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Haute école de gestion  
Genève

**Impacts and legacies of major sporting events on the  
host city: An analysis of Lausanne as a host city taking  
as case studies the 2020 Youth Olympic Games and the  
2011 World Gymnaestrada.**

**Bachelor Project submitted for the degree of  
Bachelor of Science HES in International Business Management**

by

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## Disclaimer

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Geneva, June 2<sup>nd</sup>, 2021

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# Executive Summary

Having a privileged link with international sport due to its nomination as Olympic capital in 1994 and the fact that more than 50 sports federations and organizations are based there, Lausanne often hosts major sports events. But what are the impacts and legacies resulting from the hosting and organization of these major sports events on the host city that is Lausanne?

This research aims to answer this question by using a multiple case study approach and taking as case studies two sporting events that took place in the city, the 2020 Youth Olympic Games and the 2011 World Gymnaestrada.

The first step was to gain a general understanding of how the organization of a sports event works, from idea to completion, and what the main impacts and legacies might be. Six impacts on the host city were identified as a consequence of hosting and organizing a major sporting event. These impacts are defined as: financial, urban, environmental, social, political and image and popularity.

Following these results, the next objective was to analyze the impacts in relation to the case studies to link theory to concrete cases. As a result of the analysis of the impacts, both events were considered successful. A conclusion for each event was drawn on the legacies that these impacts created. For an Olympic event such as the 2020 Youth Olympic Games, the legacies are clear and well thought out since the bid was submitted and concern several elements such as youth, sport, Olympism, innovation, and partnerships, whereas for the World Gymnaestrada 2011, they are a little more ambiguous. However, the main legacy that emerged for the World Gymnaestrada is a legacy based on strong values, such as diversity, friendship, or active living.

The last part allowed the cross-analysis to synthesize and compare the two cases, revealing that for both events analyzed, the six identified impacts are relevant to the success of the event, although to different degrees depending on elements such as the type of event or the chronology. It appeared that the impacts and legacies were less pronounced for the World Gymnaestrada 2011, which could be explained by the lack of a legacy strategy.

In conclusion, this research has shown that sport can serve as a strong and powerful tool to change people's lives in many different and positive ways and therefore any non-Olympic sporting event could benefit from a legacy strategy.

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## Abbreviations and Acronyms

FIG	International Gymnastics Federation
FSG	Swiss Gymnastics Federation
IFs	International Sports Federations
IOC	International Olympic Committee
OG	Olympic Games
WG	World Gymnaestrada
WG-2011	2011 World Gymnaestrada
YOG	Youth Olympic Games
YOG-2020	2020 Youth Olympic Games



# 1. Introduction

According to Maurence (2012), an **impact** is a consequence, a positive or negative outcome, created by a phenomenon, in the present case the occurrence of a major sporting event in Lausanne. To determine an impact, it is necessary to measure a difference, a gap between the situation with the event and the situation without the event.

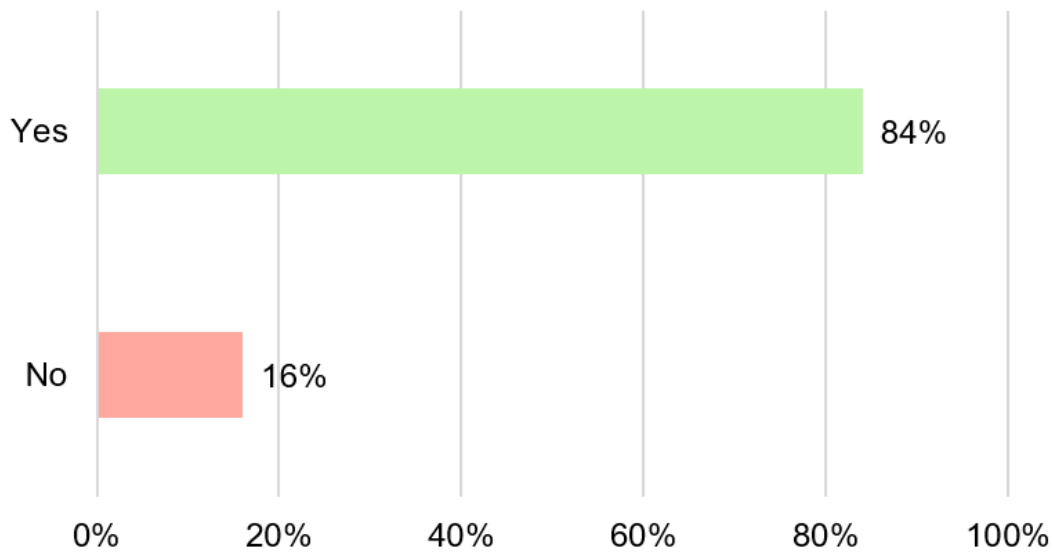
In comparison, a **legacy** is something that was initiated or accelerated as a result of the event but continues long afterwards. Considering the Olympic Games (OG) as a major sporting event, the legacy is defined as follows by the International Olympic Committee (IOC):

*“Olympic legacy is the result of a vision. It encompasses all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games/sport events for people, cities/territories and the Olympic Movement.”  
(International Olympic Committee, 2017b:2)*

One paper defines a major sporting event as a one-time international event generating high levels of media coverage and impact for the host city (Byers, Slack and Parent, 2012). Another paper refers to a major sporting event as a mega event. The term "mega" can be approached in the sense of a high number of participating athletes, but also in relation to the number of spectators and television viewers (Maennig and Zimbalist, 2012). This research will combine the two previous definitions by defining a **major sporting event** as a one-time event that gathers participants from all over the world generating impacts for the host city and that requires a sophisticated organization over several years.

Lausanne is a city located in the French-speaking region of Switzerland. Composed of approximately 146,000 inhabitants, it is a city where culture and sport are highlighted (Lausanne Capitale Olympique, 2021a). To support this statement, more than 80% of the people surveyed consider Lausanne to be a sports city and associate it with sports (Figure 1).

**Figure 1 - Is the city of Lausanne associated with sport?**



*Source: the author, based on the survey made (Appendices 6 and 7)*

Compared to its small size, Lausanne is one of the cities that does the most in terms of culture and sport<sup>1</sup>. As a matter of fact, 10 years ago, the Olympic capital hosted the 2011 World Gymnaestrada (WG-2011), the largest event ever organized in the city, with more than 19,000 participants from around the world. Following the success of the organization of this event, the idea of hosting the OG has become more and more credible and possible, and it is quite naturally that Lausanne has been a candidate for the 2020 Youth Olympic Games (YOG-2020) and has won. Lausanne recently competed with the city of Lucerne to host the Swiss Federal Gymnastics Festival in 2025 and was successfully chosen. This festival is a huge event which gathers a very large number of participants, and therefore the next biggest sports event planned in Lausanne.

This paper will analyze the different impacts and legacies of sports events on a host city. In order to better understand how this happens, two case studies of major sports events in the city of Lausanne, the YOG-2020 and the WG-2011, will be conducted, to better understand with concrete examples.

## **1.1 History and politics of the Olympic Games**

Today, the Summer Olympics are the most watched event in the world, ahead of the World cup and the Tour de France (Lecacher, 2021). But where did OGs come from and

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<sup>1</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

how did they become so important? About 3,000 years ago, in Greece, sports competitions were organized in the site of Olympia from where the name of the OG comes. The date of their first organization is still unclear today, but dates back to 776 BC (Le Musée Olympique Service éducatif et culturel, 2013a). The modern OG, on the other hand, has a clear date and was born following the initiative of Pierre de Coubertin. Indeed, he founded the IOC in 1894, the first modern OG took place in 1896 in Athens and Pierre de Coubertin became the president of the IOC until 1925 (Le Musée Olympique Service éducatif et culturel, 2013b).

Before 1914, the OG was considered a big fair. Then, the countries realized that sport was becoming an indicator of the power of a state and that the stakes related to the sport were becoming more important (Vievard, 2004). From 1920, the OG became political. Indeed, during the games of 1920 in Antwerp, the defeated of the first world war, Germany, Austria, Hungary, Turkey, and Bulgaria, are excluded (Larane, 2020).

The OG of 1936 took place in Berlin, Hitler was in power and used the OG as propaganda. The attribution of the OG in Berlin was made in 1931, and thus before the arrival to the power of Hitler. Hence, the IOC, although embattled at that time, confirms that the games will be held in Berlin. Following that and the fascination of the sports policy and youth of Germany at that time, all states decided to participate, despite an attempt at boycott. Admiration will indeed have prevailed over protest. These were the first games to be broadcast on television, which helped Hitler with his propaganda (Bancel, 2016).

The 1972 OG in Munich, Germany, will unfortunately remain known for having been an event of extreme violence following the death of Israeli athletes kidnapped by Palestinian terrorists who demanded the release of 200 of their compatriots detained in Israel (RTS Découverte, 2018).

During the Cold War, in 1980, the OG was held in Moscow, the first time in a communist country. These were the years when media coverage was in full expansion with the rise of television and the importance of power and prestige was multiplied. The United States boycotted the games of 1980 to penalize the Soviet Union for their invasion in Afghanistan launched in December 1979. Their goal was to rally other countries to the boycott and to show alliances, but the United States underestimated the independence of the European national Olympic committees which nevertheless went to the Olympics. Four years later, in 1984, the OG took place in Los Angeles, in the United States and it was the turn of the Soviet Union to boycott the OG, not only by revenge, but especially because the United States had not proposed favorable conditions for the Soviet athletes.

Indeed, at that time, in the United States, there was fear and paranoia of terrorist attacks on the American territory that was associated with the Russians (Gygax, 2016).

In 1996, the OG took a commercial dimension. It was of great importance as it was the centenary of the modern OG. It took place in Atlanta, in the United States, and not in Athens, in Greece. In fact, Juan Antonio Samaranch, then president of the IOC decided to choose the economic interests instead of the historical symbolism to give financial independence to the IOC. These games are considered the first profitable games, among other things thanks to the Olympic Partner (TOP) programme, which is a sponsorship program made up of selected worldwide partners with exclusive marketing rights. Therefore, the big sponsors, like Coca-Cola, made a big impression with their strong presence during the games. Following the success of these games, and even since the financial success of the 1984 OG in Los Angeles, the cities started to want to host the OG. Even the heads of states began to kneel in front of the Olympic leaders to host the games to use them as a brand image of their country (Clastres, 2016).

## **1.2 Evolution of the scale of sporting events**

The major sporting events, and the OG have evolved over the years to become very powerful. In more than 100 years, the OG have grown and in particular by the fact that from 1900, women could make their entry in the games, that from 1912, national delegations of the five continents are present, that in 1924 the winter OG made their beginnings following the popularity of the winter sports which was in fast increase and that from 1984, the professional athletes were finally authorized to compete in the games after having been forbidden to the profit of amateur athletes only. The increase of the sports proposed to the OG also implies the expansion of the event. As an example, in 1986, there were 9 different sports during the games, and 19 were added to the original 9 during the 2004 OG. The popularity of the OG has become so strong that the opportunity to participate in this competition became the most important thing for all athletes in the world and a crowning achievement of their career. Even if the participation in the OG is already an achievement, the winners of the OG are considered stars and role models, especially in the most followed sports like athletics or swimming. This evolution was possible thanks to several things. Improved transportation and accessibility to the Games, which allowed the athletes from all over the world to participate. The development of the media and the possibility of broadcasting the competitions live also contributed to making the Olympics accessible to all and to making it one of the most followed sports events in the world. What also contributed to make the OG powerful and significant is its use for political purposes by serving propaganda and

political interests, as seen above with the Berlin Olympics in 1936 and the cases of boycott of some games, for example (Le Musée Olympique Service éducatif et culturel, 2013b). Due to the increasing financial budget and infrastructure requirements of hosting major sporting events such as the OG, small cities and countries tend to refrain from bidding. There are indeed few countries capable of hosting the OG (Wong, 2011).

### **1.3 Impacts of sporting events**

Due to a combination of political effect and media power, the OG and other major sporting events have become events that require a monstrous budget and organization and have a strong impact on several elements such as major economic spin-offs largely due to the official sponsors of the Olympic Partner (TOP) programme, but also due to the creation of jobs and infrastructure (Ministère éducation nationale, 2013).

But, in recent years, the costs related to the organization and hosting of major events has continued to increase, and the organizing cities do not always meet the expected financial success. And yet, many continue to want to organize and host major sporting events. This is proof that the impact of such events is not only financial, and that there are other aspects to consider when measuring the impacts and effects of major sports events. Through the organization and hosting of major sporting events, many cities seek to accelerate their urban transformation and increase their international visibility (Junod, 2007).

Indeed, to host a major sporting event, the host city must be able to renovate the current sports, urban or transport infrastructures and above all create new ones, all with the aim of giving an image of a modern and efficient host city and making this experience positive for all stakeholders. It is therefore obvious that the economic considerations for hosting an event such as the OG go beyond sporting considerations, objectives being to benefit from the significant economic spin-offs generated by the event and by the resulting reputation (Ministère éducation nationale, 2013).

### **1.4 IOC Legacy perspective**

According to the IOC, and unlike impacts, legacy is a long-term forecast. A legacy is either initiated or accelerated, like a city's long-term development plan, by hosting the OG. The OG has the power to leave lasting benefits, where infrastructure can be reused or dismantled. The IOC puts a point of honour on the legacy and warns the host cities to respect this point.

Legacy is something that the IOC discusses from the outset with cities interested in bidding for the OG and is an integral part of the bid. As discussed with one of the interviewees, it was necessary for the IOC to have something that lasts over time and is not only present for the OG<sup>2</sup>. Although the term legacy is found in the bid documents for the OG in 1956, it was not until the 1980s that legacy became an important part of the justification for hosting the event (Leopkey and Parent, 2011).

Since the beginning of the modern OG, the vision of the Olympic movement has been "*building a better world through sport*" (IOC, 2021b) and this is linked to creating long-term benefits for people and cities. To understand this notion of legacy, it is important to look at the past. The OGs, summer or winter, youth or adult have left their mark. Indeed, they have left tangible benefits, regarded as hard legacy such as training facilities to improve the level of athletes, such as most of the Olympic stadiums in the host cities, the creation or improvement of urban infrastructures, like the London Queen Elizabeth Olympic Park which is now considered a world center for London and a modern urban destination (Queen Elizabeth Olympic Park, 2021). But also, intangible benefits, seen as soft legacy, which are difficult to define or measure such as a new enthusiasm for popular sports, diplomatic relations between different countries, new social networks, career opportunities and professional skills, cultural heritage, and global recognition for cities.

The OG is the main way for the Olympic Movement to realize its vision of building a better world through sport and the IOC's alignment with the 17 United Nations Sustainable Development Goals (SDGs) helps to make it happen. Therefore, the notion of legacy of the OG is important, whether to cities and territories or to people. Hosting the OG is a strong catalyst for organizations, public authorities, and communities to work together to achieve a legacy. They are a model for other sporting events, in large part because of their notion of legacy, and the IOC intends to continue to set an example and influence other international sporting events. (International Olympic Committee, 2017b).

Since 2013 and following the election of Thomas Bach as President of the IOC, many improvements have been made, including the unanimous agreement of the IOC session to create a roadmap for the future of the Olympic movement that takes greater account of sustainability and legacy of hosting the games, known as the Olympic agenda 2020. In this Olympic Agenda 2020, it is proposed that host cities present bidding projects that

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<sup>2</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

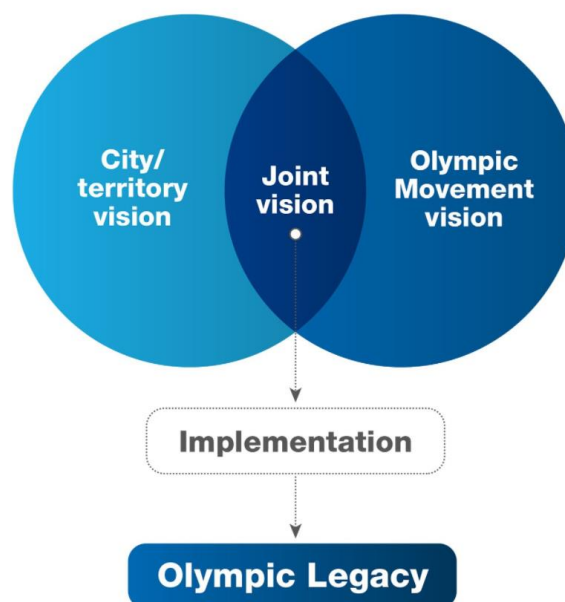
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are less costly while maximising value by focusing on sustainability and legacy (IOC, 2021c).

As mentioned previously, the Olympic legacy is the result of a shared vision between the host city and the Olympic movement (Figure 2). Legacy has become a crucial element of any bid. Indeed, the IOC gives priority to projects with a vision for the Games that will benefit not only the Olympic movement, but also the population and the host city. The legacy is about long-term positive change (IOC, 2021d). Since the bidding process is the same for both the Olympics and the YOG, this enhanced legacy aspect is also present in the YOG, especially the youth aspect.

**Figure 2 - Olympic legacy**

**Olympic legacy is the result of a vision**



*Source: IOC's website (IOC, 2021d)*

As far as the YOG is concerned, the legacy is more oriented towards the notion of youth engagement and empowerment. To this end, the host city's vision will address some of the challenges on the youth agenda, such as, for example, youth drop-out from organized sport, sedentary lifestyle and obesity, inclusion, and self-esteem (International Olympic Committee, 2017b).

### **1.5 Success and failure stories from major sporting events**

A sad example of the failure of a major sporting event is the 2004 OG in Athens. Indeed, after the very criticized commercial games of Atlanta, in 1996, Juan Antonio Samaranch and the IOC wanted a return to the tradition, a humanization of the games and a

circulation of the games on a continental scale. The idea of Athens was to encourage urban development by creating infrastructures as well as roads, highways or railroads which would have allowed Athens to become an important tourist pole in Europe (RTS, 2016). The result was a considerable debt for the country. Only 30% of the Olympic infrastructure found a new owner after the games. This low percentage is due to the high cost of maintenance and the lack of major events that would have made the facilities profitable. These unused facilities after the games are called white elephants<sup>3</sup>, and the IOC emphasizes the notions of legacy and sustainable development for host cities precisely to avoid these white elephants (Bernardi, 2014a).

The concept of the legacy of the IOC had also not been well respected in Montreal for the OG of 1976. Indeed, the Olympic stadium built for the games has indebted the city because of its deterioration and damage several decades after the event (Bernardi, 2014b).

The OG of 1984, in Los Angeles, was the first OG not to benefit from the financial support of the government and counted mainly on the sponsorship of the private sector. It has become a model to follow after its spectacular economic benefits. Apart from the financial part, and despite the boycott of the Soviet Union and other countries, the games were a success because of the record number of participating nations, for its incredible atmosphere and remarkable facilities. Only two installations were built for the games because the city had the chance to use already existing sports stadiums. The notion of IOC legacy was respected this time, both in terms of infrastructure and through the creation of an LA84 foundation to promote and expand sports in California with the benefits of the games (International Olympic Committee, 2017a). Thanks to the director of the organizing committee and his sponsorship strategy, the IOC was inspired and created the Olympic Partner (TOP) programme in 1985 (IOC, 2021a).

The 2002 World Cup in South Korea and Japan has a balanced result. Indeed, on some aspects, the event is considered a success, such as the fact that tourism increased in Japan after the event and as a result of the World Cup, soccer has become a little more popular even in rural areas. But on other points, the event is considered a failure. As a matter of fact, Japan has built six stadiums and renovated four, and South Korea has built ten to meet international standards, which is huge in comparison with France which only had one stadium to build for the 1998 World Cup. In Japan, most of them had to be built in the middle of remote fields where there are not even soccer teams, so that the

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<sup>3</sup> *“something from which little profit or use is derived; esp., such a possession maintained at much expense”* (Collins English Dictionary, 2021)

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inhabitants bear the costs of stadiums that are now empty and useless. And even if there are some soccer teams that will be able to take advantage of some of the stadiums, they will not even fill the third of the stadium (Brooke, 2002; Manchester Evening News, 2004).

Another success story is the London 2012 OG. Indeed, the majority of contracts for infrastructure, equipment or organization have been awarded to British companies. These companies have also been able to use their experience after the 2012 games for other sporting events such as certain World Cups or the 2016 Rio Olympics (Lefevre, 2019). The notion of legacy of the IOC was again respected since London succeeded in reconverting the Olympic sites and in particular the village intended for the athletes which was transformed into residences and the installations such as the Olympic swimming pool which still benefit the population today (Vivent, 2017). Approximately 110,000 jobs have been created in the host boroughs since 2012 and more than half of the volunteers hired for the London 2012 Olympics are still volunteering today. The Get Set program, which was originally created as the official education program of London 2012 to use the Games to inspire a generation of young people, has had over 7 million child participants (IOC Media, 2021). An increase in international visitors has also been noted since the event, as well as an increase in British athletes. A volunteer initiative was also created and supported over 10,000 local events in 2013. All these points demonstrate that hosting a major sporting event can be beneficial to the population and society (International Olympic Committee, 2014).

The 2014 World Cup in Brazil was not a success for several reasons. The first one is that the World Cup was very expensive, and the costs were mostly passed on to the taxpayers, because there were very few private investors. The plan to create long-term jobs was a failure, as only short-term jobs were created. Thousands of people were forced out of their homes because of the construction of infrastructure for the event without notice and without assistance. The stadiums built for the event are considered white elephants because they were hardly used after the World Cup (De Paula, 2015).

The 2014 Winter Olympics in Sochi were, on the contrary, a success. The event attracted a global audience of billions of people with record-breaking worldwide coverage on television and digital platforms and was broadcast by a record number of television stations. An increase in tourism in the city and in the ski resorts used for the games was noticed only one year after the event (International Olympic Committee, 2015). The stadiums used during the games have been reused, including for the World Cup in 2018. In addition, the city receives more sports and cultural events per year and a culture of

volunteerism not previously existing throughout Russia has been created (International Olympic Committee, 2018a).

The 2019 Women's World Cup has been considered a success following a study by the French Football Federation, especially on the economic and environmental aspects. The economic study showed significant economic benefits and the environmental study achieved 10 of the 15 objectives of the eco-responsible charter signed with the French government (L'Équipe, 2020).

## **1.6 History of the World Gymnaestrada**

The World Gymnaestrada (WG) is a non-competitive, worldwide sporting event open to all. This huge event promotes gymnastics for all, regardless of age, gender, nationality, skill level or any other characteristic. It is the main International Gymnastics Federation (FIG) event that addresses gymnastics for all and the largest gymnastics exhibition in the world. The event has been held every 4 years for one week since 1953 and promotes the diversity of gymnastics. In fact, unlike the OG where it is about winning, the WG is about sharing and exchange. The WG was born out of an international gymnastics' exhibition called Lingiade that took place in 1939 in Stockholm, Sweden, gathering more than 7,000 participants from over ten countries. The idea was to celebrate the centenary of the death of Per Henrik Ling, the man who is considered the founder of gymnastics in Sweden. The event was held again ten years later, in 1949, with twice as many participants. The former FIG vice-president, Johan François Sommer, then proposed to introduce an international gymnastics event. Although the WG was inspired by the Lingiade, gymnastics festivals had already existed for a long time. In fact, the first known gymnastics festival took place in 1832 in Switzerland, in Aarau, and several European countries have started to organize gymnastics festivals since then. Switzerland has hosted the WG three times, in 1969 in Basel, in 1982 in Zurich, and in 2011 in Lausanne (Meckbach and Wanneberg, 2011:100-101).

## **1.7 Sport in Switzerland**

In Switzerland, sport matters. In fact, Switzerland has more than 18,000 sports clubs and approximately two million sports members (Swiss Olympic, 2021). Even if soccer is considered the most popular sport in Switzerland with about 10,000 matches played every weekend, gymnastics has the largest number of members. With more than 370,000 members, the Swiss Gymnastics Federation (FSG) is the largest sports federation in Switzerland. Speaking of elite sports, tennis players Roger Federer and Stanislas Wawrinka are among the best in the world. Switzerland is also often spotlighted

for winter sports, especially downhill skiing, and the national soccer team regularly participates in the world championship (Confédération Suisse, 2018). According to the Federal Office of Sport (OFSP) and its report on Swiss sport in 2020, the Swiss population is very sporty with only 16% of “non-sporty” and is among the sportiest countries in Europe with Sweden, Denmark, and Finland. Women are also as sporty as men and 1/5 of the sporty population participates in sport competitions and events. The study also revealed that sports in Switzerland are extremely diversified with about 300 sports, but that the most popular ones are still, for many years, hiking, cycling, swimming, skiing, and jogging (Lamprecht, Bürgi and Stamm, 2020).

### **1.7.1 Switzerland and the Olympic Games**

As seen before, winter sports are particularly appreciated in Switzerland and are part of its history, so it is natural that Switzerland has already hosted the Winter OG in 1928 in St. Moritz with 464 athletes from 25 nations. The latter hosted the event again in 1948 after the Second World War thanks to the neutrality of Switzerland during the war and especially because the city had the facilities and sites that met the standards to host the games. These games welcomed 669 athletes from 28 different countries (Vauthier, 2019).

While Switzerland hosted the Olympic event again in Lausanne in 2020, but this time for the youth, it had been more than 70 years since the country had hosted an Olympic event and this despite its nomination as Olympic capital in 1994. And it is not for lack of having tried. The city of Sion in the canton of Valais in Switzerland has tried its luck to host the Winter OG several times without success. In 1963, the majority of the population of Valais refused the project to host the Winter Olympics in 1968 in Sion (Turuban, 2018).

