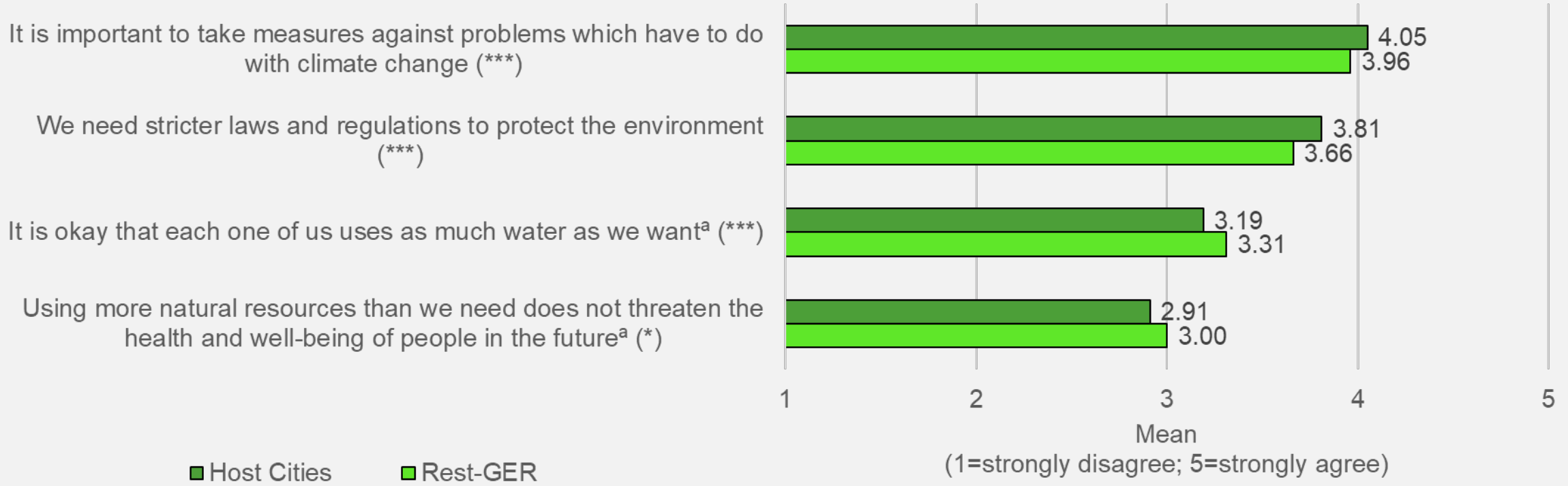


4 Population

Education for sustainable development

Attitude towards sustainable behavior

Attitudes towards ecological sustainability



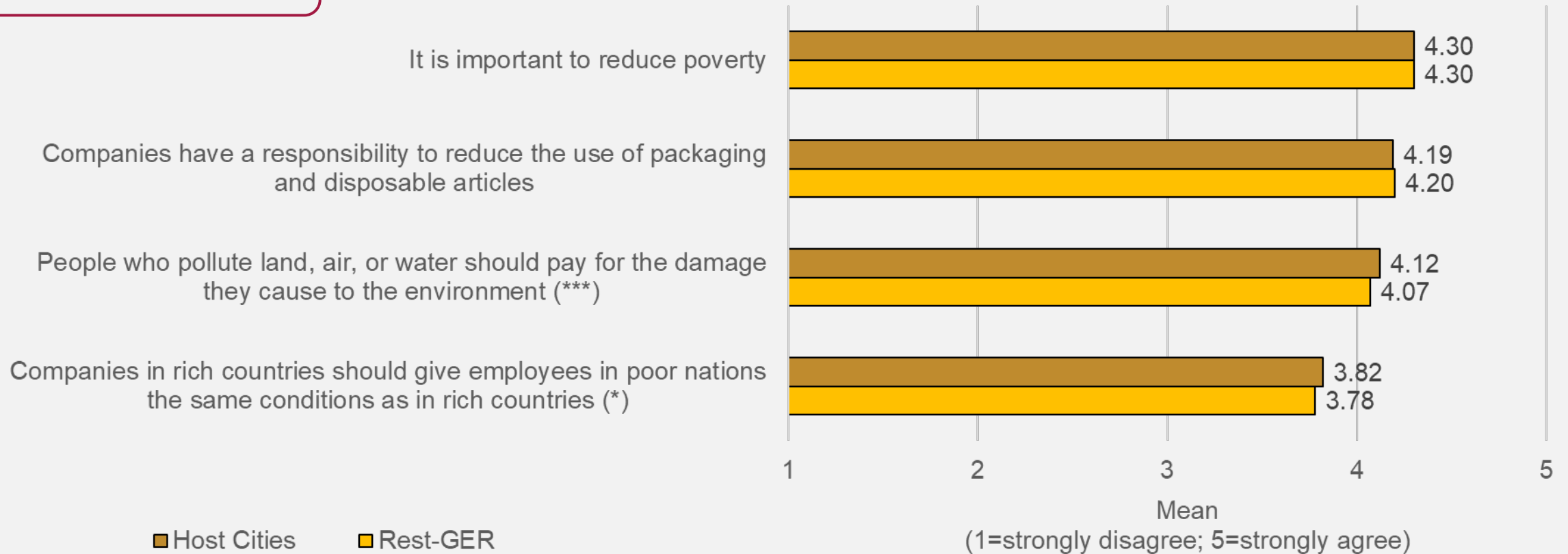
^areverse coded statement (1=strongly agree; 5=strongly disagree)

4 Population

Education for sustainable development

Attitude towards sustainable behavior

Attitudes towards economic sustainability

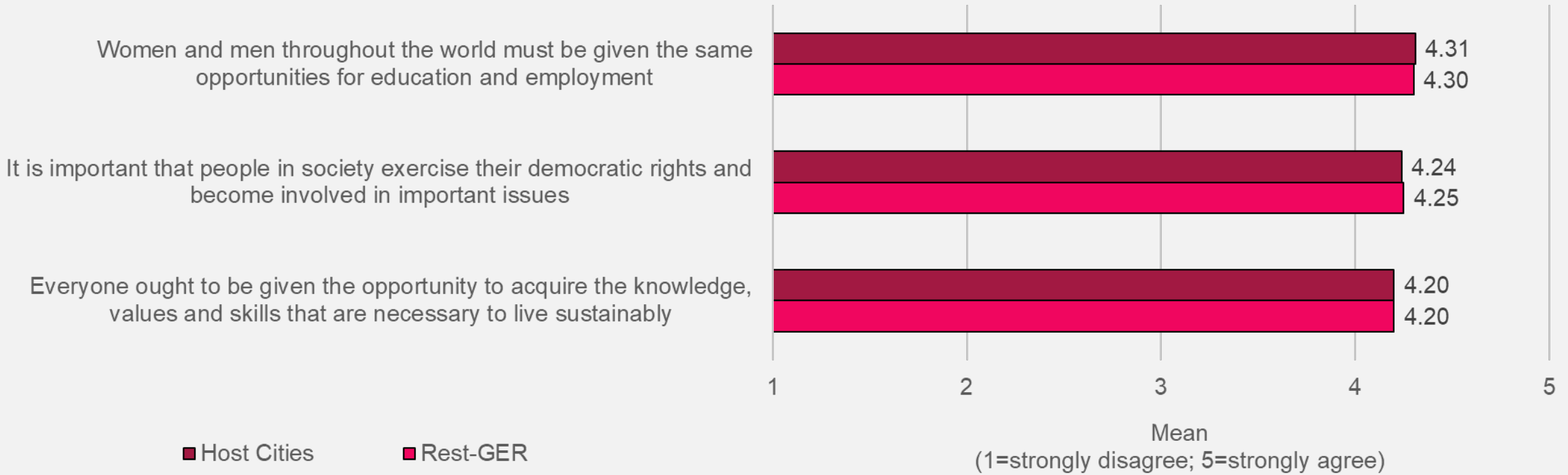


4 Population

Education for sustainable development

Attitude towards sustainable behavior

Attitudes towards social sustainability (Part 1)

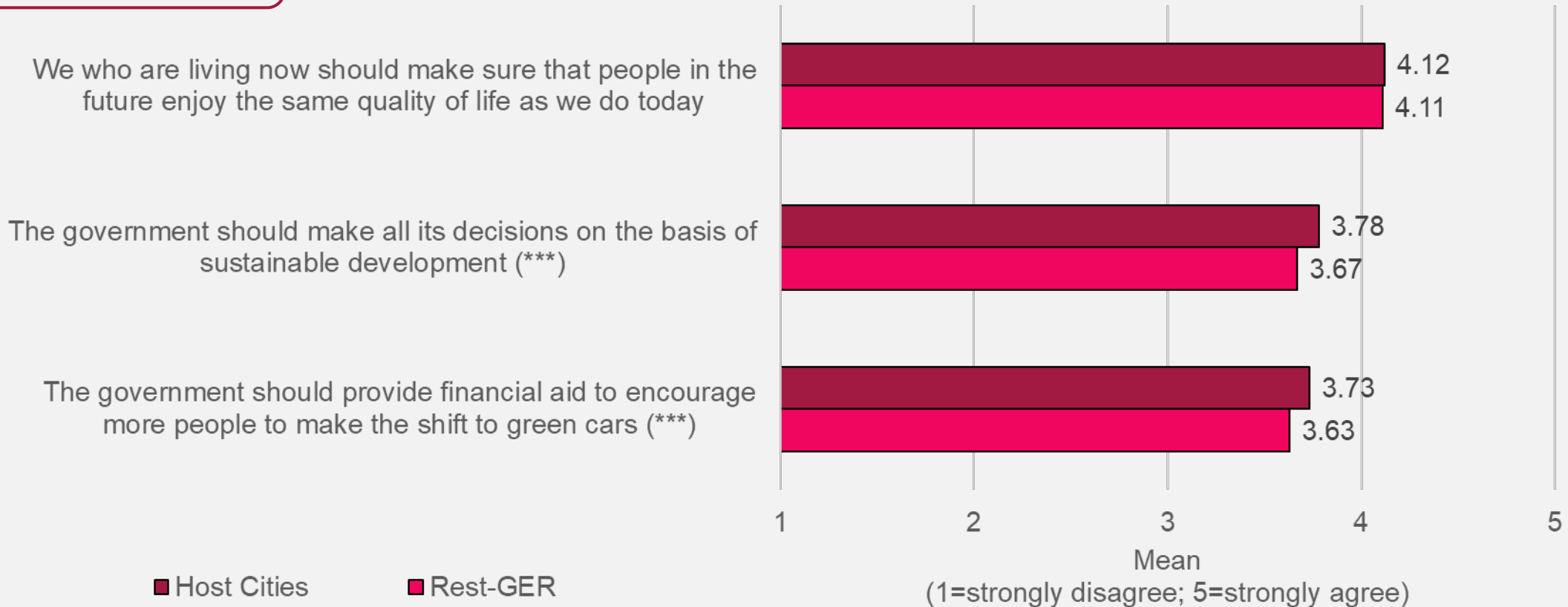


4 Population

Education for sustainable development

Attitude towards sustainable behavior

Attitudes towards social sustainability (Part 2)

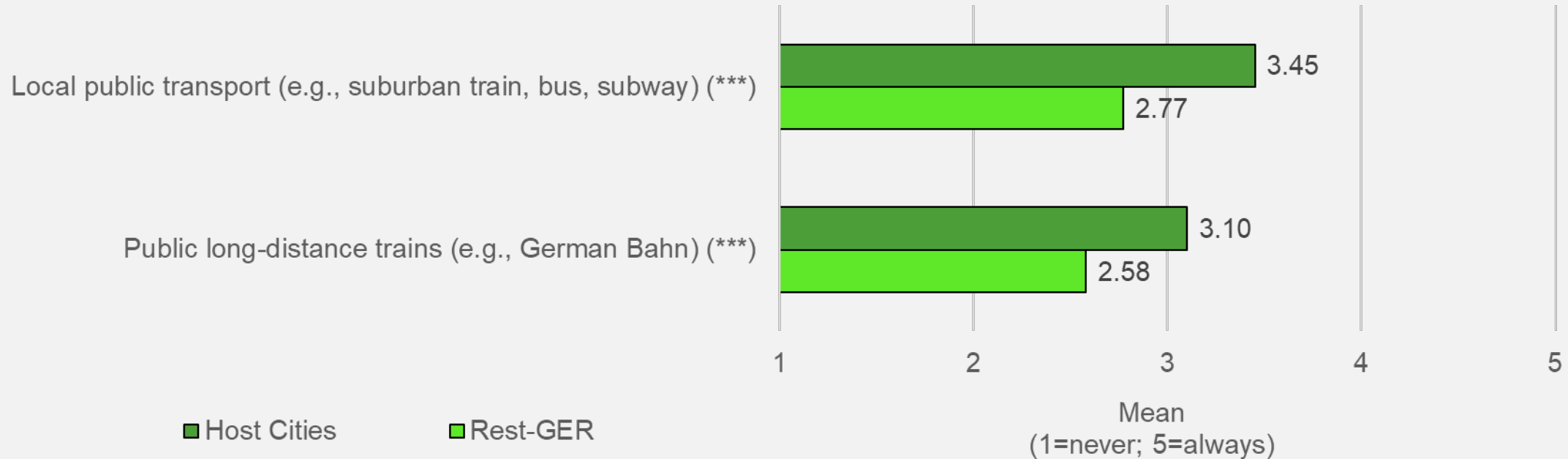


4 Population

Transport and infrastructure

Public transport and long-distance trains

Usage of local public transport and public long-distance trains in everyday behavior

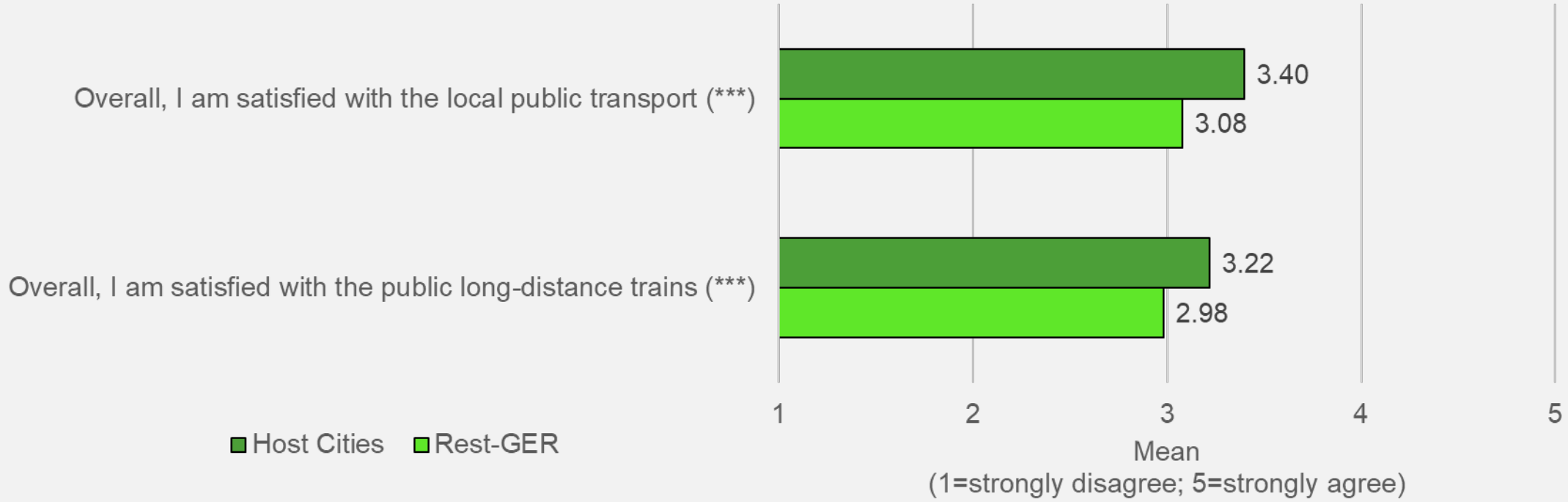


4 Population

Transport and infrastructure

Public transport and long-distance trains

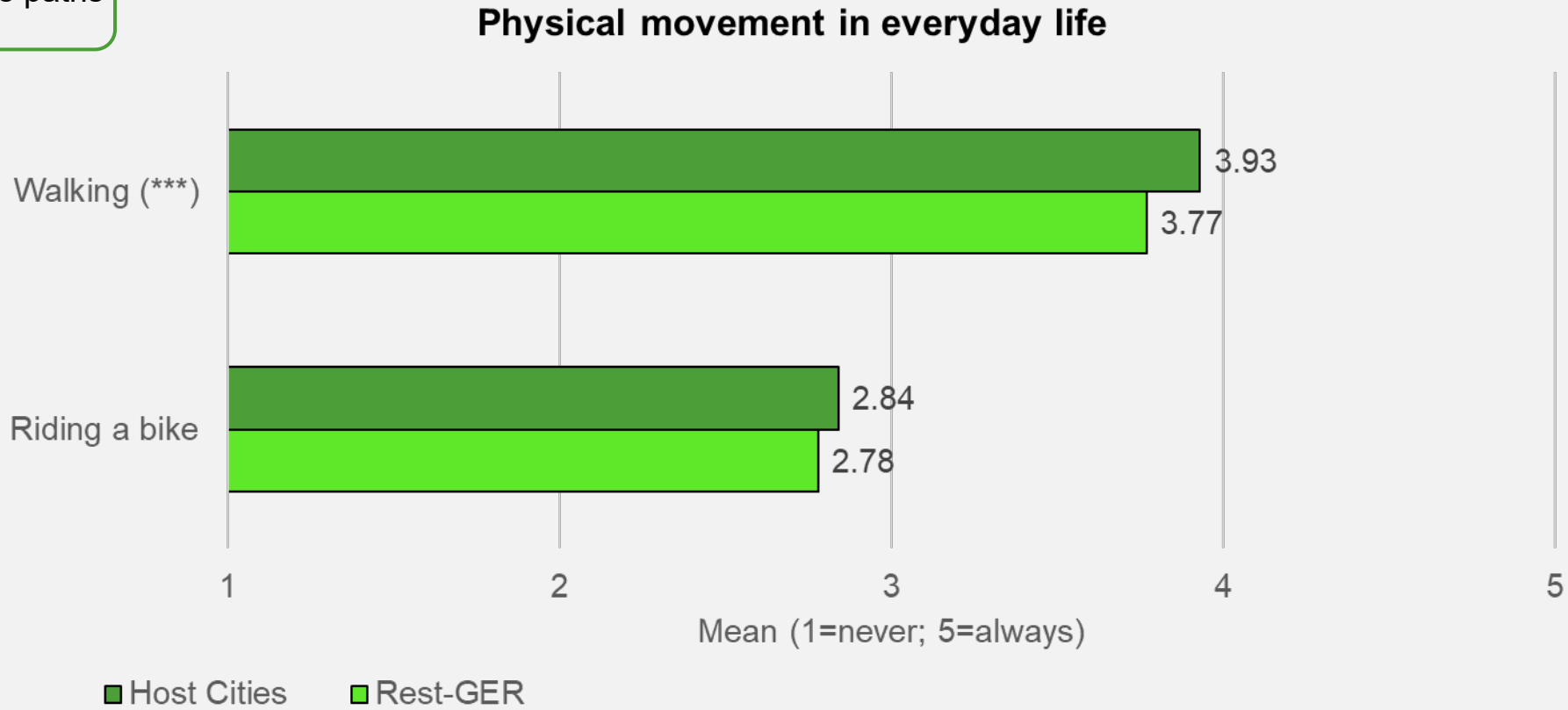
Satisfaction with local public transport and public long-distance trains



4 Population

Transport and
infrastructure

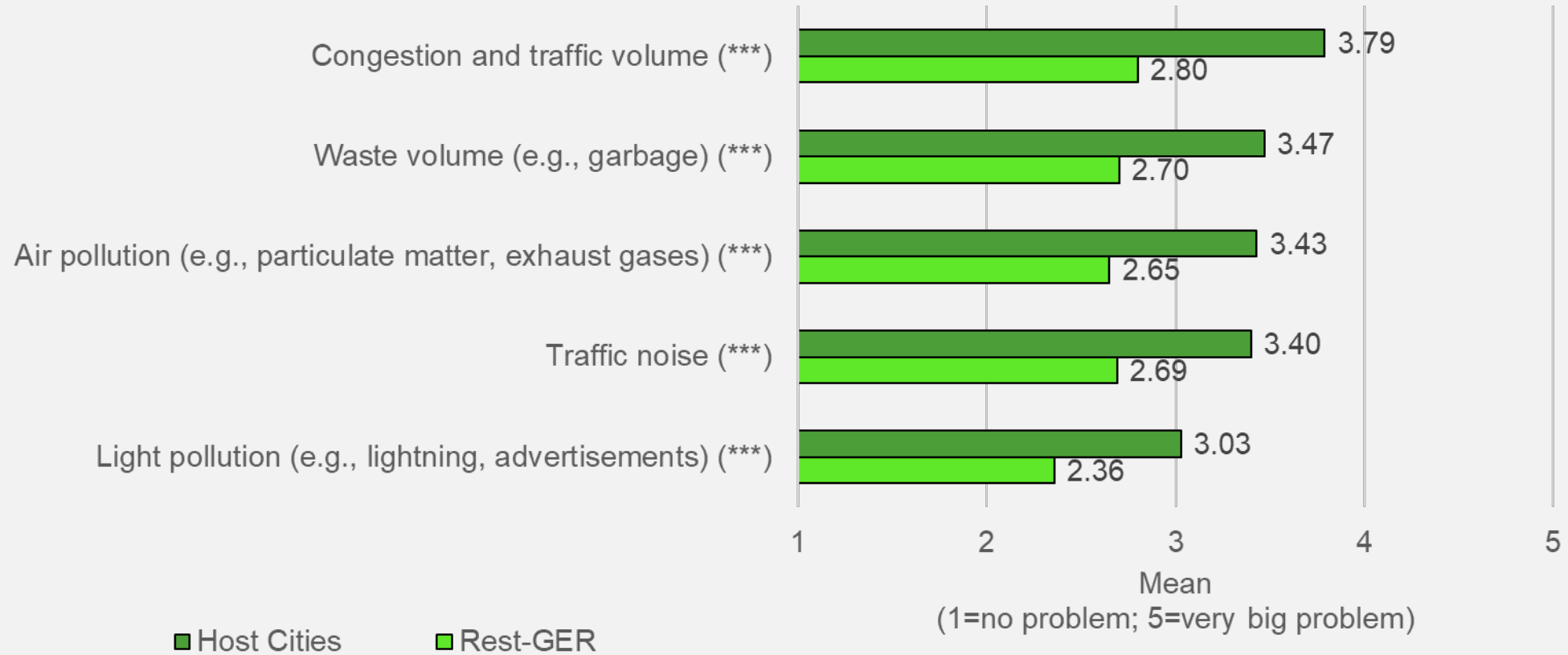
Walkways and bike paths



4 Population

**Environmental
burden**

Perception of environmental pollution as a problem at the place of residence

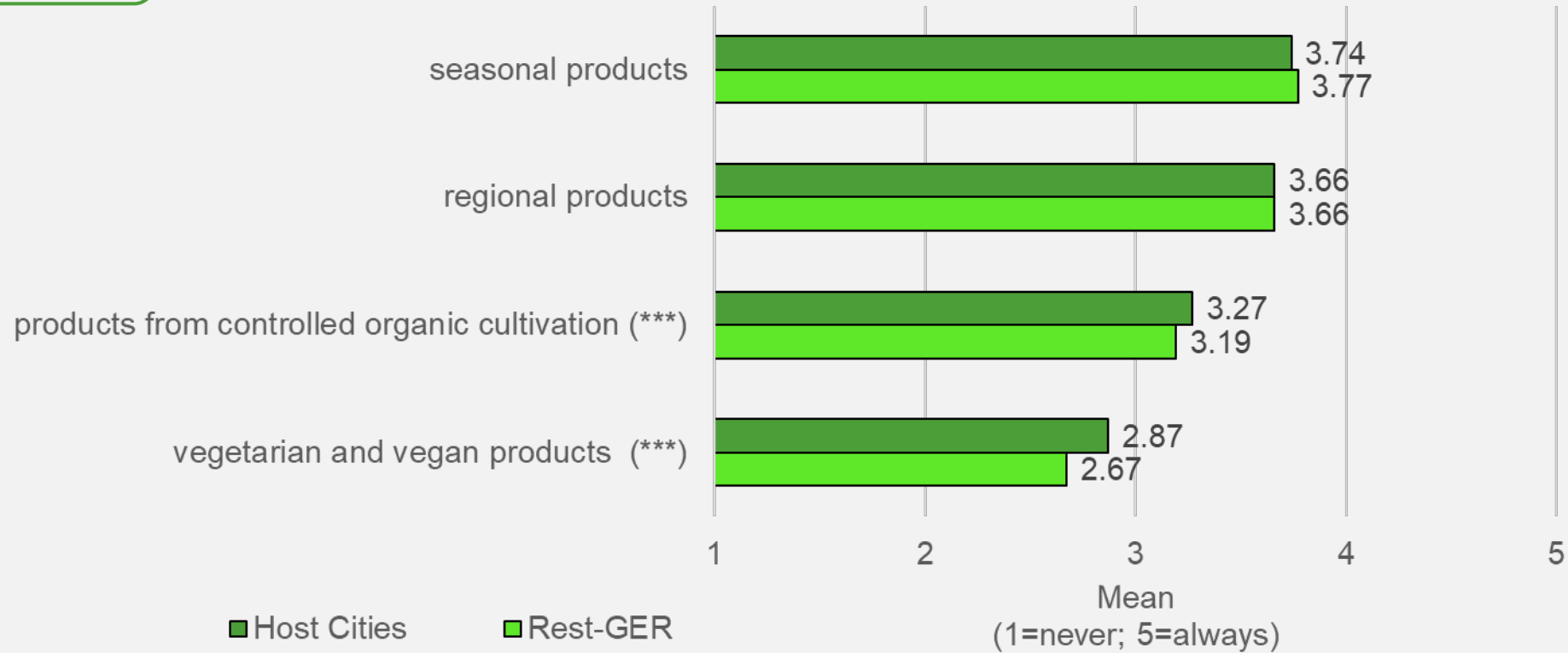


4 Population

Resources

Nutrition

Nutritional behavior in everyday life: Consumption of ...

