SPORT EVENTS AND REPRESENTATIONAL CAPITAL: INVESTIGATING INDUSTRY COLLABORATION IN RUGBY WORLD CUP 2015 PLANNING

Emily Shephard

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Ph.D

2015

UNIVERSITY OF BEDFORDSHIRE

SPORT EVENTS AND REPRESENTATIONAL CAPITAL:
INVESTIGATING INDUSTRY COLLABORATION IN RUGBY WORLD CUP 2015 PLANNING

by

Emily Jessica Shephard

A thesis submitted to the University of Bedfordshire in partial fulfilment of the requirements for the degree of a Doctor of Philosophy

September 2015

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ABSTRACT

This research study investigated intangible assets generated by sport event hosting, specifically in relation to those industries that could influence the planning and leveraging of this alternate value source at Rugby World Cup (RWC) 2015 host destinations. The industries under scrutiny were sport, public sector and tourism, and the sampled host destinations were Cardiff, Exeter, Brighton and Gloucester. The objectives of this thesis were threefold: (1) to respond to the lack of knowledge around the collaborative roles of sport, public sector and tourism organisations in sport event planning, (2) to pioneer representational capital, a concept that looks to examine the input of those pinpointed planners in the identification and valuation of intangible opportunities generated by hosting RWC 2015 fixtures, (3) to probe planning discourse for examples of leveraging representational capital. Expert opinions were captured from executive-level RWC 2015 planners, and supported by secondary data analysis. The findings showed that public sector and sport organisation planning representatives were key RWC 2015 planners and that tourism planners, at a destination level, were not key collaborators in central planning forums, but collaborated extensively with national and international tourism organisations on RWC 2015 planning matters. Additionally, the analysis uncovered that representational capital was predominantly made-up of three key intangible asset areas: destination image, exposure and reputation. Indeed, these intangible areas were recognised and valued by all three industries, but the data analysis indicated that the levels of collaboration between the sampled planning industries did not translate into collectively leveraging representational capital. Moreover, one of the main breakthroughs from this investigation was identifying the interconnected nature of a range of intangible assets in generating greater value, i.e. increasing representational capital available to planners. Representational capital was found

to have a strong connection throughout the leveraging process, in terms of the maximisation strategy and planned outputs in RWC 2015 planning, further supporting the study project objective of investigating the intangible in relation to sport events.

AUTHOR'S DECLARATION

I declare that this thesis is my own unaided work. It is being submitted for the degree of Doctor of Philosophy at the University of Bedfordshire.

It has not been submitted before for any degree or examination in any other University.

Emily Jessica Shephard

September 2015

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LIST OF ABBREVIATIONS

Abbreviation	Definition
FIFA	International Association Football Federation
UEFA	Union of European Football Associations
IOC	International Olympic Committee
IRB	International Rugby Board
HSE	Host destination of a sport event
RWC	Rugby World Cup
CA	Collective action
DI	Destination image
MSE	Mega-sport event
CR	Critical realism
DMK	Destination Milton Keynes
MK Dons	Milton Keynes Dons Football Club
MK Council	MK Council
CCC	Cardiff City Council
WRU	Welsh Rugby Union
RFU	Rugby Football Union (England)
ECC	Exeter City Council
BHAFC	Brighton & Hove Albion FC
BHCC	Brighton & Hove City Council
GCC	Gloucester City Council
OTA	Official Travel Agents (for Rugby World Cup 2015)
ER2015	England Rugby 2015 (event management organisation)
MEU	Major Events Unit (Welsh Government)
HDP	Heart of Devon Partnership
ERC	Exeter Rugby Club Ltd
MG	Marketing Gloucester
NGO	Non-governmental organization

ACKNOWLEDGEMENTS

I have a multitude of people to thank for supporting me through this process. First of all, Simmy, for being my rock from start to finish. Thank you for your constant encouragement and belief that I could do it, even when it seemed impossible. To Mum and Dad, who instilled in me a desire to learn from a young age; your unconditional support has pushed me forward many times. Also, Gran, you always said I'd write a book one day – so here it is!

The last three years would have been far less enjoyable without my fellow PhD survivors: Katie, Dean, Stef and Tita. Katie, your sage words of advice, being a constant sounding board and your sense of humour has pulled me though on several occasions. A special thank you to Jo, for your advice and always setting me back on track, and to my CUOG friends, who would ask how it was going, and were genuinely enthusiastic that I might be a Doctor one day!

I would like to thank my supervisory team: Keith Hollinshead and Nazia Ali. Keith, thank you for pushing me every step of the way, I certainly have learnt more than I ever though I would during the last three years. Thanks for taking a chance on a 'Cornish pasty' like me! Thank you Nazia, especially for your positive feedback and support during my RS4. I would also like to thank Sonal Minocha for appointing me as a Graduate Academic Assistant, without this opportunity I may never have been able to complete this PhD.

Last but not least, this PhD would not have been possible without the expertise, input and generous donation of time from representatives from the following organisations: WRU, Millennium Stadium Plc, Welsh Government (Major Events Unit), Visit Wales, Cardiff City Council, Exeter City Council, Exeter Rugby Club Ltd, Heart of Devon Partnership, Visit Brighton, Brighton and Hove Albion FC, Brighton and Hove City Council, Gloucester City Council, Marketing Gloucester, All Blacks Tours, Visit England, Rugby Travel and Hospitality Ltd, Milton Keynes Dons FC, Milton Keynes Council, and Destination Milton Keynes.

Thank you all so much.

Emily Shephard, September 2015

CHAPTER 1
Introduction to Collaboration, Representational Capital and Leveraging in Sport Event Planning

This chapter discusses the major catalysts for the development of this research project, in terms of concepts and contexts. A background of the Rugby World Cup 2015 is given, in order to delve into the sport event that provides the context for this study investigation. The study objectives are set out in the form of a study problem and sub-problems. The latter part of the chapter seeks to draw out some of the early obstacles, issues and assumptions that may impact this research project. Finally, this chapter is rounded off with a glossary of key terms and concepts that are pertinent to the inspection at-hand, as well as a precis of the thesis chapters.

1.1 Introduction to Study Context and Concepts

The concept of representational capital is pioneered in this research study, to explore the potentially untapped significance of intangible value created by a sport event for pinpointed planning industries. The sport event providing the context for this research project is the Rugby World Cup 2015 (RWC). Collaboration between influential planning industries is also a major area of inquiry, to delve into the implications of interactions at RWC 2015 host destinations (see Figure 1.3 for host destinations). The third concept of leveraging then builds on understandings around representational capital, to ascertain whether this alternate value area is planned to be maximised by RWC 2015 planners. This section gives a brief introduction to the RWC 2015 and the main study concepts, in order to contextualise the proceeding discussions in this chapter.

There has been some contention about which sport events are the 'biggest', many sources have varying categorisations for determining this: TV audiences, match attendance and revenue to name a few (Schwartz, 2010; Pumerantz, 2012; Slater, 2014; Knowlton, 2014). However, this study project aims to examine the RWC, which has an extended duration beyond just a one-off occasion, and is thus discussed in light of similarly structured sport events, e.g. the Olympic Games and the FIFA World Cup. A preliminary comparison of global sport events is shown in Table 1.1a, to highlight the global positioning of the RWC against the largest attended and watched sport events. From Table 1.1a, the assessment is that the RWC is in the conversation as one of the world's largest sport events, a view supported by several sources (Rugby Football History, 2011; ER 2015, 2014; Gibson, 2014a; Slater, 2014). The majority of the aforementioned supporting references hold some bias, as they are analysing the position of the event from a rugby perspective. Nevertheless, this study project is not founded upon the exact ranking of the RWC, but to conjecture that the RWC has significant global recognition; which is important to support the credibility and reach of the investigation at-hand.

Table 1.1a – Global Sport Event Criteria

Rank	Attendance	TV Audience
1st	2004 Olympic Games – 3.8m	2000 Olympic Games – 36 bn
2nd	2006 FIFA World Cup – 2.7m	2004 Olympic Games – 34bn
3rd	2007 Rugby World Cup – 2.25m	2002 FIFA World Cup – 29bn
4th	2003 Rugby World Cup – 1.89m	2006 FIFA World Cup – 26bn
5th	2006 Commonwealth Games – 1.6m	2004 EUROs (football) – 8bn
6th	2011 Rugby World Cup – 1.4m*	2007 Rugby World Cup – 4bn
7th	2006/7 Ashes Tour (cricket) – 1.24m	2003 Rugby World Cup – 3bn
8th	2008 EUROs (football) – 1.1m	2006 Winter Olympic Games – 3bn

Source: Deloitte (2008)
*KEY: *Projected*

Like the Olympics Games and FIFA World Cup, the RWC is held every four years (Masterman, 2009). The RWC is a 'younger event' than its similarly-ranked contemporaries, with the inception of the tournament being 1987 (Deloitte, 2008; Rugby Football History, 2011), in comparison with the Modern Olympics which was reinstated in 1896 and the FIFA World Cup's inaugural tournament in 1930 (Olympic Movement, 2015; FIFA, 2015). The 1987 RWC was organised by a subsidiary branch of the IRB, or International Rugby Board (ESPN Scrum, 2011). The IRB is now known as World Rugby and is the international governing body for rugby union (IRB, 2014). The first RWC tournament was an invitation only event, with national rugby teams being asked to attend as opposed to having to qualify (ESPN Scrum, 2011).

Within the last three decades, the RWC has developed from an invite only event to one of the largest global sport events. Table 1.1b shows the progression of the RWC in terms of media coverage, attendance and net surplus. The purpose of Table 1.1b is to highlight the increasing scale and reach of the event, and to provide a context for the advancement of the tournament in recent history. The justification and classification of the RWC as a mega-sport event, as well as the selection of the occasion for this research study, is addressed in Chapter 2. Whilst it is important to note that the net revenue figures have increased with each

cycle of the tournament (with the exception of 2011), the level of worldwide recognition reached is of particular interest to this study project. The reason why broadcast reach and television audience is of relevance to the investigation is because this value has intangible properties. While it is often accepted without contestation that attracting large viewing audiences is a positive hosting benefit (Deloitte, 2008; The Economist, 2010), there are relatively few studies in the area of sport events and tourism that address the significance of intangible worth directly. Many studies investigate intangible value, but without recognising it as such: which is where this research study aims to contribute to knowledge (continued in section 2.2.1).

Table 1.1b – Rugby World Cup Development Figures

RWC – Tournament Year	Host Country	World Television Audience	Countries Broadcasting RWC	Net Surplus	Tournament Attendance
1987	New Zealand & Australia	300 million	17	£1.0 million	600,000
1991	UK, Ireland & France	1.4 billion	103	£4.1 million	1 million
1995	South Africa	2.38 billion	124	£17.6 million	1.1 million
1999	Wales	3.1 billion	209	£47 million	1.7 million
2003	Australia	3.4 billion	193	£64.3 million	1.9 million
2007	France	4.2 billion	202	£122.4 million	2.25 million
2011	New Zealand	3.9 billion*	207	-£31.3 million*	1.33 million*

Sources: Rugby Football History (2011)

*KEY: * 2011 figures dropped because the host country New Zealand suffered an earthquake; so fixtures, venues and arrangements for RWC 2011 were majorly disrupted (BBC Sport, 2011; Mairs, 2011)*

As surfaced in Table 1.1b, there are many supposed benefits from staging a sport event like the RWC, be they economic or intangible. For example, intangible value could be interpreted in this study through the increase in media coverage and exposure from the RWC tournaments in 1987 to 2011, but may be present in other forms. The prospective wide range of intangible opportunities generated by a sport event is aimed to be addressed by piloting the concept of representational capital. The significance of this inquiry into representational capital is that intangible value is often assumed to be created, and that this value is positive, e.g. the increase of television audiences shown in Table 1.1b. Yet, no research to-date has formally investigated the prospective worth of symbolic assets, or probed the planning processes that may provide pivotal information on how representational capital is managed in a sport event context. Furthermore, this study project aims to uncover whether intangible assets lead to long-term opportunities through leveraging. Representational capital is contextually defined in Table 1.1c, the table also gives a set of working contextual definitions for collaboration and leveraging as the other two main concepts.

Table 1.1c – Definitions of Key Study Concepts

Concept	Contextual Definition	Key Words
Industry Collaboration	*The extent to which the sport, tourism and public sector industries share dialogue, ideas and resources when planning a sport event*	• Sport, tourism and public sector • Sharing resources in planning • Sharing a vision
Representational Capital	*The value attached to intangible assets created from staging a sport event*	• Intangible assets • Value
Leveraging	*To maximise representational capital for long-term gains for host destination industries*	• Maximisation • Long-term gains

The RWC is held every four years in a host country, or host countries (see Table 1.1b). In 1987 and 1991 there was more than one host country. In all forthcoming tournaments – as in most past cases - the fixtures will be held in multiple stadia and therefore multiple destinations. Thus, a country is recognised as the host of the RWC, but local stadia stage the individual fixtures. In the case of the RWC 2015, sport organisations representing stadia tendered a bid to stage games. Thirteen venues across 11 cities were finally selected; these were rugby union, football and multipurpose venues across England along with one venue in Wales (BBC Sport, 2012; Telegraph Sport, 2013). Stadia host the fixtures; however, destinations in the broader sense are impacted through the need for facilities, accommodation and transport to stage the event (Dixon *et al*., 2012). Hence, this research investigation seeks to examine RWC 2015 host destinations, rather than limiting the line of inquiry to host towns/cities or stadia.

Leveraging is a relatively recent concept in sport event and tourism literature. The first formal look at leveraging in this area was by Green (2001), and has been progressed in research since (Chalip, 2006; O'Brien, 2007; O'Brien and Chalip, 2007; Beesley and Chalip, 2011). Table 1.1c gives the definition of leveraging in relation to this research project; the key points to be drawn from this are maximisation and long-term advantages. Within industry, the term 'legacy' became prevalent in the 1990s to ensure broader benefits of hosting sport events were considered after the event (Chappelet, 2012). The fallout from the Athens 2004 Olympic Games, with regards to long-lasting negative impacts, also lead to an increased awareness of legacy (Kissoudi, 2008). There is a difference in the utilisation of the term legacy and leverage in this research project. Leveraging is centred on the active maximisation of intangible assets in the planning stages of a sport event; whereas legacy is more focussed on what the sport event will leave behind, rather than continued capitalisation of assets generated (MacAloon, 2008).

1.2 Background to Study Catalysts

The study at-hand builds on the researcher's Masters work, which looked at the economic factors impacting Saracens Rugby Football Club supporters when attending fixtures at alternative home stadia. From this quantitative study, it emerged that along with economic reasons for attending certain Saracens RFC games, unpublished intangible factors also transpired: such as feelings towards stadia and atmosphere. Subsequently, the researcher used the postgraduate work as a springboard for the doctoral study into intangible aspects of sport event hosting. The researcher's previous study and knowledge of rugby union was also one of the catalysts for selecting rugby union as the sporting discipline to examine.

1.2.1 The London 2012 Olympic Games

The conception of this research study was partly prompted by the media response to the London 2012 Olympic Games, which occurred at the same time as the PhD proposal was created. The media and public focus in the lead-up to the sport event concentrated on security and economic concerns (Hopkins and Norton-Taylor, 2011; Parsons, 2012; Smith-Spark, 2012; Daily Mail, 2012; Peck, 2012; Syal and Gibson, 2012): specifically, the tangible threat of terrorist attacks exacerbated by a failed contract with security company G4S (BBC News, 2012b), and the projected cost of the Olympic Games far exceeding the budget (Syal and Gibson, 2012; Peck, 2012). Seemingly, the pre-event evaluation of the 2012 Games focused on prevailing trepidations about staging the sport event. Thus, the potential intangible benefits for the HSE (host destination of a sport event) were somewhat ignored, for example extensive image exposure generated by the London 2012 Olympics (Metcalfe, 2012). Post-Olympic opinion saw opinion fluctuate from a predominantly negative, to a predominantly positive effervescent swell of pride and the event was hailed a success in domestic media outlets (BBC News, 2012a; Topping, 2012; Sculthorpe and Corden, 2012).

The London 2012 Olympic Games was widely accepted to have generated a 'feel-good-factor' (Clark and Gibson, 2012; London Evening Standard, 2012; Rayner,

2012). From this, a line of inquisition emerged around whether other intangible assets – feel-good-factor and beyond – had been recognised by key sport event industry planners. Part of the contemplation for this research began when questioning what range of intangible assets may be created by a sport event and, from that, identifying who were the key planners in harnessing this value, or if they even perceived it as valuable. As shown in Table 1.1.c, representational capital seeks to explore the range of possible symbolic assets produced by a sport event, along with considering if intangible assets are being identified and valued by industry. Whilst the feel-good-factor that surrounded the London 2012 Olympic Games was noted post-event (Stevenson, 2012; BBC News, 2013), questions then arose as to whether leveraging long-term benefits was planned for also. This line of investigation then led into the third main study concept of leveraging, i.e. if representation capital is created by a sport event, be that the Olympics Games or the RWC, then how is this worth maximised and by which industries?

Leveraging has yet to be addressed in research in light of the two study concepts of collaboration and representational capital, as put forward in this research study title. Exploring this triad of concepts is particularly important in contributing to knowledge around the long-term potential of the RWC 2015 for host planning industries. Without investigating collective practices and the possible link into valuing intangible assets, then exploring connections between maximising representational capital could not be probed in-depth. Therefore, this research study recognises the importance in first ascertaining industry planners' input into identifying and valuing representational capital, to then examine the opportunities that arise from maximising value, rather than reacting post-sport event. As put forward at the beginning of this sub-section, the London 2012 Olympic Games was a catalyst for the study inquiry because representational capital was interpreted to have been created through feel-good-factor. However, whether this was recognised in planning, or if this intangible value was set to be maximised, has not been formally inspected in research in any sport event context to-date.

1.2.2 The Tangible versus Intangible Debate

As mentioned in section 1.2.1, the London 2012 Olympic Games started a chain of inspection, wherein the study problem began to formulate around detecting which industries collaborated in the creation of representational capital during the planning phases at a HSE. Representational capital centres on intangible asset valuation (see Table 1.1c for key study concept definitions). With that in mind, distinguishing those key contributors through investigating collaboration is aimed to illuminate the significance and potential given to the emerging concept of representational capital by industry planners. Another avenue that will be explored is whether representational capital could conceivably be translated into future opportunities for those industries involved. This is in response to the queries made by Stevenson (2012) and BBC News (2013), asking if the London 2012 feel-good-factor would last.

Following on from this, questions arose around the emphasis placed on the prospective worth of this intangibility, particularly, if the inspection into the study problem could expose new insight for the sport industry, as the sport industry is often considered to be solely driven by profit through broadcasting rights, merchandise sales and ticket revenues (Coakley, 2007; Yu, 2010; Coates and Humphreys, 2011; Bond, 2014). Conversely, recent assertions suggest that performance and prestige take priority over economic return in a sporting context. The concession of tangible to intangible return is evidenced by the sacrifice of turnover to sign the best players and win trophies, especially in a football context (Sedghi and Wills, 2014). This has been demonstrated in Association Football by the English Premier League player transfers, where the cost to turnover ratio is often heavily in favour of the former in many instances (Conn, 2014). One case example is Manchester City Football Club, who breached UEFA Financial Fair Play rules in order to improve the squad to win trophies, regardless of the £50 million fine (Rumsby, 2014).

Beyond the sport industry, debates have been raised as to why destinations would want to host a large-scale sport event like the Olympics Games, because it does not make sense financially (Riley, 2012; The Economist, 2013; Appelbaum,

2014). Terms used to describe the fiscal return of hosting an event on the scale of the Olympics Games include 'risk', 'expensive party' and 'dubious long term strategy' (Riley, 2012; Appelbaum, 2014). The Economist (2013) intimates that hosts are willing to risk the economic loss in order to showcase certain aspects of the country or city. This was affirmed by Appelbaum (2014), "Many hosts, of course, don't care all that much about breaking even." Therefore, one of the main study catalysts was to understand the possible positive alternative motivations of HSEs.

Within rugby union, the RWC is a flagship event for World Rugby, with the purpose of the sport event being to financially support the sport of rugby union (Osborne, 2014). So, for the owner of the event – World Rugby – profit is not the motivation, but that does not eliminate other advantages for industries in a HSE. Hence, one of the stimuli for the study project is to delve into collaborations on a host destination level, to investigate if and how representational capital is being generated and leveraged in the case of the RWC 2015 host industries. To-date, multiple studies have examined and attempted to assess the fiscal impact of sport events (Crompton and Seokho, 2000; Wilson, 2006; Dwyer, Forsyth and Spurr, 2007; Sangkwon, Harris and Lyberger, 2010; Turco, 2012; Li and Jago, 2013). However, this research study has the opportunity to pioneer the concept of representational capital from an original perspective. This innovative approach is underpinned by moving away from impact studies that saturate tourism and sport event research, as well as examining an untapped source of value (intangible assets) to inform practice and generate emergent knowledge. The possible contribution to understanding is encapsulated in the London 2012 Olympic Games example, where discourse inferred that the sport event generated intangible value through feel-good-factor, pride and success: yet, there was no knowledge around where this value 'went' (BBC News, 2012a; Topping, 2012; Sculthorpe and Corden, 2012; Clark and Gibson, 2012; London Evening Standard, 2012; Rayner, 2012; Stevenson, 2012; BBC News, 2013).

1.2.3 Lack of Formal Inspection into Sport Events and Intangible Assets

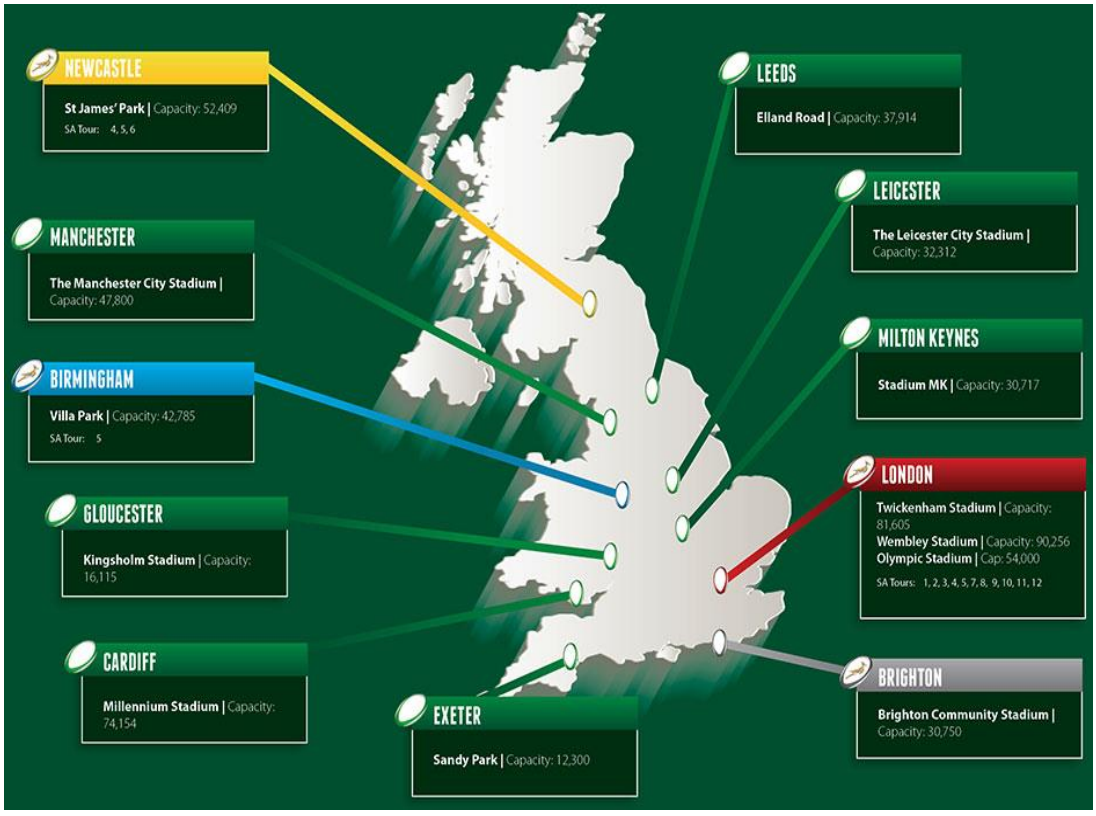
Another study catalyst was taken from an initial inspection of sport event literature, i.e. the lack of research around intangible assets. In a sport event context, investigation into benefits of hosting appeared to be predominantly based on economic impacts (Turco, 2012). Other research areas have recognised socio-cultural impacts of sport events, such as community cohesion and civic pride (Bull and Lovell, 2007; Bob and Swart, 2009; Monterrubio, Ramirez and Ortiz, 2011; Martin and Barth, 2013). However, no explicit link between socio-culture and the potential value of intangible assets was uncovered (i.e. representational capital). Both economic and socio-culture are 'popular' sport event research topics, but these areas also highlight the concentration on post-event impacts as opposed to pre-event planning. This saturation in literature further emphasises the need for the introduction of a new innovative investigative approach to sport events, to address the spectrum of symbolic benefits that can be managed in the planning phases.

The catalysts for the investigation into industry collaboration mirror that of investigating intangible asset creation in the planning phases of sport event. The reason for delving into collaboration is because literature is sparse on the topic in relation to the planning stages of a sport event, especially when attempting to ascertain the influence and identify key industry planners in a destination. This is emphasised in the absence of literature surrounding the role of the public sector in sport event planning, which is only really addressed in media discourse on public sector funding and governmental influence on hosting (Scott, 2012; Woolf, 2014; Curry, 2014). Therefore, uncovering the key players from pinpointed industries in a HSE could increase knowledge in a range of industry discussions. There may also be an opportunity to illuminate industry on prospective collaborative opportunities and develop applied recommendations in this area.

1.3 Situational Focus of the Research Project

This study project is focussed on the case of the RWC 2015. Section 1.1 has given an overview on the history of the RWC tournament. As discussed, usually one country is selected as host. In the case of the RWC 2015, England was selected as the host nation in July 2009 (BBC Sport, 2009). There were 13 different stadia selected as host venues: twelve venues in England and one stadium chosen in Wales (see Figure 1.3). The thirteen stadia are situated in eleven towns and cities. The sport event will comprise of 48 games held from 18th September 2015 to 31st October 2015 (Rugby World, 2015).

Figure 1.3 – Rugby World Cup 2015 Host Venues Map



Source: SA Rugby Travel (2014)

1.3.1 Benefits of Selecting the Rugby World Cup 2015

Much academic attention is paid to mega-sport events across a range of discipline areas, especially the 'Top Two'; Olympic Games and FIFA World Cup (Fussey and Galdon Clavell, 2011; Bagratuni, 2014). However, the RWC is an under-exploited case example. Arguably, all large scale events are neglected in the context of collaboration and the production and leveraging of representational capital. The RWC was selected with the objective of offering new insight into the functioning of multi-destination global sport events. In choosing this sport event, it was also important to remember the scope of the project. The focus landing on the RWC 2015 enables this research project to pioneer concepts in a new context, which in turn provides a platform to bring forward diverse findings. For example, eight of the RWC 2015 host stadia are football grounds, meaning the surrounding host destinations are not necessarily synonymous with rugby union or even have a premiership rugby union club in the vicinity. Further details on the purpose of RWC 2015 host stadia can be found in Appendix 1.

The decision to investigate destinations, as opposed to stadia, is because collaboration may exist beyond the boundary of the venue. Indeed, as the RWC is one of the largest sport events globally, the potential planning complexities in terms of regional, national and international collaboration is heightened. So, the likelihood of senior industry planners being involved in decision making is increased: meaning the potential to procure executive-level expert opinion on the three main concepts. Moreover, the diversity of findings may be enhanced by the multi-destination aspect, particularly as some destinations may have never hosted a sport event on this scale previously. Only a small number of studies have looked specifically at the multi-destination aspect of sport events (Florek, Breibarth and Conejo, 2008; Newland and Kellett, 2012), and just as few have investigated the RWC in regard to planning, benefits or impacts (Jones, 2001; Jackson, 2013). Therefore, the RWC 2015 offers the opportunity to investigate the issues of collaboration and symbolic value in host places that have different experience levels and expectations of sport event hosting, adding another dimension to the research.

1.4 Problem Statement and Sub-problems

The study problem was created to set out the areas under investigation in this research project. The main context of the research is given in the study problem, in order to define the parameters of the project. The study sub-problems are a breakdown of areas that will be examined to respond to the study problem, giving a step-by-step guide on how the study problem will be explored. One of the primary purposes of the study problem is to highlight the scope of the research to the researcher and the reader. The depth and credibility of the research depends on the attainability of findings, which in turn relies on the data collection phase having realistic investigative boundaries and focus. This investigation looks to move away from existing research trends of examining a broad range of impacts, by selecting to probe three concepts from the perspective of three pinpointed industries in the planning phases of a sport event. The key words from the study and sub problems are synthesised in Table 1.4.2.

1.4.1 Introduction to the Study Problem

Study Problem

To analyse the levels of industry collaboration, and the potential significance and leveraging of representational capital, between the sport, public sector and tourism industries during the planning phases of the Rugby World Cup 2015 at host destinations.

1.4.2 Introduction to the Study Sub-problems

Sub-problem 1 - COLLABORATION

To ascertain levels of collaboration between sport, public sector and tourism industries in the planning stages of the Rugby World Cup 2015 at host destinations.

Sub-problem 2 - REPRESENTATIONAL CAPITAL

To determine the significance given to representational capital by sport, public sector and tourism industry planners in the planning phases of the Rugby World Cup 2015 at host destinations.

Sub-problem 3 - LEVERAGING

To investigate sport, public sector and tourism industry planners' strategies to leverage representational capital at Rugby World Cup 2015 host destinations.

Table 1.4.2 – Reference Table for Study Problems

Investigation Areas	Key Points of Inquiry
Study Problem	• Levels of collaboration • Significance of representational capital • Leveraging representational capital • Key industries = sport, tourism public sector
Sub-problem 1	Collaboration
Sub-problem 2	Representational capital
Sub-problem 3	Leveraging

1.5 Rationale for Conducting Study

The following sub-sections address the rationale behind the study project through surfacing current discussions in media reports. The reason for focussing on media reports is to highlight the topicality of the concepts and context proposed in the study problem through industry and global debates. Further supporting analysis to justify conducting this research project is expanded upon in Chapter 2.

1.5.1 Economic Rewards, Debates and Sport Events

Fiscal returns could be said to be an inevitable topic in most business-related disciplines and large scale sport events are no exception. The reason for extensive debates on economics in regards to sport events is likely due to the potential fiscal rewards on offer (Li and Jago, 2013). However, the investment required to stage a sport event is also a probable reason for extensive debate: the summer Olympic Games, since 2008, has cost the host between $20billion and $40billion (Zimbalist, 2011). Recent discussion around the forthcoming Qatar 2022 FIFA World Cup emphasises the financial burden and complications of hosting. To accommodate the tournament, eight bespoke stadia with air conditioning were planned to be constructed at an estimated cost of £2.5billion (Blake, 2014). In 2014, the Sochi Winter Olympics was reported to have required $51billion investment from the Russian government (Curry, 2014).

The Sochi example also raised contentions when money went missing that was meant to be invested in hosting (AFP, 2013; USA Today, 2013). Table 1.5.1 shows the approximate projected return figures for recent mega-sport events, against the amount needed to host the event. It is acknowledged by Li and Jago, (2013) that to gain an accurate account of sport event economic impact is a difficult and complicated task, and often these assessments fail to capture long-term benefits. The relevance to the rationale behind this study is that countries – via government or national sport organisations behest – continue to bid to host the FIFA World Cup and summer Olympic Games, despite the projected costs. Moreover, the London 2012 Olympic Games was deemed a success by multiple reports (BBC News, 2012a; BBC News, 2012b; Topping, 2012; Sculthorpe and Corden, 2012; DW, 2012; Hart, 2012), but Table 1.5.1a shows the event made an

approximate loss of $15billion. Thus, value may lie outside the traditional profit and loss summations, underpinning the pertinence of representational capital to understand alternative factors that may constitute success.

Table 1.5.1 – Approximate Investment and Return of Large Scale Sport Events

Sport Event	Investment ($)	Estimated Average Return ($)	Discrepancy ($)
Beijing 2008 Olympic Games	40bn+	5bn	-35bn
South Africa 2010 FIFA World Cup	12bn	3.5bn	-8.5bn
London 2012 Olympic Games	20bn	5bn	-15bn
Brazil 2014 FIFA World Cup	13bn+	3.5bn	-9.5bn
Brazil 2016 Olympic Games*	18bn	5bn	-13bn
Qatar 2022 FIFA World Cup*	65bn	3.5bn	-61.5bn

Source: Zimbalist (2011)
*KEY: *Projected costs*

Whilst the FIFA World Cup and the Olympics Games receive much attention because of the level of finance involved, sport events in other disciplines are also lucrative. In rugby union, the RWC is financially viable for host destinations (see Table 1.1b), although, comparing Table 1.1b Table 1.5.1 the figures are measured in millions for the RWC in terms of investment and returns, as opposed to billions. In American football, the NFL has held regular season fixtures in London with increasing regularity since 2007 (NFL UK, 2014). The Mayor of London, Boris Johnson, encouraged a deal to bring NFL games to the Olympic stadium with a possible £44million yield (Scott, 2012). There was an economic incentive for the host destination in the NFL case, but Scott (2012) also referenced the benefit of boosting London's reputation through the prestige of staging NFL fixtures. Hence, representational capital is not just a theoretical concept, but an applied way to identify and value intangible assets with a view to maximising their worth. Expanded debates on the indications of intangible importance in sport event planning can be found in Appendix 2.

1.5.2 The Underrepresented Destination Perspective

This study project is set apart by investigating the planning processes of a sport event from a destination perspective, and this consequently forms part of the rationale of undertaking this research investigation. In section 1.5.1 the majority of the debate talks around destination from a passive external position, in so much as the focus is on what the destination *gets* (impacts), rather than *does* (potential collaboration) to leverage those benefits. Figure 1.3 shows that the RWC is a multi-host destination sport event. Therefore, rather than contributing to the deliberations on what may be happening *to* destinations, the study aims to delve into the interactions which occur *between* key industry planners at a variety of RWC 2015 host places. The multi-destination dimension of the RWC could also add to the diversity of findings, particularly in relation to the fundamental matter of collaboration.

1.5.3 The Potential Value of Intangibles and Sport Events

Recent topical discussion has indirectly raised the notion of the importance of destination profile. Scott (2012) highlighted the NFL's impact on London's economy, as well as unconsciously surfacing questions of how to capture the value of prestige for a HSE. In the case of Manchester City Football Club (MCFC), the owners looked to increase the club's global influence and exposure by hosting Major League Baseball (MLB) games (Ogden, 2013). The intangible asset in this case is interpreted as 'exposure', with the possibility of MCFC translating this into new commercial markets and expanding the fan base in the future. Image plays a role as an intangible asset in this instance also; to bring the MLB fixtures to Manchester requires positive destination image association. This in turn opens up conversations as to which organisations are recognising and leveraging these symbolic opportunities.

Destination image as an intangible asset is tackled in greater detail in Chapter 2. However, image is especially relevant to the current discourse on sport events and stadia. Liew (2013) underpins the potential importance of image in the case of the London Olympic Stadium and the future tenants – West Ham United Football

Club (WHUFC). It is argued by Liew (2013) that the presence of WHUFC would damage the long-term image of the Olympic Stadium, because football is claimed to have a more aggressive atmosphere than the events previously held at the Olympic Stadium. This is a debate situated in the value of the symbolic. Liew (2013) indirectly considered representational capital by identifying and assessing the worth of an intangible asset. In this case the asset was image, but could also be linked to prestige and reputation. Hence, representational capital is founded on such examples, where the significance of the concept is in the possible worth of intangibilities.

Within the field of rugby union the issues of intangible assets and sport events have also been unconsciously raised. As shown in Figure 1.3 (RWC host venues map), the RWC 2015 host stadia are across England and Wales. Of those 13 stadia, only 4 are predominantly utilised or known as rugby union stadiums (see Appendix 1). Mairs and Cleary (2012) put forward missed intangible assets as a result of the decision to use non-rugby union venues, such as the soulful stadia and a chance to showcase certain venues. Unintentionally, Cleary (2015) also referred to representational capital by suggesting that English premiership rugby union teams have the opportunity to showcase rugby, even though they were not selected as RWC 2015 hosting venues. These deliberations not only infer a link between the destinations and the intangible, but also underline the idea that opportunities were missed to leverage this value.

The tripartite relationship between destination, representational capital and collaboration was brought to the fore by Brown (2014), as Darlington Mowden Park was selected as a training base for the All Blacks (New Zealand rugby union national team). The significance of this hosting agreement is underpinned by Darlington Mowden Park not receiving any financial compensation from this venture: “The fact that they do not pay for using the facility is totally offset by the fact that we will have the world champions staying here at the arena” (Brown, 2014, p.10). So, the economic return was not as important as the symbolic. In this example, a short-term tangible advantage was overlooked for intangible gains.

Thus, this case further supports the line of inquiry into the importance of representational capital for a range of industries.

1.5.4 The Global Significance of Sport Events

Section 1.1 discusses the rankings of the largest scale sport events in the world. Events staged on a global platform generate many discussions in sporting discourse (Fussey and Galdon Clavell, 2011; Bagratuni, 2014). However, the recent case of the Qatar 2022 World Cup controversies underlines the worldwide reach and interest such events create, years before the event is to be held. The Sunday Times ran an exposé of the Qatar 2022 World Cup on the front pages of the publication, thus suggesting this sport event was of interest outside of sport readership. Corruption relating to the Qatar bidding processes was reported to show how Qatar's officials were alleged to have bought and bribed votes to host the event (Blake and Calvert, 2014). Calvert and Blake (2014) purported that Qatari World Cup representatives sent 30 African football associations $200,000 each just to influence the continent's vote. The Qatari World Cup campaign was accused of multiple fraudulent activities that ran up millions of dollars (Calvert and Blake, 2014; Ross and Schwartz, 2014). The financial investment and risk taken just to secure the FIFA World Cup reinforce the stature and importance of sport events, as well as the significance given in worldwide debates to such occasions.

1.5.5 The Projected Importance of Industry Collaboration

As given in Table 1.1b, industry collaboration in this study project relates to the levels of cooperation between the three pinpointed industries in the study problem to achieve a shared goal. Broadly, there can be collaboration on various levels: industry, sector, network, community and many more (Frankel, Goldsby and Whipple, 2002; Bryson, Crosby and Stone, 2006; Callahan, 2012). The rationale behind investigating industry collaboration interaction is to delve into the main planning processes from a cross-industry perspective, rather than individual level cooperation. As stipulated in the study problem, three industries under investigation in this study project are sport, public sector and tourism.

Current debates have brought to the fore those three industries and their role in sport event planning which command further examination. For example, two recent large scale sport events have suggested that the public sector is financially collaborative with sport organisations to deliver sport events: government infrastructure investment for Brazil 2014 World Cup (Boadle, 2014) and the London 2012 Olympic investment by the government (BBC News, 2013). In addition, Woolf (2014) discussed the £8million outlay the British government was prepared to put into building an America's Cup team, with the objective of bringing the event back to Britain. Yet, questions remained over whether this was consistent for all sport events and if this cross-industry collaboration extended to all aspects of sport event planning. Furthermore, from the assertions made by Woolf (2014), it appeared that the public sector was willing to provide financial backing for intangible reward, e.g. prestige. Thus, collaboration and representational capital are not necessarily autonomous concepts, providing further support for the structure of the sub-problems.

The potential importance of exploring collaboration in regards to the tourism industry in sport event planning is supported by the case of the Tour de France 2014. UK national and regional tourism authorities competed against each other for the opportunity to hold stages of the Tour de France 2014 (Brown, 2013). This example underpins the reason behind including the tourism industry in the investigation into sport event collaboration. Brown (2013, p.3) suggested the Yorkshire tourism authority (Welcome to Yorkshire) looked to showcase the destination through sport events: "Yorkshire stole the prize last December with a bid led by tourism head Gary Verity, chief executive of Welcome To Yorkshire (WTY), who believed it provided the perfect advert for the country's delights before a global TV audience of three billion." So, there was link in this case between, collaboration, tourism and representational capital that warrants investigation. Moreover, it seemed that the tourism industry, i.e. WTY, were leading the bidding and planning process, justifying an exploration into the tourism industry's role in RWC 2015 planning to look for any consistency with this example. Additional debates on the three chosen industries under investigation in this study project can be found in Appendix 3.

1.5.6 The Impact of Leveraging at Host Destinations

As discussed in section 1.1, the investigation into the concept of leveraging seeks to explore long-term maximisation of benefits generated at HSEs. The focus of sub-problem 3 is to detail the three pinpointed industry's input into the possible leveraging of representational capital in RWC host destinations. In a recent example, the London Olympic Games 2012 stadia were planned to have alternative purposes once the event was over, but issues with these plans meant the conversions were delayed and the long-term value was comprised (Gibson, 2013). The Sochi 2014 Winter Olympic Games highlighted another instance of failing to leverage post-event facilities (Pursell, 2014). In these cases the importance of leveraging was recognised, but there were strategic weaknesses. So, exploring the planning phases of the RWC 2015 in more detail may uncover areas for recommendation to ensure the maximisation process is effective in future HSE cases. Even more relevant to the intangible focus of the study problem is the Brazil 2014 World Cup case, where a plethora of outcomes were hoped for: job creation, infrastructure, increased tourism, and showcasing the country (Zimbalist, 2011). Whilst long-term gains were stated (which included tangible and intangible outcomes), research into how this was planned for remains scarce.

1.6 Limitations

The limitations of this study are based on externalities that may or will constrain the manner in which the study project is executed. This includes factors that cannot be readily controlled or easily overcome due to time and financial restraints. This section is where the researcher acknowledges some circumstances which may limit the scope of the investigation. The limitations have been divided into two areas (context and findings), to identify where the restrictions may occur.

1.6.1 Contextual Limitations

- *Key planners may not all be accessed*

  The main industry contributors to RWC 2015 planning had to be approximated: based on the limited literature and knowledge on sport event planning collaboration. This could also have a knock-on effect when examining representational capital, as some of the key planning industries in destinations may not have been pinpointed; so, their recognition of intangibilities may be overlooked.

1.6.2 Limitations of Findings

- *Generalisability – the multi-destination aspect of the RWC 2015*

  The research will not cover the entire UK stadia hosting the RWC 2015 fixtures, and moreover generalisability may be limited by the sport event selected. Other large scale sport events, such as the Olympics and FIFA World, are awarded to a city rather than multiple host destinations. This means the RWC will not be directly comparable to other large scale events in terms of planning, and therefore collaborative practices.

1.7 Delimitations

The project de-limitations are defined in order to show the steps the researcher has taken to overcome, where possible, any issues that may limit the scope of the study project. By identifying these limitations and taking actions to minimise their occurrence, the study project can deliver more credible findings.

1.7.1 Contextual Delimitations

- *One sport event*

  The study originally intended to look at the collaborative processes in a multitude of sports events across Britain: such as the Ryder Cup 2014 (Scotland), London 2012 Olympic Games, and NBA and NFL fixtures in London. Whilst this would indeed make the findings of the research more generalizable, the lack of substantiation would hinder the potential impact of the project at-hand. The researcher recognised that due to the time and resources required the study project would be more realistically accomplished with one sport event.

- *Post-event analysis omitted*

  Although the study problem is tackling leveraging, which is examining the long-terms gains for HSEs, the scope of the study will not stretch to post-event analysis. Whilst this omission could be seen as a limitation, the impact of this exclusion will be reduced by focussing on the planning of leveraging. Furthermore, this study project is looking to move away from impact-analysis research by examining RWC 2015 planning phases.

1.7.2 Delimitation of Findings

- *Generalisability versus in-depth findings*

  As referred to in section 1.6.2 there are issues around the potential generalisability of findings. In order to overcome this barrier, this study inquiry aims to probe the key concepts and contexts in-depth to develop the credibility of the findings. As per section 1.7.1, the sample size of sports has also been reduced, but the delimitation is to develop findings that are rigorous to compensate.

1.8 Assumptions

In order for the study project to move from proposal to execution, several suppositions have been made. Where possible, these postulations have been investigated, and accepted or rejected in order to focus the study problem. However, at this early stage of examination the research study has accepted certain assumptions, in order for the exploration into these matters to progress. Assumptions can undermine the assertions made in the findings. Therefore, to reduce the negative impact on the study project, this section aims to identify the predominant assumptions in order to address them in later chapters.

- The study problem states that three key industries have been selected for investigation in relation to the study project's key concepts. Herein lies the assumption that there may only be three key industries involved in RWC 2015 planning phases. Section 1.5 acknowledges the potential role of tourism and the public sector leading, or working alongside, sport organisations. Yet, there is no substantiation to indicate which industries are the main decision-makers in sport event planning. The supposition is that the three industries proposed play a significant role in RWC planning, in order to set the scope of the investigation.
- An objective of the study project is to direct recommendations at the pinpointed industries, as well as the wider research community, meaning there is a presumption that those key planners are interested in the findings of the research study.
- Study sub-problem 1 assumes that there may be varying levels around collaboration in the planning phases of sport events. Whilst it is recognised that these levels could vary in degree of importance and effect, the construction of the sub-problem is founded on the assumption that levels will fluctuate in different RWC 2015 contexts.
- The multi-destination aspect of the RWC is also supposed to produce a diversity of findings, especially in regards to sport organisations as they vary from rugby to football focussed enterprises. However, there may be

standard collaborative practice for all RWC 2015 host destinations, reducing the impact of the findings.

- The rationale behind this research study is centred on the fundamental assumption that representation capital is generated as a direct consequence of staging a sport event. Without this conjecture, the research study objective would be limited to a verification process, i.e. taking numerous sport events and checking whether any intangible assets were generated. By making this assumption, the study project can delve into not only identifying representational capital, but appraising the attached value to intangible assets. This may open up the scope of findings to go beyond a verification process, to provide rich insight into the prospective significance of this concept.

1.9 Contribution to Knowledge

The primary objective of this section is not to detail an exhaustive list of the ways in which this research study may contribute to knowledge, but to draw out highlights where the potential findings can go beyond existing understandings to innovate practice and research. Whilst at this stage of the process the way in which the study may contribute to knowledge is circumspect, a synopsis of the projected avenues for developing existing discourse is given below.

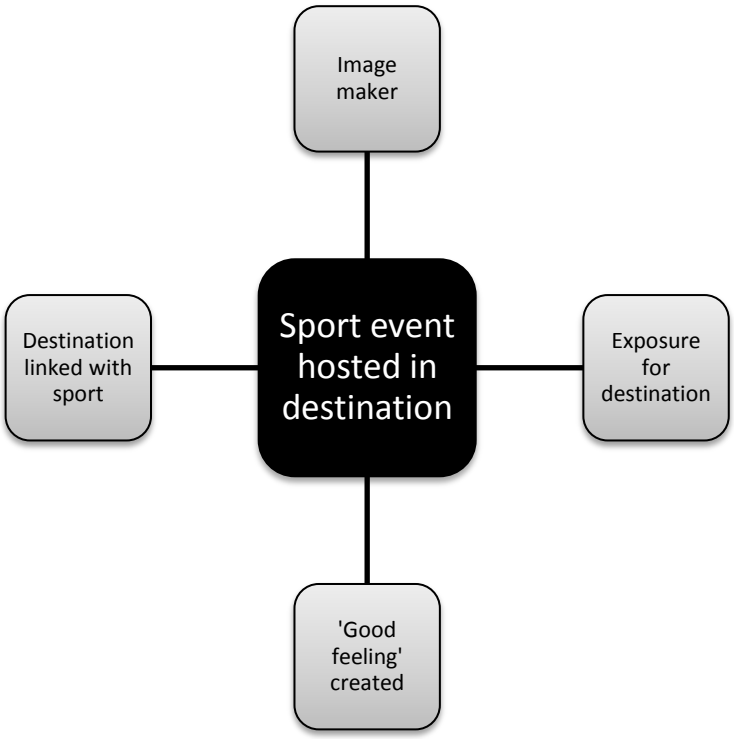
1.9.1 Gaps in Current Research

The purpose of identifying gaps in relevant praxis is to understand ways in which the research study could contribute to knowledge and venture into new areas of investigation. There is little evidence or industry information that analyses the extent of collaborative practices at HSEs, or the importance given to the production of representational capital. Figure 1.9.1 seeks to utilise Getz's (2005) model as a starting point, where sport events can act as more than just image re-makers, but as intangible value catalysts. The model brings to the fore the lack of exploration into a broader range of intangibles created by SE hosting. It is also worth noting that the original Getz (2005) model did not take into consideration the impact of collaboration in the generation and value of these assets, further demonstrating a gap in research.

The focus in related literature appeared to be more pointed towards the use of sport events as a tool to develop or re-image places – as originally proposed in Getz's (2005) model. Issues of sport event and image have received much attention in research (Dobson and Sinnamon, 2001; Hall, 2001; Smith, 2001; Ramshaw and Hinch, 2006; Xu, 2006; Quinn, 2009; Raj, Walters and Rashid, 2009; Harris and Lepp, 2011; Florek and Insch, 2013). Figure 1.9.1 shows an adapted version of the three-pronged relationship between sports event hosting and the creation of destination identity; where an event acts as a re-imaging catalyst. However, this research study looks to contribute to knowledge by moving the focal point of the research towards a more broad inspection of symbolic worth, outside of the traditional focus on image. Representational

capital may involve a range of intangible assets from image, media coverage and ‘good feeling’ surrounding the RWC 2015 to name but a few.

Figure 1.9.1 – Intangible Impacts of Sport Event Hosting



Source: Adapted from Getz (2005)

Multiple research studies intimate that sport organisations are typically concentrated on financial rewards for staging a mega-sport event (Coakley, 2007; Yu, 2010; Coates and Humphreys, 2011; Bond, 2014). However, staging an event in a destination has inevitable consequences, positive and/or negative, for the hosts (Rowe and McGuirk, 1999; Smith and Fox, 2007; Kissoudi, 2008; Florek, Breitbarth and Conejo, 2008; Hallmann and Breuer, 2010; Fourie and Spronk, 2011). Therefore, Figure 1.9.1 misses out the potential interrelationship between these intangible elements and the long-term gains, which is a key area that is taken up throughout this thesis. Therefore, this study project has the opportunity to build on this adapted model by introducing industry influences on these assets, beyond the one-dimensional depiction show in Figure 1.9.1. Further still, this

study inquiry seeks not limit the range of intangible assets that may be generated at a HSE, in an attempt to debate all the possible worth on offer to RWC 2015 planners.

1.9.2 Moving Away from Saturation in Current Research

Economic analysis of sport event impacts is a much-covered topic in industry, academia and the media. The relationship between hosting a sport event and the stimulus of investment and market awakening is well considered by many researchers (Nash and Johnstone, 2001; Cornelissen and Swart, 2006; Harris and Lepp, 2011; Turco, 2012; Li and Jago, 2013): however, sports events can also bring to the host destination other tangibles, such as urban regeneration and job creation (Hall, 2001; Nash and Johnstone, 2001; Horne, 2006). Table 1.9.2 gives an overview of the tangibles said to be generated by sport events, which acts as a base to go on and investigate the potential intangibles generated from hosting a sport event in Chapter 2. Conversely, Smith (2006) questioned if HSEs stand to lose more than they gain, despite the extensive tangible rewards highlighted in Table 1.9.2. Therefore, looking beyond tangible gains and delving into symbolic value for a HSE may draw out responses to Smith's (2006) inquiry.