The second time, it was for the games of 1976, and the third for those of 2002. Both times, the city of Sion has been overtaken by American cities. But it did not give up and the day after having lost the games of 2002, Sion embarked once again on the project to host the Winter OG of 2006. This project was supported by the government of Valais as well as by the population of Valais and Switzerland. The IOC even grants Sion the best evaluation score of all the candidates. The city was considered the favorite, but in 1998, a corruption scandal broke within the IOC. Indeed, Marc Hodler, Swiss member of the IOC, denounced the existence of corruption related to the candidatures of the OG and selection of the host cities and notably bribes to some members of the IOC from the bidding committee of the 2002 Winter OG of Salt Lake City, winning city. This incident led to the expulsion of six members of the IOC, warnings, and a change of procedure for

the selection of the host city of the OG, starting with the next selection for the 2006 Winter Olympics. In 1999, the city of Sion was the only one with the city of Turin in Italy to be selected to host the 2006 games and ended up losing largely to the general surprise (Valais Wallis Digital, 2021; Terrani, 1999).

In the meantime, the canton of Graubünden tried its luck for the Games of 1988, but the population refused the project. Lausanne, interested in hosting the Winter OG of 1994, withdrew, and the population of the canton of Bern also rejected a project to host the Games in 2010 (Turuban, 2018).

Switzerland is once again interested in the 2022 Winter Olympics and it is the canton of Graubünden, which has already hosted the 1928 and 1948 games, that has applied for the 2022 games. But in 2013, following a cantonal vote, the bid of the canton of Graubünden for the 2022 Olympics was rejected by 52.7% of the population. The project was rejected mainly for two reasons. The first was the environmental aspect, with opponents claiming that the event would have had devastating consequences on the landscape of the host sites. The second was the financial aspect, which included an operational cost budget of over 2 billion Swiss francs (Bragagnini, 2013).

The last attempt dates back to 2018. Indeed, the city of Sion wanted to embark once again on the project to host the Winter Olympics 2026, but Switzerland discovered that apparently democracy and the Olympics did not mix. Indeed, the population of Valais rejected the project of the games of 2026 with 54% (Turuban, 2018).

## **1.8 History of Lausanne and its relationship to sport**

In 1915, Pierre de Coubertin, the man at the origin of the modern OG, chose Lausanne as the headquarters for the IOC. In July 1980, Juan Antonio Samaranch was elected as president of the IOC and influenced the Olympic movement by globalising the OG. His reign at the IOC was particularly significant because he succeeded in strengthening the links between Lausanne and the IOC, and it is in 1994 that this link was symbolically proven when the IOC, under the presidency of Juan Antonio Samaranch, declared the city of Lausanne “Olympic capital”. Juan Antonio Samaranch was determined that Lausanne would receive international recognition, have an image linked to sport and wear two hats, that of Olympic capital and that of a place for popular sporting events (Pinson and Chappelet, 2014).

Under the direction of Juan Antonio Samaranch, many things happened for Lausanne. Indeed, several organizations and International Sports Federations (IFs) have come to

settle in the Olympic capital, to get closer to the IOC headquarters, and there are 50 to date. An Olympic museum was created, as well as a house of international sport, and more and more sports events were organized in Lausanne (Lausanne Olympic Capital, 2021).

Under the leadership of Juan Antonio Samaranch, many sporting events have been held in Lausanne and have been recurrent ever since, such as Athletissima since 1977 (SwissTopSport, 2021), the 20km of Lausanne since 1982 (Etat de Vaud, 2017), the Lausanne marathon since 1993 (Lausanne Marathon, 2021) and the Lausanne Triathlon since 1994 (Triathlon Lausanne, 2021). There are also world and European championships that have taken place in Lausanne, such as the badminton world championships in 1995 (Badminton Lausanne Association, 2021), the artistic gymnastics world championships in 1997 (Fédération Internationale de Gymnastique, 2021), the figure skating world championships in 1997, the European figure skating championships in 1992 and in 2002 (Manzi, 2002) and the men's artistic gymnastics European championships in 2008 (Fédération Internationale de Gymnastique, 2021).

Chappelet (2015) describes a *punctual sporting event* as being an event that changes venue each time it occurs, and a *recurring sporting event* as being the same sporting event being linked to a place, because it always happens at that same location. Although this paper addresses two punctual sporting events, it is important to understand the difference between the two, especially since Lausanne hosts these two types of events.

### **1.8.1 Punctual sporting events in Lausanne**

As previously stated, punctual sporting events are sporting events that take place once in Lausanne. These events may have an international or national scope, may include several different sports or a single sport, and often have thousands of participants, although this number can fluctuate considerably, as will be seen further below (Chappelet, 2015).

The appeal of organizing and hosting large, one-time sporting events comes from the 1984 Los Angeles and 1988 Seoul OGs. In 1984, Los Angeles was the only city in the running for the OG, and in 1988, only two cities were competing, Seoul and Nagoya. The organizational and financial success of these two events inspired a large number of cities to consider hosting an event such as the OG. This enthusiasm was confirmed by six cities presenting their candidatures for the OG of 1992, eight cities for the Olympic Winter Games in 2002 and eleven for the OG of 2004 (Chappelet, 2015).

In order to attract major sporting events, but also to promote and develop a city, either for tourism, economy, reputation and image, many countries have put policies in place. At present, the strategies, and policies to systematically host sports events are based mainly on hosting major punctual and international sporting events, but there are doubts about this reasoning today. Several cities and regions, including Lausanne, cannot necessarily host this type of giant event due to a lack of sufficient financial, human and infrastructure resources (Pinson, 2019). Also, these events are challenged by local populations and political decision-makers, considering that the support of the population and politicians is indispensable for the organization of a major sporting event<sup>4</sup>. The most concrete example is the failure of Sion 2026 with the unfavorable vote of the population of Valais (Hussain and Henderson, 2018).

Submitting a bid for an event such as the OG requires an enormous investment, whether in terms of time, organization, or money, which is why several cities, such as Lausanne, have turned to events that are a somewhat smaller or less popular, with less media attention (Chappelet, 2015). This is demonstrated by the fact that, as seen in the introduction, Lausanne has hosted many smaller events, such as badminton or gymnastics championships, and less mediatized and coveted events like the WG-2011. Below are a few examples of punctual sports events that have taken place and will take place in Lausanne:

The **Youth Olympic Games** (YOG) are, like the traditional OG, a sporting event reserved for the elite, but dedicated to all young people aged 15 to 18 years from all over the world. Similarly to the traditional OG, the YOG is held every 4 years. The first Summer YOG was held in 2010 in Singapore, and the Winter YOG in 2012 in Austria (International Olympic Committee, 2020a). In 2015, the IOC named Lausanne to host the YOG-2020<sup>5</sup>. By creating the YOG, the IOC hoped not only to encourage young people to participate in sport and assimilate the Olympic values, but also to combat the growing obesity rate among young people (Wong, 2011).

The **World Gymnaestrada** (WG) is a worldwide non-competitive gymnastics event under the control of the FIG, which takes place every four years. The objective of the event is simply to promote general gymnastics without competition, to show the different ways of doing gymnastics in different countries and to communicate and share through

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<sup>4</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

<sup>5</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

sport. The WG started in 1953 in the Netherlands with nearly 5,000 participants from 14 nations. The last edition, which took place in 2019 in Dornbirn, Austria had more than 18,000 participants from about 66 different nations (STV FSG, 2021). In 2006, the FIG nominated Lausanne to host the WG in 2011<sup>6</sup>.

The **Swiss Federal Gymnastics Festival** is a national, sporting, and festive competition. This event, initially annual, began in 1832, and was reserved only for men. Since 1967, the festival has been held every six years and since 1996, women and young gymnasts are invited to participate (RTS, 2019). This event attracts large crowds, for example, the last one took place in 2019 in Aarau and recruited some 8,000 volunteers and more than 60,000 participants (Cajeux, 2019). In 2018, the Swiss Gymnastics Federation (FSG) has appointed Lausanne to host the Swiss Federal Gymnastics Festival, which is making its comeback in French-speaking Switzerland after 47 years, and in Lausanne after 74 years (Herzog, 2018).

### 1.8.2 Recurring sporting events in Lausanne

Nowadays, recurring sporting events are considered more attractive than punctual events, as they become heritage and develop the city's capital. The heritage of a recurring sports event is much more important than a punctual event because the event is associated with the place, which is not the case for punctual events. It is more difficult to remember where some world championships or OG were organized than for events such as Athletissima, which is known to take place in Lausanne, which is part of the event itself (Chappelet, 2015). The following are some examples of recurring sports events that take place in Lausanne:

**Athletissima** is an athletics meeting created in 1977 by Jacky Delapierre which is now part of the World Athletics Diamond League, a track and field competition composed of 14 meetings. About 250 athletes are gathered each year in front of approximately 13,000 spectators at the Pontaise Stadium in Lausanne (Lausanne Capitale Olympique, 2021b).

The **20km of Lausanne** is a running event that has taken place every year since its creation in 1982. Juan Antonio Samaranch, president of the IOC at that time, was the initiator of this event. Today, it is more than a race, it is a real party that takes place in the Olympic capital (RTS, 1982).

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<sup>6</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

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The **Lausanne Marathon** was born in 1993, the same year as the official opening of the Olympic Museum, with the help and blessing of the IOC. In 24 editions, the number of participants increased from 1,000 to more than 15,000, until 2017, when the number of participants was limited to guarantee the quality and comfort of the event (Lausanne Marathon, 2021).

The **Lausanne Triathlon** was created in 1994 by three friends. As a result of the good management of the event, Lausanne has had the opportunity to organize many national and international triathlon meetings since 1998. In 2009, the Lausanne Triathlon broke records by counting 2,200 participants (Triathlon Lausanne, 2021).

## **2. Purpose and objectives of the research**

The aim of this study is to identify the positive or negative impacts that the organization and hosting of sports events can have on the host city and the legacy they create. This research will be based on the city of Lausanne, using as case studies the YOG-2020 and the WG-2011. To do so, this study will attempt to identify the impacts linked to the organization and hosting of major sporting events in Lausanne, and analyze them case by case to determine their importance and the underpinnings of the organization of such events to achieve positive impacts for the city and its population. Therefore, the research will attempt to answer the following question:

***What are the impacts and legacies related to the organization and hosting of major sporting events on the host city?***

In addition to the main research question, there are other questions worth exploring to help best answer the main question. Therefore, it will also be important to ask the following questions:

***What is the difference between impacts and legacies?***

***How to measure the impacts and legacies?***

***Does the success of a major sporting event depend on impacts?***

***Can the World Gymnaestrada have as much impact as the Youth Olympic Games?***

In order to link theory to practice, and to better understand what goes on behind the organization of major sporting events in Lausanne, two events will be used as case studies: the YOG-2020 and the WG-2011. These are not at all the same kind of sports events, since one being a competition for youths and the other a general and massive gymnastics exhibition for all ages.

Nonetheless, both events require a lot of organization and bring together thousands of people. To get an accurate idea, the YOG-2020 included 79 countries and 1,784 athletes competing (International Olympic Committee, 2020b), and the WG-2011 comprised 55 nations and 19,093 participants coming from 5 continents and is considered the largest event ever held in the Olympic capital (Association World Gymnaestrada Lausanne 2011, 2013).

## **2.1 Expected outcomes**

The main expected outcome of this research is to identify the types of impacts and legacies on the host city resulting from major sporting events.

The first expected result is to understand how the organization of a sport event works from the idea to the realization, as the legacies of these events must be thought of from the beginning.

The second expected result is to understand, thanks to past major sports events, what were the main impacts and if the notion of legacy has been implemented or not and why.

The third and last expected result is, through the case studies which are the YOG-2020 and the WG-2011, to join the theory to concrete cases and to understand what has been done and the impacts and legacies resulting from these events. The case study of the WG-2011 will also help to see if a major sporting event other than the Olympics can also have such a powerful influence.

Finally, the intention of this research is to show that sport, although it cannot create peace, can set an example as a strong and powerful tool to change people's lives, as Professor Muhammad Yunus, Nobel Peace Prize winner 2006, said:

*"I always felt amazed at the limitless power of sport. It is powerful because it is basic to human nature. Where there is power there is always a chance to make a meaningful difference in people's lives." (Yunus Sports Hub, 2020)*

Chapter 3 will cover the literature review and identify the gaps between the existing research and the purpose of this work, and the methodology will be explained in depth in Chapter 4. The case studies as well as the cross-case analysis will be conducted in chapter 5 and a general conclusion will be made in chapter 6. Recommendations for commercial involvement and promotion in major sporting events and more specifically for the Swiss Federal Gymnastics Festival will be made in Chapter 7.

### **3. Literature review**

#### **3.1 *Lausanne, Olympic capital***

The fact that Lausanne became the Olympic capital, with an image linked to sport, is definitely part of the desire of Juan Antonio Samaranch, but it would not have been possible without the help of other parties, especially after the departure of Juan Antonio Samaranch from the presidency of the IOC. It is after his departure that a reflection group Lausanne Olympic Capital (GRELCO) was created, as well as a master plan for sport by the city of Lausanne. The literature review on Lausanne as an Olympic capital has already been analyzed from several angles and is very complete. Indeed, Pinson and Chappelet, studied the evolution of strategies and policies to systematically host sports events, taking Lausanne as an example of this evolution and deduced that the public policy, *Lausanne, Olympic Capital* was successful, despite the absence of a clearly defined strategy (Pinson and Chappelet, 2014).

#### **3.2 *Major sporting events***

Major sporting events are usually described as mega-events and associated with one-off international events. Because of their importance or large size, they usually generate enormous media coverage and significant impacts for the host city and population (Byers, Slack and Parent, 2012).

Maennig and Zimbalist (2012) discuss how to differentiate mega sporting events from traditional sporting events. The criteria for defining a mega-event could be the number of participating athletes, the number of spectators present and watching from around the world, and the number of broadcast hours.

Today, major sporting events are not limited to the athletes representing their country but allow for many other possibilities. In fact, they also highlight the culture and identity of the host city, region, or country. In addition, host cities, regions or countries can clearly demonstrate their interest in and commitment to sport, as early as through the bidding process for a major sporting event. The important role that sports and major sporting events play in sustainable development should also not be overlooked (Dolles and Söderman, 2008).

Mega sports events are held at least annually somewhere in the world. They are seen as cultural events of great magnitude, attracting a huge share of the population and are internationally prominent. They also play an important role in world tourism, as they allow the development of a different kind of tourism by highlighting new destinations (Fourie

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and Santana-Gallego, 2011). According to Barget and Gouguet (2010), the elements required to be considered a big sport event may be the number of participations, the level of audience, in terms of spectators or television viewers, but also in relation to the budget of the organization.

This research will therefore define a major sporting event as a one-time event that changes location each time it occurs and gathers participants from around the world. This type of event generates impacts for the host city and requires a sophisticated organization over several years. The two events analyzed, the YOG-2020 and the WG-2011, are therefore regarded as major sports events.

### **3.3 Impact and legacy of sports events**

Another research by Pinson (2019) seeks to understand how some events will succeed in becoming permanently embedded in a region and eventually contribute to its development. More precisely, he demonstrates that for a sporting event to be considered heritage in the eyes of the local population, it must include several characteristics; it must be recurrent in the same place for at least 25 years, it must be differentiated from other similar events by its history, it must have a unique symbolism or a specific expertise.

The question of heritage sporting events is also addressed in a research, as well as the association of a recurring sporting event being a pure heritage sporting event, as always taking place in the same place (Chappelet, 2015). According to the author, unlike punctual sports events, heritage events allow the city or region hosting the event to develop media and popular recognition each year, and to develop the expertise required to ensure the continued success of the event.

The word legacy is a great source of debate across different literatures as the word has many meanings. One study examines the effects of investing in a sporting event and describes the term legacy as follows:

*“Legacy is planned and unplanned, positive and negative, intangible and tangible structures that were/will be created through a sport event and remain after the event.” (Preuss, 2006: 3)*

And that a legacy varies according to time, city, and event. The aim of this study will be to identify what kind of legacies major sports events, and more specifically the YOG-2020 and the WG-2011, have created. The same study also identified "event structures" that are present during and/or after the sporting event and can influence the impact as positive or negative. These six points are infrastructure, knowledge, skills development and education, image, emotions, network, and culture (Preuss, 2006).

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The awarding of the OG is based on several criteria, one of which is the legacy for the host city and its influence on the quality of life of residents. The factors or impacts influencing the quality of life of the inhabitants could be described as follows: economic, socio-cultural through social inclusion, environmental, knowledge development following the hosting of the OG, psychological linked to the pride of hosting the games, creation or improvement of infrastructures and transport and urban development (Kaplanidou, 2012).

According to Febowitz (2012), the type and number of cities that submit a bid and move on to the next stages of the OG selection process have been significantly impacted by the emphasis on legacy in recent years.

Leopkey and Parent (2011) discuss the evolution of the concept of legacy of the OG over the years with the emergence of new forms of legacy and have identified the following themes: cultural, economic, environmental, image, informational/educational, nostalgia, Olympic movement, political, psychological, social issues, sport, sustainability and urban. They also argue that long-term legacy is something that has been strategically planned since the preparation of the bid and that the growth of the Olympics over the years has made the concept of legacy a key element of the host city selection process and the structure of the games.

While Junod (2007) argues that it is difficult to identify the impacts of a major sporting event on its host city for at least a decade, this research will attempt to identify the main impacts of the YOG-2020 with only one year of hindsight.

Research was done on the 2002 World Cup hosted by South Korea that revealed that residents' perception of World Cup-related impacts changed drastically after the event. Before the event, they had high expectations of benefits for their area in terms of economic and cultural benefits, but it turned out that the benefits were lower than expected. The biggest problem that the residents had with the event was the traffic jams that were created (Kim, Gursoy and Lee, 2006).

Another study analyzed residents' perceptions of the impacts of hosting a stage of the Tour de France in Belgium in the city of Ghent in 2007 and the results showed that perceptions also changed over time, but this time more positively. In fact, perceived negative impacts such as excessive spending and mobility problems were less important than expected, which suggested a willingness of the population to host the event again (Balduck, Maes and Buelens, 2011).

Bob and Swart (2010) argue that the larger the sporting event, the more important and complex the legacies experienced, and that the impacts, both positive and negative, grow with the size of the event. Although this study focused on social legacies, the authors noted that it was important to consider that these social legacies are also linked to other types of legacies, whether environmental, economic, or other (Bob and Swart, 2010). Therefore, in this research, several impacts will be studied to understand the impact of a major sport event.

The 1988 Winter Olympics in Calgary, Canada was used as a case study to analyze the impacts from an urban perspective. The author concludes that there is indeed no doubt that the Olympics has impacts on the host city and that at the infrastructure level, the facilities can allow the host city to promote itself at the international level by hosting other sporting events like Calgary which reused its facilities to host the World Figure Skating Championships in 2006. However, it is important to ensure that these facilities are designed to blend into the urban environment of the host city and meet the needs of the local population (Hiller, 2007).

Mackellar (2015) argues that the impacts of major sporting events differ between punctual and recurrent events. Indeed, punctual sports events increase the visibility of the host city and the region and generally influence the quality of life of the local population, notably by accelerating urban projects while recurring sports events would improve the quality of life of the population by increasing the practice of sports and allowing more commercial opportunities. This paper will try to demonstrate that the impacts of punctual sports events can be much wider than those mentioned above.

All the research studies have different definitions of the terms impact and legacy regarding major sports events, and these terms often overlap and are similar. This research therefore proposes to identify the main impacts, considered as the direct consequences of a phenomenon, and in this case, resulting from the hosting of the two major sports events analyzed in the city of Lausanne. The understanding and identification of the impacts, positive or negative, that such events can have on the city will therefore be addressed to apply the best possible strategy so that the impacts are almost exclusively positive. The research will also attempt to see if these events have also created legacies, considered to be long-term outcomes of one or more impacts.

### **3.4 Youth Olympic Games**

Wong (2011) describes the YOG as the symbol of the IOC's youth strategy to encourage young people to participate in sport and follow the Olympic values. She explains that the

OG, being less attractive to young people, the IOC would also like to maintain its reputation through the YOG, because if the OG loses its attractiveness in the next few years, this could result in the loss of major sponsors. The intention of some host cities could indeed be to use the sport legacy of the YOG to fight obesity in their territory and increase participation in sport among young people after the event. This paper will indeed explore whether the YOG has had an impact on the practice of youth sports in Lausanne. At the time of the publication of Wong's paper, then in 2011, the organization of the YOG was considered less important than the usual Olympics because of the lower financial budget, the event located in a single city or region, or without building new infrastructure, to allow small cities or developing countries to host such an event. But after discussion with one of the interviewees<sup>7</sup>, the YOG has become increasingly important over the years. As a matter of fact, the YOG-2020 took place on several sites of several cantons and even in another country, in France and several infrastructures had to be built to welcome the event. This article will therefore analyze the last YOG and find out if this event has evolved and developed compared to its beginnings.

Parent et al. (2013) observed the 2012 Innsbruck YOG as a case study from the stakeholder perspective by identifying the main ones as the athletes' parents, the IOC and the media and concluded that the success of the YOG depended heavily on them. A comparison of the YOG and the OG was also made, considering the difference in stakeholder investment. This analysis showed once again that the YOG, although perhaps more in line with Olympic values because of its connection with youth and education, is a less striking and interesting event for the athletes but more accessible to more host cities, although this is debated, especially for the winter games (Hanstad, Parent and Kristiansen, 2013).

The legacy of the YOG from the perspective of the participant's lived experience was explored using the case study of the 2012 Innsbruck YOG and the promotion of multicultural exchange and cultural sensitivity were identified as key legacies (Peters and Schnitzer, 2015).

The YOG and the investment of the local youth in this kind of event have the power to create interest in the OG, which would allow the IOC to keep this strong reputation for a long time. The YOG, or even other youth sports events, can have a great impact on the sports interest of young people (Schnitzer et al., 2018).

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<sup>7</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

Most YOG studies focus on the athletes, but the host city and organizers are also a crucial player in the success of an event such as the YOG and it is on this point that this research will focus. Furthermore, most of the research dates from 2010 to 2015 and not enough time had passed for a meaningful statement on the YOG, its legacy, whether positive or negative. This paper will therefore also attempt to identify the impacts of the YOG, and on the host city.

### **3.5 World Gymnaestrada**

The WG is not a subject that is studied extensively unlike the Olympics, but the literature review does offer some interesting research on the subject.

Wichmann (2015a) develops the idea that a sense of community can be shaped by participating in an event such as the WG. The research is based on a participant perspective, like many others. Indeed, another research study discusses what drives people to participate in a non-competitive sporting event using the WG as a case study (Bortoleto et al., 2019).

Wichmann (2015b) considers the WG as a topic of study several times and discusses the initial purpose of several gymnastics systems that led to the birth of the WG and its primary purpose of celebrating diversity in gymnastics.

A paper also discusses the WG-2011 in Lausanne as a case study to analyze the social networks to the coalition that was formed surrounding the event (Pinson, 2012), which can complement the primary data. Puronaho and Laitila (2015) analyzed the 2015 WG in Finland and found that the vast majority of participants and attendees at the event sites were satisfied with the atmosphere and the event in general, and that the event increased interest in gymnastics. It was also shown that the financial results of the event, although good, could have been improved.

The impact on the host city of this event, which is the WG, is little to no studied, hence this research will attempt to fill this gap and identify the impacts resulting from the WG-2011.

## 4. Methodology

### 4.1 Aim

This study aims to address the organization and hosting of major sports events in Lausanne through real case studies: the YOG-2020 and the WG-2011 and to understand the impacts that such events have on the city of Lausanne. To evaluate the impacts of a major sports event, it is essential to understand its organization from the very idea of hosting the event to the post-event phase. Subsequently, the impacts will be identified and analyzed and the final step will be to identify the legacies created by these impacts.

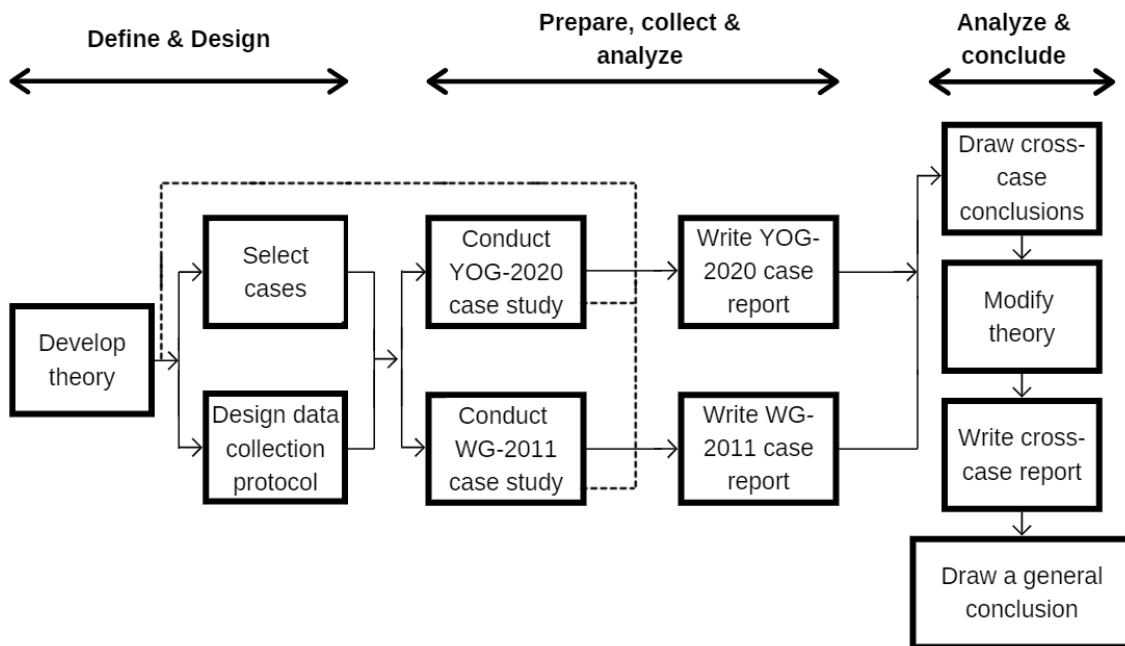
### 4.2 Procedure

This study is an exploratory case study answering a central “*what*” question. To do the research, the case study approach has been used as a research method and the procedure is based on the book of Robert K. Yin (2003). A case study as a research strategy is a comprehensive research strategy that includes an overall methodology - covering design logic, data collection techniques and specific approaches to data analysis. The study is written in a linear, analytical structure, which is a common approach to writing research reports. The study comprises an introduction to the topic, followed by a review of the relevant literature, the methodology, the results of the analysis and a conclusion (Yin, 2003).