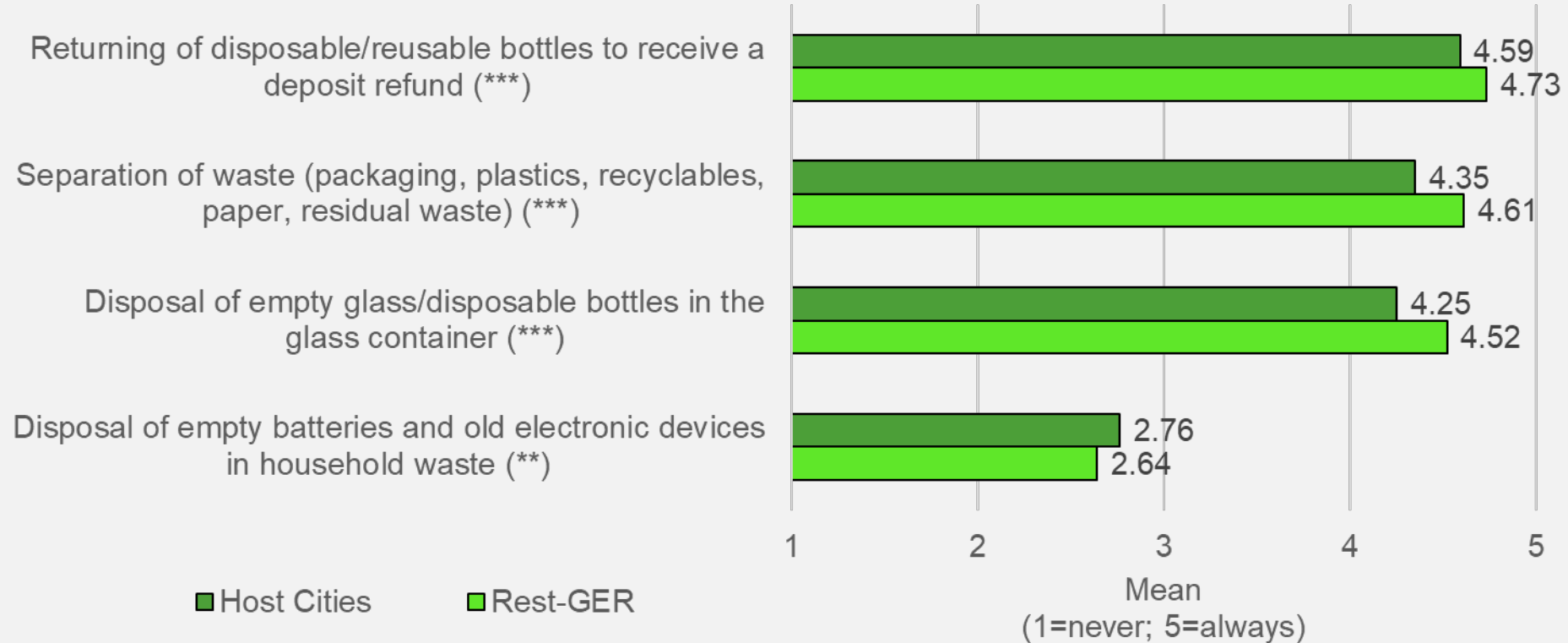


4 Population

Resources

Waste avoidance, recycling

Recycling behavior in everyday life

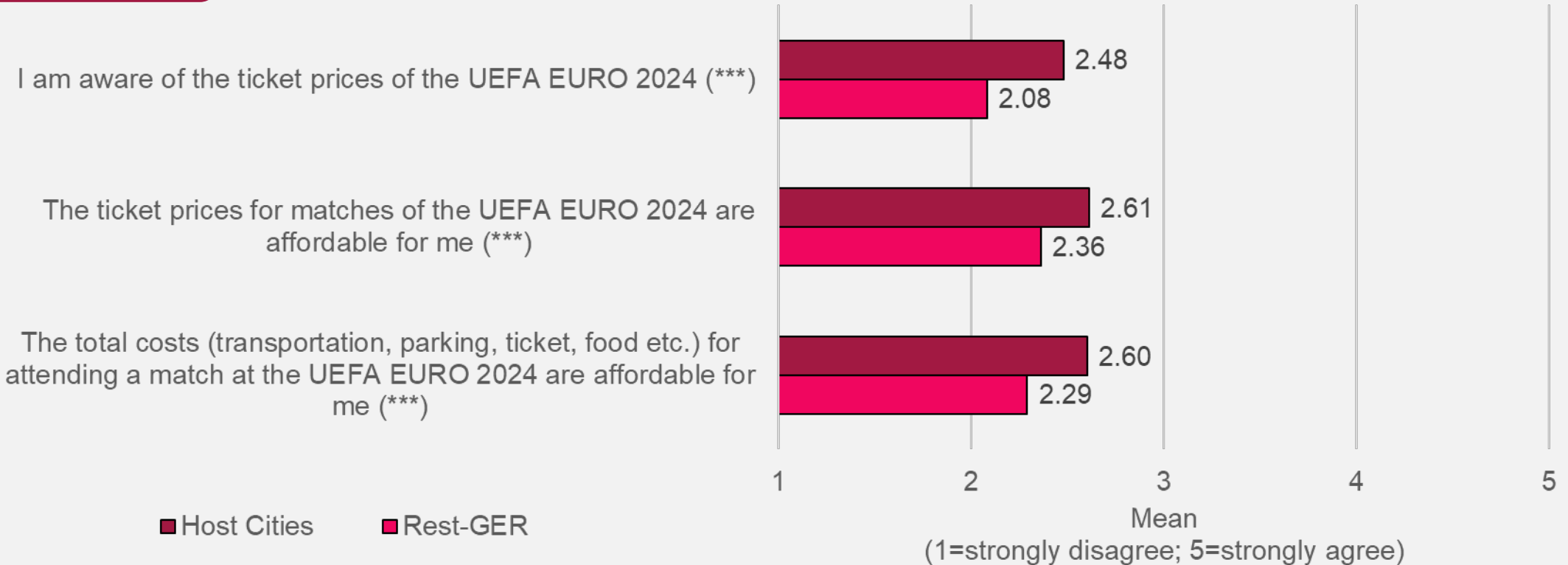


4 Population

Societal participation and understanding

Economic barriers

Assessment of prices and costs related to the UEFA EURO 2024



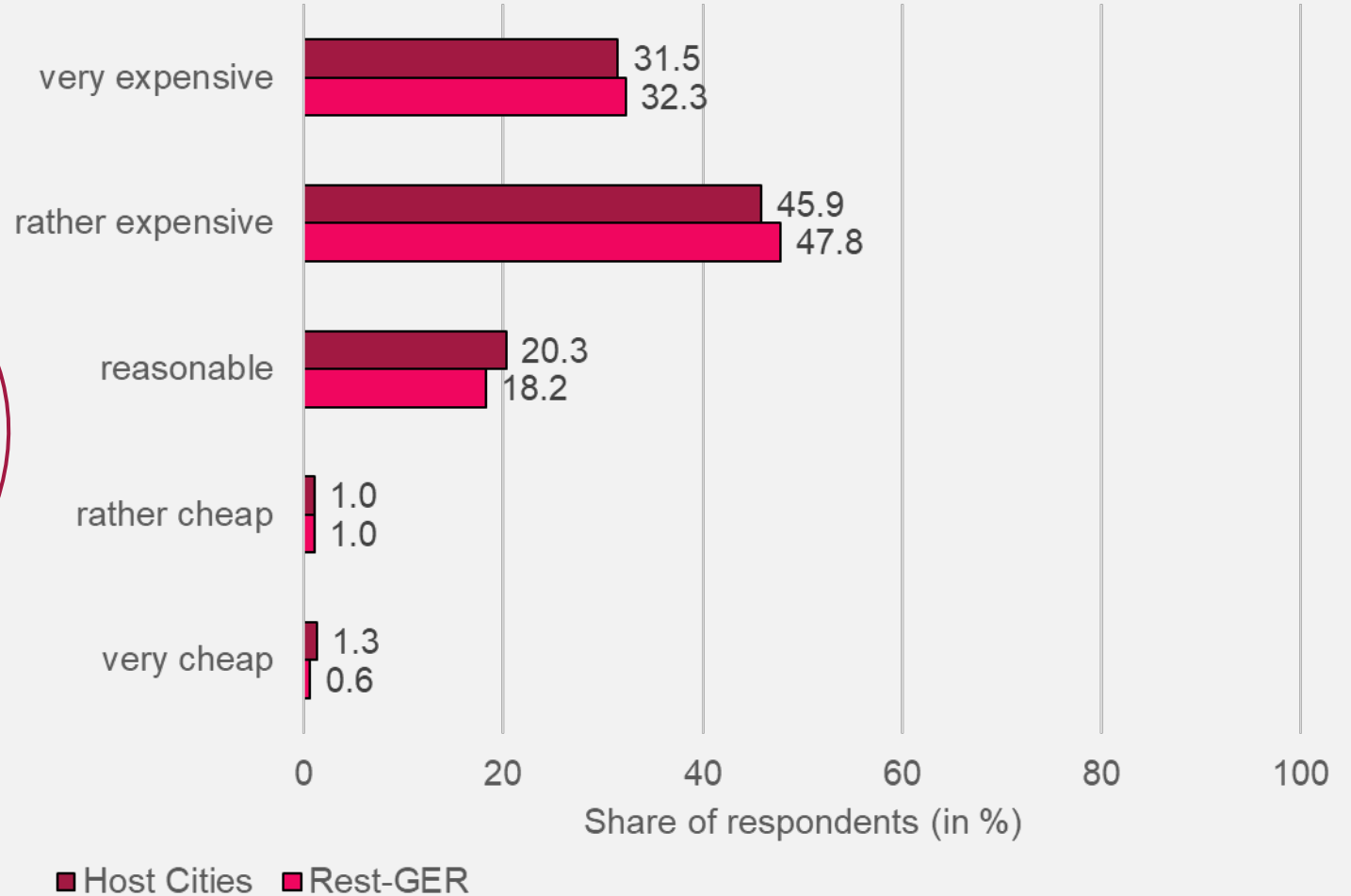
4 Population

Societal participation and understanding

Economic barriers

Only **25.6% (Host Cities)** resp. **18.8% (Rest-GER)** of respondents indicate that tickets for matches at the UEFA EURO 2024 are affordable for

Assessment of ticket prices

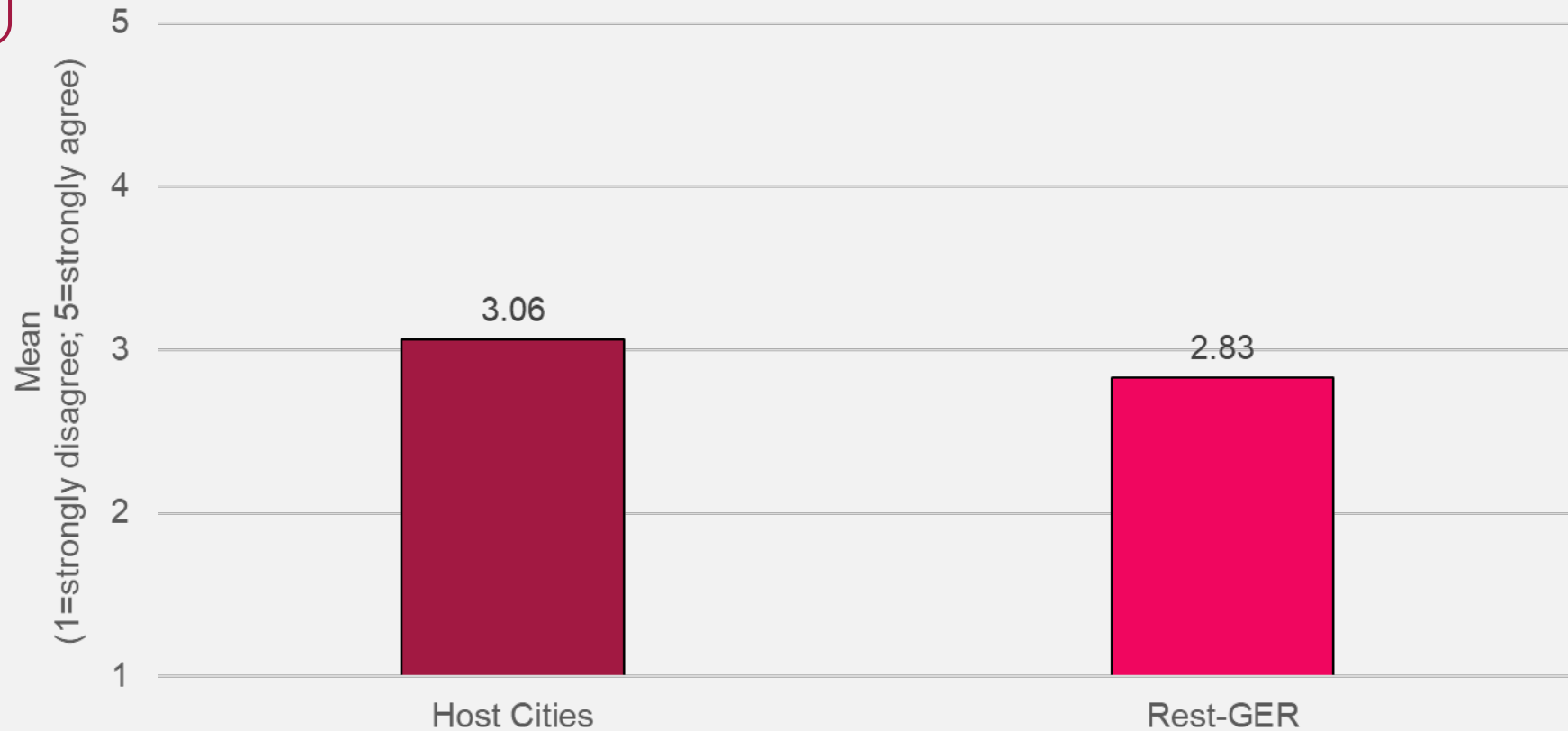


4 Population

**Societal
participation and
understanding**

Open-minded and tolerant
society, pluralism

„The UEFA EURO 2024 will increase the understanding
of other cultures“ (***)

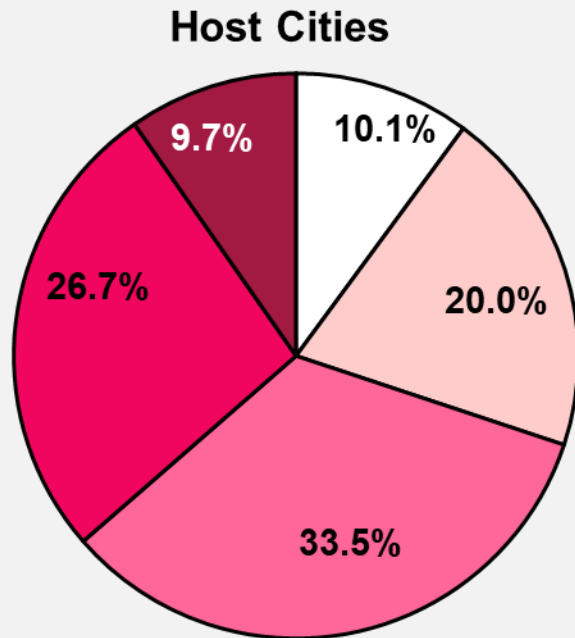


4 Population

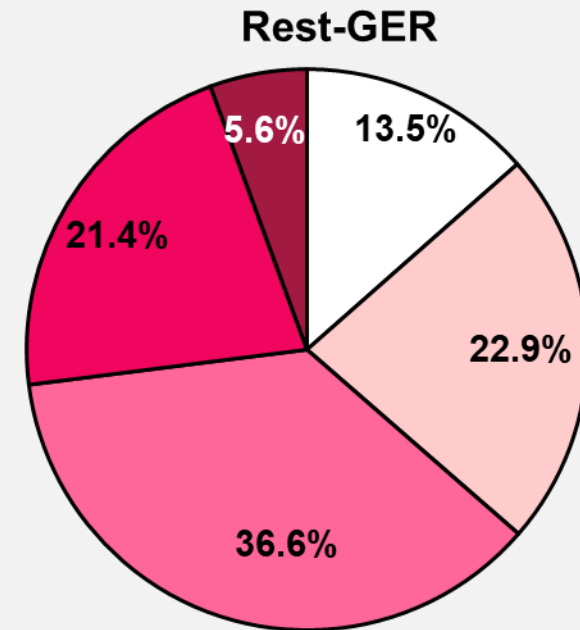
Societal participation and understanding

Open-minded and tolerant society, pluralism

„The UEFA EURO 2024 will increase the understanding of other cultures“ (*)**
(Share of respondents in %)



- strongly disagree
- disagree
- neither disagree not agree
- agree
- strongly agree

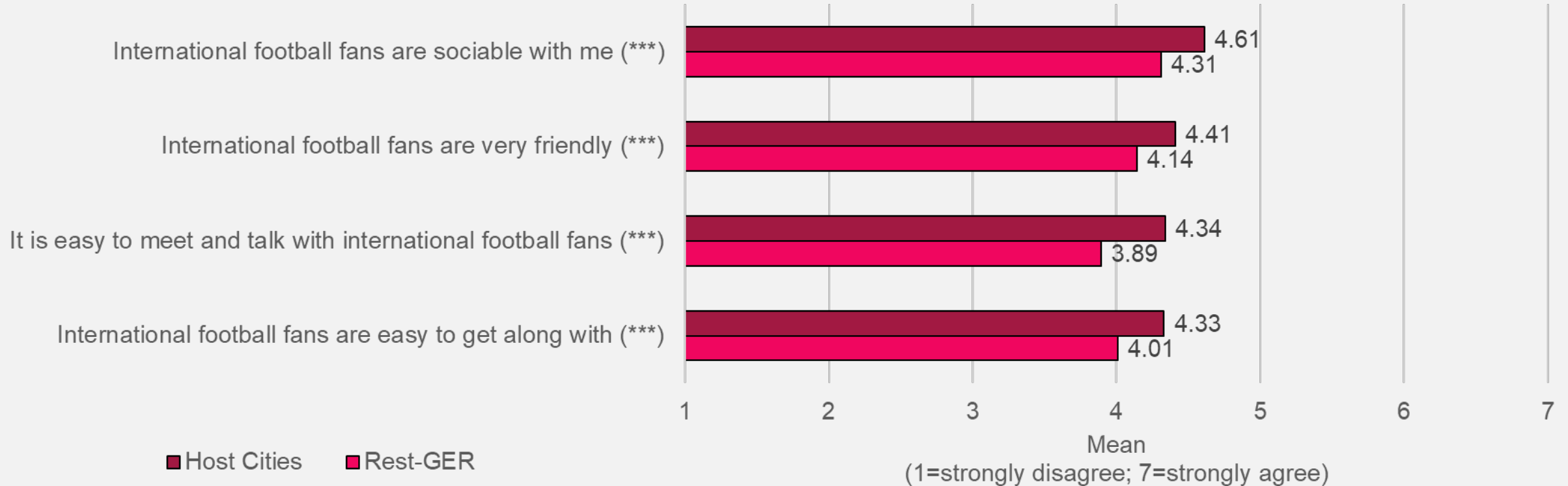


4 Population

Societal participation and understanding

International networks and understanding, dialogue, relation to Europe

Attitudes towards international football fans (Part 1)

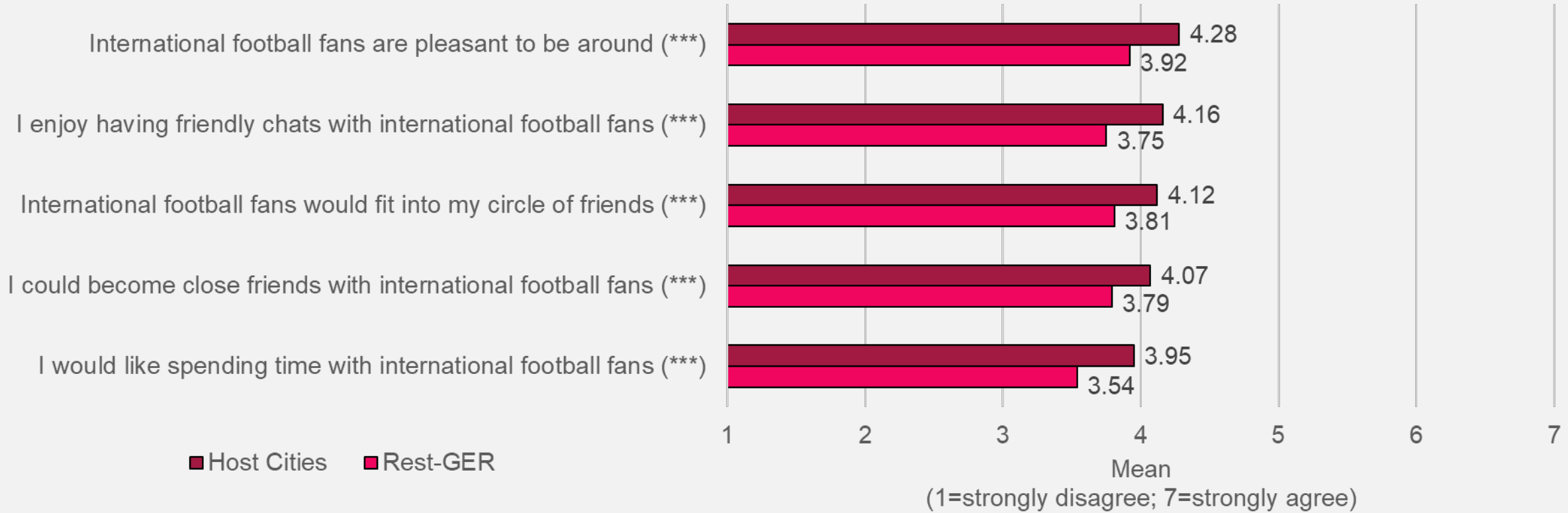


4 Population

Societal participation and understanding

International networks and understanding, dialogue, relation to Europe

Attitudes towards international football fans (Part 2)

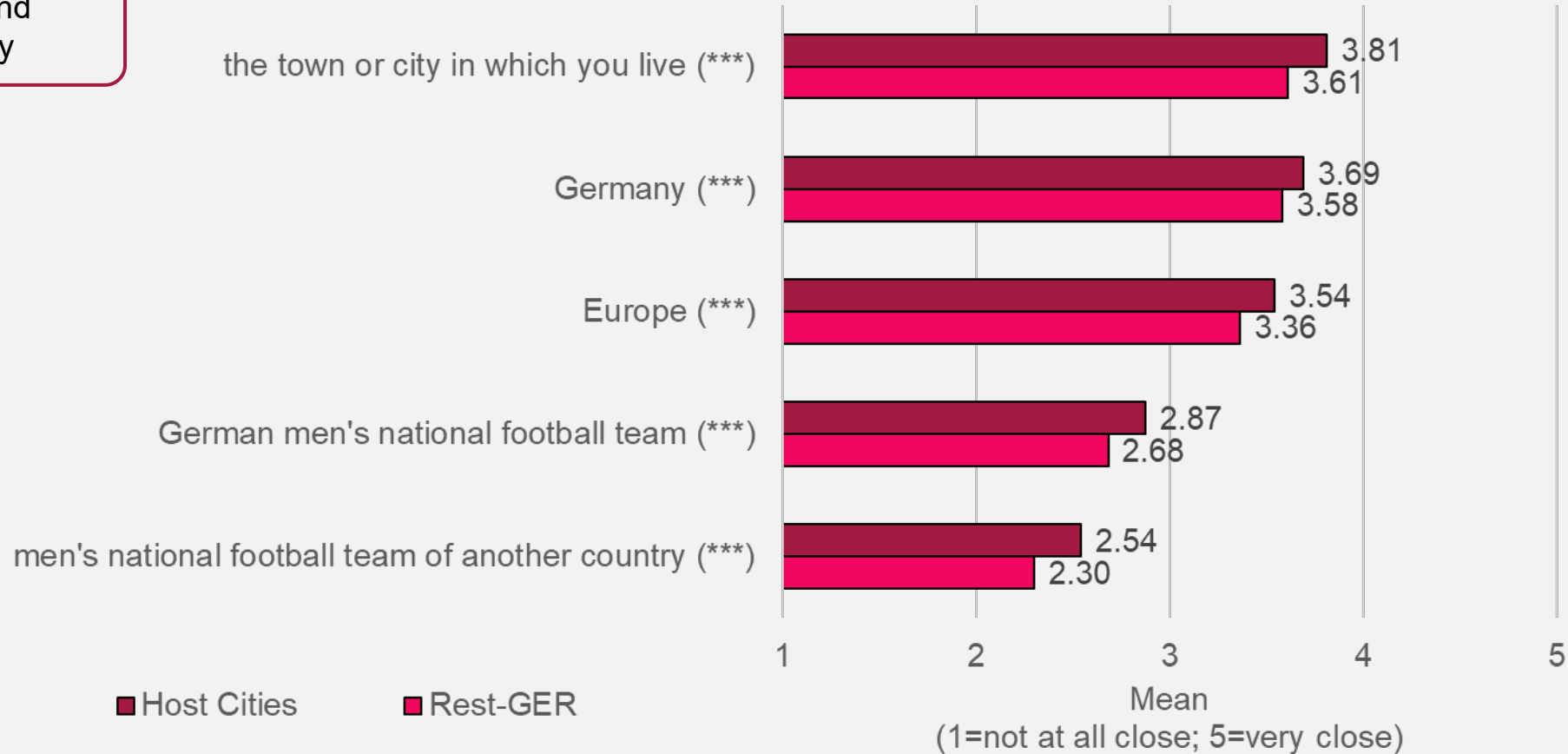


4 Population

Societal participation and understanding

Cohesion and community

Sense of closeness to ...

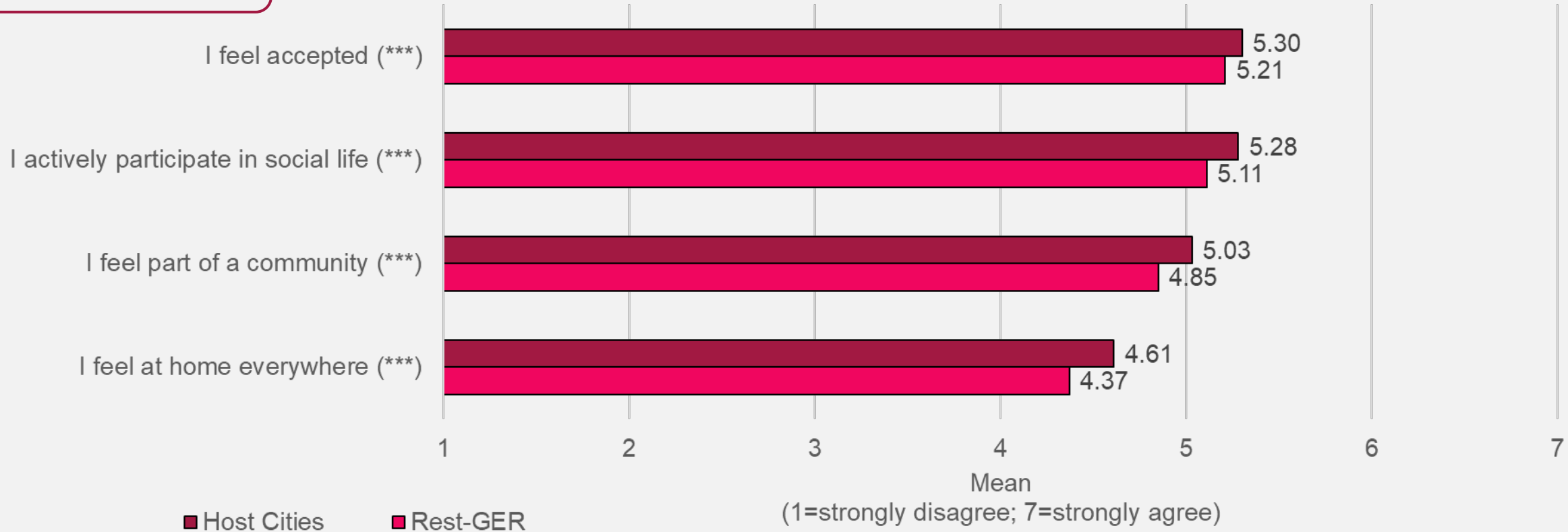


4 Population

Societal participation and understanding

Cohesion and community

Sense of belonging to Germany: In Germany, ...