Table 1.9.2 – Possible Tangible Outputs from Sport Events

Tangible Output	References
Infrastructure	Webb (2005); Solberg and Preuss (2007); Smith and Fox (2007); Florek, Breitbarth and Conejo (2008); Kissoudi (2008); Chen and Funk (2010); Fourie and Spronk (2011); Florek and Insch (2013)
Job Creation	Mules and Dwyer (2005); Webb (2005); Smith and Fox (2007); Briedenhann (2011)
Economic Return	Rowe and McGuirk (1999); Chalip and Leyns (2002); Baade and Matheson (2002); Chalip (2004); Chalip and McGuirty (2004); Gratton, Shibli and Coleman (2005a); Kurtzman (2005); Smith (2006); Florek, Breitbarth and Conejo (2008); Yusof *et al*. (2009); Smith (2010); Fourie and Spronk (2011); Briedenhann (2011); Grix (2012); Florek and Insch (2013)
Urban Regeneration	Smith (2001); Gratton, Shibli and Coleman (2005a); Gratton, Shibli and Coleman (2005b); Smith and Fox (2007); Kaplanidou and Karadakis (2010)
Tourism Receipts	Chalip, Green and Hill (2003); Gratton, Shibli and Coleman (2005a); Kurtzman (2005); Solberg and Preuss (2007); Kaplanidou and Vogt (2007); Hallmann, Kaplanidou and Breuer (2010); Fourie and Spronk (2011); Briedenhann (2011); Dowse (2012)
Investment & Market Awakening	Nash and Johnstone (2001); Webb (2005); Smith (2006); Smith and Fox (2007); Harris and Lepp (2011); Dowse (2012)

1.10 Terms and Concepts

Below are the general and contextual interpretations of the key terms and concepts related to the main themes in this study project. It is of note that these definitions are original to this research, and draw upon debates and discussions set out in this chapter.

Table 1.10 – Key Terms and Concepts Defined

Term/Concept	Definition	Research Study Contextual Definition
Representational Capital	The value attached to intangible assets	The value attached to intangible assets created from staging a sport event
Representation	Meaning exchange, or standing in the place of something	Intangible value exchange in place of physical assets
Intangible Assets	Symbolic resources with significant worth	Symbolic resources with significant worth created from staging a sport event
Collaboration	More than one party working together to achieve an aim	More than one party who work together with a shared vision to host a sport event
Collective Action	Collaboration that occurs as a direct response to challenging, or potentially mutually beneficial circumstances	Collaboration that occurs as a direct response to the potentially mutually beneficial situation of sport event hosting
Industry Collaboration	The extent to which industries share dialogue, ideas and resources when working towards a common goal	The extent to which the sport, tourism and public sector industries share dialogue, ideas and resources when planning a sport event
Leveraging	To maximise assets for long-term gains	To maximise representational capital for long-term gains for sport event host destination industries
Destination Image	Ideas, pictures and notions held about a place	Ideas, pictures and notions held about a HSE

Term/Concept	Definition	Research Study Contextual Definition
HSE	n/a	Host destination(s) of a sport event, specifically referring to the countries, regions, towns or cities that have won the right to hold a sport event
Mega-Sport Events	Events which are centred around a large sporting occasion or tournament, with significant revenue generation, global audiences and major media attention	n/a
Organisation	A group of individuals who work together towards shared goals in a formal structure	n/a
Industry	A group of organisations that are connected by the similarity of their primary business	n/a
Sector	Economic division of organisations, e.g. all voluntary organisations contributing to one area of the economy	n/a

1.11 Organisation of the Rest of the Study

The table below gives the organisation of rest of the thesis, to assist navigating the following chapters:

Table 1.11 – Organisation of the Rest of the Study by Chapter

Chapter Number	Synopsis of Chapter
Chapter 1	• Purpose and rationale of research study given • RWC 2015 case contextualised • Global topicality of current issues in sport events explored • Main concepts and terms introduced
Chapter 2	• Detailed analysis of literature by study project concepts compiled: collaboration, representational capital and leveraging • Key debates in sport event context discussed • Gaps in understanding and potential contribution to knowledge identified
Chapter 3	• Selection of techniques and theoretical perspectives justified • Methods to be employed • Data analysis tools and techniques to be utilised
Chapter 4	• Conducting a pilot study rationalised • Lessons learnt from pilot study debated
Chapter 5	• Preliminary findings presented by host destination, and within destination by sub-problem
Chapter 6	• Key findings presented by sub-problem • Analysis of contributions to knowledge discussed • Findings in response to the study problem given
Chapter 7	• Limitations and the impact on the scope of the study project noted • Key recommendations drawn out • Avenues for further research deliberated

1.12 Chapter 1 Recap

This chapter covered the background of the study project. The aim was to establish the RWC 2015 as a strong focus for investigation because it is an overlooked example in research, despite the global nature and revenue power of the six-week event. In part, the strength of this research study is the topicality of issues: the feel-good-factor of London 2012 Olympics, controversy around Qatar's 2022 World Cup bid and the withdrawal of countries for the 2022 Winter Olympic bid, to name a few. The three key concepts to be examined were introduced: collaboration, representational capital and leveraging. Sub-problem 1 set out the inspection into collaboration, as a response to the seeming lack of knowledge of the planning practices of sport, tourism and public sector decision-makers. Representational capital (sub-problem 2) was introduced in this chapter as a pioneering approach to recognising and valuing intangible assets generated by hosting sport events. Sub-problem 3 was designed to build an understanding around maximising representational capital into long-term revenue opportunities.

CHAPTER 2
Inspection of Literature on Collaboration, Representational Capital and Leveraging in Sport Event Planning

The premise of this research study is founded on three key concepts: collaboration, representational capital and leveraging. These three areas of investigation are reflected in the structure of the study sub-problems. Consequently, this chapter has been divided into parts. Part 1 inspects literature on collaboration, drawing from a range of disciplines, in order to develop a working framework to assess levels of collaboration in RWC 2015 planning. Part 2 deliberates discussions around intangible assets, value, management, representation and capital to illuminate and justify pioneering the concept of representational capital. The third part of the literature review focusses on the concept of leveraging in a sport event context, and the potential link with maximising representational capital. The first three parts of the literature review cover the conceptual points of investigation, and then Part 4 looks to examine the contextual debates from sport, tourism and public sector discourse.

Part 1 – Collaboration

2.1 Introduction to Collaboration

Collaboration is one of the three key concepts to be explored in this study inquiry. This section addresses the pertinent research around collaboration in tourism and public sector literature, and then specifically from a sport event perspective; consistent with the main industries set out in the study problem. Wider debates on the issue of collaboration are also inspected to introduce innovative research approaches to this topic. The literature review on collaboration aims to draw out a framework that could guide this investigation, and others, when inspecting the detail of collaboration. The focus of the review then shifts to other disciplines, in order to understand the wider significance of the concept. Following on from this is an examination of collective action, in regards to the concept's existing application in research and the potential contribution to knowledge in applying a collective action framework to this research project.

2.1.1 Collaboration

Collaboration has been researched across many disciplines and contexts (Thomson, Perry and Miller, 2007). Table 2.1.1 shows the main authors and topics covered in the pertinent areas of sport events, public sector and tourism, in order to emphasise the lack of consistency in collaboration research at this time. As noted by Thomson, Perry and Miller (2007), collaboration is a developing area that is attracting more and more academic attention, but the significance of findings lacks impact because there is no consistent framework or definition to examine collaboration.

Due to collaboration being researched in multiple disciplines and contexts, there are multiple definitions. According to Thomson, Perry and Miller (2007), collaboration has become a buzzword, which has led to the dilution of the meaning of collaboration. The most simple of definitions for collaboration is "The act of working with another or others on a joint project" (Collins English Dictionary, 2015), and range to more complex scholarly summations,

"Collaboration occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms, and structures, to act or decide on issues related to that domain" (Wood and Gray, 1991, p.146). This study project utilises a contextual definition of collaboration, drawing on the academic and functional classifications and discussions of the concept: "More than one party who work together with a shared vision to host a sport event." The terminology in these definitions crossover with that of collective action (Selin and Chavez, 1995; Wondolleck and Yaffee, 2000), which is explored further in section 2.1.2. So, in this study context collaboration refers to joint decision making responsibilities, or shared accountability of the outcomes, of pinpointed industry representation in RWC 2015 planning.

Table 2.1.1 – Notable Research into Collaboration in Sport Event and Tourism Literature

Area	Discipline	Key Author(s)
Collaboration, stakeholders, policy	Tourism	Bramwell and Lane (2003)
Collaboration and networks	Tourism	Zehrer *et al*.(2014) Zehrer and Benckendorff (2013) Benckendorff and Zehrer (2013)
Strategy and stakeholders*	Sport Events	Swart (2005)

*KEY: *No explicit examples of sport events and collaboration in literature*

2.1.1.1 The Importance of Collaboration in the Current Climate

Jeremy Rifkin is an economist and his work on the 'collaborative commons' underlines the seeming shift in collaborative practices in today's climate. Synthesising his main arguments, the growing importance of collaboration has come from the way individuals now control their own consumption, along with the shift from capitalism to collaborative commons in many major economies (Rifkin, 2014). For example, major industries such as publishing and music have suffered because individuals now collaborate to share materials and therefore bypass industry (Rifkin, 2014). Indeed, this was exemplified recently in a high profile dispute between Taylor Swift and Apple Music, where Taylor Swift, a well-known musician and artist, threatened to leave the collaboration with Apple

over an alteration to the proposed streaming services (Dredge, 2015). Within twenty-four hours the global organisation – Apple – had changed their product services just to maintain the collaboration (Dredge, 2015). Although Rifkin's assertions are based in an economic context, the importance of collaboration is evident as even established global organisations, like Apple, are impacted by collaboration. This notion, coupled with Thomson, Perry and Miller (2007) and Zehrer and Benckendorff (2013) assertions that collaboration is attracting increasing interest from a range of sectors, suggests this research project has the opportunity to probe collaboration in the emerging context of sport event planning and representational capital.

2.1.1.2 Collaboration and Tourism

In tourism research it has been suggested that the industry is reliant on collaboration, because tourism is "an assembly process", making it an industry predicated on collaboration as no one individual - or organisations - control all its constituent parts (Bramwell and Lane, 2003, p.1). Yet, there is a lack of clarity on what influence tourism providers possess in sport event planning forums. Zehrer appears to be an emerging voice in tourism and collaboration (see Table 2.1.1), and asks many similar questions to that which are being investigated in study sub-problem 1: who are the key collaborators and who leads the decision making in destinations? (Zehrer *et al.*, 2014). The crossovers here are evident in the conceptual issues around collaboration, as well as in the inquiry into destination planning. However, this research looks to build on the call for a more structured approach to analysing collaboration (Zehrer and Benckendorff, 2013), by introducing the collective action framework (explored in section 2.1.2).

As shown in Table 2.1.1, a tentative link already exists between collaboration and tourism in research. There may be a degree of necessity to collaboration in the tourism industry as already mentioned (Bramwell and Lane, 2003). On a destination-level, certain assertions in tourism literature insinuate that tourism managers and agencies are sometimes responsible for the creation of destinations, meaning they are integral in collaborative practices in places (Kirshenblatt-Gimblett, 1998; Hollinshead, 2006). Despite there being interest in tourism

research around collaboration, few studies have sought to inspect the catalysts and outputs: "Only a handful of studies have investigated both the drivers and the outcomes of collaboration" (Zehrer and Benckendorff, 2013, p.356). Thus, this study has the opportunity to expand upon the existing literature by investigating the levels of collaboration in sub-problem 1, and value and long-term opportunities in sub-problems 2 and 3.

2.1.1.3 Collaboration and the Public Sector

In a sport event context, limited discussions on the role of public sector in collaboration were unearthed in research. One tangential article was in an event setting, where collaboration came under scrutiny because of logistical disputes due to public sector involvement, which led to questions from local residents as to whom the event was really for (Reid, 2006). So, this research raised queries around the potential difficulties that may arise in RWC planning between the public sector and private sector (sport organisations) collaborations. Similar contentions between public and private sector groups were surfaced in Sack and Johnson's (1996) research into a local tennis tournament. Raj, Walters and Rashid (2009) supported the notion that pleasing all stakeholders is one of the most problematic aspects of collaboration when event hosting. Not only pleasing stakeholders, but involving all stakeholders is another challenge (Ziakas and Costa, 2011). Furthermore, Morgan, Pritchard and Piggott (2003) put forward that in a host destination, the aforementioned issues make prolonged collaboration less attainable. The obstacles noted have influenced the direction of this research study into the levels of collaboration, to understand where and how the collaboration is occurring, or indeed, where it is restricted.

As reported by Reid (2006) and Sack and Johnson (1996) the role of industries, chiefly public-private sector interactions, can be contentious, but there is little research on the possible positive consequences of successful collaboration in this area. As covered in Chapter 1, there are instances where the public sector provided the financial backing to stage a sport event and left the planning to the private sector (Woolf, 2014). On the other hand, other examples include the public sector taking responsibility of an entire large-scale event from planning to

delivery, i.e. the London 2012 Olympics Games (Politics.co.uk, 2015). Therefore, the study problem is focussed on uncovering levels of industry collaboration, with a view to gaining new insight into host destination interactions and uncovering any areas for development.

2.1.1.4 Collaboration and Sport Events

Collaboration in a sport event setting has received little academic attention (see Table 2.1.1). The only research to-date referenced an indirect connection between collaboration and sport events, where cooperation in sport event planning was discussed but collaboration is not specifically mentioned (Swart, 2005). At an international level, collaboration between tourism and mega-sport events was found in one example, the WTO and IOC combined to build-on the relationship between tourism and sport when an event was hosted at a destination (Hospitalitynet, 2000; Kurtzman, 2005). However, encouraging collaboration was noted to be problematic in a sport context by Higham (2005, p.97):

> Meaningful collaboration between sport and tourism policy communities at the national level is complicated by the range of players involved and the primary policy functions that they perform. These factors explain the dearth of strategic collaboration between sport and tourism agencies in the pursuit of national sport tourism destination interests.

Higham's (2005) assertion suggested that on a national level it appeared that there was a reluctance to collaborate, and even more so between tourism and sport organisations. Thus, there is the prospect to develop understanding on the levels of collaboration between sport and tourism planners of the RWC 2015 by responding to sub-problem 1.

With regards to the RWC 2015, the fixtures were to be held across thirteen venues in England and Wales. Thus, the possibility of gathering diverse findings becomes even richer because of the multi-destination aspect. Smith (2010) suggested that hosting a large-scale sport event can increase networking between businesses, however, there is a scarcity of information around how staging a sport event will impact cross-industry planner alliances. In fact Nash and Johnstone

(2001, p.119) asked the question of mega-sport events, "Who are such tournaments designed for?" This query is one of the catalysts for the study project at-hand, but from a slightly different perspective, i.e. questioning who the architects of sport event planning are. So, the unanswered debates around collaboration and sport events are reflected in the progression of the sub-problems. The first sub-problem concentrates on the degree of collaboration between the main industries involved in RWC 2015 planning. Then study sub-problem 2 aims to establish how and if collaborators attribute significance to representational capital, followed by sub-problem 3 to analyse if this value is maximised.

2.1.2 Collective Action

The discussions surrounding collaboration already reviewed in section 2.1.1 highlight the lack of focus or apparent coherency on the subject. When scanning other disciplines' bodies of literature on collaboration, collective action (CA) was identified as a multidisciplinary concept, which has been applied to a range of fields. Collective action can be defined as "The intentional action of individuals sharing a common group membership to benefit a group" (Louis, 2009, p.727). However, the definition that aligns with this research project - in the pursuit of capturing perspectives beyond that of the individual in sport event planning - was given by Markus, Steinfield and Wigand (2006, p.440): "The conditions under which organizations collaborate to achieve common goals." So, in the context of this research project, CA could assist in determining the possible collaborative objectives and subsequent shared planning strategies used for the RWC 2015.

The seminal author in CA is Olson (1965), whose text, *The Logic of Collective Action*, first put forward collective action as a lens to understand how groups come to a decision to collaborate. In this work, Olson (1965) questioned the assumption that groups or individuals work together just because they share similar aims. Olson (1965, p.60) also asserted that CA can centre on intangible factors: "Economic incentives are not, to be sure, the only incentives; people are sometimes also motivated by a desire to win prestige, respect, friendship, and other social and psychological objectives." Therefore, CA reflects the aims of this

study inquiry to investigate the levels of collaboration of key planning industries in staging the RWC 2015, and furthermore the intangible possibilities created by these interactions.

2.1.2.1 Applying CA to a Sport Event Context

The literature that investigates collective action spans many disciplines, looking at the concept in a range of industries from finance to the public sector. In some cases CA has been seen as a tool to encourage cooperation to trigger change, especially for employees through union action or membership (Pernicka and Lucking, 2012; O'Sullivan and Turner, 2013). Collective action has also been utilised as a way to create product development and standardisation across industries (Markus, Steinfield and Wigand, 2006). To-date the only similar application of CA in light of the study context is Stevens and Adams (2012). In this case, CA was employed by representatives of girl's ice hockey to achieve parity with boy's ice hockey governance in Canada (Stevens and Adams, 2012). Whilst these studies are not directly relatable to the industries under inquiry or contextually applicable, the diversity of research shows the versatility of the concept. Moreover, this study can pioneer the introduction of a conceptual framework for collaboration, in the form of the CA framework (see Table 2.1.2.1), to the domain of sport events and tourism.

Much of CA literature is focussed on the problems, barriers or triggers behind organisations or individuals acting collectively, elaborated in Appendix 4 (Ostrom, 2010; Pernicka and Lucking, 2012; Feoick, 2013; Holcombe, 2014). However, sub-problem 1 is set out to investigate collaboration itself. So, this study project has drawn together relevant discourse in collective action to build a framework that will assist in identifying levels of collaboration that actually occur, rather than what leads to this collaboration or what hinders it. For example, Ostrom (2010) suggested some structural variables to assess CA such as historical actions and the voluntary participation of groups in collaboration. Hence, Table 2.1.2.1 gives an adapted set of criteria, to draw out key areas on the practical functions of collaboration in RWC 2015 planning.

The aim of the CA framework is to probe the key areas of objectives, practices, resources, overlooking competition and results to find understanding around levels, not circumstances. Thus, the CA framework devised may be applied to develop strong knowledge of the interactions that occur in HSEs and to build recommendations on RWC collaborative practices, as opposed to social commentary on these issues. Unlike previous discussions on collaboration, which refer to isolated incidents of positive or errant collaborative attempts (as evidenced in the literature in section 2.1.1), Table 2.1.2.1 provides clear indicators that can act as a guide for data collection and analysis. The objective of identifying collaboration in this research study is not predicated on industries meeting all five criteria, but to analyse the levels to which industries meet the collective action criteria. For example, a high-level of collaboration would be explicit examples of one of the criteria, given by credible sources.

Table 2.1.2.1 – How to Identify Collaboration – The Collective Action Framework

CA criteria:
1. A joint aim
2. Joint Practices
3. Overlooking competition
4. Overall shared result
5. Resources applied in same direction

Sources: Olson, (1965); Ostrom (2010); O'Sullivan and Turner (2013)

2.1.3 Summary of Collaboration

The unstructured approach and lack of framework to examine collaboration highlights the potential advances that the findings from this research project could make in social sciences. The role of the tourism industry is of notable interest, as discourse in literature suggested that tourism providers are reliant on collaboration, but research to-date has not covered their level of input into sport event planning. Collective action literature provides the base for a framework designed to investigate the complexities of collaboration, rather than assuming and generalising that industries are working together. This study project has the opportunity to step into an area that has received sporadic academic attention, to

inform practice around collaboration – or lack of – in the planning phases of a mega-sport event. Leading collective action literature recognises that those groups that enter collective practices may also do so for intangible purposes, adding another dimension that develops the research scope in sub-problem 1 into the aim of sub-problem 2.

Part 2 – Representational Capital

2.2 Introduction to Representational Capital

This study project at its core is centred on an examination into the collaboration of RWC 2015 key industries and the subsequent value attributed to intangible assets by these planners, with the prospect of the key sport event planning industries being able to leverage these symbolic opportunities. Therefore, it is necessary to discuss the potential significance of the intangible in sport event planning. The following sections discuss some of the existing debates around the management of intangible assets, drawing on examples of intangible assets from a number of fields that have contributed to the development of the concept of representational capital. To recap, the definition of representational capital is "The value attached to intangible assets" (see Table 1.10). Following this, the key component concepts of representational capital – destination image, representation and capital – is explored. The aim of this section is to understand these key terms and their influence on the development of the pioneering concept of representational capital. Overall, Part 2 of the literature review is set out to analyse the potential contribution to knowledge of developing the concept of representational capital.

2.2.1 The Intangible

According to the Collins English Dictionary (2014a), intangible is defined as anything "incapable of being perceived by touch." Developing this classification within the framework of the study, the interest lies within the possible properties of the intangible, i.e. the 'untouchable' attributes that are generated as a result of hosting a sport event. Untouchable refers to the intangible, whereas tangible refers to outcomes of real substance in the physical sense (Collins English Dictionary, 2014b). So, in this study project the intangible is being investigated to ascertain its potential significance for RWC 2015 host destination planners, as opposed to the more traditional investigations around direct economic outputs. The tangible aspects of RWC 2015 might relate to the economic revenue and financial outputs that could be leveraged from hosting such an event.

2.2.1.1 Intangible Assets

What is determined as an intangible asset varies across a range of literature. In the field of tourism studies, heritage is an area that is linked to intangible worth. Whilst heritage tourism does rely on tangible attractions such a battlegrounds, relics and castles, there are also intangible assets that are valued (Graham, Ashworth and Tunbridge, 2000). Georgiev and Vasileva (2012) reported that UNESCO not only preserves physical heritage sites, but they also preserve the intangible associations; as a result both the tangible and intangible are integral to sustaining that particular branch of the tourism industry. Graham, Ashworth and Tunbridge (2000) gave a number of attributes that constitute intangible assets of heritage: tradition, trustworthiness, integrity, interpretation, and reliability.

Within event literature, Dwyer *et al*. (2000) suggested that intangible assets come in the form of awareness, reputation, confidence and exposure. On a broader scale, the intangible benefits of event hosting can be social, community development, and civic pride (Dwyer *et al*., 2000). Wicker *et al.* (2012) proposed that economists do recognise intangible assets under the guise of 'cultural significance'; however, the discussion tends to only focus on how the intangibles impact as opposed to how they are created and planned for. The interest in intangible value extends further than sport events and tourism studies to the banking sector, business and hospitality (see Table 2.2.1.1). Within these industries, intangible assets range from customer loyalty to intellectual property (Teece, 1998; Lee and Ghiselli, 2011; Carvajal and Nogales, 2014).

Due to the multidisciplinary nature of this study, included in Table 2.2.1.1 are a range of intangible assets brought to the fore across the main contextual areas of sport events and tourism, along with any prospective pertinent discipline discussions on intangible assets. After the main data collection, this catalogue may become extended or reduced depending on the relevancy to RWC 2015 planners. The range of intangible assets in Table 2.2.1.1 highlights the recognition symbolic value has generated across a multitude of disciplines. This further cements the potential depth of investigating sub-problem 2

(representational capital), through exploring the value attributed to intangible assets created in RWC 2015 host destinations.

Table 2.2.1.1 – List of Intangible Assets

Intangible Assets	Field
Tradition, trustworthiness, integrity, interpretation, reliability	Heritage – Graham, Ashworth and Tunbridge (2000); Georgiev and Vasileva (2012)
Image	Sport Events/Leisure – Xu (2006); McGillivray and Frew (2007); Preuss and Alfs (2011)
Recognition	Sport Events – Roche (2000); Horne (2007); Wicker *et al.* (2012); Rojek (2013) Social Science – Bourdieu (1989); McGillivray and Frew (2007)
Prestige	Collective Action – Olson (1965) Tourism - Reynier, Vermier and Soule (2014) Social Science – Bourdieu (1989) Sport Events - Baade and Matheson (2002); Dimeo and Kay (2004); Horne (2006); McGillivray and Frew (2007); Chen and Funk (2010); Cubizolles (2011); Wicker *et al.* (2012); Grix (2012)
Trade secrets, intellectual property	Hospitality – Stewart (1997); Ahlgren (2011)
Knowledge, competence, reputation	Management – Stewart (1997); Teece (1998) Marketing – Morgan, Hastings and Pritchard (2012)
Experience	Leisure – Stewart (1997); McGillivray and Frew (2007)
Respect	Collective Action – Olson (1965)
Representation	Culture – Hall (1997, 2013)
Social representations	Tourism – Moscardo (2011); Monterrubio and Androitis (2014); Zhou *et al.* (2014)
Showcasing	Sport Events – Briedenhann (2011)
Reputation	Sport Events – Turco (2012)
Exposure	Sport Events – Jones (2001); Dimeo and Kay (2004)
Coverage	Sport Events – Coakley (2007); Bruce, Falcons and Thorpe (2007)

2.2.1.2 Value Attached to Intangible Assets

The significance of this research study lies somewhat in pioneering the concept of representational capital, i.e. intangible assets, and the subsequent value attributed to these assets by industry planners in RWC 2015 host destinations. Hence, the 'tangible' discussion in this section gives way to that of the intangible for two reasons. Firstly, the leading concept of representational capital seeks to investigate the symbolic, rather than immediate tangible benefits of staging a sport event, such as sponsorship revenue and ticket sales (Irwin, Sutton and McCarthy, 2008). Secondly, potential tangible outcomes fall under the considerations around capital in section 2.2.4, and in the investigation of study sub-problem 3. Lee and Ghiselli (2011, p.342) emphasise the rationale for exploring symbolic aspects of sport events further, as this value is often presumed rather than strategized for: "It is assumed that intangible factors have an impact on the value of Olympic success." Lev and Daum (2004) purported the fact that in a broader context of business, intangible assets are seen as vital features in the generation of worth. From this, study sub-problems 2 and 3 can advance knowledge and go some way to illuminate whether intangible value is acknowledged and can lead to long-term opportunities.

2.2.2 Destination Image

There is a substantial volume of literature concentrated on sports events and their relationship with destination image (DI), which overlaps with tourism research. As purported by Meethan (2001), part of the tourism product is made up of image. Table 2.2.2 underlines the range of research that directly references DI, but more importantly highlights the fact that sport event and tourism research is interconnected in this area. The significance of this crossover may relate to the inquiry into collaboration, as both industries may attribute value to this symbolic asset. This section focusses on why sport events and tourism are linked with destination image and image rejuvenation, to understand the relevance of these discussions in conjunction with the focus of the research project at-hand into representational capital.

Initially it is necessary to understand what is meant by destination image in the context of sport events and host places. Chen and Funk (2010, p.242) defined destination image from the perspective of the consumer, e.g. tourists, "An interactive system of objective knowledge, subjective impressions, prejudices, imaginations and emotional thoughts toward a destination held by individuals or groups." Whilst this definition alludes to a number of intangible aspects, it is important to note that this research study is centred on the planning and generation of intangible assets, as opposed to the perception of image. The reason for this distinction is that image is one of a multitude of intangible assets that may be created at a HSE, and to recognise that this study inquiry seeks to move away from investigating consumption in favour of the planning perspective. Crompton's (1979, p.420) definition of destination image aligns more closely with the symbolic direction of the study problem: "A sum of beliefs, ideas, and impressions about a place." Within this definition, three intangible assets are given: beliefs, ideas and impressions. Thus, DI appears to be constituted of several symbolic parts, further justifying the line of investigation into inspecting a spectrum of intangible assets.

Table 2.2.2 – Existing Research on Destination Image in Tourism and Sport Event Literature

Area	Discipline	Key Author(s)
DI and Revisit Intention	Tourism & Sport Events	Chen and Funk (2010) Jin, Lee and Lee (2013) Moon *et al.* (2013)
Changing/Developing DI	Tourism & Sport Events	Avraham (2014) King, Chen and Funk (2015)
DI and Sport Events (image fit, perception, attendance etc.)	Tourism & Sport Events	Choong-Ki *et al.* (2005) Ramshaw and Hinch (2006) Kaplanidou and Vogt (2007) Hallmann and Breuer (2010) Mohan (2010) Florek and Insch (2011) Moon *et al.* (2011) Hallmann, Zehrer and Muller (2015)

2.2.2.1 Destination Image and Sport Event Hosting

The proposed benefits of hosting a sport event are the possibilities of putting forward an attractive image to encourage tourism, political motivations, economic revenue, exposure, stimulation of interest, positioning and international recognition (Rowe and McGuirk, 1999; Kurtzman, 2005; Xu, 2006; Hallmann and Breuer, 2010; Fourie and Spronk, 2011; Harris and Lepp, 2011). From this it can be deduced that there are multiple intangible assets to be gleaned from sport event hosting, some stemming from positive destination image. For instance, Harris and Lepp (2011) explored the 2010 Ryder Cup in Wales and asserted that a destination is reliant on DI, and sport events can be influential in developing this in a positive manner. This strong relationship between sport event and image may explain Germany's strategic pursuit of the FIFA World Cup 2006, and their leveraging strategy of image (Grix, 2012). Smith (2001) questioned whether sport events only increase the attraction of a HSE for a finite period of time. Thus, to contribute to knowledge, this study needs to look beyond the immediate impacts and investigate planning and the long-term potential of destination image, as it has not yet received in-depth academic consideration.

2.2.2.2 Destination Image in Connection to other Intangible Assets

Within the literature, the discussions to-date recognise the potential power of DI as an intangible asset created by sport events, and also indirectly put forward a number of intangible assets that connect and increase the reach of image. Dimeo and Kay (2004) discuss how exposure of a destination, through the media, was seen as a key reason to host the Cricket World Cup 1996 in South Africa. Cubizolles (2011) put forward the significance of prestige in creating positive destination image. This was further supported by Dimeo and Kay (2004), who also recognised prestige and status as a result of sport event hosting and image projection. So, it can be deduced that some tentative links between assets were mentioned in literature. This overlap underlines why this study project is exploring a range of intangible assets as opposed to simply DI, to broaden the identification of capital on offer to planners.

2.2.3 Representation

One of the seminal authors in the field of representation is Stuart Hall, who probed the topic from a cultural perspective. Hall's work forms the backbone of the discussion, but there is a particular focus on tourism debates in this section due the contention and deliberation about how tourism providers rely on destination representation. This section delves into representation and how the term is incorporated into the context of this research project.

2.2.3.1 Representation and the Study Context

As mentioned, Hall (1997, 2013) discussed representation from a cultural angle; looking at individuals' internalised systems of understanding and meaning exchanges. The definition given by Hall (2013, p.1) was "Representation is an essential part of the process by which meaning is produced and exchanged between members of a culture." Hall's (2013) perspective does not entirely reflect that of this study inquiry, as this research context aims to move away from individual exchanges to that of industries and organisations. The area of interest in Hall's (2013) definition of representation is the exchange of meaning, which has been applied in this research project to explore value exchanges.

The dictionary definition of representation has multiple meanings; the most relevant due to its broadness is given as "Anything that is represented, such as an image brought clearly to mind" (Collins English Dictionary, 2014c). So, intangible assets, such as an image, could represent value for sport event planning industries for example. Taking the academic and dictionary explanation, and considering the intangible dynamic of this research project, representation in this study context is defined as "Intangible value exchange in place of physical assets." The reasoning behind this classification is because this research project is set out to probe how intangible assets are attributed value by RWC 2015 planning industries. For example, there might be numerous intangible assets representing value, which culminate to form representational capital. It is acknowledged that representation is a well-developed topic of research, with established seminal authors and works. Representation in this study project context has drawn on important debates from this area, but has also incorporated a more applied

meaning of representation along with Hall's meaning exchange aspect. In this research inquiry, the representational aspects are the intangible assets that represent value generated by RWC 2015 hosting duties. In context, this adapted interpretation can still be impactful, as representational capital is concerned with the representation and value exchange of singular and combined intangible assets and their attributed value in a sport event context. This is further explained in section 2.2.5 for representation capital.

2.2.3.2 Investigating Representation

According to Webb (2009) and Castree and MacMillan (2004), representation is a term used every day across a range of disciplines and in a variety of contexts. For this study project, a pivotal issue lies around how to investigate the concept. Webb (2009) suggested some pertinent research questions on representation: such as what the meaning of representation is, what the effects are and who is behind their creation. The most relevant of these queries is the latter, as the pertinence of the project at-hand is to explore the significance and importance given to creating representations, i.e. RWC 2015 generating intangible assets and ascertaining the value attached to them by industry planners.

Dyer's (1993) typography of representation also provided a base of questions for consideration in this study inquiry. Dyer (1993) gave four areas to examine, which have been synthesised in Table 2.2.3.2 below. Whilst all areas merit consideration, this study is focusing on planning as opposed to what the representations 'are' or perceived as. As a result, area of investigation 3 in Table 2.2.3.2 has been selected as a focal point, to understand the alternate perspective of creation, rather than the impact of representation.

Table 2.2.3.2 – Research Application of Dyer's Typography

Area of Investigation	Possible Research Questions
1.Re-presentation	Who are the representations audience at?
2.Group Representation	How does the representation speak for a group or encourage stereotypes?
3.Creation	Who is responsible for creating the representations?
4.Consumption	How are representations being perceived

Sources: Dyer, 1993; Lacey, 2009

2.2.4 Capital

This section seeks to develop knowledge on the importance of intangible assets by exploring their potential value. Capital is synonymous with economic value but does in fact refer to worth in general, "Wealth in the form of money or assets" (Business Dictionary, 2014). This definition suggests that capital is held value, but in the simplest description of the concept there is nothing specifying that wealth or assets must be tangible. Thus, the study project at-hand investigates alternative possibilities of capital, as there is no precedent to suggest that capital only applies to physical manifestations of worth.

2.2.4.1 Capital in Economics

To contextualise capital in the financial sense, the basics of economics are set out through the factors of production. The factors of production are capital and labour, and they provide the goods and services needed for society to function (Thirkettle, 1971). So, the fundamentals of an economy rely on man-power and capital. According to Thirkettle (1971, p.2) "*Capital* consists of goods, materials, machines, etc., not wanted as consumption goods but used to produce consumption foods and services." This definition suggests that capital is made up of tangible aspects, although materials could potentially allude to knowledge and expertise to deliver those goods and services, further underpinning the rationale for exploring intangible worth.

2.2.4.2 Capital in Research

There are a number of disciplines that discuss different types of capital that deviate away from that noted by Thirkettle (1971). The review of literature for this research project regarding capital spans a multitude of diverse disciplines: this is because research into capital in sport event and tourism literature did not provide a deep or expansive return. Hence, it was necessary to consider the concept from other areas of academia to translate to the context of this research project.

When examining literature in disciplines further afield, it became apparent that a diverse range of disciplines considered intangible assets as capital, under various guises. Bourdieu (1986) discussed three types of capital; economic, social, and cultural. Other research addressed human capital (Murphy, 2007; Kim *et al.*, 2012; Carvajal and Nogales, 2014; Zeglat and Zigan, 2014), event capital (Dobson and Sinnamon, 2001), and intellectual capital (Sundac and Krmpotic, 2009; Ahlgren, 2011; Kim *et al.*, 2012; Carvajal and Nogales, 2014; Zeglat and Zigan, 2014). One are that appeared to be well developed was intellectual capital, defined by Stewart (1994, p. 69) as "Intellectual material that has been formalized, captured, and leveraged to produce a higher-valued asset." Stewart (1997) gave an outline of what those intangible assets generating value might be: knowledge, information, intellectual property and experience. The potential reach of intangible assets was also evident in Ahlgren's (2011) research, which suggested that intellectual capital was responsible for reimaging Houston, Texas. Thus, intangible assets as capital appear to be important to various industries, so there is merit in probing these areas further.

2.2.4.3 The Relationship between Capital and Intangible Assets

As one of the major concepts of this research study is representational capital, the reasoning behind investigating capital must be discussed. As seen in the research carried out around intellectual capital, multiple sources of 'capital' have been examined in academia, but it is sporadic. With regards to intellectual capital, it was reported that:

> In recent decades the economies of most industrialized countries have been transformed into what is termed knowledge-based economies, characterized by the decreased importance of tangible assets in favor of intangible assets in creating value, recognizing the latter as key to explaining economic growth.
>
> Carvajal and Nogales (2014, p.196)

Here, not only is intangible value recognised as an advancing element of research, but it is also given significance in an industry context. Moreover, it is purported that intangible assets hold value (Ahlgren, 2011; Kim *et al.*, 2012). Other researchers also inferred that symbolic assets are tradable and therefore have recognised value (Teece, 1998; Tadelis, 1999: Webb, Schirato and Danaher, 2002; McGillivray and Frew, 2007). The tradable worth is the subject of sub-problem 3 through the concept of leveraging.

Multiple authors assert that it is in fact intangible assets, as composite parts of capital, that can create a competitive advantage (Murphy, 2007; Sundac and Krmpotic, 2009; Ahlgren, 2011; Kim *et al.*, 2012; Carvajal and Nogales, 2014; Zeglat and Zigan, 2014). From the cross-section of literature examined, it was widely agreed that intangibles offer numerous industries a way to gain a competitive advantage. Apart from reporting that intangibles are key to gaining an edge in business, the importance of this value was seen in the valuation of major business:

> Intangible assets are now worth on average three times more than firm's hard assets (Wagner, 2001). Microsoft for example, reported in 2000 that it had revenue of $23 billion, physical assets of $52 billion and a market capitalization (number of outstanding common stock shares times their price) of more than $423 billion.
>
> (Murphy, 2007, p.4)

From this comment, it appears that intangible assets are fundamental parts of international company's capital. Therefore, this study can investigate whether

RWC 2015 planners recognise, attribute and maximise representational capital as part of their organisation's value.

2.2.4.4 Managing the Value of Intangible Assets

To simply recognise the potential of intangible assets does not create the advantage mentioned by various authors above, hence, the management of capital requires examination. As acknowledged by Carvajal and Nogale (2014), when working with intangible assets it is difficult to capture them, let alone maximise them. In a study more relevant to the one at-hand, Kaplanidou and Karadakis (2010) provided an example of how Vancouver planners were well aware of the intangible legacies that they could utilise from being a HSE and sought to manage them: knowledge, emotional capital, and developing destination image. By investigating the planning stages of the RWC 2015, there is an opportunity to gain an understanding of management considerations around intangible asset capital identification and maximisation, as opposed to the saturated analysis of impacts.

2.2.5 Representational Capital

Representational capital is an original concept put forward in this research project. The representation aspect is discussed in section 2.2.3, and capital is covered in section 2.2.4 (a summary of these discussions can be found in Appendix 5). The following synthesis contextualises representational capital in relation to the gaps in practice and research around the intangible. An overview is then given to the potential reach of the emergent concept of representational capital. As a 'new' concept, the justification for omitting and discounting other pre-existing models, concepts and ideas is also acknowledged.

2.2.5.1 The Possible Significance of Representational Capital

The definition of representational capital has been developed from the synopsis of key literature and is given as "The value attached to intangible assets." Without the process of inquiring into what value is attached to intangible assets then the same issue that exists in research at present would prevail, i.e. failing to identifying the assets and understanding their value, then overlooking the potential maximisation (study sub-problem 2 into study sub-problem 3). Thus, to

analyse the potential of representational capital, both the recognition of the intangible assets, as well as the value of the assets themselves, needs to be explored. For the perspective of this research study, the value and significance of intangible assets are investigated from the catalyst of staging the RWC 2015 in host destinations. However, one of the defining contributions to knowledge is the potential for representation capital to be applied in multi-industry and multi-disciplinary environments.

In an event context, the potential implication of representational capital is intimated in several case studies. For example, Jones (2001, p.241) looked into the value generated by the 1999 Rugby World Cup, and inferred to the make-up of worth still not being fully understood, "The precise conduits via which increased expenditure and global recognition in the short-term are assumed to transmit benefits to long-term development are furthermore rarely made explicit." Thus, to explore how representational capital could assist in assessing value in the case of Jones (2001), the intangible asset of recognition would be identified, then an analysis of the worth given to this asset by RWC 1999 planners would be conducted to ascertain the representational capital generated in this case. In this study inquiry, representational capital has been found to already exist (see Table 2.2.5.1); meaning representational capital is already being generated but just not explicitly recognised as such. Indeed, brining representational capital to the consciousness of executive planners could be the catalyst for a more structured managerial approach to the subject of symbolic value, which has not been identified in the sport event literature analysed for this research project. Table 2.2.5.1 gives some examples of cases where representational capital is generated, yet not formally recognised under this concept, in order to show the potential cross-sector applicability of this concept.

Table 2.2.5.1 – Cross-Sector Examples of Representational Capital in Practice

Industry	Representational Capital in Action
Sport	The NFL (National Football League) has been bringing American football fixtures to the UK on a regular basis in recent years. It was reported that in the NFL 2015 draft process, two of the players to be picked would be announced from London. The value attributed to this occasion was through the intangible asset of 'honour'. So representational capital was generated for London, as the City had the honour of hosting part of the NFL draft.
Fashion	Before major entertainment industry award ceremonies, such as the Oscars or Golden Globes, designers try to get celebrities to wear their jewellery or clothing on the red carpet. The value is attached to image, reputation and exposure, which can be 'priceless' to the fashion companies and designers.
Education	The intangible asset of prestige, by gaining a degree from Oxbridge can propel a career because of the representational capital it generates for the individual; particularly in political careers where an Oxbridge education acts as additional currency.
Multiple Contexts	Celebrity endorsements are seen in a range of industries: fashion, sport, charities etc. The intangible assets that are ascribed value from aligning a celebrity with a product range from global appeal to customer confidence. The value of representational capital may not be able to be calculated monetarily, but some sportsmen like Rory McIlroy for example are signed to multi-million dollar deals to endorse a product in order to generate representational capital.

Sources: Elberse (2009); Moore (2012); Freydkin (2012); Fordyce (2013); Dawkes and Emons (2015); NFL London (2015); Power (2015)

2.2.5.2 Representational Capital and the Significance of the Intangible

Representational capital is a concept that cannot be overlooked in research or practice because of the number of instances intangible value is proposed in research, but then not fully expanded upon. Multiple researchers in a variety of contexts imply that symbolic aspects of business or events are important to business (Teece, 1998; Murphy, 2007; Sundac and Krmpotic, 2009; Ahlgren, 2011; Kim *et al.*, 2012; Carvajal and Nogales, 2014; Zeglat and Zigan, 2014), but rarely formalise the importance or value attached to the intangible. It is widely acknowledged that intangible outputs are difficult to measure (Kaplan and Norton, 2004; Chalip, 2006; Atkinson *et al.*, 2008), yet there is still uncertainty over which representatives (groups, organisations or individuals) are interested in this potential value source, and what significance is given in planning to capture this worth.

For example, Lee and Cho (2009) asserted that sport events have a personality, and Florek and Insch (2011) suggested that a HSE's characteristics impact the event. Pawlucki (2009) suggested that the Olympic Games transcend a sport event, as they symbolise unity and peace. Whether this is an exaggeration of the representational capital is not relevant, these are researcher's perspectives. Hence, the overarching objective is to probe the viewpoints of RWC 2015 planners directly. This is important to understand if the planners attach worth to a number of intangible assets during the planning phases, or miss out on representational capital. The attributed worth may fluctuate between industries and organisations, but this may then inform future sport event planners on other areas of representational capital available to maximise. The originality of representational capital is in investigating the value attached to intangible assets, as opposed to simply acknowledging their existence from an external viewpoint. Representational capital is aimed at removing the element of chance from potentially lucrative opportunities.

2.2.5.3 The Power and Reach of Representational Capital

Sport is said to be a powerful commodity, as it can be used to bridge social gaps, boost destination image, assist in developing infrastructure etc. (Smith, 2006; Muller and Moesch, 2010; Cubizolles, 2011). In a sport event context, the power of such occasions has been referred to by the UK Coalition Government in the Tourism Policy 2011 as 'something more'. Chalip (2006) also discussed the fact that when a destination stages a sport event it feels like 'something more' is happening. This 'something more' is yet to be formalised, even though the potential power has been alluded to in sport event discourse. In HSEs, the hosts try to showcase the destination before the event takes place (Briedenhann, 2011); meaning the sport event itself is not the solely valuable part of hosting. Gratton, Shibli and Coleman (2005a) further alluded to the intangible reach of sport events in the case of the Barcelona 1992 Olympic Games; the event was expensive to stage but was considered a success outside of sporting achievements. This leads to the question of what made the event successful, which is where representational capital could be utilised to delve into the intangible assets and how they could be maximised in future cases.

2.2.5.4 The Justification for Pioneering a New Concept in Capital

Section 2.2.4.2 notes that there are already a number of capital 'types': cultural, social, intellectual, human etc. One of the seminal authors in capital is Pierre Bourdieu (1986), he put forward three categories of capital: economic, social and cultural. Whilst Bourdieu (1986) notes that capital does exist beyond the tangible sphere, his debate is centred in capital utilised in the construction of the social world. The reasons for excluding these three categories are as follows: economic capital is focussed on tangibles which goes against the premise of the research study, cultural capital links in to the work of Karl Marx on the mobility of certain social classes and individuals rather than the focus being on the assets themselves, social capital is centred on group membership and networking for social mobility (Bourdieu, 1986). In fact, one of the proposed advantages of representational is that the environment can shift; the important factor is identifying the assets and examining the potential value of them in any context.

In regards to other categories of capital, such as human or intellectual, the intangible assets that create these capitals – knowledge, work ethic, experience – are intangible assets that can form part of representational capital. Therefore, the concept of representational capital would encompass these existing areas, but look to approach them from a slightly different angle by ensuring the constituent intangible assets are identified and the valued assessed. There is also an avenue to understand how a range of symbolic assets can interlink and develop, so as to not overlook potential avenues of worth.

2.2.5.5 Summary of Representational Capital

Representational capital is a concept constructed from discussions in research on capital, intangible value, assets and representation. The reason for putting forward a new concept, as covered above, is because to-date there is no prevailing concept that looks to address the lack of recognition of the potential value of a range of intangibles. Despite several assertions that intangible assets are valuable to business and in gaining a competitive advantage, there is no overarching approach to identifying and valuing symbolic worth. Representational capital aims to address this gap.

Part 3 – Leveraging

2.3 Introduction to Leveraging

Leveraging is one of the three main concepts of this research study, and as such requires contextualising in light of the titular concepts of industry collaboration and sport event planning. The term leveraging has a meaning in a mechanical and financial sense, but from a wider definition to leverage is "To use something that you already have, such as a resource, in order to achieve something new or better" (Cambridge Dictionaries Online, 2014). Put succinctly, to leverage is to "use (something) to maximum advantage" (Oxford Dictionaries, 2014). Contextually, event leveraging is defined by Beesley and Chalip (2011, p.324) as "A strategic approach to event management to maximise economic, social, and environmental gains to a destination before, during, and after an event." Considering the aforementioned classifications to this research study, leveraging is "To maximise representational capital for long-term gains for sport event host destination industries." In this research inquiry, leveraging is explored in relation to the ways key planners intend to maximise the prospective representational capital at their disposal.

2.3.1 Leveraging in Sport Event and Tourism Literature

The discussion surrounding event leveraging originated in sport event tourism literature. This ranges from broad notions of social leveraging to distinct areas of sport event leveraging, such as destination image and event image leveraging (O'Brien, 2007; Florek and Insch, 2011; Grix, 2012). Table 2.3.1 aims to show the main areas of academic discourse from sport events and tourism research on leveraging, to evidence the influential debates that have impacted the direction of study sub-problem 3. Laurence Chalip is one of the pioneers in this domain and has published several articles on the subject of event leveraging. Chalip's work is therefore significant in this study project. In regard to intangible value, leveraging of representational capital is inferred indirectly through the maximisation of

image and socio-cultural assets (Green, 2001; Chalip, 2006; O'Brien, 2007; Snelgrove and Wood, 2010; Florek and Insch, 2011; Grix, 2012).

Table 2.3.1 – Existing Research on Leveraging in Tourism and Sport Event Literature

Area	Discipline	Key Author(s)
Social Leveraging	Sport Events & Tourism	Chalip (2006) Smith (2010) VanWynsberghe, Derom and Maurer (2012)
Sport Event Leveraging (image, business, destinations)	Sport Events & Tourism	Green (2001) Chalip and Leyns (2002) Chalip and McGuirty (2004) O'Brien (2006; 2007) Snelgrove and Wood (2010) Florek and Insch (2011) Beesley and Chalip (2011) Grix (2012)

Chalip and Leyns (2002) looked at how the Indy Car motor racing event could be leveraged to benefit local businesses, and therefore local people, in the host destination. Smith (2010) developed this further by examining the possible maximisation of sport event hosting for surrounding areas. Chalip and Leyns' (2002) suggested that certain local businesses were not participating or aware of any maximizing activities. Thus, a potential contribution to knowledge from the findings from this research study may inform RWC planners of leveraging possibilities.

In other discourse, Chalip (2006) looked at the social leverage of sports events from the host community perspective. Green (2001) worked on research where the host destination population's sub-culture is the subject of leveraging, in order to promote the sport event, as opposed to the effects of the sport event being harnessed. The host communities were also a subject for investigation as O'Brien (2006; 2007) purported that a local surf festival and Olympic Games were leveraging opportunities for the host populace. O'Brien (2007) and Snelgrove and Wood (2010) introduced the idea that tourism is a source and by-product that could be utilised for socio-economic leveraging. Grix (2012) investigated the

angle of image leveraging, where the case study was the 2006 Germany FIFA World Cup.

The main influence these studies have on the line of this research inquiry is that sport events were said to leverage both tangible and intangible assets. Therefore, the leveraging process requires further exploration to understand the role of the intangible during maximisation. For example, Snelgrove and Wood (2010) suggest tourism is one of the outputs of sport event leveraging, and this study is looking to clarify whether indeed the tourism industry is just an output of leveraging rather than a key planner in managing leveraging. The aim is to contribute to knowledge by approaching leveraging from the planning stages, as well as discussing representation capital, to delve into the dynamics of the leveraging process from the perspective of the RWC planners themselves (expanded upon in section 2.3.5). Grix's (2012) research also provided a platform for the structure of this research project, by looking at one event with multiple host destinations. The difference being that Grix (2012) looked at image, whereas this research investigation will open the floor to explore a range of intangible assets on offer to host destination planners.

2.3.2 Rationale for Investigating Leveraging

On a broader point, the direction of the study problem states that the emphasis of the research project is on the planning stages of the RWC 2015. This is in order to move away from over-populated areas of academic research, such as impacts; which Beesley and Chalip (2011) suggest is part of the rationale for investigating leveraging strategies, rather than just outcomes. Saturation in tourism and sport event literature over the last decade has been around impacts, be they socio-cultural or economic (see section 2.4.3.3). This study takes an applied concept, to investigate whether key industries involved in sport event planning can work towards maximising representational capital generated from hosting the RWC, as opposed to analysing the prospective impacts after the occasion had taken place. As Chalip (2004, p.245) purported, there is a necessary move towards this more pro-active research agenda, "The shift in thinking from event impact to event leverage mandates a shift in the ways that events are planned, managed and

evaluated." Moreover, in an industry context, there are opportunities for sport event planners to leverage, but these are often not acted upon (Beesley and Chalip, 2011). Thus, when looking at leveraging, it is imperative to examine the strategies employed by key industries that are looking to capture long-term benefits from the planning stages; not only that, but where leveraging opportunities are overlooked.