The multiple (two) case study approach was chosen to explore the impacts of sporting events on the host city, in which two sporting events are analyzed. Each event is the subject of an individual case study, but the study covers two sporting events and thus uses a multiple case design. Replication logic is used for the analysis against the sampling logic generally used in surveys. The replication logic allows to reproduce the results of the first case to the second and to predict similar results (Yin, 2003).

Each case study represents a complete study. The multiple case study replication approach is illustrated in Figure 3 and outlines the different steps of the case study method and the critical dotted line corresponding to the feedback loop. It helps to consider the significant discoveries made during the conduct of the two case studies (Yin, 2003).

**Figure 3 - Case study method**



Source: the author, based on the figure Case Study Method (Yin, 2003)

#### 4.2.1 Research design

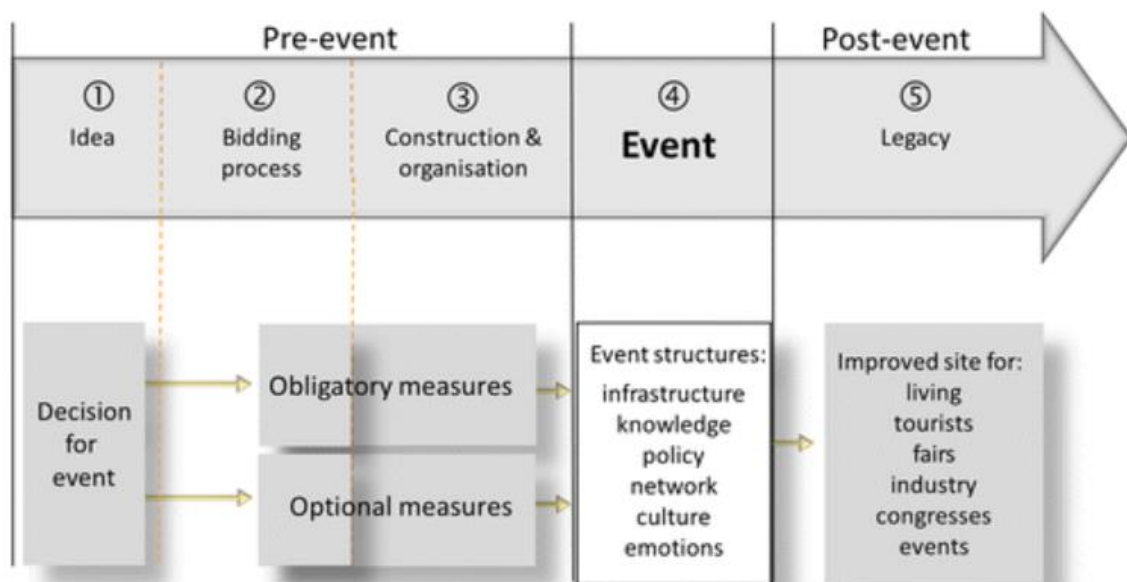
According to Yin (2003), the first step is to design a plan (*Define & Design* in Figure 3), also called a "research design," to move in a structured manner from the initial research questions to the conclusion and consequently to the answers to the questions. This step is essential to avoid that the data collected and analyzed do not answer the initial research questions. The stages of the research design include:

1. Definition of the *research question*, which was presented in chapter 2, and the secondary questions that arise from it. The main research question is as follows; ***What are the impacts and legacies related to the organization and hosting of major sporting events on the host city?***
2. Definition of the *purpose of the research*, which is to identify the impacts and legacy resulting from the events analyzed (YOG-2020 and WG-2011). The final intention of this research is to show and prove that sport is a powerful tool in building a better world, as stated in the IOC vision (IOC, 2021b).
3. Definition of *units of analysis*. To answer the research question, the cases of the YOG-2020 and the WG-2011 were chosen, mainly because of their proximity to the author, as the events took place in her city of residence.

As discussed in the literature review, the definitions of **impact** and **legacy** often coincide. Therefore, in this research, impacts will be defined as positive, neutral, or negative consequences resulting from events and legacies will be defined as follows: a legacy is the outcome of one or more impacts resulting from the hosting and organization of a major sport event. A legacy is positive, intentional, and long-lasting.

The legacy strategy begins with the decision to host a sporting event (*point 1 of Figure 4*). As each city and each sporting event is different, the event will generate different impacts depending on the location, the event, or the chronology. During the bidding process, certain elements will be required, and others will be recommended (*point 2 of Figure 4*). Host cities can play on these recommended elements, which will allow them to gain an advantage or not over competitors. During the event, impacts occur (*point 4 of Figure 4*) and after the event legacies are created from the impacts (*point 5 of Figure 4*). Legacies represent the long-term needs and benefits of the impacts of events, whether they are infrastructure, partnerships, projects or even emotions/feelings. In the long term, they can fade as people age, memories fade, partnerships and networks end, knowledge and skills become obsolete, and infrastructure becomes too old to meet new demands. However, if the legacy is well planned from the very idea of hosting the sports event, it is more likely to be positive and long-lasting (Preuss, 2006).

**Figure 4 - The process of building the planned legacy**



Source: Preuss (2015)

There are two types of legacy, the tangible ones which include the infrastructure created or improved and the intangible ones such as feelings, projects, or expertise. As each sports event requires its own infrastructure and as each city has different existing

infrastructure, legacies in terms of infrastructure can vary depending on the type of event or location. In general, a legacy is not only created after the event, but must be exploited and optimised. It is difficult to decide whether a legacy is positive or negative, as most of the time it is both, depending on the perspective of the stakeholders. A legacy can change over time (Preuss, 2015).

The impacts on the host city of hosting and organising a major sporting event are numerous, and for this research six have been identified; financial, urban, environmental, social, political and image and popularity (Table 1). All these impacts complement and overlap each other, which is why they are all important to the success of a major sporting event.

The positive financial impact, and therefore the profit, can be considered in the short term and then invested in projects or benefits that will become legacies in the long term. The financial impact is clearly positive if it results from a profit, as opposed to negative if it results from a loss, and strongly negative if it results from debt (Preuss, 2006). Typically, the hosting and organisation of major sports events involves significant investment. It is therefore necessary to examine the economic spin-offs and budgets as closely as possible to create a positive financial impact with a profit or at least mitigate the negative financial impact by minimising losses (Mines ParisTech, 2015).

Major sporting events can also be a gas pedal of urban projects that will benefit the host city's population in the future. The urban impact can be positive in creating new infrastructure, using existing infrastructure, or proposing urban renewal. It can also be negative when the cost of construction becomes too high and sinks the host city into debt or if investments are made in infrastructure that will not be used in the future (Preuss, 2006). All major sports events require significant infrastructure for the competition, for accommodation and for transport. The important thing is not to go overboard, and to make maximum use of existing infrastructures if possible, or to ensure that the new infrastructures built or modified for the event will benefit the local population for years to come (Mines ParisTech, 2015).

The positive social impact is very broad as it includes many different elements, such as additional jobs, opportunities for local businesses, a community spirit and festive atmosphere, the birth of projects, ideas and values, education, experience, but also a memory in people's minds. The negative social impact can be the loss of local population or permanent visitors, a false increase in employment, as it is only temporary, or a high number of people during the event, which can cause problems, especially in traffic (Preuss, 2006). Thomas Bach, current president of the IOC, said in a conference that

some of the most important impacts and legacies of the OG to consider today are social, such as gender equality and parity or the proposal of an inclusive game, and environmental, with a respect for the environment and a sustainability dimension (Yunus Center, 2021). Social impact is often linked to the positive effect it creates among the local population. Generally, it creates a unique situation where sharing is emphasised through a common situation (Mines ParisTech, 2015).

The environmental impact is discussed in a research by Leopkey and Parent (2011) and would create a legacy for the city and region. Nowadays, it is extremely important to consider the environmental impact of the organisation of each sporting event, whether it be the construction of infrastructures or transport for example. Many partnerships are made with environmental organisations for this kind of event to reduce this impact as much as possible (Mines ParisTech, 2015). Environmental impact comprises several elements and, in general, transport is responsible for most of the environmental impacts related to the long distances of participants or visitors (Collins, Jones and Munday, 2009).

Major sporting events can help to create or improve collaboration between the public sector, the private sector, and the public. They can also improve the efficiency and expertise of government and enable the development of increasingly sustainable, diverse projects and events while involving the population. The political impact can be at the national level by considering local partnerships, whether for urban development projects or others, and at the international level for communication with other countries regarding their expertise or simply for the arrival of athletes and visitors from other countries (UKEssays, 2015).

These sporting events can also bring international recognition to the host city or region, which can help promote it as a new tourist destination and develop the city's marketing (Preuss, 2006).

**Table 1 - Impacts identified following the hosting of a major sporting event**

<b>Impacts</b>	<b>Description</b>
<b>Financial</b>	Direct profit or loss as a result of hosting the event
<b>Urban</b>	Creation or improvement of infrastructure and transport and urban development
<b>Environmental</b>	Sustainability of the event and minimization of pollution and environmental damage
<b>Social</b>	Job creation, well-being and wealth of the population, access to services, community involvement through volunteering or social inclusion, participation in sports activities
<b>Political</b>	Collaboration between the public sector, the private sector and the community, creation, or improvement of networks
<b>Image and popularity</b>	Image of the host city and region and popularity of the events in the host city/region and internationally

*Source: the author, based on a combination of sources*

4. *Link the data to the purpose.* The YOG-2020 was chosen as a case study because of the available primary data, as well as the numerous secondary data, thanks to the fact that the OG has been analyzed from all perspectives for many years. Consequently, connecting the collected primary data with the secondary data is easier. Although the WG does not have a huge presence in the literature review, the research will fill this gap through proximity to people directly involved in this event (Yin, 2003).
5. *The criteria for interpreting the findings.* Since the research is not quantitative, there is no statistical test to conclude a criterion to interpret the results. The criteria used to analyze the results will be more related to the impacts associated with the events studied, whether positive or negative. To judge the quality of the research design, the external validity test will be used, generalising the findings to the literary review theory (Yin, 2003).

In the design of the research, and with the help of the five steps, a development of the theory has been done through existing works that constitute the theoretical framework to explain the case study (Yin, 2003).

## **4.2.2 Data collection**

The second step deals with the data collection (*Prepare, Collect & Analyze* in Figure 3). To answer the research question and fill the gaps identified in the literature review, primary data and secondary data have been collected. The source of data collection can be individual or organizational, but it is important to remember that the units of analysis are organizational as they relate to sporting events. Since the conclusion cannot rely solely on interviews as a source of information, it is also important to collect secondary data, and the reverse is also true (Yin, 2003).

### **4.2.2.1 Secondary data**

Secondary data were collected through the documentation, such as articles, books, organizations' websites, reports, and newspapers. The strengths of the documentation are the fact that they can be seen and reviewed at will, and the coverage is broad, be it on time, events, or other. This secondary data supplements the knowledge acquired with primary data. In the framework of this research, secondary data were used to better understand major sports events, especially the OG, its evolution, its success and failure, the Swiss sports context, and the history of the relationship between sports and Lausanne. In addition, the literature will expose additional topics related to the research questions, such as the impacts, legacy, image, and reputation that major sport events bring to the host city, whether they are punctual or recurring events.

### **4.2.2.2 Primary data**

The main advantage of collecting primary data is the high degree of accuracy, reliability, validity, and availability. Primary data were collected based on interviews. The main advantage of interviews is that the focus is directly about the case study. This primary data collection contributed to the understanding of the topic by interviewing people who played a role in the events analyzed. After reviewing the major sporting events that have taken place in Lausanne in recent years, two different events were selected to combine theory and practice. The first case study chosen was the YOG-2020, as this was the first time Lausanne became an Olympic city in addition to its title as Olympic capital, and the OG is one of the most mediatized and followed event in the world. Secondly, as a second case study, the WG-2011 was chosen because although it was not a high-profile event,

it was a massive event with over 19,000 participants from all over the world and it was the largest event Lausanne has ever hosted.

#### **4.2.2.2.1 Interviews**

To better understand the organization of those two major sporting events, all that it implies and identify impacts, interviews were conducted during the months of March, April, and May 2021. Interviews lasted between 30 and 90 minutes. They always started with a presentation of the author, her situation at the HEG, and the purpose of the paper. The interview structure was tailored to the different participants and tended to be more like guided conversations rather than structured questions while remaining within the scope of the research. The goal was to obtain in-depth information through interviews with various stakeholders. Additional and more specific questions were then sent to interviewee 2, thus completing the information already collected. Transcripts of the interviews were sent to each interviewee so that they could confirm that the transcript was correct and confirm their agreement to publication.

**Table 2 - Details of the interviews**

<b>Interviewee</b>	<b>Title</b>	<b>Date</b>	<b>Related event(s)</b>
1	Secretary General of the YOG-2020	March 16 <sup>th</sup> , 2021	YOG-2020
2	Secretary General of the WG-2011	March 17 <sup>th</sup> , 2021	WG-2011
3	Director of Lausanne Tourisme	April 19 <sup>th</sup> , 2021	YOG-2020 & WG-2011
4	Delegate for International Sport in the canton of Vaud	May 7 <sup>th</sup> , 2021	YOG-2020 & WG-2011
5	YOG-2020 Volunteer manager	May 11 <sup>th</sup> , 2021	YOG-2020

*Source: the author, based on the interviews made (Appendices 1 to 5)*

#### **4.2.2.2.2 Survey**

In order to support specific elements of the analysis, a survey was conducted among people living in Lausanne and its surroundings. The survey was composed of 17

questions and sought to understand the general impression of the citizens of Lausanne regarding the events analyzed, which are the YOG-2020 and the WG-2011<sup>8</sup>. The answers provided by the survey should make it possible to identify the general impressions of the events analyzed and whether the inhabitants of Lausanne consider and embrace their city as a sports city.

The survey was done using Google forms and 75 responses were collected. The target audience was people living in Lausanne and its surroundings during the two events analyzed. The survey was conducted in French to directly target the desired audience. The first question was sorting the individuals by asking if they lived in Lausanne or nearby. If they answered no, the survey ended. About ten people were therefore excluded from the start. The second page consisted of asking questions about the WG-2011, whether people remembered this event first and what their impressions were. The third page consisted in the same thing as the second one, except taking the YOG-2020 as an event and to know if they were considering Lausanne to host the OG. The last page consisted of learning a little more about the respondents, i.e., their gender, their age and whether they were affiliated with a sports club.

The survey was sent through a single medium, WhatsApp, to best target people living in Lausanne. The goal was not to have hundreds of responses, but rather from people of various ages and genders to represent the diversity of the city of Lausanne as best as possible.

**Table 3 - Type of survey questions**

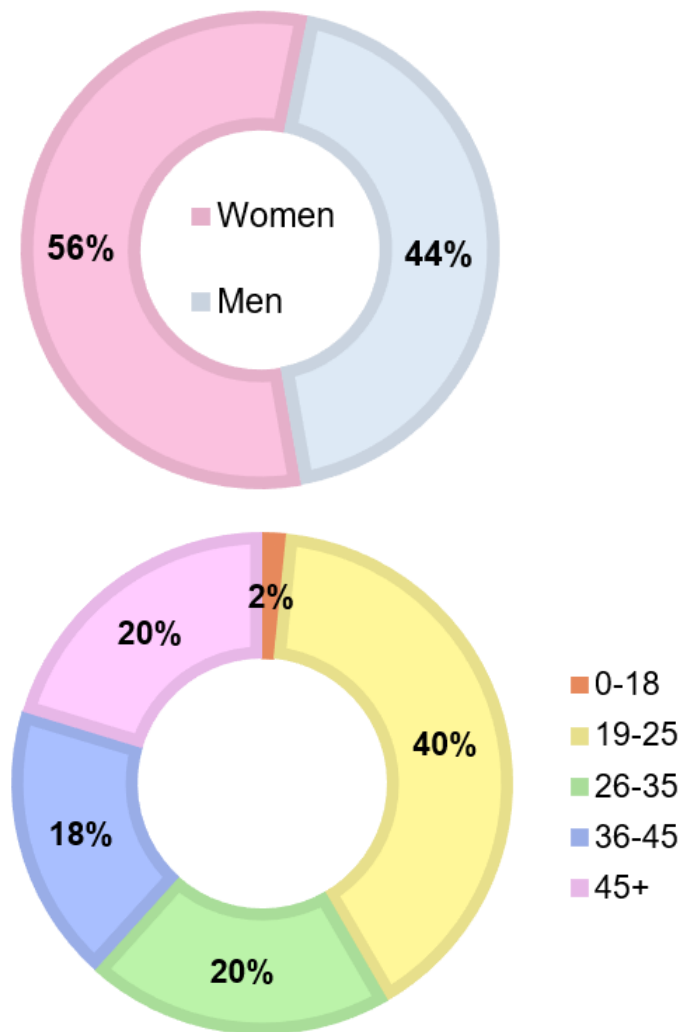
Type of questions	Number of questions
Yes or No questions	6
Multiple choices questions	4
Checkboxes questions	4
Linear scale questions	2
Open questions	1

*Source: the author, based on the survey made (Appendices 6 and 7)*

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<sup>8</sup> See Appendices 6 and 7 to find the entire survey

**Figure 5 - Gender and age range of survey respondents**



Source: the author, based on the survey made (Appendices 6 and 7)

### 4.2.3 Analysis

The third step concerns the analysis of the case studies data (*Prepare, Collect & Analyze* in Figure 3). The strategy is to build the research on theoretical propositions. The purpose and design of the case study is based on the research propositions, research questions, and literature review using the cross-case synthesis technique of comparing individual case data within a common framework. The impacts identified in Table 1 will be used one by one to analyze the case studies. The next phase of the analysis is referred to as reporting case studies, which translates into bringing the results and findings to a first conclusion related to a single case study (Yin, 2003).

#### **4.2.4 Cross-case analysis**

The final step, after the analysis of the two individual case studies, is to perform a cross-case analysis (*Analyze & conclude* in Figure 3), which will serve as a basis for an overall conclusion. The cross-case analysis will facilitate the identification of similarities and differences in the units of analysis. This approach to analysis enables the emergence of new questions and new dimensions that may be worth analyzing. Therefore, in the face of new discoveries, the theory may have to be modified (Khan and Vanwynsberghe, 2008).

### **4.3 Limitations**

During the course of the research, the following limitations were encountered:

- Some interviews were delayed or did not happen because of the current situation due to COVID-19, the unavailability, or the absence of a response.
- The entire research, but especially the analysis and conclusion, was performed without considering the current situation of the global pandemic due to COVID-19.
- It was necessary to be careful not to generalize from a single case. Although some impacts can occur almost at any time after hosting major sporting events, they nevertheless depend on many criteria, such as the type of event, the host city, the host country, the time (years) or other criteria, which was observed in the analysis and conclusion.
- The unavailability of a routine formula meant that the case study research approach was more complicated to implement than reporting survey results.

## 5. Analysis

Impacts are direct consequences created by the hosting and organization of a major sporting event. In this chapter, the six impacts identified earlier will be discussed one by one, starting with the YOG-2020 and then moving on to the WG-2011. Some impacts are easier to measure than others as they are quantifiable. The impacts will therefore be measured based on the information in Table 4 below and will be measured as positive or negative. This assessment will be made on a metric scale for numerical data and on a positive/negative scale for qualitative data. Legacies being created by one or more impacts will be identified in the conclusion of each event.

**Table 4 - Basis for measuring impacts**

<b>Impacts</b>	<b>Basis for measuring impact</b>
<b>Financial</b>	The difference between the total cost of the event and the revenue it generated, resulting in a profit or loss
<b>Urban</b>	What was built or improved to accommodate the event and without which there would have been no change
<b>Environmental</b>	The additional environmental impact of hosting the event compared to the situation where there would have been no event (measure of the ecological and/or carbon footprint).
<b>Social</b>	Number of volunteers invested in the event, atmosphere of the event, projects or activities set up for visitors and other elements that may or may not benefit the host city's population
<b>Political</b>	New or strengthened relationships or partnerships and projects created as a result of hosting the event
<b>Image and notoriety</b>	Figures concerning the diffusion of the event, at national or international level, number of people who attended the event as athletes or spectators and other elements that may or may not have enhanced the popularity of the host city

*Source: the author*

## **5.1 2020 Youth Olympic Games**

Lausanne is capable of hosting major sporting events. Major in terms of participants following the success of the WG-2011, and major in terms of popularity following their 2nd place against Rome for the 1960 Olympics. The idea of organizing the YOG-2020 came in 2011 because of the success of the WG-2011 and the fact that it was the largest event that Lausanne had ever hosted. A bid for the YOG is the same as for the OG. It is a very demanding and extensive process with a large number of requirements. The foundation of an Olympic bid is to have a story to tell on which the entire framework will be built, without forgetting the notion of legacy. The strength of Lausanne and why it was able to win the YOG-2020, is the strong legacy in terms of infrastructure with the emphasis on youth proposed. Its original history also helped. As a matter of fact, as the election of the host city took place in 2015, Lausanne emphasized that hosting the YOG in Lausanne would also be an opportunity to celebrate the centenary of good and loyal relationship with the IOC, which has been in place in Lausanne since 1915, and to confirm the collaboration for the next 100 years as an Olympic candidate. The main objective of the organizing committee of the YOG-2020 was to obtain the victory in 2015 in Kuala Lumpur. The second objective was to work on three levels to achieve the first objective:

1. The local level, the goal being to convince the population of Lausanne that hosting the YOG was a good idea that would benefit everyone.
2. The national level, by building a strong relationship between Swiss sport and the city of Lausanne and by convincing them to participate in these games to enhance the presence of young Swiss athletes.
3. The international level, by promoting the city of Lausanne as the Olympic capital so that the IOC members would vote for Lausanne<sup>9</sup>.

Thus, the YOG-2020 took place in Lausanne from 9 to 22 January 2020. The competitions took place on eight different sites in the canton of Vaud, Valais, and Graubünden as well as in neighbouring France. A total of 1,784 athletes aged 15 to 18 from 79 nations participated in these games (International Olympic Committee, 2020b). In order to evaluate the impacts of the YOG-2020 on the city of Lausanne, the six impacts identified in Table 1 will be analyzed one by one.

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<sup>9</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

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### 5.1.1 Financial impact

The decision to bid for a major sporting event in Lausanne is based on two criteria, economic benefits, and image. In this case, the YOG-2020 is considered an image product. Indeed, the fact that the athletes and accompanying persons were staying in a village did not allow for significant economic spin-off in terms of tourism. But although this event did not have a great economic impact, it was still interesting because the YOG-2020 took place in January, which is a slow period for tourism in Lausanne<sup>10</sup>. However, the YOG-2020 proved to be a financial success with an operating profit of CHF 400,000<sup>11</sup>.

The initial budget for the YOG-2020 was approximately CHF 36 million. The final budget amounted to CHF 48 million, more than CHF 10 million over budget. This increase is explained by the fact that more than CHF 10 million equivalent to benefits in kind were provided by several partners. Public funds accounted for CHF 26 million of the revenue, with CHF 8 million from the Confederation and CHF 9 million from the Canton of Vaud and the City of Lausanne. Swiss Olympic contributed CHF 1.4 million and the IOC released CHF 6.2 million to help the organisation. There was also CHF 4.1 million earned through merchandising sales and sponsorship contracts (International Olympic Committee, 2020b). The financial impact is considered positive given the profit of CHF 400,000.

### 5.1.2 Urban impact

The new infrastructures used for the YOG-2020 were not created only for the event but are part of a long-term need. The five main infrastructures built or improved are: The Vortex in Chavannes-près-Renens, the Vaudoise arena in Malley, the gondola lift in Les Diablerets, the Snow Park in Leysin, and the Nordic center in neighbouring France. These five projects were made possible so quickly as a result of the role of catalyst, facilitator and accelerant played by the YOG-2020. These projects have been planned for a long time, even before the idea of hosting the YOG-2020. The event just acted as an accelerator. Furthermore, these constructions or improvements have not been covered by the CHF 48 million budget of the YOG-2020, but by other organisations (Chappelet, 2020).

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<sup>10</sup> Online Interview with interviewee 3, Director at Lausanne Tourisme & Convention Bureau, Lausanne, April 19, 2021 (see Appendix 3)

<sup>11</sup> For more details on the investments and return on investments related to the YOG-2020, there is unfortunately no information at the moment as the validation of the YOG-2020 accounts will take place on 28 June 2021 (Interviewee 4, 2021).

The Vortex is a private-public partnership student residence project that took 29 months to build. It hosted more than 1,800 athletes and chaperones in January 2020 for the YOG-2020 and was made available to house COVID-19 health staff from March to June 2020, followed by students from July 2020. The building has 941 rooms, part of which is dedicated to students, part to academic guests and part to common areas. The Caisse de pension de l'Etat de Vaud (CPEV) financed and built the Vortex as project owner for a total investment of CHF 156 million (CPEV, 2021).

The Vaudoise arena is an Omnisport complex containing three ice rinks, four swimming pools, a fencing and table tennis center, conference and seminar rooms, and restaurant and bar areas. The site is located in Malley, in the Lausanne area and was a key venue for the YOG-2020. It hosted the opening ceremony, ice hockey, short track speed skating and figure skating events. Construction began in 2017 and was expected to be operational in 2019 as part of Lausanne's bid for the YOG-2020 (Vaudoise aréna, 2021a) The Vaud Arena is a CHF 235 million project that started in 2010 and was accelerated by the hosting of the YOG-2020. Today, the multi-sports centre is home to several sports teams, including the Lausanne Hockey Club (LHC) (Ville de Lausanne, 2021).

The development of the Vaud Alps is part of the "Alpes vaudoises 2020" project initiated in 2013 and accelerated by the arrival of the YOG-2020. To host the alpine skiing, ski mountaineering, freestyle and snowboarding competitions, the acceleration of certain projects and technical adjustments had to be made. A gondola lift was built to replace the existing chairlift in Diablerets to improve mobility. The Snow Park in Leysin has just undergone some adjustments so that the standards are met for hosting the games, allowing the ski resort to position itself as one of the leading freestyle centers in Europe (Blondeau et al., 2017).

