

More than Sport: A Case Study on Sport Diplomacy
Within the 2014 Sochi Winter Olympics

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ABSTRACT

MORE THAN SPORT: A CASE STUDY ON SPORT DIPLOMACY

WITHIN THE 2014 SOCHI WINTER OLYMPICS

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Throughout society's history and into today, sport continues to be at the forefront of leisure activities and the media. Those in the sports industry understand this constant attraction and therefore try to promote unity in terms of diplomatic, social and political relations. The purpose of this study was to examine the strategies implemented by Russia during the 2014 Sochi Winter Olympics to promote sport diplomacy among athletes and fans. The researcher designed a case study examining the programs, marketing, and soft power strategies used by Russia during the Sochi Winter Olympics. The results indicate that Russia failed to capitalize on promoting sport diplomacy during the Sochi Winter Olympics. When hosting an Olympics, it is recommended to accept all cultural differences by providing programs to all participating countries and promoting positive change through sport.

Keywords: 2014 Sochi Winter Olympics, sport diplomacy, public diplomacy, soft power, hard power, programs

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Chapter 1

INTRODUCTION AND REVIEW OF LITERATURE

Background of Study

Sport is known as a traditional activity that is widely experienced globally for leisure and recreation. In the United States alone, 95.6% of the population engages in sport or leisure activities daily (Gough, 2019). This continued growing participation in sports justifies the influence it has on nearly the whole society. From this expansive platform, sport is able to bring people together from all cultures, communities, and countries. Additionally, with the growth of technology and media, more and more people are having the ability to connect and understand different cultures through the power of sport. Through this connectivity people are able to understand inclusion and diversity through play and recreation.

Sports have been able to create a universal language that brings people together regardless of their background for participation. Nelson Mandela routinely recognized this message when he was reflecting on his life experiences. Mandela stated, “Sport has the power to change the world. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand” (Hughes, 2013, para. 8). Mandela was able to further demonstrate the significance of sports from a global perspective of building unity. Similarly the Olympics have followed this type of perspective by producing a global event that creates commonality among different nations. Through the platform of the Olympics, athletes and countries have had the ability to build on peaceful values through a global perspective. The Olympics have long been the focal sporting

event uniting nations under one common vision to experience sport. It is through these experiences and involvement with sports that the Olympics guide people together to build on the respect of different cultures. The purpose of this study was to examine the sport diplomacy strategies implemented by Russia during the 2014 Sochi Winter Olympics.

Review of Literature

Research for this review of literature was conducted at the Robert E. Kennedy Library on the campus of California Polytechnic State University, San Luis Obispo. In addition to books and other resources, the following online databases were utilized: *SPORTDiscus*, *Sociological Abstracts*, and *Google Scholar*. This review of literature includes the following subsections: public and cultural diplomacy, public and cultural diplomacies influence to create sport diplomacy, and sport diplomacy within the Olympics.

With respect to international relations, public diplomacy acts as a key element in maintaining and creating new relationships with countries. Public diplomacy is the negotiation of management with international ambassadors and how they maintain their business and culture relationships (Trunkos & Heere, 2017). Through these relationships, trust is built among different countries. This public trust is a key principle within international relations, as it is preferred for every negotiation. Leaders start to become open-minded and create an atmosphere where their opinions are shared through cooperation. Then the international leaders start to strategize the different amounts of capital and risks they can take to finalize an agreement with the best results. According to Mogensen (2015), when citizens trust their international leaders, they favor public

solutions to any conflict rather than military intervention. This demonstrates the influence public diplomacy has on limiting conflict with military intervention and pushing the message of understanding both parties, foreign policies and coming to a consensus.