2.3.3 Leveraging and the Relationship with Key Concepts

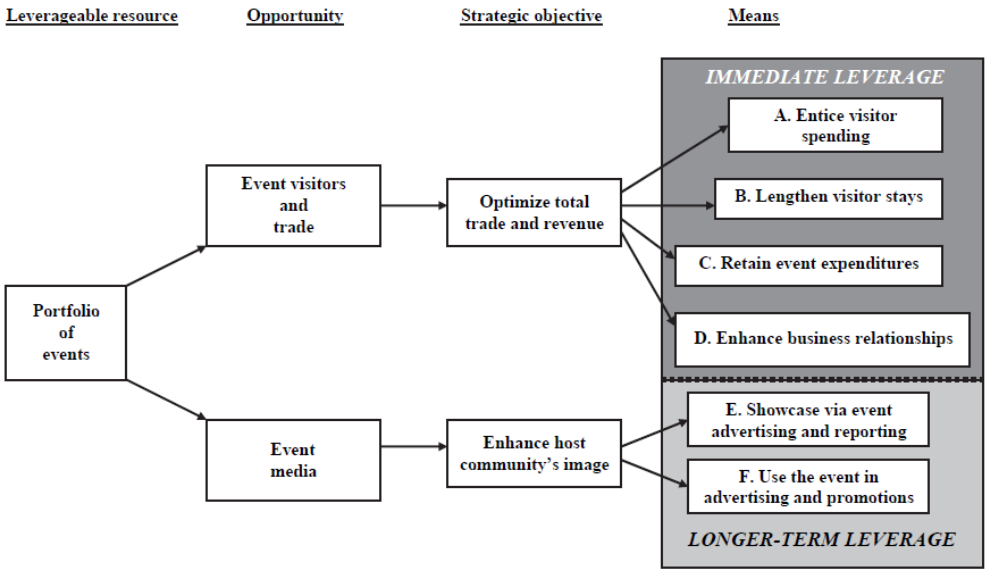
To plan staging any event, it is necessary to develop a strategy (Torkildsen, 2005); which again steps away from examining impacts, with the focus shifting to pre-emptive action. Strategy is seen as an integral part of effective leveraging (Chalip, Green and Hill, 2003; Chalip 2006). Hence, it may assist the aims of the study project to determine the strategies utilised by the key industries pinpointed through planning, and their involvement in hosting the RWC 2015.

Another discussion in leveraging literature looks at the importance of collaboration in successful leveraging (Chalip, 2004). This is particularly pertinent to the emphasis of this research study, as sub-problem 1 seeks to determine the levels of collaboration. This could subsequently assist in deciphering the value attributed to intangible assets by RWC 2015 planners in sampled host destinations (sub-problem 2), which ties in with examining whether representational capital can be harnessed (sub-problem 3). According to Chalip (2004), leveraging of sports events requires collaboration. This then leads into the question of how leveraging is managed during planning phases of sport events and by whom. Research to-date suggests that key planners have not always been able to maximise the effects of sports events as they have failed to collaborate successfully (Chalip and McGuirty, 2004). Hence, maximisation of a sport event, whether for tourism or social purposes, may demand industry collaboration, but this can prove difficult to achieve (Chalip and Costa, 2005; O'Brien, 2007). Therefore, this study has the opportunity to contribute significantly to knowledge by gaining a deeper understanding of the collaborative actions of sport event planning industries, as well as their management strategies to leverage representational capital.

2.3.4 The Leveraging Model

Chalip (2004) worked to formalize the idea of leveraging by developing a model. Figure 2.3.4 shows how a portfolio of events start as the 'leverageable' resource, followed by the potential opportunities the resource created, the strategic objective and the means by which the leveraging occurs. This leveraging model below does not reflect the importance of intangibility, which is an integral part of this study project. Chalip (2004) took 'event media' as the symbolic opportunity indirectly; however, this is just one example of an intangible asset that could be maximised. One objective of this research is to advance knowledge on the 'leveragable' resource, to ascertain if these may be formed of a range of intangible assets generated by the RWC 2015.

Figure 2.3.4 – Leveraging Model



Source: Chalip (2004, p.229)

2.3.5 How this Study Project will Investigate Leveraging

Chalip's (2004) leveraging model sets out some key areas that are adapted in this research study, in order to analyse leveraging in an intangible context. For example, there will need to be a 'leverageable' resource and a strategy in order to understand the maximisation process. However, the definition used to guide this study on leveraging includes the implication of long-term benefits, which overlaps with 'opportunity' in the Chalip (2004) model. Especially as this research project is examining leveraging from the planning perspective, outputs and opportunities are similar as the findings are not examining what the output was, as the RWC2015 is not taking place until after the main data collection. Figure 2.3.5 takes into consideration the focus on intangibility and the planning perspective to draw up a model to guide the examination into the leveraging process in this research study. Moreover, this model is flexible as an asset can fit the purpose of a range of studies, but in this instance the asset will be intangible, which is the value identifier of representational capital.

Figure 2.3.5 – Example of Direct Leveraging Process

ASSET ⟶ MAXIMISATION STRATEGY ⟶ OUTPUT

2.3.6 Summary of Leveraging

It can be deduced from this section that the praxis surrounding leveraging in research is established in sport event and tourism literature, with studies often focusing on specific assets being leveraged. The literature reviewed in this area covered both the maximizing of tangible and intangible assets, both directly and indirectly. This study project is principally focused on the intangible, with a view to explore whether this leads to either further intangible or tangible outputs. Hence, the examination will delve into the leveraging process of representational capital, to broaden knowledge on the role of the intangible in regards to the asset, maximisation strategy and output.

Part 4 – Industry Related Context and Debates

2.4 Introduction to Contextual Research and Debates

The study problem identifies three industries to investigate in relation to the concepts put forward in Parts 1, 2 and 3 of the literature review. The inclusion of these industries (sport, tourism and the public sector) must therefore be justified and contextualised. Chapter 1 went someway to addressing the history and context of the RWC 2015, in part through the political, social and economic debates surrounding recent large-scale sport events. Part 4 of the literature review seeks to build on these early discussions, to contribute to knowledge in the corresponding discipline areas, i.e. sport (and sport events), tourism, and the public sector. For example, Part 4 aims to surface germane discussions around sport event planning, in order to build a research agenda that challenges existing ideas and concepts. The following review begins with analysing the existing role of sport, sport event management, and planning. Subsequently, pertinent tourism praxis is discussed, as well as the influence of the current political climate on the role of the public sector. However, many sections on these industry areas overlap, further supporting the need to investigate collaboration in this context more closely.

2.4.1 The Development of Sport as a Commercial Industry

Sport is a competitive pastime that is governed by standardised rules in which individuals participate in for personal and interpersonal reasons (Coakley, 2007). Yet, this does not fully explain how sport originated, or how it became the global phenomenon and business it is at present. Sport began as a way for the working classes to engage socially and was associated with public houses and inns (Horne, Tomlinson and Whannel, 1999). The rise in sport participation coincided in Britain with the industrial revolution in the mid-eighteenth century and the change in social circumstances for the working class, when leisure and holiday time were introduced (Horne, Tomlinson and Whannel, 1999). Sport was not originally

meant for commoditisation; in fact most Victorian sports banned any commercial activity (Holt, 1993).

Sport, particularly in Britain, was originally a pastime with some socio-political connotations; sport was often a cultural expression and a representation of a lower social class (Horne, Tomlinson and Whannel, 1999; Coakley, 2007). According to Slack (1998), in the late twentieth century there was an exponential shift towards commercialisation. Andrews (2004) argued that the shift towards commercialisation of sport occurred after World War II, due to the rise of the capitalist system, chiefly in the USA and Western Europe. Sport was no longer just a series of contested competitions or games engaged with for personal gratification (Horne, 2006). The administration of sport also advanced rapidly in regards to the participants of sport, professionalism led to athletes becoming managed and marketed as products with the focus shifting away from the sporting activity itself (Collins, 2007). In a broader context, the aforementioned shift applies to this research study, as sport changed in composition, "Sport is a multi-billion dollar industry and has become a dominant and defining force in the lives of millions of persons globally" (Kurtzman, 2005, p.47). The commoditisation of sport events is a focal point of this research because it is presumed that economic outputs are the predominant reason for this shift into commercialism (Tomlinson, 2005). The study problem however, is looking to delve deeper into the potential symbolic benefits that can be leveraged (see section 2.2.5 for representational capital and 2.3 for leverage).

Sport could be seen as an unpredictable economic industry, as the product itself is a volatile commodity. If a sport team that a business is built around does not get good results - equivalent to a manufacturer producing a faulty product - the value and the reputation of the sport business could still rise, which would not be the same in the case of the manufacturer (Trenberth and Collins, 2006). Sport is also a unique industry as competition is integral to the success of the enterprises involved, e.g. local sporting derbies and leagues (Rosner and Shropshire, 2004). So, an objective of this research project is to examine whether intangible factors

form part of the unique operations of the sport industry in terms of value creation (i.e. representational capital).

2.4.2 Sport and Media

When analysing the relationship between sport and representational capital, the media industry straddles the two, through intangible assets generated by the joint enterprise of sport and media industries, e.g. exposure and coverage of a sport event. Many researchers suggested that sport and media are interlinked and even reliant (Silk, Slack and Amis, 2000; Bruce, Falcons and Thorpe, 2007; Coakley, 2007; Gee and Leberman, 2011; Jarvie and Thornton, 2012). This may be because of financial co-dependence, for example the UK top tier of English football will receive a revenue from broadcasting rights of more than £5billion over three years from 2016, and the media use the English Premier League to form a substantial part of their content (Gee and Leberman, 2011; BBC Business, 2015). More recently, the commercialisation of sport has led to a more interconnected relationship, as the sport industry has grown there has been an increase in media coverage (Coakley, 2007; Bruce, Falcons and Thorpe, 2007). Hence, this section looks to develop understanding around the connection between sport event and the media, to ascertain the association of these two industries on generating and leveraging representational capital (addressed in sub-problem 2 and 3).

Whilst it is widely recognised that sport events create media attention (Chalip, Green and Hill, 2003; Kurtzman, 2005; Florek, Breitbarth and Conejo, 2008; Yusof *et al.*, 2009; Jackson, 2013), the unique contribution to knowledge of this research project lies in delving into the significance of media input into intangible assets, and whether this value is leveraged. Although this study is focussing on the positive intangible value through the lens of representational capital, it is necessary to highlight negative repercussions for HSEs from press coverage to formulate an idea of the significance of such intangible assets. Sport events can generate international media exposure, but this can become negative for the host destination (Horne, Tomlinson and Whannel, 1999; Jones, 2001; Dimeo and Kay, 2004). The power of this negative exposure is evident in the media discourse

around the 1996 Cricket World Cup, where the sport event coverage had international reach but the image of the host destination was damaged because of the undesirable global coverage (Dimeo and Kay, 2004). The key point from this case is that planners were not prepared for these consequences. Therefore, the planning phases become even more pertinent to understanding the possible importance of representational capital.

Chalip, Green and Hill (2003, p.215) indicated that the intangible value that the media generate is substantial: "The value of media exposure generated by an event is often built into economic estimates of the event's effect." Projections for the 1999 Rugby World Cup predicted that the long-term benefits of hosting the event would be media exposure and tourism (Jones, 2001). Thus, there are implications that media coverage is considered to have value, yet how this is then captured and planned for remains uncertain. Consequently, the study problem is set out to investigate whether the planning industries of sport events seek to utilise the media coverage generated and what value it holds (representational capital). Study sub-problem 3 then draws on these discussions to explore the long-term benefits of media input into the RWC 2015 through leveraging. The potential significance of which is emphasis by Hall (2001), who alludes to the great lengths government's go to secure possible recognition benefits.

2.4.3 Sport Events

As put forward in Chapter 1, the sport event under investigation in this study is the RWC 2015. The tournament will be held across 12 venues in England and one venue in Wales (see Figure 1.3 for RWC stadia). Chapter 1 considered the history and details of the sport event in question. This part of the literature review primarily focusses on the wider context of sport events to develop the rationale behind the research project, and the potential predicted diversity of findings that this research project may uncover. The purpose of this section is to gain a deeper understanding of the position sport events hold in a cross-section of disciplines, in order to capture the full importance given to hosting an event such as the RWC 2015 by host destination planners.

It is important to understand the potential scale of the RWC 2015. This was partly covered in section 1.1 in terms of comparison with other large scale sport events, but the objective of this section is to determine if the RWC is a mega-sport event. Jackson (2013) posed the question as to whether the RWC is a mega-event and meets the criteria. Multiple authors have set out criteria to attain mega-sport event status (see Table 2.4.3). From Table 2.4.3, it can be deduced that the RWC achieves mega-sport event status and therefore has global reach, adding to the justification of selecting this case.

Table 2.4.3 – MSE Criteria

Mega-Sport Event Criteria	Criteria Met by RWC 2015
Significant consequences for host place	£1bn revenue for UK
Attract significant media coverage	4.2bn fans expected to tune in
International	Influx of international tourists
One-of-a-kind	Held every 4 years
Attendance	2.9m tickets sold

Sources: Roche (2000); Getz (2005); Jackson (2013); BBC News (2014); Visit England (2014)

2.4.3.1 Justifying the Omission of Certain Sport Event Stakeholders

As discussed in Part 1 (collaboration), there continues to be a lack of empirical research to decipher which industries are involved in sport event production; hence the aim of sub-problem 1. Figure 2.4.3.1 depicts all possible stakeholders who may be affected by an MSE, including private, public and third sector organisations. The reason this research project has avoided the term stakeholders is because by definition a stakeholder can be anyone who is affected or is interested in an organisation or business, or – in this case – planning a sport event (Nutt and Backoff, 1992). The scope of the research project was set to focus on those who may influence the RWC 2015 planning practices, rather than those who are affected by it. Not only that, the depth of the research inquiry would be impacted by moving away from expert opinion to canvass all potential sport event stakeholders. The rationale behind the selection of industries to include in this study project is continued in section 2.4.2 for public sector and 2.4.3 for tourism.

Figure 2.4.3.1 – Sport Event Stakeholder Map

Source: Parent, O'Brien and Slack (2012, p.128)

2.4.3.2 The Positive Outputs of MSE Hosting

Capturing an accurate assessment of the impacts and benefits of hosting a sport event, particularly economic, has proved difficult for researchers (Chalip, 2006). This may be due to the lack of formal recognition of intangible factors. Indeed, there has been a call for intangible outputs to be included in the cost benefit analysis of a sport event (Atkinson *et al.*, 2008); meaning representational capital could be a way to explore what this value really means to host destinations. Broadly speaking, the remunerations of sport events are said to be attractive to organisers for three reasons: "The 'holy trinity of mega events': economic growth, infrastructure legacies and image promotion" (Florek, Breitbarth and Conejo, 2008, p.201).

Multiple research studies have put forward a plethora of advantages that arise from sport event hosting: feel-good-factor, re-awakening markets, investment opportunities, promoting image, urban regeneration, sporting success, legacy, boosting tourism, socio-cultural impacts, improved infrastructure, local business enhancement, reconstructing place identity and bettering fan experience (Rowe and McGuirk, 1999; Nash and Jonhstone, 2001; Gratton, Shibli and Coleman, 2005a; Hallmann and Breuer, 2010). Whilst the number and possibilities of benefits seem overwhelmingly positive, as mentioned previously, there is debate over whether these outcomes are exaggerated and problematic to measure. Therefore, this study may proffer an alternate angle to this debate on sport event benefits, i.e. the intangible perspective.

2.4.3.3 Sport Events and Economic Impact

Following on from the positive outputs of sport events, one of the predominant topics in sport event literature is economics. Since 2010 alone, there have been numerous studies investigating the economic impacts of sport events (Coleman and Girish, 2010; Hachleitner and Manzenreiter, 2010; Sallent, Palau and Guia, 2011; Turco, 2012; Dixon *et al.*, 2012; Jackson, 2013; Haiyan *et al.*, 2014). Gratton, Shibli and Coleman (2005a) suggested sport events gained academic and industry attention after the 1984 Olympic Games held in Los Angeles, as it was the first major sport event of its magnitude to make a financial return. Since that point, various studies have looked to assess the economic impacts of hosting sport events (see previous reference list), although receiving an accurate estimate is complicated and various attempts to do so have been widely criticised (Gratton, Shibli and Coleman, 2005a; Horne, 2007).

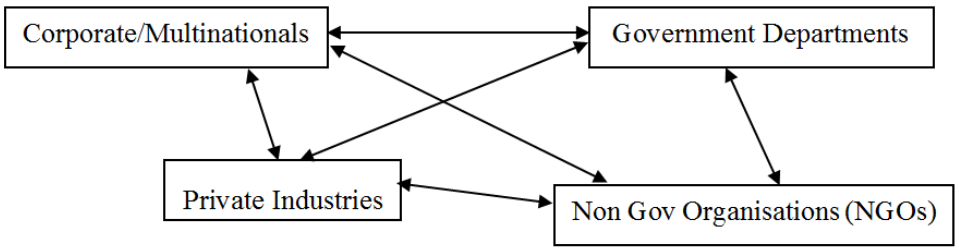
Harris and Lepp (2011) proposed that a projected outcome of hosting the 2010 Ryder Cup was an awakening of markets and the opportunity to attract new investment. According to Cornelissen and Swart (2006), South Africa put a significant amount of faith in the outputs of sport events, alleging the country was driven towards an event-led economy. There are also subsidiary financial benefits such as job creation, regeneration and investment in infrastructure (Smith and Fox, 2007). As previously mentioned, there is consternation around whether

MSEs are misrepresented in terms of economic reward (Horne, 2007). Therefore, there is scope to examine the alternative aspect of value, namely the intangible reward and what value is attributed to this. In addition, there is further scope to investigate whether tourism and the public sector plan to benefit from this value (see also Appendix 6). Furthermore, the area of economic impacts is saturated and this study aims to introduce a new area of discussion and also include the public sector and tourism industries in these deliberations.

2.4.3.4 Sport Events and Event Management

Raj, Walters and Rashid (2009) reported that events are driven by the wants of multiple people. Quinn (2009) suggested that events are carefully constructed and produced. The core of the study problem looks to delve deeper into how the RWC is constructed in relation to the wants of targeted planners through collective action. The reason for this is to uncover if the RWC 2015 has been carefully planned for and with what on-going connotations. Getz (2005) proposed that events have become an integral part of ensuring a destination gains prominence, again linking to the line of investigation into industry collaboration in HSE. Figure 2.4.3.4 is adapted from Rojek (2013), who proposed that large-scale events have complex collaborative organisation, across the private and public sector. Figure 2.4.3.4 strengthens the inclusion of the public sector in the study problem, but opens up the discussion on the levels of collaboration and the incorporation of tourism into this matrix.

Figure 2.4.3.4 – Event Collaboration Matrix



Source: Adapted from Rojek (2013)

2.4.3.5 The Negative Consequences of Sport Event Hosting

As discussed in section 2.4.3.2, sport events can have vast positive repercussions. So much so that some cities have labelled themselves as sport event hosts, e.g. Lausanne tagged itself as 'The Olympic Capital' and Perth 'The City to Surf' (Kurtzman, 2005; Olympic Capital, 2014; Perth City to Surf, 2014). However, some debate has arisen as to whether staging a sport event – particularly an MSE – means destinations have more to lose than gain, expressly if they are mismanaged (Getz, 2005; Smith, 2006; Black, 2008; Fourie and Spronk, 2011). 'Losing' might come in the form of displacement, where revenues do not increase as tourists and visitors who would usually visit then decide to stay away when the sport event takes place (Fourie and Spronk, 2011). Moreover, the negatives can emanate from the potential financial risks of investing in event infrastructure (Preuss and Alfs, 2011). Ritchie (2004) suggested the negative impact may be minimised by a destination only holding small scale sport events to limit the need for financial outlay.

Several MSEs in the last two decades have been associated with the negative effects of hosting: Atlanta 1996 Olympic Games, Athens 2004 Olympic Games, South Africa 2010 FIFA World Cup, Sochi 2014 Winter Olympics and Brazil 2014 FIFA World Cup. In 1996, a bomb exploded in the Atlanta Olympic Park whilst the event was taking place (Sack, 1996; CNN Library, 2015). Dobson and Sinnamon (2001) put forward that holding an 'unsuccessful' sport event is disastrous in the long-term, as highlighted by lingering negative connotations associated with Atlanta after the Olympics. The 'unsuccessful' aspect in Atlanta's case was the long-term detrimental consequences of negative associations and images. This is of interest in this research inquiry as the power of intangible impact continues to be under-researched, but can impact the HSE long after the event is staged.

In more recent cases, the 2004 Athens Olympic Games was bid for to showcase the city and promote a vibrant image of the destination (Kissoudi, 2008). The intangible benefits were supposed to leave a lasting legacy for the Athenians, but mismanagement of the event lead to poor economic investments (Kissoudi, 2008;

Lowen, 2012; Papanikolaou, 2013). Thus, collaboration and planning is linked to representational capital. Dowse (2012) discussed South Africa's hosting of the FIFA World Cup 2010, and how organisers assumed that publicity surrounding the sport event would be automatically positive. There was no contingency plan when the media coverage was negative (Dowse, 2012). Therefore, the negative impact for South Africa was evidenced as the country was not favourably portrayed, so positive images could not be leveraged. This is pertinent to the study project objectives, as the outcome of failing to plan, collaborate and leverage representational capital resulted in the media portraying the country as a place of violence and crime (Hartley, 2009; Laing, 2010; Kelly, 2010).

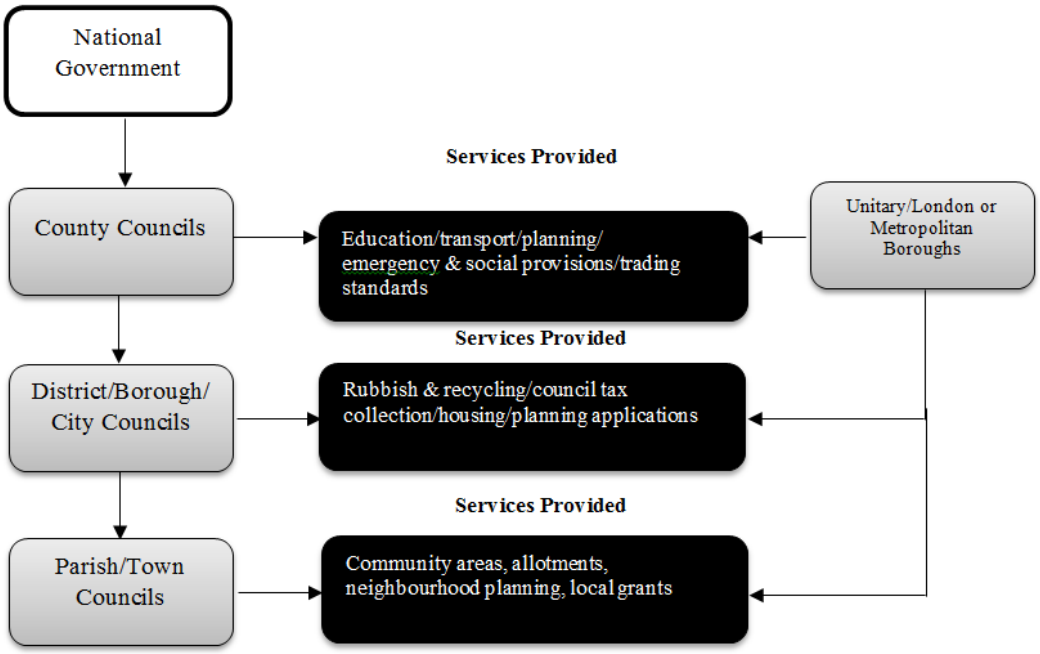
The Sochi 2014 Winter Olympics also highlighted the possible pitfalls of being a HSE, particularly for a globally recognised sport event. There was a surfeit of issues covered in the press in the lead-up to, and during, the event: corruption, questions of social morality of the host, unfinished facilities, terrorism concerns and political issues (Bowring, 2014; Ilich, 2014; Socarides, 2014). The global recognition may not have been the positive intangible asset hoped for, as highlighted by a Twitter account that was set-up with the handle @SochiProblems, and gained over 300,000 followers worldwide (Grimes, 2014; Ilich, 2014). The Brazil 2014 FIFA World Cup also experienced similar difficulties, as the negative press included coverage of riots and civil unrest, anti-World Cup messages from host communities, and issues around unprepared and unsafe facilities during the planning phases (Gibson, 2014b; Furlan and Preti, 2014). Hence, the assets of prestige, coverage and showcasing may not have been planned for or given significance, and hence were not able to be maximised by the sport event planners. What can be drawn from these recent case examples are the potential negative symbolic consequences of failing to leverage representational capital, which supports the rationale that there is potential value attached to intangible assets.

2.4.4 The Public Sector

The public sector can be defined as "Government activity and its consequences" (Lane, 2000, p.15). In this research project, the consequences relate to the devolved responsibilities given to councils by the government, as RWC 2015 fixtures will be held on a localised level. The reason councils are under examination as opposed to the national government is because the RWC 2015 is to be held across the country, and is predicted to be planned for by organisations and authorities in prospective host destinations. The structure of the public sector in England is shown in Figure 2.4.4a. As Cardiff, Wales, is also one of the host destinations, the structure of the public sector has also been included in Figure 2.4.4b. Few details about the services provided in the Welsh public sector structure could be gathered, which means this study can contribute to understanding of the role of the public sector in sport event planning in Wales. The structures are not completely disparate, as there are tiered systems in place to deliver government services in both England and Wales (Click on Wales, 2013; Gov.co.uk, 2014).

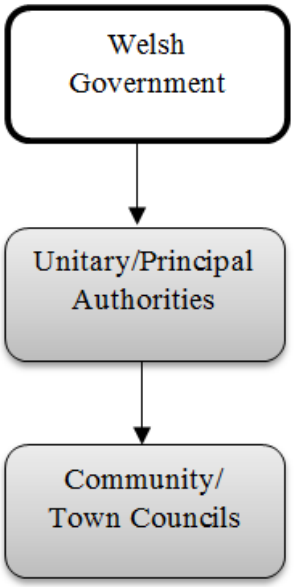
Whilst Figure 2.4.4a and 2.4.4b give an overview of public sector practices in England and Wales, sub-problem 1 seeks to probe further into how council's cooperate with other industries in the context of sport event planning. Higham (2005) suggested that collaboration with national level public sector organisations and sport is complicated by the high number of stakeholders. This study project can add substantial knowledge in this area, on a more local government level, by identifying the actions of sport, tourism and public sector planning organisations and their collective actions.

Figure 2.4.4a – Public Sector Structure in England



Source: Adapted from Gov.co.uk (2014)

Figure 2.4.4b – Public Sector Structure in Wales



Source: Adapted from Click on Wales (2013)

2.4.4.1 Labelling the Public Sector as an Industry

At this stage it is important to address why the public sector is labelled as an industry. Section 1.10 gives the difference between an industry and a sector: an industry is how organisations are grouped by their business purpose, and a sector divides organisations by the sections of the economy they share. Firstly, investigating sector collaboration requires knowledge of economics, and the objective of exploring industry collaboration is not on the economic divisions but the roles of certain industries in planning. This is further complicated by the fact that in the case of hosting the RWC 2015 the planning organisations would be sharing the same economic sector, so no distinction could be drawn. Secondly, the label of 'industry' is used as a grouping technique, as the label of 'organisation' would again not reflect the intent of the research study in examining certain industries input into RWC 2015 planning. The use of the 'industry collaboration' label is reviewed in Chapter 6 to check the appropriateness. Thirdly, the collaborative industries set out in the study problem are approximated; it is only presumed that councils represent the public sector at a HSE level. The decision was made to keep the grouping broader than just organisation, in case these presumptions were incorrect.

Figure 2.4.4a shows the services provided by the public sector on a localised level, but it is not known at what level RWC 2015 planning is carried out, if at all. Hence, the public sector label is designed to loosely fit the government agencies who may be involved. As to be elaborated on in section 2.4.5.3 for destination management, the interrelationship between the public sector and the management of tourism in destinations raises pertinent questions as to the role of both industries in sport event planning. The contribution to knowledge is in the prospective autonomous, or collaborative, planning influence of tourism and the public sector in RWC 2015 planning. For instance, the Government Tourism Policy 2011 noted that the tourism planning platform was based on hosting the London 2012 Olympic Games. Thus, unanswered debates exist around the tripartite collaboration between the public sector, tourism and sport.

2.4.4.2 Public Sector and Sport Events

Wood (2009) alleged that the public sector do not always have designated or trained event managers, which would question their input in sport event planning. This insinuation that the public sector lack skills is probably more related to localised public sector input, like that of RWC 2015 host destinations. Conversely, on a national level, governments are often responsible for the planning and delivery or large-scale events: e.g. London 2012 Olympic Games, Brazil 2014 FIFA World Cup, and Rio 2016 Olympic Games (Government Olympic Executive, 2011). Hence, there is potential to contribute to knowledge around the level of collaboration in RWC 2015 planning as the fixtures are likely to be planned on a localised level, where event planning expertise may not be present. Also, the diversity of findings may be increased by the multi-destination structure of the RWC because MSEs, like the World Cup and Olympic Games, are hosted in government-owned stadia, but the RWC 2015 games are hosted in privately owned venues (see Appendix 7).

2.4.5 Tourism

As stated in the study problem, three key industries have been pinpointed for investigation: sport, tourism and the public sector. The tourism industry has been included for a multitude of reasons. One rationale is partly exploratory, in order to determine whether tourism authorities play a role in MSE planning. Furthermore, this research investigation is set out to ascertain if tourism is a beneficiary industry rather than a key planning decision-maker in a sport event context. There may be an avenue to provide some clarity on the power and reach of one of the world's largest industries in relation to sport events: tourism is responsible for generating 9.8% of world GDP (WTTC, 2015). Lastly, in the case of the RWC 2015, the sport event is held across 13 venues and 11 host cities. Hence, destination management must be considered as a factor in planning, and this topic is centred in tourism studies.

2.4.5.1 Labelling Tourism as an Industry

As noted in section 2.4.4.1, the public sector has been labelled an industry for the purposes of this investigation. Chapter 6 will then address whether this was an appropriate label and lens to view collaboration at RWC 2015 host destinations. Whether tourism is an industry in its own right is complex (Babu, 2008). There are also arguments on the merits of tourism as a discipline (continued in Appendix 8). However, there are several strong arguments to suggest that tourism is a substantial commercial industry. Particularly in global terms, the tourism industry impacts economies worldwide, from small developing countries to established western states (UNWTO, 2015). In Britain, tourism is the second largest export industry, and employs 3 million people (Visit Britain, 2015). This is not to mention the socio-cultural influence the industry has on destinations (Okech, 2010; MacCannell *et al.*, 2013). Hence, the size and scale of the industry provides even more supportability to investigate tourism in RWC 2015 planning.

2.4.5.2 The Rational behind the Destination Perspective

Destination is a term synonymous with tourism and the development and management of places (USAID, 2011). Thus, when looking at how to define 'destination' as a term, tourism literature provides a good overview, "A country, a region, an area, or a local habitation; e.g. a city, town, village" (Harrill, 2009, p.449). Beyond this, a destination can be separated from another place by more than just geographical boundaries: **"**They have different geographic positions, geographic settings, development patterns histories, traditions, and societies" (Gunn, 2002, p.10). Therefore, adopting Gunn's (2002) definition to the context of this research project, a destination is a mix of tangible and intangible aspects attributable to a host town, city or region hosting a RWC 2015 sport event fixture. Page (2011) also suggested that a tourism destination is a complex mixture of symbolic and material parts, as alluded to in Gunn's (2002) definition.

When looking at more detail on what tourism literature regards as characteristics of a destination, these not only include the infrastructure required to host a sport event, but the potential to maximise the media exposure and business opportunities that could further develop the destination (Chalip and McGuirty,

2004; Chen and Funk, 2010). From this, it could be said that a destination concerns a related area, be that through identity, social, political or physical structures. For this research investigation, looking solely at the stadia would not be adequate when examining collaboration and the various industry structures that exist in the host places. Therefore, in this instance, a rigid destination boundary is not necessary; a RWC 2015 host destination is broadly referring to the city or town where the host stadia are situated. However, the richness of findings may benefit from examining RWC 2015 planners who operate across an area, e.g. county council as opposed to town councils; hence the destination perspective provides more flexibility to target the appropriate representation.

2.4.5.3 Tourism and Destination Management

In order to investigate the collaborative practices in RWC 2015 host destinations, the organisation and structure of tourism in the UK must be analysed. The distinction between the past and present structure of the tourism industry is taken from the Government Tourism Policy 2011, which outlines the Coalition Government's reorganisation of tourism (the pre-2011 organisation is explained further in Appendix 9). In summary, Regional Development Agencies (RDAs) and Regional Tourist Boards (RTBs), who were funded by the government to oversee tourism, were scrapped in favour of Local Enterprise Partnerships (LEPs) and Destination Management Organisations (DMOs) (Sandford, 2013). The changes in configuration and management of tourism were to encourage a move away from public sector involvement. In fact, the tourism reform aimed for LEPs, and consequently DMOs, to become financially self-sufficient and receive funds from membership fees, and occasionally grants (Penrose, 2011). In the research conducted by Coles, Dinan and Hutchinson (2014), the concern of tourism officials who were interviewed was that the private sector could not respond to all the gaps that would be left from public sector withdrawals. Hence, the recent structural changes to tourism further underpin the reason for exploring collaboration between sport, public sector and tourism respectively, in a sport event planning context.

2.4.5.4 Tourism and the Public Sector

The UK Coalition Government targeted a move for tourism to become more industry-led, to gain expertise and economic sustainability from the private sector (Visit England, 2015). The 2008 economic crash had a direct impact on the tourism industry through lower receipts, which eventually lead to the Coalition Government looking for a new structure that would reduce the public sector burden (Coles, Dinan and Hutchinson, 2014). That is not to say that tourism was not perceived as important to the government, as they recognised the socio-economic benefits (Dinan, Hutchinson and Coles, 2011). The Government Tourism Policy 2011 gave five reasons as to why tourism matters to the public sector and the UK as a whole. The five reasons include substantial economic injection in the UK, the possibility of spreading the benefits across the UK, job creation, regeneration and 'something more' (Penrose, 2011).

'Something more' was given in the Government Tourism Policy 2011 as "Tourism provides something extra which few other industries can offer: an opportunity to showcase our country's great heritage and national assets in a way which doesn't just delight our visitors but also improves our everyday quality of life" (Penrose, 2011, p.14). Even though the majority of government motivations to cultivate tourism in the DCMS 2011 report were founded in economic returns, the potential significance of representation capital was inferred through the value of the intangible asset of 'showcasing'. By pioneering the concept of representational capital, this study could contribute to the understanding of what that 'something more' is from the perspective of all the pinpointed industries involved in RWC 2015 planning.

2.4.5.5 Tourism and the Intangible

Tourism is intangible in its make up: "Tourism is therefore best conceptualised as a global process of commodification and consumption involving flows of people, capital, images and cultures" (Meethan, 2001, p.4). So, tourism is constructed from intangible elements: images and culture (some aspects of culture such as experience are intangible). Shaw and Williams (2004, p.24) discussed the intangible and tangible make-up of the tourism industry, "Tourism is distinctive

because of its particular combination of production, consumption and experiential characteristics." The intangible assets were deduced as experience and characteristics in this case. Shaw and Williams (2004) explained how the value structure of the tourism industry is complicated, because although we might not visit the Taj Mahal it still holds value, demonstrated in the likely outrage if it were destroyed. Hence, tourism is partly built on the commoditisation of intangibles, which insinuates that representational capital forms an important part of tourism industries revenue streams. Again, this is further evidence to support the inclusion of tourism in this research study.

Following on from this, in a critical synopsis, Hollinshead (2006, p.314) illuminated how Kirshenblatt-Gimblett (1998) proposed the idea that the intangible power of tourism has been overlooked: "In tourism (and in its adjunct arenas of performative activity), conflicts over matters of symbolic representation may not commonly be engaged in as openly and vociferously as more 'obvious' conflicts over economic resources tend to be." As outlined in section 2.4.3.2, economic gains are the prevalent topics of conversation in sport event discourse. Yet, if tourism as an industry is comprised of intangible parts, such as image (see section 2.2.2), then what value and influence do tourism representatives have in cultivating the symbolic worth generated by sport events? Hence, the potential importance of the research at-hand lies in the connection between collaboration and representational capital.

2.4.5.6 Tourism and Sport Events

As a sport event is the focal point of this study, it is important to surface the relationships between sport event literature and tourism. Kurtzman (2005) stated that sports are becoming part of holidays, and thus key to the tourism industry. Sports events now form a key offer in the tourism mix (Chalip, Green and Hill, 2003). One purported reason for this is that sport events enable tourism to showcase an authentic experience to reflect a destination (Hallmann and Breuer, 2010). Sport events also boost tourism, as the occasions have a pull on a variety of tourist typographies and can create a wider appeal for a destination (Yusof *et al*., 2009; Filo *et al*., 2013). In relation to a destination, sport events can allegedly

distinguish a place and set it apart in terms of tourism appeal (Filo *et al*., 2013). What can be drawn from these assertions is that the tourism industry can gain in many ways from sport events, as can destinations, particularly in regards to intangible value (e.g. destination image). Many of the benefits brought forward in this section show the interconnected relationship between tourism, sport events and intangible assets: showcasing experience, appeal and DI (Yusof *et al*., 2009; Hallmann and Breuer, 2010; Filo *et al*., 2013). This is just a snapshot of examples, as questions still remain as to whether this value is being leveraged by sport event planners, and if tourism providers are key planners in this context.

2.5 Chapter 2 Recap

Part 1 of the literature review focussed on collaboration as an emerging topic in social sciences, but highlighted the lack of formal frameworks in place to probe the intricacies of cooperation in a sport event and tourism context. This was a particularly illuminating discovery as tourism is an industry reliant on collaboration, and large-scale sport events inevitably require cross-industry working in host destinations. Collective action (CA) was found to be an established lens with which to inspect the concept, with an opportunity to develop knowledge, as CA has not been deployed in a sport event context prior to this research study. A framework was adapted from CA literature to identify collaboration, the criteria being five-fold: joint aims, joint practices, overlooking competition, shared results and resources applied in the same direction. The purpose of introducing these CA criteria was to delve into the detail of planning dynamics, to contribute significantly to knowledge in this area.

The discourse in Part 2 of the literature review underpinned the importance of intangible assets across numerous disciplines, as well as drawing out the potential of pioneering the concept of representational capital. In this study project, representational capital is defined as "The value attached to intangible assets", which signifies the intent to not just identify assets, but also assess their value. To-date, numerous sources implied that intangibles, such as destination image, are recognised as positive sport event benefits, yet no plans were uncovered in research to suggest that the range of intangible assets are being strategically harnessed.

The third part of the literature review noted that leveraging has already received attention in sport event literature, but the area where this study project seeks to contribute further knowledge is the maximisation of representational capital in RWC 2015 HSEs. In summary, the analysis of industry related debates highlighted that large-scale sport events can create substantial benefits for the hosts, both economically and through representational capital. However, intangible aspects have received little attention in comparison to tangible outputs, which supports the originality behind this research project's objectives. Also, to

move away from the saturated topic of sport event impacts, the focus was set on the RWC 2015 planning stages in order to investigate the collaborative mechanics of events.

CHAPTER 3
Methodological Considerations

This chapter sets out the methodological decisions that were made in order to investigate the study problem and sub-problems. The broad scope of philosophical stances available to guide the collection and analysis of data, along with the approaches selected, are justified according to their fit in this research inquiry context. The overarching purpose of this chapter is to acknowledge and rationalise where certain methods and techniques were favoured over others, and how these decisions benefited the research study.

Section 3.1 surfaces the methodological considerations in relation to each sub-problem. After this appraisal, section 3.2 and 3.3 cover the formulation of the study structure in regards to the qualitative approach chosen. Following on from this, the rationale for conducting the study project from a postpositivist viewpoint is deliberated. Section 3.6 and 3.7 then go on to defend the reasoning behind choosing the methods and modes of analysis; discussing the best fit of tools to probe collaboration, representational capital and leverage in this study inquiry. The chapter is rounded off by a discussion on the ethical issues and a recap of key points covered.

3.1 Introduction to Methodological Considerations by Sub-problem

As acknowledged by Neuman (2014), there are a plethora of methodological choices available to a social science researcher; so, there are a number of opportunities to make informed decisions to improve the execution of the investigation. The study problem and sub-problems note the three main areas of examination in this research study. Firstly, sub-problem 1 set out to explore industry collaboration at host destinations of the RWC 2015 fixtures. A suitable approach needed to be selected to uncover the collective input of the sport, public sector and tourism industries in RWC 2015 planning. Secondly, sub-problem 2 looked to examine representational capital, which required deep analysis into the planning phases of the RWC 2015 to discover the value attached to intangible assets at sampled HSEs. Thirdly, the objective of sub-problem 3 was to investigate leveraging, to ascertain how pinpointed industries worked towards maximising representational capital. This sub-section gives a surface overview of the initial decisions to be taken in regards to the sub-problems.

3.1.1 Methodological Considerations for Sub-problem 1

Sub-problem 1 - COLLABORATION

To ascertain levels of collaboration between sport, public sector and tourism industries in the planning stages of the Rugby World Cup 2015 at host destinations.

To ascertain the levels of industry collaboration at RWC 2015 host destinations, the most senior planners from the pinpointed industries were identified through targeted sampling (see section 3.6). From this, the ways in which the representative organisations from those industries shared ideas, practices and resources to deliver the RWC needed to be captured. In order to explore collaboration through the lens of collective action (see section 2.1.2), the joint interactions – or lack thereof – between planners needed to be analysed. Interviews are a commonly-used technique to obtain such rich insight (Rubin and Rubin, 2012). Further evidence was also required to gain the industry viewpoint

set out in sub-problem 1, such as secondary data in the form of strategy documents and media reports (see Figure 3.5).

3.1.2 Methodological Considerations for Sub-problem 2

Sub-problem 2 - REPRESENTATIONAL CAPITAL

To determine the significance given to representational capital by sport, public sector and tourism industry planners in the planning phases of the Rugby World Cup 2015 at host destinations.

As expressed widely through Chapter 2, representational capital is centred on the value of intangible assets. Table 2.2.1.1 (list of intangible assets) highlighted the breadth of assets that may be generated in a range of industry contexts. In the study project context, section 1.2.1 proposed that sport event planners may not always be conscious of the symbolic value that is available. Therefore, the methods employed to detect representational capital took into consideration multiple sources to seek the widest spectrum of intangible worth in RWC 2015 planning. Relying solely on one method to bring to the fore all possible intangible assets and their value would not reflect the broad significance given to representational capital by the industries in question. Furthermore, the selection of interviews and secondary data sources was taken to gather a richer understanding of RWC 2015 host destinations' overall emphasis on intangible value created by sport events. The greater the depth of investigation, the more credible the findings, particularly as the concept of representational capital was pioneered in this study project.

3.1.3 Methodological Considerations for Sub-problem 3

Sub-problem 3 - LEVERAGE

To investigate sport, public sector and tourism industry planners' strategies to leverage representational capital at Rugby World Cup 2015 host destinations.

Sections 1.6 and 1.7 discussed that this research study did not intend to engage in post-RWC evaluation, in order to move away from an impact analysis of the RWC 2015. Therefore, sub-problem 3 explored maximisation of representational capital from a planning perspective, to look at the mechanics of the leveraging process as opposed to a retrospective analysis. Interviews with key industry planners sought to illuminate on matters of collaboration and representational capital, which was designed to lead into drawing out information on plans to leverage these opportunities. Due to the likely time and access constraints with targeted executive level planners (see Table 3.6.2), industry debates from strategy documents and media reports were chosen to provide additional insight into the leveraging process in RWC 2015 host destinations (see section 3.5).

3.2 Adopting a Qualitative Approach

Before discussing the specific philosophical stances, method selection, and techniques that were applied, it is first necessary to give the overarching approach that guided this research investigation. The point of research is fundamentally to acquire understanding (Couch, 1987). In this study project context, the most effective approach is that which can give rich understandings of the issues put forward in the study and sub-problems around collaboration, representational capital, and leveraging in the planning stages of the RWC 2015. As suggested in section 3.1, and in response to questions raised in Chapters 1 and 2, an in-depth examination – that goes beyond confirming or rejecting whether targeted industries collaborate – was required to gain knowledge into the sub-problems. In exploring the interactions of industries and the value of intangibles, a qualitative research approach was employed to delve into the detail of these issues.

Qualitative research emerged strongly in the twentieth century and started to challenge the previously established dominance of positivist and quantitative approaches (Silk, Andrews and Mason, 2005). The qualitative line looks to move away from the more measurement-focussed quantitative research that is synonymous with the natural sciences (Tesch, 1990). As shown in Chapter 2, this research investigation is multidisciplinary, and touches upon a multitude of areas within social science. Denzin and Lincoln (2008, p.3) made an assertion that goes someway to supporting the selection of a qualitative inquiry in light of the multidisciplinary angle of this research study, "Qualitative research is a field of inquiry in its own right. It crosscuts disciplines, fields, and subject matters." Thus, the best fit for this study project was one of flexibility and inclusivity, afforded by the qualitative approach, to incorporate the multidisciplinary nature of the research project. Discourse from Chapter 2 showed that this research study has borrowed from various fields, exemplified by the discussions around intangible assets and collective action, to name a few. Furthermore, inclusivity needed to be taken into consideration when exploring new phenomena and pioneering the concept of representational capital, because the research setting was relatively unknown.

Following on from the shift away from quantitative research agendas acknowledged by Silk, Andrews and Mason (2005), it must be noted that the researcher is aware that qualitative and quantitative approaches are not dichotomous, it is not a yes/no decision, nor are they the only two branches that a research study can choose from. Indeed, mixed methodologies combining both qualitative and quantitative approaches can be advantageous (Creswell, 2014), as can the multitude of possible approaches available under the qualitative umbrella (Jamal and Hollinshead, 2001). In certain texts, interpretive inquiries have been strongly aligned with or even proposed as tantamount to qualitative research, and in some cases interpretivism has been categorised as a paradigm in its own right (Amis, 2005; Jennings, 2010; Henderson, 2011). However, the focus was initially on addressing the study problem: for example, how best to draw out the levels of collaboration in RWC 2015 host destination through the appropriate approach.

According to Denzin and Lincoln (2008), one objective of qualitative research is to give rich description to a phenomenon or issue under investigation. Through the utilisation of multiple methods, researchers can accrue multiple perspectives in order to make informed interpretations (Jamal and Hollinshead, 2001; Denzin and Lincoln, 2008; Ritchie *et al*., 2014). Creswell (1998) also suggested that a strong qualitative approach should allow for emergent themes and information. This research project required such rich description, as the topics under scrutiny are emergent and need more than a superficial examination to probe the interactions and discourse of sport, public sector and tourism industry planners.

The tables in this section use quantitative research as a type of benchmark. The purpose of this decision is to show the breadth of approaches open to the researcher. Table 3.2a sets out six main objectives of a qualitative research inquiry. This is then compared to a generalised quantitative approach, and then a justification is given for adopting a qualitative approach in this study context. In summary, the decision to choose a qualitative approach for this research inspection was because the main purpose of the project at-hand parallels the in-depth understanding required to extract rich understandings from the RWC 2015 planning phases.

In order to rationalise the selection of a qualitative approach in greater depth, it is necessary to discuss the characteristics of a qualitative research study: in regards to the environment in which the inquiry is conducted, the ways in which the examination is executed, and the nature and analysis of outcomes. Table 3.2b utilises a quantitative study to show the possible diversity of approaches available. Importantly, the characteristics of a qualitative research inquiry are then identified in the proposed development of this study project. For example, the research setting of RWC 2015 host destinations has already been given as the context for the study at-hand, but further justification is required to evidence how the qualitative approach fits in with the overall research investigation remit.

Table 3.2a – Justification for Selecting a Qualitative Approach

	Qualitative	Quantitative	Selection for Study Project
Objective	Achieve a detailed, in-depth understanding	Achieve a quantifiable output that applies to a broad population	Qualitative – Achieve a detailed, in-depth understanding of the main concepts at targeted RWC 2015 host destinations
Purpose	To uncover the who, what, why, how, when and where of an issue	To quantify an issue	Qualitative – To unearth the key industries involved in RWC planning, the value given to intangible assets and how this is leveraged during the planning phases at host destinations
Data	Predominantly textual	Predominantly numerical	Qualitative – predominantly textual data (transcripts, media articles, reports) gathered from interviews and secondary data sources
Study Population	Compact sample preferred	Large sample preferred	Qualitative – sample limited to RWC 2015 host destinations, not wider population of all sport event host places
Data Collection Methods	Include interviews, observations, focus groups etc.	Include surveys, questionnaires, tests etc.	Qualitative – qualitative methods preferred over 'counting' methods, as study is looking to probe for emerging themes and discourse between industry planners
Analysis	Predominantly interpretive	Predominantly statistical	Qualitative – interpret information from multiple sources to address the concepts of collaboration, representational capital and leveraging, building findings around supportable data and presenting information in text form

Sources: Hennink, Hutter and Bailey (2011); Jones (2015)

Table 3.2b – Characteristics of Qualitative Research

Common Characteristics of Qualitative Research	Fit in the Study	Quantitative Research Comparison
Conducted in a Natural Setting	Host destinations of the RWC 2015 are natural settings; the environments are not controlled by the boundaries of the research project, or manufactured.	Often controlled research environments, e.g. laboratories
Multi-methodological	Using a multi-methodological approach means that numerous sources can be drawn upon to build supportable arguments. This may be important to overcome issues of access with interviewees.	Predominantly use one-off quantitative methods, e.g. a survey
Emergent	The research inquiry at-hand is exploratory in its inspection of collective action at RWC 2015 host places, and also in the pioneering proposal of representational capital.	Often emergent nature of studies limited by hypotheses
Interpretive	The research inspection is inductively investigating emergent areas; therefore the findings are interpreted rather than measured. Drawing on multiple sources is necessary when making the most informed interpretations possible.	Decisions and analysis tend to be structured to ensure minimal opportunities for interpretation, e.g. using scales for measurement or predetermined categories
Contextual	The research investigation is situated in a sport event context, specifically in RWC 2015 host destinations. This context is integral because there is potential for the host destinations to produce a diversity of findings to assist in understanding.	Often try to limit context and work in a controlled, neutral environment

Sources: Creswell (1998); Denzin and Lincoln (1998); Marshall and Rossman (2011)

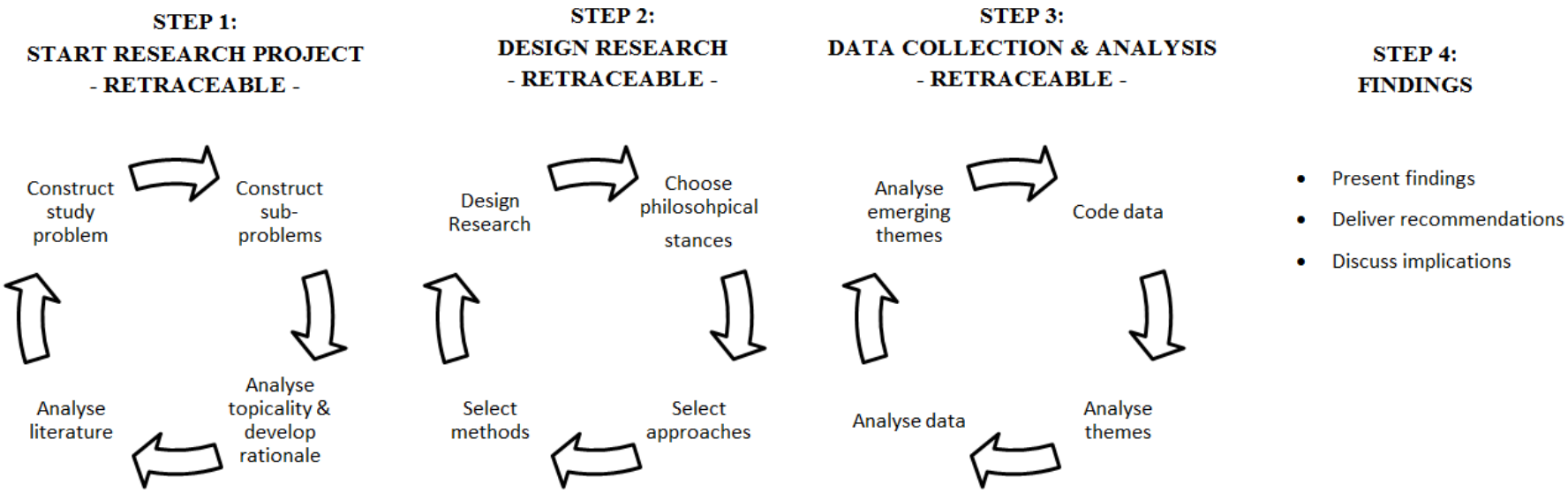
3.3 Research Design

The purpose of any research design is to highlight how the methodological decisions are taken in light of the concepts and contexts put forward in the study problem. More specifically, the research design for this study project indicates how the processes and frameworks chosen, provided the structure of a research study that can probe – in detail – collaboration, representational capital and leveraging in RWC 2015 host destinations. A research design can be based on a study that has covered a similar topic; but, as this research inquiry is emergent the design is not comparable to others. Section 3.2 covered the reasoning behind choosing a qualitative approach; the following discussion starts with the practicalities of applying this approach and the inductive rationale selected.