The Nordic center has been chosen to host the ski jumping, Nordic combined and biathlon events mainly for sustainability reasons. Indeed, most of the installations necessary for these events do not exist in the west of Switzerland, it was thus logical to turn to the neighbours to benefit from their installations already answering the requirements of the international competitions. The site had to be modernized for three years to meet the highest standards, including a new ski jump, a modernized biathlon shooting range, snowfarming, modified slopes and new buildings. These changes will allow the center to become one of the key locations in Nordic skiing (Lausanne 2020).

The urban impact is therefore considered positive in several respects. The first is that no infrastructure has been designed solely and specifically for the YOG-2020. These projects were already part of a plan even before the idea of hosting the YOG-2020. These

various constructions and improvements were simply accelerated by the hosting of the event. Secondly, all these infrastructures are now used and useful for the local population, the Swiss sports teams, and the hosting of competitions (Chappelet, 2020).

### **5.1.3 Environmental impact**

Given that the sensitivity and interest around the environmental impact is increasing, the organization of these YOG-2020 aimed to be as sustainable as possible. In this order, the organization wanted to look more at existing and local solutions rather than importing or building infrastructures only for the event (Lausanne 2020).

The YOG-2020 organizing committee has been working with Quantis, a sustainability consulting group that helps implement smart environmental sustainability solutions, and the University of Lausanne since 2017. Quantis delivered a positive report for the games. Indeed, it concluded that the total carbon footprint of the YOG-2020, without taking into account the infrastructures, is equal to 19 kg CO<sub>2</sub>-eq per spectator (with a total number of spectators amounting to 640,000), which is equivalent to the annual emissions of 870 Swiss. This carbon footprint was 81% related to preparation and operation activities. The good practices highlighted were:

- The limited use of temporary infrastructure at the sites
- The impact related to food and beverages was moderated partly due to the offer of vegetarian menus and the limitation of large quantities of "premium" food
- The transportation between the sites which was done at 75% by public transport for the athletes and accompanying persons
- The limitation of the transport by car for the Swiss and French spectators thanks to the large communication in favor of public transport and the offers of daily tickets at a low price

The carbon emission of the infrastructure amounts to a total of 285,000 tons of CO<sub>2</sub>-eq, which is about 23 times more than the total of the YOG-2020, but is still considered a good practice, mainly due to the use of the frozen lake of St-Moritz for speed skating competitions which avoided the construction of a specific ice rink for this sport (Magaud, 2020).

Regarding the infrastructures, they have been built in a sustainable way, like the Vortex. It was built with photovoltaic modules on a surface of 2000m<sup>2</sup> that provide environmentally friendly solar energy (EWZ, 2021).

The Vaudoise arena is part of the “Métamorphose” program. This key program consists of participating in the development of Lausanne and brings modern sports facilities, two ecological districts and quality public transport to the city of Lausanne and its region. The Vaudoise arena is engaged in innovative and cost-effective solutions, all with a focus on sustainability. More than 2,000 solar panels have been integrated on the roof of the Vaudoise arena and allow an annual production of 700,000 kWh/year which corresponds to a quarter of the building's consumption. A sustainable energy solution has also been installed to heat the building through the cold production created for the ice rinks, which combines profitability and ecology. The infrastructure supports soft mobility by being easily accessible by the public transport network and by offering more than 500 parking spaces for bicycles as opposed to 200 for cars. Several Eco Points are installed inside and outside the site to collect waste by sorting it and the building was built in an L shape to save space (Vaudoise aréna, 2021b).

With the objective of using existing resources instead of building them and saving water and energy, the speed skating competitions were held on the frozen lake of St. Moritz in the canton of Graubünden. Also, instead of building new infrastructures, or having some athletes move to the other side of Switzerland, the athletes competing in ski jumping, Nordic combined, and biathlon could take advantage of the existing infrastructure in Les Tuffes, in neighbouring France (Lausanne 2020).

Some projects have not been able to go through with their idea, because Switzerland is a complicated country with complicated politics, as whether it is the confederation, the cantons, or the municipalities, each has its own level of competence and there is much more risk of opposition<sup>12</sup>. This is what happened in La Vallée de Joux, in the canton of Vaud, a place with a strong historical link and tradition of Nordic skiing. Indeed, the site that hosted the cross-country skiing competitions during the YOG-2020 had plans to build a regional training center, the Nordic center. As a matter of fact, the project was to propose an ambitious and sustainable structure to position the region outside of Switzerland as an important pole of cross-country skiing by hosting national and even international competitions and create a legacy through the organization of the YOG-2020. However, as the Vallée de Joux is in a protected area of national importance, nature protection associations have filed opposition to the Nordic center project, particularly because of the presence of a rare bird in the area, the Western Capercaillie. Because of this opposition, which prevents the construction of fixed infrastructures, the

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<sup>12</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

project has been delayed and temporary structures and facilities have been put in place just for the time of the event and its smooth running. The YOG-2020 organization did not see this as a failure, but as an opportunity for the region to reinvent itself and find compromises. It is part of the normal evolution of a project of this size (RTS, 2018).

In order to fight against waste, sorting centers were placed in all the host sites of the YOG-2020, and disposable dishes were compostable (Lausanne 2020).

The Olympic cauldron hosting the Olympic flame was designed with the ecological aspect in mind. The Olympic flame was powered by Swiss wood pellets, thus becoming the first eco-responsible Olympic flame, and burned in a 100% natural way throughout the YOG-2020<sup>13</sup>.

The environmental impact has been successfully minimised and is therefore considered positive. This statement is supported by all the measures taken by the organisers and by the Quantis report, which issued a positive report on the YOG-2020 and its sustainability.

#### **5.1.4 Social impact**

The social aspect includes many things, such as the focus on youth, gender equality, projects that have benefited the local population, volunteers, enthusiasm, and involvement of the population.

##### **5.1.4.1 The youth**

The most important social aspect of this event was certainly the youth. One of the most important objectives for the organizing committee of the YOG-2020 was to offer games for, by and with young people. Indeed, the youth has been greatly emphasized, whether during the organization and preparation of the games, or during and after the event. More than 130,000 children and teenagers participated in the preparation and organization of the YOG-2020, young singers from all over Switzerland recorded the official song of the Games and students from the Lausanne School of Art and Communication (ERACOM) created the YOG-2020 mascot and designed the pictograms representing the sports and disciplines present at the YOG-2020. The Olympic cauldron, the podiums and the medal trays were designed in partnership with students and apprentices from the Lausanne art school (ECAL), the Construction school (ECL) and the training center of the Industrial Services of Lausanne (C-FOR). Most schools in the city of Lausanne and the canton of

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<sup>13</sup> Online Interview with interviewee 4, Delegate for international sport, Lausanne, May 7, 2021 (see Appendix 4)

Vaud have developed projects around sport and linked to the YOG-2020, and thanks to a great investment and a lot of organization, 80,000 schoolchildren have had the opportunity to go and see competitions and participate in certain activities through their school. By involving almost 400 young people in the opening ceremony, the organization of the YOG-2020 is once again putting youth in the spotlight (International Olympic Committee, 2021; Lausanne 2020).

#### **5.1.4.2 Gender equality**

For the first time in a Winter Olympic event, full gender parity was achieved. The YOG-2020 are games that have promoted gender equality with 50% of athletes being women and the other half men (International Olympic Committee, 2021).

#### **5.1.4.3 Acceleration of projects that benefit communities and tourism**

The sports infrastructure built through the YOG-2020 will benefit regional sports and improve the performance of athletes with better facilities. The Vortex, used to accommodate athletes and their accompanying persons, benefits Lausanne students who can take advantage of accommodation close to their study sites. Following the partnership with France and their Nordic center in Les Tuffes, an agreement has been made that allows Swiss Nordic ski teams to use the center and its infrastructure free of charge for 20 years (Lausanne 2020).

The hosting of the YOG-2020 on Swiss territory has allowed the Alpine regions to reposition themselves on the Swiss sports map, such as Diablerets for alpine skiing and winter sports in general and Leysin for freestyle disciplines. All winter sports enthusiasts in Switzerland will now be able to take advantage of these sites (Lausanne 2020).

#### **5.1.4.4 Volunteers**

The person in charge of volunteers for the YOG-2020 has worked for three years in the organizing committee, two of them at 100%. More than 4,000 people were involved as volunteers during the YOG-2020. As soon as the registration for volunteering opened in June 2019, nearly 13,000 people expressed their interest in being part of the YOG-2020 volunteers, which perfectly demonstrates the enthusiasm and motivation of the population. Before the games, on November 1st, 2019, 850 volunteers worked at the Vortex for a whole day to build all the furniture to accommodate the 941 rooms that hosted the athletes and accompanying persons during the YOG-2020. Although the volunteers were mainly from Switzerland, there were a few hundred French volunteers, certainly since one of the sites was in France, but there were also volunteers from all over the world who represented about 15% of the total volunteers. This event involved a

population of all ages, as shown in Table 5, with the youngest volunteer being 16 years old and the oldest 89 years old, with an average age of 45 years<sup>14</sup>.

**Table 5 - Key figures for YOG-2020 volunteers**

Average age	45
Maximum age	89
Minimum age	16
Number of nationalities	88
Number of Swiss volunteers	2,973
Number of French volunteers	755
Number of students	541
Total number of volunteers who participated in the YOG	4,172

*Source: the author, based on the tables provided by interviewee 5 (Appendix 5)*

#### **5.1.4.5 Swiss population**

In order to involve the Swiss population as a whole and to create an effect of a united and proud community, the Olympic flame passed through the 26 cantons of Switzerland for its presentation from October 2019 to January 2020. Before starting its journey through Switzerland, the Olympic flame travelled to many different cities in the canton of Vaud for more than a month. In each city, one or several athletes presented the Olympic flame in front of hundreds of school children. The population also had the opportunity to have their picture taken with the Olympic flame and school classes participated in this experience at each stop (Lausanne 2020).

The "En Jeux!" festival was present at each YOG-2020 host site. These festivals combined culture and sport while promoting Olympic values and bringing people together. The entrance and activities of all "En Jeux!" festivals were free and accessible to schools. Some of the activities offered during these "En Jeux!" were the night sledding in Les Diablerets, concerts of Swiss musicians, exhibitions of sports-related photographs, a visit to the Lausanne opera house, initiation to speed skating on the

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<sup>14</sup> Phone call to interviewee 5, YOG-2020 volunteer manager, Lausanne, May 11, 2021 (see Appendix 5)

frozen lake of Saint-Moritz and to bobsleigh, initiation to curling in Champéry, initiation to biathlon in Les Tuffes, initiation to curling in the Vallée de Joux, initiation to pumptrack, parkour, trampoline on the freestyle site of Leysin, initiation to skiing on a ski jump and to ski jumping in the city center of Lausanne and many other activities (Lausanne 2020).

The festival "Lausanne en jeux!" allowed the inhabitants of Lausanne as well as the visitors to participate in more than 250 activities, exhibitions, and workshops. (International Olympic Committee, 2021). The medals square has been placed in the heart of the city of Lausanne, to make this experience accessible to everyone, especially the local population (Lausanne 2020).

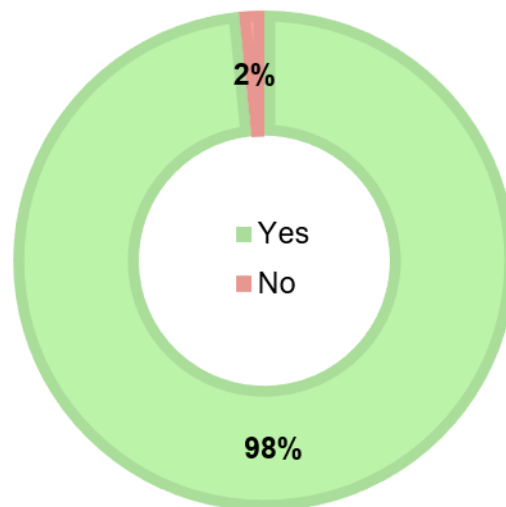
The competition sites were well filled throughout the games. For example, on the third day, 13,000 people attended the alpine ski races in Les Diablerets. On the fourth day, the ice rink hosting figure skating received more than 10,000 people. As the days went by, more and more people showed interest in the various competitions, and on the fourth day in Leysin the number of spectators doubled compared to the first day. Even the new sport introduced at these YOG-2020, 3x3 ice hockey, managed to convince the public and attracted more than 40,000 spectators throughout the tournament. Another success was the 1,000 people who attended the first day of the curling tournament in Champéry, which represents a huge success for this sport in terms of spectators (Lausanne 2020).

The Lausanne public transport (TL) has created an application especially for the event, "Guide me Yodli". This application was created to facilitate the travel of athletes and visitors between the sites, but also other places of interest. In addition to giving the routes, this application allowed to calculate the carbon footprint of the chosen route. In the space of almost two weeks, more than 78,000 route requests have been made on the application which has had no problems or crashes for more than 96% of users. This evergreen application will be useful and optimized for athletes and visitors of future big sports events (Liip, 2021).

According to Swiss Ski and Ski Romand, there was no increase in the number of registrations in the different youth ski categories following the YOG-2020, however there was no decrease either. This lack of increase in registrations could also be due to the COVID-19 which emerged a few weeks after the event (Ski Romand; Swiss-Ski).

A very large majority of the people interviewed in the survey (98%) remember the YOG-2020, which can be explained, among other things, by its recency (Figure 6).

**Figure 6 - Overview of the YOG-2020 memory**



Source: the author, based on the survey made (Appendices 6 and 7)

Of these 98% of people remembering the event, only 23% did not participate in the event, mainly because they had no interest or were not in Switzerland at the time. For the remaining 77% who participated in the event, it was mainly as a spectator through television, at "Lausanne en Jeux!", or at one of the competitions. For all those who remembered the event, more than 90% of people surveyed expressed their feelings/opinions about the YOG-2020 as positive. This sentiment is shared by Christophe Dubi, Executive Director of the OG at the IOC who said about the population of the canton of Vaud:

*"(...) the greatest success of these Games was probably the level of commitment and the incredible enthusiasm of the people of the canton of Vaud." (International Olympic Committee, 2020b)*

The commitment of the population of Lausanne to the YOG-2020 was made through the celebration and was successful because of the participation and the positive feeling related to the event. The strong involvement of young people throughout the event also contributed greatly to the positive social impact. Organisers of future Olympic Games such as Beijing 2022, Paris 2024 or Milan 2026 came to observe the organisation of the YOG-2020 and noted some very positive points such as the centrally located medal square which allowed for celebration throughout the event or the local youth involvement project. The success of the YOG-2020 will serve as an example and inspiration (Pittet, 2020).

### 5.1.5 Political impact

The network surrounding the organization of the YOG-2020 (Figure 7) is separated into three groups: institutional actors, non-sport actors and the Olympic movement. The institutional actors were the city of Lausanne, the canton Vaud, the confederation, and the French government. The non-sport actors were represented by the universities and schools, Lausanne tourism, and the various sponsors. And finally, the IOC, the IFs, the national federations, and the various host sites represented the Olympic movement.

**Figure 7 - The YOG-2020 network**



*Source: Official YOG-2020 Report (Lausanne 2020)*

As soon as the host city is chosen to host the OG, it must sign a host city contract, representing the reference document of a very long cooperation of seven years and an extraordinarily complex union. The host city contract is therefore signed by the host city, in this case the city of Lausanne, the IOC, and the national Olympic committee, in this case Swiss Olympic. Although the signatories of this document are among the most important actors in the organization of these games, others are significant. As the YOG-2020 took place on several sites in the canton of Vaud and not only on the territory of Lausanne, the canton of Vaud had a very important role in these games (Lausanne 2020).

As a matter of fact, representatives of the canton of Vaud were present in the bid committee, but also in the organizing committee. The role of the canton of Vaud was broad. It consisted of proposing projects related to the YOG-2020 throughout the canton,

particularly in schools, but also making the link with the IFs, handling public relations, participating financially in the project, supporting the project at the administrative level, and organizing the redistribution of the YOG-2020 profit to projects related to the legacy of the YOG-2020. All the departments of the canton of Vaud collaborated in some way to deliver a successful event<sup>15</sup>. Several committees, councils or commissions have been created with representatives from the three main actors to advise and conduct this event in the best possible way. The central organizing committee of the YOG-2020 based in Lausanne has reached the number of 116 people during the Games (Lausanne 2020).

Lausanne and the canton of Vaud are fortunate to host the country's largest university campus (EPFL) as well as the Vaud University Hospital (CHUV) and many other companies, organizations, and universities that make the region an important research and innovation center in Switzerland. The organizing committee has capitalised on this advantage by partnering with several of these organizations (Lausanne 2020).

There were partnerships between sport and education, between sport and culture, but also between France and Switzerland, which gave the first bi-national Games in Olympic history. The French Minister of Sport, Roxana Maracineanu said about these bi-national games:

*"This partnership has a special legacy. Jura is a cross-border region, and this type of relationship means we can set up winning arrangements between schools and sports associations... and sport is a wonderful tool for this." (Lausanne 2020)*

Through the good relationship between France and Switzerland and a meticulous organization, the transportation between the borders during the games went smoothly. In order to confirm the collaboration between France and Switzerland for these YOG-2020, it is symbolically that the Olympic flame crossed the border under the eyes of the organizing committee of Paris 2024. Due to their geographical proximity and common values regarding the organisation of the Games, such as sustainability and innovation, the YOG-2020 and Paris 2024 Organising Committees have naturally worked together to share their expertise and best practices (Lausanne 2020).

Partnerships with environmentalists have also been established for certain projects to ensure the support of certain environmental associations, to carry out these projects in time, to everyone's satisfaction and considering the important issue of the environment (Lausanne 2020).

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<sup>15</sup> Online Interview with interviewee 4, Delegate for international sport, Lausanne, May 7, 2021 (see Appendix 4)

Some of the partnerships and discussions were a little more difficult, especially regarding the national level objective concerning the relationship between Swiss sport and the city of Lausanne. The goal was to convince the Swiss sports federations to participate in these YOG-2020 to emphasise the presence of young athletes in Switzerland. Generally, the OG is seen as a career achievement for all athletes in the world. However, it has been noted that the YOG-2020, perhaps because of its novelty, is not as expected by Swiss athletes and federations. Indeed, some Swiss sports federations were not necessarily willing to change their planning for this event or simply did not have the resources to prepare their athletes for such an event. This second point concerned the federations of sports that are less developed and popular in Switzerland, such as figure skating<sup>16</sup>.

The political impact is seen as positive especially as many projects involved youth partnerships, which was very important for the organisation of the YOG-2020.

#### **5.1.6 Image and popularity impact**

A total of 645,000 spectators attended the competitions or participated in the "En Jeux!" festivals set up in the different host sites. The "Lausanne en Jeux!" festival alone had 200,000 visitors. The valorisation of youth being an important point in the organization of these games, 80,000 school children had the opportunity to attend the YOG-2020. Internationally, the popularity of these games was also a success because the YOG-2020 was the most watched winter YOG to date. The various online platforms received more than 3 million visitors, and the games were broadcast in 191 territories, which translates to approximately 150 million viewers worldwide (International Olympic Committee, 2020b).

Switzerland, through these games, was able to put itself forward by winning 24 medals, which proves that winter sport is very present in Switzerland, even among young people (Lausanne 2020). Lausanne is the only city in the world to have the title of Olympic capital, which is an identity and a brand for tourism. And today, through the hosting of the YOG, Lausanne is also part of the circle of Olympic cities<sup>17</sup>.

The YOG is a recent event and does not reach as many people as the Olympics. Indeed, in comparison, the YOG-2020 was seen by 150 million people worldwide, while the 2018

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<sup>16</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

<sup>17</sup> Online Interview with interviewee 3, Director at Lausanne Tourisme & Convention Bureau, Lausanne, April 19, 2021 (see Appendix 3)

Winter Olympics in PyeongChang reached 1.92 billion people worldwide, which corresponds to more than a quarter of the world population (International Olympic Committee, 2018b).

However, since its creation, it has grown and evolved rapidly. While the first YOG in Innsbruck in 2012 had no live coverage, the 2016 YOG in Lillehammer was seen by a total of 3 million viewers worldwide and the 2020 YOG by 50 times more. The coverage on social networks, as well as the views of the different videos, have also increased, which proves the growing interest in this event that might one day catch up with the Olympics (International Olympic Committee, 2020c). And for these reasons, the image and popularity impact is also regarded as positive.

### **5.1.7 Conclusion**

Legacy is part of the very foundation of an Olympic bid and must therefore be considered well in advance. It was thus even before the event took place that the organization of the YOG-2020 was intended to leave a strong legacy for Lausanne, its region, and its inhabitants, but also for all the partners. The YOG-2020 legacy strategy was based on five pillars, youth, sport, Olympism, innovation, and partnerships. These legacies are the result of all the impacts previously identified and analyzed.

#### **5.1.7.1 The legacy of youth**

Youth was a very present element in these YOG-2020, and not only because these are competitions reserved for young people, but also because of many other aspects. The legacy of youth has been successfully created by several impacts.

The first, the urban impact, was generated by the construction of student housing in Lausanne (Vortex), a new multi-sport center (Vaudoise arena) that will benefit not only the sports teams of the region, but also the population and finally the transformation of the Alps that will also allow the Swiss sports teams to train in better conditions and the population to benefit from these new or improved infrastructures. The second is the social impact and the most important. The youth were valued by several means, as in most of the projects, through volunteering, but also all the young visitors who were able to attend competitions or activities proposed in the sites "En Jeux!". Then the political impact gave rise to partnerships with young people from schools and universities. These partnerships have allowed many young people to participate in the organization of the YOG-2020 by creating the official music, the mascot, the podiums, and many other things. And finally, the image and notoriety impact allowed, through the broadcasting of

the YOG-2020 in 191 territories, to highlight the talent of the Swiss youth who managed to win 24 medals during these games (Lausanne 2020).

Today, the process of involving youth in the organization of events is still ongoing and a platform is being developed to continue to involve youth in future events in the country (Lausanne 2020).

#### **5.1.7.2 The legacy of sport**

Sport is obviously an essential part of a sporting event, and the legacy of sport is confirmed through the urban, environmental, social, political and image impacts. In fact, the construction of sustainable infrastructures will allow the Swiss sports population to train under better conditions and to shine more at the international level. Hosting an event such as the YOG-2020 in Lausanne also allows the region and even the country to become more aware of sport, whether it be at the level of competitions, but also around all the partnerships and projects around sport done in the framework of the event (Lausanne 2020).

Today, as part of the sport's legacy, Swiss Olympic will bring the sport even more to the forefront by extending the programs created in the framework of the YOG-2020 and the new or improved infrastructures will serve the future generations of Swiss athletes (Lausanne 2020).

#### **5.1.7.3 The legacy of Olympism**

The goal of the YOG-2020 was also to promote Olympism through the special relationship between Lausanne, the Canton of Vaud, and the IOC. In its organization, the YOG-2020 was therefore conceived following the IOC's 2020 agenda and thus allowed to highlight Olympism and to show that a sports event can meet the needs of the communities that organize it. The sustainable approach that the organizers used in connection with the IOC Agenda 2020 is one of the characteristics that made the YOG-2020 a success. This legacy of Olympism has therefore been created through all the impacts analyzed. This successful organization can now serve as an example for all major sporting events that will be organized in Switzerland in the future (Lausanne 2020).

#### **5.1.7.4 The legacy of innovation**

All the actors involved in the organization of the YOG-2020 have tried to innovate in sustainable solutions that allow, among other things, the use of existing and local infrastructures. Several innovations have made the light of these games, such as the system of using public transport for example. Innovations are not only solutions, but also

relationships, partnerships and a local network created. Urban, environmental, social, and political impacts have participated in the creation of this legacy of innovation (Lausanne 2020).

Today, the established network, as well as a new platform under development that addresses the legacy of the YOG-2020, will enable the development of new innovations for future major sports events in Switzerland. The success of the YOG-2020, as well as the approach taken in the organization, will also allow future YOG organizers to follow the example and deliver good games. The YOG-2020 has shown that Switzerland is a country full of talented and innovative young people and has shown its confidence by promoting them through a wide range of projects (Lausanne 2020).

#### **5.1.7.5 The legacy of partnerships**

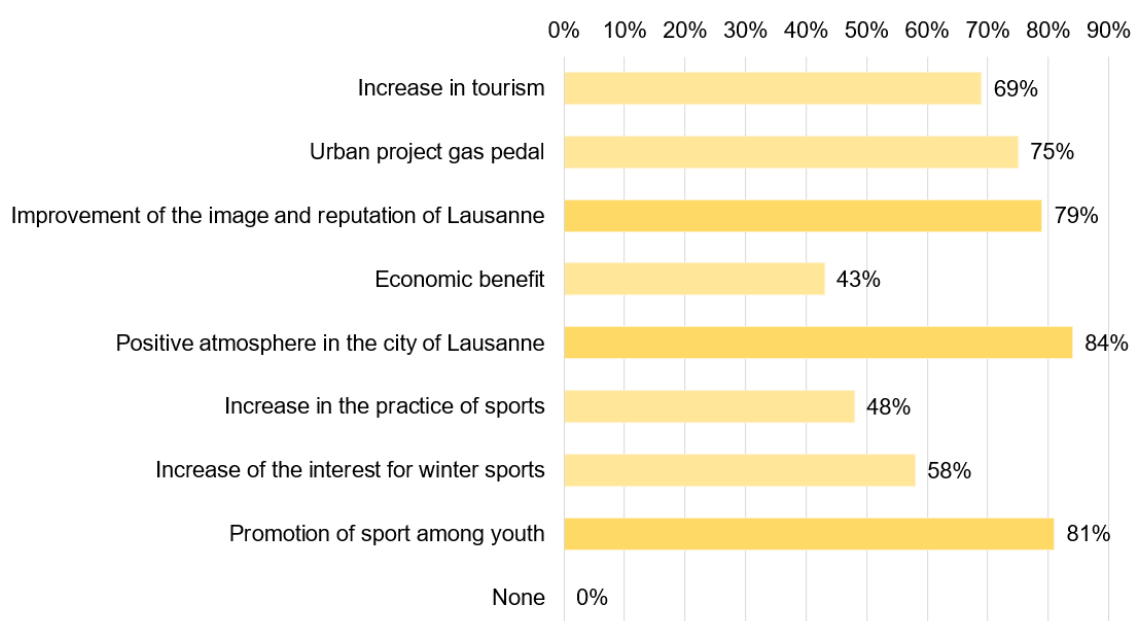
The partnerships that took place throughout the organization of these games were also one of the key aspects of these YOG-2020. Indeed, whether it concerns institutional partnerships, partnerships with the Olympic movement or non-sport actors, all have been vectors of successful Games. The main impact concerned in this legacy is of course the political impact, but also the urban impact, through the construction of infrastructures, the environmental impact, and the social impact. Today and thanks to the YOG-2020, some of these partnerships will continue and others will be created through the YOG-2020 legacy platform (Lausanne 2020).