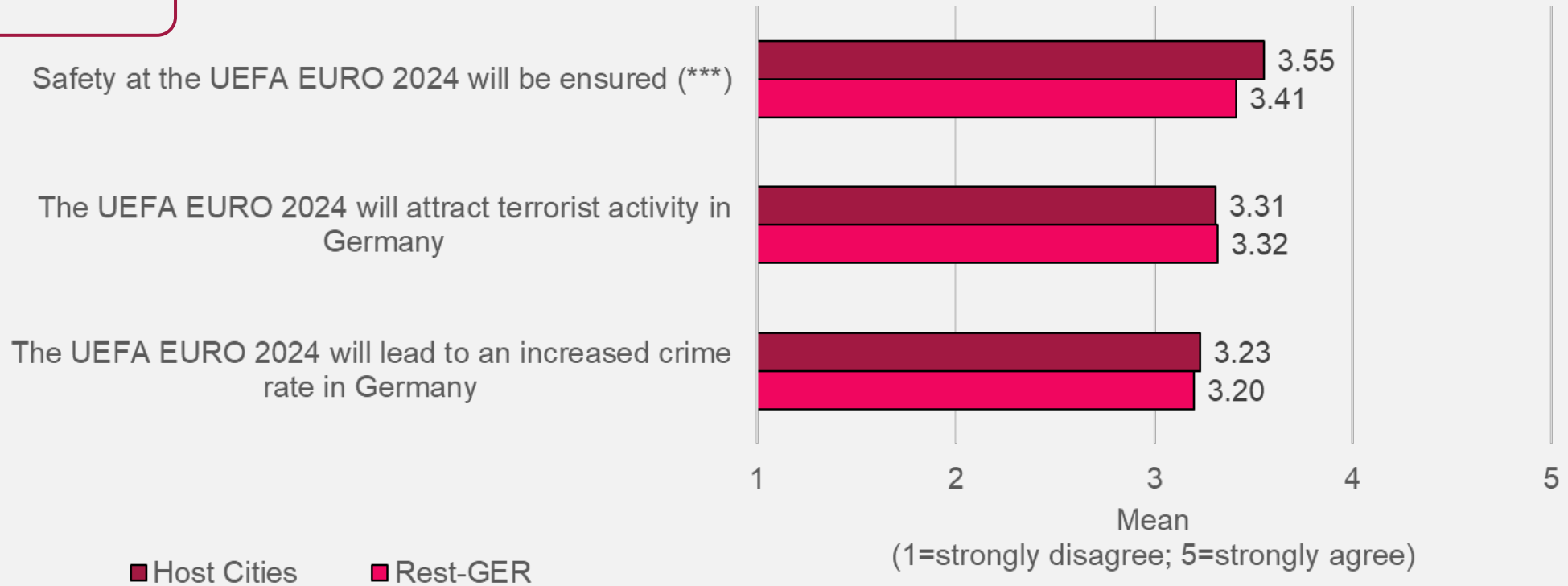


4 Population

Societal participation and understanding

Safety

Safety at the UEFA EURO 2024

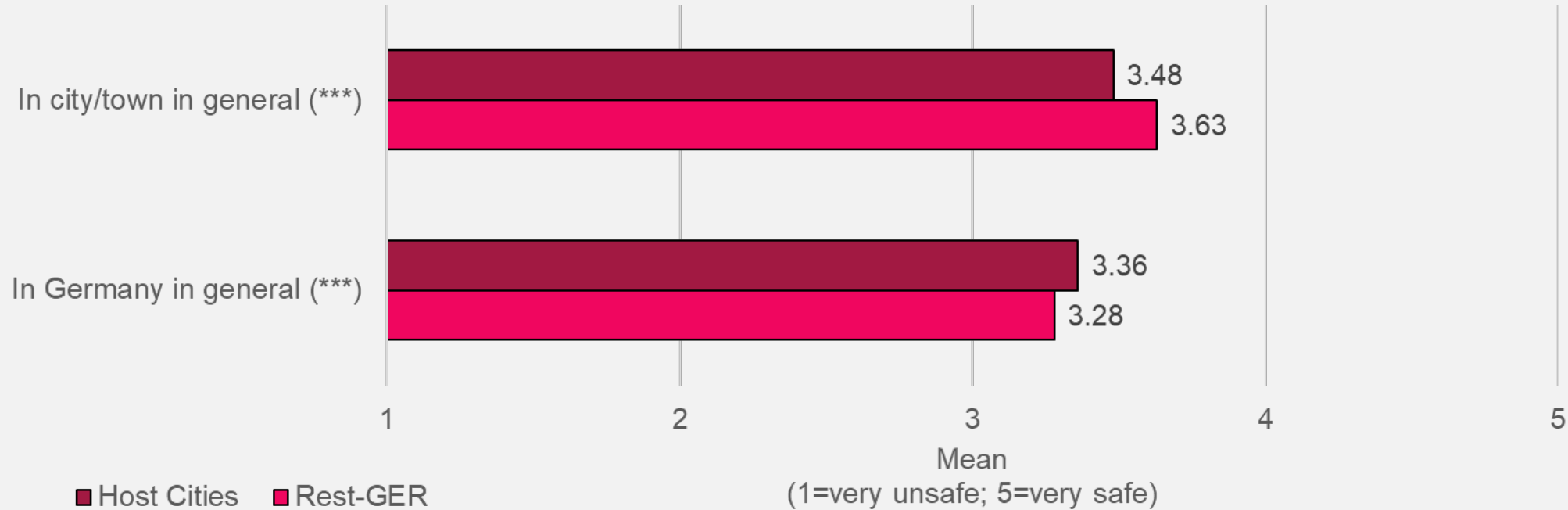


4 Population

Societal participation and understanding

Safety

Sense of safety

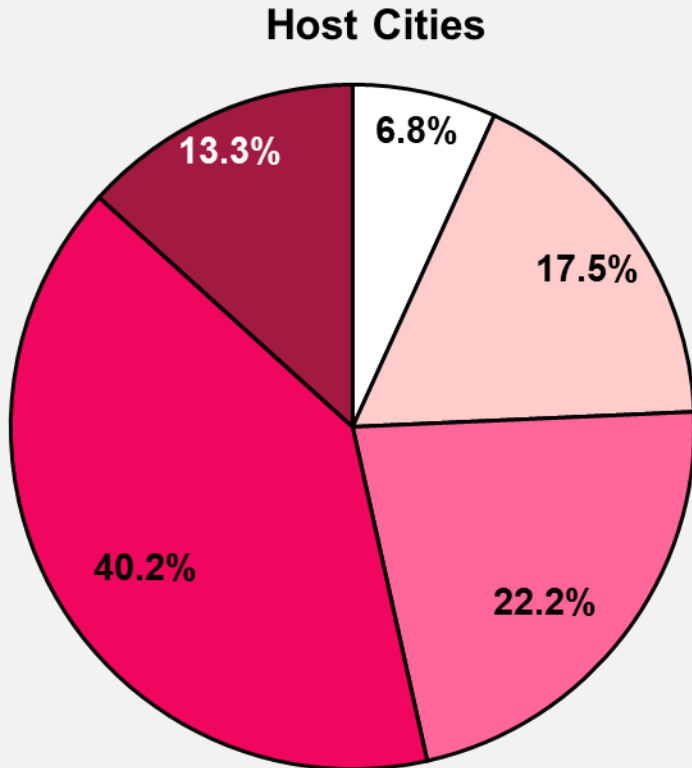


4 Population

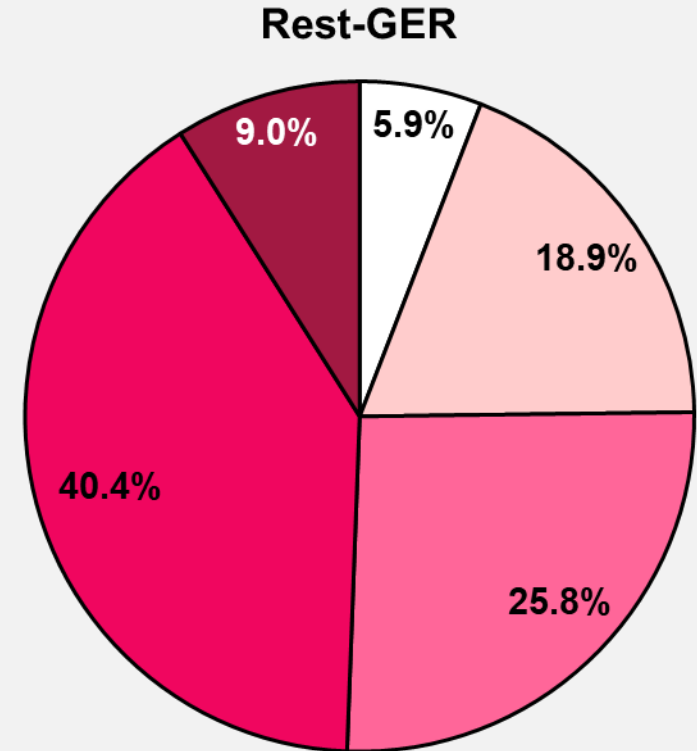
Societal participation and understanding

Safety

Sense of safety in Germany (Share of respondents in %)



- very unsafe
- rather unsafe
- neither unsafe nor safe
- rather safe
- very safe

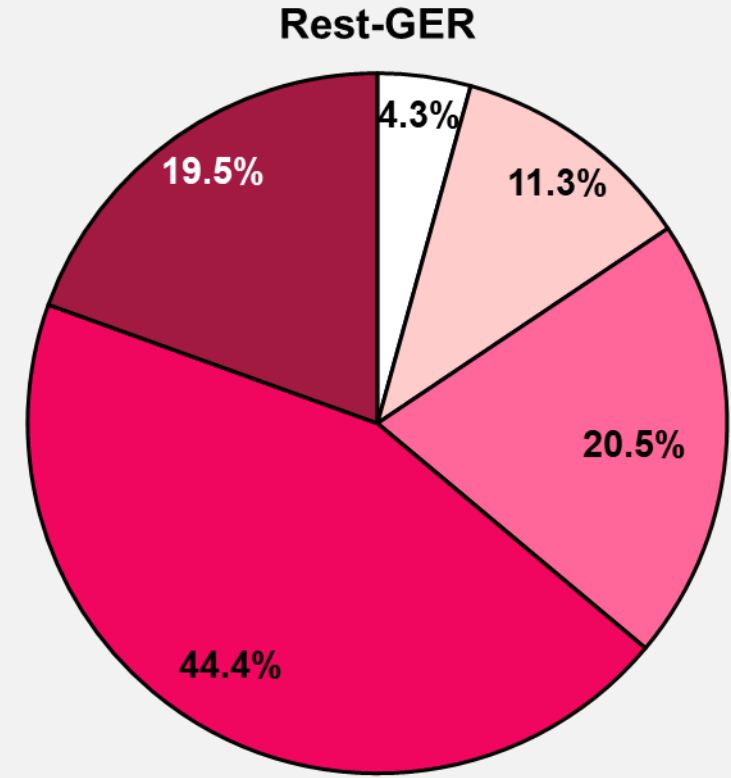
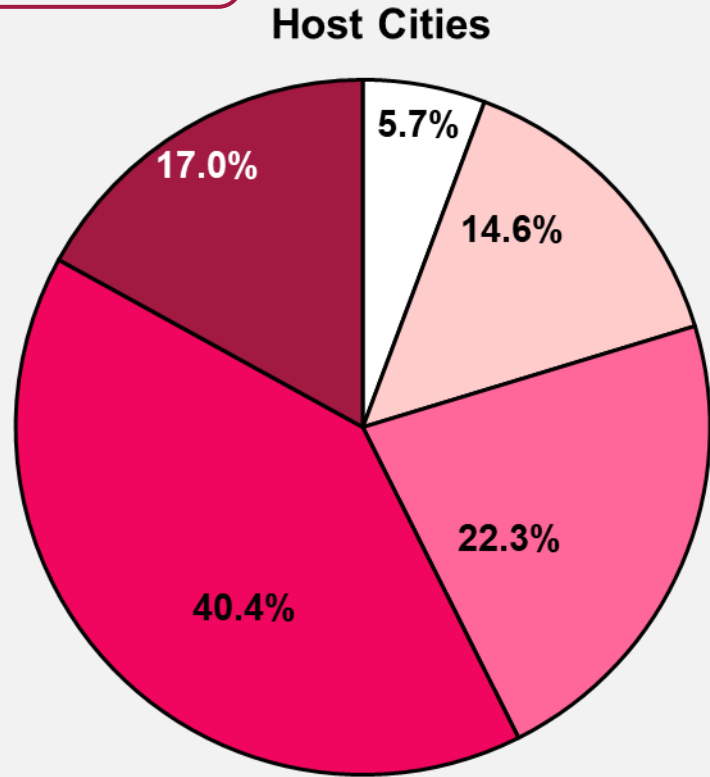


4 Population

Societal participation and understanding

Safety

Sense of safety in city/town (Share of respondents in %)



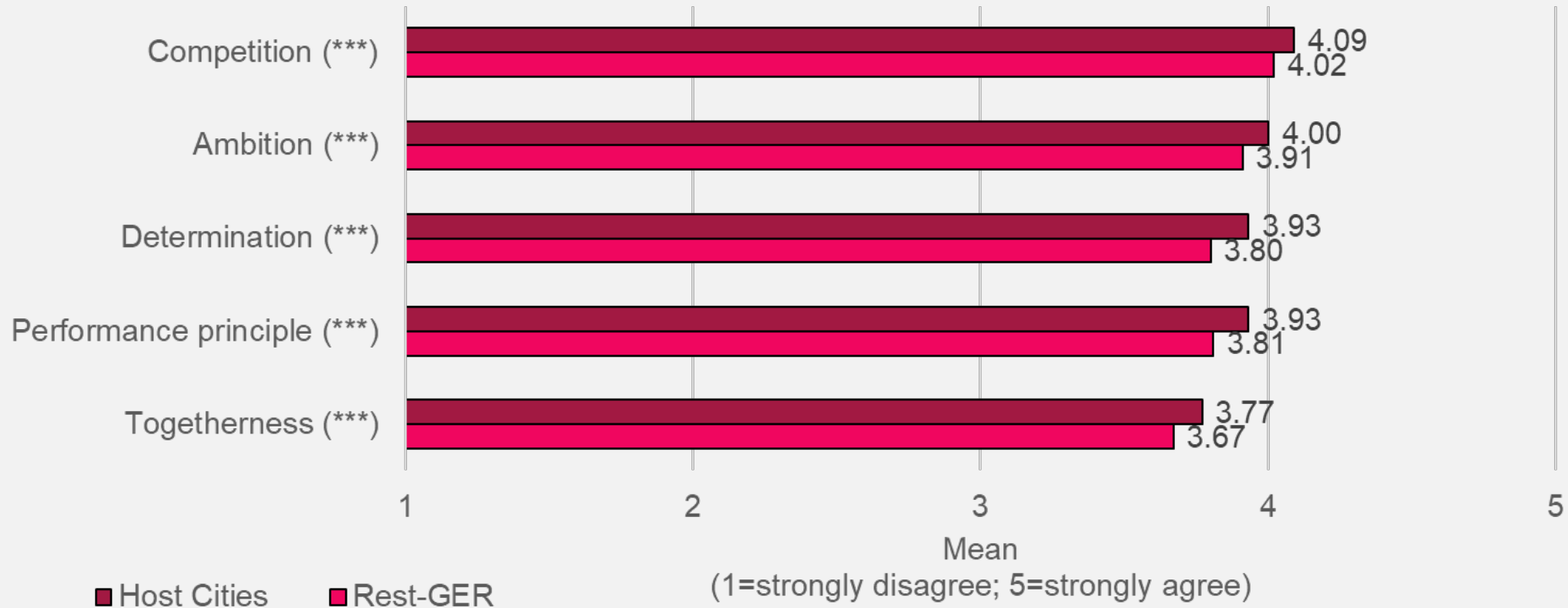
- very unsafe
- rather unsafe
- neither unsafe nor safe
- rather safe
- very safe

4 Population

Education for sustainable development

Conveying of values

Values associated with football (Part 1)

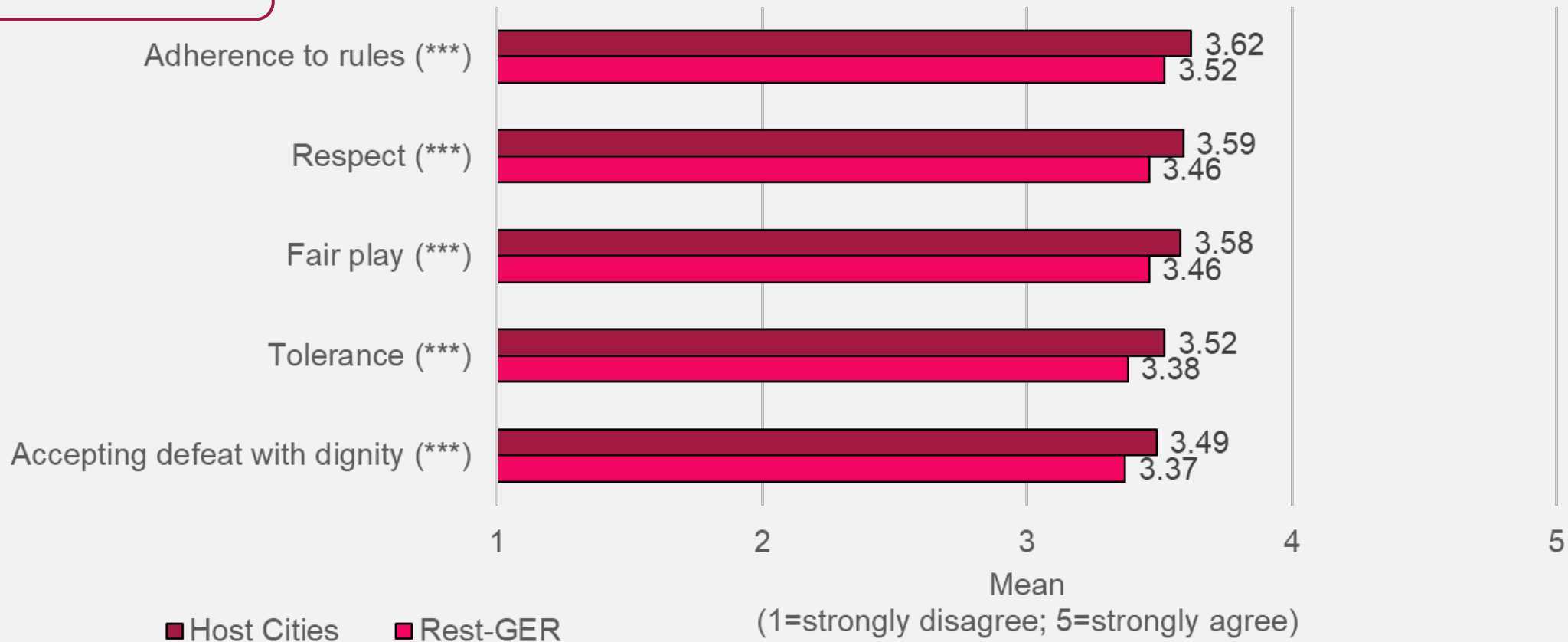


4 Population

Education for sustainable development

Conveying of values

Values associated with football (Part 2)

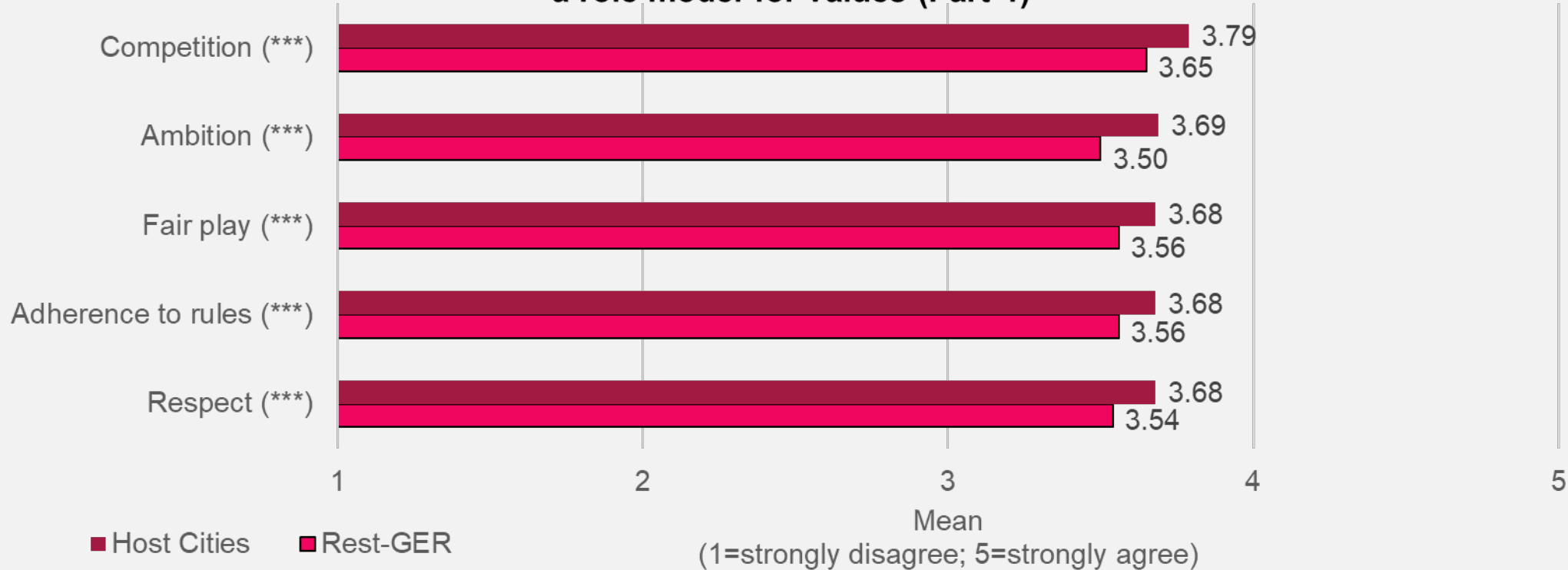


4 Population

Education for sustainable development

Conveying of values

German men's national football team as a role model for values (Part 1)

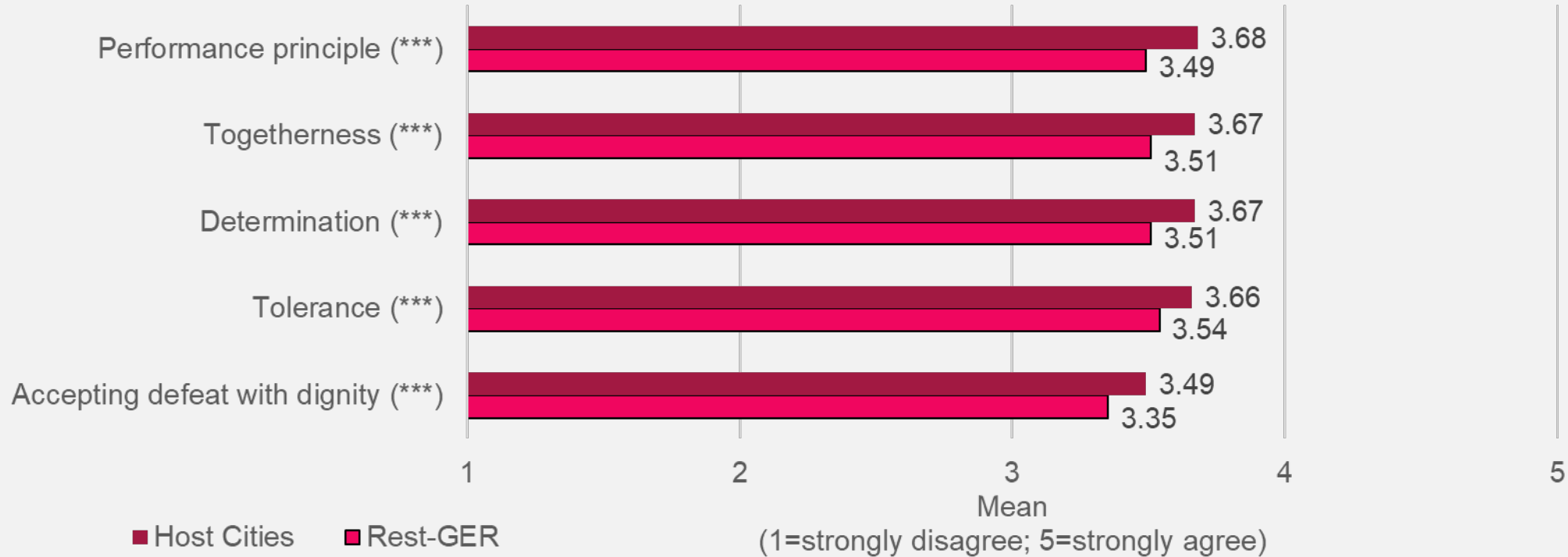


4 Population

Education for sustainable development

Conveying of values

German men's national football team as a role model for values (Part 2)

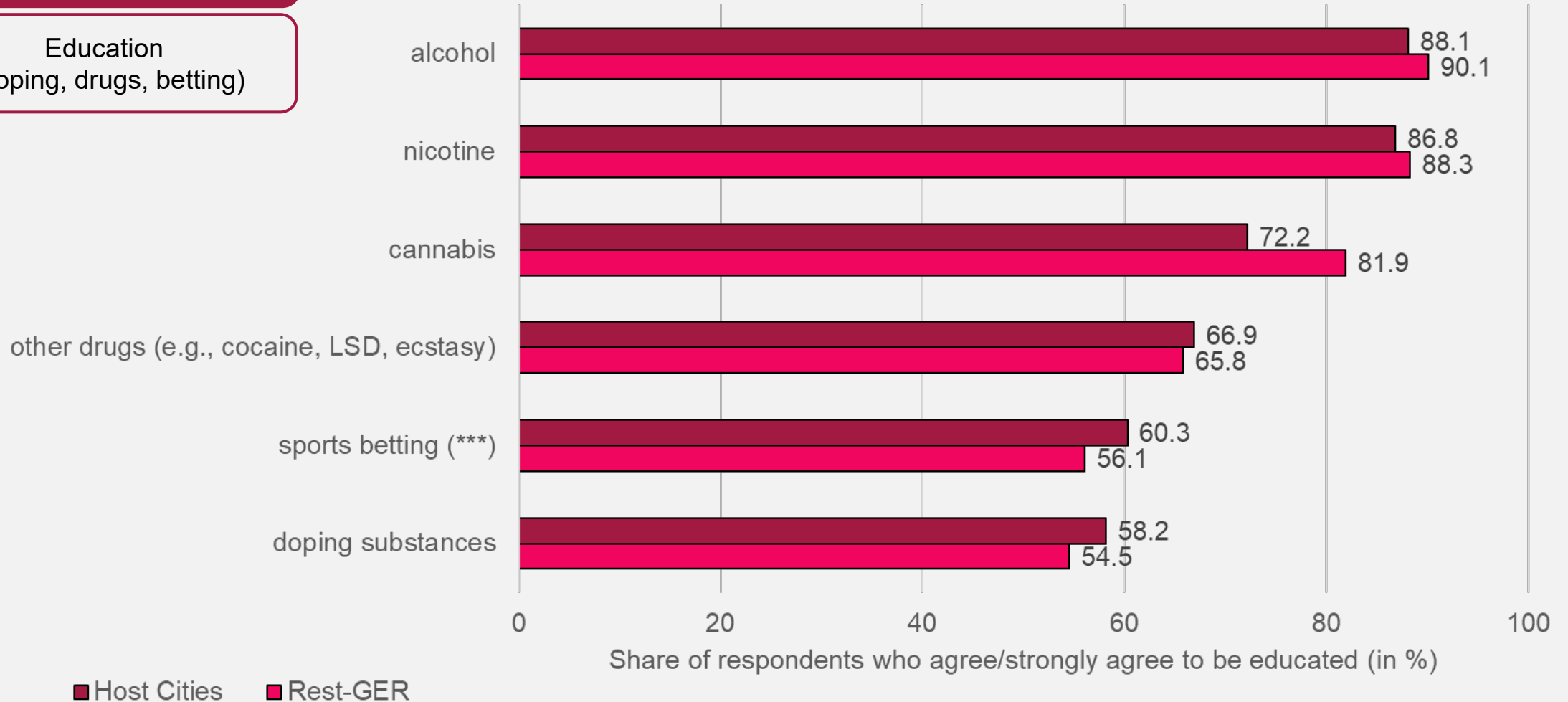


4 Population

Education for sustainable development

Education
(doping, drugs, betting)

I am well informed about the risks of ...



4 Population

Education for sustainable
development

Human rights

„To what extent do you think that human rights are in
general respected in Germany?“ (***)

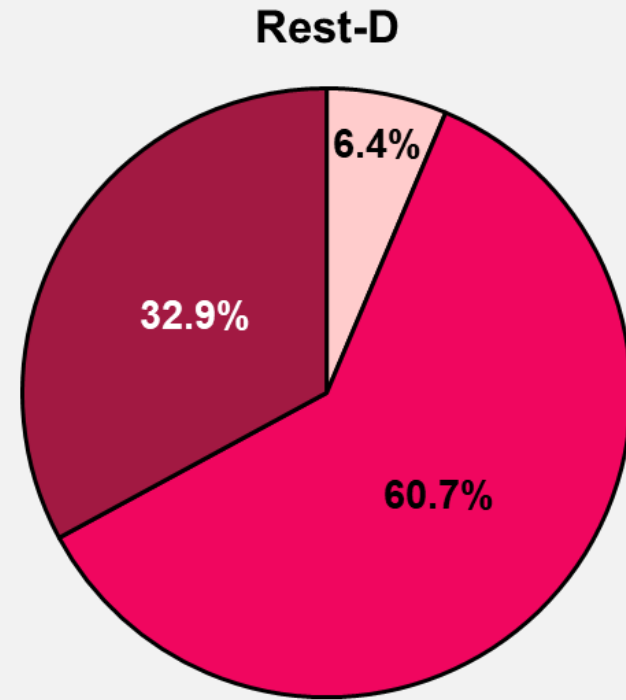
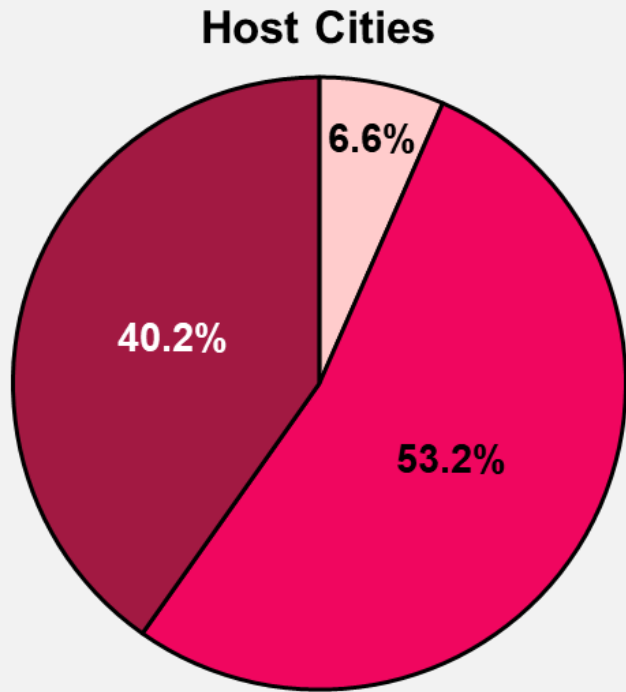


4 Population

Education for sustainable development

Human rights

„To what extent do you think that human rights are in general respected in Germany?“
(Share of respondents in %)



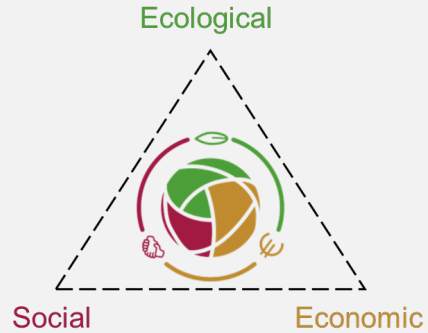
- not respected
- partially respected
- fully respected



5 First results: Sport clubs

5 Sport clubs

Summary



Practices of social sustainability are more pronounced in clubs than practices of ecological and economic sustainability.