3.3.1 The Qualitative Research Cycle

Figure 3.3.1 shows the qualitative research process that guides the structure of the research design in this study project. The cyclical process is reflective of the flexible nature of a qualitative inquiry (Hennink, Hutter and Bailey, 2011; Patton, 2011). The reason the cyclical process was adopted is because the investigation at-hand probed unknown territory in some areas, so a less linear structure meant that steps could be retraced where necessary. The pertinence of this less fixed cyclical process is that it encourages analysis and reinterpretations when potential new themes emerge, as depicted in Figure 3.3.1. When pioneering representational capital, themes could materialise that were not previously considered, so the data could be recoded or reanalysed in light of these emerging discoveries.

Figure 3.3.1 – The Study Project's Applied Qualitative Research Cycle



Sources: Adapted from Leedy and Ormod (2010); Hennink, Hutter and Bailey (2011)

3.3.2 Application of Inductive Process in Research Project

The chosen inductive process was defined by Jones (2015, p.30): "Inductive research is more often associated with interpretative or post-positivist studies. Here, the pattern is to collect data, and analyse that data to develop a theory, model or explanation." Thus, the inductive process linked into the exploratory and emergent nature of this study project, where the findings were drawn from the data collected, as there were very few 'knowns' at the initial stage of the inquiry. This means that findings were extracted from the data collection in this study context, i.e. the RWC 2015. Conversely, deductive reasoning would stipulate that the study sub-problems would become hypotheses about the three main concepts (collaboration, representational capital and leverage), which would then be tested to disprove or prove the conclusions made. However, as mentioned in Chapters 1 and 2, there has been limited research into the study problem topics so hypothesising on these topics would be misguided and founded on guesswork. Hence, the option to apply an inductive process, and reject a deductive process was taken.

3.4 Paradigmatic Assumptions – Postpositivist Standpoints

Kuhn was the first person to bring the word paradigm to prominence in research literature, with the aim of drawing attention to the way research is philosophically guided (Guba, 1990; Neuman, 2014). The following discussion highlights the array of philosophical perspectives available to a researcher. Much like the approaches that can be applied to a research context (e.g. qualitative approach), philosophical standpoints should also be selected because of their fit with the inquiry at-hand (Patton, Higgs and Smith, 2011). Until the late twentieth century, positivism was the dominant paradigmatic position in natural and social science (Hunt, 1991). However, recent developments have led to a spectrum of philosophical underpinnings gaining greater prominence, especially in qualitative research investigations. This research study operated under postpositivist standpoints, rationalised further through explaining the ontological, epistemological, and paradigmatic stances that were adopted. The key influences and debates from philosophical literature were incorporated into the decision-making process.

3.4.1 Critical Realist Ontology

Primarily, it is necessary to determine what is meant by ontology and how this concept functioned in this research inquiry context. Put succinctly, ontology is the nature of reality (Denzin and Lincoln, 1998; Pernecky, 2007; Jennings, 2010; Easterby-Smith, Thorpe and Jackson, 2012; Neuman, 2014). More precisely, ontology is attempting to address what can be known about reality in a research situation (Pernecky, 2007). So, relating this to the study problem, the wider issues were around the reality of collaboration, representational capital and leveraging in the case of the RWC 2015. The spectrum of ontological standpoints stretch from realism to nominalism, i.e. there is a definite reality that exists to the position that there is no reality - only labels that individuals attribute to phenomena (Easterby-Smith, Thorpe and Jackson, 2012).

Figure 3.4.1 aims to give a visual depiction of the ontological scale available for application in this research inquiry. To determine the most appropriate ontological fit for this study project, ontology is discussed in light of the RWC 2015 context to justify the decisions made. Realism is a standpoint that asserts there is only one truth and it can be meaningfully captured (Silk, Andrews and Mason, 2005; Guba and Lincoln, 2005; Bryman, 2008; Easterby-Smith, Thorpe and Jackson, 2012). For example, this would mean that when exploring RWC 2015 planning, a collaboration would either exist or not, and individual industries would not have an opinion as to whether they were part of this collaboration, as the reality is external to their viewpoint. The realist ontological position would therefore reduce the understanding around levels of collaboration set out in study sub-problem 1. Another reason that this fixed position on reality is not congruent with this research project is that this investigation attempted to gain industry viewpoints, through interviewing individuals and supported with secondary data. Thus, interpretations needed to be made by the researcher: meaning that certainty of an absolute reality could not be claimed. Furthermore, the study project adopted a qualitative approach (see section 3.2), which is acknowledged to be grounded in messy and complex environments (Sinkovics and Alfoldi, 2012); again, moving away from being able to claim to know the exact reality.

Conversely, relativism takes an alternative position by accepting that there are multiple realities, socially created (Guba and Lincoln, 2005). In terms of the study problem, relativist ontology would put forward that each industry perspective of the three sampled would be realities in their own right. Thus, there would not be one unified reality that those industries function in, that could be presented in the findings. Beyond this, nominalism would render the study problem pointless by suggesting that there is no reality, just individual perceptions of phenomena, where no reality or truth exists externally. Therefore an effort to understand collective action in a RWC 2015 host destination would be a futile exercise from a nominalist stance.

The examination into collaboration required the gathering of industry perspectives, with the objective of illuminating collective practices. Hence, the focus was to understand joint endeavours in RWC 2015 planning from the most informed universal standpoint possible, rather than address the study problem from the viewpoint of multiple realities. Thus, relativism was not the best fit for this research study. Consequently, from assessing the project context, critical realist ontology was deduced as the most appropriate.

Critical realism (CR) can be defined as "'real' reality but only imperfectly and probabilistically apprehendible" (Lincoln, Lynham and Guba, 2011, p.98). CR acknowledges that there is always an underlying reality to be known (Patomki and Wight, 2000). Figure 3.4.1 highlights that the CR standpoint sits between relativism and realism, albeit closer to the realist ontological position. This is a deliberate depiction, as critical realism agrees that there may be just one reality (Denzin and Lincoln, 2008). However, the difference with realism and CR is that critical realism purports that the researcher is a human, therefore, flawed (imperfect) in their apprehension of examining said reality (Guba, 1990). So, reality was not exactly captured in this research study because the researcher is always flawed in their assessment and presentation of reality, due to human nature. This viewpoint is sympathetic to relativism, in the acknowledgement of the researcher in this interpretative process. In fact, Easterby-Smith, Thorpe and Jackson (2012) described critical realism as realist ontology with a relativist twist, further supporting the positional assertions made in Figure 3.4.1.

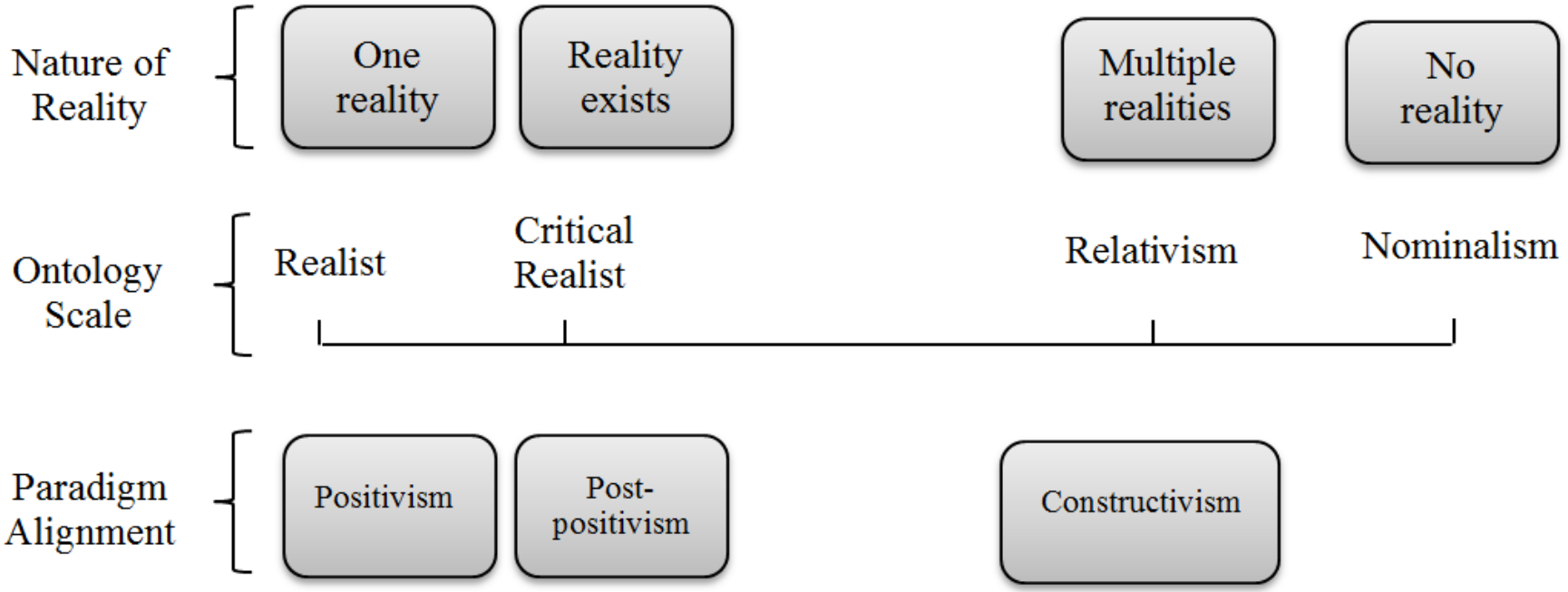
Further justification for the selection of CR lies in the study project context. Platenkamp and Botterill (2013) suggested that the purpose of CR is to garner a multitude of voices with the objective of presenting a united perspective. This strongly fits with the line of inquiry set out in the study sub-problems, which required a detailed inspection into industry voices, from multiple sources, to propose findings on the phenomena under scrutiny. However, Pernecky (2014) contested that the CR ontology only allows for black and white reasoning. This statement was strongly refuted by Botterill (2014), and as one of the leading voices in critical realism literature, he suggested that CR still affords in-depth

understanding through assessing the messages from multiple voices to make informed choices. The study problem stated that the investigation aimed to probe three industry perspectives, so multiple voices were targeted. Hence, the purpose of the study problem was to make informed interpretations of these voices to gain a 'universal' perspective on the three concepts, where possible. Therefore, Botterill's assertions of presenting a united perspective through CR applied to the objectives of this research study.

As mentioned in section 3.2, a qualitative approach was chosen, thereby acknowledging a potentially complex reality of RWC 2015 planning. Thus, from a practical perspective, the research study was designed to delve into under-researched areas of collaboration and representational capital, so the ontology chosen had to capture the possible depth and plethora of perspectives on offer. Without adopting a critical realist stance, the research project may have been limited in regards to the depth of examination and the subsequent presentation of findings as industry collaboration (rather than individual collaboration).

Neuman (2014, p.94) stated that critical realism is often applied to deal with messy reality: "A sub group of realists, critical realists, modify this assumption. They say that it is not easy to capture reality directly and that our inquiry into reality 'out there' can easily become distorted and muddied." This further supports Botterill's (2014) argument that CR can move beyond black and white understandings. The field of investigation in RWC 2015 HSEs may well be complicated, but CR supported a flexible pursuit of reality, with the overall aim of delivering the most comprehensive picture of reality available. At this point, relativists may argue that their ontological viewpoint also affords flexibility. However, the study problem was centred on uncovering destination and industry level understandings drawn from key planners, as opposed to presenting individual planners perspectives. As a result, relativism was rejected, as the position would forsake industry level suppositions.

Figure 3.4.1 – The Ontological Scale and Nature of Reality



Sources: Guba and Lincoln (2005); Jamal and Everett (2007); Easterby-Smith, Thorpe and Jackson (2012)

3.4.2 Modified Dualist Epistemology

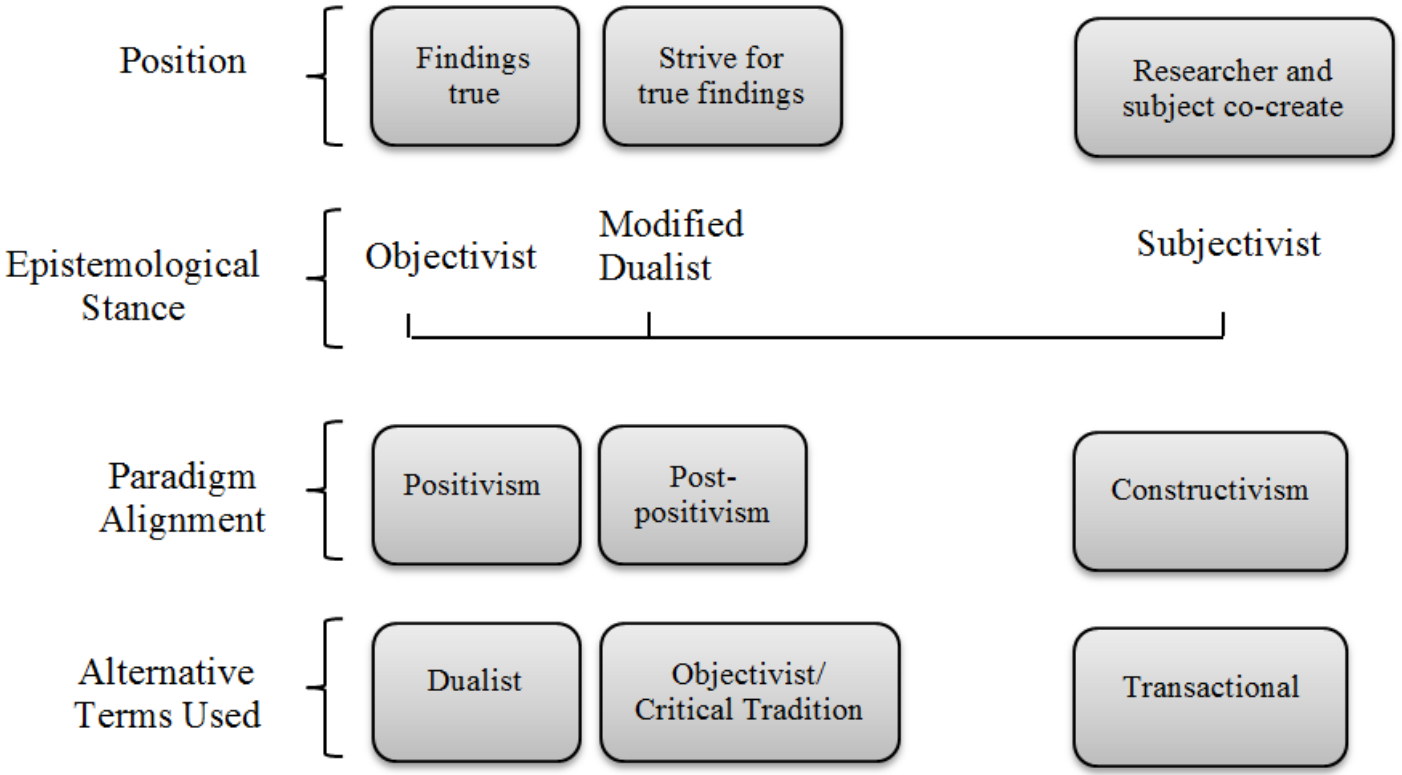
Broadly, epistemology is how we seek to know the world (Denzin and Lincoln, 1998); the 'we' in a research context pertains to the way the researcher aims to gather knowledge on the key issues unearthed. More specifically, Jennings (2010, p.36) gave the definition of epistemology as "The relationship between the researcher and the participants/subjects/objects." This relationship can be identified at a basic level by whether a researcher adopts a subjective or objective position with regards to the study subject. Similarly to the spectrum of ontological stances expressed in Figure 3.4.1, epistemological standpoints are often more complex than either objective or subjective relations between the enquirer and the known (Kuhn, Cheney and Weinstock, 2000). In this study project, in line with the research ideology (see section 3.4.2.2), the investigation needed to adopt an epistemological stance reflective of the methodological and ideological standpoints.

Table 3.4.2.2 shows that the researcher sought to limit the impact on the research setting. So firstly, the aforementioned spectrum of choices, ranging between objective and subjective positioning of the researcher, must be deliberated in light of the researcher's relationship with the setting. Figure 3.4.2 shows the key epistemological viewpoints, the paradigms associated with the positions and the terms utilised to describe these stances. The objectivist standpoint affirms that researchers do not influence the research environment and therefore the findings are considered 'true' (Guba and Lincoln, 2005). Furthermore, Rand (1990) suggested that an objectivist epistemology should encourage the belief that conceptualisation is possible. This standpoint did not fit the research design of this study project, as the objectivist epistemology does not accept the possible bias and inevitably interconnected nature between the researcher and the inquiry. Alternatively, the subjectivist epistemology recognises that bias exists in the relationship between the study and the known. However, the subjectivist epistemology notes that there can be no known truths, and the researcher is part of the process (Morgan and Smircich, 1980; Burr, 1995; Lee, 2012). Therefore, the subjectivist stance was not selected because embeddedness with participants was

not strived for, nor was the position that there are no known truths conducive to surfacing industry suppositions on collaboration.

The postpositivist perspective is commonly linked to the modified dualist epistemology (Guba and Lincoln, 2005). The modified dualist epistemology accepts that the researcher enters the research environment, but objectivity is strived for wherever possible (Guba and Lincoln, 2008). Hence, for this study project the decision was made to operate within the modified dualist epistemology. Postpositivism is discussed in more detail in section 3.4.3, but the epistemological stance of postpositivism was closely associated with this study inquiry's ontology: i.e. the acknowledgement of inevitable subjectivities coupled with the aim to strive for objectivity and to disclose subjectivities in a transparent fashion. Contextually, for example, when the study project was conducted the researcher was not immersed or an active participant in industry collaboration in the RWC 2015 host destinations, but sought to gain the necessary knowledge without bias wherever possible.

Figure 3.4.2 – Epistemological Standpoints, Terminologies and Paradigm Alignment



Sources: Lincoln and Guba (1985); Guba and Lincoln (2005)

3.4.2.1 Modified Dualist Epistemology and Reflexivity

As discussed above, the epistemological stance adopted for this research study aimed to limit the impact of the researcher on the research setting, to strive for objectivity (modified dualist). In this context, the focus was to gain understandings of industry collaboration rather than that of the individual planner at RWC 2015 host destinations. A key point that has been repeatedly mentioned in section 3.4 so far is the acknowledgment of researcher bias. Thus, this sub-section discusses reflexivity to display further transparency in this research study process. Hennink, Hutter and Bailey (2011, p.19) defined reflexivity as "A process that involves conscious self-reflection on the part of researchers to make explicit their potential influence on the research process." Therefore, the researcher had to be aware of personal bias and assumptions and communicate them to the reader. Thus, section 1.8 sought to surface any assumptions made by the researcher and communicate them to the reader, but more pivotally, to encourage the researcher to recognise their own bias in the development of the study project. Guba and Lincoln (2008) argued that the researcher must engage throughout the research process, continuously assessing their effect on all aspects of the study. However, the level of reflexivity present in any study varies, depending on the topic and methodological perspective.

The researcher concedes that the project in question inevitably succumbed to biases. For example, the chosen phenomena of sport events were selected because of personal interest and experience. However, as fitting with the postpositivist critical realist ontology, the researcher sought to minimise the impact on the research setting where possible, whilst remaining vigilant to report the reflexivity that materialised. Reflexivity was most likely to surface during the semi-structured interviews, where at times the researcher had to engage and volunteer personal experiences to draw out responses on certain topics from the respondents. The use of partly pre-determined topics, along with the researcher's consciousness of their potential influence, was an attempt to limit the instances that interviewees were led or swayed by the opinions of the researcher. As justified further in section 3.8, extracts from the interview transcripts are available

in Appendix 14 to build transparency around the relationship between the researcher and the inquiry.

3.4.2.2 Research Ideology and the Impact on the Research Setting

The purpose of this sub-section is to link the methodological approach of the research inquiry with the key ideological standpoints. Ideology can relate to the social, cultural, economic and political systems of a society (Social Research Glossary, 2014). The origination of the term ideology came from Destutt de Tracy who worked on the notion of a 'science of ideas', looking at ideas that emerged from individuals interacting with their environment (Hart, 2002). In this case, the ideological standpoint refers to the later interpretation of how ideas emerge and interact within the research setting. Thus, the research ideology for this study project was formulated around the ideas, i.e. the three main concepts set out in the study sub-problems, and the prospective impact on the research setting.

Table 3.4.2.2 looks to bring to the fore the ideological stance and methodological requirements, in light of the potential effect on the research setting. This was an important consideration in the selection of appropriate methods, which is addressed in greater detail in section 3.5, as well as in consideration of the ontological and epistemological standpoints selected. From Table 3.4.2.2, it was expected that the researcher's presence did not bias data collection, as a result of the methodological decisions made and by the researcher entering the setting.

Table 3.4.2.2 – Research Ideology and the Prospective Impact on the Research Setting

Statement of Ideology	Presence of Perceptions at Research Setting	Impact on Research Setting Dynamics
Sub-problem 1 Consider the possibility of applying a coherent lens to view collaboration at RWC HSEs	The practices and visions of pinpointed industries on the levels of collaboration at RWC 2015 host destinations targeted	The researcher's presence would not appreciably alter the function or environment of the possible interactions between industry representatives when collecting data as the researcher would not be embedded in any of the organisations for any significant amount of time
Sub-problem 2 Explore the worth attached to intangible assets generated by the RWC 2015	The views and valuations of pinpointed industry representatives of sampled RWC 2015 host destinations critical to study sub-problem 2	The researcher's presence would not appreciably alter the identification or valuation of representational capital assets by industry representatives when collecting data as semi-structured interview questions were selected to avoid leading participants
Sub-problem 3 Investigate the leveraging strategies, or lack of, utilised by RWC 2015 planning industries	The strategies employed by pinpointed industries to leverage the potential representational capital created at RWC 2015 HSEs sought after	The researcher's presence would not appreciably alter the processes and strategies of industry representatives when collecting data as the researcher would not suggest any strategies to participants, or offer any examples in interviews

3.4.3 Postpositivism

As mentioned in Section 3.2, this research study selected a qualitative approach, broadly meaning that the aim of the research was to investigate the nuances, intricacies and interactions of phenomena. Qualitative research can be multi-paradigmatic (Denzin and Lincoln, 2008); thus, there are no set paradigms that must be used for this approach. Sections 3.4.1 and 3.4.2 gave the critical realist ontology and modified dualist epistemology associated with the postpositivist paradigm. To situate the research at hand paradigmatically, it was first necessary to understand what is meant by the term paradigm. Section 3.4 acknowledges Kuhn's role in bringing the term paradigm to prominence, Guba (1990) also reported that Kuhn had over twenty different meanings and applications for the word. This study inquiry used Guba's (1990, p.17) classification for paradigm as a "Basic set of beliefs that guide action." Lincoln and Guba (1985) further noted that a paradigm encompasses the corresponding methods of those beliefs. Thus, the following discourse discusses postpositivism in regards to the beliefs that guide action in this sport event context.

3.4.3.1 The Postpositivist Paradigm

The main contemplation of alternative paradigmatic stances is undertaken in section 3.4.3.2. However, to better understand the development of the postpositivist paradigm, it would be prudent to give a brief background to positivism. Positivism is associated with the natural sciences and is rooted in the work of Rene Descartes in the early to mid-1600s (Jennings, 2010). However, the formalisation of positivism into a recognised paradigm for scientific enquiry really only developed in the last 150 years (Jennings, 2010; Easterby-Smith, Thorpe and Jackson, 2012). In the mid-1900s there was a shift, as natural science investigation began to explore the "unobservable mechanisms in science" (Phillips, 1990, p.33). Consequently, many researchers felt that concessions needed to be made, in so far as it was no longer plausible for findings to be sought solely from the observable (Phillips, 1990). Hence, the postpositivist paradigm was brought to the fore, for researchers to take a less definitive decision on methodological issues than those stipulated in positivism. Postpositivists ceded to

the possibility that there were phenomena to be studied that could not be measured or collected empirically, but where viable the researcher would remain objective (Jennings, 2010). Table 3.4.3.1 highlights the key differences in characteristics between positivism and postpositivism, with the intention of being able to show the development in the assumed positions.

Table 3.4.3.1 – The Characteristic Differences between Positivism and Postpositivism

Four Key Characteristics of Positivism	The Emergent Characteristics of Postpositivism	Fit in Research Study
Quantitative Methods	Multiple methods	Multiple methods required to probe emerging phenomenon and increase supportability of findings
Observation = Truth	Truth is never known but approximated	Striving for truth but accepting bias is inevitable
Hypotheses testing	If more suitable theories emerge then it is accepted, as what was discovered originally is not always absolute	Drawing out findings from inductive approach
Value free environment	Remain objective where possible, but acknowledge that research is subject to researcher assumptions and biases	Remain objective by identifying assumptions at the beginning of the research process

Sources: Phillips (1990); Jamal and Everett (2007); Bryman (2008); Denzin and Lincoln (2008); Jones (2015)

Whilst recognising the development of postpositivism as a counter to the rigidity of positivism (Guba, 1990), it is also necessary to elaborate on why the choice to operate under the premise of postpositivism was taken. Eisner (1990) suggested that paradigms have implications, in practice and conceptually. Therefore, is it necessary to deliberate the key features set out in Table 3.4.3.1 in the context of

the research inquiry. The main phenomena under investigation were collaboration, representational capital and leveraging. The areas to be probed were emergent, especially in a sport event arena. Hence, characteristics such as multiple methods, designed to capture as much of reality as possible, assisted in the effort to understand representational capital for example. Truth in this research investigation could not be known with certainty because the research was situated in natural settings. For instance, collaboration in RWC 2015 destinations was set out to be captured from various viewpoints, meaning interpretations were necessary. This study project overlaps with positivism in so far as the attempt to limit personal impact on the research environment. However, postpositivist tenets acknowledge that this cannot be guaranteed, as the researcher was required to make interpretations.

3.4.3.2 Paradigm Comparison

The reasons for selecting postpositivism for this study project were put forward in section 3.4.3.1, but, to fully justify this choice, an informed debate must show why other paradigms were rejected. In social sciences, and especially in the field of qualitative research, Denzin and Lincoln are considered seminal authors. They built on the work undertaken in *Naturalistic Inquiry* (Lincoln and Guba, 1985) and the *Paradigm Dialog* (Guba, 1990). Over the past two decades, multiple authors have discussed a range of paradigms with tailored ontologies and epistemologies which a researcher can select from: Interpretivism (Amis, 2005; Jennings, 2010), Hard Interpretivism (Grix, 2010), Feminism (Denzin and Lincoln, 2005; Babbie, 2013); Marxism (Bailey, 1994; Denzin and Lincoln, 2005).

The following discussion examines postpositivism against two of the most prevalent paradigms: positivism and constructionism (Denzin and Lincoln, 1998; 2000; 2003; 2005; 2008; 2011). In Appendix 10, there is an overview of the main paradigmatic positions and how they differ, to further elaborate the following discussion. As stated by Guba (1990), there is not a perfect paradigm, one paradigm does not trump others or suit all research. For example, positivism has merits in social sciences when value-free research is required to test ideas and

models (Bryman, 2008). Additionally, positivism can more easily substantiate robustness and evidence validity and reliability (Denzin and Lincoln, 2005).

Positivism also has weaknesses that strengthen the selection of postpositivism for this study project. Firstly, positivism seeks to remove the subject itself from environment and context (Davies, 2003), whereas RWC 2015 host destinations were fundamental to illuminating the study problem. Secondly, positivist preference for being correct (i.e. finding the truth), over thick description, did not fit with the exploratory and emergent focus of the study inquiry (Guba, 1990; Davies, 2003). Thirdly, it is alleged that positivist research pursues the 'perfect' piece of research, but this may be at the expense of relevant information being omitted (Guba, 1990). Again, this study project was reliant on utilising all available data to support the examination, rather than being right. Overall, the basic objectives of positivism do not match the exploratory nature of an investigation into collective action and potential intangibilities of RWC 2015 planning.

Postpositivism might be seen to be moving towards a more interpretive standpoint, as the paradigm does share similarities with constructionism. There are a number of crossover characteristics given in this paragraph that emphasise the fine margins in paradigmatic decision-making at times. One area that united postpositivism and constructionism in this study project was questioning certain knowledge (Firestone, 1990). Another likeness was that researcher judgements were afforded, in this case through informed interpretations, where researcher expertise could benefit the study (Firestone, 1990). Also, generalisations were deemed uncertain (Bisman, 2010); a notion echoed in section 1.6 for study project limitations. The key subtlety that differentiates these two paradigms is the degree to which these factors were accepted. For example, certain knowledge was rebuffed but strived for in this postpositivist research study, in an attempt to gain an industry level understanding of collaboration for instance, which would be rejected in constructionism.

Following on from this, there are fundamental differences between constructionism and postpositivism. In regards to constructionism, the knowledge

gathered tends to reflect that of an individual (Denzin and Lincoln, 2005), and the researcher's participation and input is encouraged and valued (Guba, 1990). As stated in the study problem, the research investigation aimed to uncover industry perspectives, converse to the approach of constructionism. Schwandt (1994) recognised that the level of criticality may suffer if the researcher is integral to the co-creation of knowledge. Hence, the postpositivist modified dualist epistemology was adopted in this study inquiry. These differences supported the reasoning behind selecting postpositivism over constructionism for this study project.

3.4.3.3 Strengths of Conducting a Postpositivist Study

All paradigms have positive and negative connotations, and as purported by Firestone (1990), the researcher must accept some comprises when it comes to paradigm selection; postpositivism is no exception. The advantages of this research project being led by the postpositivist paradigm were numerous. One of the most fundamental strengths was the paradigmatic flexibility when it came to accepting the ever-changing and developing nature of findings, which in turn accepted that new and possibly better information may emerge after the study is complete (Phillips, 1990; Ryan, 2006). A postpositivist study – through the lens of a critical realist ontology – works under the agreement that there is no reason to dismiss data or move away from probing complex phenomena (Alvesson and Skoldberg, 2009). In relation to the subject area in question, the lack of in-depth research surrounding representational capital and cross-industry relationships required the researcher to forge into relatively unknown territory. Additionally, postpositivism can adopt a multi-method approach, which is particularly pertinent when examining potentially pioneering concepts in unknown fields. Postpositivism goes some way to allaying the concerns that Guba (1990) levelled at social science paradigms in that they can lose rigour, because the ontology chosen means that rigour and rich understanding were still aimed for in this study project.

3.4.3.4 Criticisms of Postpositivism

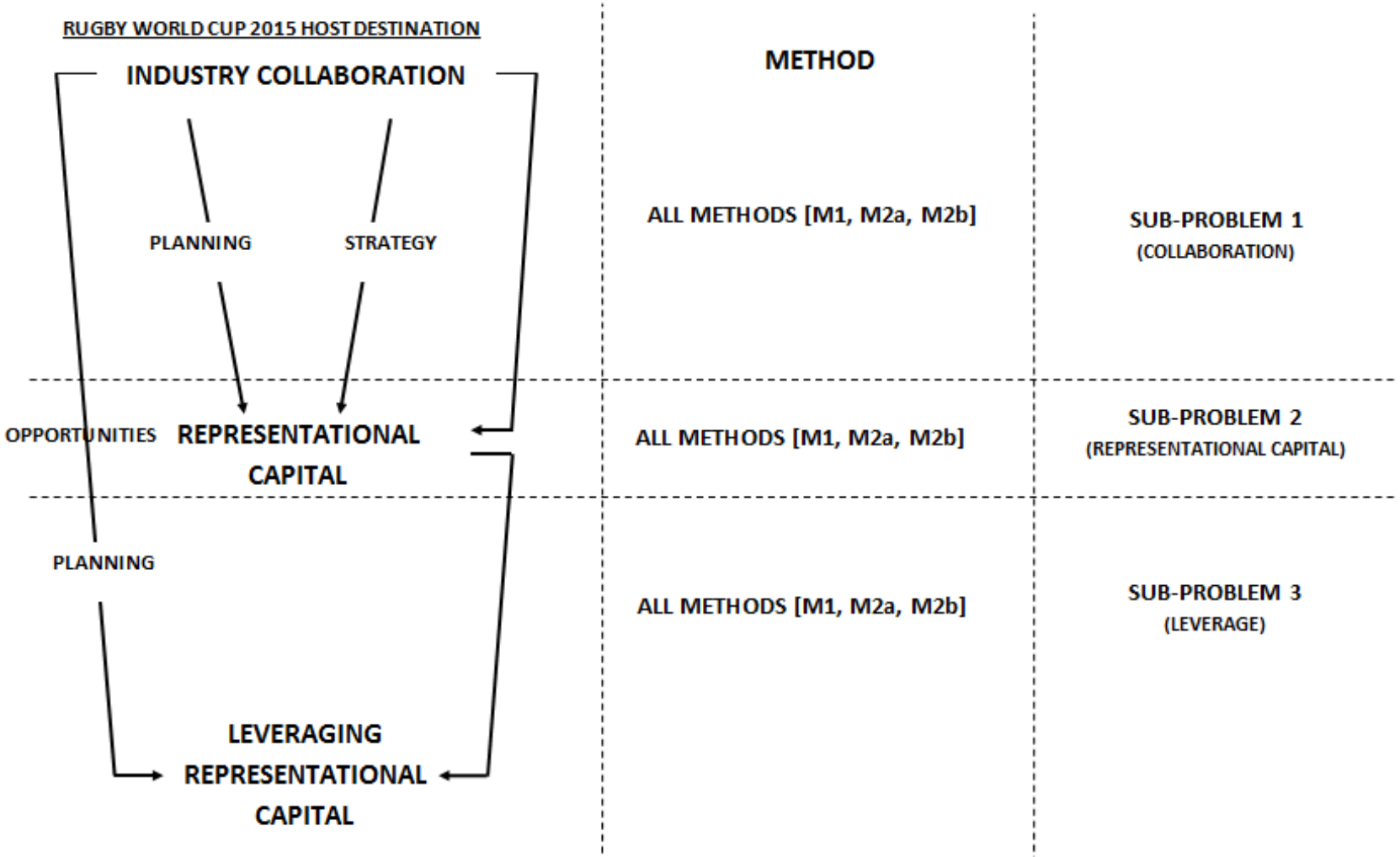
A disparagement levelled at positivism is the tendency for the research conducted under this standpoint to aspire to 'perfection' (Guba, 1990). This may be because of the ontological assumption that a reality exists, which is a belief partly shared with postpositivism. This perfection in positivism extends to the interaction with the research subjects and setting, where minimal interaction and impact on the research setting is desirable (see Table 3.3.3). Conversely, this research study aimed to inspect collaboration, representational capital and leverage in its natural setting (RWC 2015 host destinations), where the context may deliver a diversity of findings that would not be afforded in a positivist study.

Another criticism pointed towards postpositivism by Denzin and Lincoln (2008), is that it is the paradigm where 'everything goes' in terms of the ontological and epistemological standpoints. Postpositivism has been criticised as being a patched-up version of theoretical and philosophical perspectives (Lapid, 1989). However, this research project aimed to combat the alleged loose philosophical framework by considering each paradigmatic decision critically before implementation, demonstrated in this chapter and continued in Chapter 4 when reflecting on the pilot study process. This section has clearly discussed the ontological and epistemological stances that guide this research investigation, in order to move away from an undefined philosophical scaffolding; a point particularly pertinent to an exploratory study. This transparent and somewhat structured approach is further demonstrated in method selection (see section 3.5).

3.5 Method Selection – Rationale, Techniques and Application

There are a range of methods available for a qualitative research project (Hennink, Hutter and Bailey, 2011). This section discusses the philosophical rationale behind the methodology, as well as detailing the practical considerations of the methods selected. The methods chosen for this research study were semi-structured interviews and secondary data analysis. A justification of method selection included contextual reasoning relating to the study problem, with a view to substantiating the decisions behind the application of certain methods and techniques. Subsequent analysis of the chosen methods also incorporates an overview of method strengths and weaknesses and how these were planned to be maximised and limited when collecting data. The aim of this section is to develop previous debates on the importance of a multi-method approach in a postpositivist study project. Figure 3.5 shows the three areas of investigation on the left column, the centre segment shows the methods selected, and the right column links to the sub-problems each area relates to. Each aspect of Figure 3.5 is explored in increasing detail throughout the chapter, but the objective of introducing the diagram at this stage is to contextualise the method selection for this research inquiry.

Figure 3.5 – Research Study Methodological Overview



3.5.1 Postpositivist Methodology

Easterby-Smith, Thorpe and Jackson (2012, p.18) stated that the methodology of a study is a "Combination of techniques used to inquire into a specific situation." Beyond techniques, the methodology should set out the optimum ways the study investigation seeks to collect information on the phenomena at-hand (Silk, Andrews and Mason, 2005). Paradigms often set out a methodology that relates specifically to that ideological stance, evidenced in Denzin and Lincoln (1998; 2005). Therefore, the researcher must ensure that the methodology does not contradict the philosophical positioning by which the study problem is examined. Having selected critical realist ontology and a modified dualist epistemology, the tools and strategies used must be congruent to these postpositivist paradigmatic considerations.

The postpositivist methodology can be referred to as critical multiplism (Guba, 1990: Denzin and Lincoln, 2005). Although, the postpositivist methodology does go by a list of other terms: modified experimental, modified manipulative, falsification of hypotheses (Denzin and Lincoln, 2005). The fundamental objective of critical multiplism is to collect data from as many sources as possible (Guba, 1990), in order to capture the biggest cross-section of reality. Denzin (1978) alluded to critical multiplism as elaborate triangulation. Triangulation aims to support study findings through multiplicity (Bryman, 2008), to give more depth and flesh to findings (Veal, 2011). Hence, triangulation is seen as an alternative to critical multiplism. There are 4 main types of triangulation: data, investigator, method and theory (Denzin, 1978; Patton, 1999; Kennedy, 2009). All of these types of triangulation are aimed to enhance rigorousness by gathering as much information as possible to generate findings, but can be difficult to utilise in a study due to resource restrictions. For the purposes of this section, the focus is comparing method triangulation and critical multiplism.

To contextualise, the parallels of critical multiplism and triangulation both lend themselves to a multi-method approach. If applying method triangulation to study problem 2 investigation, this would require the researcher to deploy methods concentrated on a certain area to narrow down the 'known'. As this research

study was probing a potentially wide field of investigation, e.g. attempting to uncover a range of intangible assets, critical multiplism was selected to assist the research in gathering as much of reality as possible on emerging phenomena. Thereby, the assertion was that critical multiplism was founded upon the deployment of methods across the breadth of the field of investigation, rather than assuming to 'know' where the key point in the field of inquiry lies. Critical multiplism also supported the critical realist ontological stance by seeking to apprehend as much of reality as available.

3.5.2 Method 1 – Interviews

When selecting the methods and their contribution to collecting data, it is important to take into consideration appropriateness and substantiation (Holliday, 2002). Substantiation can come in the form of depth of investigation, as well as demonstrability, appropriateness and fit (Holliday, 2002). Appropriateness, in this instance, related to the fit of the methods in relation to the study problem and sub-problems. Interviews are usually utilised by a researcher when the number of participants are limited and the respondents are expected to deliver a diverse level of responses and narratives (Veal, 2011). Under the qualitative umbrella, and unlike the majority of quantitative research, this approach does not look to a broad population for data (see Table 3.2a). Consequently, this research inquiry needed to employ a method that reflected the investigation into a limited number of RWC 2015 destination representatives. The sampling procedure is expanded upon in section 3.6, but at this point in the decision-making process the key fact was that the research study was focussed on investigating a small population. Hence, interviews were selected as the primary method to illuminate the study problem, as the aim was to achieve a depth of knowledge at RWC 2015 destinations by collecting detailed data from executive-level industry representatives.

Many criticisms have been aimed at interviewing as a method, broadly due to the time-consuming nature of setting up, carrying out, and analysing interviews (Robson, 2011). In this research study context, the objective was to send emails and letters to targeted representatives from the three pinpointed planning industries of RWC 2015 host destinations. Issues that may arise include the

possibility of rejections or a lack of responses, which could then require secondary targets to be approached. This does not include the logistical considerations of setting up meetings and travelling to each destination. Interviewing is a complex skill, ensuring all topics are covered and the participants stay on track often requires experience (Veal, 2011). Hence, the researcher sought to limit this potential negative by carrying out a pilot study (see Chapter 4).

Conversely, the advantages of interviewing come from the depth of information, flexibility of content and approach, as well as the opportunity to accrue information directly from a source (Boyce and Neale, 2006). Therefore, interviewing met the main criteria sought in the study objectives, by affording a way to delve into the collaborative practices at RWC 2015 host places. Pioneering representational capital also required the flexibility offered by interviewing participants, to tailor the topics covered, or indeed follow promising leads in interviews as there were no regulatory constrictions on what must be covered, just guidelines.

Traditionally, interviews are split into three types: structured, semi-structured and unstructured (Robson, 2011). Semi-structured interviews were chosen for this research study, the definition of which was given by Bernard (2006, p.210) as "A semistructured interview is open ended, but follows a general script and covers a list of topics." There were a plethora of reasons why semi-structured interviews were the technique applied as the main method in this research inquiry. Semi-structured interviews are best deployed when the researcher is likely to only get one chance to converse with a respondent (Bernard, 2006). Due to the estimated difficulty of attaining interviews with senior industry RWC 2015 planners, this was presumed to be likely in this study project context. The aim was to capture as much reality as possible, but also to enable the researcher to guide the interviewee without stifling respondents with pre-determined and rigid questioning. As stated by Robson (2011), semi-structured interviews allow the researcher to dwell or move away from topics that are generating interest or irrelevant detail respectively. In order to substantiate the decision to carry out semi-structured

interviews, Appendix 11 shows the reasoning behind rejecting a cross-section of available interview techniques open to the researcher.

Another area of consideration was when and how the semi-structured interviews were to be conducted. The planned time scale for carrying out interviews was across six months from July 2014 – December 2014. The justification for factoring in this amount of time was the likely difficulty of sourcing and securing the participants, highlighted previously. Figure 1.3 shows the geographical locations of RWC 2015 host destinations, emphasising the possible resources required for the researcher to travel from the University of Bedfordshire based in Luton, to any host locations on multiple occasions. Hence, the option of conducting the majority of interviews over the telephone was brought to the fore. This route further supported the critical realist ontology adopted, where the researchers influence on the research setting was minimised and the focus was kept on the topics and questions as opposed to the rapport with respondents. It is worth noting that, under the umbrella of semi-structured interviews, the questions act as a guide to assist the research, as some of the information may be given without posing a question. An example of the type of questions that were originally drafted can be found in Appendix 12.

3.5.2.1 Method 1 – Back-up Interview Option

As discussed in section 3.5.2, semi-structured interviews were chosen to be the main data collection method to be utilised for this study project. However, it has also been acknowledged at various points in this chapter that it may not be possible to access executive-level RWC 2015 planners for a prolonged period of time, if at all (also see Table 3.6.2). Hence, a back-up plan was devised, to be utilised if all other avenues to attain a semi-structured interview were exhausted. This plan was to conduct a structured interview, where questions were fixed, in order to achieve a complete sample wherever possible. The decision to offer structured interviews as a back-up option was taken to allay any reservations held by interviewees about the genuine nature of the study project, and to reduce the time the interview took. As always, there are limitations to this method because the researcher may not have the opportunity to probe emerging areas or develop a

conversation around potentially pertinent topics. However, the interview questions could be sent in advance to the targeted respondents, so that they could think about their answers prior to the interview, or respond via email if the planner did not have time to meet or talk with the interviewer. The deployment of the back-up method is discussed again in Chapter 5.

3.5.3 Method 2 - Secondary Data Analysis

The definition of secondary data analysis is the use of pre-existing data, gathered for a different purpose, and re-examined for a new aim and agenda (Finn, Elliott-White and Walton, 2000; Robson, 2011; Veal, 2011). Many researchers suggested it would be foolish to ignore data that has already been gathered, especially if the data can support a research project and save the researcher's resources (Finn, Elliott-White and Walton, 2000; Robson, 2011; Veal, 2011). As stated by Robson (2011), it is important when carrying out secondary analysis that the researcher does not forget their study's objectives, and thus avoid repetition of another project that does not have relevancy to the study problem at-hand. Table 3.5.3 shows the strengths and weaknesses of using secondary data as a method, and the manner in which this study endeavoured to limit those methodological issues. In the study project, the method of secondary data analysis was split into two parts and carried out concurrently, so this was not a phased approach. Method 2a drew on industry strategy documents, from the industries pinpointed in the study problem at sampled host destinations (covered in more detail in section 3.6). Method 2b explored media reports, again in relation to coverage of the RWC 2015 and sampled host destinations. Due to the diversity of the sources required to investigate these two areas of secondary data, the method was separated into M2a and M2b (See Figure 3.5).

Table 3.5.3 – Application of Secondary Data Analysis in this Study Project

Strengths of Secondary Data Analysis	Weaknesses of Secondary Data Analysis	Ways Research Project will Limit Identified Weaknesses
1. Helps researcher re-focus on study problem 2. Flexible technique – sources can be merged for efficiency and effectiveness 3. Resource saving – time and money 4. Easily accessible 5. Offers more longitudinal data than researcher is able to analyse 6. Unobtrusive	1. Open to bias – data collected for alternative purpose 2. Can't control quality or direction of data 3. Dependent on availability 4. Differences in definitions and terminology employed by original author	1. Check original sources and only collect secondary data that is pertinent to illuminating the study problem and sub-problems 2. Investigate original researchers/ organisation's position and justify inclusion of data where possible 3. Focussed mainly on public documents and published media reports 4. Make clear definitions utilised in this research and avoid complex and potentially controversial documents if uncertain of validity

Sources: Adapted from Finn, Elliott-White and Walton (2000); Saunders, Lewis and Thornhill (2012)

3.5.3.1 Method 2a Secondary Data Analysis - Strategy Documents

There is an extensive range of secondary data sources available for a researcher to analyse (Smith, 2008). Accordingly, it is necessary to rationalise why strategy documents were selected and what this method incorporates. Strategy is "A plan of action designed to achieve a long-term or overall aim" (Oxford Dictionaries, 2015). For this study project context, strategy documents pertain to the textual plans of action produced by organisations from the sport, public sector and tourism industries that were involved in RWC 2015 planning at certain host places. They often come in the form of charters, plans and long-term strategy

files. Specifically, strategy documents were chosen to support the understandings around industry perspectives of planning, which may not arise during the interviewing process. Method 2a was also chosen to provide a less subjective viewpoint than interviewing an individual representative from industry. Hence, Method 2a could compensate for one of the weaknesses of Method 1. The collection of strategy documents is discussed further in section 3.6.

3.5.4 Method 2b Secondary Data Analysis - Media Reports

Media reports were selected, in part, because of the significance of media discourse surfaced in Chapter 1. The global sport debates highlighted through Chapter 1 were covered extensively in media outlets, so this formed part of the justification for including this area of secondary data analysis. The interconnected nature of sport and media emphasised in section 2.4.2, further supported the selection of media reports over other secondary data sources: such as administrative records, censuses and national statistical databases (Smith, 2008). The reasoning behind analysing media report discourse was to contribute to the understanding of RWC 2015 host destination industries planning activities, as well as capturing any instances of representational capital or leverage, which in turn would underpin the rationale behind selecting critical multiplism (as discussed in section 3.5.1). However, if this method did not bring forward any new insights, then there was still an opportunity for the primary method (interviews) and M2a (strategy documents) to add supportability; hence, the importance of critical multiplism in this study project context.

3.6 Populations and Sampling

This study inquiry sought to garner data from the key industries pinpointed, in order to illuminate the study problem. The industries being sport, public sector and tourism in RWC 2015 host destinations. As mentioned in section 1.3, the RWC 2015 takes place from September to October 2015, in 13 venues across 11 towns/cities. The researcher was required to select appropriate sources from which to extract the most relevant data. The data collection stage was crucial, because even with exceptional analysis, if the data was collected in a haphazard fashion then the research would be compromised (Tongco, 2007). The subsequent section brings forward the techniques available to the researcher, and the decision making processes taken to narrow down the population and the target population to reach the final sample. The merits of each participant and supporting sources were considered in relation to method and contribution to study. Sampling is a necessary process when data cannot be extracted from the population as a whole (Saunders, Lewis and Thornhill, 2012). Thus, sampling was a necessary process because not all RWC 2015 industries or destinations could be examined under the scope of this research project. The section is rounded off by detailing the sampling techniques chosen for this study project.

3.6.1 Selecting the Final Sample

There is an acknowledgement in section 1.7 that the study project parameters were initially set to tackle a range of sport events across a range of disciplines. After consideration of the quality and depth of investigation, the population was set at the RWC 2015: one event, one sporting disciple. From this, the target population was streamlined to four destinations, with one back-up option in case one destination did not cooperate with the investigation. Table 3.6.1 gives the reasoning behind selecting the target population, which applies to all three methods. The sample then differs for each method: for Method 1 (interviews) the sample was industry representatives taken from prospective RWC 2015 planning organisations from the sport, public sector and tourism industries. To add credibility to the data, the industry representatives targeted were the most senior and executive-level RWC 2015 decisions-makers possible. The sample for

Method 2a were the strategy documents produced by the corresponding organisations targeted for Method 1. Finally, Method 2b was a slightly different approach by using the same four RWC 2015 destinations, but using key words to narrow down the search (see Figure 3.6.1).