Through this process of coming to an agreement, both leaders work within each other's cultures and follow the concept of soft power to focus on relationship building. According to Rothman (2011), "Soft power is the ability to get what you want through attraction rather than coercion or payments. It arises from the attractiveness of a country's culture, political ideals, and policies" (p. 50). This concept is used within relations so nations can work on interpersonal relationships and not worry much on monetary relationships with other nations. While it is enticing to depend on soft power, the majority of nations worries about international trust and spend money on hard power (Morgensen, 2015). Countries tend to rely on hard power in the beginning because they are not patient and know that this power is tangible and relates to material items that give them an immediate result. Once nations are able to be patient and work with soft power, they are able to build relationships and a positive image that will tend to last longer than an immediate spending on a material hard power.

Concepts such as soft power have made countries realize the power behind sport and how they can use it to impact diplomacy. As Murray (2012) identifies, the partnership between sport and diplomacy should be relevant:

... sport and diplomacy naturally gravitate toward one another: both institutions are staffed by patriots representing their state as a privilege of international duty and whether it is the roundtable or the running track, both sports people and

diplomats want to win for their state. Therefore, there is an obvious symbiosis. (p. 583)

Through this relevancy, countries recognize the ability they have through sports to grow their ties with other countries. Particularly, The U.S. Bureau of Educational and Cultural Affairs, part of the U.S. Department of States, created a dedicated program called “Sports United.” This program instills U.S. leaders to institutionalize sports diplomacy within official foreign policy strategies (Ushkovska & Petrushevskaja, 2015). While this is only one nation, it shows the significance of how sport is used within national power. The program endorses a country’s culture and sports to other foreign nations through the promotion of sport education, and sending athletes as sport representatives in exchange for other athletes. Thousands of participants from over a hundred countries around the world have already been successfully sent through the program (U.S. Department of State, 2014). From this, Ushkovska and Petrushevskaja (2015) point to the success that sport exchange programs have in creating lines of communication across cultural and linguistic differences, or sports diplomacy. Ushkovska and Petrushevskaja also identified the ability of this sports diplomacy to act as a positive propaganda technique that can extend a country’s cultural influence on other nations. This positive form of sport diplomacy can be recreated in different ways.

Another form of sport diplomacy can be seen in sport for development and peace programs. These programs achieve peace objectives and specific development through international play of sport and physical activity (Dixon & Anderson, 2019). The programs are used internationally to strengthen the international relationships within countries. Dixon and Anderson (2019) also claim that sport for development and peace

programs promote respect for others, confidence, collaboration, and social responsibility in an inclusive environment for individual and social change. It is through programs like these where sports can be viewed as creating multicultural societies and promoting more dialogue for development. To be classified a sport for development and peace program, there has to be an embracing of some sport or physical activity, an educational component, and a cultural component (Dixon & Anderson, 2019). The Olympic Games fit into that classification. The Games are known to have sport activity through the competitions, have the educational element by providing educational programs to athletes and fans through the Olympic Committee, and provide the cultural component through the Olympic spirit and the influences of the host country.

With the Olympic Games known as a sport for development and peace program, it draws popular attention. Televised at a global level, the Olympics are one of the most significant forms of sport diplomacy. The Games draw the attention of all international leaders and give them a chance to influence and build social and cultural relations through sport. Even if sport cannot resolve every conflict, it can offer representatives a motive to work towards peaceful settlements or at least improve the situation.

The Olympics have capitalized on this potential by using sport as a platform to generate passion within its customers. The Games have generated their distinguished brand image through the Olympic Rings. According to Séguin, Richelieu, & O'Reilly (2008), the Olympic Rings have been connected to high standards, international cooperation, a tradition of excellence, and a force for world peace. From this esteemed recognition, large corporate companies look to become sponsors of the Games due to the viewership appeal to people of all demographics. Séguin et al. (2008) discussed in their

research that “friendship, peaceful, fair competition, global, multicultural, striving, participation, festive, honorable, dynamic and being the best,” were all attributes that linked to the branding of the Olympics (p. 15). When examining these attributes, most of them are not sport-related, demonstrating the ability of the Olympics to reach a variety of audiences worldwide. This has made the Games an attractive organization for companies to follow, in hopes that their brand can develop affiliations similar to the Olympics.