Ecological sustainability

Clubs pay particular attention to the reduction and proper disposal of waste and the reduction of energy and water consumption.

Economic sustainability

Sport clubs pursue long-term goals rather than short-term profits. This is particularly evident for clubs in the Host Cities.

Social sustainability

Clubs pay particular attention to making a contribution to the community and behaving ethically towards their members.

5 Sport clubs

Summary

Sport and club Development

Clubs consider the UEFA EURO 2024 more helpful for the development of sport in Germany than for the development of their own club.

Education for sustainable development

Both football and handball clubs as well as clubs providing other sports are particularly committed to child protection and the prevention of sexualized violence.

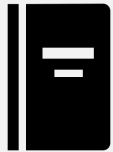
Societal participation and understanding

Clubs are committed to the participation of different population groups.

This applies to clubs with different types of sport in the Host Cities and in the rest of Germany.

5 Sport clubs

Method of the sport club survey



Integration in the 9th wave of
the Sport Development Report
(Breuer & Feiler, 2023)



Survey period: October to
December 2023



Questions about e.g. sustainability
of the organization, expectations
towards major sport events

Nationwide representative online survey of sport
clubs in Germany

76,539 sport clubs were invited to participate in the
survey (out of a total of 86,378)

n=18,862 sport clubs completed the survey
(response rate 24.6%)

5 Sport clubs

Analysis of the sport club survey

1

Data analysis is weighted by club size (membership) in each federal state (because larger sport clubs are over-represented)

2

In the results, a comparison is made between clubs in the Host Cities with Rest-Germany and between football clubs, handball clubs & clubs with other sports

3

The symbols *, **, and *** indicate statistically significant differences between clubs in Host Cities and Rest-GER

5 Sport clubs

Characteristics of surveyed sport clubs



20.5% football clubs (n=3,869)



5.4% handball clubs (n=1,011)



7.5% clubs in Host Cities (n=1,419, including 235 football clubs)



Ø 297 members



Ø 3.5 sports offered



41.2% have own sport facilities



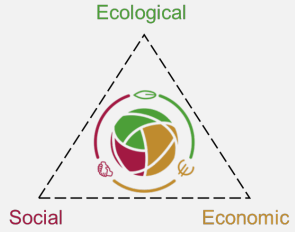
5.1% have at least one paid management position



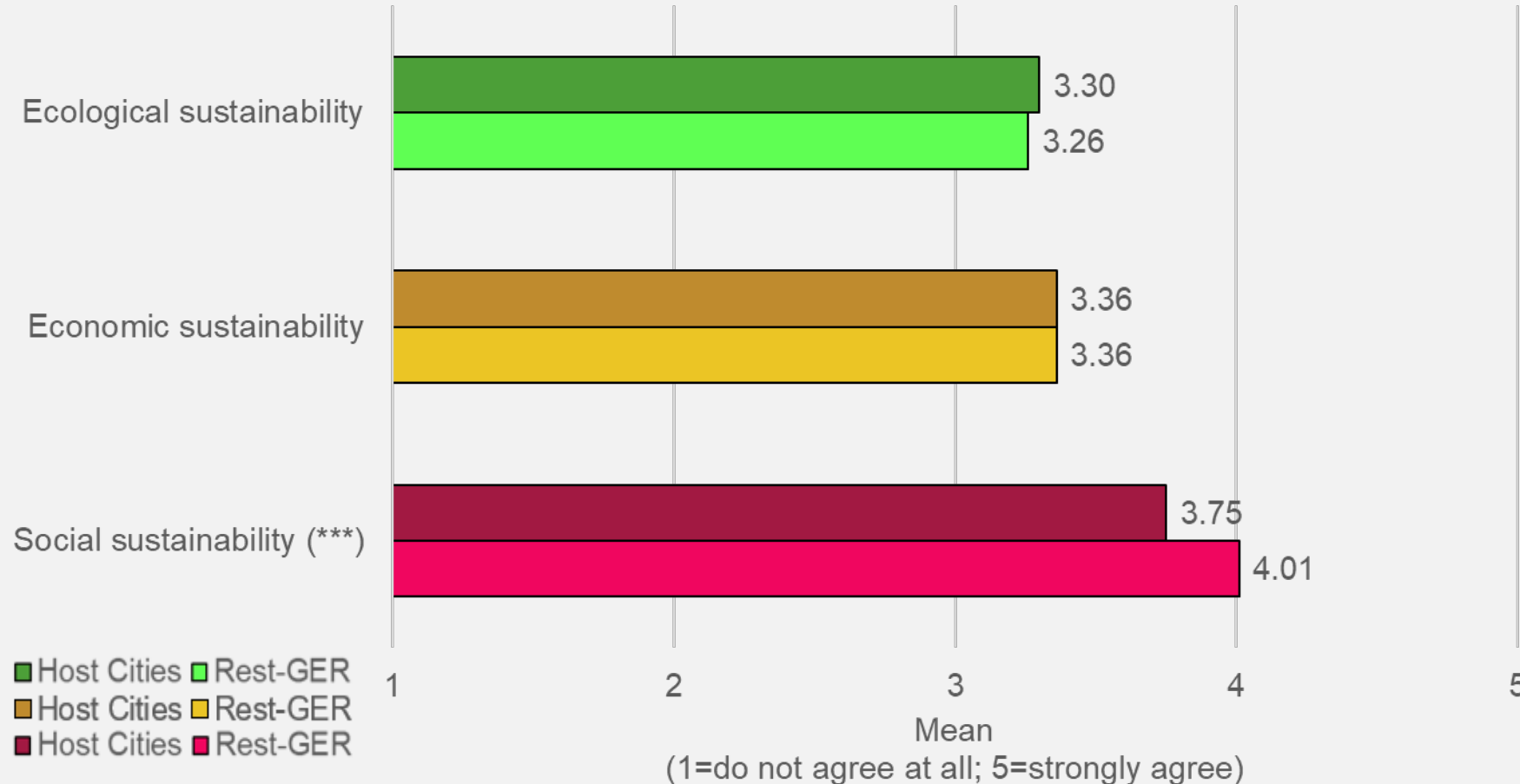
**MEN'S EHF EURO 2024
HANDBALL**

European Men's
Handball
Championship
in Germany:
10.-28.01.2024

5 Sport clubs



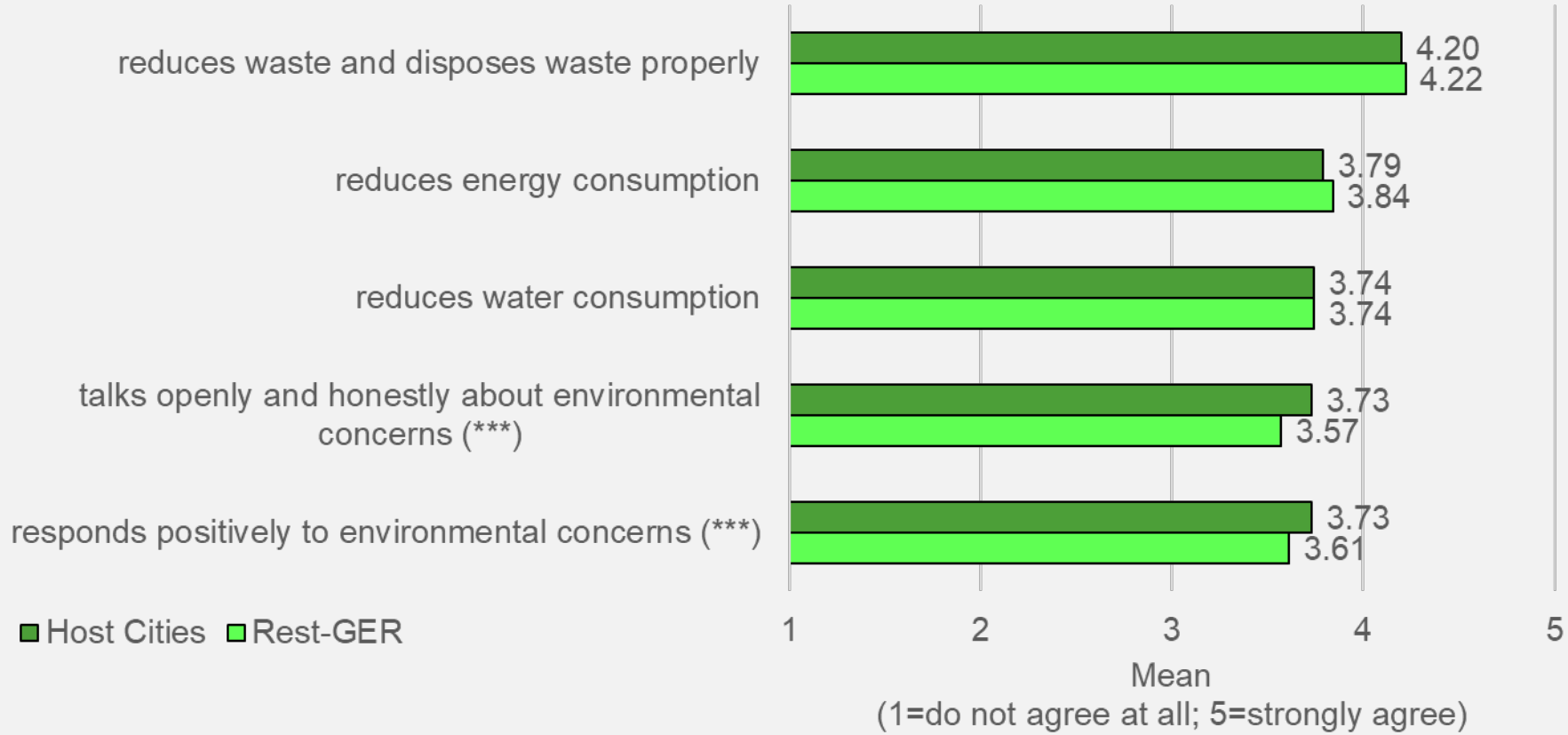
Sustainability practices in Host Cities and Rest-Germany



5 Sport clubs

**Ecological
sustainability**

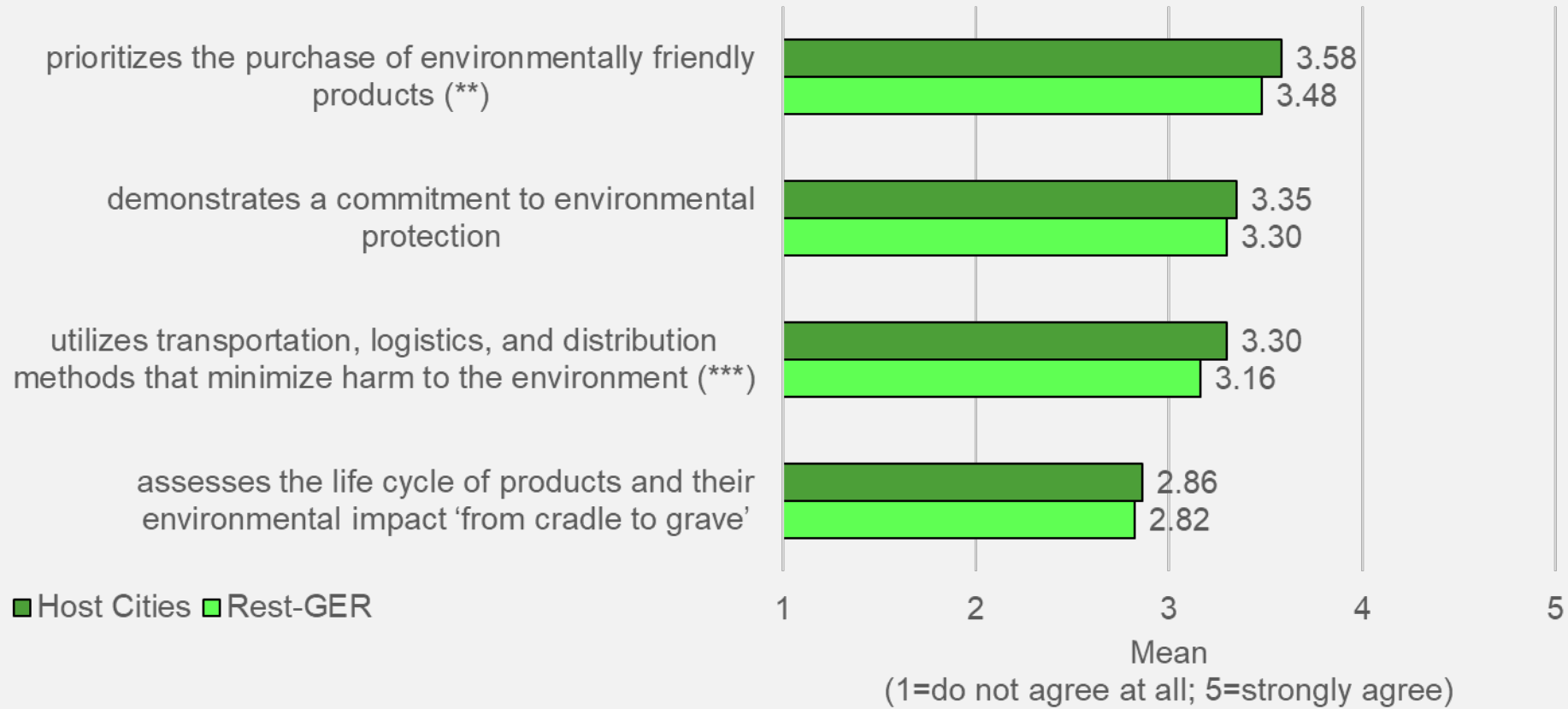
Practices of ecological sustainability (Part 1): Our club ...



5 Sport clubs

**Ecological
sustainability**

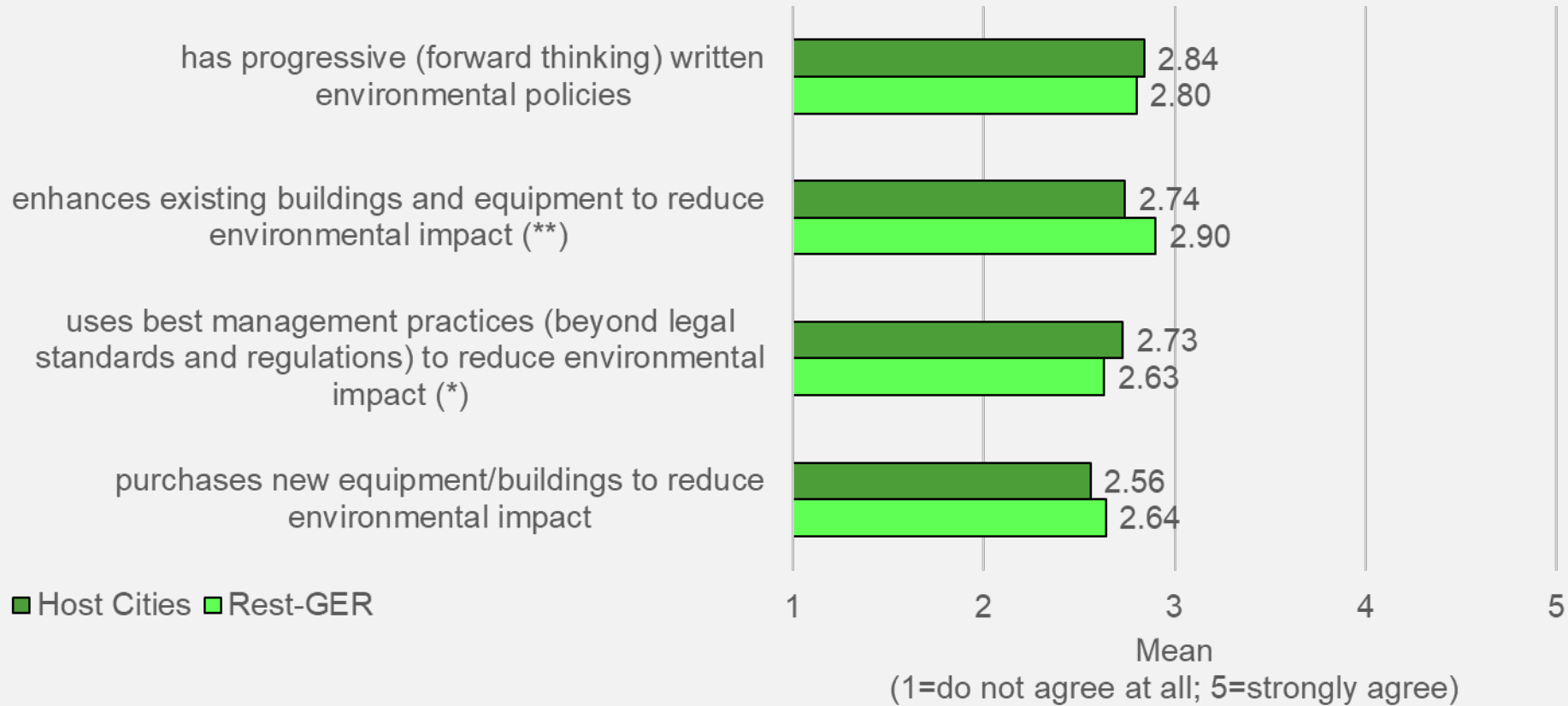
Practices of ecological sustainability (Part 2): Our club ...



5 Sport clubs

**Ecological
sustainability**

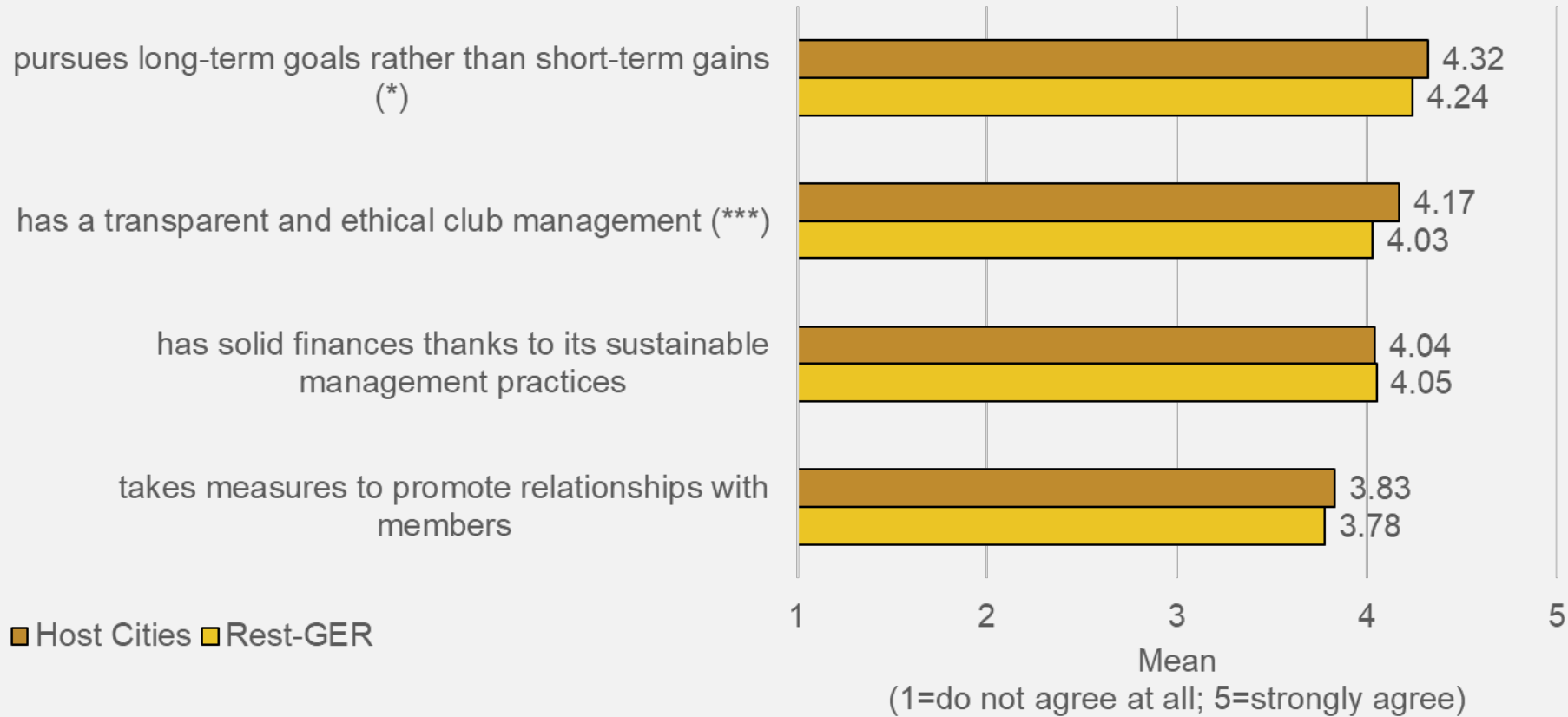
Practices of ecological sustainability (Part 3): Our club ...



5 Sport clubs

**Economic
sustainability**

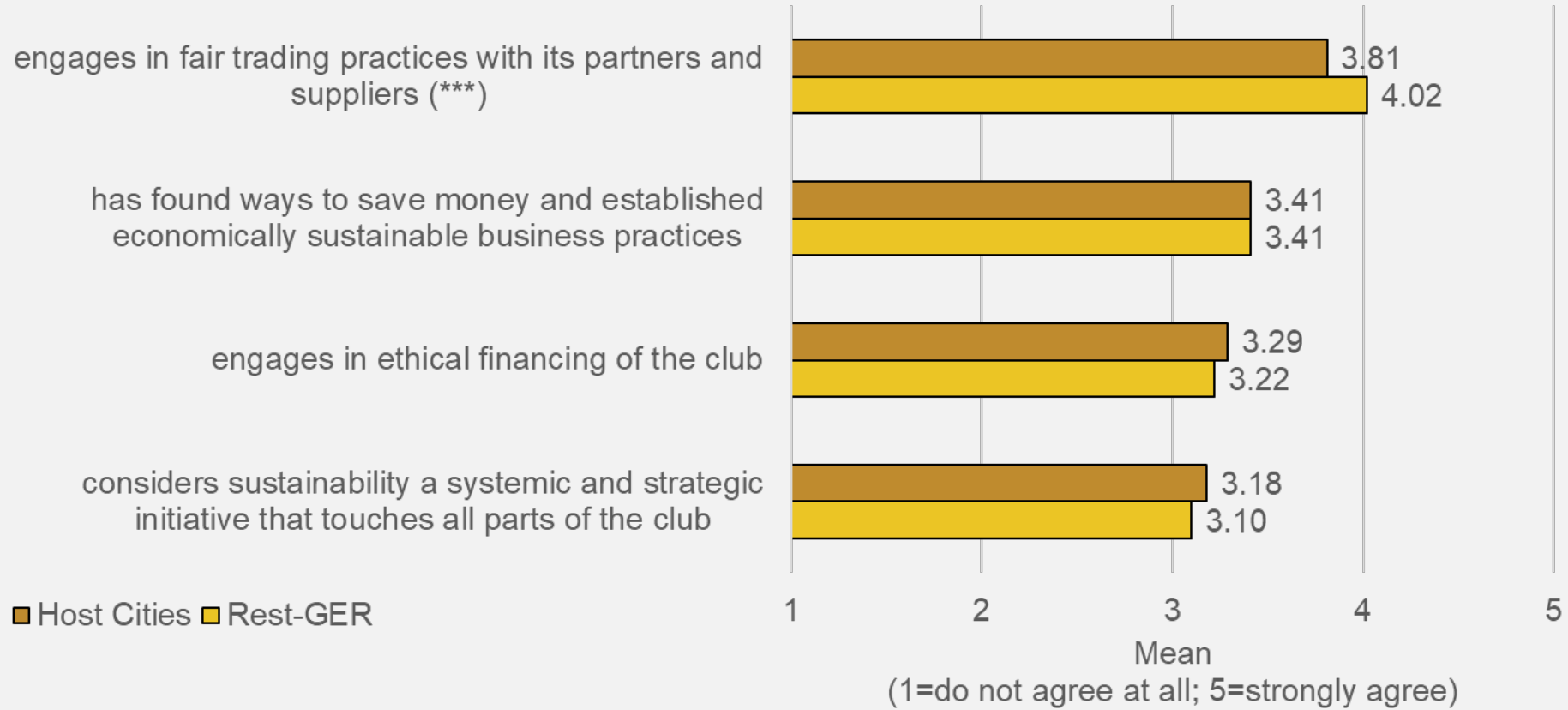
Practices of economic sustainability (Part 1): Our club ...



5 Sport clubs

**Economic
sustainability**

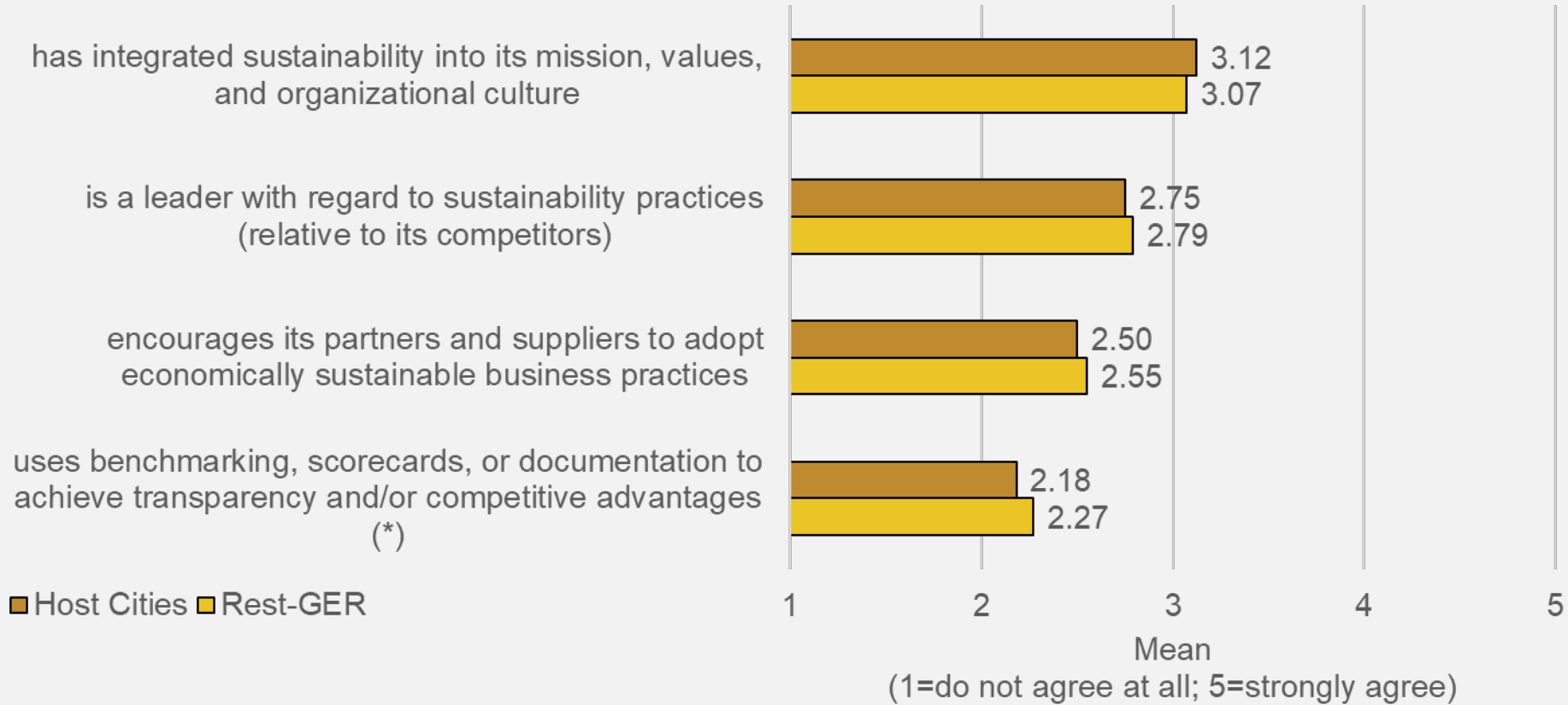
Practices of economic sustainability (Part 2): Our club ...