Table 3.6.1 – Target Populations in RWC 2015 Context

RWC HSE	Rationale for Target Population Selection - Method 1, 2a & 2b	Key Facts
Cardiff	***Established Host*** – Wales and Cardiff are synonymous with rugby. The Millennium Stadium is home to the Welsh rugby union national team and is owned by the WRU. The city hosted the RWC in 1999, as well as hosting a number of other major rugby union internationals each year. The Millennium Stadium is also used for music concerts and other sport events. Therefore, Cardiff was selected as part of the target population because it is an established rugby union host city, meaning there may be an interesting existing level of collective action. Moreover, Cardiff is the capital of Wales, increasing the possible national significance of findings.	• Venue - Millennium Stadium • Stadium capacity – 74,500 • Hosted RWC 1999 • Home to Welsh rugby union team • Hosts multiple international rugby fixtures every year
Exeter	***Emergent*** – Exeter was selected to provide the perspective of a developing rugby union city. The Exeter Chiefs home ground, Sandy Park, is the venue selected to host RWC 2015 games. Sandy Park is under redevelopment at present. The Exeter Chiefs have risen to prominence since 2010 when the team entered the top-flight of rugby union in England.	• Venue – Sandy Park • Stadium capacity – 10,744 • No previous large-scale events held at Sandy Park
Brighton	***Non-rugby –*** The venue in Brighton for the RWC 2015 is The American Express Community Stadium. This stadium is the home to the football team Brighton & Hove Albion Football Club who compete in the second tier of English football (at the time of writing). Many venues chosen to host RWC 2015 are not primarily associated with rugby union (see Appendix 1). This destination was selected to enable the investigation to uncover how non-rugby places plan to leverage the potential representational capital generated.	• Venue – The American Express Community Stadium • Stadium Capacity – 30,500 • Never hosted a rugby union fixture before

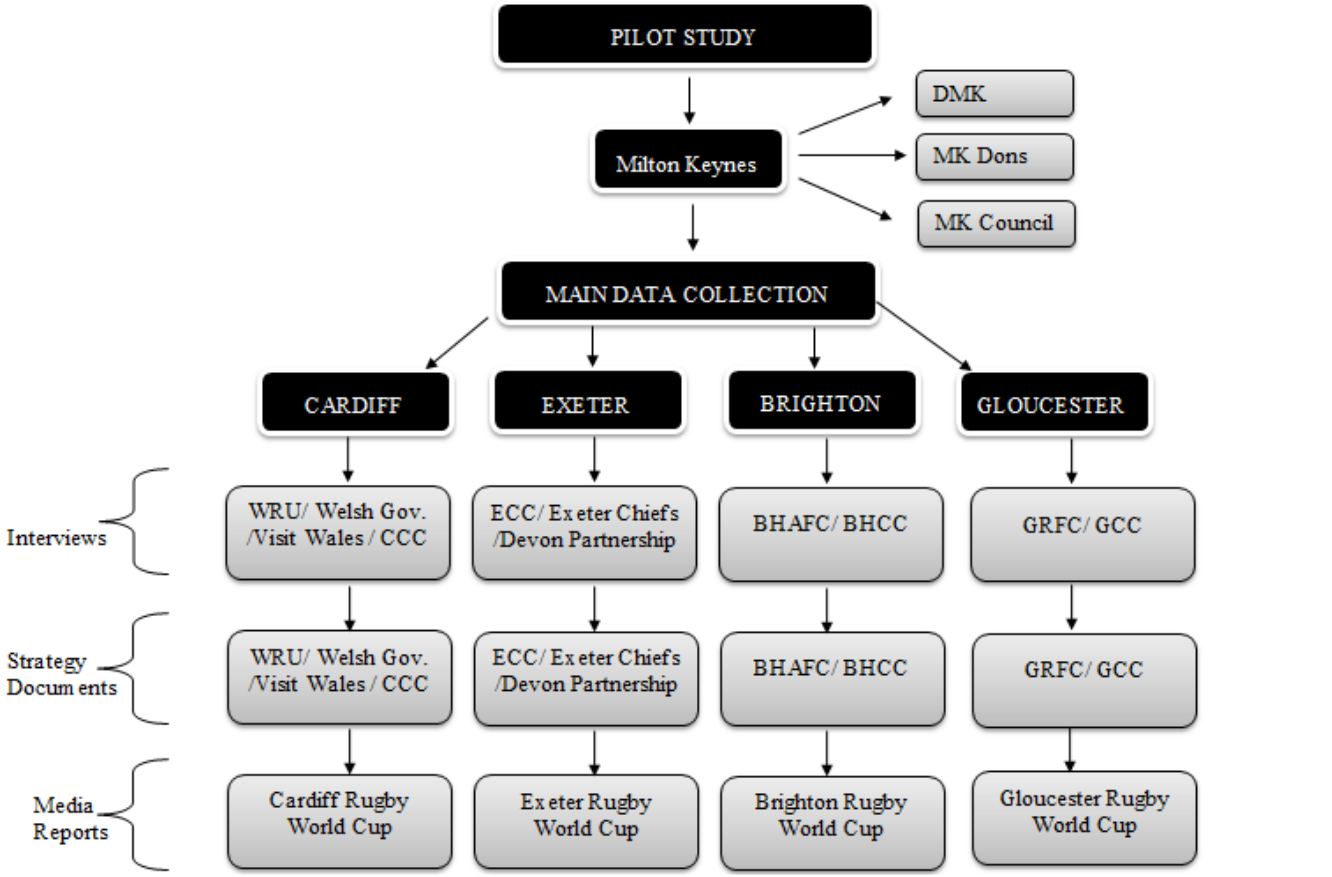
RWC HSE	Rationale for Target Population Selection - Method 1, 2a & 2b	Key Facts
Gloucester	***Established Rugby* –** Gloucester have had a top-flight rugby union team since the game became professional in 1996. Unlike Cardiff, Kingsholm Stadium is experienced in hosting rugby union games, but not fixtures of this scale on a regular basis. This destination was chosen to offer an alternate perspective to the established international rugby host city of Cardiff, and the emergent destination of Exeter, to delve into planning at a diverse range of destinations.	• Venue – Kingsholm Stadium • Stadium Capacity – 16,500 • Hosted 1991 RWC fixtures
Newcastle*	***Non-rugby*** – Back-up option that was chosen to offer the perspective of a North England football ground.	• Venue – St. James' Park • Stadium Capacity – 52,000 • Never hosted a rugby union fixture before

*KEY: *Back-up Target Population*
Sources: Jones (2001): Exeter Daily (2012); Seagulls (2012); Telegraph Sport (2013); Gloucester Rugby Heritage (2014); The Stadium Guide (2015); Welsh Government (2015)

Figure 3.6.1 gives an overview of how target populations, set out in Table 3.6.1, were sampled in this study project context. This figure is crucial in understanding the sampling process undertaken in this research inquiry. The pilot study is not included in the methodology section as it is developed in more detail in Chapter 4, but the same sample process was used to achieve the target population in the pilot. For each destination, interview targets (Method 1) were representatives from the organisations that represented the venues (sport), councils and government departments (public sector) and tourism organisations (tourism). At the initial stage of deciding the sampling frame, these were only be presumed to be the key informants, as interviewing and approaching these organisations could surface other more relevant representatives for that industry. This is addressed again in Chapter 5. Strategy documents were taken from these organisations, so again this was subject to alterations.

It is of note that some of the sample organisations may not have strategy documents available for public consumption, which is revisited in Table 5.1. Media reports were searched for by using keywords shown in Figure 3.6.1, via a search engine called Newsbank. The search terms of '[destination name] Rugby World Cup' were chosen to keep the search focussed on the destination, but to capture as much discourse on the RWC 2015 at the same time. By conducting a more specific search, e.g. '[destination name] Rugby World Cup collaboration', there was a greater likelihood of relevant data being omitted. Newsbank is a database for research resources, and has archives of a range of media information that have been published worldwide (Newsbank, 2015a). Filters could be set to gather media reports from specific countries (Newsbank, 2015b). In this case the filters were set to gather information from English and Welsh sources, as this was where the RWC 2015 games were to be staged. The reason behind limiting the search to these two countries was to increase the relevancy of the articles gathered and to reduce the time constraints on the researcher. Additionally, the reason media reports were only collected from Newsbank over other search engines, e.g. Google, was because Newsbank is designed specifically to only return media-related articles. The aim of this decision was to improve the trustworthiness of the data collated.

Figure 3.6.1 – Study Project Sampling Process



KEY: *DMK – Destination Milton Keynes; MK Dons – Milton Keynes; WRU – Welsh Rugby Union; CCC – Cardiff City Council; ECC – Exeter City Council; Exeter Chiefs – Rugby Football Club; BHAFC – Brighton & Hove Albion Football Club; BHCC – Brighton & Hove City Council; GRFC – Gloucester Rugby Football Club; GCC – Gloucester City Council*

3.6.2 Sampling Techniques Selected for this Research Study

The two types of sampling technique selected for this study were purposive and snowball. The range of sampling techniques on offer for data collection is expansive. These options extend from stratified, systematic random, clustered, probability, intensity, typical case to convenience (Patton, 1990; Yount, 2006; Bernard, 2006; Tongco, 2007). Table 3.6.2 gives the justifications and application of sampling techniques decided upon for this study context. Furthermore, Table 3.6.2 discusses how purposive and snowball sampling aimed to assist the study project as a whole, and overcome issues of access and entrée. Purposive sampling is when the researcher selects participants/subjects based on their prospective contribution to the study project in relation to the knowledge/information they hold (Tongco, 2007; Jennings, 2010). In this research inquiry, this meant identifying those sources that illuminated RWC 2015 planning practices in regards to collaboration, representational capital and leveraging. Snowball sampling is a technique centred on a referral system, where there is a starting point and the data collation builds from there (Berg, 2006; Jennings, 2010). For example, when interviewing RWC 2015 industry representatives, the researcher could conduct the initial interviews then ask the respondents for the next informant's details and so on.

Table 3.6.2 – Selected Sampling Techniques and Considerations for Study Project

	Method 1 (Interviews)	Method 2a (Strategy Documents)	Method 2b (Media Reports)
Sample	Senior planning representatives of organisations from 3 main industries at RWC 2015 sampled host destinations	Strategy documents published by organisations from 3 main industries at RWC 2015 sampled host destinations	Media reports published by press relating to the RWC and sampled host destinations
Sampling Technique	Purposive and Snowball	Purposive	Purposive
Rationale for Technique Selection	*Purposive* - Initial research is required to make the most informed decisions within each destination as to who are the senior-level planners from each industry (i.e. the decision-makers and influencers). From there these individuals can be approached to participate. *Snowball* – the initial assumptions made about the industry representatives in Figure 3.6.1 may be outdated or incorrect, so prospective participants may refer the request to colleagues, or may point to other leaders within the destination who can assist the investigation.	Informed choices to select documents based on the organisations included in the interview process	The key words selected are guided by the destination and the context (Rugby World Cup)

	Method 1 (Interviews)	Method 2a (Strategy Documents)	Method 2b (Media Reports)
Entree	Emails, letters and telephone calls, and potential referrals as the data collection progresses	Not required	Not required
Access	Limited – may not be able to achieve access to the most senior and influential planners, if at all. Reliant on their interest in participating in this research project.	Open - Public access sources	Open - Public access sources
Frequency	Likely to be one-off interviews	Only one collection required at the end of data collection period	Only one collection required at the end of data collection period
Contribution and Fit	Interviews aim to achieve depth on matters of collaboration, representational capital and leveraging relating to the RWC 2015, from information from executive-level decision-makers. The snowball technique may be important as the researcher is seeking to contact the participants with the most expert knowledge.	Purposive sampling of strategy documents aims to add objectivity to the study project on the key industries' planning agendas	Media reports must be sought out purposively to ensure relevance to the study context, and may assist in apprehending as much of reality as possible in the targeted RWC 2015 host destinations

3.7 Data Analysis

Before discussing the types of data analysis tools available, it is prudent to clarify what can be considered data. Holliday (2002, p.69) purported that for quantitative research data is represented in figures (i.e. statistics and numbers), whereas qualitative data is often textual and represents a "body of experience." The data collated for this study project was textual, from interview transcripts, and text gathered from strategy documents and media reports. This section on data analysis firstly addresses certain nuances required for each method, and then discusses the analysis procedures chosen.

3.7.1 Analysis by Method

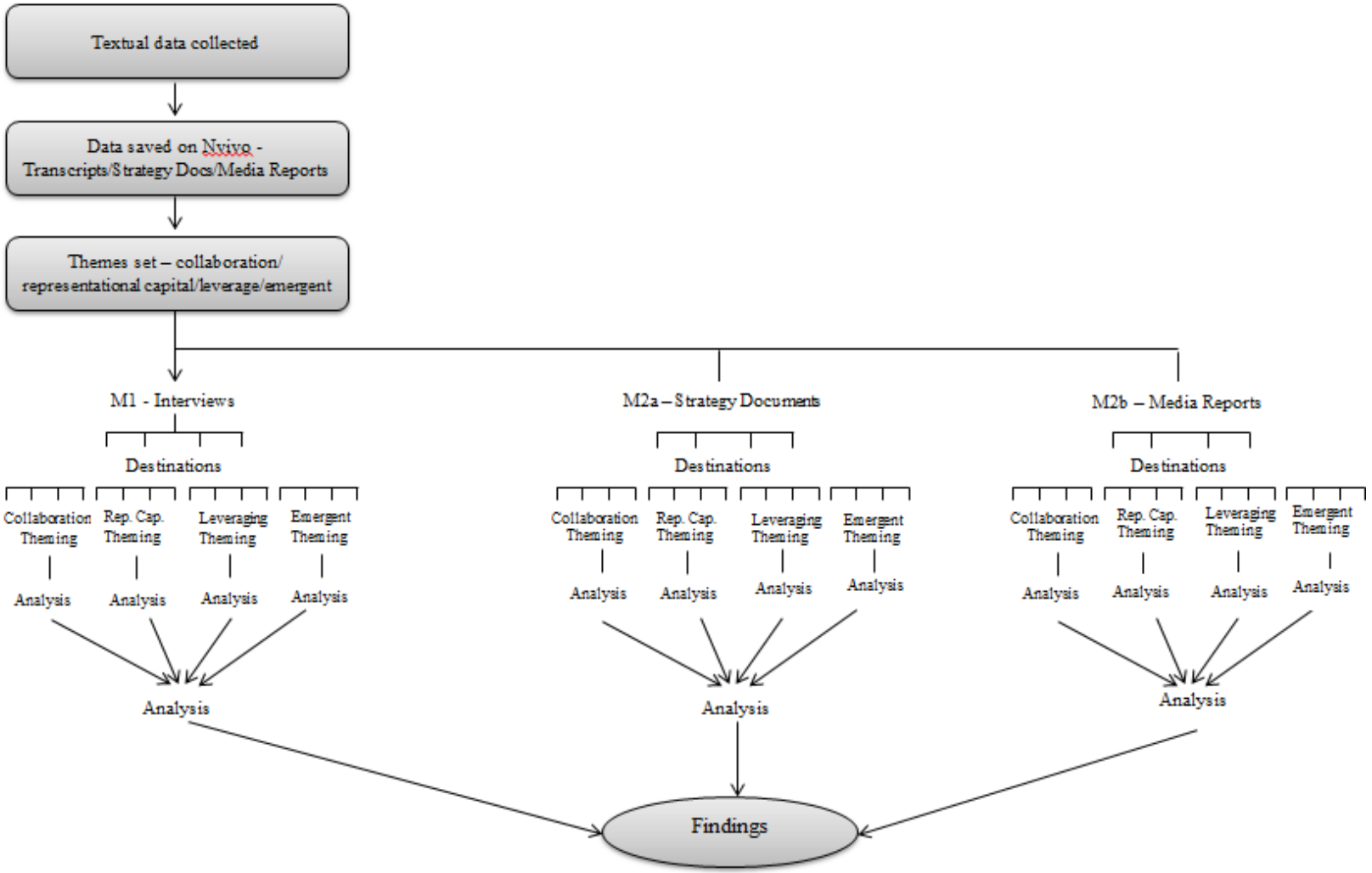
When scrutinising the transcripts of the semi-structured interviews, the main analytic tool deployed in this research inquiry was thematic coding (Finn, Elliott-White and Walton, 2000; Robson, 2011): this entailed finding themes and trends in relation to the level of agreement of respondents on those topics (Finn, Elliott-White and Walton, 2000). Thematic coding for all methods was assessed as a good fit for this research project because the main topics were already highlighted in the study problems and sub-problems; therefore, there were themes already guiding this study project. Not only this, but the nature of semi-structured interviews is that pre-determined topics are set out for discussion by the researcher, therefore it was congruent to analyse the same themes. The textual data from strategy documents and media reports adopted the same coding areas based on the study and sub-problems, i.e. collaboration, representational capital and leverage. However, as previously stated all methods have weaknesses in their application, method analysis techniques and thematic coding are no exception. Thus, to ensure that emergent themes were not discarded by the researcher, emergent strands were taken into consideration (see section 3.7.2).

3.7.2 Data Analysis in the Study Context

Four main thematic codes were used in this study project: collaboration, representational capital, leverage and emergent. Figure 3.7.2 expands on how these four coding areas were applied when using the software, Nvivo, which is a

qualitative research analysis tool. Utilising this software does not mean the analysis is done for the researcher; Nvivo is designed to assist in the management of this stage of the research process and improve efficiency (Bazeley and Jackson, 2013). In this research study, Nvivo was chosen to store and thematically code data. Then information could be themed by RWC 2015 host destination for example, or collated to be analysed as a whole or by individual destination. The Nvivo software supports the qualitative researcher with the complexity and large amounts of textual data this research investigation gathered, to further assist in the analysis process (Richards, 1999).

Figure 3.7.2 – The Role of Nvivo in the Study Context



3.7.2.1 Analysing Collaboration in the Study Project Context

As shown in Figure 3.7.2, after thematic coding came another tier of analysis. This analysis was specific to the concept/theme. In regards to collaboration, a collection action framework was proposed in Table 2.1.2.1. Thus, all thematically coded data under the umbrella of collaboration was then analysed to see where the levels of collaboration were uncovered in relation to the CA criteria. To be clear, not all criteria needed to be met to suggest a high-level of collaboration, i.e. RWC 2015 industry planners might collaborate at a high-level by explicitly and demonstrably indicating that one or more CA criteria was met. For example, a high level of collaboration could be deduced from multiple sources showing that sport and the public sector collaborated through joint aims. If contradictions or doubts were raised around CA criteria, then the level was assessed accordingly.

3.7.2.2 Analysing Representational Capital in the Study Project Context

Analysing the thematically coded data on the topic of representational capital was not as structured as that of collaboration or leveraging. From the coding, the researcher looked to draw out the intangible assets identified, and then ascertain the value attached to these assets by pinpointed industry planners. This was in order to understand the significance of representational capital. Pioneering representational capital may be a breakthrough area and as such it was pragmatic to approach the analysis with the aforementioned flexibility, so other connections and understandings could emerge from the data.

3.7.2.3 Analysing Leveraging in the Study Project Context

In section 2.3.5, the Chalip (2004) leveraging model was adapted to pinpoint the three areas of leveraging that were pertinent to the study investigation around maximising representational capital. To refresh, the three-step leveraging process that was utilised is repeated in Figure 3.7.2.3. The asset was taken from the intangible assets identified in the analysis of representational capital. However, to discuss direct leveraging in the final findings, the thematically coded data for leveraging needed to uncover all three elements of the leveraging process from asset to output. If the maximisation strategy or output was missing then this was

considered as an indirect example. The objective was to ascertain how representational capital was planned to be maximised – if at all – in RWC 2015 host destination discourse.

Figure 3.7.2.3 – Leveraging Process for this Study Project Analysis

ASSET ⟶ MAXIMISATION STRATEGY ⟶ OUTPUT

3.7.3 Quality of Findings

Once research data has been analysed, the presentation of findings not only hinges on the researcher's ability to interpret and present insights, but the findings produced must stand up to possible scrutiny. This chapter has so far justified and supported the reason behind the philosophical and methodological approaches chosen, as well as detailing the contribution to knowledge that is made possible by the selected participants and sources. The onus then falls on the quality of the findings. The subject of delivering 'good' qualitative research is well covered in methodological publications. Greener (2011, p.104) gave the definition of what is constituted as 'good' qualitative analysis, "The important thing is that researchers are able to account for what they have done in their analysis, and explain how it meets the demands of their research area and their research topic." To reflect accountability, this study project sought to portray a demonstrable and balanced depiction of all the key industries identified in the study problem (sports, public sector and tourism), as well as any incidental important material uncovered through analysis (emergent).

The trustworthiness criteria for qualitative research were set out by Lincoln and Guba (1985) and stated that findings must be centred on credibility, transferability, dependability and confirmability. This four-pronged criterion was utilised to support robust practices in this research project (see Table 3.7.3). These criteria were important because the study aimed to develop a good understanding of the concepts under investigation to present industry-applicable findings.

Table 3.7.3 – Trustworthiness Criteria Applied to this Research Study

Trustworthiness Criteria	Evident in Study Project Processes
Credibility	Critical Multiplism – multiple methods used to offer more substantive findings, by acknowledging and overcoming the weaknesses exposed in each method
Transferability	Thick/ in-depth description – gained through qualitative data predominantly in the form of transcripts with interviews being the primary method
Dependability	Ethics and transparency - the ethical approach and research design allow for transparency. Data is collected and stored in line with strict guidelines. Interview participants, media communications and strategy documents are carefully sourced for their possible contribution to informing the study problem.
Confirmability	Research data – analysed and collected using tried and tested techniques and methods

Sources: Lincoln and Guba (1985); Greener (2011)

3.8 Ethical Considerations

Firstly, it is necessary to define ethics in a research environment, "Ethics refer to the standards of behaviour that guide your conduct in relation to the rights of those who become the subject of your work, or are affected by it" (Saunders, Lewis and Thornhill, 2012, p.226). Thus, research ethics aim to protect the researcher and subjects during the data collection process. This is done from a procedural perspective in regards to seeking consent, and from a practical perspective to safeguard that certain principles are applied in the field (Guillemin and Gillam, 2004). The research community at large subscribe to a basic set of principles, guided by the Nuremburg Code (Neuman, 2014). Table 3.8 shows the main areas of ethical decision-making, and the steps that the researcher took to ensure these ethics were adhered to. As part of the research process, the researcher had to submit an Ethical Approval Form for the study project at-hand, which then had to be passed by the University of Bedfordshire Ethics Committee before any data could be collected.

In an applied context, ethical considerations guided the researcher through all the steps of conducting a postdoctoral research project. In the first two chapters, the ethical importance is situated in analysing and reporting arguments and debates that have influenced the development of this research study accurately and faithfully. When conducting the data collection, Table 3.8 gives an overview of the main ethical issues in the actual collection process. However, the transparency of this process was indicated through the sections in this chapter to highlight how the researcher intended to approach data collection, with which methods and a breakdown of the steps of analysis through theming by sub-problem concepts. This openness was taken into the pilot study, where the first entry into the field was assessed, followed by a discussion of how this then influenced the main data collection. Then in Chapters 5 and 6, the transparency is underlined by the accurate references to quotes from transcripts, strategy documents and media reports. In order to demonstrate this further, excerpts from the interview transcripts are included in Appendix 14 (approximately 250 words for each interview conducted).

Table 3.8 – Research Ethics Applied in this Study Project

Ethical Consideration	Recognition in Study Project
Consent	Informed - participants to be contacted prior to interview and given written information about the research, such as aims and objectives of the study
Confidentiality	Participants able to dictate the way they are presented in the research, e.g. name, job title, and organisation name. They can choose a combination of the former tags or participants can remain anonymous.
Nature of Research	All participants made aware of aims and objectives of research and a clear document presenting findings made available to them on completion
Personal data	No personal data (email address, postal address etc.) published unless agreed in the confidentiality process
Risk of Harm	At no point is a participant in a situation where they are in physical or mental danger; they are able to skip any questions and terminate the interview at any time
Voluntary Participation	All participants take part in the research of their own accord and are made aware of their right to withdraw before any information is gathered

Sources: Jennings (2010); Neuman (2014)

3.9 Chapter 3 Recap

Chapter 3 detailed the rationale behind methodological decisions made. The overarching qualitative approach was chosen to encompass the flexibility and inclusivity required to probe emerging phenomena. In regards to research design, the inductive process was adapted, where findings were drawn from the data, as hypothesising does not fit with the exploratory nature of this research project. The paradigmatic positions were debated at length, explaining the rejection of certain standpoints before finally choosing postpositivism. Postpositivism is where the researcher seeks to limit subjectivities and strive for approximating the truth, by gathering in-depth information from deploying multiple methods. The critical realist ontology (CR) was selected so that a reality around RWC 2015 can be known, but is unlikely to be exactly understood, as it has to be interpreted by humans who have personal biases. In line with the paradigmatic stance, modified dualist epistemology was chosen because the researcher aims to be objective where possible, whilst acknowledging subjectivities.

The methodology decided upon was critical multiplism, which is predicated on capturing as much reality as possible – from multiple methods – to make informed decisions on phenomena. Hence, three methods were selected to increase the supportability of findings: Method 1 (semi-structured interviews), Method 2a (secondary data analysis – strategy documents) and Method 2b (secondary data analysis – media reports). Target populations were narrowed down to Cardiff, Exeter, Brighton and Gloucester RWC 2015 host destinations. Finally, thematic coding analysis was chosen, with assistance from Nvivo software – in tandem with the CA framework and three-step leveraging process – to achieve more in-depth insight.

CHAPTER 4
The Pilot Study: Milton Keynes under Scrutiny

This chapter discusses the important issues that emerged from conducting a pilot study in the context of a RWC 2015 host destination: in this case Milton Keynes. The first section justifies the objectives of carrying out a pilot study for this research project. The main reasons for conducting a pilot study in Milton Keynes were: to practice interviewing (Method 1) to build the confidence of the researcher, to refine questions where necessary and to surface any issues of access by sampling Milton Keynes RWC 2015 executive planners. The final section notes the lessons learnt and how they may go on to impact the main data collection.

4.1 Justification for Conducting a Pilot Study

A misconception associated with pilot studies is that they are only beneficial to quantitative research projects, where they are used a methodological intervention to sharpen data collection tools such as surveys and questionnaires (Jennings, 2010). However, pilot studies have a place in qualitative research too, in fact, due to the 'messy' and interpretive nature of qualitative research, pilot studies are a particularly effective way for the researcher to experience the process of collecting qualitative data (Jennings, 2010, Maxwell, 2013).

There are a multitude of reasons why researchers conduct pilot studies. Pilot studies can be used as a checking tool, to trial some or all of the methods selected (Jennings, 2010; Yin, 2015). The pilot setting is also an opportunity to assess that the questions are operational and appropriate to inform the study problem (Hall, 2008; Yin, 2015). A pilot study can be employed to probe feasibility, giving the researcher an opportunity to delve into the subject matter to understand if the research study has purpose (Robson, 2011). Not only that, but if the pilot study sample reflects that of the main data collection, any issues with access and entrée can be brought to the fore (Hall, 2008; Walliman, 2011). Finally, the researcher may not have deployed the methods chosen prior to the pilot. Therefore, the quality of study inquiry findings may benefit if the researcher is practised and confident in implementing methods when conducting a pilot study.

In this research study, it was acknowledged through Chapters 2 and 3 that the topics under investigation are exploratory. Thereby, the parameters of the study project may be understood in more detail from carrying out a pilot study. However, success is not measured by the findings gathered in this pilot study but what was learnt, this was a key point made by Maxwell (2013) about the importance of conducting a pilot study in qualitative research. Moreover, the methods were not exhaustively trialled in the pilot study, but Method 1 (interviews) was practiced where possible. The reason for focussing on Method 1 was the potential issues with access of interview participants and because Method 1 is the main data collection tool in this study project. Table 4.1 aims to show six

key objectives for conducting a pilot study in relation to the investigation into RWC 2015 planning.

Table 4.1 – Objectives for Conducting a Pilot Study for this Research Project

Pilot Study Objectives	Application in Study Project Context
1. To improve the research design, as no design is perfect	Applying the research design before the main data collection meant there was an opportunity to refine parts of the design. This was particularly important in this research study when carrying out emergent work in areas that have received minimal attention, as there was no frame of reference in terms of research design. Furthermore, the pilot study was a crucial part in connecting Chapter 3 (methodology) to Chapter 5 (preliminary findings), i.e. linking the theoretical to the applied context.
2. To practice main method deployment (M1 - interviews)	Prior to this study project, the researcher had limited experience in conducting interviews. Therefore, the priority was to practice this method in the field. As Method 2a and 2b (secondary data analysis) are open access (see Table 3.6.2), the decision was taken not to practice these methods in the pilot study.
3. To choose a sample that reflected that of the main data collection	Several research guides recommended selecting a sample that reflected that of the main data collection. The main industry planners for the RWC 2015 were presumed prior to entering the field, not known. So, trialling the sampling techniques drew out any issues with purposive and snowball techniques themselves, and surfaced discussions of whether the Method 1 sample could bring to the fore sufficient insights on the study problem. Again, the emergent nature of the study project meant that conducting a pilot study was valuable in flagging potential problems in the sampling process.
4. To surface issues of access where relevant	The pilot study was an opportunity to assess the feasibility of accessing senior industry planners for Method 1, which was a priority highlighted in Table 3.6.2. Thus, one aim of the pilot study was to identify any possible problems or avenues of improvement to increase the likelihood of success in accessing interview targets in the main data collection.
5. To refine questions, if necessary	This was the first opportunity to understand if the semi-structured interview questions were understood by the interviewees and if the topics covered drew responses that could illuminate the line of inquiry. As representational capital is a pioneering concept, the pilot study was an arena to put forward different questions to probe where the most in-depth responses were uncovered. This objective could go some way to supporting the feasibility of the study inquiry by auditioning questions in relation to the key concepts of collaboration, representational capital and leveraging.
6. To assess suitability of analysis tools	Section 3.7 showed that thematic coding analysis would be used in relation to the key concepts, utilising Nvivo software to assist this process. Although the richness of the findings was not a key factor, the pilot study was still a chance for the researcher to code the data and become familiarised with the software.

Sources: Bryman (2008); Hall (2008); Jennings (2010); Robson (2011); Walliman (2011); Yin (2015)

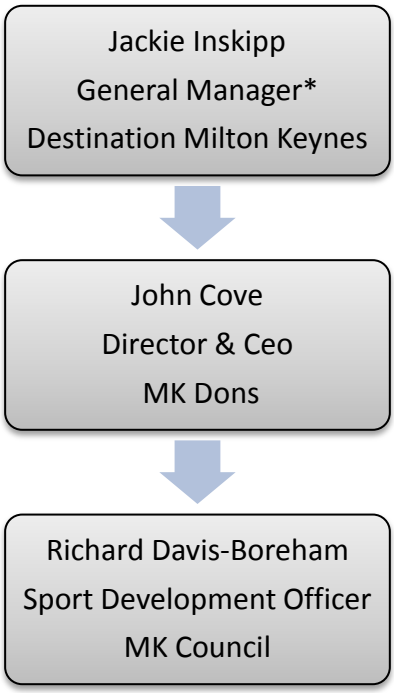
4.2 The Pilot Study

The pilot study was conducted in October 2013 and November 2013. This section discusses the target population of Milton Keynes and the sample collated for Method 1. A précis of the data collected in relationship to the sub-problems is given to highlight how the data brought forward relevant discourse on the key areas. This section is summarised in Table 4.2.5, to reflect on the main objectives set out in Table 4.1 in regards to the study project and the potential benefits of conducting a pilot study.

4.2.1 The Pilot Study Sampling Process

Milton Keynes was chosen because the destination fit the criteria of a target population: Milton Keynes is a host destination for the RWC 2015, with games to be played in the MK Dons Stadium (*stadiummk*). The rationale for selecting Milton Keynes for the pilot study over the other 12 RWC 2015 host destinations was the proximity to the researcher's base, as well as the researcher having an existing contact for the senior tourism planner in the destination. The sample process reflected that of the main data collection process: the executive-level RWC 2015 planners for sport, public sector and tourism organisations were approached for interview. The participants included an individual from each of the following organisations in order to garner opinions from all targeted industries: Destination Milton Keynes (tourism), Milton Keynes Council (public sector) and Milton Keynes Dons Football Club (sport). The interviewees sampled for Method 1 for the pilot study are shown in Figure 4.2.1. A representative from all three pinpointed industries was interviewed, meaning a full sample was captured.

Figure 4.2.1 – Milton Keynes Interview Respondents



*KEY:*Position held at the time the pilot study was conducted*

4.2.2 Pilot Study Analysis – Sub-problem 1 (Collaboration)

This sub-section has drawn on some of the key points from the interviews conducted for the pilot study that brought up debates around collaboration. Some key points are analysed in the following discussion that substantiate pursuing this line of inquiry in the main data collection. If the emphasis of conducting a pilot study for this research project was the findings themselves, then the following discussion would analyse the data in relation to the CA criteria as discussed in section 3.7.2.1. However, this was not one of the objectives set out in Table 4.1. The key areas were to practise method deployment to examine, on a surface level, whether the investigation into each of the sub-problem areas was feasible.

Some interesting points were gathered, for instance Destination Milton Keynes (DMK) was initially left out of collaborative activities for sport events in Milton Keynes:

> No, I don't think that we [DMK] were deliberately overlooked; I just don't think anybody [MK Council or MK Dons] actually really thought about it.
>
> (Jackie Inskipp, General Manager, DMK)

It appeared that the tourism industry representation was omitted from sport event planning in Milton Keynes, possibly by unconscious oversight according to the interviewee. Hence, questions around working with tourism organisations from all industry perspectives may provide diversity or even consistency in the lack of cross-industry collaboration in the main data collection.

Another area that underlined the potential of investigating the levels of collaboration in greater detail in RWC 2015 planning at host destinations was the role of the public sector:

> I think the Council acts as a spark [for hosting sport events in Milton Keynes], but it cannot do it alone. It hasn't got the finances and it is getting dwindling resources in terms of staff. So, there is and ever reliance on those external partners to come on board with support.
>
> (Richard Davis-Boreham, Sport Development Officer, MK Council)

From this comment the line of inquiry for sub-problem 1 was supported, as there may be a number of catalysts behind levels of collaboration - across the CA criteria - that require deeper analysis.

The most important issue raised by the pilot study was in relation to the examination of the levels of collaboration. In section 3.7.2.1, the analysis of collaboration was discussed in relation to the CA criteria. However, until the pilot study was conducted, it had not become evident that the way in which analysis into levels was to be conducted was insufficient. For example, when CA criteria 3

(overlooking competition in order to collaborate) was identified, there was no guidance on how levels would be analysed or presented:

> I guess the other word that I haven't used is *competitive* – we're a little bit competitive [MK against other host cities].
>
> (John Cove, Director and CEO, MK Dons)

Although this example is in relation to other RWC 2015 host destinations, it instigated the idea of creating guidelines and categories to determine levels of collaboration. Due to the emergent nature of the study project at-hand, a specific level system was deemed unfeasible. This was decided because the main data collection aims to probe relatively unknown research settings under a qualitative umbrella, rather than inspecting sources for exact references to collaboration. Hence a high, mid and low scale was created by the researcher, to show areas of strong collaboration through to minimal collaboration. This categorisation would still demonstrate where the findings have uncovered differentiation in levels of collaboration in RWC 2015 host destinations, as well as opening up discussions on where developments could be made. Table 4.2.2 gives the definitions of low to high level collaboration that will act as a guide to analysis in Chapters 5 and 6. Again, as this is not a quantitative study the levels are subject to interpretations, but the purpose is to add robustness to the main data analysis.

Table 4.2.2 – Guidance on Analysing Levels of Collaboration for this Research Project

Level of Collaboration	Analysis Guidance
Low	• Tangential or minimal evidence to suggest 1 or more CA criteria met
Medium	• Some evidence to suggest 1 or more CA criteria met • Explicit but contradictory evidence to suggest 1 or more CA criteria met
High	• Explicit evidence to suggest 1 or more CA criteria met

4.2.3 Pilot Study Analysis – Sub-problem 2 (Representational Capital)

The aim of the analysis of study sub-problem 2 in the pilot study was to trial deploying Method 1 to assess whether representational capital examples could be teased from the data. Below is a selection of examples of intangible assets that were identified in Milton Keynes RWC 2015 discourse, which drew out issues of analysing representational capital:

> We particularly wanted rugby because it was a World Cup and that is the best you can get.
>
> (John Cove, Director and CEO, MK Dons)

> I think it's more getting a prestigious event in [bidding strategy for sport events in Milton Keynes] – like the rugby [World Cup].
>
> (Jackie Inskipp, General Manager, DMK)

> I think it showed [winning RWC 2015 hosting rights] that Milton Keynes was ready to be put on that bigger stage.
>
> (Richard Davis-Boreham, Sport Development Officer, MKC)

So, the intangible assets were interpreted to be prestige and exposure. From this analysis it was noted that the researcher may have to make more informed interpretations based on the transcripts than previously presumed. For example, the asset given by John Cove was interpreted to be prestige from hosting the RWC 2015. This was because of the content of the quote, as well as the similar nature to the statement made by Jackie Inskipp, which explicitly named prestige as the asset. Hence, the researcher must draw on previous examples, and literature and media discourse from Chapter 1 and 2 to label assets consistently where possible. Other examples can act as a guide. Whilst consistency is mentioned in terms of supportability, the strength of pioneering representational capital is due to the fact that the concept aims to encompass all available intangible value. Therein, as long as the analysis is conducted as consistently and transparently as possible (i.e.

detailing the quote and grouping based on informed understandings), then this inquiry can surface innovative knowledge in this area. Practically, Method 1 was found to be an appropriate tool to investigate sub-problem 2, as instances of representational capital were found within the data captured.

4.2.4 Pilot Study Analysis – Sub-problem 3 (Leveraging)

When thematically coding the pilot study data, there were few examples of the direct leveraging process uncovered (see section 3.7.2.3). Consequently, the researcher reassessed the questions and realised that there was not a balance between topics on collaboration, representational capital and leveraging. Whilst there were indirect examples found that recognised representational capital assets and potential outputs, the strategy could not be extracted from the information given:

> Now that we've got the Rugby World Cup we're getting more requests and enquiries for further events.
>
> (Richard Davis-Boreham, Sport Development Officer, MKC)

> I think the important thing for me is that you get – I guess what you could call 'magnet' events. So you're hosting a World Cup, we will be a World Cup stadium forever.
>
> (John Cove, Director and CEO, MK Dons)

There were tentative links to the intangible assets of prestige and reputation in the above statements, and the idea of long-term outcomes of further representational capital from image and securing future events. However, to make a strong contribution to knowledge in the area of sport event planning and leveraging, the questions need to be refined to probe this topic in greater detail. This is addressed further in Table 4.2.5 and Appendix 13.

4.2.5 Lessons Learnt from Pilot Study

As put forward in section 4.1, the main focus of this pilot study was to take the lessons learnt from the first inspection of the field and reflect on the positives and negatives that were gathered. Table 4.2.5 takes the objectives set out in Table 4.1, to ascertain what was learnt from conducting the pilot study in Milton Keynes.

Table 4.2.5 – Objectives of Pilot Study and Lessons Learnt in Study Project Context

Pilot Study Objectives	Lessons Learnt from Pilot Study
1. To improve the research design, as no design is perfect	The research design had the flexibility to retrace steps, i.e. refine questions, which was found to be necessary.
2. To practice main method deployment (M1 - interviews)	The researcher was able to practice deploying interviews (Method 1). Lessons were learnt around preparing the questions so the researcher could see keywords to find relevant topics more easily (see Appendix 13). This quick reference may help the interview to run more smoothly, to make the researcher more confident and less likely to miss questions because they are more locatable. The researcher was also able to build confidence in steering the interviewees back on topic through practice, which may be important in the main data collection if participants set a time limit.
3. To choose a sample that reflected that of the main data collection	The sample reflected that of the data collection and a full sample was collected, i.e. senior planning executives for sport, public sector and tourism. The researcher was able to apply sampling techniques in the field and gained confidence that this could be replicated for the four sample host destinations for the main data collection.
4. To surface issues of access where relevant	The two main sampling techniques were deployed: purposive for Jackie Inskipp as the researcher was aware of this participant's role in RWC 2015, and snowball as the names for the other two interviewees from sport and public sector organisations were given in the interview with Jackie Inskipp. Hence, issues of access did not arise, plus the researcher was able to practice email approaches to John Cove and Richard Davis-Boreham to increase the likelihood of success of accessing the sample in this way for the main data collection.
5. To refine questions, if necessary	Several points were taken from conducting the pilot study regarding the questions utilised for Method 1: • At times the questions were found to be too specific (e.g. questions around DI rather than general intangible assets), which also went against the modified dualist epistemology adopted for this research project • Too few questions around leveraging, so more questions probing the long-term plans to maximise representational capital were needed • Too few questions in general, which led to interviewees talking off-topic, reducing the richness of findings • Not enough contextual questions around RWC 2015, so conversations drifted off-topic more often The points uncovered from conducting the pilot study assisted to refine questions for the main data collection for Method 1. The revised questions can be found in Appendix 13.
6. To assess suitability of analysis tools	Thematic coding was practised for the three interviews conducted, so the researcher became more familiar with how the software functioned.

4.3 Chapter 4 Recap

Chapter 4 was set out to justify the purpose for conducting a pilot study for this research investigation and to detail the lessons and alterations that arose from preliminary field work. The objectives of the pilot study were to: assess the suitability of research design, practise method deployment, choose a sample that reflected that of the main data collection, surface any issues of access, refine questions where necessary and examine the suitably of analysis tools. A number of lessons were learnt from carrying out this pilot study, particularly in regard to the breadth and depth of questions required for the main data collection, as well as deducing that a higher level of interpretation was going to be required when analysing representational capital data. As a result, all these points could be addressed prior to the main data collection, which in turn increased the likelihood of obtaining rich insight from the main sample. Many positives were also taken from the pilot study, notably that the research design was appropriate for the main data collection and that the researcher was able to confidently deploy methods and techniques in the field.

CHAPTER 5
Preliminary Findings on Collaboration, Representational Capital and Leveraging

This chapter is organised to present the preliminary findings from the data collection carried out between June 2014 and December 2014. The structure of Chapter 5 is designed to bring forward findings, categorised by sampled RWC 2015 host destinations: Cardiff, Exeter, Brighton and Gloucester. Within those divisions, each destination's data is analysed by sub-problem (restated in Table 5a). Analysis of emergent themes can be found in the appendices and are be signposted throughout the chapter. The structure of this chapter is designed to present the findings uncovered for the four sampled destinations to emphasise the potential diversity or similarity of each context, in order to provide a greater depth of information than would be possible if the findings were presented by sub-problem alone. To ensure that the data included meets the trustworthy criteria, extracts from the transcripts for RWC planner interviews are located in Appendix 14. Furthermore, as noted in Table 4.2.5, greater interpretation was required to deduce intangible assets from the data captured. Therefore, the definitions of intangible assets are given in Table 5b and are tailored to this study project context to provide clarity on the subsequent analysis. At the end of the chapter, there is also a section included which shows interview data analysis from senior tourism planners external to the destination context (section 5.6). The explanation for incorporating this additional sample is expanded upon in section 5.1.

Table 5a – Study Sub-problems (Restated)

Study sub-problem	Aim
1	*To ascertain levels of collaboration between sport, public sector and tourism industries in the planning stages of the Rugby World Cup 2015 at host destinations*
2	*To determine the significance given to representational capital by sport, public sector and tourism industry planners in the planning phases of the Rugby World Cup 2015 at host destinations*
3	*To investigate sport, public sector and tourism industry planners' strategies to leverage representational capital at Rugby World Cup 2015 host destinations*

Table 5b – Glossary of Intangible Asset Terms

Intangible Asset Interpreted	Definition in Study Project Context
Destination Image	Aspects of identity in relation to a host destination
Awareness	Bringing a host destination to attention of new and existing audiences
Coverage	Media attention given to host destination as a result of hosting Rugby World Cup 2015 fixtures (e.g. enhance what is said about destinations)
Exposure	National and international platforms (media, business, sport, tourism etc.) that are opened up to RWC 2015 host destinations
Profile	Stature of image, not necessarily of the destination but of a planning organisation for example
Reputation	Standing and stature gained from hosting RWC 2015
Class	Highly regarded, either from hosting or of the RWC itself
Calibre	Strength of reputation, either from hosting or of the RWC itself
Credibility	Trust and respect either from hosting or of the RWC itself
Prestige	Uniqueness and rarity of being associated with something hard to achieve, i.e. hosting the RWC 2015
Experience	Visitors feelings from attending RWC 2015 fixtures
Pedigree	Proven association of experience or ability
Showcase	Showing off certain elements of a RWC 2015 host destination, from image to expertise
Atmosphere	Feeling created from securing bidding rights and hosting RWC 2015 fixtures
Rugby	The image of rugby as a sport
Pride	Satisfaction of securing bidding rights, being associated with the event and hosting RWC 2015 fixtures
Magnitude	Strength of the scale of the RWC 2015
Feel-good-factor	Positive experience created from hosting RWC 2015 fixtures
Recognition	Being associated and noticed due to RWC 2015 hosting

5.1 Alterations to the Main Data Collection Sample

As noted in section 3.6.2, two sampling techniques were selected for this research study: purposive sampling and snowball sampling. Due to the exploratory nature of this study project, the aim was to mainly employ purposive sampling to identify interview respondents; as the executive planners were not known prior to confirmation once in the field. Snowball sampling was chosen to complement this exploration and provide a flexible technique to select and locate the necessary respondents from recommendations of other interviewees. The researcher gained confidence from conducting the pilot study that applying these sampling techniques in tandem would increase the likelihood of accessing the most expert interviewees for Method 1 (see Appendix 15 for evidence of interviewees meeting executive-level status). This led to some of the sampled senior executives from the tourism industry suggesting national and international tourism planners to assist in clarifying the role of the industry in RWC 2015 planning. In order to increase the supportability of findings, an additional group of target respondents were interviewed (see Figure 5.1). This extra group were senior executives and met the criteria set out in Chapter 3 in terms of their expert contribution to the study, and could further reinforce the trustworthiness of the findings.

In regard to the original sample for Method 1, certain organisations declined or were unavailable to participate in this research project, which is indicated in Figure 5.1. Gloucester was the only RWC 2015 host targeted that did not provide a complete sample for Method 1, i.e. sport, public sector and tourism interview representation, the impact of which is explored in section 5.5. In order to maintain transparency, Figure 5.1 indicates which interviews were conducted using the structured technique, due to the respondent's lack of time to meet or talk over the phone (discussed in section 3.5.2.1). The limitation of this back-up option to draw emergent findings was reduced because structured questions were mainly used on follow-up interviews, when the researcher already had specific questions to ask. Table 5.1 shows the strategy documents that were able to be sourced for the pinpointed organisations. Media reports were gathered for each

host destination using the key search term '[destination name] Rugby World Cup' as set out in Figure 3.6.1.

Following on from the decision to utilise the back-up option of structured interviews because of difficulties in setting meetings with executive planners, the methodological decisions set out in Chapter 3 assisted the researcher in overcoming such obstacles in the field. The researcher was able to expand the sample because of the snowball technique utilised, which further aligned the main data collection with the postpositivist methodology of critical multiplism. The inclusion of tourism leaders as an additional sample area boosted the credibility of findings through critical multiplism, i.e. capturing as much reality as possible. Critical multiplism was especially important in the case of Gloucester, where Method 2a and 2b (secondary data analysis of strategy documents and media reports) compensated to a degree for not achieving a full sample for the RWC 2015 host destination.

Figure 5.1 – The Final Sample for Method 1

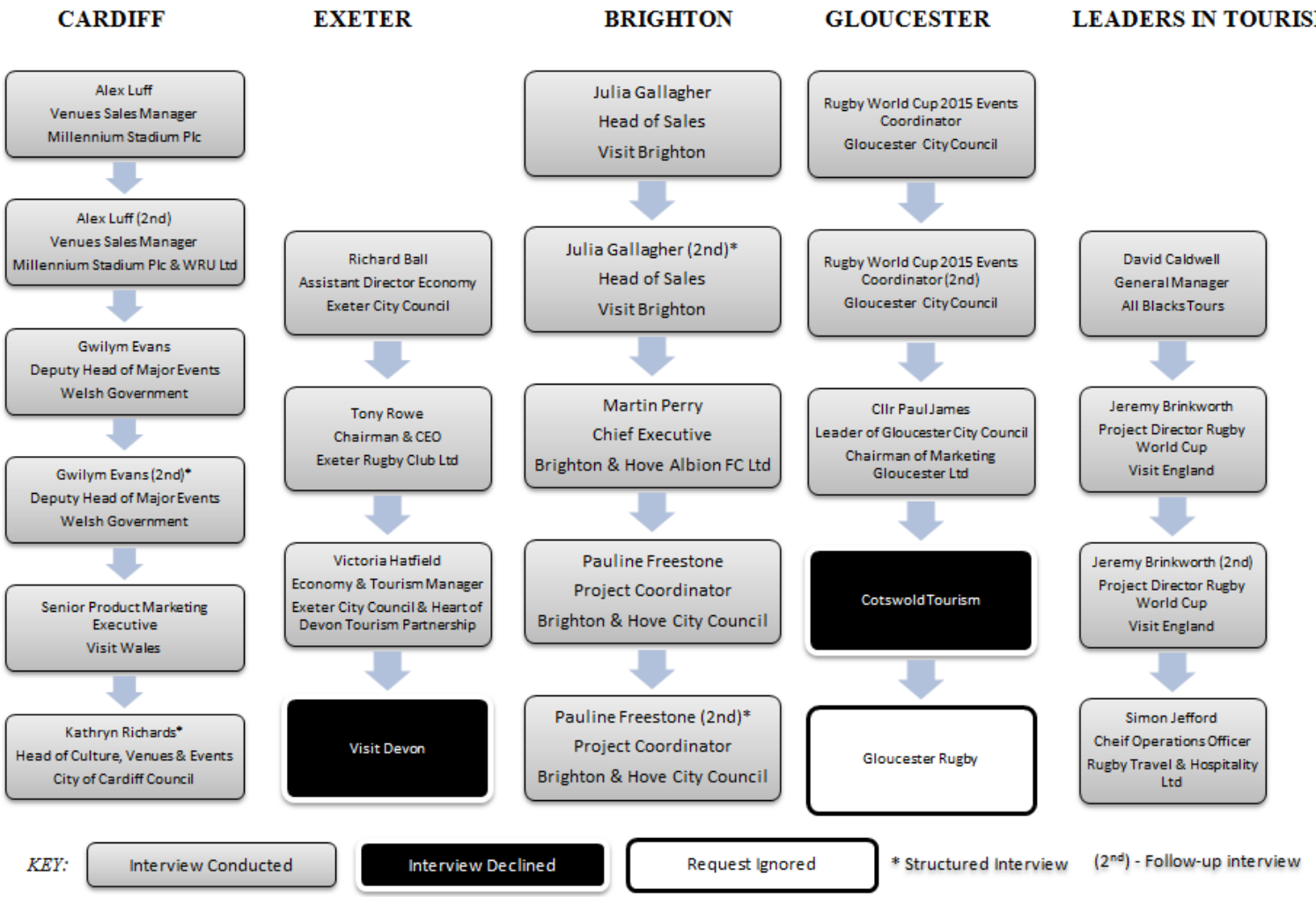


Table 5.1 – Strategy Documents Analysed for Main Data Collection

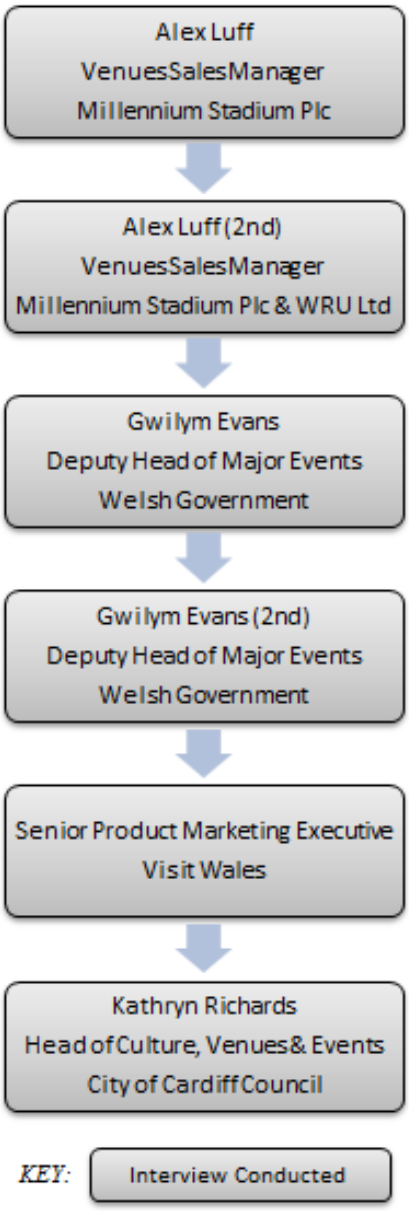
Cardiff	**Exeter**
1. Welsh Government (Major Events Unit - MEU) • Making the Most of Major Sporting Events 2010 • A Major Events Strategy For Wales 2010-20 • Planning Policy Wales (Chapter 11) - Tourism, Sport & Recreation 2. Visit Wales • Welsh Government Strategy for Tourism 2013-20** 3. Cardiff City Council • Sport, Leisure & Culture Directorate Delivery Plan 2014-15 • Corporate Plan 2014-2017 • Cardiff Local Development Plan 2006-26	1. Exeter City Council • Corporate Plan 2012-2014 • Core Strategy 2012 2. Heart of Devon Partnership • Economic Development Strategy 2008-2013 • Exeter Visitor Strategy 2012-2016 3. Exeter Chiefs • ***
Brighton	**Gloucester**
1. Visit Brighton • A Strategy for the Visitor Economy 2008-18** 2. Brighton & Hove Albion FC • *** 3. Brighton & Hove City Council • Indoor Sports Facilities Plan 2012-22 • Sport & Physical Activity Strategy 2013-18 • Corporate Plan 2011-2015 (Annual Update 2014-15)	1. Gloucester City Council • Gloucester City Vision 2012-22 • Council Plan 2014-2017 2. Marketing Gloucester Ltd • ***

*KEY: **Published on behalf of organisation by public sector body (council or government)*
****No strategy documents available for public consumption*

5.2 Findings from Cardiff Data Collection

Figure 5.2 shows the representatives from the organisations who were interviewed as part of the data collection process for the RWC 2015 host destination of Cardiff. Strategy documents for these organisations were included in the sample where available (see Table 5.1). For media reports, the key word search of 'Cardiff Rugby World Cup' was utilised to gather pertinent media discourse for this destination. The following section presents findings by study sub-problem, addressing the key themes in turn.