Throughout the Olympics history, culture has played a prominent part in the event production. In early Olympics, culture and art were celebrated in opening and closing ceremonies (Dubinsky, 2019). Countries used that time to embody the everyday culture and the traditions that goes on within their people. The Olympics realized the cultural influence they could create beyond the ceremonies and created the Olympic Movement. According to Dubinsky (2019), the Movement’s vision is to revive art, culture, music, literature, painting, sculpture and architecture. Countries began to see the Olympics not only as a public diplomacy tool, but also to improve their cultural recognition.

Moreover, the Olympics have been used as an educational opportunity. Bulatova, Krol, Ermolova, & Radchenko (2019) conducted a study on the Olympics’ educational impact with Ukrainian youth and found that the youth realized the connection between culture and sport in the Olympics. The authors also concluded that educational practices embodying pieces of art from the Olympic Movement contributed to youth’s self-development, creativity and attraction to following the Olympic values (Bulatova et al.). Some countries will use this mindset of the Olympics as an educational opportunity and change their national image to the world. In the 1936 Olympic Games in Berlin, Hitler and his Nazi party used this time to display how powerful and organized Germany could

be under his power when athletes would salute to Hitler (Dubinsky, 2019). This helped play a role in Hitler's leadership of Germany. Although overtly negative in its eventual outcome, it showed the power the Olympics hold.

Another showing of using the Olympics as an educational opportunity was the 1988 Olympics in Seoul. According to Dubinsky (2019), South Korea used the Olympics platform to showcase their recovery from a civil war and a transition of becoming advanced in technology and a leader in the market of Asia. North Korea also boycotted this Olympics because of the historical conflicts with South Korea. Luckily over the years, the Olympic Committee and the two Koreas have collaborated to come together and defuse their tension to participate in the Olympics. In the 2008 Beijing Olympics both South and North Korea joined together and marched at the Opening Ceremony to show a sense of unity across the divided Korean Peninsula (Merkel, 2008). It is from acts like these that the Olympics can demonstrate positive sport diplomacy and show the world a sense of unity.

Purpose of the Study

The purpose of this study was to examine the sport diplomacy strategies implemented by Russia during the 2014 Sochi Winter Olympics.

Research Questions

This study attempted to answer the following research questions:

1. What programs (educational and social) were offered at the 2014 Sochi Winter Olympics?

2. What marketing practices were used during the 2014 Sochi Winter Olympics?
3. What were the different soft power strategies used by Russia in the 2014 Sochi Winter Olympics?
4. How effective were the programs at being inclusive during the 2014 Sochi Winter Olympics?
5. How successful were the 2014 Sochi Winter Olympics marketing tactics in collecting global viewership?
6. How effective were the soft power strategies used by Russia in the 2014 Sochi Winter Olympics to promote sport diplomacy?

Chapter 2

METHODS

The purpose of this study was to examine the sport diplomacy strategies implemented by Russia during the 2014 Sochi Winter Olympics. This chapter includes the following sections: description of organization, description of instrument, and description of procedures.

Description of Organization

A case study was conducted on the 2014 Sochi Winter Olympics. The first Olympics (2020) started in 1896 as the Summer Olympics. However, the International Olympic Committee (IOC) began in 1894 with the vision of building a better world through sport. The IOC is now headquartered in Switzerland and is still following the mission of ensuring the uniqueness and the regular celebration of the Olympic Games, putting athletes at the heart of the Olympic Movement, and promoting sport and the Olympic values in society, with a focus on young people. Even though the headquarters is in Switzerland, the Olympic Movement consists of four components that pick representatives from all over the world: the IOC, International Sports Federations (IFs), the National Olympic Committees (NOCs), and Organizing Committees for the Olympic Games (OCOGs). The IOC acts as the leader of the Olympic Movement from its collaboration with all of the parties within the Movement to certify success through projects and programs. Since the Olympics establishment of the first Summer Games in 1896, the IOC started to realize the success of the Olympic Movement and started the

Winter Olympics in conjunction with the Summer Olympics in 1924 at Chamonix in the French Alps. It was not until the 1994 Winter Olympics in Norway when the IOC decided to separate the Winter and Summer Olympics by every two years (Olympics).