5 Sport clubs

**Economic
sustainability**

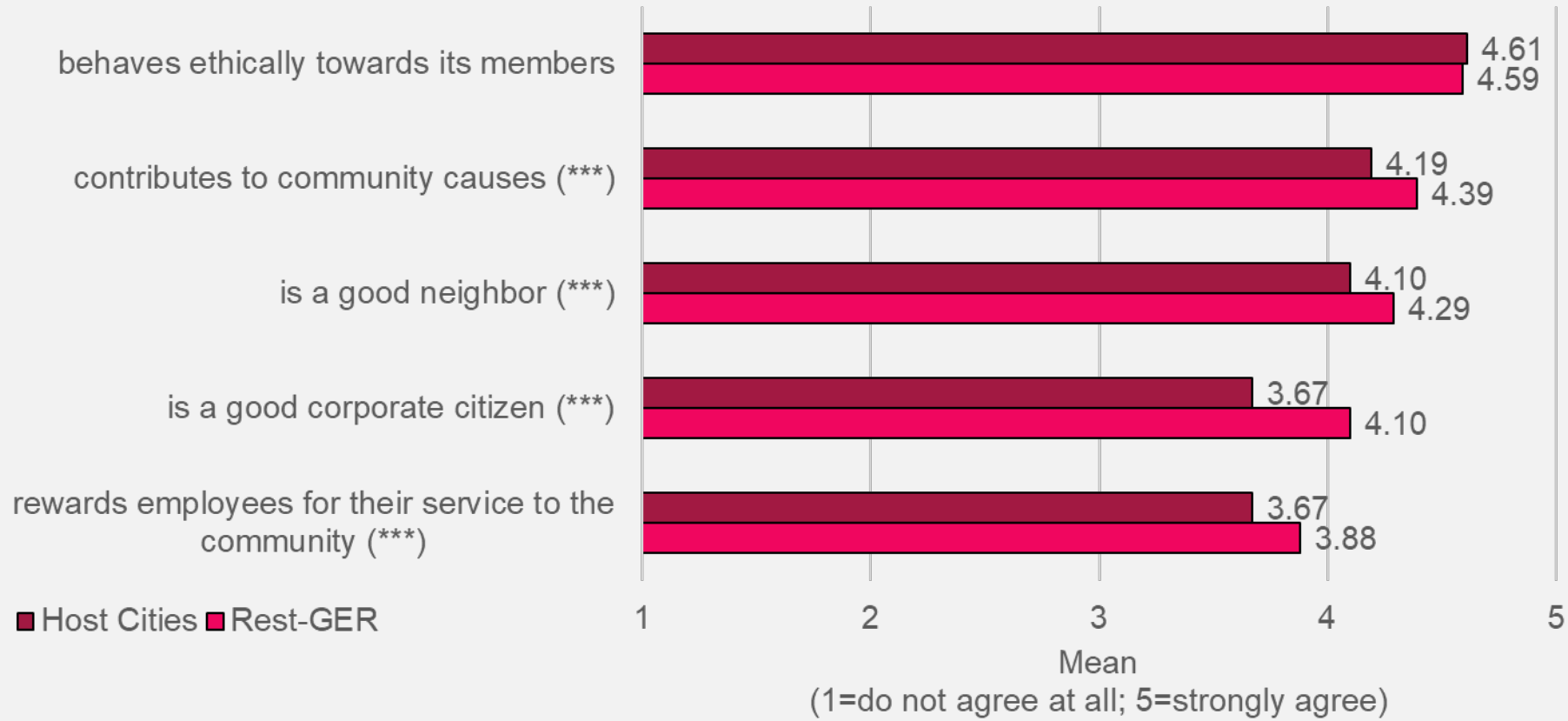
Practices of economic sustainability (Part 3): Our club ...



5 Sport clubs

Social sustainability

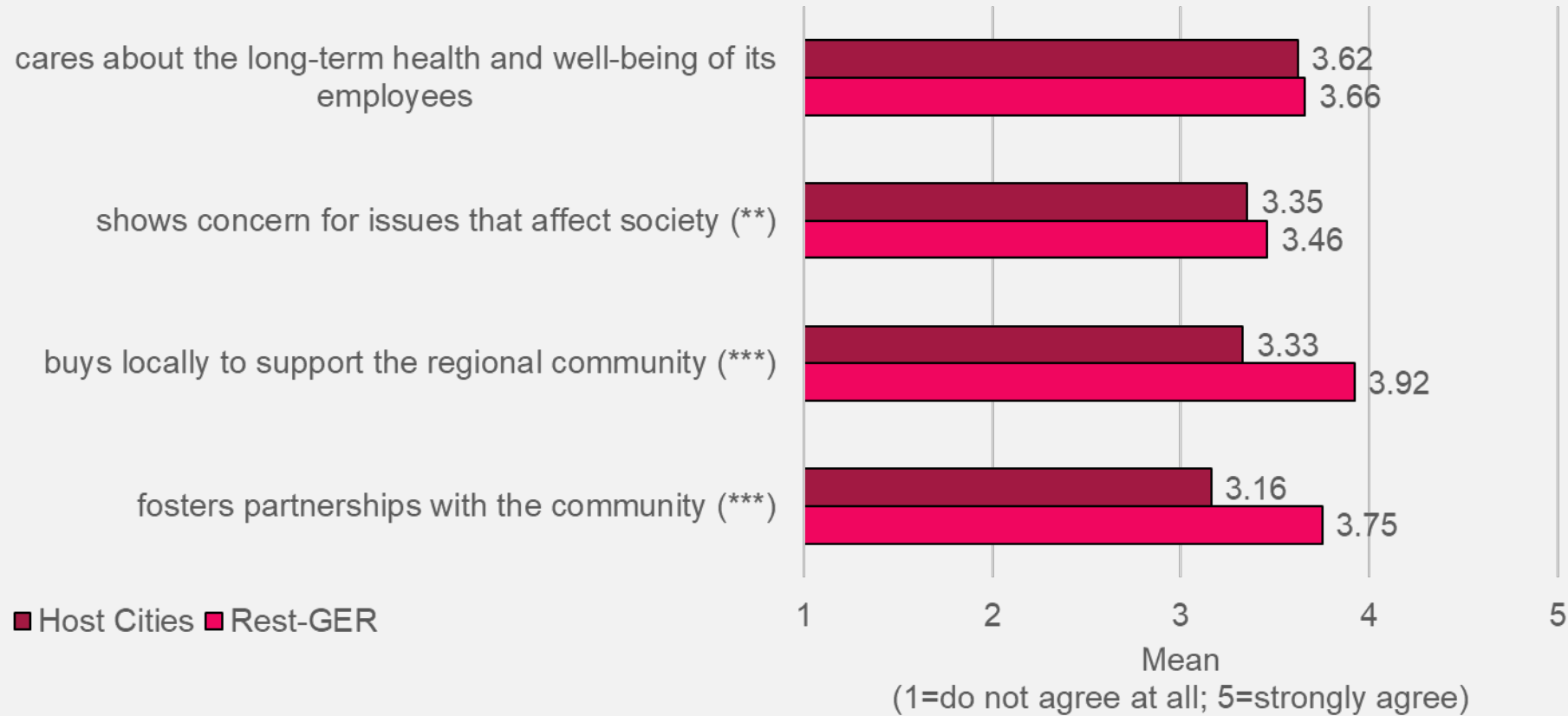
Practices of social sustainability (Part 1): Our club ...



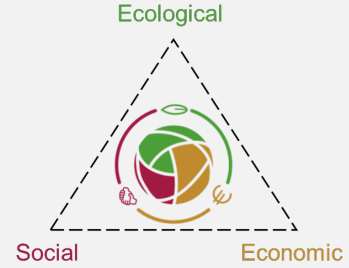
5 Sport clubs

Social sustainability

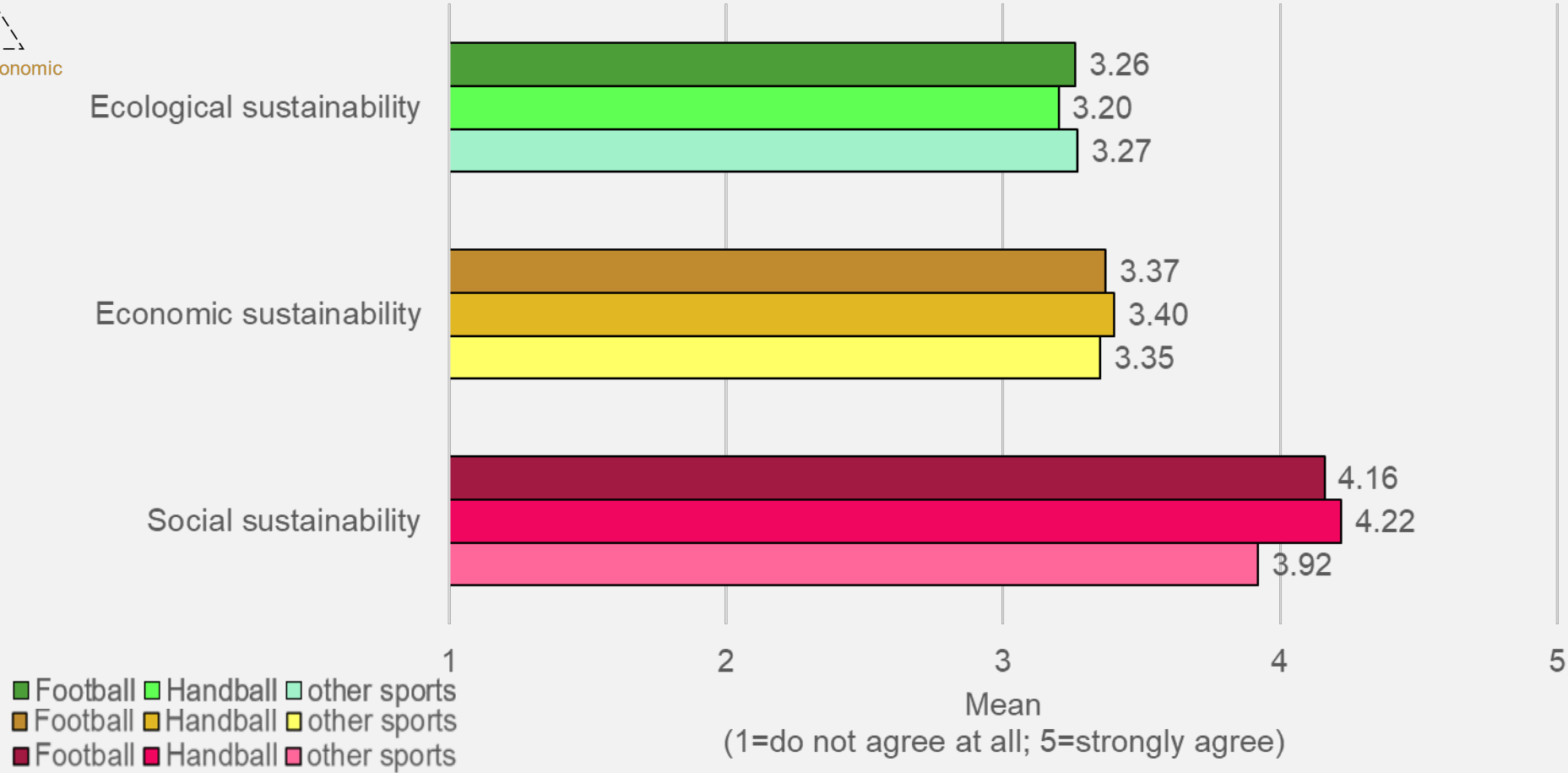
Practices of social sustainability (Part 2): Our club ...



5 Sport clubs



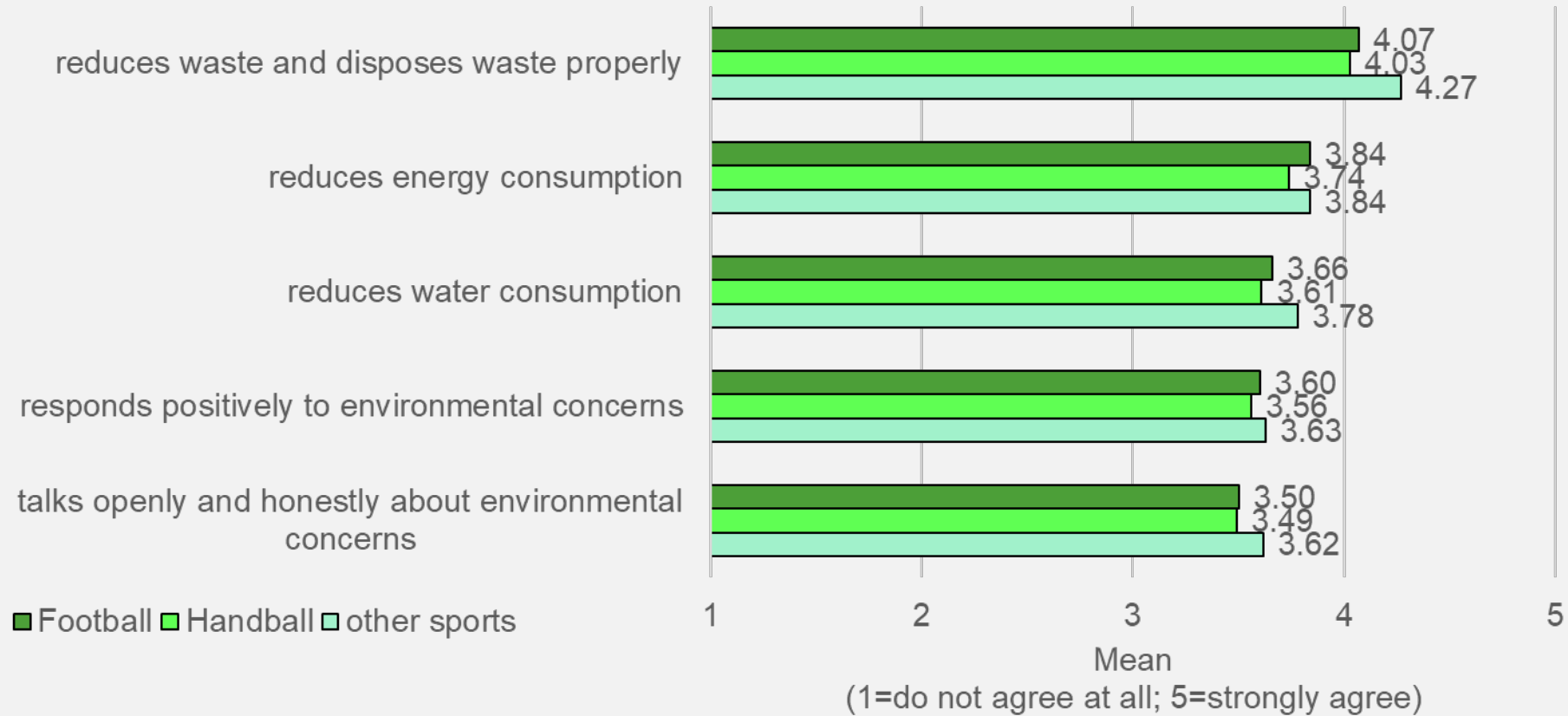
Sustainability practices across different sports



5 Sport clubs

Ecological sustainability

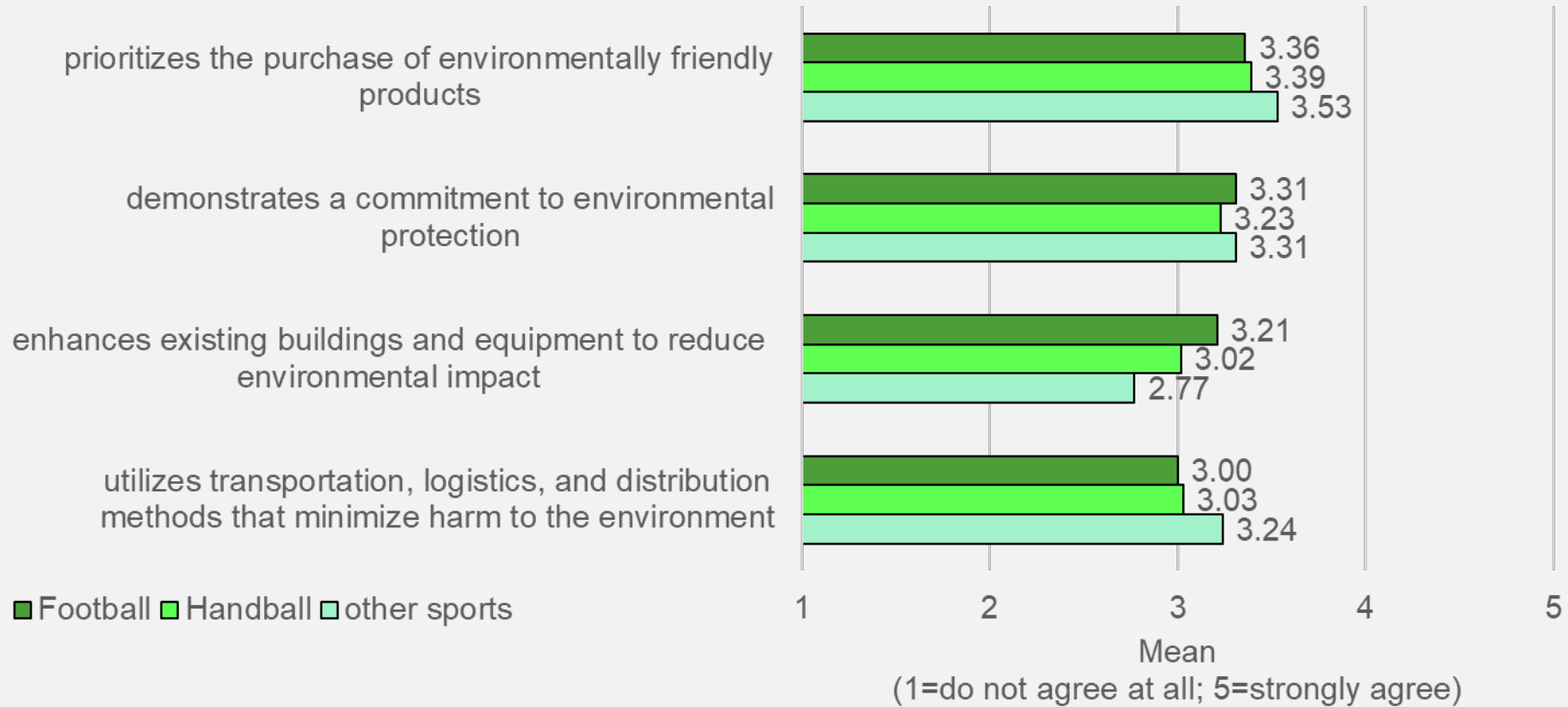
Practices of ecological sustainability (Part 1): Our club ...



5 Sport clubs

**Ecological
sustainability**

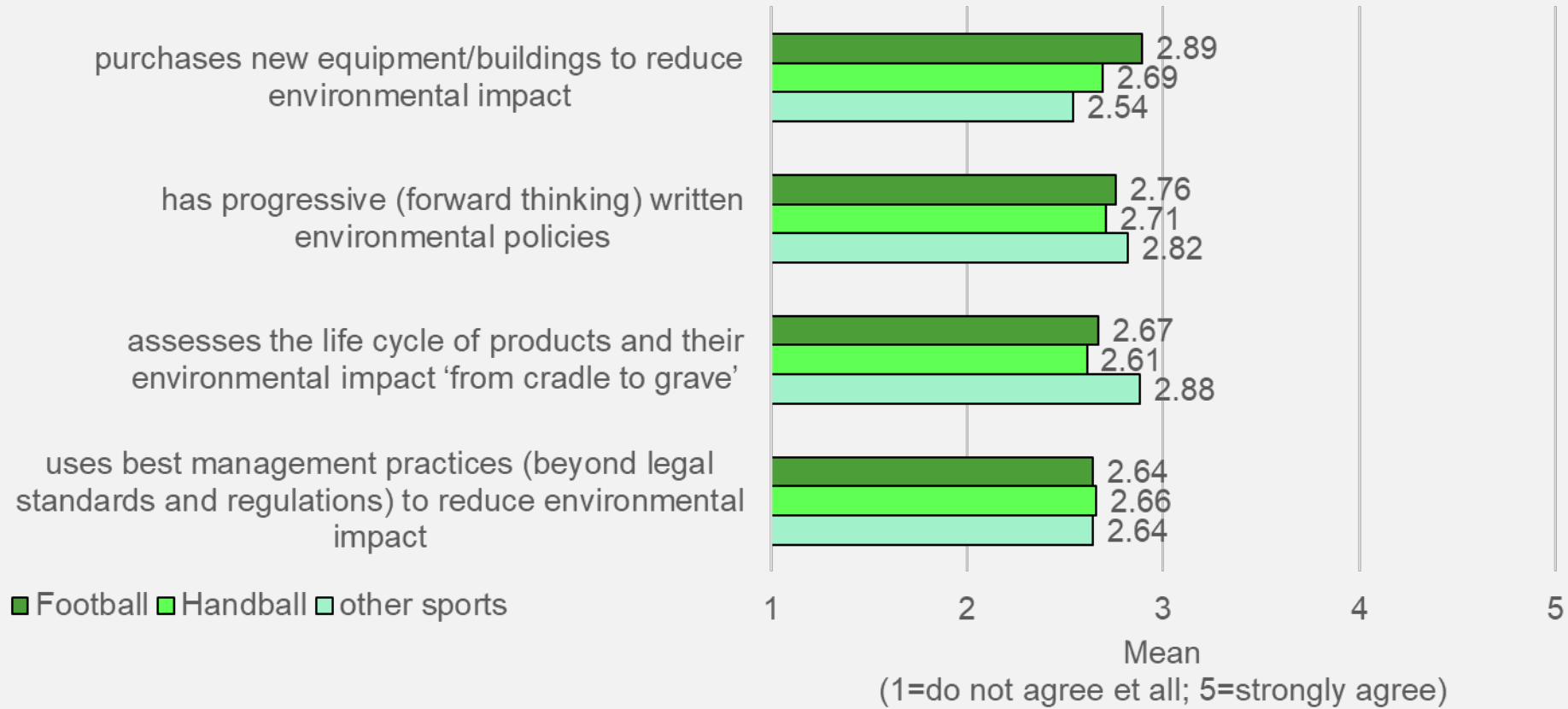
Practices of ecological sustainability (Part 2): Our club ...



5 Sport clubs

**Ecological
sustainability**

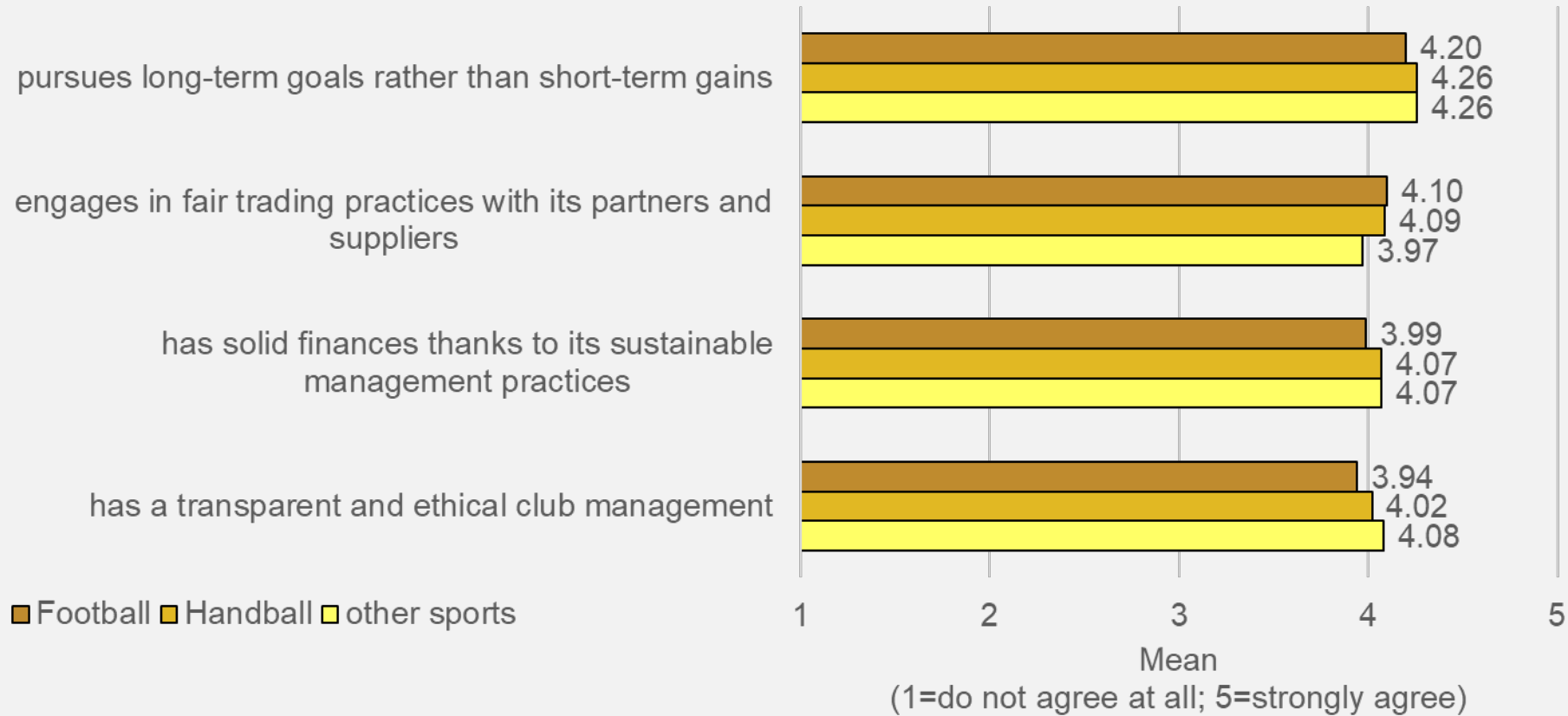
Practices of ecological sustainability (Part 3): Our club ...