Figure 5.2 – Cardiff Interview Respondents



5.2.1 Study Sub-problem 1 – Levels of Collaboration in Cardiff RWC 2015 Planning

As stated in sub-problem 1, the first aim of the research project was to ascertain the levels of collaboration between planners from sport, public sector and tourism industries. Figure 5.2 shows that interviews were conducted with representatives from the Millennium Stadium/WRU, Cardiff County Council, Welsh Government Major Events Unit and Visit Wales. For the purposes of easy referencing, some of the organisation's names have been shortened or abbreviated in Table 5.2.1a. To assist in analysing the levels of collaboration in Cardiff RWC 2015 planning, the collective action framework was applied, and has been restated below in Table 5.2.1b. Not all CA criteria needed to be met for collaboration to occur, but the five-point process enabled a more detail assessment of the type of collaboration. The guidelines as to how levels of collaboration are to be addressed in this research study context can be found in section 4.2.2.

Table 5.2.1a – Organisation Abbreviations for Cardiff

Organisation Name	Abbreviation
Millennium Stadium Plc./ Welsh Rugby Union	WRU
Cardiff County Council	CCC
Welsh Government Major Events Unit	MEU

Table 5.2.1b – How to Identify Collective Action – CA Framework (Restated)

CA criteria:
1. A joint aim
2. Joint practices
3. Overlooking competition
4. Overall shared result
5. Resources applied in same direction

Sources: Olson, (1965); Ostrom (2010); O'Sullivan and Turner (2013)

5.2.1.1 Joint Aims in Cardiff RWC 2015 Planning

The bid for the RWC 2015 host venue rights in Cardiff was put together by three organisations:

> I was responsible for drawing together the ER 2015 bid for Cardiff, working in partnership with the Millennium Stadium and WRU, and the Major Events Unit at the Welsh Government.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

Within this bid collaboration, two of the three industries were represented: sport and the public sector (see Appendix 16 for clarification on the role of ER 2015). Thus, shared objectives between CCC, WRU and MEU were demonstrated through the desire to bid for the event. From bidding to planning the RWC 2015, the data analysis showed that joint aims emerged in the form of a formal planning committee:

> …we form what is called the City Steering Group and that essentially encompasses Cardiff City Council, the venue – so, I represent the Stadium on that forum - Welsh Government which is Gwilym and the Major Events Team, all the transport stakeholders…
>
> (Alex Luff, Venue Sales Manager, WRU)

This statement identified the RWC 2015 key planning collaborators: Gwilym Evans, Deputy Head of Major Events, MEU, Alex Luff, Venue Sales Manager, WRU, Kathryn Richards, Head of Culture, Venues & Events, CCC, and also private sector transport planners who fell outside of the remit of this research inquiry.

The City Steering Group members were confirmed as the same collaborators by Gwilym Evans, MEU:

> They [WRU] have established a City Steering Group, which ER 2015 put together, they sort of co-chair with Cardiff Council and that includes representation from all key stakeholders, including ourselves and Welsh

> Rugby Union/Millennium Stadium Plc. And you also have other key stakeholders such as South Wales Police, the Airport and others sitting on that group.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Thus, the industries set out for investigation in study sub-problem 1 – the sport industry via WRU, the public sector at a local level through CCC, and the MEU (Welsh Government) at a national level – were found to share a strategic level of joint aims, determined by their presence on the City Steering Group. This was confirmed by all three representatives, meaning a high-level of collaboration was explicitly given.

Looking further at joint aims in planning discourse, the preceding evidence taken from interviews inferred that, in Cardiff, part of the rationale behind the Millennium Stadium and MEU jointly supporting RWC 2015 planning was down to the fundamentals of RWC delivery:

> They [WRU] worked closely with us because obviously there was a need for public sector investment to secure the matches.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

So there was a need for the public sector and sport organisations to collaborate because of financial reasons, necessitating shared objectives in this case.

The relationship between the sport industry and public sector representatives were shown to dictate core planning activities for Cardiff RWC 2015 fixtures:

> It is the key decision-makers within that [City Steering Group], so it's not talking shop, it's very much an exec-level or key level meeting, that we then effectively discuss the core strategies and then obviously we breakaway and have our respective individual meetings on a more micro-level.
>
> (Alex Luff, Venue Sales Manager, WRU)

Consequently, RWC 2015 planning aims were found to be agreed at an executive-level in Cardiff between public sector and sport organisations. Thus, it was deduced that sport and the public sector were key collaborators operating at a high-level of collaboration in regards to joint aims. These executive-level collaborations did not include tourism representation at this stage.

In relation to cross-industry collaboration between sport and the public sector in Cardiff, i.e. WRU, CCC and MEU, there were further indications of CA criteria being met explicitly through shared strategic visions:

> We've been working with them [CCC and MEU] now for the last 18 months for the Rugby World Cup in terms of not just developing the transport plans, but the city delivery plan, the venue plan, so one part of us can't work exclusively on our own. We rely upon each other really to develop the aims for the group.
>
> (Alex Luff, Venue Sales Manager, WRU)

Alex Luff, WRU, clearly stated that key planning organisations for the RWC 2015 in Cardiff created and shared aims; again substantiating that planning aims in Cardiff for the RWC were shared by these three organisations. This was corroborated by Kathryn Richards:

> It was a joint commitment [agreeing to host the RWC 2015]; it wouldn't work unless we were joined up and had a shared vision and commitment.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

Kathryn Richards, CCC, unambiguously supported that the RWC 2015 was a joint activity between the MEU, CCC and WRU. Hence, joint aims between WRU, CCC and MEU were well evidenced, further reinforcing a strong case for a high-level of collaboration through joint aims being uncovered (see Appendix 17 for further supporting evidence).

In relation to the role of Visit Wales on the RWC 2015 City Steering Group, MEU were confirmed as the proxy representation:

> Well I am, through our representation, we are part of Visit Wales.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

From this statement, it must be noted that the study problem addressed tourism and the public sector as different industries, although from the comment above Visit Wales and MEU form part of a larger structure in the public sector (see Appendix 18 for further clarification).

In the case of Cardiff and Wales, Visit Wales sat within the Welsh Government. So, in terms of joint aims, the MEU and Visit Wales shared certain strategic positions as they were part of an overarching government body. Yet, even though Visit Wales straddled industry contexts, the evidence captured in the main data collection did not identify the organisation as a key planner. Therefore, where this research investigation was strong, was in discovering which organisations collaborated: i.e. the key collaborators were identified as MEU, CCC and WRU. Moreover, the preliminary analysis showed that only indirect joint aims between tourism and the key collaborators were unearthed, and Visit Wales were not included directly in the City Steering Group. Thus, there was justification for investigating the roles of tourism and the public sector in RWC 2015 planning separately.

5.2.1.2 Joint Practices in Cardiff RWC 2015 Planning

The representatives from Cardiff (Figure 5.2) were questioned to ascertain whether joint practices occurred when planning to host RWC 2015 fixtures, or indeed, if the pinpointed industries were involved in RWC 2015 planning at all. Alex Luff, WRU, asserted that collective practices in Cardiff event planning occurred before and because of the RWC 2015:

> Everything is done in partnership effectively, and this is a functional plan or a system that we use for all major events since the stadium opened

about 15 years ago. We work in partnership with the local authorities, the council and our stakeholder groups to deliver major events.

(Alex Luff, Venue Sales Manager, WRU)

This comment alluded to the fact that the WRU were involved in a long-standing and systematic collaboration in Cardiff, and identified CCC – i.e. one of the public sector representatives in this study context – as part of that collaboration.

The suggestion of shared practices was reinforced by Kathryn Richards, CCC, when asked about RWC 2015 planning:

Events in Cardiff are a family affair!

(Kathryn Richards, Head of Culture, Venues & Events, CCC)

Kathryn Richards also referred to planning events, such as the RWC 2015, as a 'Team Wales approach', which suggested that collaborative practices extended nationally. The importance of this historical sport event collaboration was in the strength of the collaboration, as it was seen as a positive and structured practice, agreed openly by cross-industry sources. Thus, the collective action criterion of shared practices was met at a high-level between the public sector and sport representatives.

Although sport and the public sector were recognised as integral to executive-level collaborations, sub-problem 1 also sought to ascertain the position of the tourism industry in these planning forums. Gwilym Evans noted that there was collaboration between the MEU and Visit Wales in regards to RWC 2015 planning:

So, obviously given where we are positioned, we work closely with colleagues in Visit Wales to maximise the tourism impact of events.

(Gwilym Evans, Deputy Head of Major Events, MEU)

Thus, there was a general level of collaboration between Visit Wales and MEU because the MEU forms part of the larger Visit Wales organisation. However, the

comment by Gwilym Evans that this collaboration was 'obvious' did not necessarily translate to a high-level of joint practices in a RWC 2015 setting.

Continuing on from the analysis regarding the tourism industry, the findings from this study project made breakthroughs when assessing joint practices involving tourism organisations outside of central planning. Indeed, Visit Wales were part of RWC 2015 planning practices, but this was not always done at a destination level. The Senior Product Marketing Executive for Visit Wales noted that the organisations were actively collaborating with other tourism bodies and agencies on RWC 2015 related planning:

> …we have been working very closely with Visit England, and they are the leading organisation for England 2015 on the tourism perspective.
>
> (Senior Product Marketing Executive, Visit Wales)

> So, while they were over for the workshop [All Black Tours - OTA] last November, which also formed part of the Autumn Internationals, they did actually come to Cardiff on a site visit to look at some hotels and just to see the City.
>
> (Senior Product Marketing Executive, Visit Wales)

This was echoed by Gwilym Evans:

> But separately other colleagues in Visit Wales are working with Visit England and Visit Britain on the tourism opportunities.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Thus, tourism collaboration extended nationally and internationally between Visit Wales and the event organisers ER 2015, Visit England, OTAs (Official Travel Agents for RWC 2015) and Visit Britain (see Figure 5.2.1.3). Additionally, a high-level of collective practices was found, where Visit Wales worked outside of the destination planning group with numerous tourism organisations on RWC 2015 plans. Pertinently, these collaborations were recognised, yet, perceived as

'separate' by Gwilym Evans (MEU): meaning that tourism-tourism collaboration was a separate concern to that of a key planner in this case.

On a destination level, it appeared that tourism was viewed more as an asset rather than a collaborator in Cardiff RWC 2015 central planning:

> …there will be a trophy tour that will come into Wales, so we're working with all the unitary authorities to agree the best locations for the tour whilst it's in Wales…We want to use the trophy to maximise participation from a rugby legacy standpoint, and we would then work with our partner agencies within the unitary authorities to maximise from an inward investment perspective from tourism.
>
> (Alex Luff, Venue Sales Manager, WRU)

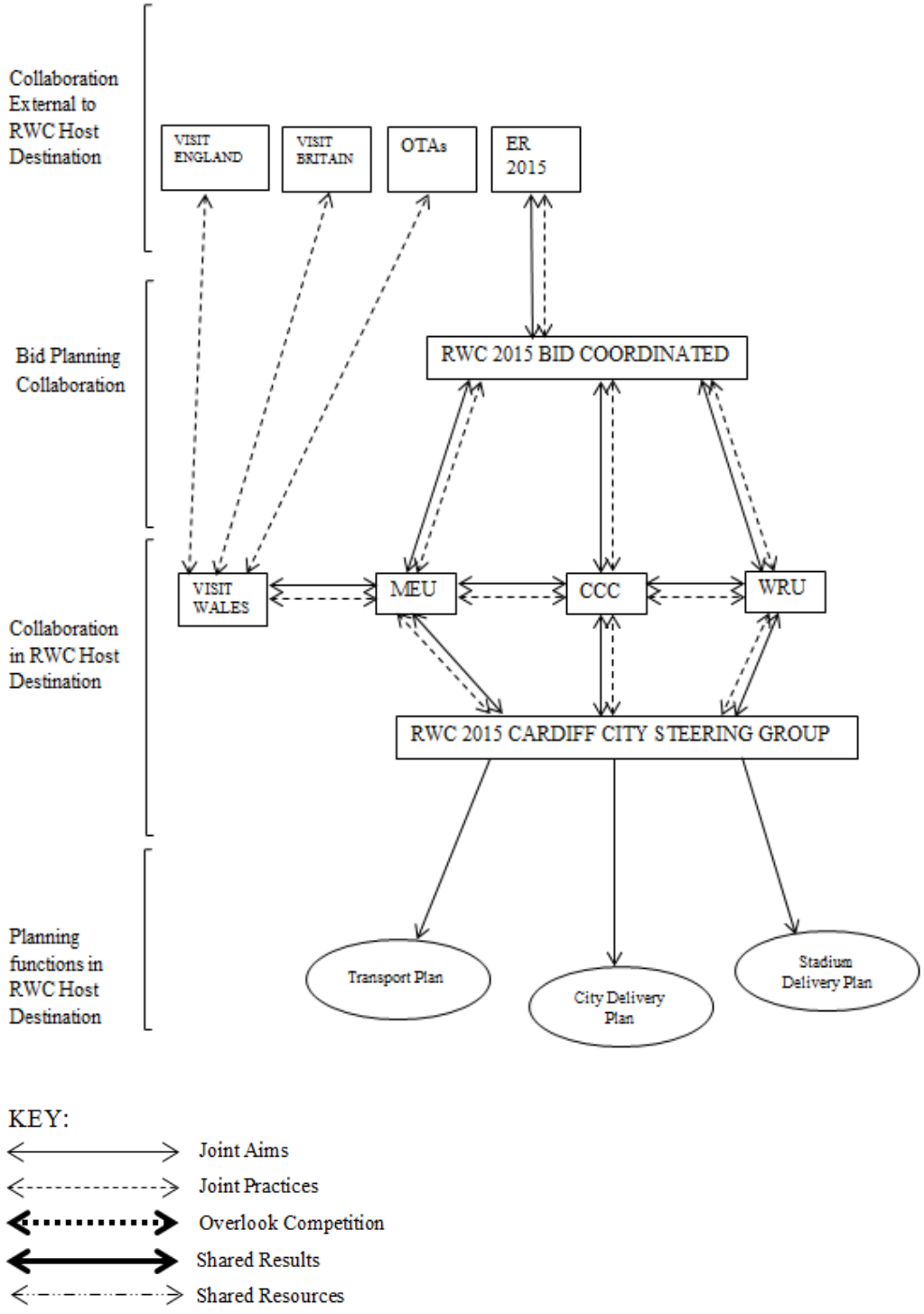
Hence, evidence on the levels of collaboration between tourism and key RWC 2015 planners was contradictory. At times, tourism was viewed more as an output of RWC 2015 planning, rather than an industry collaborator. Overall, the indications of joint practices between key planners and tourism were conflicting, which suggested a mid-level collaboration.

5.2.1.3 Summary of Collaboration in Cardiff RWC 2015 Planning

The collective action criteria met by RWC 2015 planners in Cardiff related to joint aims and shared practices. Shared aims and visions were particularly evident between the public sector organisations, CCC and MEU, and the sport organisation of the WRU, from planning in the bidding processes to the RWC 2015 City Steering Group. Figure 5.2.1.3 aims to depict the levels of collaboration RWC 2015 planning, through the CA criteria met in this host destination. Whilst there was no explicit evidence of shared aims between Visit Wales and other key planners, there was a suggestion of collaboration because of the link between the structure of Visit Wales and the MEU. However, the shared practices between Visit Wales and other tourism providers in RWC 2015 planning highlighted that tourism-tourism collaboration was at a high-level. In regards to other CA criteria, examples of organisations overlooking competition could not be identified, perhaps this was due to the necessity of key planners having to work

together for the event to be procured and delivered. No overt examples of shared resources or results were discovered either.

Figure 5.2.1.3 – Collective Action Criteria Met in Cardiff RWC 2015 Planning



NB: Overlooking competition, shared results & shared sources CA criteria not identified

5.2.2 Study Sub-problem 2 – Significance of Representational Capital in Cardiff RWC 2015 Planning

Study sub-problem 2 sought to probe the significance given by the three pinpointed industries to representational capital as a result of hosting RWC 2015 fixtures. In this section, as before, the findings are presented based on an analysis of interviews conducted with representatives from the sport, public sector and tourism industries, and secondary data analysed in relation to the theme of representational capital. To recap, representational capital is the value attached to intangible assets. In this research study context, representational capital is specifically referring to intangible assets created as a result of the RWC 2015 being hosted in a destination.

More importantly to note, the terms used to label intangible assets (discussed in the analysis in this section and found in Figure 5.2.2.6) have been based on existing definitions in literature and industry debates. A glossary of the terms can be found in Table 5b. To reiterate the lessons learnt from the pilot study (see section 4.2.3), in sampled RWC 2015 host destinations, planning discourse did not always directly expose the intangible asset; hence, interpretations were made in labelling some assets. In line with the postpositivist tenets, these judgements were subject to researcher flaws, but where possible the most informed choices were made by drawing on similar examples. In other instances, the precise asset was given, e.g. image, reputation and experience, meaning less interpretation was required. Although, it is important to acknowledge this process in terms of transparency, the strength of pioneering representational capital is that the concept is based on identifying an intangible asset and valuing that asset. Hence, 'mislabelling' of an asset is not detrimental in building and potentially leveraging representational capital, as it is the intangible asset - under whatever guise - that generates capital. This same interpretive labelling was conducted for all sampled RWC 2015 host destinations.

5.2.2.1 The Value of Destination Image in Cardiff RWC 2015 Planning

From the four representatives interviewed in Cardiff, all respondents attributed value to destination image. A dominant theme drawn from the data was that pinpointed planners, from the three scrutinised industries, identified the RWC 2015 as a springboard for image. The worth of destination image in one case was demonstrated through the opportunity to market Wales:

> That's where the Welsh Government then come in, because they are looking at it as using the tournament matches here as a catalyst or a platform to promote Wales as a destination.
>
> (Alex Luff, Venue Sales Manager, WRU)

Hence, representational capital was recognised in planning through the positive destination image boost for Wales, for both the WRU and Welsh Government (MEU). This linked into the tourism perspective, where Visit Wales perceived the RWC as a conduit to distribute a 'Welsh message' through working with OTAs:

> As far as itineraries go [for RWC 2015] we would obviously include key sort of factors in there, you know places iconic attractions to visit, but also trying to bring other things in.
>
> (Senior Product Marketing Executive, Visit Wales)

Visit Wales planned to use the attractions associated with the destination to develop and diversify travel packages for the RWC 2015, therein lay the value.

Alex Luff, WRU, also recognised the potential significance of utilising the destination's offer for RWC 2015 visitors:

> There are 11 host venues across the UK and fans are deciding from where they are going to spend their money to watch the games, and obviously the more attractive and the more on offer in a particular location that helps make that decision for them.
>
> (Alex Luff, Venue Sales Manager, WRU)

The worth attached to image in this instance was setting the Millennium Stadium apart from other host venues. Notably, the value was more venue-centric than for the destination.

On the other hand, Visit Wales saw RWC 2015 planning stages as an opportunity for national destination image (DI) promotion:

> Obviously from my side, working with the travel trade, it is very much gaining new awareness of Wales as a holiday destination with the operators and also for their clients as well.
>
> (Senior Product Marketing Executive, Visit Wales)

The significant worth of this intangible asset for Visit Wales was shown through the possibility of gaining recognition in new markets (i.e. awareness). For Visit Wales and the WRU, hosting the RWC 2015 was a chance to build representational capital for the venue from DI, as well as linking DI and awareness to attract a new audience to the host destination and beyond. Thus, the intangible asset of DI was recognised by sampled industries, but at times the valuation varied.

Moreover, destination image was seen as valuable because hosting the RWC could provide an opportunity not only to rejuvenate image, but to increase awareness of the host destination:

> You know there is a perception that nothing happens in Wales…There is a lot for people to do and see so it's using not just the Rugby World Cup but our entire events portfolio to project those positive images of Wales.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Hence, representational capital was predicted to be generated by the RWC 2015 in Cardiff by the worth of DI, in conjunction with the intangible assets of awareness and exposure. The planned value by the MEU was the opportunity to challenge existing perceptions of Wales as a country. Hence, representational capital was said to extend beyond the host destination to the whole of Wales. Thus, several

assertions made by the sampled organisations in this sub-section suggested the impact of representational capital could extend to a national platform (see Appendix 19 for further discussions on this area). Overall, the significance of representational capital for the public sector and tourism industry was the possibility that the host destination, and even the country, could benefit from the asset of destination image. Interestingly, DI was a valued asset by the sport representative, but predominantly on a more venue-based level. So, the asset of DI was attributed worth by all planners, but perhaps for different reasons in different industries contexts (addressed again in section 6.2.3).

5.2.2.2 The Value of Exposure in Cardiff RWC 2015 Planning

Exposure was not only mentioned in relation to reputation (see section 5.2.2.4), but as an intangible asset in its own right. Gwilym Evans, MEU, purported that large scale sport events lead to media exposure:

> Obviously the ones that grab the headlines are the ones like the Rugby World Cup.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Therefore, the insinuation was that the RWC 2015 would create an even greater level of exposure than a smaller scale occasion. This viewpoint was supported by Roger Lewis, the CEO of the WRU:

> The eyes of the world will be on Wales, positive images of the Millennium Stadium, of Cardiff, of all of Wales, will be beamed across the globe.
>
> (Thomas, 2013)

This was further reinforced by Visit Wales, where the worth of exposure was ascribed to the RWC 2015 projecting the host destination:

> I think the other key thing is, which is really important, is the PR aspect – you know getting very much positive PR as a result of the coverage that results as part of the Rugby World Cup.
>
> (Senior Product Marketing Executive, Visit Wales)

From all sampled industry standpoints, the worth of exposure was reflected in the possibility of receiving global coverage and the global platform. Yet, none of the planners interviewed mentioned the potential negative consequences of global exposure. In fact, there was an assumption that the exposure from hosting RWC 2015 fixtures would automatically be positive.

5.2.2.3 The Value of Event Characteristics in Cardiff RWC 2015 Planning

The event characteristics of the RWC 2015 tournament were interpreted as an intangible asset area, and also as a catalyst for the generation of various other intangible assets. The Millennium Stadium is associated with rugby, because it is run by the WRU and is the home of the Welsh Rugby Union team (see Table 3.6.1 and Appendix 1). Hence, the rugby aspect of the sport event under scrutiny was predictably attributed value, as the WRU is a rugby-centric organisation:

> One of the reasons why we wanted the Rugby World Cup to come into Wales or be hosted here is to actually promote rugby and use it here as an opportunity to maximise the legacy opportunities to promote participation in the game.
>
> (Alex Luff, Venue Sales Manager, WRU)

For the WRU, planning to stage a rugby event was seen as an opportunity to raise the profile of the sport, with the value arising from the combination of promoting the sport of rugby through event characteristics.

The type of tournament also tied in with the motivations of the MEU to be a planning organisation for the RWC 2015 and other rugby events too:

> Earlier this year we hosted the European Rugby [Union] Cup finals; Heineken and the Amlin [Cup finals]. So, as I say, that links in with the very strong rugby heritage that Wales and Cardiff has in particular.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Therefore, according to Gwilym Evans the nature of the event was valuable as it linked in with destination image through heritage.

The RWC 2015 itself provided a level of prestige that was valued by Alex Luff, WRU:

> It's all about prestige isn't it.
>
> (Alex Luff, Venue Sales Manager, WRU)

The intangible asset of prestige was explained in more detail by Alex Luff, WRU:

> One of the key strategic goals is to align the stadium and the WRU with these global or iconic events because obviously the fact that we are aligned to them or we're delivering them only goes to reinforce the fact that we are a modern, forward thinking organisation that's at the elite end of not just international rugby but also host venues.
>
> (Alex Luff, Venue Sales Manager, WRU)

Hence, the value for the WRU from staging the RWC 2015 was found in the iconic level of the event's calibre and prestige. Moreover, the worth of the assets of showcasing and profile were attached value by the WRU. Showcasing and prestige were demonstrated through the WRU's desire to achieve a stronger, more legitimate profile by emphasising their elite standing.

The prestige of the RWC 2015 was further recognised as valuable in secondary data analysis:

> Cardiff should be justifiably proud to have international and prestigious events such as the Rugby World Cup. It puts a great profile on the city and offers a different dimension to our offering, drawing a high volume of visitors.
>
> (Collins, 2013a)

Again, there appeared to be a connection between aligning the host destination and venue with the prestige of the 2015 tournament. Furthermore, prestige was connected to the intangible asset of profile. The interconnection of assets will be discussed in more detail in section 5.2.2.4.

The characteristics of the RWC as a tournament were of significance to the key planning industries of sport and the public sector. Alex Luff, WRU, discussed the rationale behind plans to host more global events:

> We've put a bid in to hopefully win a package of games for Euro 2020. So, again the fact that we are hosting these global tournaments and we are able to deliver them to the higher levels only goes to underline our credibility and the calibre of our staff and the city and of the stadium.
>
> (Alex Luff, Venue Sales Manager, WRU)

In this case, hosting the RWC 2015 was seen as a catalyst to develop intangible assets, for example consolidating credibility and calibre of the destination's ability to secure future high quality sport events (also see Appendix 20 for emergent discourse on sport event portfolios).

When asked what hosting the RWC 2015 meant for Cardiff, Kathryn Richards underlined the City Council's justification for hosting the event:

> Demonstration of Cardiff's international event staging pedigree.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

The indication from this response was the potential of pedigree to secure the next sport event for Cardiff. So, intangibles were linked to tangible outputs, an area of representational capital that will be explored in regards to leveraging in section 6.3.1.3.

Within the destination context, aligning Cardiff with various aspects of the RWC 2015 was identified as an area of worth. For CCC, representational capital was built on event characteristics and experience:

> A stadium in the heart of the capital city provides a unique experience; the whole city becomes the venue.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

Whether this created a unique offer for Cardiff is a subjective opinion, but what was drawn from this statement was the value of the RWC experience, which reinforced the significance of intangibilities to a key planner.

The recognition of this area of capital was extended to a national perspective:

> It is not just about coming to a Rugby match, it is more than that. It is doing stuff around that which promotes the cultural identity of Wales.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

The MEU viewpoint was that the characteristics of the RWC 2015 offered a potential springboard to create an even better visitor experience, linking with promotion of the image of Wales. Thus, the impact of the RWC could extend beyond the host destination. This was echoed in secondary data analysis:

> This reputation, together with our warm Welsh welcome, ensures that a visit to the city is both memorable and enjoyable, which helps us to enhance Cardiff's appeal as a visitor destination and enables us to promote the city to a wider audience.
>
> (Collins, 2013b)

Therefore, representational capital in this instance was made up of the value of the intangible assets of experience and event characteristics in supplying a unique offer to visitors.

Visit Wales suggested that one of their organisation's main responsibilities for the RWC 2015 was to ensure this intangible asset was planned for:

> One of our key things is to maximise the present, so to ensure that the supporters [RWC 2015] will come to Wales to the matches, but will also experience other parts of Wales as well.
>
> (Senior Product Marketing Executive, Visit Wales)

The worth in this instance was shown by Visit Wales' plan to use the RWC 2015 to extend the experience beyond the match day, echoed by Gwilym Evans previously. There also appeared to be a correlation expressed by Visit Wales between immediate visitor experience and long-term advantages:

> They might come to Wales initially for the event [RWC 2015] but they might go back thinking they enjoyed it and hopefully they might come back and experience more in the future as well.
>
> (Senior Product Marketing Executive, Visit Wales)

Visit Wales appeared to place value not only on the event experience, but on broader opportunities that may translate into repeat visits from this exchange. The long-term possibilities of this representational capital are further explored in section 5.2.3 for leverage.

5.2.2.4 The Value of Reputation and Exposure, and the Interconnection of Intangible Assets in Cardiff RWC 2015 Planning

Reputation proved to be a strong theme from the data collection in Cardiff, particularly reputation combined with exposure that was uncovered in sampled planning discourse:

> Again the stadium is being portrayed and being presented to that wider audience, it's all about global reputation and standing.
>
> (Alex Luff, Venue Sales Manager, WRU)

So, according to one of Cardiff's key planners, the RWC 2015 provided the sport organisation with a chance to enhance their reputation, alongside boosting exposure and awareness of the stadium.

A relationship was discovered between the intangible assets of reputation and exposure identified by all Cardiff sampled respondents. Broadly, the RWC 2015 hosting responsibilities were credited by sport and public sector representatives with bringing the Millennium Stadium and Wales to the fore again:

> Its [RWC 2015] effectively brought us to the attention of global events, not just on a sport basis but on a wider context. Its puts us up there, you are only as good as your last event.
>
> (Alex Luff, Venue Sales Manager, WRU)

Indeed, the value of exposure was reliant on building a strong reputation from RWC 2015 hosting duties, not just for the Stadium but the wider destination. The interconnected worth of exposure and reputation were again revealed through the intention to 'show-off' Wales through RWC 2015 hosting:

> In terms of the reputation and the profile, it's about perceptions of Wales.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

This statement linked into another intangible asset too – destination image – where perceptions of Wales were utilised to develop a reputation, in an attempt to increase exposure.

The significance of exposure in relation to destination image was reflected in the resources apportioned to capitalising on this value by the MEU:

> Whereas now we've got a dedicated Unit that focusses on building Wales' reputation as a world-class destination for major events.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

An important note here was the global element mentioned, which strongly signified the level of importance given to the asset of exposure.

The association between global exposure and reputation was recognised from a tourism perspective too:

> I think that because people, especially overseas, haven't got the awareness of Wales as a country or holiday destination compared to other countries, major events that we have hosted is a major part of our strategy.
>
> (Senior Product Marketing Executive, Visit Wales)

Hence, Visit Wales planned to build a reputation with prospective visitors on an international scale through the RWC 2015, which also linked into awareness by penetrating new audiences. CCC reported a similar aim when asked what being a RWC 2015 host meant to Cardiff:

> Provide an international media platform that promotes the reputation of Cardiff and Wales.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

It can be deduced that CCC and Visit Wales attributed a similar level of importance to utilising the RWC 2015 as a vehicle to a global audience in the planning phases. Thus, the significance of representational capital for RWC 2015 planners was in the potential to reach worldwide audiences.

Another public sector representative – Gwilym Evans, MEU – outlined the prospective significance of the relationship between reputation and exposure:

> Well apart from the global nature of the event, and rugby is always considered as a global fraternity, you know building international relations and all that kind of stuff through sport…It's the rugby family, the global rugby family; being part of that is important for Cardiff and it is important for Wales.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Not only was the global aspect emphasised, the importance of the symbolic assets were given as advantageous for the host destination and indeed the whole country.

Gwilym Evans elaborated on this area of representational capital, involving the association between reputation and exposure:

> Hosting the Rugby World Cup in 2015 will further enhance Wales' credentials as an events destination and provide a high profile platform for delivering the socio-economic benefits.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Whilst the socio-economic impacts were not divulged, the basic process of generating representational capital was expressed unconsciously in this example. The value attached to the intangible assets of reputation and exposure was seen as the possibility of procuring future revenue.

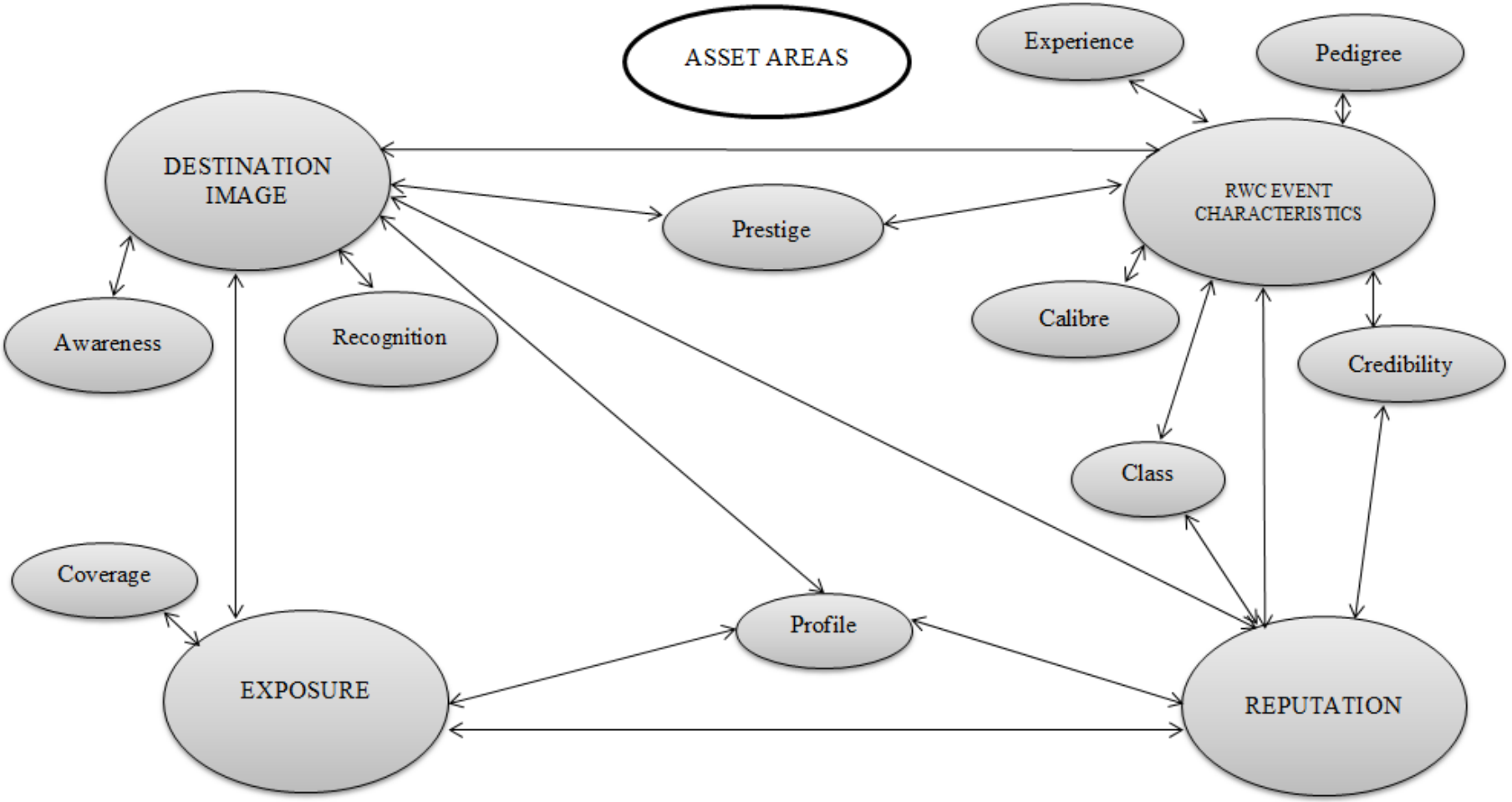
Reputation and exposure were referred to in conjunction with each other, as well as further assets, in RWC 2015 planning by all Cardiff's pinpointed planners; thus, firmly supporting the importance of representational capital in this host destination. Moreover, the intangible assets that provided the foundation for representational capital in this section were more valuable collectively for the host planners. Indeed, demonstrable evidence was found to suggest that representatives from sport, public sector and tourism organisations valued the interconnection of assets in Cardiff; albeit that this association may have been unintentional, which further demonstrates the need to bring the potential of representational capital into view.

5.2.2.5 The Significance of Representational Capital in Cardiff RWC 2015 Planning

The significance of representational capital was first uncovered by identifying the intangible assets found in Cardiff RWC 2015 planning discourse of pinpointed planners, then the value attributed to the assets by CCC, WRU, MEU and Visit Wales was examined. Some difficulties arose when interpreting the value attached to intangible assets given by RWC 2015 planners because of the perceived exaggeration and bias, e.g. the uniqueness of their destination and offer. In an attempt to overcome these issues, the researcher utilised multiple methods and questioned biased adjectives to critique the worth more objectively. The key

asset areas in Cardiff RWC 2015 planning discourse were found to be destination image, reputation, exposure and event characteristics. The significance of representational capital was demonstrated by the numerous intangible assets identified and attributed value, as well as the interrelationships uncovered between these assets that generated greater representational capital. Moreover, these assets were identified and valued by all three of the sampled industries' senior planners. Figure 5.2.2.5 below highlights the range of intangible assets already mentioned in the analysis above, and draws attention to the interrelationship of those assets in Cardiff RWC 2015 planning.

Figure 5.2.2.5 – Intangible Asset Areas & Interconnections Interpreted from Cardiff RWC 2015 Planning Discourse



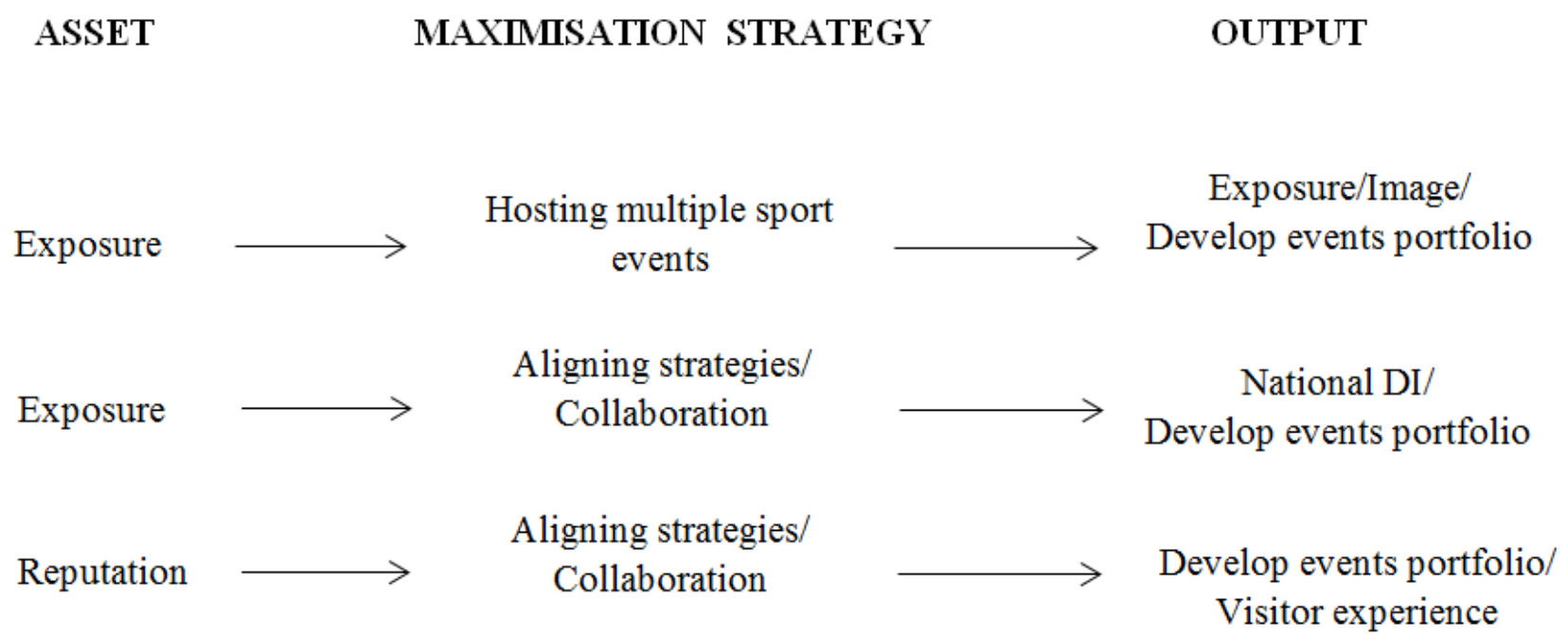
5.2.3 Study Sub-problem 3 – Leveraging in Cardiff RWC 2015 Planning

Study sub-problem 3 focusses on the concept of leveraging, which in this research project context is the process of key planners maximising representation capital generated as a result of hosting the RWC 2015. To recap, the definition of leverage applied in this study inquiry is "To maximise representational capital for long-term gains for host destination industries." In this section of the study, the analysis of data centres on interviews conducted with senior representatives of MEU, CCC, WRU, Visit Wales, and their organisational strategy documents and media reports. This section addresses the indirect and direct examples of leveraging representational capital in RWC 2015 planning in Cardiff.

5.2.3.1 Direct Examples of Representational Capital Leveraging in Cardiff

Figure 5.2.3.1 depicts the direct leveraging processes drawn from analysis of RWC 2015 planning. Representational capital is the intangible asset in this process, because the sub-problem is focussed on maximising representational capital. Hence, the asset needs to reflect the intangible nature of the research study. The strategy refers to the ways in which the asset is planned to be maximised, and output signifies the prospective long-term benefits of leveraging. The purpose of Figure 5.2.3.1 is to show, from the data collected, how sampled executive planners in Cardiff intended to maximise the possible intangible benefits of RWC 2015 hosting. The planning perspective was adopted, as opposed to analysing the impacts post-event, in order to delve into leveraging dynamics. Hence, the originality of the research relies on investigating how representational capital was planned to be leveraged, formally or informally, rather than evaluating whether this came to fruition.

Figure 5.2.3.1 – Direct Leveraging Examples from Cardiff RWC 2015 Planning Discourse



The leveraging process in Cardiff extended back to securing hosting rights for events like the RWC 2015, by utilising reputation:

> The fact that when we staged the FA Cup finals from 2001 to 2006, we made the decision because the initial contract was purely to look after our brand – we delivered the FA Cups purely as a means of getting the stadium's name and identity out onto the global stage. And obviously that had a number of major benefits for us because it puts us in the shop window and then we were able to then capitalise on that and use that as leverage to attract events into our events portfolio.
>
> (Alex Luff, Venue Sales Manager, WRU)

Alex Luff discussed the maximisation strategy of hosting multiple events to leverage exposure, and from that to gain an increased reputation and image of the venue to develop an event portfolio. Therefore, some aspects of the output were interpreted as representational capital: image and exposure. The long-term tangible goal was for the venue to attract more events.

Alex Luff suggested that the WRU viewed the RWC as an opportunity to leverage exposure:

> So, we partner very much with the Major Events Unit, and it's all about aligning strategies to make sure that the events that we are collectively going after or attracting benefit not just in the city region and the stadium, but the whole of Wales. It's one of those sort of things of putting Wales in the shop window.
>
> (Alex Luff, Venue Sales Manager, WRU)

By harnessing representational capital, in this case in the form of exposure, the WRU planned to collaborate and combine strategies with the aim of maximising this value for the whole country. This maximisation strategy of collaboration involves issues brought forward in sub-problem 1, but with a high-level of collaboration found between the MEU and WRU this may not be as difficult as if the collaboration involved tourism organisations, for example. The prospective

output was said to be partly representational capital, i.e. exposure and the opportunity to showcase DI to attract more events. Furthermore, the initial analysis showed that representational capital was an asset and an output in the direct leveraging processes in Cardiff RWC 2015 planning.

Similarly to the WRU, Kathryn Richards, representing CCC, discussed the leveraging strategy of aligning plans and collaborating to create an event portfolio:

> Cardiff continues to develop its pro-active and strategic partnership approach to attracting and securing events for the City; ensuring that we continue to consistently deliver a world-class event portfolio and unrivalled visitor experience.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

This statement builds on the idea that representational capital could be maximised to create further representational capital. In the statement from Kathryn Richards, reputation was the organisational strategy by which to achieve the desired long-term outcome of accruing an events portfolio. Not only that, but the direct leveraging examples extracted from data suggested that representational capital could also be leveraged for tangible outcomes.

5.2.3.2 Indirect Examples of Representational Capital Leveraging in Cardiff

During the data analysis phase, instances of leveraging representational capital were intimated, but clarifications were not found in terms of the strategies or outputs in these cases. However, these indirect examples can still inform understanding around study sub-problem 3. Table 5.2.3.2 shows the types of assets discussed in a leveraging context, along with strategies and outputs mentioned, to develop the overall leveraging picture in Cardiff. However, the exact processes were not explicitly uncovered for these examples.

Table 5.2.3.2 – Cardiff Indirect Leveraging Examples

Asset	Maximisation Strategy	Output
Destination Image **Exposure** **Reputation** **Pedigree** **Calibre**	Aligning strategies Host a range of events Giving itineraries to new markets Build strategic partnerships Be strategically aggressive Build/Sell on reputation	Benefit all of Wales International Exposure Develop Events Portfolio Long-term reputation Revenue generation Boost tourism

As discussed in section 5.2.3.1, standards – or what could be termed reputation – were recognised by Alex Luff as an asset to be leveraged:

> It goes back to the fact that we deliver these global tournaments to the standard they are requesting only goes to benefit us in the long-term.
>
> (Alex Luff, Venue Sales Manager, WRU)

The strategy is loosely referred to as delivering a high-standard event, and the asset loosely given as reputation, but there was not enough demonstrable evidence to call this a direct example. Gwilym Evans likewise brought up hosting reputation:

> Hopefully we will deliver with England one of the best Rugby World Cups ever, and of course we will try and leverage that and we will use that as a selling point.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Although the asset of reputation and possibly the calibre of the event were given, no long-term output was deciphered, so this example could not be considered a direct example.

In other areas of the main data collection analysis, it appeared that destination image was credited by planning organisations in Cardiff as the representational

capital to be leveraged. Visit Wales set out its intentions to utilise image to build travel itineraries:

> One of our key things is to maximise the present, so to ensure that the supporters will come to Wales to the matches, but will also experience other parts of Wales as well or extend their stay.
>
> (Senior Product Marketing Executive, Visit Wales)

This example could have been probed more thoroughly during interview to understand the idea of maximising the present, as it may or may not have been a formal strategy. However, the data captured was not explicit enough to consider this a direct leveraging example. Again, a maximisation strategy was not gathered when Alex Luff, WRU, gave destination image as an asset to create long-term tourism benefits through RWC 2015:

> The numbers don't lie, major events obviously have that initial impact for the wider city region, but also it's then got that more long-standing legacy of promoting what's best about Wales as a destination.
>
> (Alex Luff, Venue Sales Manager, WRU)

In this statement, long-term benefits such as Wales' destination image were given. Thus, representational capital was an output (destination image promotion) and a leveraged asset (exposure), as well as a catalyst for projected economic revenues generated by staging the RWC 2015. Further examination into these indirect examples may have strengthened understanding in this area (more indirect examples can be found in Appendix 21); due to time constraints in interviews this was not always possible. This limitation of the research study is discussed further in Chapter 7.

5.3 Findings from Exeter Data Collection

Data was collected for the RWC 2015 host destination of Exeter through Method 1 (interviews), Method 2a (strategy documents) and Method 2b (media reports). Interviews were conducted with three senior executives from the three pinpointed industries set out in the study problem: sport, public sector and tourism. Figure 5.3 shows the three interviewees, their position and organisation (where confidentiality was authorised). The following section discusses the preliminary analysis drawn from the three study sub-problems around the concepts of collaboration, representational capital and leverage. Table 5.3 gives the abbreviations required to navigate this section. The respondent, Victoria Hatfield, represented two industries, tourism and the public sector, through two interconnected organisations. For the purposes of this research project, Victoria Hatfield was identified primarily for her expertise and input in tourism matters, so the abbreviation for the tourism organisation she represented has been adopted.