The success of the YOG-2020 was further confirmed by Philippe Leuba, Councillor of State responsible for the Canton of Vaud's Department for Economic Development, Innovation and Sport that said:

*“The Youth Olympic Games Lausanne 2020 created a rich and diverse legacy for our region and its people (...) Besides accelerating essential regional investment, with new infrastructure designed for sustainable use – in line with the spirit of Lausanne 2020 – the YOG renewed Swiss people’s commitment to the values of the Olympic Movement. With their immense popular success, the YOG brought together the whole region, including in the French Jura, around the ambition of these Games, creating new social cohesion.” (International Olympic Committee, 2021)*

As a final point of this conclusion, the three benefits most cited by survey respondents regarding the impact of the YOG-2020 on the city of Lausanne (Figure 8) are the positive atmosphere in the city of Lausanne (84% of respondents chose this answer), the promotion of sport among young people (81%) and the improvement of Lausanne's image and reputation (79%) which is in line with the analysis made earlier.

**Figure 8 - Benefits of hosting the JOJ-2020**



*Source: the author, based on the survey made (Appendices 6 and 7)*

## **5.2 2011 World Gymnaestrada**

The WG bidding process is certainly not as extensive as that of the OG. In fact, at the time of Lausanne's bid for the WG, there were no specific requirements. All that was required was to submit a bid file to express the desire to host the WG. As soon as the bid was received, the FIG made a visit to assess whether the city could host the WG, i.e., whether it had the necessary infrastructure<sup>18</sup>.

The WG-2011 took place from July 10 to July 16, 2011 and counted 19,100 participants. On the first day, July 10, the opening ceremony took place at the Pontaise Olympic Stadium where all delegations entered one by one. The president of the FIG and the president of the confederation made a speech. From the second day, and this until July 15, the representations of all the nations were made throughout the day in the halls of Beaulieu as well as on the four stages distributed in the city of Lausanne. Every evening of the week, several shows representing the gymnastics of one or several nations took place at the malley ice rink. For example, the first evening was the Swiss evening, the following day the African evening, and all along other theme evenings like the Japanese evening, or the Nordic evening and many others. To conclude this week, the FIG Gala gathering some of the best performances of each country took place on Friday evening,

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<sup>18</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

followed by the closing ceremony on Saturday, July 16, 2011 (Association World Gymnaestrada Lausanne 2011, 2013).

### **5.2.1 Financial impact**

A budget of 22 million was planned and respected, while creating a profit of approximately CHF 750,000. This profit was used to reimburse the city of Lausanne for about 80% of the salaries paid following the event<sup>19</sup>.

The WG-2011 is very rare in terms of type of event, because it gathers a lot of participants and is not competitive. The WG-2011 is not considered an image product as it is not widely mediatized, but it is very interesting in terms of economic spin-offs, as it generates a lot of overnight stays due to the high number of participants<sup>20</sup>. Although gymnasts are accommodated in classrooms and gyms, many gymnasts and/or accompanying persons prefer to stay in hotels. The WG-2011 generated 19,612 hotel nights. These overnight stays therefore created a profit for the city of Lausanne and were not counted in the profit of CHF 750,000 (Association World Gymnaestrada Lausanne 2011, 2013). The financial impact is considered positive given the profit of CHF 750,000.

### **5.2.2 Urban impact**

A temporary 2,000-seat bleacher was installed outside the Pontaise Olympic Stadium, as well as several temporary bleachers on the athletic track, which increased the stadium's capacity to 25,800 seats from the standard 15,000. Four temporary stages were built in the city of Lausanne to be able to present performances in town. The event took place mainly in the eight halls of Beaulieu in Lausanne and to do this a total of 25,000 temporary seats were built (Association World Gymnaestrada Lausanne 2011, 2013). The halls of Beaulieu were ready well before the WG-2011, but the organizing committee of the WG-2011 had to manage to install soundproof walls between the halls so that the performances of the gymnasts could take place without disturbing the others. No permanent infrastructure was built because of hosting the WG<sup>21</sup>. Even if the event did not generate any new infrastructure or permanent urban modification, the urban

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<sup>19</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

<sup>20</sup> Online Interview with interviewee 3, Director at Lausanne Tourisme & Convention Bureau, Lausanne, April 19, 2021 (see Appendix 3)

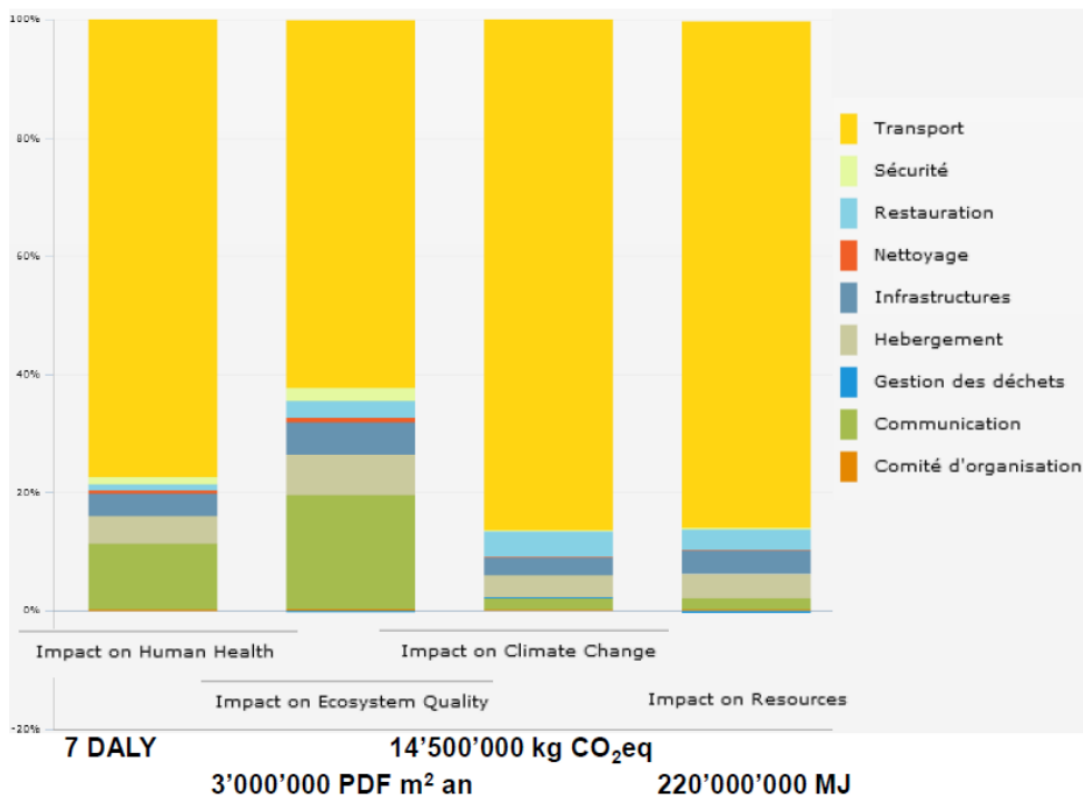
<sup>21</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

impact can be considered neutral, as nothing was built specifically for the event, and all urban modifications were temporary.

### 5.2.3 Environmental impact

The sustainability approach for the WG-2011 was to organize an event that allows the full development and satisfaction of all without threatening environmental resources, social equity, and economic balance. In order to meet the commitments made, a sustainable development charter was signed and formalized in October 2010 (see Appendix 8). An ecological footprint calculator has been set up to enable all the actors to be attentive to the environment throughout the organization, from preparation to dismantling. From the beginning of the project, it was foreseen that an evaluation would be done to see the positive and negative results of the commitments. This assessment made it possible to measure the environmental impacts of the WG-2011 throughout its entire life cycle and to identify the phases that caused the most significant damage to reduce them as much as possible (Figure 9) (14th World Gymnaestrada/Secrétariat general, 2011).

**Figure 9 - Overview of the environmental impacts of the WG-2011**



Source: Final report WG-2011 (14th World Gymnaestrada/Secrétariat general, 2011)

In order to achieve the objectives of sustainable development, the organizing committee of the WG-2011 has collaborated with several organizations, including the city of Lausanne, the International Academy of Sport Science and Technology in Lausanne (AISTS), OKpilot, a company that creates web-based compliance and performance management solutions, the company Quantis and the Federal Office for Territorial Development (ARE) (14th World Gymnaestrada/Secrétariat general, 2011).

#### **5.2.3.1 Infrastructures**

The permanent infrastructures used for the event were all existing and the temporary infrastructures were rented for the duration of the event. Synergies with other Lausanne events, and in particular Athletissima, were thought of to reuse the material. The gymnastic material used during the event was partly resold to other associations (14th World Gymnaestrada/Secrétariat general, 2011).

#### **5.2.3.2 Campaign**

A sustainable development awareness campaign was organized with the gymnasts, the spectators, and the population of Lausanne as target audience. This campaign encompassed 84 actions in favor of sustainable development and the main value that emerged was the value of respect towards the environment and others. The objective of this campaign was firstly to prove that it was possible to consider sustainability in the organization of major sports events and secondly to use this opportunity to promote the issue of sustainability in sport and to raise awareness of the actions taken in this direction. Ambassadors of this campaign went to meet the inhabitants and the gymnasts throughout the event in the places of strong frequentation by giving them badges and bracelets with the colour of the campaign so that they can show their support and their engagement in favor of sustainable development. Signs were put up in the city, volunteers were briefed and coached before the event and a website was set up especially for this campaign to further inform visitors. More than 1,000 labels were also affixed throughout the city of Lausanne with messages such as: "*Respect*", "*With Lausanne and the WG-2011, adopt the right reflexes*", or "*Nothing gets lost, everything gets transformed*". These labels were then collected and recycled as briefcases (14th World Gymnaestrada/Secrétariat general, 2011).

#### **5.2.3.3 Transportation**

The largest environmental impact related to WG-2011 was transportation (Figure 9), particularly air travel, which accounted for between 46% and 60% of the total transportation impact. It was difficult to modify this aspect of the gymnasts' trip to

Lausanne, but European participants as well as Swiss participants and spectators were encouraged to come by train or bus rather than by plane or car. The journey from the airports of Zurich and Geneva was made as much as possible by train and therefore 20% of the participants who came by plane were able to make their journey between the airport and their accommodation by public transport. Public transport was also favored for travel between the sites. The spectators, as well as the gymnasts, were therefore encouraged to use public transport to get to the different sites. All sites and accommodations were served by public transportation and federations were not allowed to use their buses to travel between sites. The accreditations of all gymnasts and volunteers offered free public transport during the whole event. In order to encourage the spectators to move by foot, three marked and secure paths have been set up with a marking on the ground to indicate the paths (14th World Gymnaestrada/Secrétariat general, 2011).

#### **5.2.3.4 Waste**

To reduce waste as much as possible, communication was done almost entirely by e-mail or on the website, no distribution of sponsor flyers was allowed and drinks were sold in returnable cups, which significantly reduced the total waste produced during the week. The sorting of waste was underlined with the installation of sorting garbage cans on the various sites and an awareness of water was also made by distributing water bottles to all the participants and by setting up taps on each site to encourage people to consume the water from the taps. For the gymnasts' meals, local products were favored (14th World Gymnaestrada/Secrétariat general, 2011).

The environmental impact has been minimized as much as possible by all measures taken and can therefore be considered as positive. This can be further confirmed by the fact that the organizing committee of the WG-2011 was one of the winners of the ecosport.ch competition in 2011. This competition organized by the Swiss Olympic Association rewards organizers for their successful measures in favor of a sustainable sports event (14th World Gymnaestrada/Secrétariat general, 2011).

### **5.2.4 Social impact**

#### **5.2.4.1 Merchandising items**

The WG-2011 merchandising sales went very well and exceeded expectations. It worked so well that the production had to be made gradually to adapt the quantities to the

demand. Unsold items at the end of WG-2011, which represented about 2% of the total, were liquidated within three hours<sup>22</sup>.

#### **5.2.4.2 Volunteers**

4,400 volunteers were needed to run the WG-2011. These volunteers were easily found thanks to the large number of gymnastics clubs in Switzerland and their enthusiasm. The association of sports volunteers in Lausanne and the Vaud cantonal gymnastics association also helped<sup>23</sup>.

#### **5.2.4.3 Job creation**

Several jobs have been created for the WG-2011. Indeed, between 2010 and 2011, there were approximately four to eight positions<sup>24</sup>.

#### **5.2.4.4 Swiss population**

Youth days were proposed to the Gymnastics clubs of all Switzerland. They allowed the young gymnasts accompanied by their coaches to spend one or two days at the WG-2011 in Lausanne. More than 1,000 young gymnasts were able to participate (14th World Gymnaestrada/Secrétariat general, 2011).

Four stages were installed in the affluent areas of the city of Lausanne, outside the paying zone and offered performances of gymnasts from all over the world all day long. These stages allowed to sensitize the local population to gymnastics and to present them what the WG was (Association World Gymnaestrada Lausanne 2011, 2013).

According to the Vaud Cantonal Gymnastics Association, there was a slight increase in the number of youth and adult gymnasts in the canton of Vaud in 2012. There is not necessarily a direct link between this increase and the WG-2011, but it is interesting to note that gymnastics was and is still going strong in the region (ACVG, 2021).

The WG is an event that generates a lot of interest from people within the gymnastics world, but it does not generate much interest outside of that audience and its little to no media coverage does not help. This is one of the reasons why only 64% of people living in Lausanne surveyed remember the WG-2011 in Lausanne (Figure 10).

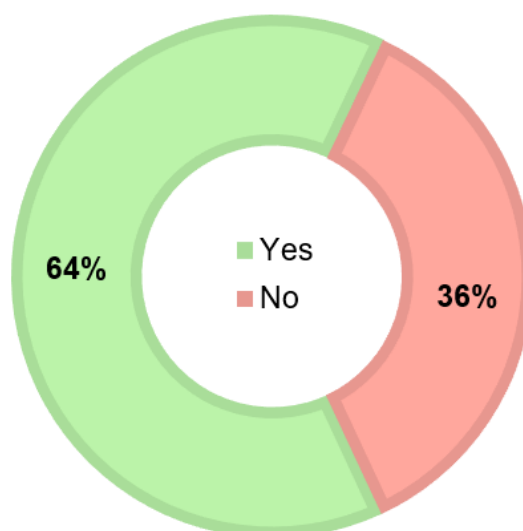
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<sup>22</sup> Additional questions to interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, May 9, 2021 (see Appendix 2b)

<sup>23</sup> Additional questions to interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, May 9, 2021 (see Appendix 2b)

<sup>24</sup> Additional questions to interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, May 9, 2021 (see Appendix 2b)

**Figure 10 - Overview of the WG-2011 memory**



*Source: the author, based on the survey made (Appendices 6 and 7)*

For all those who remembered the event, the majority (79%) expressed their feelings/opinions about the WG-2011 as positive. Of the 64% of people who remembered the event, 39% did not attend at all, mainly due to lack of interest. As for the 61% who did take part, it was mostly as spectators of the performances on the stages installed throughout the city and in the Beaulieu halls.

Among those who are involved in gymnastics in one way or another, the social impact can be considered positive. Unfortunately, even if most of the respondents kept a positive feeling for the WG-2011, for many people the name of the WG does not hold much weight or is completely unknown<sup>25</sup>.

### **5.2.5 Political impact**

As with every event, collaboration is the key to success, and this is once again proven with the WG-2011. As soon as it was nominated to host the WG, the organizing committee had to communicate quickly with the delegations which would be interested in coming to Lausanne, because it is necessary to know that each gymnast of each country must pay his/her participation to his/her national gymnastics federation. This participation includes notably the transport to Switzerland and the accommodation, which is done in the school and gymnastics halls for the majority. It is therefore very important to discuss and collaborate with them, because without them, there are no

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<sup>25</sup> Additional questions to interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, May 9, 2021 (see Appendix 2b)

participants, and therefore no WG (Association World Gymnaestrada Lausanne 2011, 2013). Moreover, it should be noted that there should have been 21,000 participants at the WG-2011, but due to the increase in the price of kerosene and therefore of air tickets as well as the fall of the euro just before the event, it is about 2,000 participants who did not make the trip<sup>26</sup>.

Many departments of the city of Lausanne have modified their usual activities to free some of their employees to support the organization of the event. In order to build all the necessary bleachers, as well as the various infrastructures present on the eight sites throughout the city of Lausanne, 1,500 soldiers of the Swiss army have done the work in collaboration with all the engaged professionals. A total of 64 schools in 15 different municipalities (from Morges to La Tour-de-Peilz, via Crissier) were used to accommodate more than 15,700 gymnasts for 7 days (Association World Gymnaestrada Lausanne 2011, 2013).

One of the main elements on which the city of Lausanne had the opportunity to work with the canton of Vaud was for the schools. Indeed, all the secondary schools are managed by the canton of Vaud, and being used for the accommodation of the gymnasts, a great collaboration took place between the city of Lausanne and the canton of Vaud<sup>27</sup>.

A partnership with Lausanne public transport made it possible for all gymnasts and volunteers to be transported free of charge throughout the week, and to guarantee the transportation of everyone during this week, Lausanne public transport rented 28 additional buses (14th World Gymnaestrada/Secrétariat general, 2011).

Although there were far fewer partnerships for the WG-2011 than for the YOG-2020, the WG-2011 Organising Committee was able to establish good relations with all the actors involved in the organisation and the political impact is regarded as positive. Notably within the different departments of the city of Lausanne, with the canton of Vaud and the Lausanne public transport.

## **5.2.6 Image and popularity impact**

A total of 95,500 tickets were sold, which is equivalent to an average occupancy rate of 80%. The tickets included the whole ticketing system, i.e., the entrance to Beaulieu, the

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<sup>26</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

<sup>27</sup> Online Interview with interviewee 4, Delegate for international sport, Lausanne, May 7, 2021 (see Appendix 4)

party place at Bellerive, but also the tickets for the opening and closing ceremonies and those for the national evenings and the FIG Gala<sup>28</sup>.

The WG is unfortunately not an internationally publicized event, like the Olympics, and is usually only of interest to the people involved in the event. But, at the Lausanne and even regional level, the event was still broadcast and publicized. The opening and closing ceremonies of the WG-2011 were broadcasted live on the national television channel *RTS* and represented 21,7% and 22,1% of the audience. Two other events of the WG-2011 were broadcasted live on the national television channel. These were the Swiss evening and the FIG Gala which represented 16.5% and 17.3% of the audience. The event in general attracted a lot of publicity, as for example, the WG-2011 was the subject of several 12:45 or 19:30 newscasts, or was the theme of two 35-minute specials on *RTS*, spots on other national channels, mentions on the radio, press conferences etc. There were a total of 290 accredited media<sup>29</sup>.

Despite its lack of media coverage, the popularity of the WG continues to grow. Indeed, the WG is getting increasingly bigger as each year more and more nations and participants take part in it. The event has grown significantly since its creation in 1953, both in size and in participation (World Gymnaestrada 2023, 2021). When organizing a WG, a meeting is organized with the organizing committee of the previous WG, which allows the passing of the relay and to review and consider the positive and negative points<sup>30</sup>. The success of the WG-2011 made it a good example to follow for the 2015 WG in Helsinki.

The WG in general is not a high-profile event in the international media, but, on its scale, the image and popularity impact can be seen as positive for several reasons. At the regional level, the media covered the event extensively, and even if not all the sites were full all the time, the average occupancy rate still reached 80%. In addition, the WG-2011 is the largest event ever organised in Lausanne, due to the high number of participants, which gives the city the image of a city capable of organising major sporting events.

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<sup>28</sup> Additional questions to interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, May 9, 2021 (see Appendix 2b)

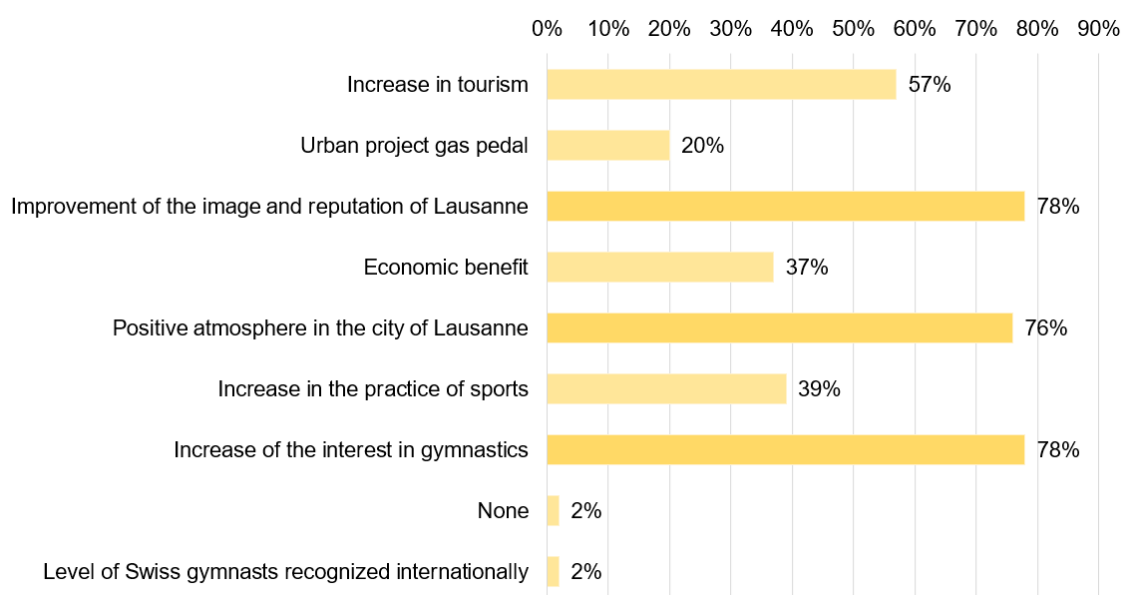
<sup>29</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

<sup>30</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

## 5.2.7 Conclusion

Unlike the OG, the organization of the WG does not stipulate the creation of legacies, so it is not as easy to define them. Nevertheless, the three benefits most cited by survey respondents regarding the impact of the WG-2011 on the city of Lausanne (Figure 11) are the improvement of the image and the notoriety of Lausanne (78% of the respondents selected this answer), the increase of the interest in gymnastics (78%) and the positive atmosphere in the city of Lausanne (76%).

**Figure 11 - Benefits of hosting the WG-2011**



*Source: the author, based on the survey made (Appendices 6 and 7)*

It can therefore be defined that, even today, one of the legacies created by the WG-2011 is the image and reputation of the city of Lausanne, as a city that has successfully organized a major gymnastics event. In fact, by organising the WG-2011, Lausanne proved itself capable of organising major sporting events, and it was because of this event that the idea of hosting the YOG was born. The population of Lausanne knows, thanks to the WG-2011, that Lausanne is capable of organizing big sports events, the WG-2011 being the biggest sports event ever organized in the city. The increase in interest in gymnastics was also mentioned several times. Today, the Olympic capital has therefore renewed its interest in gymnastics by hosting the future Swiss Federal Gymnastics Festival in 2025.

The WG is not broadcast or widely publicized internationally, and therefore cannot compete with Olympic events. Although all impacts are significant to the success of the event, most of them are on a smaller scale, such as the urban impact that existed only for the duration of the event due to the use of existing or temporary infrastructures.

Gymnastics is a very popular sport in the world, especially in Europe, and even in Switzerland. Gymnastics is the only sport to have an event of such magnitude as the WG that meets the need for sport for all, and in this case, gymnastics for all. Another very important legacy that the WG creates is that being a non-competitive event, it promotes and spreads different values such as friendship, active life, diversity, sharing or discovering new cultures and traditions (Gayibov, 2019). The president of the European Gymnastics, Farid Gayibov said:

*“Gymnastics knows no bound indeed. As you know, in Europe we have more than 10 million people practicing Gymnastics for All. Last June, the Swiss Federal Gymnastics Festival had its 7<sup>th</sup> edition in Aarau (SUI) with a participation of 62000 gymnasts. In 2017, the International German Gymnastics Festival brought together in Berlin 80000 participants from different countries. During these events, we realise how strong the gymnastics culture and tradition are in our continent. This can be called as massive communication platform involving many people and building a great legacy to be handed over to the growing generations for its further development.” (GAYIBOV, 2019)*

### **5.3 Cross-case analysis and results**

All the identified impacts can be found in the two events analyzed but not at the same intensity. They are not equally important for the two events because both are not the same type of event. The impacts definitely depend on the type of event, but also on the location of the event or the time of the event, for example.

The table below (Table 6) highlights the key characteristics of each event by impact. Following is a synthesis and comparison by impact between the two events.