Since the Olympics (2020) separation into Summer and Winter Games, there have been a variety of host countries. One of the most popular Winter Olympics was the 2014 Winter Olympics in Sochi, Russia. For this Olympics, the IOC sold more than 1.1 million tickets, had a total of 4.1 billion media viewers, and more than 2.2 million new followers on all social media platforms (Olympics). Loesche (2018) documented that there were approximately 54,000 employees at the 2014 Sochi Winter Olympics.

Description of Instrument

The instrument utilized in this study was a case study guide developed by the researcher (see Appendix A). The structure of this instrument was an organized table with three elements: area of study, description of strategy, and section for additional comments. The instrument was used to evaluate the areas of sport diplomacy and give descriptions of how the 2014 Sochi Winter Olympics used these strategies. A pilot test was conducted on the 2012 London Winter Olympics. It was determined that the area of study section needed to add the concept of soft power to measure the Olympics success of using non-monetary value.

Description of Procedures

A case study was conducted on the 2014 Sochi Winter Olympics. The instrument utilized in this study was a case study guide developed by the researcher. Research for this case study was conducted during a two-week research period and included various

online resources. The primary resource that was used to gather information on the 2014 Sochi Winter Olympics was the Olympic Games website. Under the website's "About" section, there were multiple subsections that were used to understand its mission statement, structure, history, programs, and other general organizational information. The section "Olympic Games-Sochi 2014" provided multiple sub-categories to learn about its different marketing strategies and the facts associated with the specific Sochi Games. There was a sub-category called "documents" that provided several reports about the 2014 Sochi Winter Olympics and its efforts in sponsorship, broadcasting and ticketing. In addition, a number of academic journals were used to highlight the soft power strategies used by Russia during the 2014 Sochi Winter Olympics. These included *Sport in Society* and *Eastern European Politics* for case studies on the Sochi Olympics.

Chapter 3

PRESENTATION OF THE RESULTS

The purpose of this study was to examine the sport diplomacy strategies implemented by Russia during the 2014 Sochi Winter Olympics. A case study was utilized to examine the 2014 Sochi Winter Olympics. This chapter includes the following sections: programs, marketing, and soft power.

Programs

The Olympics bring countries together from all around the world, so all the host cities need to provide programs that prepare themselves for the Olympic Games. The 2014 Sochi Winter Olympics was similar to any other Olympics that provided a variety of programs, educational or social, to prepare themselves for the global event. One educational program that was established prior to the start of the Sochi Olympics was the Russian International Olympic University (RIOU) in Sochi, Russia. This University was founded in 2013 to build a lasting educational system that spreads the values of the Olympics. This program still exists by providing a platform that supports and promotes academic research within the sports industry through a masters program of sport administration (MSA). Russia provided this educational program in 2013, so Russians at the time could generate experience on hosting the 2014 Sochi Winter Olympics and major sporting events in the future. Since its implementation, the program has created a new generation of sport managers from Russia in departments of guest services, project

development, event management and community relations within a variety of different companies.

Another key educational program was the implementation of Olympic values into the Russian secondary school curriculum. Before the start of the 2014 Sochi Winter Olympics, nearly four million school children in 60 different regions of Russia encountered forms of the Olympics educational content. This content consisted of the history, culture and traditions of countries that have participated in the Olympics. The curriculum would also use sport to demonstrate the values of respect and friendship through sports-based youth development. Through both of these programs, secondary school curriculum and RIOU, Russia has ingrained the Olympic values and experience into children and adults.