Figure 5.3 – Exeter Interview Respondents

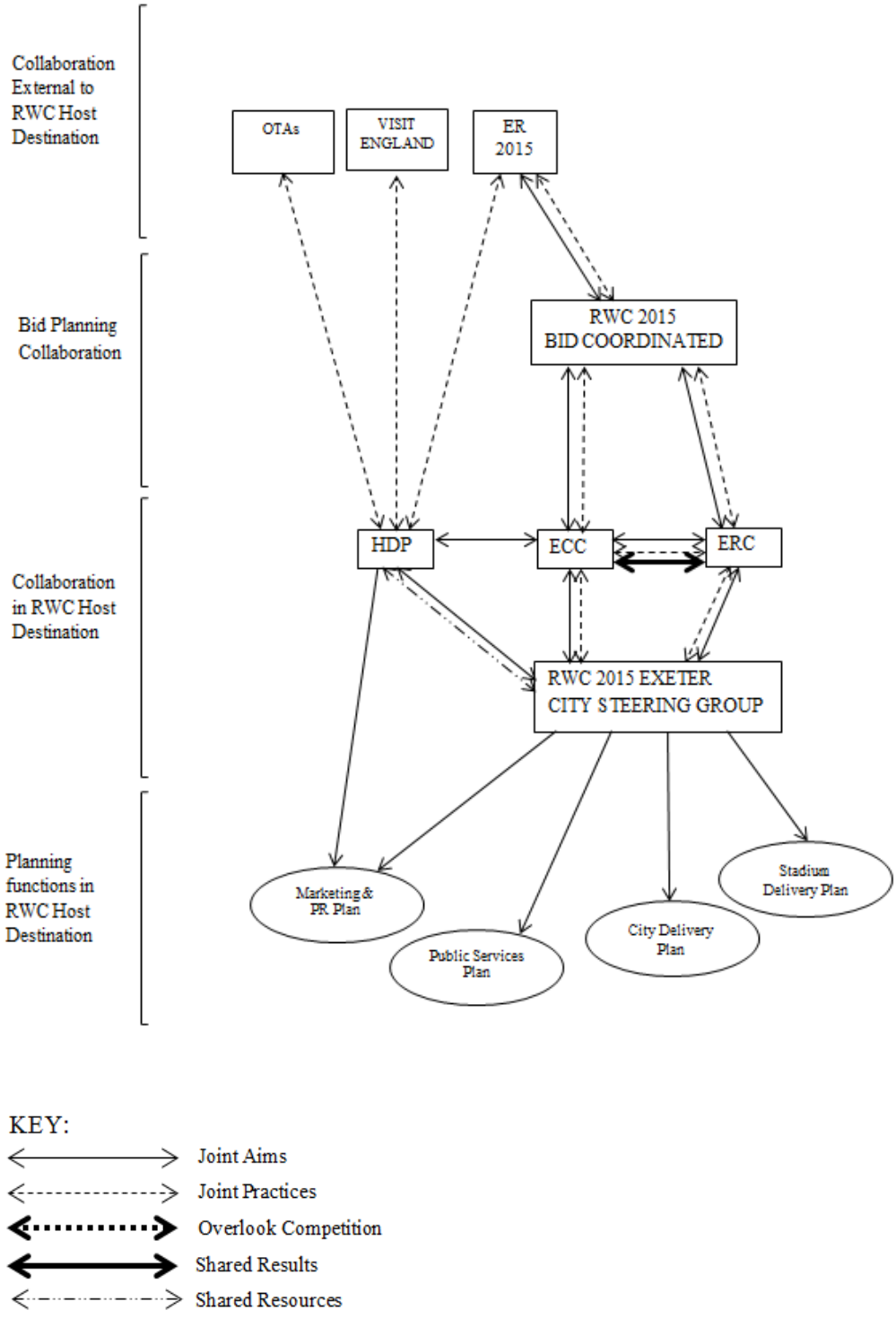
Table 5.3 – Organisation Abbreviations for Exeter

Organisation Name	Abbreviation	Industry
Exeter Rugby Club Ltd	ERC	Sport
Exeter City Council	ECC	Public Sector
Heart of Devon Partnership	HDP	Tourism & Public Sector

5.3.1 Study Sub-Problem 1 – Levels of Collaboration in Exeter RWC 2015 Planning

Figure 5.3.1 aims to show how collaboration functioned, through the lens of the collective action framework, in the planning phases of the RWC 2015 in Exeter. The level of collaboration was scrutinised by examining data to establish whether the pinpointed industry organisations for Exeter met any of the CA criteria in RWC 2015 planning. The data analysed for Exeter captured the perspectives of the sport, public sector and tourism organisations set out in the study problem: meaning a full sample for this RWC host destination was obtained. The following section inspects the data in line with the collective action criteria that were met during the analysis process for Exeter.

Figure 5.3.1 – Collective Action Criteria Met in Exeter RWC 2015 Planning



NB: Overlooking competition CA criteria not identified

5.3.1.1 Joint Aims in Exeter RWC 2015 Planning

In the case of Exeter, both ERC and ECC suggested that the bidding process for the RWC 2015 set the collaborative tone:

> The only way of winning it [RWC host duties] for the City was that it had to be very much a joint application.
>
> (Richard Ball, Assistant Director Economy, ECC)

This was reaffirmed by Tony Rowe in a media report:

> We have been working incredibly closely with Exeter City Council in submitting a bid we hope will bring so much too so many people. Our hope now is that we will be among the venues that will be selected for what I know will be a superb Rugby World Cup here in England in 2015.
>
> (BBC Sport, 2013)

Shared aims, which led to joint practices in the coordination of the bid, were thus essential to the Exeter RWC 2015 planning. Without this level of collective action, Exeter could not have competed with other potential host destinations.

From the interview data analysed, certain motivations for collaboration were extracted. This led to unearthing shared aims, particularly between sport and the public sector in Exeter, necessitated by RWC 2015 hosting:

> You see if the Council didn't buy into it then it wouldn't have happened because it's OK kind of saying we're quite happy for them to hire Sandy Park off of us, but it is crucial to the World Cup that they get the City buy in.
>
> (Tony Rowe, Chairman & CEO, Exeter Rugby Club Ltd)

Hence, Tony Rowe, ERC, implied that a joint objective with ECC was fundamental for securing the event and future planning considerations in Exeter. Victoria Hatfield, HDP, reasserted the notion that ECC and ERC had to demonstrate shared visions for RWC 2015 planning:

> It's both a mutually beneficial towards one another and complement one another. So, really you couldn't have one without the other really [ERC and ECC].
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

The motivation for RWC 2015 planning was shown through shared aims, as collaboration between the ECC and ERC was necessary to win the bid.

Further evidence was exhibited that shared aims existed between ERC and ECC in RWC 2015 planning:

> Like I said, we've had a good relationship or we've got a good relationship, but if anything it [RWC 2015] will foster an even better relationship because this is a joint venture between the Rugby Club and the City Council. It has to be to make it work you know.
>
> (Tony Rowe, Chairman & CEO, Exeter Rugby Club Ltd)

Consequently, responsibility lead to joint aims, and overlapped with CA criteria 4, where the two organisations looked to unite to achieve a shared result. The complementarity of methods and sources uncovered that joint aims between ECC and ERC were at a high-level from the RWC bidding process onwards. However, in the Exeter analysis, no explicit levels of shared objectives between HDP and the other lead planning organisations were detected. The only illumination that was deduced on this topic was that Victoria Hatfield straddled HDP and ECC, so there were inevitable joint aims, which are expanded upon in section 5.3.1.2.

5.3.1.2 Joint Practices in Exeter RWC 2015 Planning

Much like the strength of criteria met for joint aims, collective practices between ERC and ECC were at a high-level and pre-dated RWC 2015 planning:

> Exeter Rugby Group Plc as a business have a very strong relationship with Exeter City Council, because they helped us find the site out here about ten years ago.
>
> (Tony Rowe, Chairman & CEO, Exeter Rugby Club Ltd)

The RWC 2015 collaboration was then seen by the ECC planning representative as an important catalyst for greater shared practices:

> I think we have a good track record of doing so already [collaborating with ERC], this one [RWC 2015] being as big and important as it is, is reinforcing that relationship.
>
> (Richard Ball, Assistant Director Economy, ECC)

Thus, it was agreed by both the sport and public sector planners, that through RWC 2015 planning, the collective action between ECC and ERC would be strengthened by the scale of the event.

Moreover, there was substantive data to suggest that the planning organisations in question wanted to collaborate beyond the necessary levels in Exeter:

> We've made sure that we're very very closely working on this [RWC 2015]. So, although I didn't need to do so I chose Tony [Rowe], I asked Tony, to Chair the – if you like – overview steering group for preparations for the Rugby World Cup.
>
> (Richard Ball, Assistant Director Economy, ECC)

So, Richard Ball representing ECC, made conscious decisions to increase collective practices for RWC 2015 planning. The comment above also alluded to shared intellectual resources in this case, i.e. expertise (CA criteria 5 – shared

resources). The impetus behind this collective action was elaborated on by Richard Ball, when questioned why the ECC wanted to collaborate with ERC:

> One because that helps make sure we're connected at the hip if you like to take this thing forward, and secondly he [Tony Rowe] is a very prominent and well recognised business leader in the community.
>
> (Richard Ball, Assistant Director Economy, ECC)

There was intimation in this comment that joint practice was a priority for ECC, and that collaboration meant utilising the reputation of Tony Rowe, Exeter Rugby Club CEO.

Using the collective action framework to examine the role of tourism and joint practices surfaced data that suggested collaboration was strong in some areas and uncertain in others, in regards to centralised RWC 2015 planning. The ambiguity lay in the position of HDP, i.e. whether the tourism organisation was a contributor or attendee in central planning practices:

> We have the steering group attended by the Economy and Tourism Manager who works in my unit. So, there is a direct relationship in terms of her attending. And then she is the main link back to ER 2015 on marketing & PR activities, but also has meetings with the industry through our tourism partnership, back into the steering group: so a very direct relationship in a number of levels, if you like, around bringing that marketing and tourism aspect into it.
>
> (Richard Ball, Assistant Director Economy, ECC)

Several collective action indicators can be drawn from this statement. Firstly, HDP were part of the joint aims of the Exeter RWC City Steering Group, but on what level and whether this extended to practices beyond attending meetings remained uncertain. Secondly, this followed on to collective action criteria 5, as there was an indication of resources being focussed in the same direction in the City Steering Group: Victoria Hatfield's knowledge and expertise in tourism and marketing areas were drawn upon. Thirdly, shared practices were exhibited more

between the Heart of Devon Partnership and external organisations (e.g. ER 2015) in regards to tourism, rather than with tourism and destination level organisations (ECC and ERC). Finally, a low-level of joint practices between sport and the public sector and tourism was strongly demonstrated because of the insinuation that HDP attended the RWC 2015 planning meetings, rather than collaborated. Whilst the Heart of Devon Partnership worked collaboratively external to the steering group and host destination in certain planning areas, the indication was that they did not share practices in all central planning activities. In terms of RWC 2015 destination planning, the evidence suggested that the public sector and sport organisations of ECC and ERC were the key collaborators and planners in Exeter.

Victoria Hatfield, HDP, confirmed her role in tourism in Exeter:

> As part of my role, I manage a tourism partnership called the Heart of Devon Tourism Partnership, which is one of the official area tourism partnerships in Devon.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

In relation to RWC 2015 planning, as discussed above, data suggested there were joint practices between tourism and ER 2015 and Visit England, rather than centralised planners:

> There is also the additional support in terms of assisting with the [RWC 2015] volunteer programme and importantly about marketing and communications – so letting local people know what's going on regionally, nationally and internationally – and again assisting England 2015 and Visit England in that promotional work.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

From this comment, and that of Richard Ball above, there was an agreed indication that HDP were more active in sharing planning aims with external organisations than those within the host destination planning groups in Exeter (see

also Appendix 22 for clarification on the structure of tourism in Exeter). This collaboration was commented on from an external perspective:

> Exeter City Council is working with Visit England and overseas travel agents to promote Exeter internationally for the three Rugby World Cup 2015 matches at Sandy Park.
>
> (Western Morning News, 2014a)

So, it was deduced from multiple sources that joint practices were at a high-level in two spheres: firstly, in the internal steering group between ERC and ECC, and secondly between Exeter's tourism representation and external tourism organisations.

5.3.1.3 Summary of Collaboration in RWC 2015 Planning in Exeter

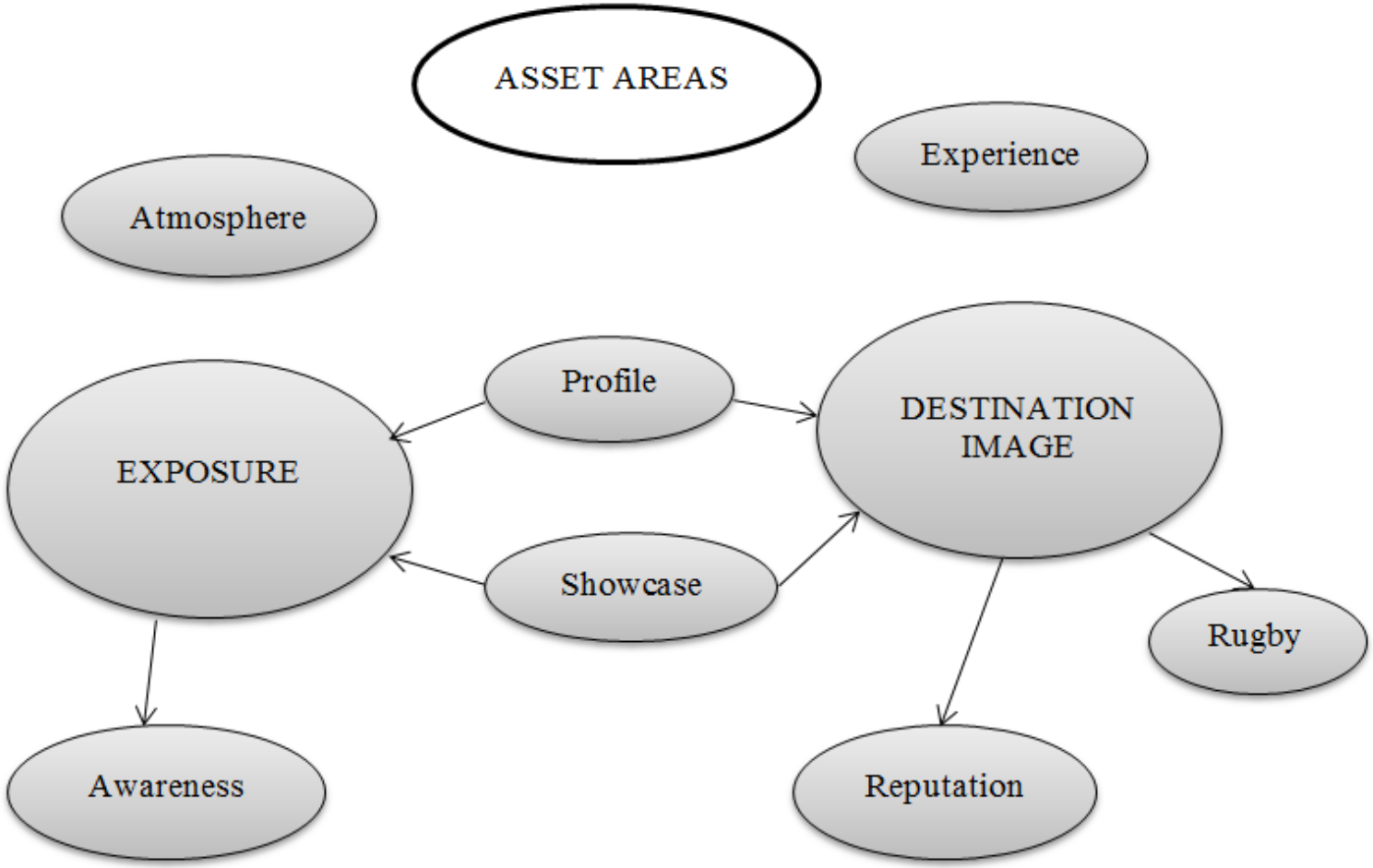
The two main collective action criteria extracted in Exeter RWC 2015 planning discourse were joint aims and joint practices. The joint aims were exhibited mainly through the sport organisation, ERC, and the public sector representation of ECC (see Figure 5.3.1). This summation was made because the data highlighted the shared aims of these two organisations through their leadership of the RWC City Steering Group, building on their historical cooperation, and in the joint objectives for the tournament bid. In terms of joint practices, there was a high-level of collaboration in the host destination of Exeter between ECC and ERC, who were thus identified as key planning organisations. This high-level of collaboration was evidenced by explicit agreement between the executive planners from these organisations and also supported in some cases by secondary data sources. However, in Exeter, HDP were sharing practices at a high-level on planning issues external to the destination; particularly with OTAs, Visit England and ER 2015. Overall, there was no substantial data unearthed to analyse any of the other CA criteria in-depth, which, as discussed in relation to Cardiff data analysis, may have been due to the necessity of key planners to submit a joint RWC 2015 bid, and potentially the focus of questions on actions rather than resource issues. Moreover, this research study centres on planning discourse

rather than impacts, so this may have accounted for the lack of examinable data on shared results.

5.3.2 Study Sub-problem 2 – Significance of Representational Capital in Exeter RWC 2015 Planning

Section 5.3.2 first discusses examples of the valuation of intangible assets in Exeter RWC 2015 planning discourse, i.e. representational capital, drawn from Method 1, 2a and 2b data. Then the significance given to representational capital in Exeter is summarised, which was the issue raised in study sub-problem 2. Figure 5.3.2 highlights the interconnected nature of intangible assets uncovered in Exeter data analysis. The following section then explains in detail how these intangible assets made-up representational capital in Exeter RWC 2015 planning.

Figure 5.3.2 – Intangible Asset Areas & Interconnections Interpreted from Exeter RWC 2015 Planning Discourse



5.3.2.1 The Value of Destination Image in Exeter RWC 2015 Planning

Investigating sub-problem 2, the pinpointed planning industries ascribed worth to destination image:

> So basically for a month the City becomes a rugby city – totally – you know it's a fan zone, and its Rugby World Cup bunting, its all sorts. You've got the whole city, the whole business community involved.
>
> (Tony Rowe, Chairman & CEO, Exeter Rugby Club Ltd)

Whether hosting the RWC 2015 would transform the image of Exeter was debatable, but the key point was the recognised worth of destination image possibilities by Tony Rowe. For Victoria Hatfield, HDP, the value of destination image was said to spread beyond the City to the broader destination too:

> It's not just about coming, buying your ticket for a Rugby World Cup match, it's about staying a couple of days before and a couple of days after…We have Dartmoor, we've got Jurassic Coast which is a World Heritage Site…
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

From this statement, the value of destination image was in the asset's potential to extend the stays of tournament visitors. Thus, representational capital in this case was generated by the RWC 2015 through the worth of destination image to Exeter planning industries.

Another instance of value attached to destination image was through the connection with profile:

> It's making the most of Rugby World Cup; so, looking at the marketing side of it, looking at the profile of the City as a visitor destination.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

Hence, part of the value of staging the RWC 2015 was in plans to develop the image and profile of Exeter. The significance of all three DI examples was the allusion to the transformational potential of representational capital.

5.3.2.2 The Value of Exposure in Exeter RWC 2015 Planning

The RWC 2015 was suggested to create a level of exposure that was valued in Exeter by the public sector, through Councillor Rosie Denham, in media discourse:

> We see this as an amazing opportunity to put Exeter on the national and international map to bring more visitors to the city.
>
> (Exeter Express and Echo, 2013a)

The reference to exposure was echoed by Victoria Hatfield, when discussing the potential publicity that the RWC 2015 would bring Exeter:

> It's having that platform to have Exeter on that national and international media platform.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

Exposure was valued, as it was aimed to provide a national and international audience for the host destination planners that they previously hadn't been able to access. The asset of exposure was also given significance by planners in relation to other intangible assets, discussed below in section 5.3.2.3.

5.3.2.3 The Value of Interconnected Intangible Assets in Exeter RWC 2015 Planning

This sub-section analyses intangible assets discussed in conjunction with others, which is a key theme that emerged from this study project and is discussed through Chapter 5. Whether these connections were made consciously or unconsciously in RWC 2015 planning falls out of the remit of this sub-problem, but these associations assist in understanding the formation of representational capital further.

Richard Ball, ECC, referenced a connection between three symbolic assets in sport event hosting by using the Rugby World Cup 2011 as a case example:

> I liken it to my own personal, and some other people's, experiences for example to when the Rugby World Cup was in New Zealand. There are places in New Zealand that I've never even heard of until the Rugby World Cup. So, places like Dunedin for example and others, how would I ever have come across places like that unless they had appeared in the huge publicity and then watching a game on television?
>
> (Richard Ball, Assistant Director Economy, ECC)

Richard Ball linked exposure, awareness and destination image to show how Exeter planned to gain from hosting the RWC, much like another destination did from the previous tournament in New Zealand in 2011. In this case, exposure was perceived to lead to awareness, which was seen as valuable because the RWC 2015 could bring Exeter to the attention of new audiences.

The value of exposure was reinforced by Victoria Hatfield:

> The other big reason [aside from economic] is having that profile nationally and internationally for Exeter. Because based down in the South West you obviously don't get as much publicity as the larger cities such as Cardiff, Newcastle, Manchester and London.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

Again, the worth of assets was identified in the relationship between exposure and awareness of Exeter, generated by the RWC 2015. Thus, this interconnection between assets, particularly those of awareness and exposure, were recognised by HDP and ECC.

For Tony Rowe (in a media report), value was found to be attached to a number of interconnected intangible assets:

> We see this as not only a fantastic opportunity to showcase our great club to the world's rugby fraternity, but also it provides a wonderful opportunity to bring alive not only the city of Exeter, but also our region which we know offers a significant input into the heartbeat of English rugby.
>
> (Exeter Express and Echo, 2013b)

Tony Rowe, ERC, attributed worth through showcasing, destination image and exposure, where the value lay in attracting a global audience from staging RWC 2015 fixtures. The global element of this exposure, in conjunction with destination image, was also seen as valuable for the public sector in Exeter:

> …other promotional activities that are going on [in relation to the RWC 2015] have raised – will raise – the City's profile and awareness considerably within the UK and well beyond it.
>
> (Richard Ball, Assistant Director Economy, ECC)

These examples highlight the worth attributed not only to singular intangible assets generated by the RWC 2015, but how combined assets can contribute to greater worth creation in Exeter. Therefore, representational capital formed an important part of the planning discourse in Exeter RWC 2015 planning (whether recognised by affected parties or not), via the key assets of exposure and destination image, as well as in the accumulation of assets.

5.3.2.4 The Significance of Representational Capital in Exeter RWC 2015 Planning

The significance of representational capital has been indicated though the analyses of Exeter planning discourse in this section. One further example that reinforces the importance of representational capital was given by ECC:

> There is all sorts of things that we are being careful over, in terms of any lasting effects because again if those aspects don't go well then you have a

> reputation that lasts for a while. So, it's reputational issues I guess that will be of concern.
>
> (Richard Ball, Assistant Director Economy, ECC)

Representational capital, in the form of reputation in this example, was valued by ECC because if it was not controlled in planning then future impacts could be detrimental rather than valuable. This is taken up in section 5.3.3 for leveraging in Exeter, but signified the significance of managing representational capital to avoid negative repercussions.

When analysing data in relation to sub-problem 2 in Exeter, two main intangible asset areas were identified: exposure and destination image. The value of the assets ranged from introducing Exeter to new audiences to developing the image of the City. A plethora of intangible assets were uncovered, as well as discovering interconnected relationships between intangible assets, which led to the creation of representational capital in Exeter. There was agreement between sport, public sector and tourism planners that destination image and the international exposure were valued hosting benefits. Hence, a strong case was built around the complementarity of valuations in cross-industry contexts in Exeter RWC planning. Indeed, it was asserted by all sampled interviewees that the RWC could be transformational in regards to image. Interestingly though, only one instance of a negative connotation about representational capital was analysed from the data, whereas the potential was seen to be substantial (a point that will be continued in section 7.2.2).

5.3.3 Study Sub-problem 3 - Leveraging in Exeter RWC 2015 Planning

Study sub-problem 3 was set out to examine the possible relationship between representational capital and leveraging. Leveraging in this study project context refers to maximising long-term benefits from hosting the RWC 2015 in a destination. In Exeter planning discourse, indirect and direct leveraging examples were uncovered in the data analysis. The subsequent section discusses the findings from the data collated in relation to the key study concept of leveraging.

5.3.3.1 Indirect Leveraging in Exeter RWC 2015 Planning

Victoria Hatfield, HDP, displayed a level of passiveness in regard to sport event hosting:

> We don't proactively go out there to source big international or national sports events – we just wait for them to come around because we just don't really have the resources.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

Due to the lack of resources, HDP, suggested that they did not look to maximise the opportunity of hosting future large-scale sport events. Although, in section 5.3.2 Victoria Hatfield, HDP, identified several areas where representational capital was significant to her organisation. When asked if there was a strategy for Exeter to be known as a sport event destination, Victoria Hatfield responded:

> It's not something that has been an aspiration for the City to be honest.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

Hence, it was inferred that leveraging of reputation as a sport event host destination was not part of the planning strategy for HDP and possibly even for ECC (as Victoria Hatfield's role crossed over into Exeter City Council). In fact, the maximisation of hosting sport events was purposefully overlooked, despite the opportunity to capitalise on the reputation of hosting the RWC 2015. Perhaps the most important discovery here was the disconnect unearthed between the perceived areas of value put forward in representational capital discussions, and the lack of plans to leverage these in the long-term despite their valuation.

With regard to long-term benefits, data was surfaced that linked representational capital to leveraging when interviewing Richard Ball, ECC:

> The only other bit then is trying to galvanise the business community, to make sure they get what they can out of the process, not just for the six weeks when the games are on but also for them to see what benefit they can get for the longer term [from the RWC 2015]. So, there are some

> obvious benefits through the tourism marketing side of it, but are there any others that they ought to be trying to take advantage of and there are some businesses working through that at the moment in different working groups.
>
> (Richard Ball, Assistant Director Economy, ECC)

The asset was indirectly given in this instance as tourism marketing, which could encompass intangibles such destination image, exposure, and profile for example. This was not a direct example of leveraging, as the maximising strategy was not clearly indicated by Richard Ball either, just touched upon through the notion of working groups. The researcher missed an opportunity to probe the possible maximisation strategies discussed in the working groups, but the intention and recognition of the long-term benefits from representational capital were touched upon in Exeter data.

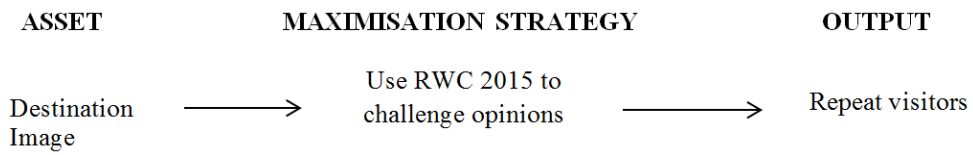
5.3.3.2 Direct Leveraging in Exeter RWC 2015 Planning

Figure 5.3.3.2 depicts the instance of direct leveraging drawn out in Exeter RWC 2015 planning discourse. Only one direct leveraging example was identified:

> They [RWC 2015 attendees] come to Exeter for the first time for one of the three Rugby World Cup matches in Exeter, they like it, they are more than likely to come again for a holiday or a short break next year or the year after. So, it's about encouraging people to visit who haven't necessarily been before, or they visited you know 20-30 years ago and the City has changed dramatically within the last ten years. So, it's kind of showing what there is to offer within Exeter, that they may not have seen when they came here 10-20 years ago.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

This example gave destination image as the representational capital asset, with the aim of challenging existing perceptions of the City, in order to gain repeat visits after staging the RWC 2015 fixtures. There was also a reference to long-term leveraging outputs with future visits (see Figure 5.3.3.2).

Figure 5.3.3.2 – Direct Leveraging Examples from Exeter RWC 2015 Planning Discourse



5.4 Findings from Brighton Data Collection

Brighton was set to host two RWC 2015 fixtures on 19th and 20th September 2015. The interview respondents for this host destination are given in Figure 5.4. The representatives for each industry are as follows: Pauline Freestone, public sector; Martin Perry, sport; Julia Gallagher, tourism. All of the industries set out in the study problem for investigation were accessed through Method 1, and supported by data from Method 2a and 2b. The abbreviations for the aforementioned organisations that these senior executives represented are set out in Table 5.4. This section discusses preliminary analysis for RWC 2015 planning in Brighton in relation to the study sub-problems.

Figure 5.4 – Brighton Interview Respondents

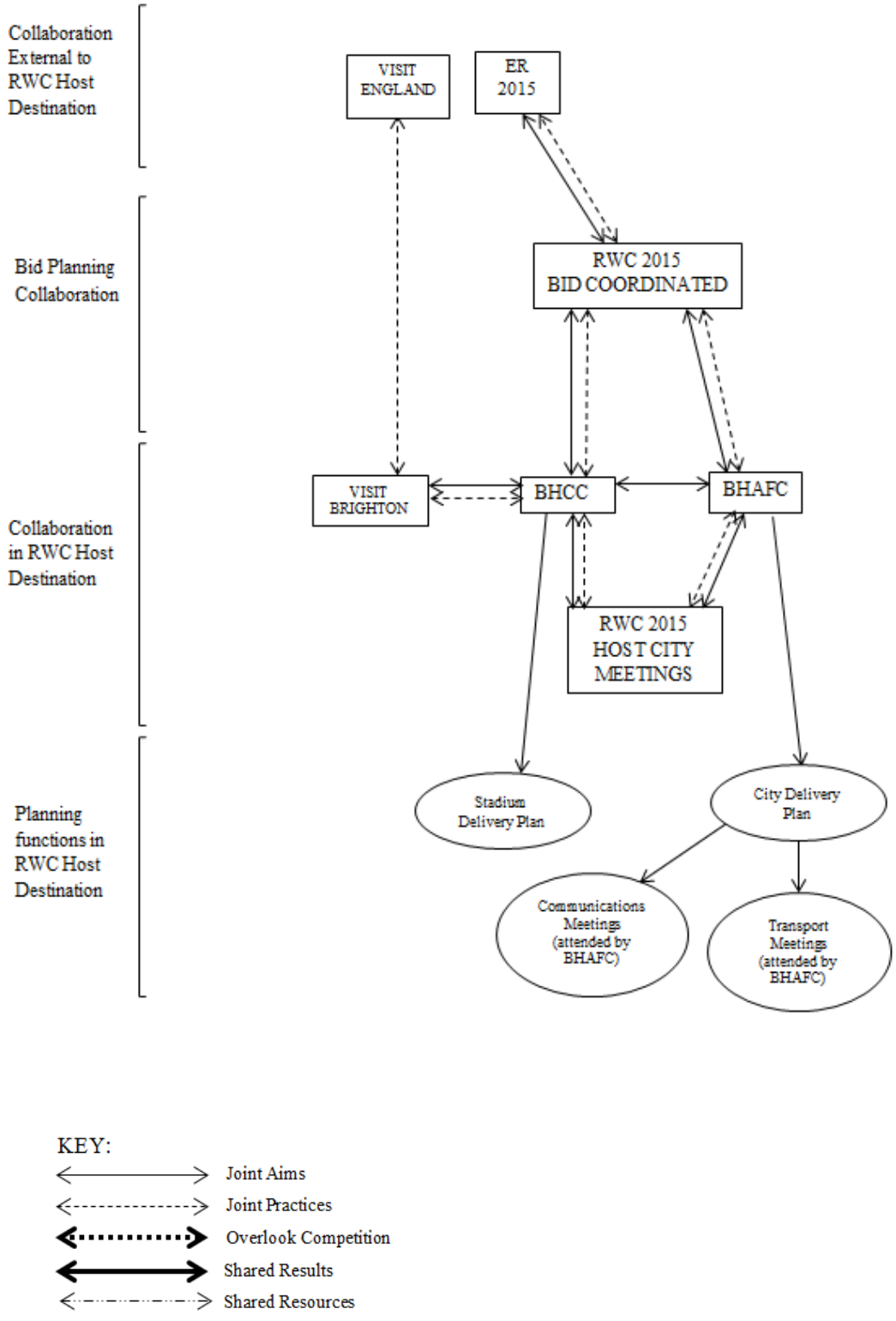
Table 5.4 – Organisation Abbreviations for Brighton

Organisation Name	Abbreviation
Brighton & Hove City Council	BHCC
Brighton & Hove Albion Football Club Limited	BHAFC

5.4.1 Study Sub-problem 1 – Levels of Collaboration in Brighton RWC 2015 Planning

Collective action provided the framework to present the findings on collaboration in Brighton RWC 2015 planning phases (see Table 2.1.2.2). Findings from study sub-problem 1 sought to illuminate the levels of collaboration at host destinations of the RWC 2015, so this section utilises the collective action framework to determine the levels of collaboration, and conversely where evidence of collective action was contradicted. Figure 5.4.1 highlights the collaborative picture in Brighton RWC 2015 planning, through the CA criteria that were met in this destination.

Figure 5.4.1 – Collective Action Criteria Met in Brighton RWC 2015 Planning



NB: Overlooking competition, shared results & shared sources CA criteria not identified

5.4.1.1 Joint Aims in Brighton RWC 2015 Planning

The data analysed for Brighton brought to the fore the key planning organisations for the RWC 2015 in Brighton. Media sources gave BHCC and BHAFC as the two main planning organisations for the RWC 2015:

> The council and Brighton & Hove Albion football club worked together on the successful bid which will see the city hosting the Rugby World Cup.
>
> (M2 Presswire, 2013a)

> Leader of Brighton & Hove City Council, Jason Kitcat, said; "I'm thrilled that we are hosting such a prestigious event. It's great that the joint bid between the city council and Brighton & Hove Albion football club has been successful."
>
> (M2 Presswire, 2013b)

As noted in previous analysis of collaboration in Cardiff and Exeter, the RWC 2015 bid predicated venue-council cooperation:

> Our connections with the Council have always been at Chief Executive level and leader level, so we went to the Council with the idea and said "are you interested?" Because if you are, we have to effectively put together a joint bid and then we [BHCC and BHAFC] worked together; not so much in a formal framework as a steering group, but they appointed a lead person and as I say I was the lead person from our side and we both had teams to put together the proposals.
>
> (Martin Perry, Chief Executive, BHAFC)

From this statement, it was deduced that there were executive-level collaborative practices (further explored in section 5.4.1.2). However, unlike the Exeter and Cardiff examples, Brighton did not adopt a formal steering group approach to deliver the sport event. In terms of collective action, joint aims were identified as both organisations had to share a desire to host the event.

In terms of RWC 2015 planning aims, these were at times combined, and on other occasions overseen separately by BHCC and BHAFC:

> We have our individual responsibilities, as I say we have the responsibility to deliver the responsibilities for the stadium, but the Council have the responsibility to deliver things like the fan zones and the city dressing. There are obviously areas that we coordinate and work very closely together, for example, transport and getting fans to and from the event and so in those areas there are regular meetings held with a committee that oversees the transport arrangements.
>
> (Martin Perry, Chief Executive, BHAFC)

> I've set up various sub-groups; some of those the venue [Amex] come to and some of them they don't. So, I've set up a sub-group for transport that the venue come to, set-up one for communications which they come to, they don't come to dressing the city and they don't come to the fan zone ones because that' s very much the responsibility of the City Council.
>
> (Pauline Freestone, Project Coordinator, BHCC)

These comments suggested there was an acknowledgement that certain RWC 2015 planning areas required joint aims, but other responsibilities were planned separately. The level of collaboration varied depending on the task and therefore the aim of particular planning activities. For example, transport was a joint concern for BHCC and BHAFC, but city dressing was just the responsibility of BHCC. This reference connected joint aims to collective action criteria 4, where collaboration occurred when the aim linked directly to the shared result. Overall, there was a mid-level of collaboration interpreted between the key collaborators from the public sector and sport, due to the inconsistent supporting evidence on joint aims between key planners.

In regards to tourism, Julia Gallagher noted that a partnership existed already between Visit Brighton, BHCC and BHAFC, pre-RWC 2015 planning:

> There is already a high level of collaboration between the three parties. Hosting large scale events strengthens and builds on the ties that already exist between the organisations and creates a collective will to collaborate further on other projects.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

The significance of this comment was the reference to a 'collective will', which inferred a conscious effort to share planning objectives. Yet, in regard to RWC 2015 planning, there was no data to suggest that these aims extended from BHAFC and BHCC to Visit Brighton, nor an explicit agreement that this was the case from other sources.

Insight into the joint aims of Visit Brighton and key organisations in RWC 2015 planning was brought to light:

> If it is something that has been council secured, or for say something like the Rugby World Cup, we were involved in the initial bidding to be a host city. We were involved from the start in that, in as much as we were used to inform them of the number of hotels that were in the city, the capacity of the city in terms of visitors.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

This comment suggested that Visit Brighton was more involved as a resource than a collaborator in the RWC 2015 bid, although the objectives of working together were shared.

When probed further about whether Visit Brighton was involved in planning logistics for the RWC2015, Julia Gallagher supported the theory:

> INTERVIEWER: So in terms of the sport events logistics is it more of a case that you look to capitalise on the benefits rather than are involved in the decision making processes?
>
> JG: Yes, we are not involved in the decision making processes at all.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

So, in regards to meeting the collective action criteria of joint aims for RWC 2015 planning, Visit Brighton was not recognised as a key planner. Moreover, the analysis concluded that a low-level of collaboration existed between tourism and key planning organisations in terms of joint aims. The reason behind this interpretation was that doubt around collaboration went beyond contradictory evidence, as Julia Gallagher confirmed the minimal collaboration of Visit Brighton in RWC 2015 planning.

5.4.1.2 Joint Practices in Brighton RWC 2015 Planning

Figure 5.4.1 shows that some RWC 2015 planning activities in Brighton were collaborative. This included transport and communications plans, bidding applications, and attendance at group meetings for example. However, further analysis was required to determine the levels of collaboration around joint practices. The joint practices between sport, public sector and tourism planners were considered to ascertain levels of collaboration. One instance of joint practices not being met between BHAFC and BHCC in RWC 2015 planning activities was given:

> They [BHAFC] have an exclusion zone anyway around advertising and sponsorship which meets the requirements of ER2015, so it's very much…we don't need to get involved in that particularly, it just needs to be in the plan.
>
> (Pauline Freestone, Project Coordinator, BHCC)

Whilst, there may have been an overall plan, certain planning aspects in Brighton were not executed through joint practices, reducing the degree of collaboration at the host destination. Furthermore, no strong evidence was extracted from the main data collection in Brighton that could confirm or contradict joint practices in RWC 2015 planning in any detail.

An analysis of RWC 2015 joint practices involving the tourism organisation, Visit Brighton, brought forward issues around shared planning activities. Julia Gallagher confirmed that Visit Brighton worked with Visit England:

> Visit England basically are constantly in contact with us and will every year say here is our list of international campaigns we're doing and would you like to buy into any of them. We will cherry pick the ones that are applicable to us, or which we feel attach to our product at that period of time.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

In fact, tourism joint practices for RWC 2015 planning extended beyond the host destination in question, but only involved Visit Brighton, not BHCC or BHAFC:

> INTERVIEWER: Do you collaborate and work with the planning for the Rugby World Cup with any other tourism agencies?
> PF: Obviously we've got Visit Brighton here who are collaborating with Visit England, no no other.
> INTERVIEWER: So Visit Brighton works more with Visit England as opposed to you?
> PF: Yes.
>
> (Pauline Freestone, Project Coordinator, BHCC)

As Visit Brighton was found to be part of BHCC (see Appendix 23), there was an inevitable element of joint practice in certain areas, but the statement above by Pauline Freestone indicated that the tourism aspect of RWC 2015 planning was operationally left to Visit Brighton rather than being a shared consideration.

Unlike Figure 5.2.1.3 and Figure 5.3.1 (Exeter and Cardiff collaboration models), no joint practices were acknowledged with Visit Brighton and RWC 2015 Official Tourism Agencies (OTAs):

> We've haven't at the moment been approached by any agencies [OTAs]. In the past we have worked with Sports World, during the 2012 Olympics we did some work with them trying to promote Brighton as a destination to extend their trips.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

Thus, the collective action criteria of shared practices were not identified in the case of international tourism providers and Visit Brighton, but there was a high-level of collaboration between Visit Brighton and Visit England given by two different sources.

5.4.1.3 Summary of Collaboration in Brighton RWC 2015 Planning

In summary, the predominant analysis of Brighton collaboration identified the collective action criteria of joint aims and practices. Evidence to support high to low levels of collaboration regarding overlooking competition, shared resources and shared results was not revealed in the data. The key planning organisations in Brighton RWC 2015 planning were found to be BHCC and BHAFC. Therefore, there was a necessary level of joint aims between the industries of sport and the public sector because of the bidding procedure for the event. However, this collaboration was not found to be at a high-level, as there was no explicit evidence of CA criteria being met, possibly because planning was not conducted in a formal setting, such as a city steering group.

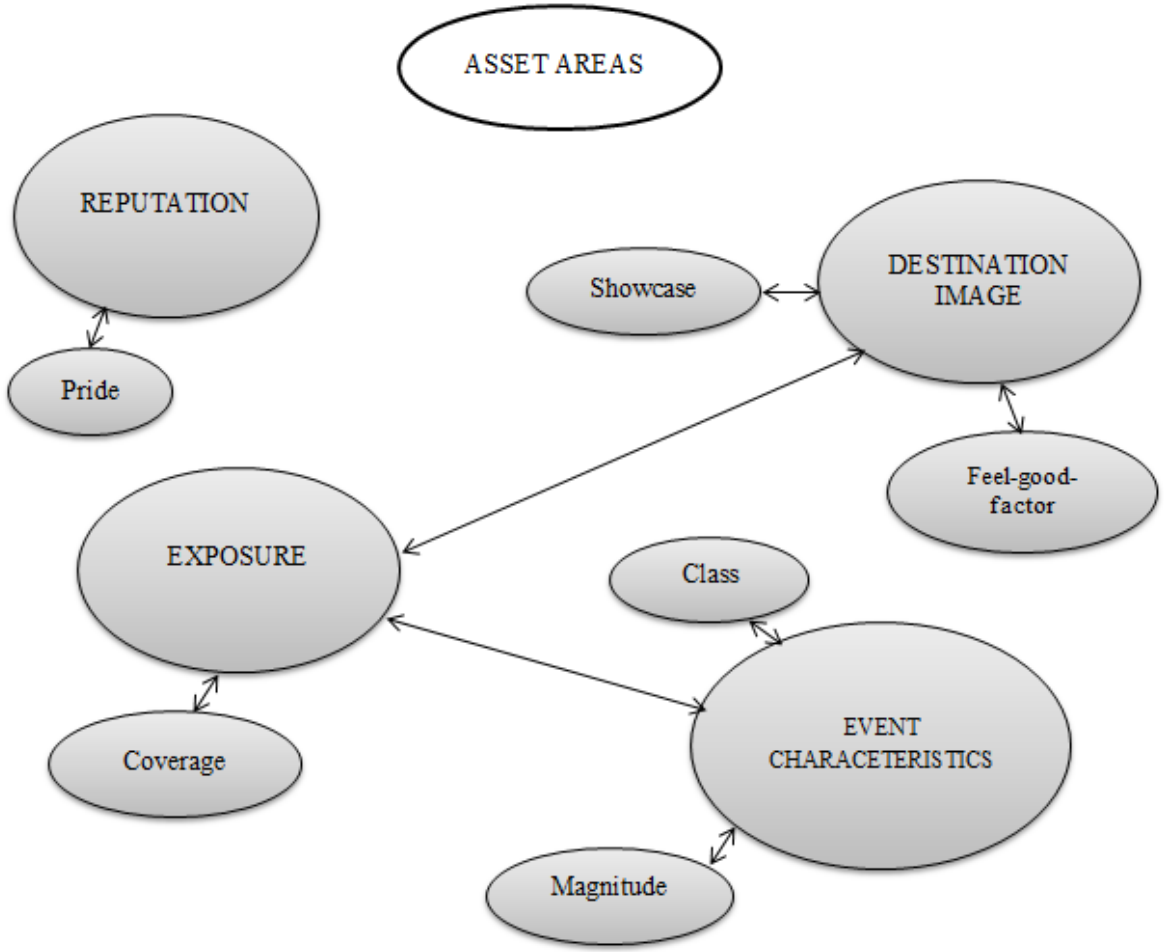
In terms of planning activities, instances of joint practices between BHCC and BHAFC only occurred when necessary, i.e. when the result impacted both parties, but predominantly these organisations worked on their own event responsibilities rather than collaboratively. The tourism industry was involved in areas of RWC 2015 planning, but this was mainly as a resource rather than an organisation that shared aims and practices with pinpointed key planners. Furthermore, whilst Visit Brighton collaborated with Visit England, they did not share practices with OTAs,

as had been the case in Exeter and Cardiff. Therefore, the level of collaboration in Brighton varied between industries, specifically in the areas of joint aims and practices with the highlighted industry representatives set out in the study problem.

5.4.2 Study Sub-problem 2 – Significance of Representational Capital in Brighton RWC 2015 Planning

In the case of Brighton's RWC 2015 planning processes, the value attached to intangible assets, i.e. representational capital, was recognised in a number of sources. The intangible assets were grouped around four common thematic areas: the characteristics of the RWC as an event, destination image, exposure, and the relationship between destination image and exposure (see Figure 5.4.2). These four key asset areas were analysed in relation to the worth attributed to intangible assets, to understand the significance of representational capital generated as a result of RWC 2015 hosting in Brighton.

Figure 5.4.2 – Intangible Asset Areas & Interconnections Interpreted from Brighton RWC 2015 Planning Discourse



5.4.2.1 The Value of Reputation in Brighton RWC 2015 Planning

The RWC 2015 was labelled by Tony Mernagh (Director of Brighton and Hove Economic Partnership) as a means for Brighton to develop their hosting reputation:

> As a city we try to build up something of a sporting reputation, and while we do not really have the facilities to become a worldwide centre of sport, we certainly punch above our weight.
>
> (Holloway, 2014a)

The importance of reputation was given in the fact that this asset was planned to be developed, and something to be proud of. Data from the Brighton and Hove City Council Corporate Plan 2011-2015 reiterated the value of reputation in the planning intentions of BHCC:

> Our arts, culture and heritage offer, along with a growing reputation for sporting events, is central to the city's economic health. Our intention is to take this to a new level, exporting the city's reputation as a place to visit, live and work to a global market.
>
> (Brighton and Hove City Council Corporate Plan 2011-2015)

Thus, the worth of reputation generated from sport events was identified as a way to benefit the city of Brighton by BHCC.

5.4.2.2 The Value of Event Characteristics in Brighton RWC 2015 Planning

Julia Gallagher was asked what hosting an event like the RWC 2015 would mean for Brighton from a tourism viewpoint:

> For us, it is a very difficult thing to quantify the impact of hosting something like this as we've haven't hosted anything of this magnitude before.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

Hence, the magnitude of the RWC was expected to create substantial worth because of the scale of the event itself. The RWC as an event was also seen as valuable for its attributes by BHAFC:

> Well it's a world-class event. You know it's a top class sporting event, international event, and therefore you want to be associated with it.
>
> (Martin Perry, Chief Executive, BHAFC)

The intangible assets were given as class and the global nature of the sport event, and the worth evident in BHAFC's aspiration to be aligned with the tournament.

From the BHCC standpoint, the fact that the sport was rugby was seen as a chance to engage a new demographic domestically:

> Particularly for Brighton, it is not a rugby based city; so what we are going to end up with getting into the city is not only new international audiences, we will also get a rugby fan base from the country that may not have been to the city before.
>
> (Pauline Freestone, Project Coordinator, BHCC)

So, the intangible asset of event profile linked to that of exposure for BHAFC and BHACC. Therefore, hosting the RWC in Brighton was said to generate representational capital because of the positive characteristics of the event.

5.4.2.3 The Value of Destination Image in Brighton RWC 2015 Planning

The RWC 2015 was recognised as a vehicle to generate destination image in various ways in Brighton planning discourse. One example was that the RWC 2015 was hoped to create opportunities for BHCC planning to showcase Brighton's image:

> …hopefully people that haven't come to Brighton before is that they will do a return journey at some point in the future.
>
> (Pauline Freestone, Project Coordinator, BHCC)

The RWC 2015 was also credited with providing a platform to promote destination image:

> …promoting the whole city and getting the whole city involved, as well in the external facing as well internal to the city, which in terms of creating a feel-good-factor is absolutely essential.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

This comment was interpreted to mean that hosting the RWC 2015 would promote Brighton's destination image (i.e. exposure), which in turn could lead to the creation of other symbolic assets such as feel-good-factor. Thus, representational capital was discovered to be made up of a number of intangible assets, further substantiating the worth of assets (see Figure 5.4.3.1).

The value of destination image generated by the RWC 2015 was further underpinned by Visit Brighton:

> Everything that is happening in the City that could attract potential leisure visitors, and particularly staying visitors, is sort of our destination gold as it were, we will promote to those audiences. So, obviously sporting events are something that you know have huge amounts of kudos and potential benefit to the city in terms of the draw for visitors.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

It was proposed that the kudos of hosting the RWC could boost destination image and could be showcased to attract future visitors to Brighton, the value being inferred through increased visitation. This analysis supported the idea that destination image in connection with other assets heightened the significance of representational capital (expanded upon in section 5.4.2.5). Nonetheless, the 'obvious' nature of these benefits forms an important part of the critique regarding representational capital, as kudos, reputation and exposure generated by sport events require management; a point overlooked in the aforementioned examples.

5.4.2.4 The Value of Exposure in Brighton RWC 2015 Planning

One of the main points of value given by RWC 2015 planning organisations in Brighton was international exposure:

> Well the benefit from our point of view is that it [RWC 2015] puts the stadium on the world map.
>
> (Martin Perry, Chief Executive, BHAFC)

> And obviously we've got the first weekend of the Rugby World Cup which will be hugely watched globally. So, in terms of the television coverage *[inaudible word]* the city will be out there, that is almost unquantifiable for us if you're trying to work out an advertisement equivalent for that. So, that's massive for us.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

BHAFC inferred that the value of exposure was for the stadium, and Visit Brighton was more concentrated on the wider value for the City. Yet, the crossover in value was still the overriding worth of global exposure, so much so that Visit Brighton described this intangible worth as unquantifiable.

Exposure was further recognised by Visit Brighton because of the prospective domestic audiences opened up to Brighton from staging RWC 2015 fixtures:

> Then domestically, obviously, there is a lot of interest in rugby, so we are hoping that the city will see an influx of domestic visitors coming to either actually see matches or to be part of the atmosphere the Rugby World Cup generates.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

Therefore, the value attached to exposure was exhibited through the possibility of domestic-based rugby fans being interested in attending matches in Brighton. However, the strength of pioneering the concept of representational capital is to assist industry in moving away from 'hoping' and suggesting the 'obvious'

benefits, in order to move towards a more managed approach to intangible possibilities.

5.4.2.5 The Relationship between Destination Image and Exposure in Brighton RWC 2015 Planning

Several examples of the relationship between the intangible assets of destination image and exposure were acknowledged by the sampled RWC 2015 planning organisations of BHCC, BHAFC and Visit Brighton. Visit Brighton attached worth to interconnected intangible assets:

> I think from a visitor perspective its [RWC] great global PR for us in terms of we have an international audience that are going to see images of Brighton.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

In this case, exposure was valuable to Visit Brighton as it enabled destination image to be promoted globally. This worth was also reflected by BHAFC:

> And therefore to have the images of the stadium flashed all over the world, as they will be for this event, has got to be good news. So, it puts the stadium on the map, it puts Brighton as a city on the map and that's one of the reasons for doing it.
>
> (Martin Perry, Chief Executive, BHAFC)

The value attached to these two symbolic assets in this instance involved exposure, through putting Brighton's image on an international platform. Nevertheless, the analysis highlighted that this value was presumed, that these intangible assets were automatically valuable. More than that, assuming that exposure is positive demonstrated the need for a more strategic plan to go beyond supposing the value of these assets, i.e. to identify, value and potentially leverage the representational capital on offer to avoid negative ramifications.

For BHAFC, the RWC 2015 was seen as a mechanism to develop on existing destination image through exposure:

> We are already on the world map to a certain extent, we were voted the best new venue in the world in 2011, but nevertheless you need to keep that image alive.
>
> (Martin Perry, Chief Executive, BHAFC)

Whether or not the American Express Community Stadium was perceived as the best venue in the world in 2011, the value of image and exposure in this case was that the RWC 2015 could continue to provide positive worth for BHAFC. The significance of representational capital was demonstrated through the potential positive outcomes from these assets, but also because of the interrelationship between assets that increased the representational capital on offer to the sport planner even further.

Other comments suggested that destination image in conjunction with exposure was a means to reach new audiences:

> Those images of our city are being placed all over the world as the trophy [RWC 2015 trophy tour] goes around on its tour. So for us it's about raising the profile of Brighton and Hove to audiences that may not know that we exist.
>
> (Pauline Freestone, Project Coordinator, BHCC)

As well as expanding into new markets, BHCC linked exposure created by RWC 2015 as an opportunity to diversify destination image:

> I know quite a few years ago we hosted some larger scale events and then that seemed to fall by the wayside…because the city is very much known for its culture and creative side and not so much at its sporting side, we wanted to address that balance and get a different audience in the city who might then come back.
>
> (Pauline Freestone, Project Coordinator, BHCC)

Therefore, in RWC 2015 planning in Brighton, the connection between DI diversification, development and exposure was recognised as particularly valuable by key planners. This analysis further reinforced the emerging proposition that representational capital is increased because of the interconnection of intangible assets, which in turn strengthens the case for the flexibility of a concept that encompasses all such value.