**Table 6 - Key characteristics of the two events by impact**

	<b>YOG-2020</b>	<b>WG-2011</b>
<b>Financial impact</b>	Positive with a profit of approximately CHF 400,000	Positive with a profit of approximately CHF 750,000
<b>Urban impact</b>	Positive in accelerating 3 large projects (Vortex, Vaudoise Aréna, Alpes)	Neutral. No permanent infrastructure, only temporary ones
<b>Environmental impact</b>	Positive with a strong focus on public transport	Positive with a large awareness campaign on sustainable development, and a focus on public transport
<b>Social impact</b>	Positive with a strong focus on youth, infrastructure that benefits the population, enthusiasm and involvement of volunteers and the Swiss population	Positive/neutral with the enthusiasm and involvement of volunteers and gymnastics actors
<b>Political impact</b>	Positive with strong institutional partnership and mutual aid	Positive with several partnerships and mutual support within the city of Lausanne
<b>Image and popularity impact</b>	Positive with international recognition	Positive for its popularity among those involved in gymnastics and leverage for future major sporting events

*Source: the author, based on the analysis in chapters 5.1 and 5.2*

### **5.3.1 Financial impact**

The financial impact for both events is considered positive as the initial goal for both events was not to be in deficit<sup>31</sup>. Both finally came out with a profit. As seen above, the two profits generated remained in the sport as the one of the WG-2011 allowed to reimburse the salaries of the people involved in the organization and the one of the YOG-2020 will be used to realize projects concerning the legacy of the YOG-2020.

Events like the WG-2011 can be interesting to host and organize from a financial perspective. It can be noted that although the WG-2011 had a much higher number of participants than the YOG-2020, the budget of the WG-2011 was less than half that of the YOG-2020 (22 million CHF for the WG-2011 as opposed to 48 million CHF for the YOG-2020).

### **5.3.2 Urban impact**

Regarding this impact, the similar point is that both events used already existing infrastructures. On the other hand, the YOG-2020 served as a gas pedal for projects such as the Vortex, the Vaudoise arena and the transformation of the Alps, whereas no permanent urban modifications came out of the WG-2011. The WG-2011 focused on temporary facilities only. The fact that WG-2011 has not generated any permanent urban facilities is not a negative point. As a matter of fact, and as seen in the introduction, no infrastructure should be built only for the purpose of hosting a major sports event, but, like the YOG-2020, for the purpose of accelerating already existing projects. In this sense, both events had a positive urban impact because they did not leave any white elephants behind. It is just that without urban changes, the WG-2011 did not create a legacy on this point. The infrastructures built through the YOG-2020 are today at the service of students for the Vortex, of the population and sports teams for the Vaudoise arena and the transformations of the Alps such as the new Diablerets cable car. As for the WG-2011, the temporary infrastructures have been rented and are therefore used for other purposes<sup>32</sup>.

### **5.3.3 Environmental impact**

The organising committees of both sporting events made a conscious effort to understand the environmental implications of the event and to take the necessary

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<sup>31</sup> Online Interview with interviewee 4, Delegate for international sport, Lausanne, May 7, 2021 (see Appendix 4)

<sup>32</sup> Additional questions to interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, May 9, 2021 (see Appendix 2b)

measures to minimise the environmental impact. In practice, the environmental impact can only be negative. Indeed, the organization of a major sporting event and the fact that thousands of athletes or visitors come to the host city for the event create an additional environmental impact that would not otherwise occur. This extra impact can come in the form of additional waste generation or unusual energy consumption, for example. But unless major sporting events are no longer held, this additional environmental impact cannot be avoided. It can, however, be reduced to a reasonable extent (Chappelet, 2018). Fortunately, both organising committees have put in place measures to minimise this environmental impact and, in theory, it can therefore be considered positive. The biggest measure that the two events have in common is the promotion of the use of public transport.

#### **5.3.4 Social impact**

The involvement and focus on youth for the YOG-2020 has been a huge achievement and will continue to be so due to some partnerships that will last beyond the event and especially due to the memories that the youth will keep. In general, the two events were a success among the citizens of Lausanne. The social impact of the WG-2011 was very positive for those who were interested, but the event struggled to convince the rest of the population. In contrast, the YOG-2020 was a little more successful within the population of Lausanne, probably since the festival site, "Lausanne en Jeux!" was in the center of Lausanne, that it was accessible for free and that a lot of activities were proposed, which allowed the whole population of Lausanne to take part easily in the event. Both events were a success with volunteers who easily got involved in large numbers.

#### **5.3.5 Political impact**

What is clear from the analysis is that without collaboration, there would be no event at all. There was a great deal of mutual help and support from institutional partners for both events. The two events showed a very good working relationship, particularly between the city of Lausanne and the canton of Vaud<sup>33</sup>. For the YOG-2020, as it was an event that took place on several territories, relations with the other cantons involved and the confederation were also successful. The YOG-2020 has given rise to many partnerships between different actors, which have given rise to projects, some of which are still ongoing, and thanks to this new YOG-2020 legacy platform. This new platform will act

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<sup>33</sup> Online Interview with interviewee 4, Delegate for international sport, Lausanne, May 7, 2021 (see Appendix 4)

as a legacy that will allow the development of new innovations for future sports events through partnerships. The organisation of the WG-2011 was considered a success and served as a catalyst for the organisation of larger sporting events such as the YOG-2020<sup>34</sup>.

### **5.3.6 Image and popularity impact**

The city of Lausanne has as identity and brand image the title of Olympic capital, which was already an international recognition in the world of sport. But the fact of having hosted the YOG-2020 and of joining the family of Olympic cities can only be beneficial for the sport-related image of the city<sup>35</sup>.

Although the WG is not a high-profile event, it remains a great memory for all the gymnasts who participated in it, especially those coming from Switzerland. Therefore, it makes sense for Lausanne to host the Swiss Federal Gymnastics Festival in 2025, to further consolidate this link with gymnastics.

### **5.3.7 Conclusion**

For both events analyzed, the most striking positive points proved to be the same according to the survey (Figures 8 and 11). Indeed, the population of Lausanne is more sensitive to the positive atmosphere that these major sporting events bring to the city of Lausanne, the image and notoriety that they give to the city, as well as the promotion and increase of the interest of young people in sports.

All the impacts analyzed are important, although some more than others depending on the type of event, location, time period, etc. One fact that is certain and confirmed by the analysis is that all impacts contribute in one way or another to the success of a major sporting event.

Sports events and sports in general interest the Swiss population, and in particular the population of Lausanne, and this even if they themselves do not belong to a sports club. Indeed, as shown in Figure 12 below, only 55% of the respondents to the survey belong to a sports club, and yet 77% of the respondents took part in the YOG-2020. Major sporting events go far beyond sport itself. They can bring much more, such as a good

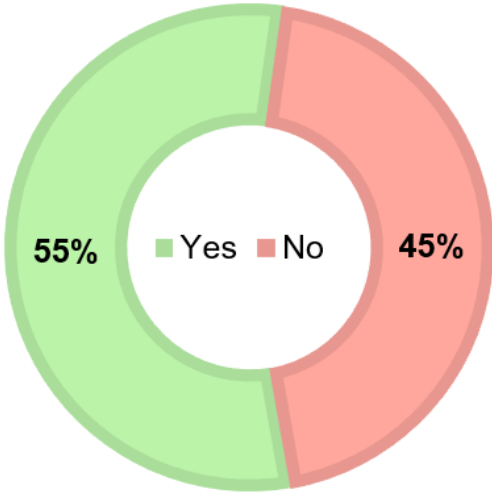
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<sup>34</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

<sup>35</sup> Online Interview with interviewee 3, Director at Lausanne Tourisme & Convention Bureau, Lausanne, April 19, 2021 (see Appendix 3)

atmosphere in the city and the opportunity to do new activities. Sport can be seen as a catalyst for change.

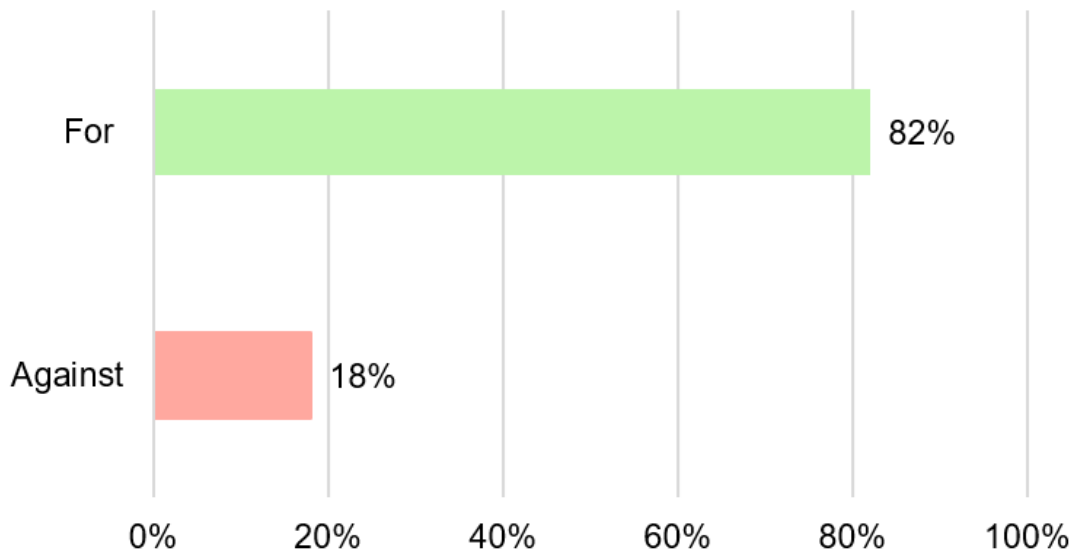
**Figure 12 - Percentage of respondents who belong to a sports club**



*Source: the author, based on the survey made (Appendices 6 and 7)*

The success of these events proves that the city of Lausanne is capable of hosting major sporting events and benefiting from their overall positive impact. The more positive are the impacts and legacies of a major sporting event, the more open and motivated the host city or other cities are to host other major sporting events (Preuss, 2006). As a matter of fact, the success of these events can serve as a springboard for hosting other major sporting events, and perhaps the OG. As noted earlier in this work, the Swiss population has, until now, not been very open to hosting the OG, which is why it was interesting to note, through the 65 people surveyed living in Lausanne that more than 80% are in favor of hosting the major games in the Olympic capital (Figure 13).

**Figure 13 - Opinions on the hosting of the Olympic Games in Lausanne**



*Source: the author, based on the survey made (Appendices 6 and 7)*

Most of the reasons that came out in favor of hosting the OG in Lausanne through the survey were related to the development of sports infrastructures that would benefit the population of Lausanne, the pride and honour of the population of Lausanne to host the Olympic as well as the attractiveness of the city at an international level.

The main reasons against the hosting of the OG in Lausanne are the fear of the enormous costs that this event would generate and notably a debt, but also the fear that the environmental impact would be too important and negative.

## 6. Conclusion

In terms of hosting major sporting events, Lausanne is comparable to cities like London or Paris. These cities have a rather unique ecosystem which means that they are able to organize many different sporting events. Nonetheless, Lausanne stands out from these cities by its size. Indeed, very few cities in the world of similar size to Lausanne have organized so many sporting events, whether they are small, medium, or large<sup>36</sup>. An analysis of the impacts and legacies that these events can have on a city like Lausanne is therefore very appealing.

The research was divided into three parts. The first part involved the collection of secondary data to learn more about major sporting events, which allowed for the identification of the six impacts selected for analysis, which are financial, urban, environmental, social, political and image and popularity. Some impacts were easier to measure than others because some data are quantifiable and can directly give a clear and precise result, such as the financial impact, which results in a figure corresponding to a profit or loss. Other impacts, including the social impact, were more difficult to measure on certain aspects such as the atmosphere of the event.

The second part consisted in analyzing each impact for the YOG-2020 and then for the WG-2011 using a multiple case study approach. This analysis was made with the help of the secondary data collected beforehand, the personal interviews conducted with people involved in one or both events and the survey. The personal interviews and the survey allowed to measure and analyze certain impacts that were difficult to measure. Among other things, the survey permitted to get a rough idea of how the citizens of Lausanne felt about the events analyzed. Both events left a predominantly positive feeling in the minds of the people of Lausanne.

The involvement of youth has been a strong point of the YOG-2020. Indeed, this element is reflected in all impacts. The financial impact has shown a profit that will be used to develop projects related to the legacy of the YOG-2020, which will benefit future generations. The urban and environmental impacts have resulted in the creation of sustainable infrastructures such as the Vortex that will benefit future generations of students. The multi-sport complex that is the Vaudoise arena allows for the hosting of different sports teams, including youth teams of different sports such as hockey, diving, swimming, fencing or table tennis (Ville de Lausanne, 2021) and the development of the

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<sup>36</sup> Online Interview with interviewee 3, Director at Lausanne Tourisme & Convention Bureau, Lausanne, April 19, 2021 (see Appendix 3)

Alps through the new Diablerets cable car or the snow park in Leysin allows the further development of winter sports. The social impact focused on youth by proposing activities for all local youth in "Lausanne en Jeux!", by inviting schools to participate in the event, or by including young people in almost all YOG-2020 projects. Many partnerships with universities or schools have been created through the political impact and will continue through the YOG-2020 legacy platform. And finally, the young Swiss athletes were internationally recognised thanks to the 24 medals won at these games, which proves that Switzerland has many young talents. The extensive use of public transport was also an important and positive element of the YOG-2020 and allowed 75% of the athletes and accompanying persons to be transported throughout the Games on public transport.

As the WG-2011 was the largest event, in terms of number of participants, ever organised in Lausanne, the organisation was almost new and significant. The city of Lausanne had the capacity to host an event of this magnitude and proved it by welcoming more than 19,000 gymnasts from all over the world without building new permanent infrastructures. Even if the urban impact of the WG-2011 is considered to be neutral since nothing changed at the urban level after the WG-2011, the organising committee did an excellent job by using the existing infrastructures and only building temporary infrastructures to fill the additional needs. This had a great influence on the environmental impact. Indeed, as seen for the YOG-2020, the carbon footprint related to the construction of infrastructures was the most important. The WG-2011 has therefore managed to limit the environmental impact by not constructing anything permanent.

Legacy is an integral part of an Olympic bid and is therefore thought out long before the event. The goal of the YOG-2020 was to leave a strong legacy for the city of Lausanne and its inhabitants and the legacy strategy was based on five pillars: the legacy of youth, sport, innovation, partnerships, and Olympism. The main legacy of the WG-2011 is very general and concerns all WGs. It is about the strong values that the event promotes, which include sport for all, diversity, and friendship.

The last part dealt with the synthetization and comparison of the two events through a cross-case analysis. The results showed that each impact was relevant to the success of a sporting event. However, depending on the type of event, or even the chronology of the event, the degree of importance of an impact could vary. As an example, the environmental impact, although already well minimized at the time of the WG-2011, has been further addressed at the YOG-2020. This is explained by the fact that the notion of sustainability has gained momentum in recent years.

Several impacts create a legacy, and in the case of the YOG-2020, it can be observed that the ones that come up every time and are therefore considered the most important are the urban, social, and political impacts. The degree of urban impact is certainly one of the biggest differences between the two events since one of the events generated important urban transformations and placed the urban impact as one of the most important and the other not at all.

Another big difference is the importance given to the legacy. Indeed, the legacy of the WG is very general and there are no concrete projects or partnerships resulting from the event. Even though the WG is a huge event, this difference is explained by the few requirements requested in the bidding process compared to an Olympic event.

Each event has a varying level of impact and creates a different legacy. Even if the same event takes place in the same place, the legacy will not be the same because events are constantly evolving, whether it is because they are getting bigger, because they may require different infrastructure, or because of increased public interest (Preuss, 2006).

However, for the WG, or any other non-Olympic event, it would still be interesting to look deeper into the legacies. Taking the example of the WG, even if the FIG does not require the planning and identification of legacies for the event, the host cities have nonetheless every interest in thinking about it. On the one hand, a legacy is long-lasting and can therefore bring an image and a notoriety to the event that is not well known by the population outside of gymnastics, and on the other hand, valuable and innovative projects and partnerships could result from it and help future gymnastics or non-Olympic events organizations. As proven in the analysis, the legacy of the YOG-2020 strongly depended on the urban impact, which is considered to be neutral for the WG-2011, thus strongly reducing its chances to create a legacy.

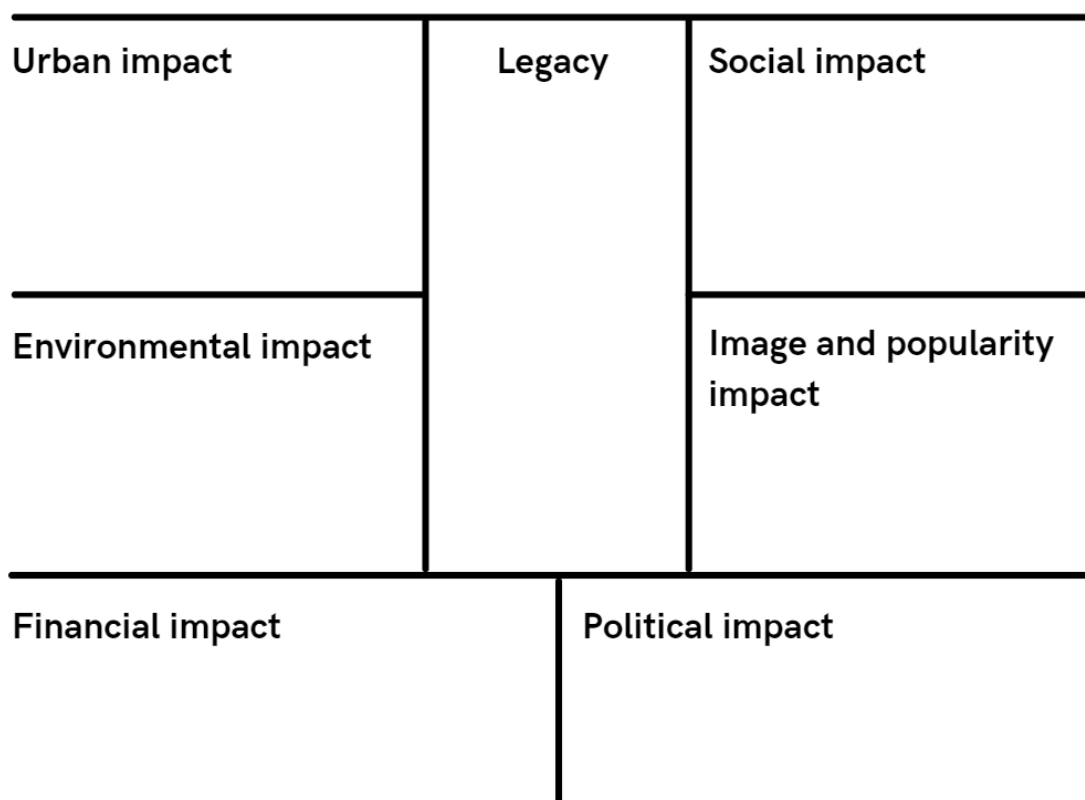
All organizing committees of major sporting events should develop a legacy strategy by first considering the six impacts identified and analyzed in this research. Implementing such a strategy could bring benefits and become the ingredient for success, for example by helping the host city or region develop media and grassroots recognition over time, and by developing the expertise necessary to ensure the success of future sporting events.

As seen in the introduction, many major sporting events can be considered failures because most of the impacts were negative. This research can therefore serve as the basis for a model highlighting the six impacts that seek to be positive, or at least neutral, to guarantee the success of a sports event. This model could benefit any entity involved

in the organization of major sports events in Lausanne. By adding other events to the analysis, the model can become even more significant and help host cities and organizing committees to address these impacts and legacies from the outset.

A business model canvas is used to define how a company creates value and earns money by identifying the financing, the added value, the target customer, and the cost structure (Carre, 2020). Based on the approach used in this research and on the six impacts identified, a new model inspired by the business model canvas named a legacy creation model canvas (Figure 14) could be created to define how a major sports event can create value (and therefore legacies) and make money (make the event a financial success).

**Figure 14 - Legacy creation model canvas**



*Source: the author*

The legacy creation model canvas is composed of seven parts and includes the six impacts identified in the research. The first is the urban impact, which includes any construction or urban modification. The fact that this impact is considered neutral for the WG-2011 is not wrong, because, as seen before, nothing should be built just for the purpose of hosting the event. It will simply not contribute to the creation of a legacy. For the YOG-2020, the urban impact was very interesting because it accelerated projects

that already existed before the idea of organizing the event, and that will be useful for future generations.

The second is the environmental impact which can be thought out, prepared and calculated using the ecological or carbon footprint for example. As seen before, both the WG-2011 and the YOG-2020 Organizing Committees have worked with qualified companies in implementing sustainable environmental solutions, which can help to reduce the environmental impact and then report the results.

Then, the social impact is one of the most difficult to prepare and measure because it involves aspects such as the atmosphere of the city or the emotion of the people. But there are ways to measure the involvement and the feeling of the population through surveys or the number of volunteers involved for example.

The impact in terms of image and popularity can be measured after the event by the figures on the diffusion of the event or the attendance of the event. Political impact refers to any new or strengthened relationships and partnerships that occurred as a result of the event, and financial impact refers to the budget, revenue and costs, and profit or loss of the event.

And finally, as in the business model canvas which has a central part for value creation, the new model revisited, the legacy creation model canvas, inspired by the business model canvas, has the legacy part in the middle which corresponds to the value creation of the event. The event will therefore create a positive, intentional and sustainable legacy from the six impacts.

This paper has shown that while hosting a major sporting event is increasingly expensive<sup>37</sup>, there are many other important aspects that play a role in the decision to host one or in the success of the event. Sport can be seen as a catalyst for change. It is a strong and powerful tool that can change people's lives in many different and positive ways.

## **6.1 Suggestions for future research**

Since this study has shown that punctual sports events, although often seen as financial drainers, can bring much more than just visibility or urban development to the host city,

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<sup>37</sup> Interview with interviewee 2, Responsible for sports events in the city of Lausanne, Lausanne, March 17, 2021 (see Appendix 2a)

it would be interesting for future research to make a comparison with recurring sports events happening in Lausanne using the same approach.

The WG is a sporting event that does not feature much in the literature review. Lausanne being the first city to submit a very complete bid file compared to the bid files until then, it would be interesting to see what was done afterwards and to compare the WG-2011 with the following WGs which took place in Helsinki in 2015 and in Dornbirn in 2019.

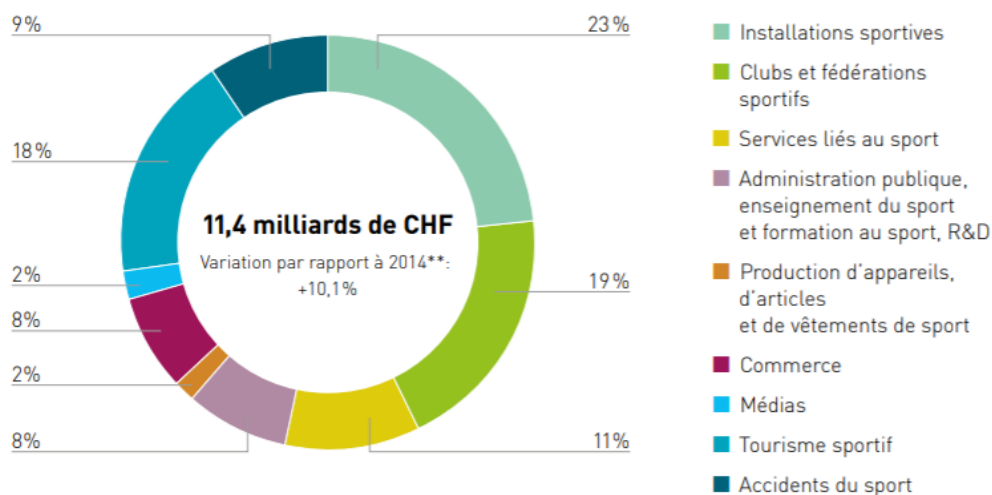
To this day, and for more than a year, COVID-19 has put a stop to any organization of sports events in Lausanne. Things are slowly starting to improve, but drastic changes in the organization of sports events will certainly emerge because of this situation. The next major sports event that the city of Lausanne will host will be the Swiss Federal Gymnastics Festival in 2025. The organization of this event welcoming tens of thousands of gymnasts from all over the country will be challenged by the current situation and will certainly become an example to follow for the future. A comparison with post-covid sports events would therefore also be worthwhile for future research.

## 7. Recommendations

This chapter will attempt to discover what happens when sport meets business and how sport can become an important economic sector with growing revenues and potential and how the city of Lausanne could benefit. The impacts identified in the analysis could be maintained and leveraged by further exploring the matter of residual marketing, social implications and image enhancement from a business implications perspective. First, it is important to identify the different areas of commercial implications and then to demonstrate that it is a major consideration for communities to host and organize major sporting events.

In 2005, a first study highlighted the economic importance of sport in Switzerland. A new study in 2017 says that sport contributed to 1.7% of the GDP and 2.4% of the Swiss labor market. In 2017 the sports economy generated a gross value added of CHF 11.4 billion and a volume of 97,900 full-time equivalent jobs. In the gross added value generated by the sports economy, merchandising, commercial sector and sport tourism represented respectively 2%, 8% and 18% (Figure 15) (Hoff et al., 2017).

**Figure 15 - Gross added value of the sports economy in Switzerland**



Source: Hoff et al., 2017:7

In recent years, clubs and sports federations have been the main engine of growth, while the commercial sector has contributed to the slowdown in employment growth. This slowdown in the commercial sector may be due to the fact that exchange rates have changed, and consumers have preferred to buy from abroad (Hoff et al., 2017).

This chapter focuses on the interest of local businesses in taking advantage of hosting major sporting events and how they might do so. Often, in Switzerland, one only learns

about an event after it has taken place. There is a lack of promotion for some events. This was not the case for the YOG-2020, but it was for the WG-2011. As seen in the analysis, the social impact is significant in the success of the sports event. Organizing committees of major sporting events should therefore start promoting the event at least one year before the event to condition the community. In order to promote a major sporting event within the host city, it is important to involve the merchants and the community. But how can this be done? Sponsorship could be a very important first option to consider. Sponsorship is a communication technique associating a company with a sport entity, whether it is a club, an event, or a federation with an economic relationship between both parties. This chapter will focus more on on-site sponsorship and/or marketing that targets the present audience and not on broadcasting that targets the distant audience, because, taking the Olympic events as an example, the broadcasting rights are very strictly managed by the IOC (Ferrand, Torrigiani and Camps I Povill, 2018).