While educational programs are one proponent to the Olympics, cultural programs are also provided to showcase the host city. During the Sochi Olympics there were a total of 144 Olympic sponsored social events of concerts, theater performances, exhibitions and festivals. These events were known to highlight the local traditions of Russia. Some of these traditions ranged from rock, folklore, and classical or jazz concerts. The Sochi Art Museum also showcased an exhibition that displayed the history of sport in Russia. The Sochi 2014 Organizing Committee incorporated the Winter International Arts festival where multiple Russians were able to demonstrate their local talent through art, music and cinema in a multiple-day festival. This allowed all the spectators of the Olympics to experience the natural culture of Russia. All of these events were created under the Sochi 2014 Cultural Olympiad program to ultimately build the unity behind Russia through sport and art.

Marketing

Russia's Olympic Committee marketing strategy stuck to the original forms of broadcasting and sponsorship. The 2014 Sochi Winter Olympics was the most expensive Olympics of all time. Russia spent about 50 billion U.S. dollars to showcase the Olympics. This money was spread out among multiple new infrastructures and different programs. Russia felt the need to make a statement about this Olympics because this was the first time Russia was viewed globally after the disintegration of the Soviet Union and the loss in the Cold War. Russia wanted to use this viewership as a time to build their profile and reputation within international relations. They did this by successfully marketing to and obtaining a total viewership of about four billion people worldwide. This was acquired by television coverage, website updates, apps, and live streaming to 220 total countries and territories. The Olympic broadcasting services served as the host broadcasting organization that delivered all television coverage for every event during the Sochi Olympics. The footage was shared with rights-holding broadcasters, or local broadcasting companies, so the total 220 countries and territories could interact with the Games. Upon the completion of the Sochi Olympics, many rights-holding broadcasters set a record for their total audience beating out any other Winter Olympics. On top of all this broadcasting, the Sochi Olympics capitalized on marketing social platforms through generating a social media presence of about eight million fans and updating them constantly.

All of these marketing efforts could have never been completed without the help of all the sponsors of the 2014 Sochi Winter Olympics. All sponsorship agreements help

with the funding of the Olympic Movement, International Olympics Committee, and the National Olympic Committees. These sponsorships promote the Olympic values around the world through marketing campaigns and activations. These agreements provide the foundation, products and technology to successfully operate the Olympics. On the other hand, Olympic partners are able to correlate their brands to the Olympic rings, which are recognized across the globe. The main world-side partners of the 2014 Sochi Winter Olympics were Coca-Cola, Atos, Dow, GE, McDonalds, Panasonic, P&G, Samsung, and Visa. Coca-Cola provided the Olympic Torch relay and sponsored 2,000 out of the 14,000 local Russian torchbearers who carried the Olympic flame across Russia. Coca-Cola also launched its active healthy living platform that provided activities to understand long-term wellness behaviors. Atos is an industrial technology partner of the Olympics that helps to provide the volunteer portal and the results of the events. Dow and GE both help to provide the infrastructure of the Olympics of lighting, power, water treatment and transportation, and allocate hospitals the necessary healthcare equipment. McDonalds was known as the official restaurant of the Olympics and showcasing their Champions of Play program to promote the importance of remaining active. Omega is known to have the responsibility of being the official timekeeper of the Olympics and handling the time data. Panasonic supplies the Olympics with all necessary audio and visual equipment. P&G stocks all the personal care and household products for all the athletes in the Olympic Games. It was known that during the Sochi Winter Olympics, P&G did the “Thank You, Mom” program that invited mothers of the Olympians from multiple countries so that they could support their child. Samsung has been the Olympics partner in wireless communication equipment by arranging a wireless communication platform

and providing mobile phones. It is from all these global sponsorships that the 2014 Sochi Winter Olympics was able to operate effectively and impact billions of people around the world.