5 Sport clubs

**Economic
sustainability**

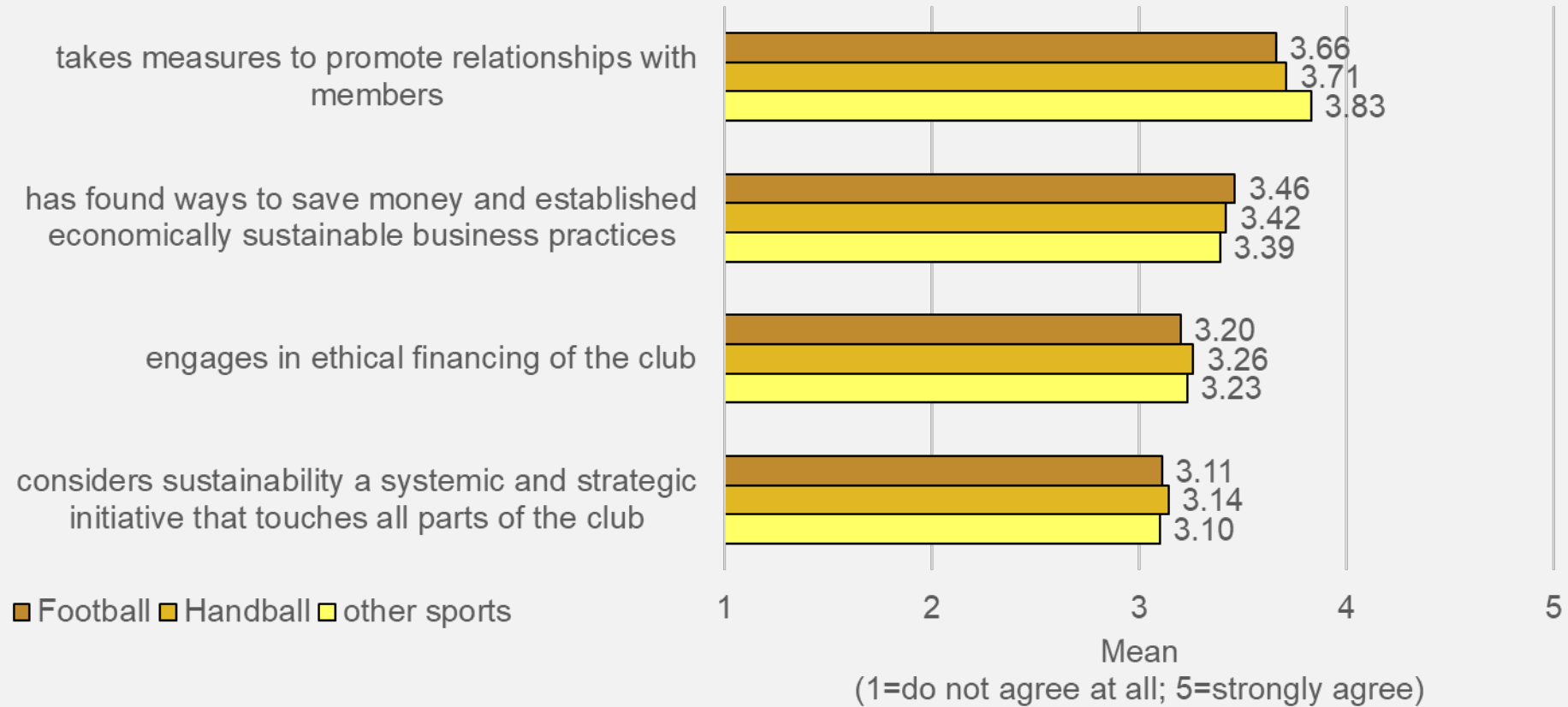
Practices of economic sustainability (Part 1): Our club ...



5 Sport clubs

Economic sustainability

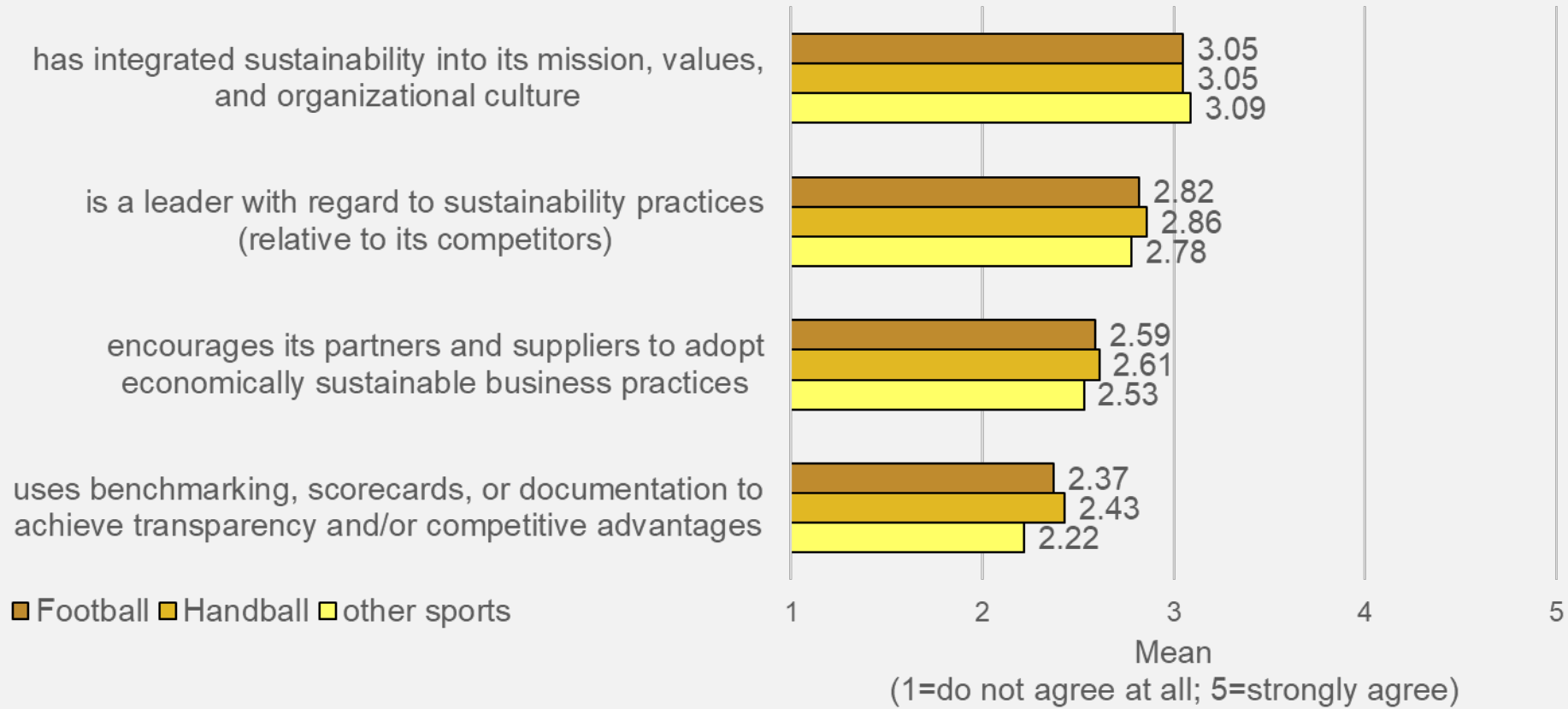
Practices of economic sustainability (Part 2): Our club ...



5 Sport clubs

Economic sustainability

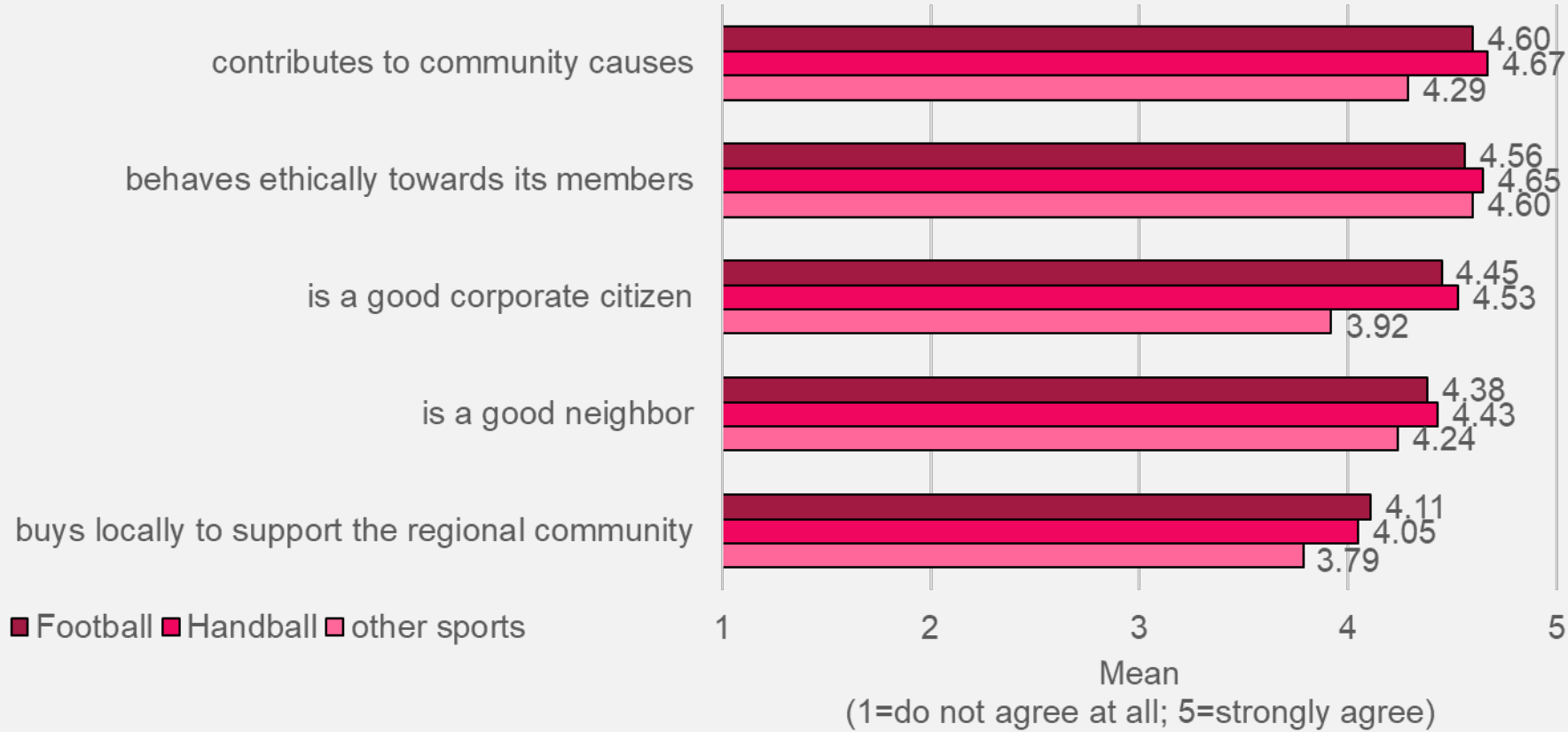
Practices of economic sustainability (Part 3): Our club ...



5 Sport clubs

Social sustainability

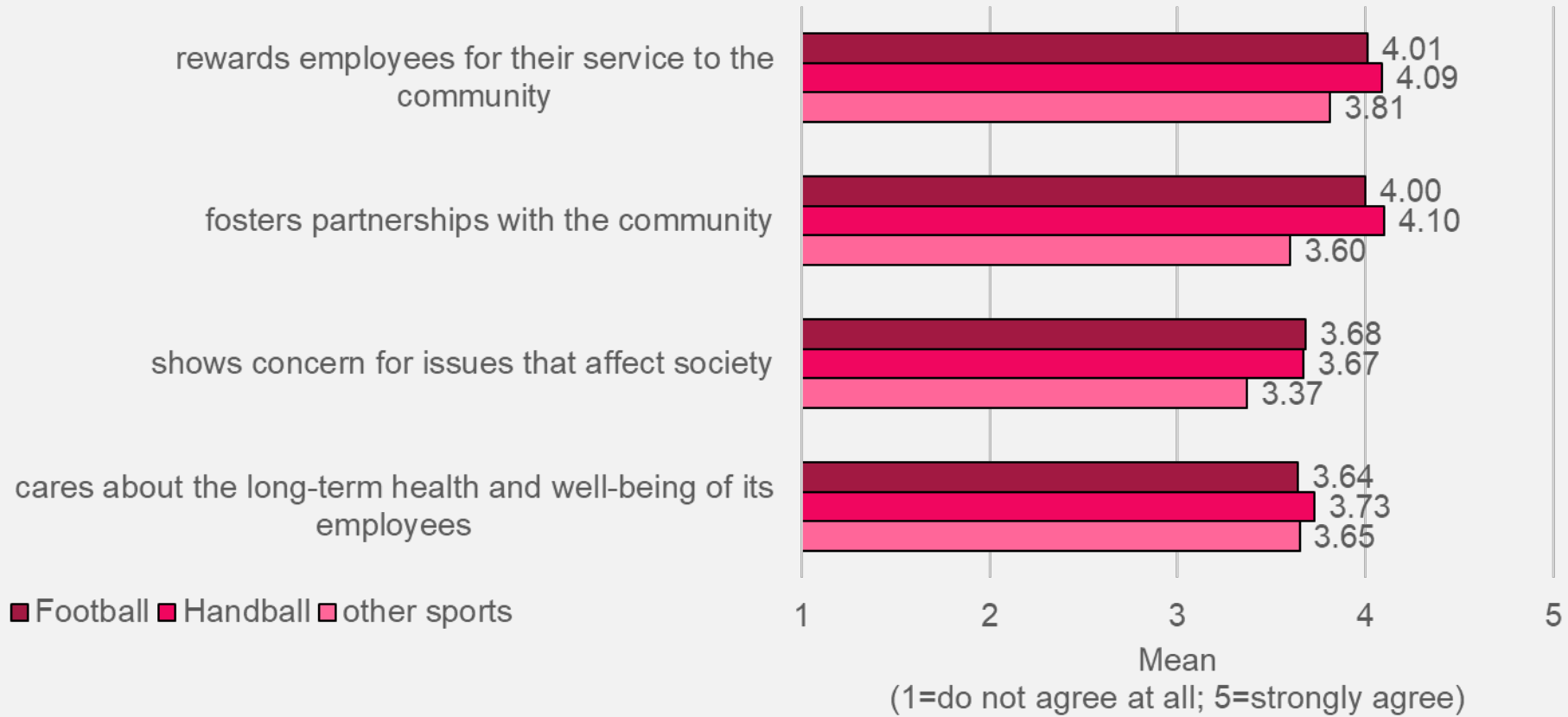
Practices of social sustainability (Part 1): Our club ...



5 Sport clubs

Social sustainability

Practices of social sustainability (Part 2): Our club ...



5 Sport clubs

Sport and club development

Club development

The role of major sporting events for sport development in Germany

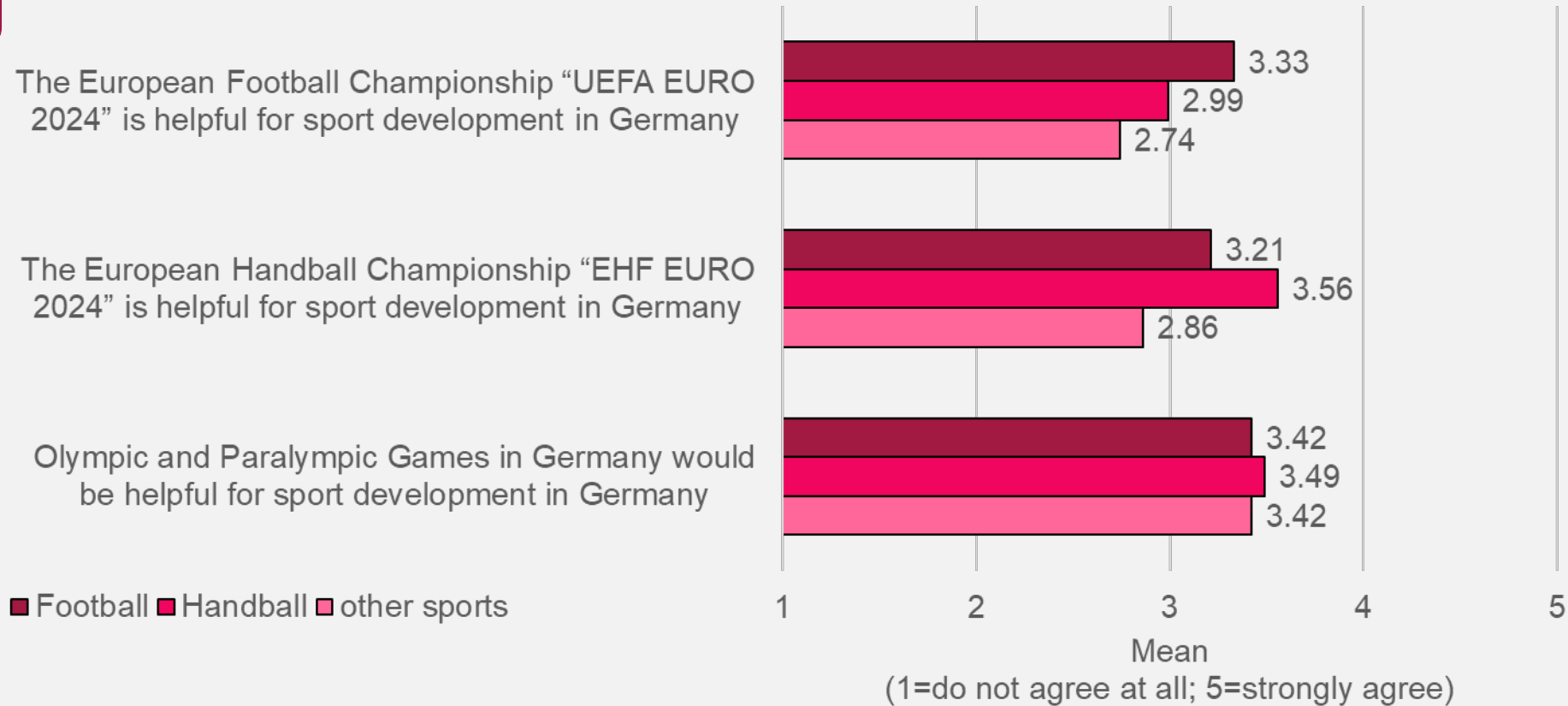


5 Sport clubs

Sport and club development

Club development

The role of major sporting events for sport development in Germany



5 Sport clubs

Sport and club development

Club development

The role of major sporting events for the development of the own club

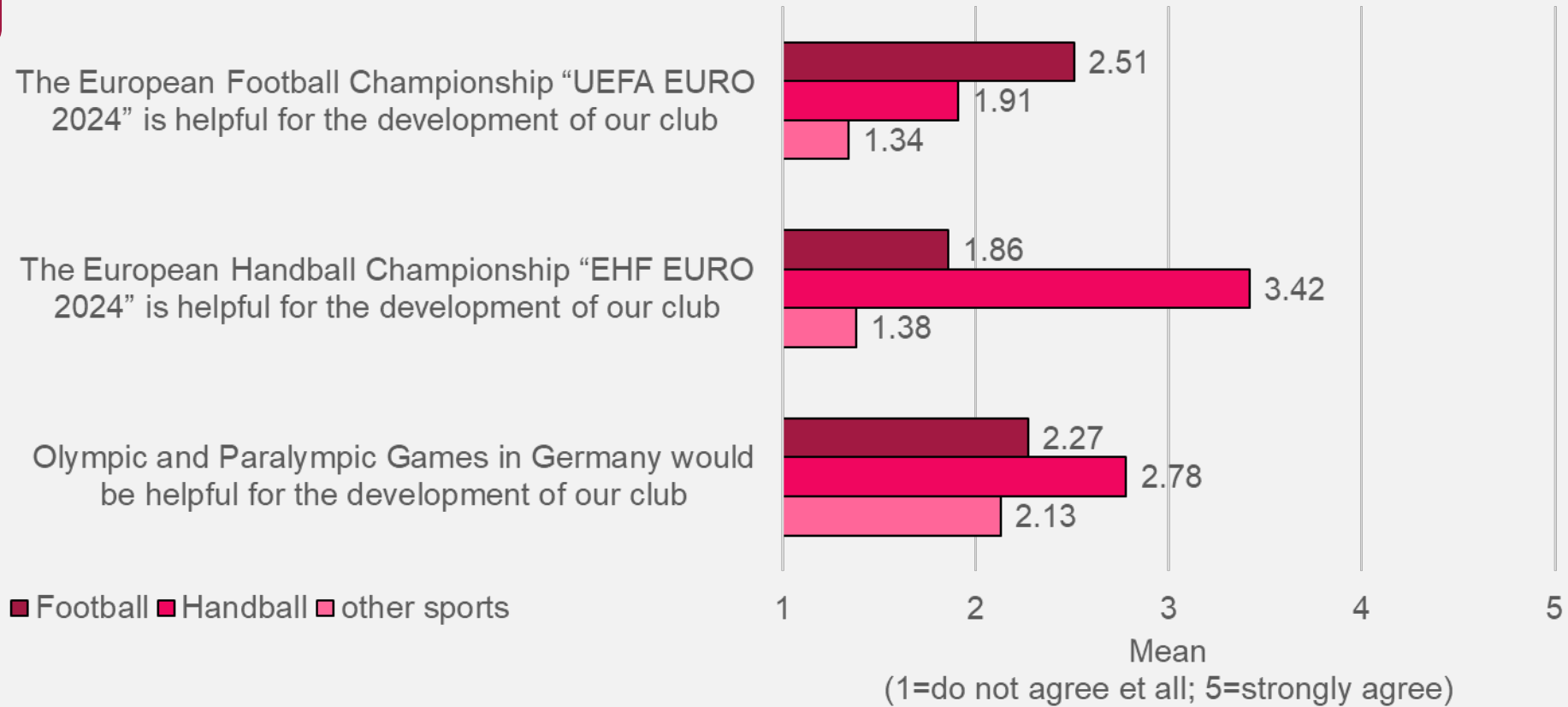


5 Sport clubs

Sport and club development

Club development

The role of major sporting events for the development of the own club

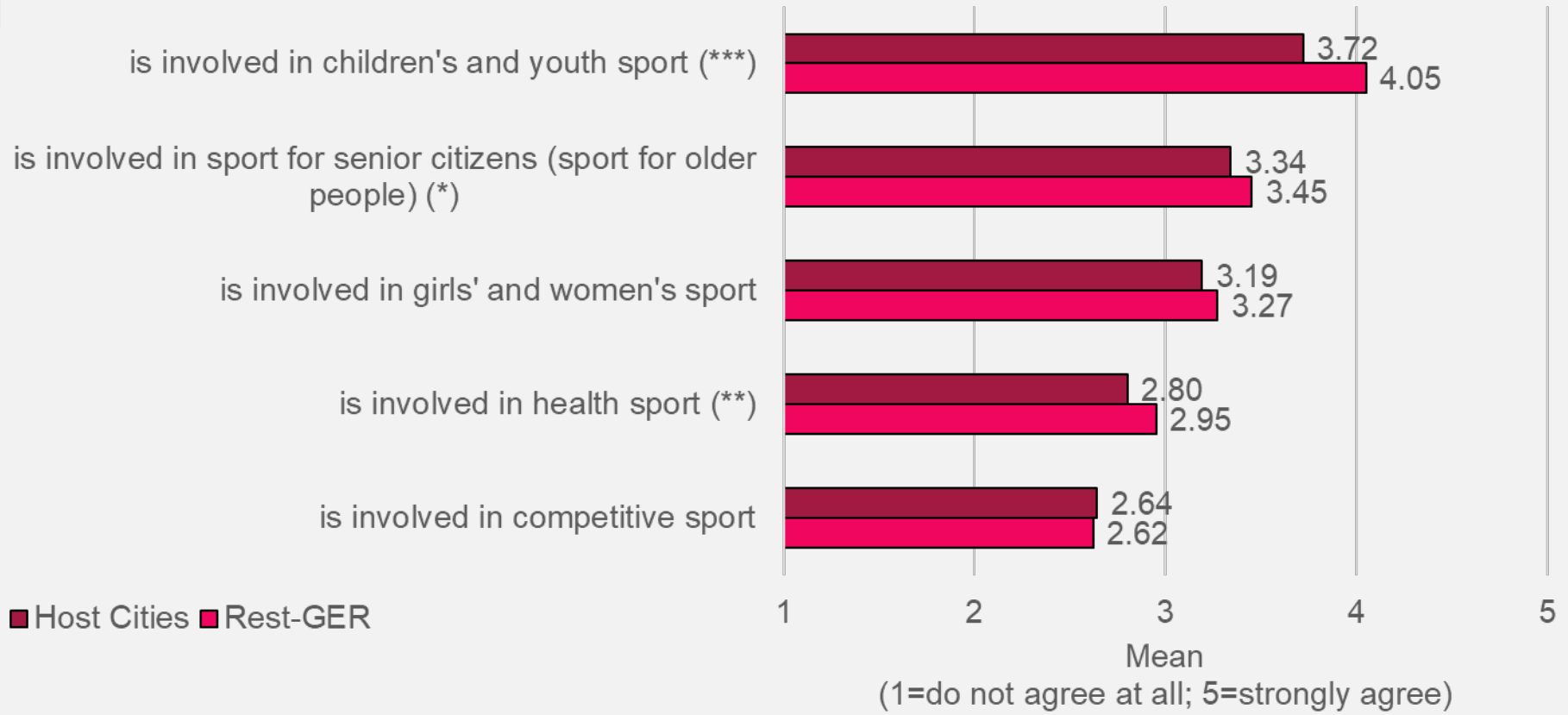


5 Sport clubs

Sport and club development

Participation in sport clubs

Contribution to participation in sport clubs: Our club ...

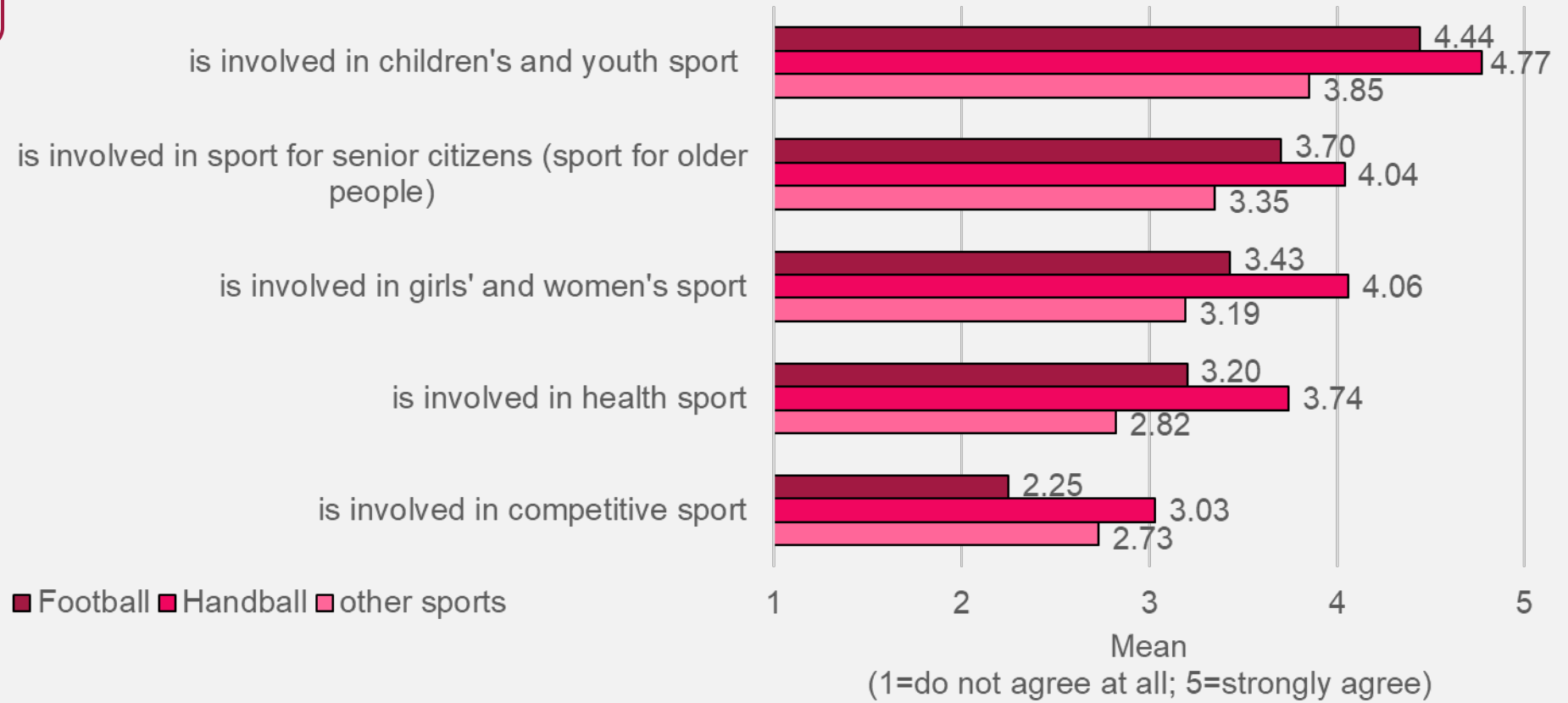


5 Sport clubs

Sport and club development

Participation in sport clubs

Contribution to participation in sport clubs: Our club ...