For the sports entity, the sponsorship brings a source of financing, and for the sponsor, it brings an increase in sales, an increase in the credibility and notoriety of the business, a boost to the distribution network or the development of business-to-business relationships. Dynamizing the distribution network allows to organize activities or days related to the event before it happens. The increase in sales can therefore occur throughout the promotion of the event, but especially during special activities or special days proposed in connection with the event and of course during the event. Building awareness can also improve staff recruitment, develop suppliers, and boost sales. For several years, companies have been aware that their integration in the local community allows them to establish good relationships with people and institutional actors and that they can therefore see a positive influence on the internal climate. With the help of sponsorship, companies can demonstrate that they are not only interested in profits, but that they are social actors that enable everyone in their environment to live better by integrating into networks involving local actors (Ferrand, Torrigiani and Camps I Povill, 2018).

What the YOG-2020 Organizing Committee did well in the years preceding the hosting of the event and which could inspire future major sporting events is to meet with the community and businesses to explain to them what kind of event will take place in

Lausanne and to convince them to get involved, and to distribute pins and hats to the population<sup>38</sup>.

Advertising is a good way to promote the event, but in a passive way. The idea of involving local businesses is to make this promotion active with tangible benefits such as pins, water bottles, caps, glasses, key chains, or drinks for example. In order to promote the event and create traffic for the business, a good way could be to propose a contest to win entries to the event or by offering invitations for purchases over a certain amount. Local businesses can also use the event's logo or symbol in the months or even years leading up to the event to, firstly, promote their products and/or services, and secondly, to promote the sporting event at the venue (Ferrand, Torrigiani and Camps I Povill, 2018).

The organizing committee of a major sporting event can organize demonstrations and activities in the city center to bring the population together and increase their interest. Given that Lausanne is a sports city that offers several sporting events per year, it would be appropriate to exploit this by offering promotional stands during other sporting or cultural events. Prior to the event, the city and the organizing committee could organize activities, distribute samples and merchandising, hold contests and games, organize demonstrations, and use advertising and press to promote the event while involving local businesses. During the event, local businesses can offer products related to the event. For example, a bar or restaurant can offer a new drink or dish related to the event, they can also decorate their establishments with the event's colors and logo, sell derivative products or even create a product or service different from the existing ones in order to reach a new and larger clientele. For live sporting events, many local businesses such as bars and restaurants can dedicate a space to watch the event.

## **7.1 Swiss Federal Gymnastics Festival**

The next major event to be held in Lausanne is the Swiss Federal Gymnastics Festival in 2025. Following what has been mentioned above, some recommendations concerning the promotion of the event before and during are proposed.

The organizing committee of the Swiss Federal Gymnastics Festival could propose some demonstrations in the city center of Lausanne during the year preceding the hosting of the event. They could also propose activities of initiation to gymnastics to sensitize the

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<sup>38</sup> Online Interview with interviewee 1, Delegate for communication and international sport, Lausanne, March 16, 2021 (see Appendix 1)

young people to gymnastics and to convince the parents. For example, during the WG-2011, an AirTrack, which is a large cushion of air and looks like a huge air mattress, had been set up so that the gymnasts could test acrobatics. It could be interesting to propose an initiation to the AirTrack for the young people during one day in Lausanne while promoting the Swiss Federal Gymnastics Festival.

Swiss sports stores like Ochsner sport often make, during the World Cup or the UEFA Euro, stands with promotions on soccer shirts or any accessories related to soccer. It might be interesting to make promotions on gymnastics clothes and other accessories for the promotion of the Swiss Federal Gymnastics Festival, especially knowing that Ochsner sport is the official supplier of the Swiss Gymnastics Federation (Ochsner Sport, 2021).

Demonstrations of some gymnastic groups from the city of Lausanne or even from the canton of Vaud could be proposed in the year preceding the event in order to raise awareness among the population of Lausanne. During these demonstrations, local businesses could be present with stands to propose their products and confirm their support to the event.

To conclude this chapter of recommendations and in view of all that has been said above, here is a positioning statement, a slogan and a visual based on sport for the city of Lausanne.

Proposal for a positioning statement for the city of Lausanne: *“In Lausanne, we are committed to creating a better and more sustainable city for our residents and visitors through the power of sport.”*

Proposed slogan for the city of Lausanne: *“Lausanne, the city in motion”*

**Figure 16 - Proposed slogan**



*Source: the author, logo illustrating the proposed slogan*

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# **Appendix 1: Online interview with interviewee 1, Delegate for communication and international sport, Department of Economy, Innovation and Sport, Canton of Vaud, and Secretary General of the Lausanne 2020 bid.**

*Lausanne, March 16, 2021*

*The interview was conducted in French, then translated into English for consistency.*

After explaining to the interviewee the purpose of my research, he agreed to explain to me how Lausanne's bid for the 2020 Youth Olympic Games (YOG-2020) was constructed and the strategy used.

The YOG-2020 adventure was born from the aftermath of the 2011 World Gymnaestrada in Lausanne (WG-2011). There is a link between these two events. The WG-2011 was considered a big success, especially because of the volume of people involved, which led to the organization of another big event like the YOG-2020.

## **General background:**

To make a little history, Juan Antonio Samaranch, former president of the International Olympic Committee arrived in Lausanne in 1981. The interviewee had the opportunity to know him and to work with the IOC for a while, especially in the implementation of the Olympic museum and its promotion in 1993. Thanks to Samaranch, Lausanne has had many sports events for many years, but it is also a story of circumstances and people, of network and influence. In the world of international sport, the same people are often involved. Samaranch wanted to transform the Olympic movement into something very big, which he managed to do. The OG have grown incredibly since his arrival and Lausanne has benefited from the organization of many events such as the European figure skating championships, the world wrestling championships, high level basketball and volleyball matches and many others.

Lausanne began to have a double role, that of Olympic capital and that of place where recurring sports events took place like the 20km of Lausanne, the marathon of Lausanne and others. The region began to have an image linked to sport, which is interesting and important because of the level of national or international recognition linked to sport and due to the presence of the IOC and the arrival of IFs. When Samaranch left, the volume of events began to decline.

## **Organizing the YOG:**

First of all, a question of size must be asked: what are we capable of organizing? What size can we assume? Switzerland has always been interested in organizing OG, whether “big games” or “small games” (the big games being the standard OG and the small games being the YOG), and in 2012, Lausanne and the canton of Vaud thought about which events they were capable of organizing and the idea of the YOG came up. Lausanne was able to organize the summer or winter games, it had moreover finished 2nd behind Rome for the organization of the Olympic summer games in 1960, but it is finally the winter games which were chosen. A lot of things must be taken into account; the budget, the place of the event, how much it will cost, who will be involved, who must be contacted and so on... It is a huge machine which is started and if clear and realistic objectives are not fixed, the organization will go straight into the wall.

## **Lausanne 2020:**

There has always been a form of "competition" between the city of Lausanne and the canton of Vaud, because the canton of Vaud, until 2013, subsidized the city of Lausanne up to 50% for all recurring events without question, and in 2013, the department of economy changed its name to department of economy and sport to highlight sport and enhance the presence of the IOC and federations, and began to get more involved in the organization of events and to bring ideas.

A first committee was created for the organization of Lausanne 2020 with politicians from the city of Lausanne and the canton of Vaud, heads of departments who formed a very institutional committee to lead the bid.

## **How is a bid for the Olympic Games made?**

An Olympic bid is very demanding, and its process is the same for the “big games” or the “small games” with thousands of requirements that go from the reservation of a radio frequency to the authorization to enter Switzerland without any problems for all the actors of the OG. It is a huge job.

There are many criteria set by the IOC. For example, the distances between the venues are very important and the IOC makes expert visits and times the distance between the venues. The idea of transporting the athletes by bus or coach was finally abandoned, because the notion of sustainability exploded between 2015 and 2020 and it was logical to rely on public transport.

Switzerland is also a complicated country with a complicated policy, because between the Confederation, the states, and the municipalities, each with their own level of competence, there is much more risk of opposition. It is necessary to respect the laws, to write projects of decrees to have money, to consider the deadlines to have the credits in time, to discuss with the commissions of the grand council, to launch competitions of architectures, to see the services of the canton of Vaud for various problems and so forth.

### **What was the approach to the bid?**

The basis of an Olympic bid is to have a story to tell, a story on which the whole framework of the bid will be built. The second important thing in an Olympic bid is popular support. It is also important to consider the story.

It is important to learn from the past and to understand why, for example, Sion lost its bid for the 2006 Olympics to Turin or why the canton of Graubünden rejected the 2022 Olympic project in 2013.

### **How to get popular support?**

It is necessary to go to the people and present the project to convince them and involve them in the project. At the beginning nobody knew what it was, but with connections (the interviewee being a former journalist was lucky enough to use his connections and to be supported to speak about the progress of the bid on different media). An enormous amount of lobbying and communication work has been done around the project by making regular updates with people and being completely transparent.

It is also necessary to think about the added values of Lausanne, and it quickly became apparent that these are the start-ups, particularly in the world of sports, the EPFL, music, the CHUV, the University. Contact was made with all these institutions to convince them to move in the same direction for this project. All were convinced by the project.

Communication is permanent, whether it is by distributing flyers, producing videos, and sharing them on social networks, proposing stands and distributing material such as pins and hats.

It is also important to rely on personalities who are known to the public in French-speaking Switzerland and to the Swiss public in general, and who are known in the world of winter sports. Lausanne 2020 has therefore benefited from the support of Erika Hess, former Swiss alpine skier, Virginie Faivre, former Swiss freestyle skier and member of the organizing committee of the YOG-2020, Stéphane Lambiel, former Swiss figure

skater, but also a testimonial from Roger Federer and Stanislas Wawrinka, Swiss tennis players.

### **What was the story to tell?**

The idea of why to organize the YOG in Lausanne was excellent because, luckily, it was the 100th anniversary of the IOC (the arrival of the IOC in Lausanne took place in 1915, and the vote to determine the winner in 2015). The idea was therefore to celebrate these 100 years and to project towards the next 100 years.

The IOC being very sensitive to the legacy, it was necessary to have something that would last. The biggest and strongest idea of the project was the Vortex, the Olympic village which from the beginning was presented as a future student housing, something that is not built only for the OG, but especially to be for the future and it was a fantastic idea that weighed heavily in the victory of Lausanne.

Lausanne's strength was also to say that the city was a booster of projects and created a strong legacy in terms of infrastructure. Thus, there was a history, popular support, but also three major projects: the student village (Vortex), the new ice rink in Malley, and the sustainable transformations and developments in the Alps (new cable car in Les Diablerets for instance). Without the YOG-2020, these three projects would not have seen the day and especially not in such a short time.

### **What were the objectives of the bid?**

The first objective was obviously to win the bid in July 2015 in Kuala Lumpur, but the second objectives were worked on three levels:

The local level: convince the people who will host the event that the latter will not ruin their lives.

The national level: to build a relationship between Lausanne and the Swiss sports community.

The international level: to promote Lausanne as the Olympic capital to the IOC and the IFs and to convince the IOC members to vote for Lausanne.

The bid was built in several parts, the first part being to build the bid file, the second being all the communication and promotion work at the local, national, and international level, which was the biggest part to rise to the top of the popularity of the project and to be ready for the last part being the lobbying work with the IOC.

### **Who was on the bid committee?**

The Confederation, Swiss Olympic, the city of Lausanne and the canton of Vaud, and then the operational with the general secretariat with the 5 pillars of the bid which were the local and national promotion, the experience of the athletes, the culture and education program (very important in the eyes of the IOC because there is a cultural heritage in the structure of the YOG), the sports concept and the development of the new generation, and the bid and operations.

## **Appendix 2a: Interview with interviewee 2, Responsible for sports events in the city of Lausanne and general secretary of the World Gymnaestrada 2011 in Lausanne.**

*Lausanne, March 17, 2021*

*The interview was conducted in French, then translated into English for consistency.*

After explaining to the interviewee the purpose of my research, he kindly accepted to explain to me how the bidding process for the World Gymnaestrada (WG) went and the strategy used.

The first ideas to organize a WG were born during the WG in Göteborg in 1999 during a discussion for fun without being too serious. Four years later, during the WG in Lisbon in 2003, the interviewee was the coach of the Vaud group and on the evening of the closing ceremony, he met up with friends and a journalist from 24heures who launched the idea of seriously organizing a WG in Lausanne. A few days after the return from Lisbon, an article appeared in the 24heures with the title “And if the 2011 Gymnaestrada were to take place in Lausanne? “.

### **What were the next steps?**

As soon as the article appeared, the idea began to take off and an initiative committee was therefore created in 2004 to see if such an event could take place in Lausanne. They presented the project and what a WG was for the first time to the head of the Lausanne sports department, the director of Lausanne tourism and the head of physical education and sport of the canton of Vaud. After discussion, everyone was enthusiastic and a feasibility study was carried out to find out if Lausanne could host such an event, whether in terms of infrastructure, accommodation, halls, and many other things, and it turned out that it was possible, even if a few points needed to be addressed or modified.

A lot of work was done on the bid file, as well as a feasibility study from 2004 to 2006. The particularity of this candidature is that it came from a group of gymnasts and not from political powers, that is why it was necessary to convince all the parties, which was not won in advance considering the size of the event. The agreement was given by the city of Lausanne, as well as the Vaud Cantonal Gymnastics Association (ACVG) in 2004, and then above all by the Swiss Gymnastics Federation (FSG) in 2005, which must officially take on the task of being a candidate for the organization of the WG.

It was also not a foregone conclusion, as Lausanne was competing against Brussels and Amsterdam and it was customary to go through several bids before being designated, which was the case for Brussels.

At the end of 2005, the “World Gymnaestrada Lausanne 2011” association was founded, and the bid was officially submitted to the International Gymnastics Federation (FIG). It is the FIG that takes all the decisions concerning the WG, the IOC is not involved in any way.

The FIG then carried out a visit in 2006 to evaluate the bid as well as the FSG and the FIG therefore accepted the first part of the bid by stating that Lausanne had all the capacities to host the WG.

### **What does the bid file for the World Gymnaestrada look like?**

Unlike the OG, there are not thousands of requirements to meet. It was only necessary to send a bid file to the FIG. Lausanne was the first city to do something very clean, very professional, and very complete, in a different format to stand out from the others. The file consisted of a logo, a presentation text, information about Lausanne, the venues, the stands, the letters of support from the different parties (they had obtained a letter of support from the IOC, which made a lot of noise), various information about the organization itself, as well as a version at the back in English for all the FIG members who did not speak French.

### **How did the FIG Congress and the nomination go?**

At the end of May 2006, a delegation from Lausanne went to Kuala Lumpur for several days to the FIG Congress to defend their bid to host the WG-2011 in front of the FIG members (about 15 people).

The bid committee knew that the decision was not based on the file sent, but on the general impression of their presentation in Kuala Lumpur, and that is why they worked like crazy to be sure to win the bid.

The WG is a popular qualified event, and that is why the FIG members were very surprised and impressed to receive, from Lausanne, such a well-constructed and accomplished bid, whether it was the bid file, or the general impression given during the FIG Congress in Kuala Lumpur.

The Lausanne delegation really pulled out all the stops to make sure they won. Among other things, they changed a restaurant in Kuala Lumpur into a Swiss house by serving

Swiss food, raclette, with Lausanne wine (which the FIG members appreciated very much) as well as by proposing a demonstration of the alpine horn, a stand where the members could take postcard photos with the Lausanne landscape in the background and by having the Swiss ambassador from Malaysia come to greet each FIG member. During the dinner organized by the FIG in the evening before the presentation of each country and the election, the delegation of Lausanne made a great impression by bringing the former director general of the IOC, Mr. François Carrard, to whom they had paid a round trip flight in first class to come and support the candidature of Lausanne, which did not please the other delegations.

The next day the presentation took place, and all the efforts of the Lausanne delegation paid off as they obtained almost all the votes.

### **What happened next?**

After returning from Kuala Lumpur, it was necessary to work on setting up this WG-2011. A transition committee was created from 2006 to 2007 to work on the organizing committee and the organization chart and to set up a stand to promote the WG-2011 at the WG 2007 in Dornbirn.

An organizing committee was then created, and presentations were made to all the neighbouring municipalities. A first evaluation was carried out in 2007 by the FIG, which submitted a certain number of directives as well as specifications to be respected, and a meeting with the FIG and the organizing committee of the WG 2007 in Dornbirn was organized to make the handover and consider the positive and negative points.

Afterwards, many meetings were organized with the FIG, many visits, but also to sell itself as an important destination for international gymnastics, because for the WG, it is necessary to go and look for the countries, as it is about representations and not about competitions. In Switzerland, the participation in the WG is quite easy, but for some countries it is different. Indeed, some countries had to be invited because of certain problems such as the price of kerosene for airplane tickets, which were very high, and the Euro had also fallen just before the WG-2011, which made the Swiss Franc very high. For these reasons, the number of participants amounted to about 19,100 instead of the 21,000 planned<sup>39</sup>.

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<sup>39</sup> It is necessary to know that each participant of the WG pays his participation and the price is fixed internally according to each gymnastics federation of each country.

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The official launch of the WG-2011 was made in October 2010, a few months before the beginning of the festivities with a big party and the opening ceremony of the WG-2011 took place in July 2011.

### **What are the biggest differences between bidding for a WG and an Olympic Games?**

Contrary to the OG, the organization of a WG faces more a problem of mass than of organization. The bid file for the OG is much more impressive and demanding than that of the WG, and it is especially necessary to defend it to the IOC which is used to working with this kind of bid unlike the FIG, which was not used to it at all, which also tipped the balance in favor of Lausanne for the WG-2011 (Lausanne having been the first to really build a professional bid to the end). There is also a difference in the budget which is several tens of million for the OG and “only” about 20 million for the WG.

The biggest similarity is that without the support of different parties such as the canton of Vaud, the city of Lausanne, Lausanne tourism and so on, and even the population, it is difficult to organize any events.

### **How are the decisions to organize sports events in Lausanne made?**

Under the presidency of Juan Antonio Samaranch at the IOC, it was quite easy to obtain the organization of sports events, it was enough to simply ask him. As soon as he left, Lausanne had to do like everyone else by submitting a bid. Today, a bid costs a lot of money without knowing if one will win. The IFs are becoming more and more greedy, for example, the world judo championships cost about 15 million and it is necessary to pay 3 million directly.

We must not forget either that Lausanne is a small city with 148,000 inhabitants but that it does a great deal in terms of sport and culture. Today, there are many things in progress, such as the Swiss Federal Gymnastics Festival, the Tour de France cycling race, recurring events, and interest in hosting the European Judo Championships and the World Triathlon Championships.

Requests for bids can come from Swiss sports federations, from people within the sports department of the city of Lausanne, or completely from outside and help is requested from the sports department, but also from the syndic of Lausanne for example, or also from IFs if there is a withdrawal or a problem since there are many of them on site.

## **Appendix 2b: Additional questions asked to the interviewee by email on May 9, 2021**

**(questions and answers in French translated into English for consistency):**

### Financial impact:

**The budget being 22 million and the accounts closing with a balanced result indicates that you made neither profit nor loss?**

From memory, at the closing of the accounts, we had a profit of about CHF 750,000. With this amount we reimbursed the City of Lausanne for the salaries paid by it. This reimbursement represented 80% of the salaries paid.

**Are the nights spent in the hotels included in the WG-2011 profit?**

No, we had mandated the Lausanne Tourisme congress service to take care of this. We simply received a commission discussed with LT.

### Urban impact:

**Did the Beaulieu halls have to be completed more quickly because of or thanks to the hosting of the Gymnaestrada?**

This is a painful episode in our collaboration with Beaulieu. Beaulieu had a deadline, but the halls were ready well before that. On the other hand, we had to erect, at our own expense, noise barriers between the halls so that the demonstrations could take place correctly without disturbing each other.

**Did the Gymnaestrada lead to a "definitive" urban modification in the city of Lausanne?**

Not to my knowledge!

### Environmental impact:

**Were any actions taken in the organization of the Gymnaestrada in relation to the environment, pollution, climate, etc. (such as the use of materials with a low environmental impact or recyclable)?**

**Do you have any reports or assessments concerning this subject?**

I am attaching the Sustainable Development (SD) report to this email. It was a first for us to have someone on the committee representing SD. It was not easy!

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**Are all the construction materials for the bleachers or the stages in town reusable materials?**

All materials were rented and therefore taken back by the various companies and reused afterwards.

Social Impact:

**Of the 95,500 tickets sold, was it only the entrance to Beaulieu that was included or also the country evenings/FIG and the access to the party place in Bellerive?**

The 95,000 tickets sold represent the entire ticketing. Few tickets at Beaulieu, few tickets at Bellerive. Tickets mainly sold at Malley for the Galas of Switzerland, Japan, Nordic countries as well as the opening (1500) and closing (1000) ceremonies at the Pontaise.

For the national evenings, about 150 guests per performance (20 each time).

Do not forget that we had several thousand guests. The global VIP budget represented ¼ million.

**Was it easy to find the 4,400 volunteers?**

Yes, there are gymnastics clubs in every town and village in Switzerland and there was a real craze. Then we have in Lausanne the Association of Sports Volunteers of Lausanne which also helped a lot as the Cantonal Association of Vaud Gymnastics.

The most difficult thing was to recover the needs and to find the right person to manage this very important commission. We changed the person in charge 6 months before the event.

**Did the sale of merchandising work well?**

Yes, very well and we largely reached and even exceeded the expected figures.

The merchandise was manufactured as we went along to adapt the quantities to the demand.

We sold out after the WG and everything was gone in 2 - 3 hours (2% of the total)

**Did the Gymnaestrada create many jobs?**

SG: 4 jobs in total

Communication: 3 jobs at the end

Infrastructure: 1 person at 100% + 90%.

Volunteers: 40% of the total

IT: 45%.

Between 2010 and 2011, about 4 to 8 positions.

Political impact:

**Did the organization of the event create or improve some partnerships between different organizations or public/private partnerships?**

Since this adventure we still collaborate with some companies.....or not.... It is in any case an experience that remains in the memory of each and everyone. But I do not have any name to give you except Skynight, Plasmacom, PCL, GCM etc.

The "image and popularity of Lausanne" impact:

**The opening ceremony was broadcast live on RTS and during the event there were episodes on TV it seems to me, was there any other media coverage of the event?**

Broadcast live on RTS: (21.7%) Closing (22.1%) FIG Gala (17.3%) and Swiss evening (16.5%)

APG / written press / subjects at 12:45 and 19:30 / At the heart of sport with a duration of 25 minutes / 2 special programs of 35 minutes on the RTS / 141 spots of 20seconds on the 5 national channels / Radio / Press conference / 290 accredited media (record), printed materials, newsletters / 1 daily newspaper / flyers / guidebook / photo book / etc.

**In your opinion, has this event brought a specific popularity to Lausanne?**

Unfortunately, the name World Gymnaestrada did not carry much weight and it does not carry much weight today. For the inhabitants of Lausanne and those who are interested, this event is still very present, and I think that many inhabitants would be in favor of a renewal. From the outside, it is difficult to say but with the presence of the FIG and the UEG, I think that it is the case.

## **Appendix 3: Online interview with interviewee 3, Director at Lausanne Tourisme & Convention Bureau.**

*Lausanne, April 19, 2021*

*The interview was conducted in French, then translated into English for consistency.*

After explaining to the interviewee the purpose of my research, he kindly accepted to explain to me the role that Lausanne Tourism plays in major sporting events and the impact that they have on the city of Lausanne.

Lausanne is working on 3 strategic axes around the notion of sport and the notion of Lausanne, Olympic capital.

The hosting of major sporting events

The presence of IFs with their headquarters and thus creating the ecosystem of Lausanne, Olympic capital, and the IOC, which plays the role of “vacuum cleaner”.

Sport for all, the notion of a sporting city, and the arrival of numerous popular events

Tourism is of course present in these strategies which include, among others, the canton, the city, and Lausanne tourism.

### **Is sport a means that you use to promote the city of Lausanne?**

Lausanne is represented at all the OG, it brings together all the IFs once a year with the Swiss government (president of the confederation for example). Lausanne is surfing on this wave, with very good relationship with all these IFs and the IOC. The IFs are numerous today in Lausanne, and more since the creation of the MSI (International House of Sport). The fact that the IOC has created a new building in Lausanne also has an impact because it has reinvested in Lausanne and confirms Lausanne as the Olympic capital.

Lausanne, with its small number of inhabitants, has organized an enormous number of small, medium, and large sporting events (European championships, world championships). Very few cities in the world with a size similar to Lausanne have organized so many sports events and are comparable to London or Paris in this field. It is a rather unique ecosystem; few cities can say that they have organized so many events with different sports. Lausanne is a little less present in team sports, because of the infrastructures and stadiums that it does not have. Lausanne has taken a model of economic promotion through sport, like other cities such as London, Dubai, Doha,

Singapore, Beijing etc. Several cities have started to invest in this kind of promotion, and the price of the events has increased a lot (For example, to host the FINA World Swimming Championships (25m), it costs around 20 million) and for a city like Lausanne it becomes more complicated to welcome these major sports events and must therefore space them a little more in time. Indeed, the last big event was the YOG-2020, and the next big event will be the Federal Gymnastics Festival, which will take place in 2025. Before, a major sports event took place every 2-3 years or so, but because of the prices, and more recently the Covid, the events have been spaced out more.

Lausanne is the only city in the world to have the title of Olympic capital. It is an identity and a brand for tourism.

### **What are the criteria for hosting a major sporting event? And especially the WG-2011 and the YOG-2020?**

Lausanne works on sporting events on two variables: Popularity (participation) = economic spin-offs and image. It is on these 2 points that the decision to submit a bid for an event is based.

The WG is an international participatory event and very rare as a kind of event, but very interesting in terms of economic benefits, because it is an event that generates overnight stays due to the high number of participants. An example of a sporting event with a strong image is Athletissima, which is broadcast live in over 150 countries.