Soft Power

While payments and agreements provide the organization with essential sponsorships and marketing, it is important to understand how the organization's actions have an even greater impact on their image. This concept is known as soft power. In 2013, Russia passed an amendment that banned all publicity of non-traditional sexual relations. This law did not allow for any public demonstration that homosexual relationships are equal to heterosexual relationships. Another law was later then passed that did not allow Russians to adopt from selected regions that allowed same-sex marriage. Russian leaders portrayed these laws as taking action to protect children. Russia did not want to show insight into democracy and liberalism. With the International Olympic Committee being the director of the Sochi Games, they showed support to all human rights and all countries got to participate in the Games regardless of their human rights records. This induced the first international attention on lesbian, gay, bisexual and transgender (LGBT) rights within a host country of the Olympics.

In addition, after the completion of the 2014 Sochi Winter Olympics a doping allegation arose. Russia was found guilty of having 15 medal winners who were part of a state-run doping program to ensure the dominance of the Russian athletes at the Sochi Olympics. The head of the laboratory that tested the Olympians created a three-drug cocktail of banned substances that made its way through the Olympic doping protocols. It

was proved that the head of the laboratory was sent information detailing athletes under the doping program two weeks before the start of the Sochi Olympics from Russian sport officials. Once these athletes were reported, Russian anti doping experts would replace the urine sample with the performance-enhancing drugs with clean urine samples that were collected months earlier each night. Initially not getting caught, the Russians won the 2014 Sochi Winter Olympics beating out the United States with 33 total medals. After the doping subsequent punishment, Russia did not beat the United States because the United States had a total of 28 medals from the Sochi Olympics.

Chapter 4

DISCUSSION AND CONCLUSIONS

The 2014 Sochi Winter Olympics' multiple programs and marketing tactics seek to transcend cultural differences and bring people together through sport. This concluding chapter includes the following: a discussion of the findings, limitations of the research, conclusions based on research questions, and recommendations for the future.

Discussion

The programs provided by the 2014 Sochi Winter Olympics were not inclusive to all countries' policies that participated in the Olympics. According to Dixon and Anderson (2019), all successful sport programs should show respect for others confidence, policies and social responsibility in an inclusive environment. Even though the Sochi Winter Olympics provided multiple social events to showcase Russia's local culture, they did not support inclusivity among all people as an amendment that banned all publicity to non-traditional sexual relations was passed into law. The approval of this amendment led other countries to lose respect of Russia and create negative public press towards the Olympics. Before making the decision to pass this amendment, Russia should have considered the other countries participating and made sure to enact policies that are inclusive for all participating countries. For future Olympics, any host country that wants to enact a policy should run the policy by the International Olympic Committee, so that the ruling does not negatively affect any participating country in the upcoming Olympics. In addition, successful Olympic programs should have communication and awareness

across all cultural and linguistic differences (Ushkovska & Petrushevska, 2015). The 2014 Sochi Winter Olympics did not do so, as they only communicated educational programs to Russian citizens. This does not provide an inclusive environment for the Russians because they are only tailored to the Russian Olympic Movement, and they do not get to experience communication from other countries. When providing educational programs, the Russian Olympic Committee should offer the programs to all countries within the Olympics so that all participants can understand the different perspectives within the Olympics.

In terms of marketing, the 2014 Sochi Winter Olympics was successful in collecting global viewership. Some countries begin to see the Olympics not only as a public diplomacy tool, but also a chance to enhance their cultural recognition (Dubinsky, 2019). The Sochi Winter Olympics took advantage of hosting the Olympics by spending the most amount of money on any Olympic Games production and reaching a viewership of about four billion people worldwide. Russia's marketing efforts allowed them to be seen at a global level and receive public diplomacy while also endorsing their cultural traditions. Based on Russia's use of broadcasting all over the globe, they were successful communicating their culture to all different foreign countries around the world. In the case of another Russian Olympics, they should follow this marketing tactic, as it was able to reach a wide variety of the globe through their broadcasting, sponsorships and activations.