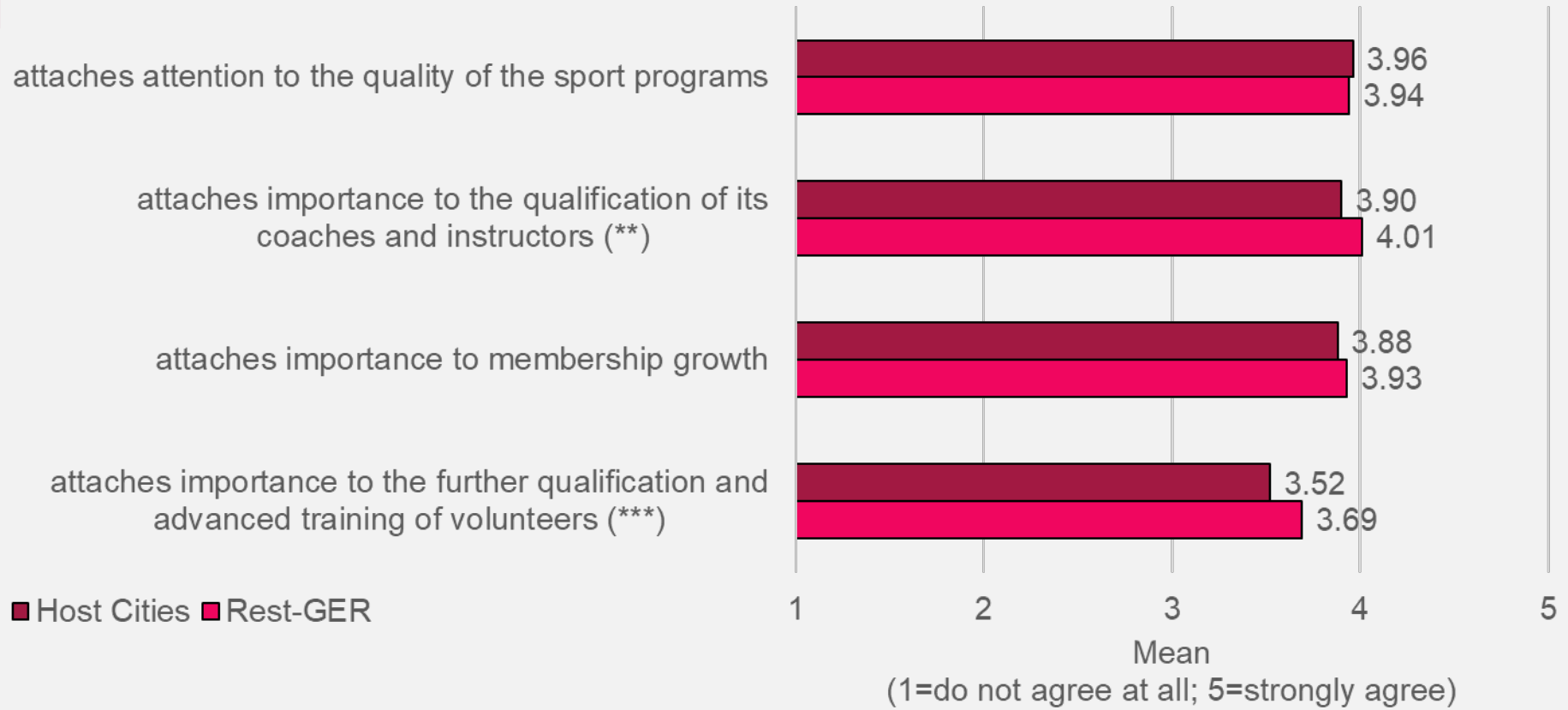


5 Sport clubs

Sport and club development

Club development

Quality orientation: Our club ...

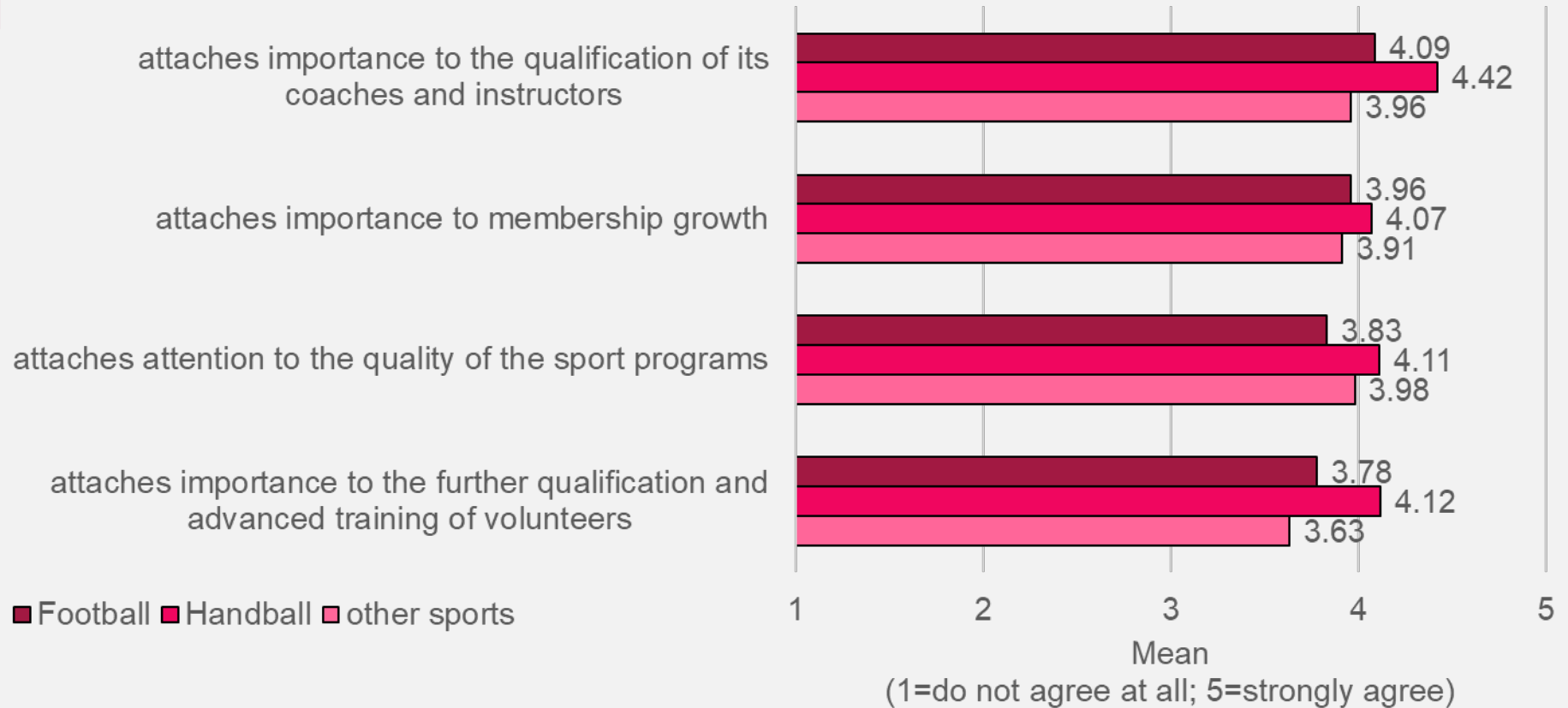


5 Sport clubs

Sport and club development

Club development

Quality orientation: Our club ...

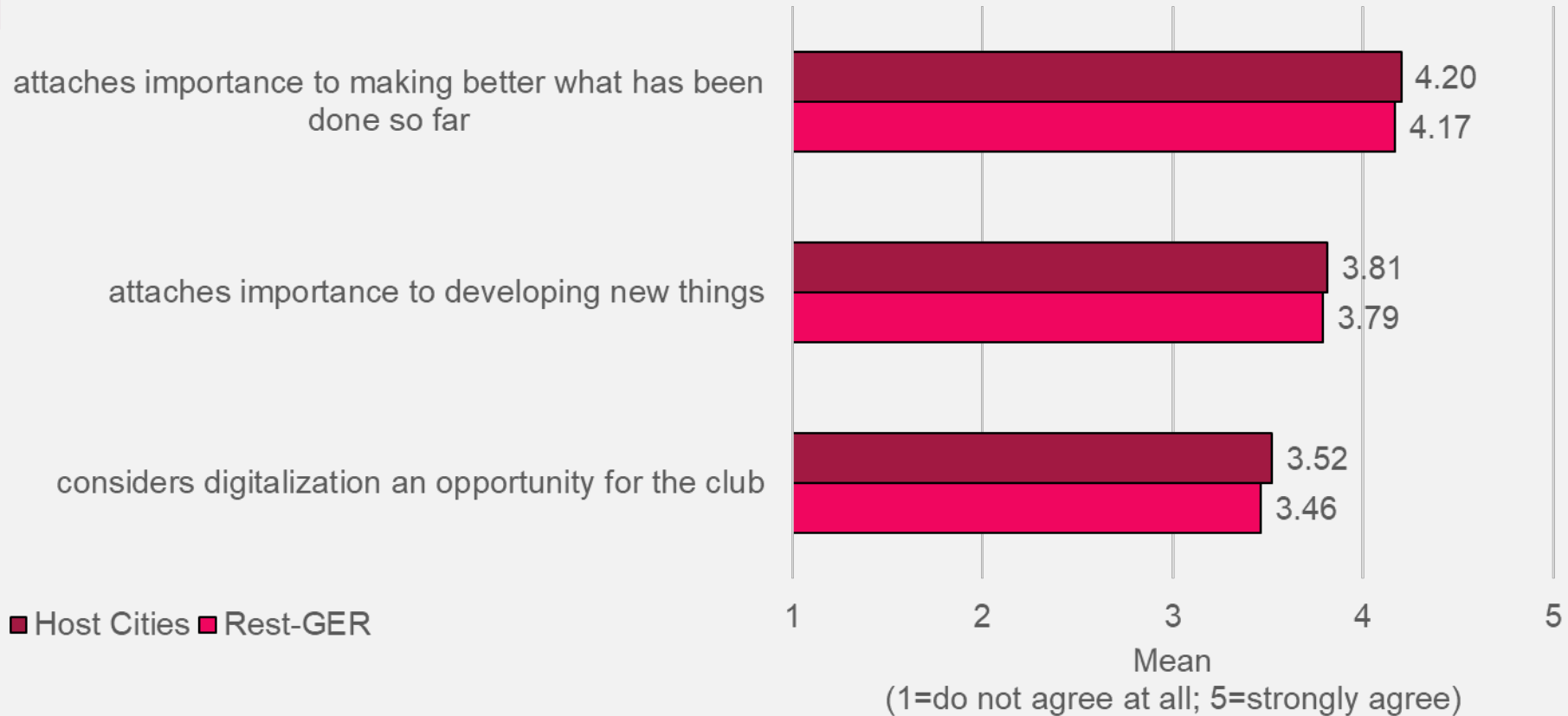


5 Sport clubs

Sport and club development

Club development

Innovation orientation: Our club ...

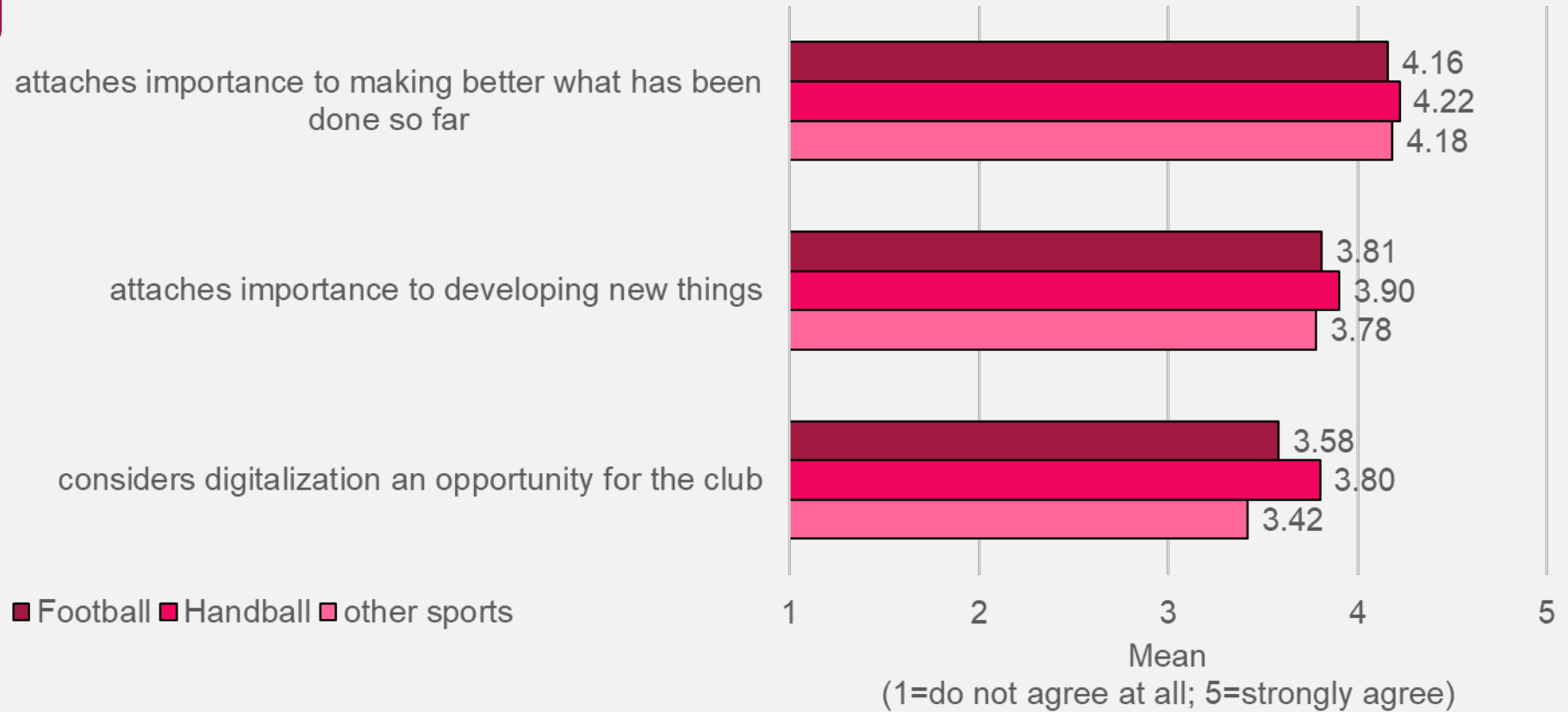


5 Sport clubs

Sport and club development

Club development

Innovation orientation: Our club ...

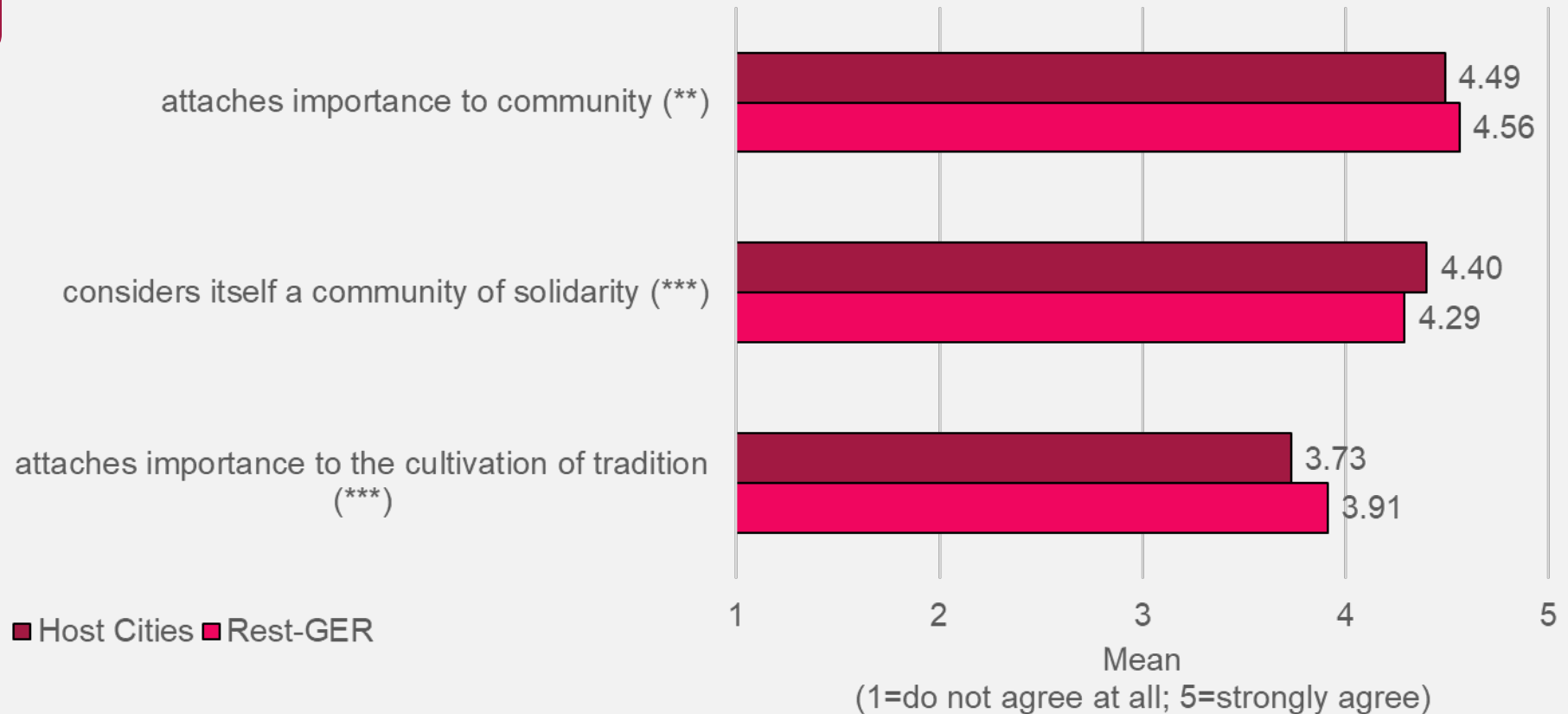


5 Sport clubs

Education for
sustainable
development

Conveying of values

Conveying of values: Our club ...

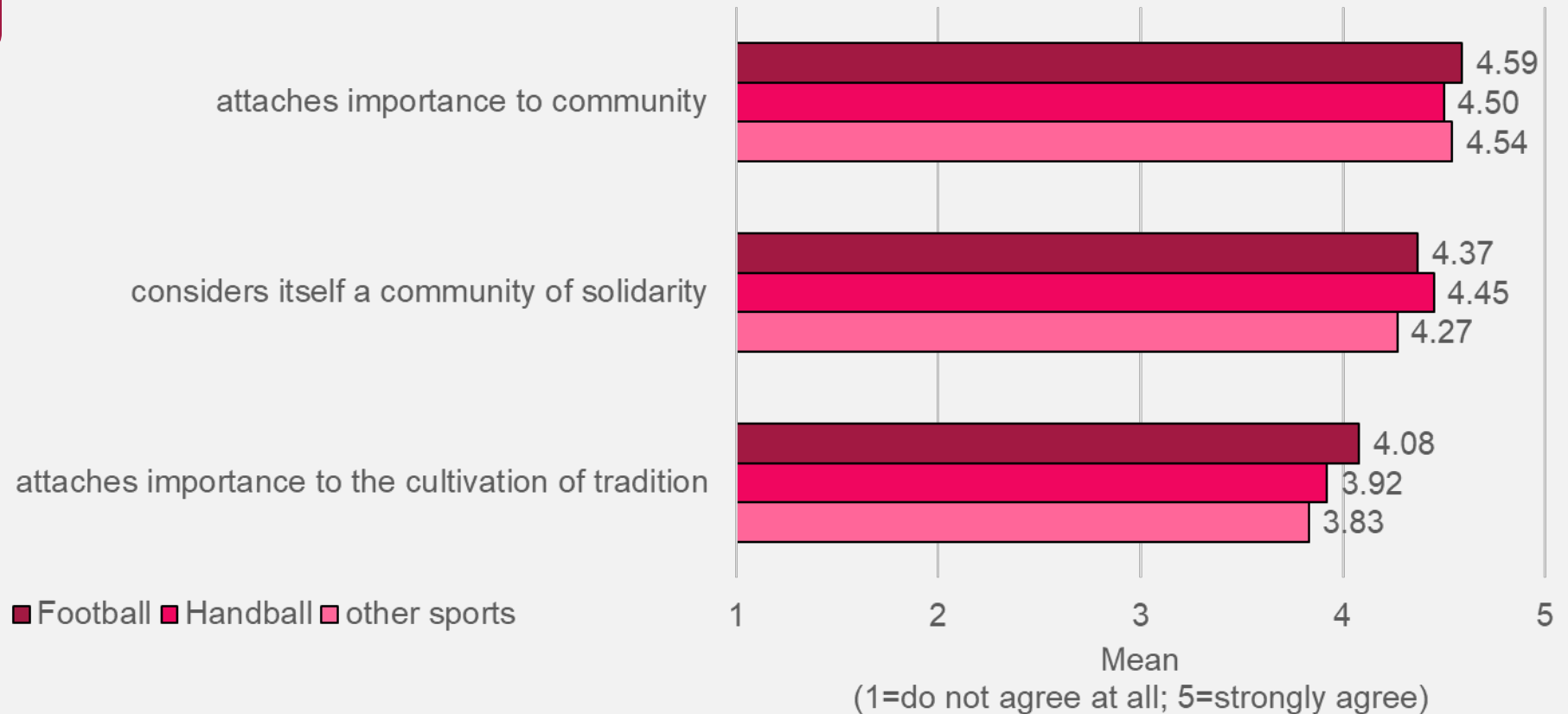


5 Sport clubs

Education for sustainable development

Conveying of values

Conveying of values: Our club ...

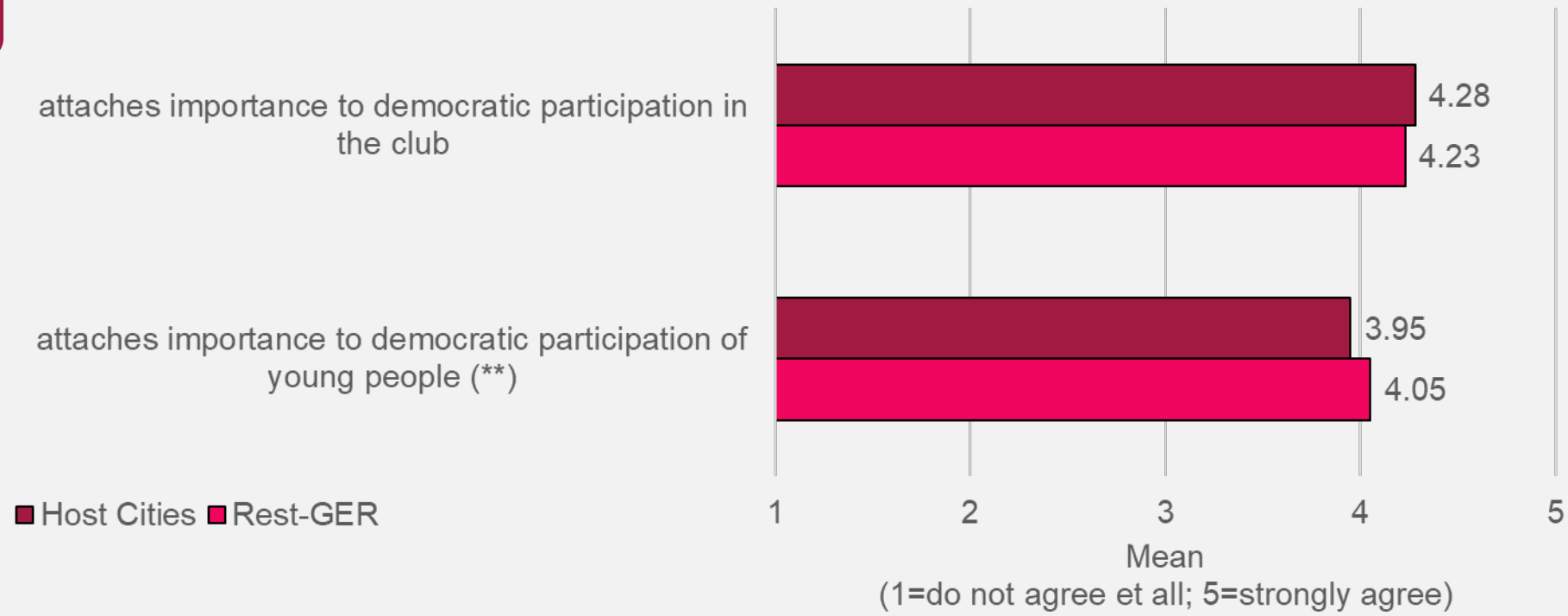


5 Sport clubs

Education for sustainable development

Understanding of democracy

Contribution to democratic education: Our club ...

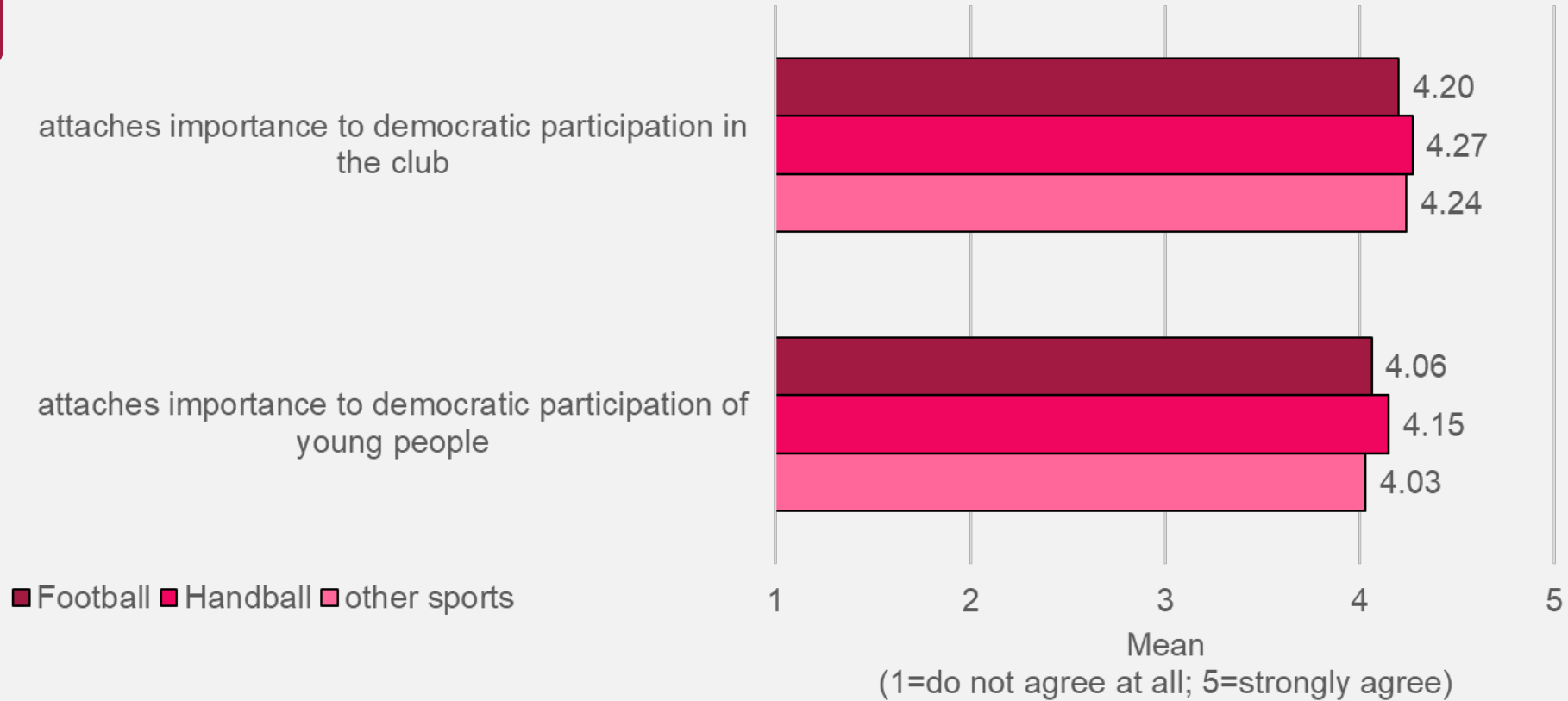


5 Sport clubs

Education for sustainable development

Understanding of democracy

Contribution to democratic participation: Our club ...