The YOG-2020 had much less participants than the WG-2011 and they lived in a village, so in terms of tourism and economic fallout, it was not very significant. This event is regarded as an image product because Lausanne finally joined the circle of the Olympic cities, it is a very important message. Lausanne was the Olympic Capital, but not yet an Olympic city and today it is finally the case thanks to the YOG-2020. The youth aspect present in the YOG-2020 also corresponds to 3 strong dimensions of the city of Lausanne; youth, sport, and education, and with this event, Lausanne ticked all 3 boxes. This event certainly had less economic impact, but it was still interesting because the event took place in January, which is a slow period for tourism in Lausanne.

The goal is to try to find events which are very strong in image and economic fallout like the Ice Hockey World Championships for example that Lausanne tried to have. This event produces TV rights, a lot of visibility in terms of press and media, and important economic spin-offs because the fans follow this kind of events a lot.

### **What is the role of Lausanne Tourisme in a major sporting event?**

Lausanne Tourisme is an association of private rights, but the financing is 1/3 linked to a contract with the city of Lausanne, 1/3 linked to the tourist tax and 1/3 linked to the self-financing generated thanks to the benefits and services.

In this last framework and for the YOG-2020, the role of Lausanne Tourisme was to manage the accommodation for all the officials (online reservation platform for the media, sponsors, and other stakeholders) but not the team (indeed, the teams lived in the village). Lausanne Tourism was also involved in “Lausanne en jeux”, an animation around the competition in the city of Lausanne, to give dynamism and for Lausanne to be perceived by all the population and visitors as a place of sport and an image of innovation.

The role of Lausanne Tourisme is also to help the organizers with accommodation in general, for the bidding file, or even to provide images of the city for the video clips for example.

### **Can you measure the impact of major sporting events?**

Before bidding for a major sports event, Lausanne tries to find a balance between popular events, mediatized or not, which generate economic spin-offs.

There are no real measurements in numbers, and it is very complicated to have statistics on this, but for example, during the 2019 ITU World Triathlon Series, the hotels were full, so the objective was reached. The atmosphere is also important during the events, for example still during the Triathlon, there were bikes everywhere, full of colors and different countries, the terraces were full, and this is what Lausanne is looking for.

Major sporting events also lead to an acceleration of the infrastructure. Without the YOG-2020, it is unlikely that Lausanne would have built the new ice rink or the vortex. It allows a lot of things not related to sport to go forward which are positive aspects for the population.

### **Have you noticed any negative impacts from sporting events?**

For the inhabitants, crossing the city of Lausanne by car during the Triathlon is complicated, for example. There is therefore traffic nuisance during the sports events, but the atmosphere, the exchange with other nationalities, the discovery of different sports, it is finally more important, there is more to gain than to lose. The experience of

a sports event is highly regarded, such as the YOG-2020 with “Lausanne en jeux”, several children were able to ski down the Rue Ruchonnet, which is a unique experience.

Another negative impact is waste. Indeed, any event generates waste. But Lausanne is very attentive in terms of sustainability today. A charter has been created for the sports events in Lausanne. For example, it is not allowed to use non-recyclable plastic cups, the trips between Geneva airport and the hotels are not done by limousine and the train is prioritized. A good example of this was during the YOG-2020, where all the athletes' journeys were made by train. The goal is to reduce the ecological impact as much as possible. As an activity during “Lausanne en jeux”, tours in carts were proposed, but they were e-carts, to consider sustainability.

## **Appendix 4: Online interview with interviewee 4, Delegate for international sport at the Department of Physical Education and Sport of the Canton of Vaud.**

*Lausanne, May 7, 2021*

*The interview was conducted in French, then translated into English for consistency.*

After explaining to the interviewee the purpose of my research, she kindly agreed to explain the role of her job as well as her involvement in the major sporting events taking place in Lausanne, and more particularly the YOG-2020 and the WG-2011.

### **What is your role in this department? What are your main tasks in your position?**

After the 1984 OG in Los Angeles, with which the television rights and money arrived giving more scope to the Olympic movement, as well as the nomination of Lausanne as Olympic capital in 1994, it was necessary to start selling the city of Lausanne and the region using this brand image of Olympic capital. Framework conditions were put in place in 2000 to encourage the hosting of sports federations and organizations in the canton of Vaud. The creation of the international house of sport in 2006 has made it easier for several IFs to come to Lausanne, and the creation of its 4th building in 2011, has further attracted these sports federations and organizations. The department has therefore set up a one-stop service to answer all the questions and solve all the problems of the IFs, which allowed the creation of an important network.

The main tasks of the department are therefore to receive and answer questions from the IFs, to act as a link between the IFs and the administrative authorities, and to support the canton's sports events (whether financially or administratively). Then there are sporting events and making sure that cities in the canton can host sporting events. It is important to understand that the canton of Vaud does not organize events, but rather has a supporting role, it accompanies, surrounds, gives authorizations (authorization to hold an event, work permits, obtaining visas, exemptions, etc.), advises, and supports financially. Around this, several things have been developed, such as seminars for the IFs and the IOC with the theme of questions or problems that the IFs and employees encounter, which is a good way for them to meet and help each other, *ThinkSport*, an innovation network for sport, and *Innovaud*, for economic promotion.

There is a very good relationship between the canton of Vaud and the city of Lausanne with regard to the organization of sports events.

### **What was your role for the YOG-2020?**

The YOG-2020, although named Lausanne 2020, was more of a cantonal event. The interviewee was a member of the YOG-2020 bid committee.

The YOG-2020 organizing committee was then created, and the interviewee's department had a role in proposing projects, such as associating gymnastics exercises for schoolchildren with winter sports to make the link with the YOG-2020, and having elite athletes take tests and allowing schoolchildren to measure themselves against the athletes via these tests. There was also helping to make the link with the IFs, even if it was not necessary as the YOG-2020 organizing committee already had a lot of contact with the IOC.

During the YOG-2020, the interviewee's department was more involved in public relations, inviting the target audience (partners, presidents of Vaud associations, Jeunesse+Sport monitors, politicians from the grand council or city council, etc.) to various events always related to sport. During the games, the department of the interviewee did not have a huge role, but all the services of the canton of Vaud in general had a great role, many services were mobilized for the good functioning of the games (public transport, police, the department that deals with permits and the construction of buildings such as the Vortex etc.).

After the event, the YOG-2020 organizing committee ended its activities on June 30, 2020, but since then, it is not over. The invoices continue to arrive, which should eventually reduce the announced profit of CHF 400,000. The remaining profit will be entirely donated to support projects within the framework of the YOG-2020 legacy. The interviewee is currently managing this YOG-2020 legacy aspect with her department, the city and Swiss Olympic and they have currently received 69 projects from various organizations, such as the CHUV, municipalities or various associations. They still must set up the selection criteria to choose the projects that will be financed with the benefit of the YOG-2020 and to give a report on the return of the projects selected to the IOC in 2023. For all future OG, the IOC has been asking since the bid that the host cities anticipate how they imagine the legacy. This legacy serves to enhance the value of the IOC and the Games, but also to enhance the value of the host city, the region and even the country.

## **What are the impacts of the YOG-2020 on the city of Lausanne?**

### Financial impact

Basically, it was not necessarily planned to make a profit, because even if a budget was made, many things, unforeseen happened between the bid and the games, as the growing notion of security following the terrorist attacks for example which became more important, which made the budget increased several times. The goal was not to make a deficit, and thanks to the good management and the follow-up of the finances, a profit could be realized. This benefit has a great impact as it will support projects related to the legacy of the YOG-2020.

### Urban impact

Every big event brings something, for example the Vortex will bring housing for students thanks to the YOG-2020 and the sports facilities allow to host national and international teams, and if all this works, the investment and the goal of these big sports events is achieved.

### Environmental impact

The use and provision of public transport was very interesting.

The Olympic flame of the YOG-2020 was the 1st Olympic flame heated with pellet.

### Political impact

It was a great project in the sense that many organizations and departments worked together and helped each other. De près ou de loin ont mis leurs services à disposition

The partnership with the universities has allowed us to focus on the aspect of youth "for the youth by the youth and with the youth".

### Social impact

The participation of youth and schools in the YOG-2020 was fantastic.

The gender parity of the YOG-2020 has helped to make IFs, etc. understand the importance of developing certain sports for women.

The idea, within Swiss Olympic, was to use the know-how and skills acquired during the YOG-2020 to imagine holding big games one day. And the success of the WG-2011, as well as that of the YOG-2020, means that the Swiss population is more open to hosting these major sporting events.

Through the YOG-2020, a new public transport application has been created which is now used by the local population as well as by tourism.

Merchandising sales were a hit with the public, indicating that the public identified with and believed in the games.

The number of requests to volunteer exceeded expectations, which proves the involvement of the population.

#### Image and popularity impact

The visibility and reputation of the canton of Vaud is enhanced by this kind of event.

#### **What was your role for the WG-2011?**

At the cantonal level, the main task was to make classrooms and gyms available in the secondary schools to host the sports teams, as well as to provide financial support and support for the bid. The canton was also available for visas and security matters, but as this was an event with a strong involvement of the municipalities, the canton was in fact less solicited.

## **Appendix 5: Phone call to interviewee 5, YOG-2020 volunteer manager.**

*Lausanne, May 11, 2021*

*The interview was conducted in French, then translated into English for consistency.*

After explaining to the interviewee the purpose of my research, he kindly agreed to answer a few questions about the YOG-2020 volunteers.

### **Were you already in the volunteer field before the YOG-2020?**

No, not at all, I was an electrician, and president of the *jeunesse campagnarde*. The latter allowed me to have skills in the organization of events and especially in the management of volunteers. Thanks to these skills and networks, I had the opportunity to get this position of volunteer manager for the YOG-2020 for about 3 years.

I started working for this position at 20%, while keeping my job as an electrician. I then switched to 100% for this position for the last two years.

### **Were there any volunteers recruited before the event?**

We recruited a few volunteers for the event's promotional booths consisting of groups of 10 to 20 people. There was one big event that brought together between 800 and 900 volunteers over one day, it was the furnishing of the Vortex. It was a Friday, November 1st, where volunteers signed up in groups of 4 to build the furniture to furnish the rooms of the vortex. To thank them, the teams had the opportunity to sleep in the rooms they had built.

### **How many volunteers were involved during the YOG-2020?**

There were just over 4,000 volunteers involved in the event.

### **How did you recruit the volunteers?**

An internal platform for the YOG-2020 has been created. Interested parties could register directly by selecting the site where they wanted to volunteer, as well as the day and other specifications. We have also done a lot of communication with the universities of Lausanne such as the UNIL and the EPFL, as well as on the competition sites, such as in Leysin for example.

### Was it easy to gather so many volunteers?

I was a little worried at the beginning that we would not be able to gather enough volunteers since the YOG has a smaller notoriety than the Olympics. But over 13,000 people signed up to be potential volunteers, so we had to select the volunteers. There is also a small community of international volunteers who follow all the games around the world. They represented about 15% of the total volunteers (500-600 volunteers).

### Do you have more specific information about the demographics of the volunteers?

Volunteers key figures (Age (max/min/average), Nationalities, Students vs non-students, etc)	
Average age	45
Maximum age	89
Minimum age	16
Number of nationalities	88
Number of Swiss volunteers	2973
Number of French volunteers	755
Number of students	541
Number of non-students	3631
Number of complete applications	6709
Number of no-show Games time	6%

	Volunteers attribution between foundation phase and start of Games-time; Volunteer attribution during Games-time;
End 2016	6 volunteers leaders
Summer 2017	10 volunteers leaders
Summer 2017	Creation of a workforce group - approx. 50 people
Summer 2017	10 volunteers translators
End 2017	70 long terms volunteers
Between 2018	20 volunteers leaders + 80 long terms volunteers
Between 2018	20 volunteers translators
In 2019	20 leaders
In 2019	130 long term volunteers
In 2019	35 volunteers translators
In 2019	15 YODLI mascots
October 2019	3800 volunteers assigned
October - December 2019	250 cancelation or no answers
November 2019	New volunteers assigned according to cancelation or no answers
November 2019	4100 volunteers
Games times	130 cancelations
Games times	230 no-shows

Number of staff per type of contract (paid-staff, volunteer, contractor, full-time/part-time) and per functional area from the Bid onwards (every 6 months)

<b>Number of volunteers who participated at YOG (final number 27.01.2020)</b>	<b>4172</b>
---	-------------

<b>Number of volunteers per FA</b>	
Lausanne en Jeux	596
Accreditation & Sport Entries Crew	32
Animation & Try the Sport Crew	8
Arrivals & Departures Crew	50
Athlete Role Model Attaché	20
Athlete's Education Program Crew	105
Back-up Crew	154
Ceremonies Crew	108
Chaperone & Antidoping Crew	42
Communications Crew	2
Event Services Crew	315
Games Services Crew	474
Guest Services & Protocol Crew	72
Language Services Crew	10
Marketing, Look of the Games & Brand Protection Crew	1
Mascot Crew	27
Media Operations Crew	122
Venue Media Coordinator	11
Medical Services Crew	245
MOC crew	7
NOC Assistant	136
NOC Services Crew	10
Sport Presentation Crew	95
Sports Crew	776
Technology, Timing & Scoring Crew	158
Transport Crew	132
Venue & Site Management Crew	212
Volunteer Services Crew	58
Youth Olympic Village Crew	194

Tables provided by the interviewee

## Appendix 6: Survey

Page 1:

# L'impact de grands événements sportifs sur la ville hôte

Bonjour,

Dans le cadre de ma thèse de Bachelor, j'analyse les impacts et héritages d'événements sportifs majeurs sur les villes hôtes en prenant comme cas d'étude la ville de Lausanne avec l'aide de deux événements ayant eu lieu à Lausanne; les Jeux Olympiques de la Jeunesse 2020 et la World Gymnaestrada 2011.

Si vous vivez à Lausanne ou aux alentours, je vous serais extrêmement reconnaissante de prendre 5 minutes afin de répondre à quelques questions!

Toutes les réponses sont anonymes!

Merci :)

**\*Obligatoire**

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Habitez-vous à Lausanne ou à proximité? \*

- Oui
- Non

---

Associez-vous la ville de Lausanne avec le sport? \*

- Oui
- Non

**Page 2:**

La World Gymnaestrada 2011 a regroupé plus de 19'000 gymnastes du monde entier pendant une semaine à Lausanne. C'est un événement sportif mondial non compétitif, ouvert à tous. Cet immense événement encourage la gymnastique pour tous, indépendamment de l'âge, du sexe, de la nationalité, du niveau de compétence etc.



Vous souvenez-vous de la World Gymnaestrada qui a eu lieu en juillet 2011 ? \*

Si vous avez répondu non, vous pouvez directement passer à la page suivante.

- Oui
- Non

Si vous avez répondu oui à la question précédente, avez-vous été impliqué dans la World Gymnaestrada? (Plusieurs réponses possibles)

Merci de ne répondre QUE si vous avez répondu oui à la question précédente!

- Oui, en tant que gymnaste
- Oui, j'ai été impliqué dans la cérémonie d'ouverture
- Oui, en tant que bénévole
- Oui, en tant que spectateur dans les halles de Beaulieu
- Oui, en tant que spectateur dans les rues de Lausanne
- Oui, en tant que spectateur pour un gala (patinoire de Malley)
- Oui, j'ai acheté du merchandising
- Non
- Autre : \_\_\_\_\_

Si vous avez répondu non à la question précédente, pourquoi n'y avez-vous pas participé?

Merci de ne répondre QUE si vous avez répondu non à la question précédente!

- Aucun intérêt
- Je n'ai su qu'après que l'événement avait eu lieu
- Je n'étais pas en Suisse à ce moment là
- Je voulais éviter la foule

Quels avantages pensez-vous que la ville de Lausanne et ses citoyens ont tiré de l'organisation de la World Gymnaestrada? (Plusieurs réponses possibles)

- Augmentation du tourisme
- Accélérateur de projets urbains
- Amélioration de l'image et de la notoriété de lausanne
- Bénéfice économique (bénéfice financier, plus d'emplois...)
- Atmosphère positive dans la ville de Lausanne
- Augmentation de la pratique sportive
- Augmentation de l'intérêt pour la gymnastique
- Autre : \_\_\_\_\_

---

Quel est votre avis/ressenti à la suite de cet événement ?

	1	2	3	4	5	
Négatif	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Positif

**Page 3:**

Les Jeux Olympiques de la Jeunesse (JOJ) sont, comme les JO traditionnels, une manifestation sportive réservée à l'élite, mais dédiée à tous les jeunes de 15 à 18 ans du monde entier.



Vous souvenez-vous des Jeux Olympiques de la Jeunesse qui ont eu lieu en Janvier 2020? \*

Si vous avez répondu non, vous pouvez directement passer à la page suivante.

Oui

Non

Si vous avez répondu oui à la question précédente, avez-vous été impliqué dans les Jeux Olympiques de la Jeunesse 2020? (Plusieurs réponses possibles)

Merci de ne répondre QUE si vous avez répondu oui à la question précédente!

- Oui, en tant qu'athlète
- Oui, j'ai été impliqué dans la cérémonie d'ouverture
- Oui, en tant que bénévole
- Oui, en tant que spectateur d'une compétition
- Oui, en tant que spectateur dans les rues de Lausanne (Lausanne en Jeux!)
- Oui, j'ai regardé à la télévision
- Oui, j'ai acheté du merchandising
- Non
- Autre : \_\_\_\_\_

---

Si vous avez répondu non à la question précédente, pourquoi n'y avez-vous pas participé?

Merci de ne répondre QUE si vous avez répondu non à la question précédente!

- Aucun intérêt
- Je n'ai su qu'après que l'événement avait eu lieu
- Je n'étais pas en Suisse à ce moment-là
- Je voulais éviter la foule

Quels avantages pensez-vous que la ville de Lausanne et ses citoyens ont tiré de l'organisation des Jeux Olympiques de la Jeunesse 2020? (Plusieurs réponses possibles)

- Augmentation du tourisme
- Accélérateur de projets urbains (Vortex, Vaudoise Aréna, Alpes...)
- Amélioration de l'image et de la notoriété de lausanne
- Bénéfice économique (bénéfice financier, plus d'emplois...)
- Atmosphère positive dans la ville de Lausanne
- Augmentation de la pratique sportive
- Augmentation de l'intérêt pour les sports d'hiver
- Promotion de sport chez les jeunes
- Autre : \_\_\_\_\_

Quel est votre avis/ressenti à la suite de cet événement ?

	1	2	3	4	5	
Négatif	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Positif

Seriez-vous pour ou contre l'accueil et l'organisation des grands Jeux Olympiques (adultes) à Lausanne? \*

- Pour
- Contre

Pourriez-vous donner la raison de votre choix à la question précédente en un ou quelques mots? \*

Votre réponse \_\_\_\_\_

**Page 4:**

Êtes-vous \*

- Une femme
- Un homme
- Je préfère ne pas dire

---

Quel est votre tranche d'âge? \*

- 0-18
- 19-25
- 26-35
- 36-45
- 45+

---

Faites-vous partie d'un club de sport? \*

- Oui
- Non

# Appendix 7: Survey translated into English

## Title and introduction:

The impact of major sporting events on the host city

Hello,

In the framework of my Bachelor thesis, I am analysing the impacts and legacies of major sports events on host cities by taking as a case study the city of Lausanne with the help of two events that took place in Lausanne: the 2020 Youth Olympic Games and the 2011 World Gymnaestrada.

If you live in or around Lausanne, I would be extremely grateful if you could take 5 minutes to answer a few questions!

All answers are anonymous!

Thank you :)

## Page 1:

- Do you live in Lausanne or nearby? (*yes/no question*)
- Do you associate the city of Lausanne with sports? (*yes/no question*)

## Page 2:

The World Gymnaestrada 2011 brought together more than 19,000 gymnasts from all over the world for one week in Lausanne. It is a non-competitive world sports event, open to all. This huge event encourages gymnastics for all, regardless of age, gender, nationality, skill level etc.

- Do you remember the World Gymnaestrada that took place in July 2011? (*yes/no question*)
- If you answered yes to the previous question, were you involved in the World Gymnaestrada? (Multiple answers possible) (*checkboxes question*)
  - Yes, as a gymnast
  - Yes, I was involved in the opening ceremony
  - Yes, as a volunteer
  - Yes, as a spectator in the Beaulieu halls

- Yes, as a spectator in the streets of Lausanne
  - Yes, as a spectator for a gala (malley ice rink)
  - Yes, I bought merchandising
  - No
  - Other:
- If you answered no to the previous question, why did you not participate? *(multiple choices question)*
    - No interest
    - I only knew after the event had taken place
    - I was not in Switzerland at the time
    - I wanted to avoid the crowd
- What benefits do you think the city of Lausanne and its citizens have gained from the organization of the World Gymnaestrada? (Several answers possible) *(checkboxes question)*
    - Increase in tourism
    - Accelerating urban projects
    - Improvement of Lausanne's image and reputation
    - Economic benefit (financial benefit, more jobs...)
    - Positive atmosphere in the city of Lausanne
    - Increase in the practice of sports
    - Increase of the interest in gymnastics
    - Other:
- What is your opinion/feeling following this event? *(linear scale question)*
    - 1 to 5 (1 being negative, 5 being positive)

**Page 3:**

The Youth Olympic Games (YOG) are, like the traditional Olympic Games, a sporting event reserved for the elite, but dedicated to all young people from 15 to 18 years of age throughout the world.

- Do you remember the Youth Olympic Games that took place in January 2020?  
(*yes/no question*)
- If you answered yes to the previous question, have you been involved in the 2020 Youth Olympic Games? (Multiple answers possible) (*checkboxes question*)
  - Yes, as an athlete
  - Yes, I was involved in the opening ceremony
  - Yes, as a volunteer
  - Yes, as a spectator of a competition
  - Yes, as a spectator in the streets of Lausanne (Lausanne en Jeux!)
  - Yes, I watched on TV
  - Yes, I bought merchandising
  - No
  - Other:
- If you answered no to the previous question, why did you not participate?  
(*multiple choices question*)
  - No interest
  - I only knew after the event had taken place
  - I was not in Switzerland at the time
  - I wanted to avoid the crowd
- What benefits do you think the city of Lausanne and its citizens have gained from hosting the 2020 Youth Olympic Games? (Several answers possible)  
(*checkboxes question*)
  - Increase in tourism

- Accelerating urban projects (Vortex, Vaudoise Arena, Alps...)
- Improvement of Lausanne's image and reputation
- Economic benefit (financial benefit, more jobs...)
- Positive atmosphere in the city of Lausanne
- Increase in the practice of sports
- Increased interest in winter sports
- Promotion of sports among young people
- Other:
- What is your opinion/feeling following this event? (*linear scale question*)
  - 1 to 5 (1 being negative, 5 being positive)
- Would you be for or against hosting and organizing the major (adult) Olympic Games in Lausanne? (*for/against question*)
- Could you give the reason for your choice in the previous question in one or a few words? (*open question*)

**Page 4:**

- Are you (*multiple choices question*)
  - Woman
  - Man
  - I prefer not to say
- What is your age range? (*multiple choices question*)
  - 0-18
  - 19-25
  - 26-35
  - 36-45
  - 45+
- Do you belong to a sports club? (*yes/no question*)

## Appendix 8: The WG-2011 Sustainable Development.



### Charte de développement durable World Gymnaestrada Lausanne 2011

Le Comité d'organisation de la World Gymnaestrada Lausanne 2011 (CO) veut faire de cette rencontre un événement sportif et festif. Il s'est donné pour mission de mettre en place une organisation performante alliant efficacité et convivialité et ce dans le respect du développement durable.

Le développement durable répond aux besoins du présent sans compromettre les capacités des générations futures à répondre aux leurs. Pour satisfaire cet objectif ambitieux, trois dimensions doivent être considérées : l'environnemental, le social et l'économique. Un projet durable doit être en même temps rentable économiquement, équitable socialement et viable d'un point de vue environnemental.

Fort de la conviction que ces grands principes s'appliquent aussi à une manifestation sportive, le CO reconnaît sa responsabilité environnementale et vise une solidarité sociale dans le cadre d'une gestion efficiente de son budget. Il s'engage en particulier à se conformer aux principes suivants :

#### **Adopter un fonctionnement responsable et cohérent**

Sensibiliser les membres du CO et les sponsors aux trois dimensions du développement durable afin que celles-ci guident leur fonctionnement et leurs décisions. Le CO s'engage en outre à mettre en œuvre les mesures nécessaires pour que, gymnastes, spectateurs et volontaires adoptent pendant la manifestation des comportements responsables.

#### **Valoriser la mobilité douce et les transports publics**

Réduire autant que possible les déplacements en véhicules motorisés individuels ; inciter les gymnastes, les spectateurs et les volontaires à utiliser les transports en commun et favoriser la mobilité douce.

#### **Favoriser une gestion optimale des déchets**

Réduire la production de déchets, encourager la réutilisation et maximiser le taux de recyclage.

#### **Intégrer la population locale**

Insérer la manifestation dans la vie de la ville en offrant à la population, aux artistes et aux commerçants locaux la possibilité d'y être associés.

#### **Mettre l'accent sur la jeunesse et la culture**

Sensibiliser les jeunes à la venue de gymnastes du monde entier dans leur ville et dans leur école et les associer à des projets sportifs et culturels.

#### **Promouvoir l'activité physique**

Promouvoir la gymnastique et le sport comme base d'une vie saine et d'une dynamique sociale riche.

#### **Garantir l'accessibilité pour tous**

Rendre accessibles tous les événements aux personnes en situation de handicap.

#### **Sensibiliser et inspirer à agir autrement**

Sensibiliser les gymnastes, les volontaires et les spectateurs à la nécessité d'un comportement responsable sur le plan environnemental et social et aux possibilités effectives de s'y conformer.

#### **Evaluer**

Soumettre l'événement à une évaluation sous l'angle du développement durable à la clôture du projet

Marc Vuilleumier  
Président de l'Association  
WG-2011

François-Daniel Golay  
Président du CO  
WG-2011

Patrice Schaub  
Secrétaire général  
WG-2011