Russia failed to capitalize on their soft power opportunity by hosting the 2014 Sochi Winter Olympics. According to Rothman (2011), soft power is the ability to get what you want through actions rather than payments. Russia failed to show positive

actions. After the completion of the Sochi Olympics, Russia was found guilty for a doping allegation that took away about 15 medals. By being the host country, they had the ability to demonstrate positive soft power to help build international relationships. Instead of focusing on their actions and how that could impact their international relationships, they focused on payments such as being the most expensive Olympic Games and attempting to cover up their doping use. Moreover, Morgensen (2015) adds that soft power worries the leaders of some countries who feel that trust is unsustainable and leads them to spend money on hard power. This is what Russia signified because they cared too much about building their own personal image and not building trust with other countries. Russia should have used this time of hosting the Olympics to build lasting relationships with countries by being inclusive with them through their actions. They should have provided doping information sessions throughout the whole Sochi Olympics to all athletes and fans so that people could understand the regulations. This would have helped build a positive relationship with countries around the world because it would have been available to all and speaks for positive change.

There were several limitations that impacted this study. First, the research collected for this study was only online resources in order to conduct relevant information for the study. This could generate bias by restricting access to information that could have been useful for the case study. Most of the resources were case studies and did not provide any personal experience from interviews of people who participated. Access to interviews of people that attended the Olympics or worked for the 2014 Sochi Winter Olympics could have added more credibility to the study and potentially limited some resource bias. The researcher may also have expressed bias in being a staunch

supporter of nonprofits and avid proponent towards equality of athletes. This could have a tendency towards subconsciously reporting information that goes against negatively taking advantage of non-profits.

Overall, the 2014 Sochi Winter Olympics were too focused on improving the image of Russia and not being inclusive to all environments. The Sochi Olympics was the first time that Russia was viewed at the global level since the disintegration of the Soviet Union. They wanted to take advantage of this viewership and build their international profile and reputation. They planned on using payments and installation of new infrastructure to highlight the continuity of its dominance in world affairs through hosting the Olympics. This demonstrates that Russia was not valuing sport diplomacy, as they wanted to selfishly spotlight their dominance by putting in the most monetary value towards any Olympics. They were able to build a stronger national identity within the citizens of Russia, but they failed to be inclusive with international relations. They did not appreciate all the different social, cultural and diplomatic relations and this made for bad use of sport diplomacy.

Conclusions

Based on the findings of this study, the following conclusions are drawn:

1. The 2014 Sochi Winter Olympics offered programs such as the Russian International Olympic University (RIOU), Olympic values in Russian secondary school curriculum, and a variety of Russian cultural programs through the Sochi Cultural Olympiad program.

2. Broadcasting, sponsorship, and activations were all marketing tactics that helped the 2014 Sochi Winter Olympics become the most expensive Olympic Games.
3. Russia utilized their soft power by implementing an amendment that publically banned all non-traditional sexual relations and they also engaged in doping during the Olympic competition.
4. The programs provided at the 2014 Sochi Winter Olympics were not inclusive to the whole population of countries at the Olympics because Russia was the only one providing the programs and some programs only allowed Russian citizens.
5. The 2014 Sochi Winter Olympics successfully used its marketing tactics to reach a global viewership of about four billion people.
6. Russia failed to use effective soft power strategies to promote sport diplomacy during the 2014 Sochi Winter Olympics.

Recommendations

Based on the conclusions of this study, the following recommendations are made:

1. The global sport entertainment industry should be transparent with the sport committees and commit to providing programs that include equal participation from all countries.
2. When providing educational programs, the Russian Olympic Committee should offer the programs to all countries within the Olympics so all participants can understand the different perspectives within the Olympics.

3. The Russian Olympic Committee should continue to provide the marketing tactics used in their broadcasting, sponsorships, and activations.
4. The Russian Olympic Committee should have provided information sessions such as doping, so that people could understand the regulations and Russia could build positive relationships with other countries.
5. Future research should conduct a comparative analysis between two different Olympic Games and incorporate research from both interviews of people involved and online resources.

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APPENDIXES

Appendix A

Instrument

INSTRUMENT

Area of study	Description of strategy	Additional comments
Sponsorship		
Programs		
Broadcasting		
Licensing		
Marketing		
Ticketing		
Soft Power		