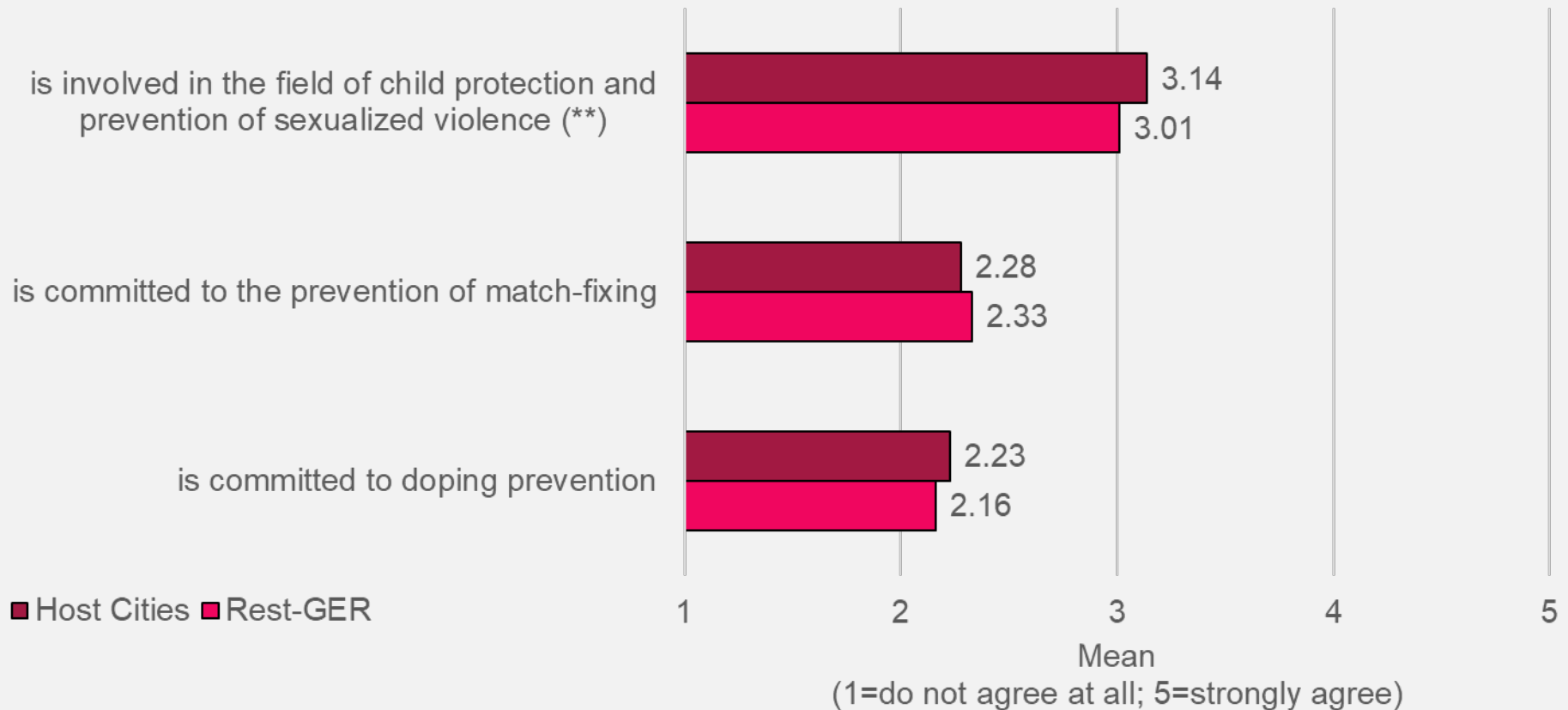


5 Sport clubs

Education for sustainable development

Education (doping, drugs, betting)

Contribution to education: Our club ...

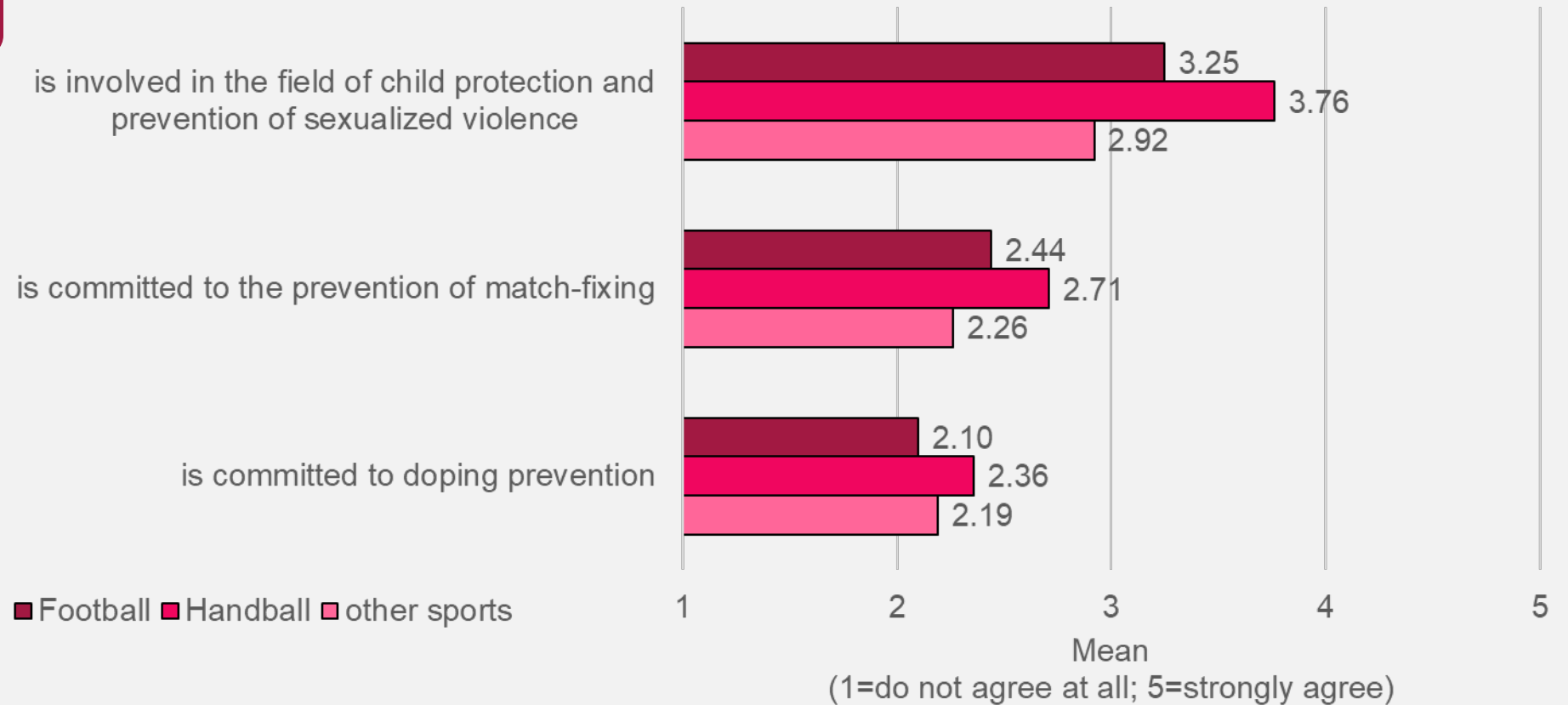


5 Sport clubs

Education for sustainable development

Education (doping, drugs, betting)

Contribution to education: Our club ...

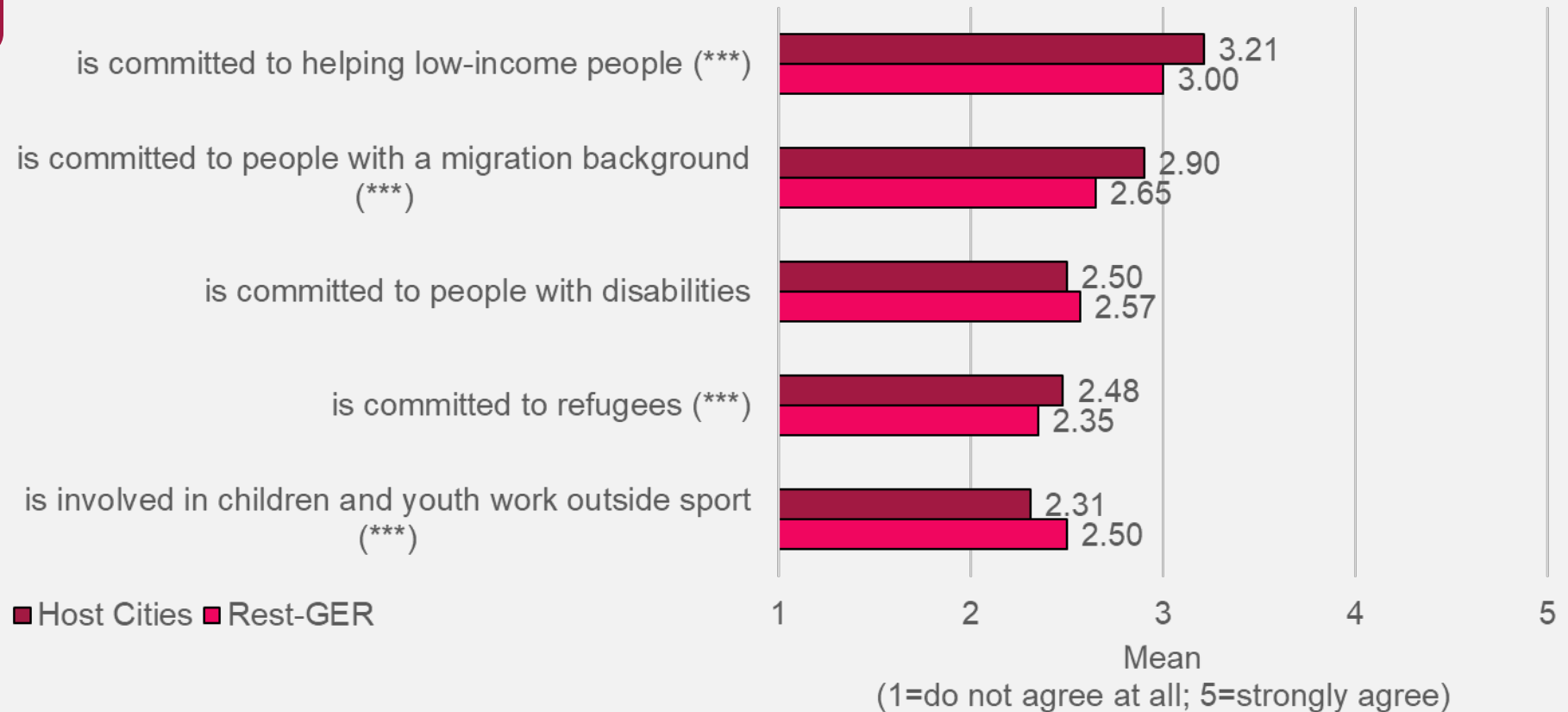


5 Sport clubs

Societal participation and understanding

Participation beyond sport

Contribution to societal participation: Our club ...

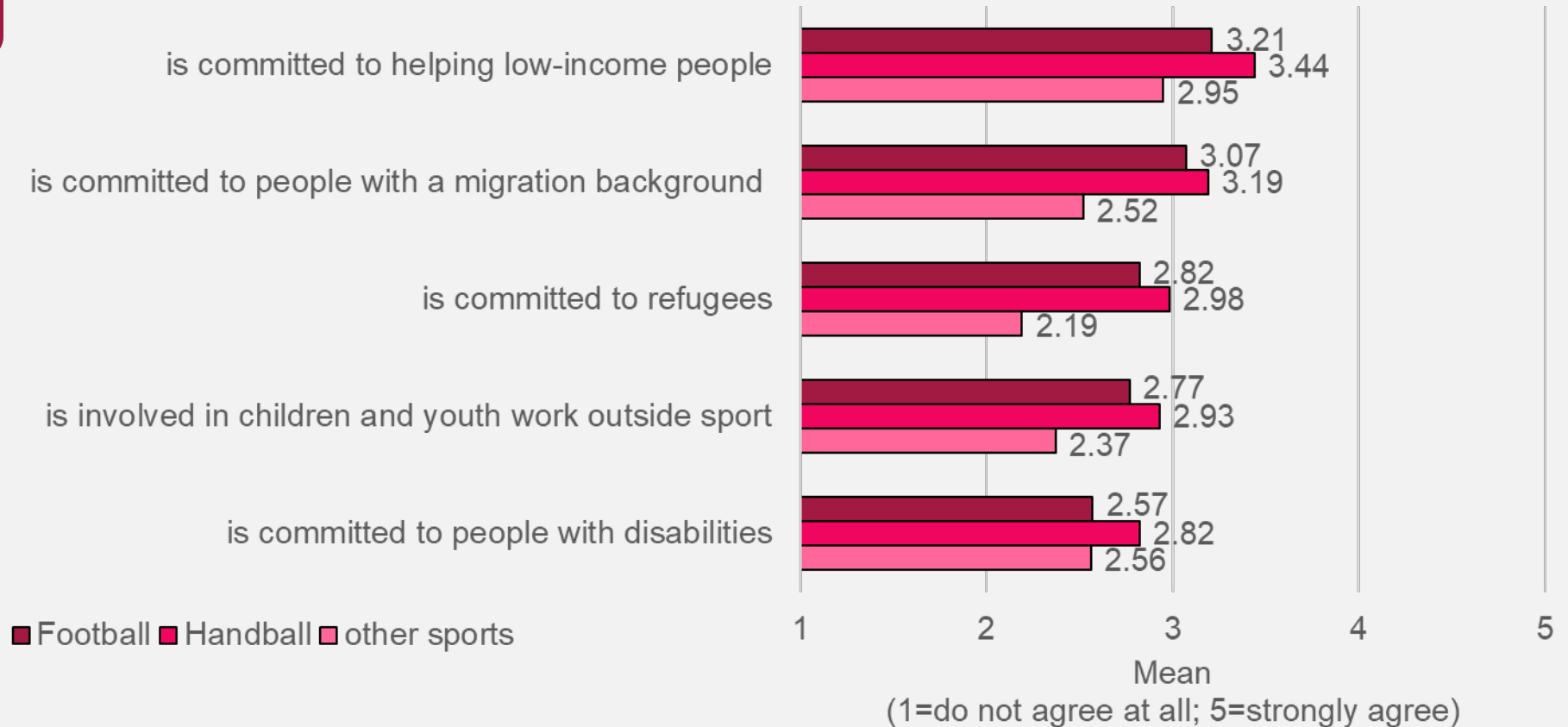


5 Sport clubs

Societal participation and understanding

Participation beyond sport

Contribution to societal participation: Our club ...

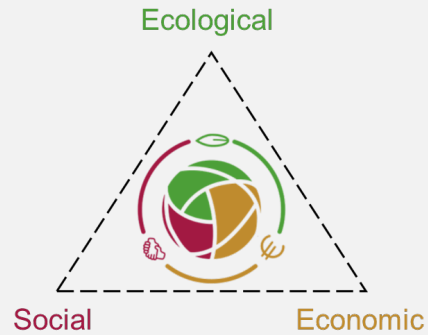




6 First results: Event-orga stakeholders

6 Event-orga stakeholders

Summary



Given the budget constraint, stakeholders focus on measures for social and environmental sustainability.

Organizational sustainability

Finances

The budget will be spent efficiently and with as few increases as possible. Given the general price increases, various cost reduction measures are implemented.

National economic sustainability

Infrastructure

Investments are made in the constructional and digital infrastructure (mobility & accessibility), which will be available to the general public in the long term. Temporary construction measures are required for the operation of the tournament.

Sustainable management

Good governance

Measures are based on the United Nations' 2030 Agenda. Communication structures are developed which can be used after the tournament.

6 Event-orga stakeholders

Method of the document analysis and interviews

Mixed-Methods-Approach:

Document analysis and qualitative interviews with **14 stakeholders**



Systematic document analysis (e.g. Host City Concept, financial plans) to assess in how far the documents reflect the conceptualization of sustainability



Interviews: Clarification of remaining questions, explanations

Event-Orga Stakeholders



Federal Ministry of the Interior and Community (BMI)



10 Host Cities



EURO 2024 Ltd



UEFA



German Football Association (DFB)



Since **cost increase** after hosting a major sport event is an issue, especially the **economic sustainability** among stakeholders involved in hosting the event is examined.

6 Event-orga stakeholders

Economic sustainability

Importance of the Core Areas in the planning period

**Organizational
sustainability**

31%

**National economic
sustainability**

28%

**Sustainable
management**

41%

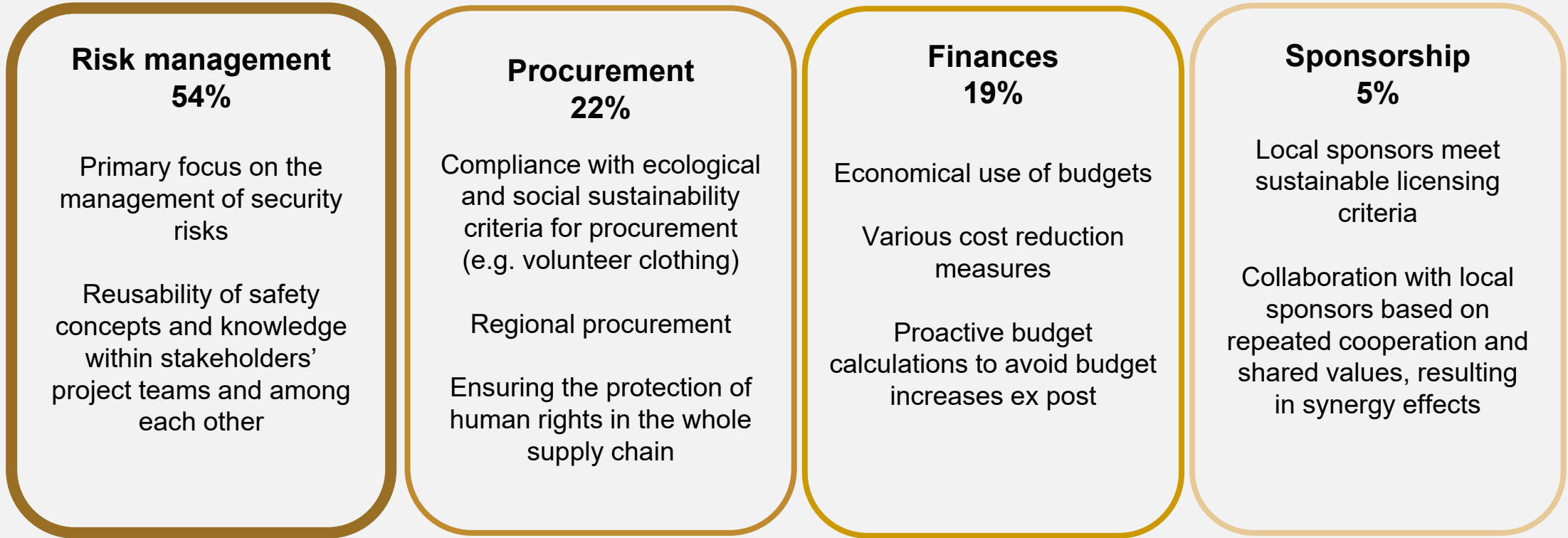


Sustainable management accounts for 41% of the thematic mentions in the documents

6 Event-orga stakeholders

Organizational sustainability

Importance of the Sub Areas in the planning period of the event



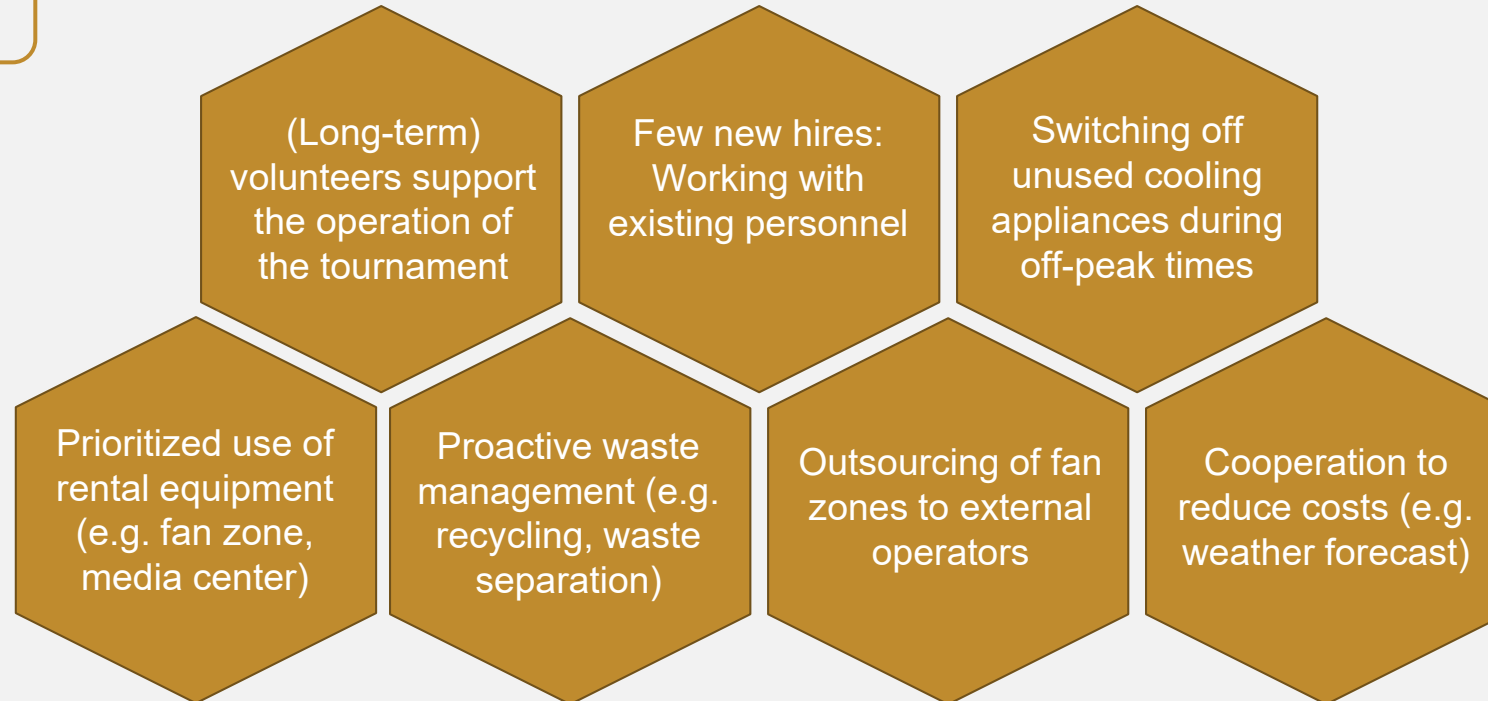
The majority (54%) of thematic mentions relates to risk management

6 Event-orga stakeholders

Organizational sustainability

Finances

Examples for cost reduction measures



6 Event-orga stakeholders

National economic sustainability

Importance of the Sub Areas in the planning period of the event

Infrastructure 55%

Reliance on existing infrastructure to host the tournament

Investments in built (mobility-related) and digital infrastructure

Necessary temporary measures to host the tournament

Economic benefit 27%

Measures for positive communication and image effects

Promotion of and future tourism revenues

Innovations 9%

Traditional print media are mostly replaced by digital advertising space and social media

Development of an ecological re-use option

Further development of apps (also for future MSEs)

Financial exposure 9%

Relief for public budgets by distributing financial resources for the tournament among companies with limited liability



With 55%, the majority of thematic mentions relates to infrastructure

6 Event-orga stakeholders

National economic sustainability

Infrastructure

Examples of investments in built infrastructure



Improved traffic
management in
cities

Accessibility of
traffic areas and
parking spaces

Additional
permanent bicycle
racks in the
stadium area

Permanent bike
path signage

Expansion and
renovation of the
public transport
system including
stops

Renovation of
airports



Accessibility of
event areas and
stadiums

Sustainable
climate control
systems in
stadiums

Permanent
drinking fountains
in the city

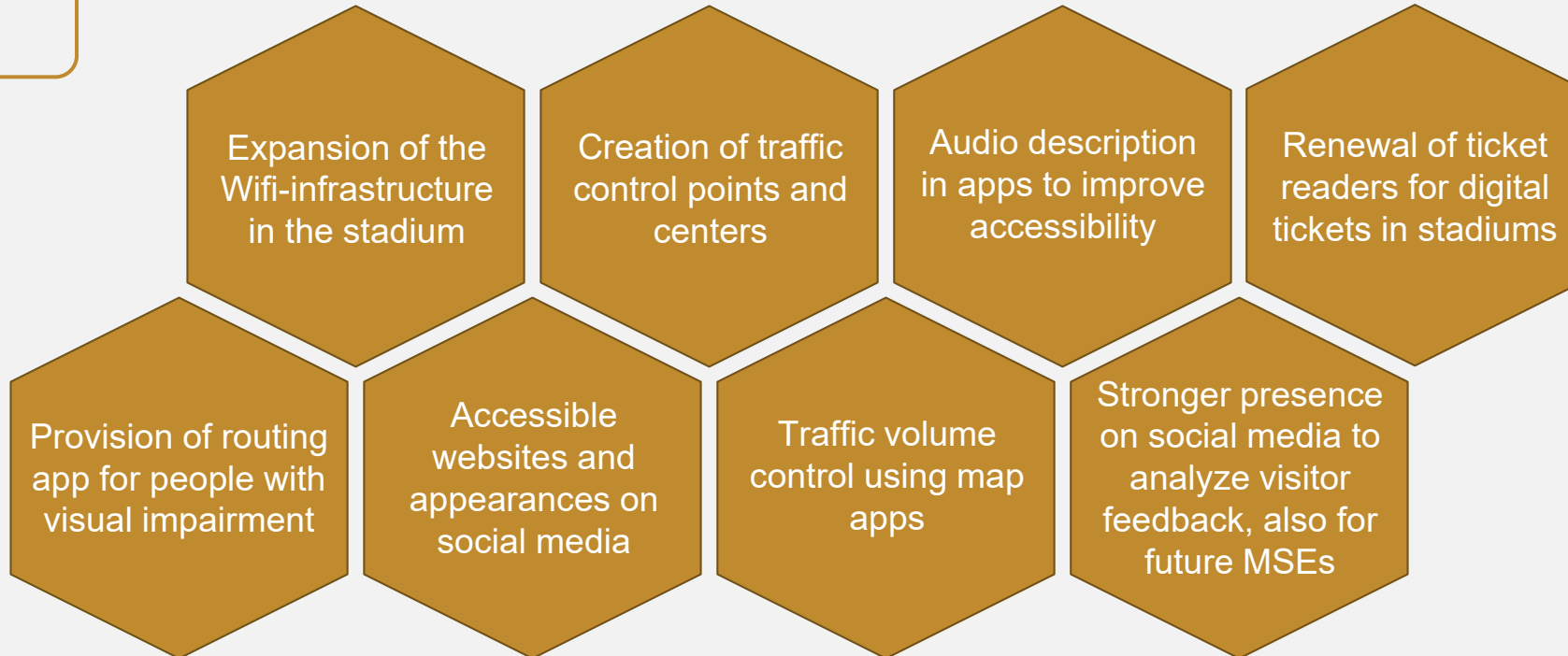
Many of these measures are also available to the general public after the event

6 Event-orga stakeholders

National economic sustainability

Infrastructure

Examples for investments in digital infrastructure



Stakeholders focus on strengthening their digital presence in the long-term and expand their digital infrastructure, which can be used after the event

6 Event-orga stakeholders

Sustainable management

Importance of the Sub Areas in the planning period of the event

Good governance 76%

Expansion and nurturing of
long-term contacts/networks

Prioritizing transparency
measures to consolidate
processes and knowledge

Ethical, respectful and
responsible leadership at eye
level (also of volunteers)

Strategic planning 17%

Early identification of
needs, risk allocation and
problem solving

Development and
improvement of
competencies by relying on
existing expertise and
subsequent use for future
MSEs

Organizational innovation 7%

Reorganization of
structures and optimization
of collaboration in teams
(e.g. by using management
software)

Accumulation of
management knowledge
through external
consultancies (also for
future MSEs)



With 76%, the majority of thematic mentions relates to good governance

6 Event-orga stakeholders

Sustainable
management

Good governance

Examples for general good governance measures



6 Event-orga stakeholders

**Sustainable
management**

Good governance

Examples for communication measures among stakeholders



The communication structures developed will also be used for future events

7 Project team

Project Lead (PIs)

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Project website:

<https://www.uni-bielefeld.de/fakultaeten/sportwissenschaft/arbeitsbereiche/ab-iii/forschung/evaluationeuro2024/>