5.4.2.6 The Significance of Representational Capital in Brighton RWC 2015 Planning

A number of intangible assets were drawn from Brighton data analysis. The key discovery made from this analysis was the interconnection of assets, and the recognition of the value of intangible assets by sampled RWC 2015 planning organisations. For example, destination image was recognised as a way to lead to more intangible assets through RWC 2015 hosting, such as showcasing and feel-good-factors, with the attached worth being through return visitors and promotion opportunities. Furthermore, a distinction was made between the valuations of the same assets by planners from different industry contexts. BHAFC saw DI and exposure as an avenue to develop the position of the Stadium: whereas, Visit Brighton and BHCC planners saw this capital as a way to develop an international and domestic platform to showcase Brighton. Not only that, but assumptions were made by key RWC planners in Brighton that intangible assets were always positive. Hence, this research study has the opportunity to put forward the concept of representational capital to develop a more strategic and conscious approach to planning for the symbolic value on offer to sport event planners.

5.4.3 Sub-problem 3 – Leveraging in Brighton RWC 2015 Planning

The same format used to analyse the leveraging process in Cardiff and Exeter RWC 2015 planning was applied to interpret Brighton data. This process started with identifying the asset (representational capital), then the strategy employed to maximise assets, followed by the predicted output. Section 5.4.3 shows that all Brighton leveraging examples uncovered in the data were direct, i.e. assets, maximisation strategies and outputs were found in the planning discourse.

Julia Gallagher, Visit Brighton, was asked about whether the RWC 2015 could be a catalyst to host future sport events:

> I know that various bids have been put in at various points – I know that we put in a bid to host FIFA U20s football at some point…If you've got evidence to show that you've got the capacity to host an international sporting event it gives you capital to bid for other events. You know, because you've got evidence to show that you can accommodate that sort of event.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

This comment inferred direct recognition that having a reputation for hosting international sport events could help secure more in the future. Reputation was also noted as the maximisation strategy: to use this representational capital to prove that Brighton was a strong sport event host. The output was to procure future events such as the FIFA U20s football fixtures, as well as to generate further representational capital by continuing to develop a strong reputation.

Another example of maximising hosting reputation was given by BHAFC:

> We're already getting expressions of interest for other events and it's important for us from an economic perspective that the stadium is used as much as possible. So, the fact that it is, we have already hosted for example international football matches, so to demonstrate that we can house and host an international rugby match is a huge positive.
>
> (Martin Perry, Chief Executive, BHAFC)

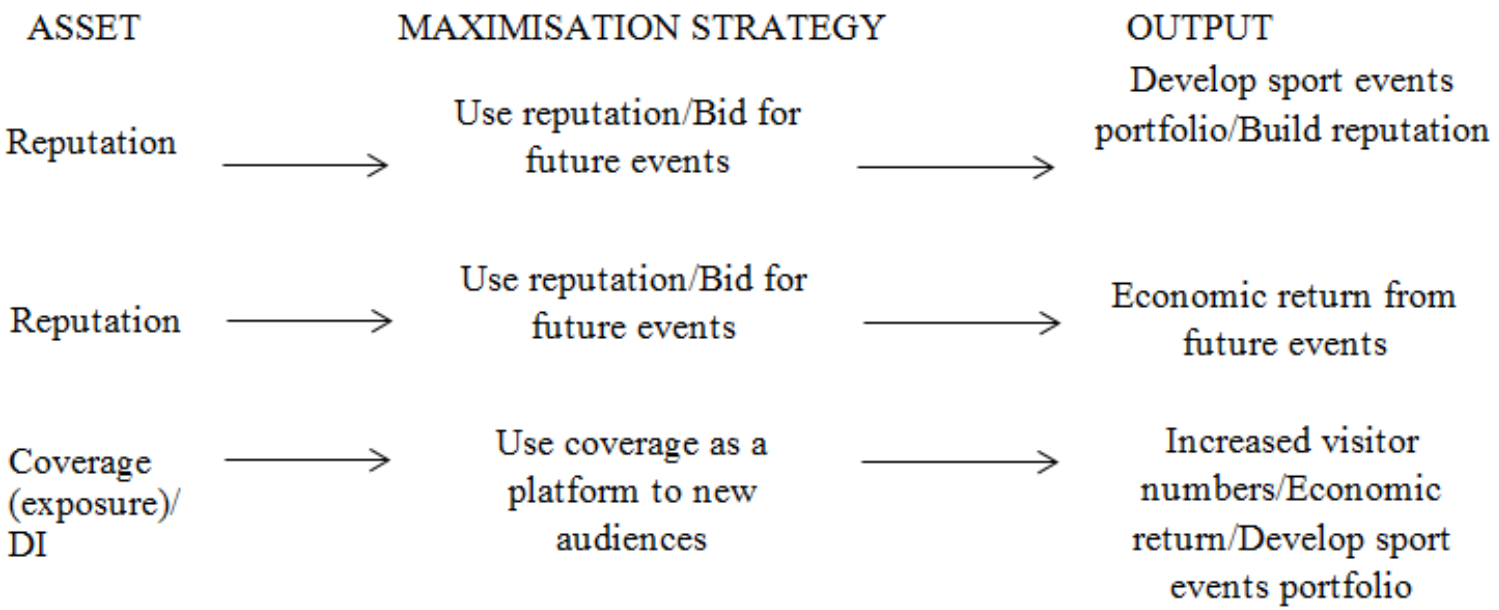
BHAFC sought to utilise their hosting credentials to secure more events and in turn generate economic return. Whether there were expressions of interest for other events may have been a bias comment from the interviewee, but the fundamental point is that the plan was to leverage reputation to achieve this long-term gain.

Long-term leveraging plans were considered by Visit Brighton via maximisation of the asset of coverage:

> The press and TV coverage, estimated to be viewed by 2 billion viewers globally, will provide invaluable coverage of Brighton, inspiring tourists to visit the City; driving both short term and long term economic benefit. Hosting the event may also act as a catalyst for us to be considered to host other major events, both sporting and cultural, that we may have otherwise not been considered for.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

Coverage and exposure were both the intangible asset and strategy, with the aim being to use the coverage created by staging RWC 2015 games as a maximising strategy. Indeed, destination image was included in leveraging planning, to boost Brighton's profile. The outputs were given as increased visitor numbers to Brighton on a long and short-term basis for fiscal rewards, as well as the possibility of creating an event portfolio. Figure 5.4.3 below aims to capture the leveraging processes surfaced for this RWC 2015 destination.

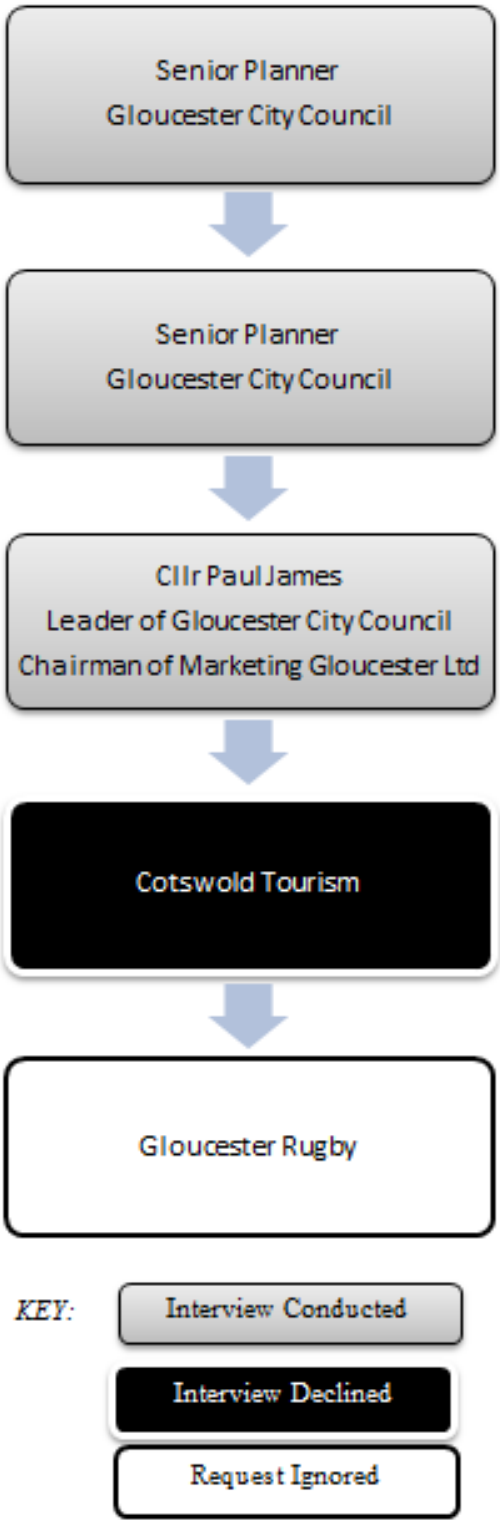
Figure 5.4.3 – Direct Leveraging Examples from Brighton RWC 2015 Planning Discourse



5.5 Findings from Gloucester Data Collection

Gloucester Rugby (targeted in the sampling process to represent the sport industry in Gloucester data collection) did not reply to any requests to participate in this research project (see Figure 5.5 below). Consequently, the sample for this host destination was not complete. Hence, only the public sector and tourism industry perspectives were gathered. Despite only partially obtaining the industry perspectives sought after in the study problem, two executive-level planners from Gloucester were interviewed, and this data was supported by those organisation's strategy documents, as well as relevant media reports. The data collected was sufficient to provide a degree of insight into the study sub-problems in this RWC 2015 host destination.

Figure 5.5 – Gloucester Interview Respondents



5.5.1 Study Sub-problem 1 – Levels of Collaboration in Gloucester RWC 2015 Planning

As mentioned above, the full collaborative picture in regard to sport, public sector and tourism involvement in Gloucester RWC 2015 planning was not collated because Gloucester Rugby did not respond to requests to participate in this research study. However, the following section analyses collaboration through a multi-method approach to off-set issues with credibility of data. The organisations who participated were Gloucester City Council and Marketing Gloucester, the abbreviations can be found in Table 5.5.1.

Table 5.5.1 – Organisation Abbreviations for Gloucester

Organisation Name	Abbreviation
Gloucester City Council	GCC
Marketing Gloucester	MG

5.5.1.1 Joint Aims in Gloucester RWC 2015 Planning

Several assertions made by representatives in Gloucester suggested that GCC and Gloucester Rugby were the key planning organisations and shared aims. These joint planning objectives arose from the bidding phases between GCC and Gloucester Rugby:

> We would have been approached at the same time because clearly if we'd agreed to it [hosting the RWC 2015] and Kingsholm [Gloucester Rugby venue] hadn't of then it wouldn't have gone ahead and vice versa.
>
> (Senior Planner, Gloucester City Council)

So, in order to host the sport event in question, it was essential that these two organisations shared a vision. This area of collective action was supported by Paul James:

> In terms of where our involvement started from for 2015, I had a call from Gloucester Rugby, the MD there, and he had been talking to England

> Rugby (ER 2015) and they wanted to come and talk to the Council…it needs to be a partnership between the stadium and the city itself.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

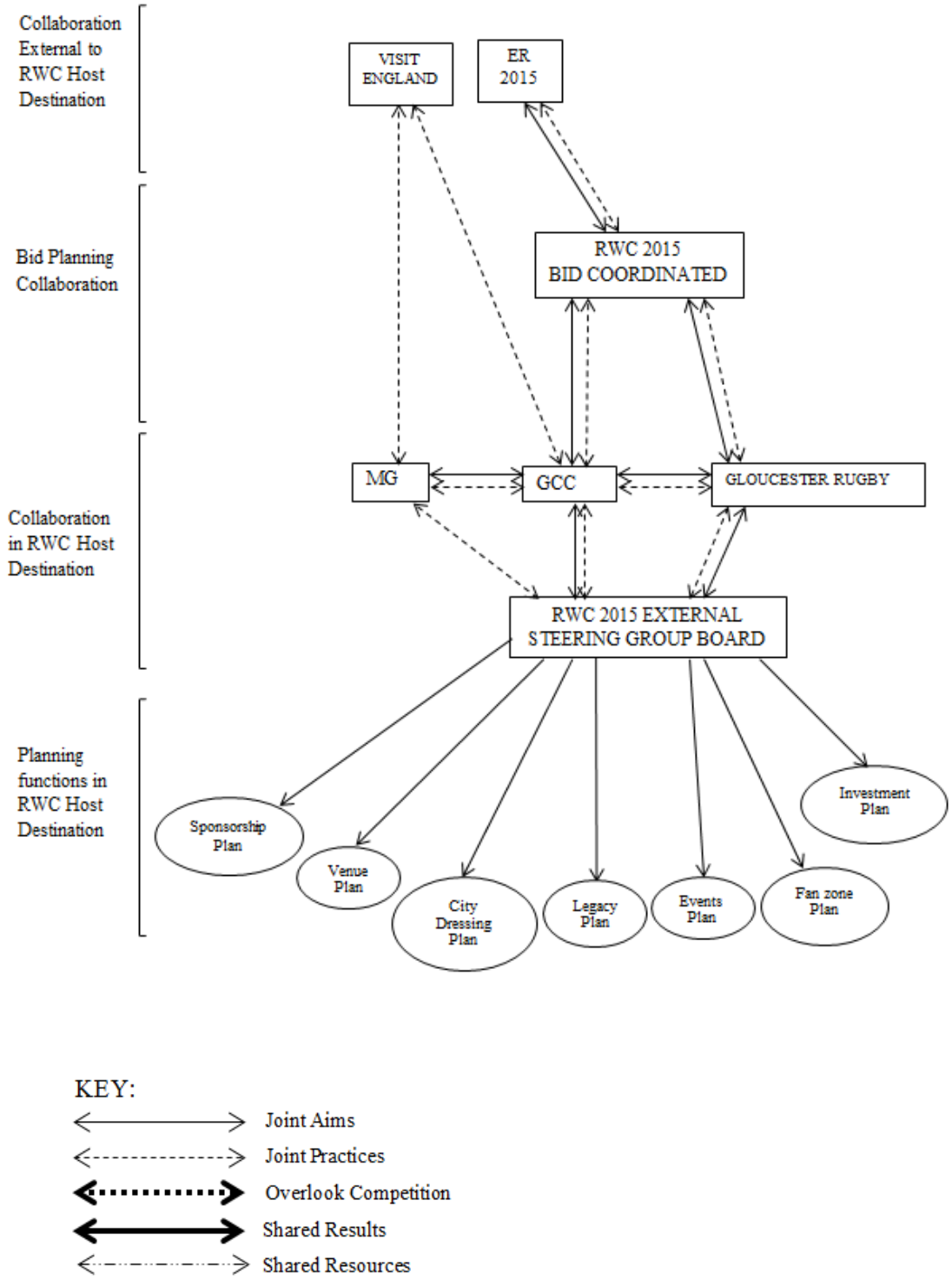
The indication from these comments is that the planning stages of the RWC 2015 in Gloucester required the public sector and sport organisations to have joint aims, and were the key collaborators. Two sources confirmed this collaboration, but the argument would have been stronger if agreed by Gloucester Rugby.

The collaboration diagram for Gloucester could not match the detail or confirmability exhibited for previous host destinations in this study project. However, Figure 5.5.1.1 shows that GCC shared aims with the national tourism organisation, Visit England:

> We are working very closely with Visit England, because again VE are a figurehead of tourism in this country and with the World Cup coming it is such a fantastic opportunity for them to promote and to advocate certain areas around the country and Gloucester being one of them.
>
> (Senior Planner, Gloucester City Council)

The joint objective in this case between these two organisations was to develop the tourism potential of Gloucester as a result of staging RWC 2015 fixtures. Interestingly, the public sector, through the City Council, interacted directly with Visit England, and responsibilities in this area did not pass straight to the DMO or tourism partnership. This crossover relationship is explored further in Appendix 24.

Figure 5.5.1.1 – Collective Action Criteria Met in Gloucester RWC 2015 Planning



NB: Overlooking competition, shared results & shared sources CA criteria not identified

5.5.1.2 Joint Practices in Gloucester RWC 2015 Planning

It was noted in Gloucester Citizen (2013) that GCC and Gloucester Rugby worked together in order to bid for the RWC 2015:

> To get here has involved a lot of hard work, particularly from council officers and our partners at Gloucester Rugby, over quite some time.
>
> (Gloucester Citizen, 2013a)

This collaboration was referred to by Paul James, GGC, during interview:

> We have always had a constructive relationship with Gloucester Rugby and that was one of the strengths of our bid that we had that strong relationship.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

The history of joint practices between these two industries was seen as one of the major contributors for the proceeding collective action in RWC 2015 planning. Both interview participants referred to a steering group that included GCC and Gloucester Rugby. However, as the latter organisation was unavailable for interview, the levels of joint practices between these two organisations could not be strongly evidenced.

In regards to tourism and the role of MG in RWC 2015 planning, Paul James provided a dual perspective, representing both MG and GCC. It was recognised that MG held a degree of autonomy:

> Well they've got their own board [Marketing Gloucester] and they are limited company, although it is actually a Council-owned company. The company runs itself.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

Even though MG was a separate organisation, the leadership crossed over from the public sector, as did the ownership. Aside from this overlapping management situation, MG worked with the GCC Event Coordinator to address tourism and delivery aspects of the RWC 2015:

> I do a lot of work with them [Marketing Gloucester] because they are part of the City Council. I work alongside of them and they are delivering parts of the World Cup.
>
> (Senior Planner, Gloucester City Council)

These joint practices overlapped with the steering group in Gloucester RWC 2015 planning:

> Marketing Gloucester as a body don't sit on anything, it is the members of Marketing Gloucester – so the Chief Executive, the Head of Events – they are two key members of the steering group and also of the external steering group down at Gloucester Rugby Club.
>
> (Senior Planner, Gloucester City Council)

Not only were MG representatives part of Gloucester's steering group for the RWC 2015, they were also involved in collaborative planning practices:

> These planning meetings that I am talking about, a number of staff from Marketing Gloucester attend, and certain aspects of the Rugby World Cup - like the fan zone - are going to be delivered by Marketing Gloucester, as that is where our events expertise is.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

Overall, MG was in contact with the public sector planning forums, and was collaborating with GCC planners to a degree.

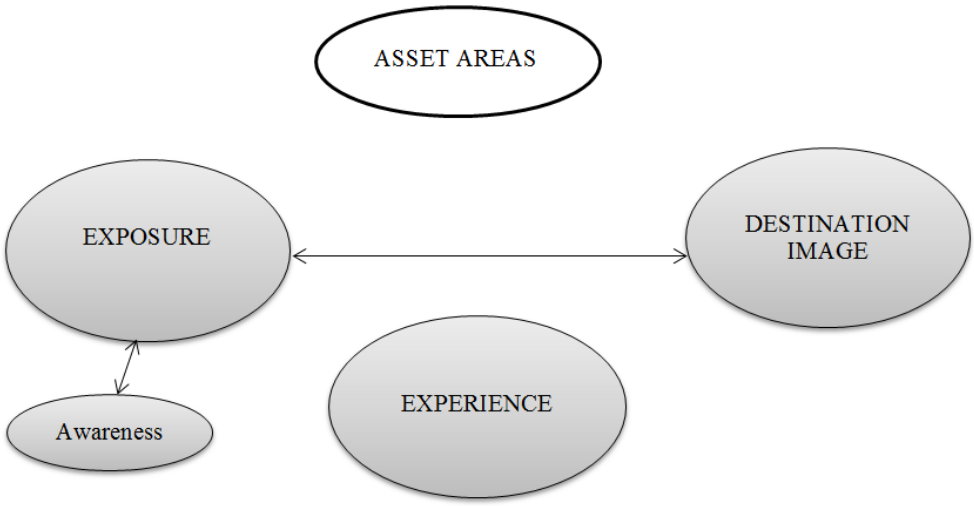
5.5.1.3 Summary of Collaboration in Gloucester RWC 2015 Planning

Similarly to the other three sampled host destinations, the predominant areas of collective action uncovered were around joint aims and practices. No substantial data collected provided insight on shared resources, results or overlooking competition. The findings from Gloucester were limited by not achieving a complete industry sample. However, the secondary data sources assisted in the supportability of the findings presented. Overall, GCC and Gloucester Rugby were identified as key planners, sharing aims and practices at a high-level. Unlike any previous examples, GCC worked directly with the tourism organisation Visit England. Tourism-tourism collaboration was at a high-level through joint practices. The amount of data available was restricted by the missing sport perspective, so this area of analysis was not as in-depth as previous sampled host destinations.

5.5.2 Study Sub-problem 2 – Significance of Representational Capital in Gloucester RWC 2015 Planning

Three main groups of intangible assets were drawn from Gloucester data analysis: destination image, exposure and experience. These assets were identified from data collected from Method 1, 2a and 2b and have been depicted in Figure 5.5.2. The value attached to these symbolic assets by senior planners from tourism and the public sector is deliberated in section 5.5.2 to understand the importance of this emerging phenomenon.

Figure 5.5.2 – Intangible Asset Areas and Interconnections Interpreted from Gloucester RWC 2015 Planning Discourse



5.5.2.1 The Value of Destination Image in Gloucester RWC 2015 Planning

Destination image was referenced frequently by the tournament Senior Planner, GCC, when asked about motivations for hosting the RWC 2015:

> I mean I think the thing is the fact that Gloucester is rugby.
>
> How can it [RWC 2015] make Gloucester a more sought after place to come and visit.
>
> (Senior Planner, Gloucester City Council)

Here the value of destination image was inferred through the RWC 2015 reflecting the image of Gloucester through rugby and also the plan to promote this image. There was also a link insinuated between destination image and exposure:

> You know Gloucester has so much to offer…it is just a case of being able to showcase that to get people to see the potential and come back and spend their money and stay here and enjoy Gloucester as a place.
>
> (Senior Planner, Gloucester City Council)

The worth in this instance was the long-term potential to utilise Gloucester's image during the RWC 2015, to encourage repeat visitation (see also section 5.5.3 for Gloucester leverage).

The possible value of destination image was expressed by Paul James, GCC:

> I certainly hope that it [the RWC 2015] will change the city's image.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

Hosting RWC 2015 fixtures was seen as a way to positively alter Gloucester's image, thereby attaching worth to DI. Whether the image of Gloucester was seen as negative previously or if representational capital could in fact change the image of Gloucester is not known, but this statement was a strong assertion that DI was of significant value to this RWC 2015 planner.

The idea of celebrating destination image as a result of the tournament being held in Gloucester was captured in the Gloucester City Council Plan 2014-2017:

> Being a host city for the Rugby World Cup 2015 is a huge opportunity for Gloucester and we are determined to make the most of it. We are proud of our city's culture - from our diverse population, to our excellent sporting facilities and our rich heritage – and we want to develop these strengths still further.
>
> (Gloucester Council Plan, 2014)

Hence, staging RWC 2015 fixtures was recognised as a way to generate significant representational capital, evidenced through the value given by Gloucester public sector and tourism planners to DI. To compensate for the

unavailable sport perspective, the research design was able to boost credibility of data through secondary data analysis to broaden the discussion.

5.5.2.2 The Value of Exposure in Gloucester RWC 2015 Planning

Gloucester's RWC 2015 fixtures included hosting international teams from Japan, Argentina, Tonga and the USA. The possibility of exploiting the links with these nations was noted as valuable by Paul James, GCC, in a media report:

> There are a lot of significant connections between Gloucester and the USA, and we will be keen to capitalise on those and give our American guests a visit to remember.
>
> (Gloucester Citizen, 2014)

The intangible asset of exposure, in conjunction with destination image, further suggested the potential worth generated from this sport event in Gloucester. In the Gloucester Citizen (2013), the value of exposure was affirmed by a Japanese Rugby World Cup official:

> If I am honest, I have no idea what Gloucester is like as I have never been before. I would like to see more of it to get a feel of the atmosphere of the town and how they will be supporting the World Cup.
>
> (Gloucester Citizen, 2013b)

Thus, the RWC 2015 generated exposure that was predicted to open up avenues to new audiences, which was one of the aims set out by Paul James, GCC and MG.

The value of exposure was summarised by two key planners:

> …it is going to put Gloucester on the map – we will have the eyes of the world on us and I know that a lot of people will not have a clue about Gloucester and I hope this [RWC] will bring us into the consciousness of lots of people that just don't know about us.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

> It'll [RWC 2015] really put Gloucester on the map.
>
> (Senior Planner, Gloucester City Council)

Worth was attached to exposure, through the planned increase in business opportunities in Gloucester, and was interconnected to the symbolic assets of destination image and awareness. Yet again though, RWC 2015 executive planners appeared to assume representational capital was fundamental to hosting, with no mention of the potential negative consequences that assets such as exposure could bring without careful management.

5.5.2.3 The Value of Experience in Gloucester RWC 2015 Planning

Providing a good experience for RWC 2015 visitors to Gloucester during the tournament was connected to building a tourism legacy:

> We want people to have a good experience here so we will want them to come back time and time again.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

The importance placed on this intangible asset was reinforced by the RWC 2015 Senior Planner, GCC:

> We are looking at rolling out World Cup host training for a lot of restaurant and café employees. So, waiters and waitresses, also people who work behind counters, just so they serve people correctly and because again it's those small things that create that image of the place you visited.
>
> (Senior Planner, Gloucester City Council)

Thus, executive RWC 2015 planners in Gloucester saw experience as a priority in the planning process, and applied resources to making sure this representational capital was cultivated positively.

5.5.2.4 The Significance of Representational Capital in Gloucester

The value of intangible assets such as destination image and exposure was well-recognised in the data analysed for Gloucester RWC 2015 planning, and in certain

instances these assets overlapped. Hence, the importance of representational capital was evident in the prospective power of representational capital to change and promote the image of Gloucester, potentially on an international platform. Furthermore, exposure held value because it could lead to reaching new audiences by putting the City 'on the map', and thereby increasing awareness of the destination through the RWC 2015. This analysis would have been strengthened by exploring whether this value was shared, as well as other assets, with the sport representative in Gloucester to build a wider picture of the significance of representational capital in this destination.

5.5.3 Study Sub-problem 3 – Direct Leveraging in Gloucester RWC 2015 Planning

Although multiple examples of representational capital were drawn from the data collected from sources in Gloucester, few leveraging strategies were identified. One indirect example, first mentioned in section 5.5.2, was the maximisation of showcasing destination image to increase repeat visitation, but the strategy could not be drawn from the data. Continuing on from this, a direct leveraging example referenced tourism related outputs:

> So whether that is a trip from the bus station or a walk down the road, to how you are served in a shop, or how you are served in a restaurant – I think the whole package needs to be complete. I think if we can deliver that as a city and also county-wide, then I'm pretty sure that Gloucester and Gloucestershire alike will be thought of in a very high manner, which is what we want. And as a result we will increase tourism, and like I said put Gloucester on the map which is so important.
>
> (Senior Planner, Gloucester City Council)

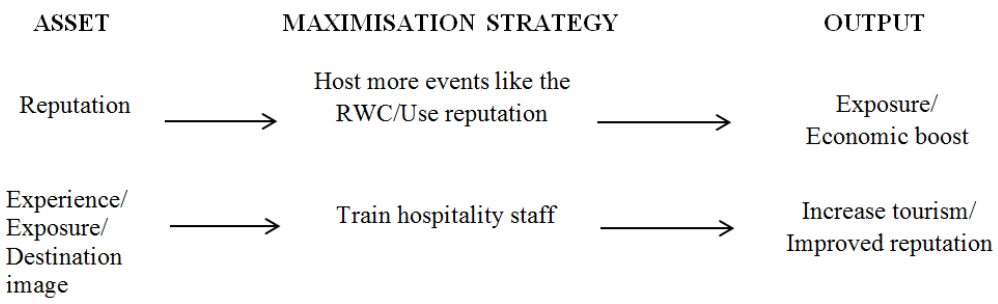
The leveraging strategy was interpreted as training the staff, and the assets given as experience, exposure and destination image. The outputs being further representational capital (reputation, image) and a boost in tourism.

In another example, utilising reputation was recognised as a way to gain economic capital by Paul James (GCC), as well as creating further representational capital:

> We have showed over the years that we can hold big events at the highest level at Kingsholm with tournaments like the Heineken Cup quarter finals. We have showed we have the facilities and that we can cope with it and rugby fans like coming to Gloucester. It will [RWC 2015] put Gloucester on the map and will be good for the local economy.
>
> (Webb. S, 2009)

So, in Gloucester, assets were strategized to be maximised by utilising reputation and increase training in the destination (see Figure 5.5.3 below).

Figure 5.5.3 – Direct Leveraging Examples from Gloucester RWC 2015 Planning Discourse



5.6 Emergent Discourse on the role of Tourism in RWC 2015 Planning

As discussed in section 5.1, the snowball sampling technique led to additional targets being interviewed. The alteration to the original sample only applied to Method 1. The reason for not including strategy documents was because this study at its core remains focussed on destination-based planning activity, and the input from these interviews was intended to enrich the praxis already collated on collaboration. The justification for including the tourism leaders interviewees, identified in Figure 5.6, was because they directly contributed to discussions around sub-problem 1; particularly in the emergent discourse uncovered on tourism-tourism collaboration in sections 5.2.4, 5.3.4, 5.4.4 and 5.5.4. Only the pertinent findings from this analysis are included in the following sections, in order to boost the confirmability of previous assertions on tourism-tourism collaboration. Table 5.6 gives the abbreviations for this section.

Figure 5.6 – Interviews Conducted with Leaders in Tourism

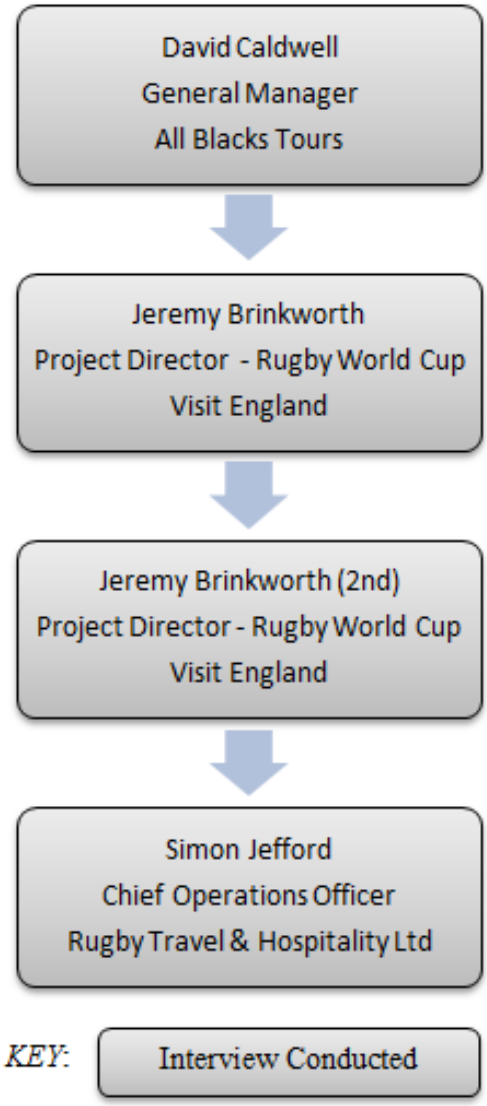


Table 5.6 – Abbreviations for Tourism Organisations

Organisation	Abbreviation
Rugby Travel & Hospitality Ltd	RTH
All Blacks Tours	ABT

5.6.1 Tourism Collaboration External to RWC 2015 Host Destinations

Discussions in this research project surfaced that in some instances tourism providers in host destinations were influential in RWC 2015 planning, predominantly externally to the formal steering group process. This included interaction with national tourism organisations such as Visit England. From the interview conducted with a representative from Visit Wales, it was ascertained that OTAs for the RWC 2015 were a factor in the planning stages of the tournament involving the destination. For the RWC 2015, there were 15 official travel agents appointed by ER 2015 to sell official travel packages.

David Caldwell, ABT, gave the role of All Blacks Tours in RWC 2015 planning:

> So, we are the official travel agents, the OTA as you mentioned before, with the exclusive rights for New Zealand. So, we are hoping to send thousands and thousands of fans from NZ up to the UK…We had everything from a two day, two night package, right through to a 47 night package and a whole bunch of variants in between.
>
> (David Caldwell, General Manager, All Blacks Tours)

Hence, collaboration between ABT and host destinations was potentially significant, as the travel packages they orchestrated extended for the full length of the tournament. The possible importance of OTAs was not overlooked by Visit England:

> We presented to them [OTAs] England as a destination and then since then I have regular contact with them: giving them product information, giving them ideas to enhance their packages that they are selling to their clients.
>
> (Jeremy Brinkworth, Project Director – Rugby World Cup, Visit England)

So, OTAs formed an integral part of the tourism collaboration chain, meaning the level of cooperation was high in the planning stages of the RWC 2015.

The reason for delving deeper into host destination collaborations with OTAs was reinforced by the planning processes ABT employed:

> We've got some pretty good familiarity with London because the All Blacks do play there every year. However, Newcastle was a new destination, Cardiff – the All Blacks played there this year – so we were able to do a lot of our pre-work this year for next year.
>
> (David Caldwell, General Manager, All Blacks Tours)

Thus, certain destinations that had not previously hosted a sport or rugby event were made known to All Black Tours, who then passed details of these emerging destinations onto their customers. This linked into the concept of representational capital, through exposure and destination image, because the RWC 2015 was an opportunity to influence tourism arrivals through intangible assets that were generated by the event.

With regard to Visit England, the importance of the RWC 2015 was reflected in their planning approach:

> I knew the World Cup was coming up and it would be a major thing for us so I suggested that I might go for the role that we were thinking of creating, and so I moved from what I was doing in another area of the organisation to do this pretty much full-time last February [2013].
>
> (Jeremy Brinkworth, Project Director – Rugby World Cup, Visit England)

Therefore, the RWC 2015 was seen as having potential for the national tourism industry. Jeremy Brinkworth also clarified how Visit England communicated during the planning phases with host destination organisations.

When Jeremy Brinkworth was asked whether DMOs were the main point of contact at a host destination, the answer was yes. This topic was probed further to understand if the collaboration between sport organisations and Visit England occurred:

> Less so really unless there is a specific reason to do so – I mean if they are a point of interest in their own right which Twickenham is, as it has the stadium tours and the World Rugby museum. So, if there is a story - you know a particular tourism aspect to the venue - then we might have some direct contact, but that's probably an exception rather than the rule.
>
> (Jeremy Brinkworth, Project Director – Rugby World Cup, Visit England)

Thus, the main collaborative practices in regard to tourism were between tourism-focussed organisations. Section 5.6.1.2 uses the collective action framework to probe the more specific collaborative practices from a tourism perspective.

5.6.1.2 Shared Aims and Practices between Leading Tourism Planners

There were shared practices discovered between Visit England and ABT, which then led to the collaboration between the OTA and host destination tourism providers:

> In this instance, for the Rugby World Cup, Visit England have been prominent in their desire to work with all of the OTAs around the world…They acted really as a conduit for us – at least for our pool in the World Cup and the games and the destinations that we are playing in – to then connect us to like a good example would be Newcastle Gateshead [Newcastle DMO].
>
> (David Caldwell, General Manager, All Blacks Tours)

This substantiated previous claims from analysis within destinations and assertions made by Jeremy Brinkworth, Visit England.

David Caldwell then elaborated on how this developed into more joint practices within the host destination:

> Same with Cardiff, we have used the Cardiff bureau as well, and we've used them for all sorts of things.
>
> (David Caldwell, General Manager, All Blacks Tours)

So, a cyclical process of shared collaborative action between Visit England, OTAs and host destination DMOs occurred, which was supported by Jeremy Brinkworth:

> I have a meeting with all of them [DMOs] next week to discuss opportunities with them around the Rugby World Cup. And there is a distinction because the organising committee have what they call city steering groups…We are talking more with what we call the destination organisations or DMOs, so tourism people about the wider tourism opportunities.
>
> (Jeremy Brinkworth, Project Director – Rugby World Cup, Visit England)

Therefore, tourism organisations, from destination to international level, shared practices to maximise the tourism benefits from staging the RWC 2015 (the potential to collaborate to leverage representational capital is expanded upon in section 6.2.2 and Appendix 25).

5.7 Chapter 5 Recap

The preliminary findings showed that they key RWC 2015 planning industries were the public sector and sport industry representatives. A high level of joint aims and practices were uncovered in Cardiff, Exeter and Gloucester between the key planners. Interestingly, tourism organisations from all four sampled destinations collaborated with other national and international tourism agencies, but this did not correlate to direct collaboration with key planners. Even though tourism and public sectors organisations were found to overlap in shared aims and structure, this did not necessarily translate into high levels of collaboration. Some congruency was uncovered in the key intangible assets identified by cross-industry and host destination planners, the main assets being DI, exposure and reputation. One of the most significant discoveries was the interrelationship between intangible assets, which further developed the potential importance of representational capital to decision-makers. In regards to leveraging, notable breakthroughs were made in surfacing a connection between intangible assets and prospective tangible outputs: meaning that managing representational capital can have significant benefits for HSEs if leveraged.

CHAPTER 6
Key Findings on Collaboration, Representational Capital and Leveraging

In the following discussions, the most significant preliminary findings from Chapter 5 are cross-examined with existing understandings debated in Chapters 1 and 2. The advances in knowledge put forward in this chapter include the innovative and pioneering scope of the collective action framework, the important breakthroughs that were made in the interconnected relationship between intangible assets, as well as the link between representational capital assets and outputs in the leveraging process. The final section of this chapter then addresses where this research inquiry was successful in responding to the study problem.

6.1 Collaboration in RWC 2015 Planning – Addressing Study Sub-problem 1

This sub-section builds on the key discoveries from the analysis in Chapter 5, with the intention of contributing to knowledge and potentially impact practice on collaboration in sport event planning in the future. The discussion first starts with the importance of uncovering the key collaborators in RWC 2015 planning in a destination context. After this, the most informative findings around the levels of collaboration are brought to the fore. One of the most original contributions to knowledge discussed below is the application of the collective action framework. As mentioned in the literature review, and given in the thesis title, this study project set out to investigate industry collaboration. The importance of exploring industry collaboration was thought to be in the potential to decipher which industries were involved in sport event planning; an assessment of the degree to which this was achieved rounds off the section.

6.1.1 High-Level Collaboration between Key Planners in RWC 2015 Host Destinations

One of the most explicit understandings gathered from the analysis around collaboration in RWC 2015 planning was that sport and public sector organisations were the key planning representatives in all sampled destinations. It is important to note that these organisations were found to be the key planning organisations, not just from the study project sample of sport, public sector and tourism, but the key planners in the destinations over any other industry representation. The only destination that recognised other lead planning organisations was Cardiff, where the transport and public service organisations were part of the central planning groups:

> …we form what is called the City Steering Group and that essentially encompasses Cardiff City Council, the venue – so, I represent the Stadium on that forum - Welsh Government which is Gwilym and the Major Events Team, all the transport stakeholders…
>
> (Alex Luff, Venue Sales Manager, WRU)

Whilst other organisations from the transport industry were mentioned, the lead organisations in terms of decision-making were still taken from the public sector and sport domains:

> They [WRU] have established a City Steering Group which ER 2015 put together, they sort of co-chair with Cardiff Council…
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

And this high-level collaboration was in place from the bidding stages:

> I was responsible for drawing together the ER 2015 bid for Cardiff working in partnership with the Millennium Stadium and WRU, and the Major Events Unit at Welsh Government.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

Hence, the key planners for the RWC 2015 in Cardiff were clearly from the sport and public sector representative organisations (see Appendix 26 for supporting evidence for key planners in Exeter, Brighton and Gloucester).

Due to the lack of research around planning organisations in general, let alone key planners of sport events, these findings were illuminating. There was some expectation that sport organisations were to be a significant part of RWC 2015 planning as they owned or managed the venues where the event was to be held. However, the level of collaboration with the public sector was less predictable, due to the perceived issues of aligning planning aims and outcomes with the sport industry (Sack and Johnson, 1996; Reid, 2006; Wood, 2009). However, surfacing the key collaborative industries was only one step in understanding the levels of collaboration in RWC 2015 planning, and the specifics of this collaboration are explored in greater detail below in section 6.1.1.1.

6.1.1.1 Key Planning Organisations' Joint Aims and Practices in RWC 2015 Planning

The objective of introducing the CA framework was to examine the levels of collaboration more thoroughly than just accepting that certain planners cooperate – or not – in sport event planning. In three RWC 2015 host destinations out of the four, the sport and public sector organisations collaborated through joint aims at a high-level: Cardiff, Exeter and Gloucester (supporting statements can be found in Appendix 27). To reiterate the key points, Gwilym Evans (MEU) suggested that this collaboration was in part down to investment, but it was a joint commitment and it would not work otherwise (Kathryn Richards, CCC). Predominantly though, this collaboration between sport-public sector had to be in place for RWC 2015 planning or the event could not be delivered (Richard Ball, ECC; Paul James, GCC).

Gwilym Evans, MEU, mentioned the economic input expected. So, there was a suggestion that this cross-industry collaboration inevitably occurred because of public sector financial investment, as purported in Chapter 1 and 2 (Scott, 2012; Woolf, 2014; Curry, 2014; Politics.co.uk, 2015). However, this research inquiry provided insight that moved past inevitability, to show that the public sector organisations were found to be a partner in RWC 2015 planning through joint aims. Specifically, the context of RWC 2015 host destinations added an alternate perspective to that of the London 2012 Olympic Games for example, as the national government was not the event management organisation, bidding industry (that was the RFU), stadia owners, or financers (Government Olympic Executive, 2011). Yet, local public sector organisations were still key collaborators in RWC 2015 planning in all four sampled host destinations, and in three of the four cases at a high-level.

This analysis further dispelled the notion that collaboration occurred between these two key planning organisations because of what the public sector provides. A high-level of joint practices was uncovered between the two industries (see explicit evidence in sections 5.2.1.2, 5.3.1.2, 5.4.1.2 and 5.5.1.2). To clarify, this was especially evident from collaboration in central planning groups in Cardiff,

Exeter and Gloucester (see Appendix 28 for supporting quotes). The evidence gathered in the main data collection was interpreted to show that the public sector and sport organisations shared practices through executive-level decision-making and chairing city steering groups. Indeed, in Exeter RWC 2015 planning, the ECC representative actively chose to extend the collaboration with ERC.

Whilst the aforementioned destinations were found to show a high-level collaboration through joint aims and practices, Brighton provided diverse findings. From the data analysed, BHCC and BHAFC were acknowledged as key planners in multiple sources, and shared aims from the bidding stages of planning:

> …we have to effectively put together a joint bid and then we [BHCC and BHAFC] worked together… There are obviously areas that we coordinate and work very closely together [with BHCC], for example, transport and getting fans to and from the event and so in those areas there are regular meetings held with a committee that oversees the transport arrangements.
>
> (Martin Perry, Chief Executive, BHAFC)

From this statement, BHAFC appeared to consider the collaboration with BHCC obvious. Although, Brighton RWC planners did not utilise the central steering group format and only met to discuss collaborating on certain issues.

In fact, the majority of RWC 2015 planning functions ran independently of a central steering group unlike the other sampled host destinations:

> What we have is that we meet with the stadium [BHAFC] when we have our – they have a representative at our – host city meetings and then I've set up various sub-groups. Some of those the venue [BHAFC] come to and some of them they don't. So, I've set up a sub-group for transport that the venue come to, set-up one for communications which they come to, they don't come to dressing the city and they don't come to the fan zone ones because that's very much the responsibility of the City Council.
>
> (Pauline Freestone, Project Coordinator, BHCC)

Indeed, Pauline Freestone referred to meetings as 'ours', so part of RWC 2015 planning was seen as the Council's. Yet, there was also a suggestion in the above comment that BHAFC attended certain meetings, which touched upon joint aims. In summary there was contradictory evidence around the level of key planner collaboration in Brighton. Joint aims were explicitly agreed, but shared practices were inconsistent: demonstrated through the irregular attendance at some planning meetings.

The cumulative evidence suggested that this was a mid-level collaboration, unlike the other three sampled HSEs. Possibly, Brighton key planners showed a decreased level of collaboration as a result of planning tasks being separated and conducted outside of a steering group format. In regards to Brighton, the strength of this research study was highlighted in the diversity of the sample, where Brighton – the non-rugby centric host destination – showed a lower level of collaboration than other destinations. Thus, there may be a link between the nature of the host venue organisation being primarily football-based, with the lack of centralised planning in this context. Hence, there is an innovative avenue of research that could be carried out to ascertain the levels of collaboration in venues that do not match the purpose or characteristics of the event, to follow on from this inquiry.

From this analysis into sub-problem 1, it was deduced that three of the four RWC 2015 key planners took the deliberate decision to work closely together. Therefore, the findings from this research project brought attention to the conscious nature of cross-industry collaboration during sport event planning, in conjunction with the ways in which these organisations were collaborating (i.e. through aims and practices). The CA framework showed which areas of collaboration were being employed by sampled planning organisations, which allows more precise recommendations to be made on areas to develop collaboration. Moreover, there is the possibility to utilise these findings on collaboration as a base to explore a number of tangential aspects of input into sport event planning: for example, other industries may want to increase their level of collaboration in such contexts (continued in section 6.1.2).

6.1.2 The Levels of Collaboration between Tourism, Sport and the Public Sector

Previous debates surfaced uncertainty around what role tourism representatives have in different planning contexts (Kirshenblatt-Gimblett, 1998; Hollinshead, 2006). The aim of sub-problem 1 was to ascertain if any significant knowledge was captured to inform industry practice around collaboration, especially in regards to the tourism industry. As discussed in the literature review, tourism is an industry reliant on collaboration. The reason for the collaborative nature of tourism is because none of the components that make up the tourism product are controlled by one overarching person or organisation (Kirshenblatt-Gimblett, 1998; Bramwell and Lane, 2003). On a destination level, there are often appointed DMOs or other tourism organisations in place to oversee tourism activity in the area (Sandford, 2013). Additionally, the input and influence of the public sector in the structure of tourism organisations and their practices is also unclear (Coles, Dinan and Hutchison, 2014).

Through Chapter 2, much of the literature debating sport events crossed-over with tourism discourse, for instance sport events form an important part of the tourism mix on offer at a HSE (Chalip, Green and Hill, 2003; Kurtzman, 2005; Yusof *et al*., 2009; Hallmann and Breuer, 2010; Filo *et al*., 2013). Therefore, it was surprising that no research to-date has examined the collaborative role tourism leaders may have in sport event planning. Hence, the relationship between the tourism organisations and the sport and public sector representatives form an integral part of the analysis in this section. This section draws on key points from the analysis conducted in sections 5.2.1, 5.3.1, 5.4.1 and 5.5.1 on host destination collaboration, exemplified in the collective action models for each sample destination. Data extracted from interviews conducted with external tourism providers are drawn upon to add credibility to findings, as well as supporting deductions on the levels of collaboration between the pinpointed industries in RWC 2015 in relation to tourism industry planners.

6.1.2.1 High-level Tourism-Tourism Collaboration in RWC 2015 Planning

This sub-section highlights the main indicators of high-level tourism-tourism collaboration through the collective action framework. From the preliminary analysis conducted in Chapter 5, it was found that outside of the host destination planning forums, destination organisations such as HDP and MG were collaborating with tourism organisations external to their destination contexts. This collaboration was evidenced in high-levels of joint practices in RWC 2015 planning. In Cardiff, Visit Wales shared planning practices with Visit England, Visit Britain and OTAs (see Appendix 29 for supporting statements), which was further substantiated by an OTA directly:

> Same with Cardiff, we have used the Cardiff bureau as well, and we've used them for all sorts of things.
>
> (David Caldwell, General Manager, All Blacks Tours)

Thus, tourism-tourism collaborations were acknowledged by different sources, thus bolstering their confirmability.

HDP was also collaboratively active with tourism organisations external to the destination, including ER 2015, OTAs and Visit England. MG and Visit Brighton also worked with tourism organisations outside of the destination, namely Visit England on international campaigns, i.e. through joint practices. The links between Visit England and host destination tourism organisations were given substantiation by Jeremy Brinkworth:

> You know we are in constant communication with them [DMOs or destination organisations]…there is a distinction because the organising committee have what they call city steering groups in each of the places, but they are mainly looking at operational issues…Whereas we are talking more with what we call the Destination Organisations or DMOs - so tourism people - about the wider tourism opportunities.
>
> (Jeremy Brinkworth, Project Director – Rugby World Cup, Visit England)

This comment strongly reinforces a high-level of tourism-tourism collaboration in RWC 2015 host destinations, as well as emphasising a distinction between the key planners in central city steering groups and tourism. This was a key point drawn from the analysis in Chapter 5, where often tourism was seen as an output or a resource, rather than a collaborative industry.

The potential of tourism-tourism collaboration was highlighted in the interviews conducted with tourism leaders external to the host destinations:

> I mean the one thing that they [Newcastle DMO] have been very very good with is obviously they know their destination better than anybody. So, they've been very very supportive of making us aware of what things are available.
>
> (David Caldwell, General Manager, All Blacks Tours)

Hence, tourism-tourism collaboration could lead to DMOs being able to influence international travel packages, as well as selling the destination to OTAs. Therefore, the importance of these findings is that MG and Visit Brighton could have extended their tourism-tourism collaboration by working with other tourism organisations, for example OTAs. So, whilst a high-level of tourism-tourism collaboration was interpreted between destination-based tourism organisations and national and international tourism organisations, in certain cases this could have been translated to more organisations. Thus, destination-based tourism organisations could build a wider platform to influence RWC planning through collaboration (continued in section 6.2.2).

6.1.2.2 Mid-level Collaboration between Tourism and Central RWC 2015 Planning

The main data analysis showed that there was an inconsistency interpreted in the levels of collaboration between those organisations identified as key planners, and tourism organisations. The key planning organisations discussed in section 6.1.1 were recognised as sport organisations (owners or occupants of RWC 2015 host stadia), plus representatives from the public sector (council or government organisations). Although tourism organisations were not key planners in the

sampled RWC 2015 host destinations, understanding the planning collaboration between the pinpointed industries in the study problem still brought important insight to the fore. Not only did this part of the investigation contribute to knowledge, it was integral to examining the link between collaboration and representational capital (see section 6.2.2).

In all of the four sampled destinations, collaboration was detected between tourism and public sector organisations. However, deducing the level was blurred by issues of whether tourism organisations and public sector operated autonomously or because there was a crossover in leadership. A degree of collaboration between tourism organisations and the public sector was demonstrated through shared aims and practices, but this collaboration was somewhat inevitable. For example, MG was found to be part of the local Council, as were Visit Brighton, and HDP. Indeed, in Gloucester and Exeter, the leaders of the tourism organisations also worked in senior positions within the council.

Interestingly, the Major Events Unit (MEU) formed part of Visit Wales, which was then part of the Welsh Government (see also Appendix 18). The overlap between the structure of the public sector and tourism – although arguably the tourism and government organisations were all public sector representation (see section 6.1.4) – led to collaboration because the strategic aims were shared outside of the RWC 2015 planning arena anyway, as were certain practices. Discourse from sections 2.4.5.3 and 2.4.5.4 suggested that there was uncertainty around the delivery of tourism provisions, and even less understanding around tourism planner input into sport event planning situations. From the findings, only in Gloucester did the public sector Senior Planner for the RWC 2015 directly collaborate with an external tourism planning organisation. Therefore, it was necessary to probe more deeply into tourism and central planning, to understand the input of tourism providers in RWC planning collaboration.

Despite public sector and tourism organisations connection in structure in Cardiff and Brighton, Visit Wales and Visit Brighton were outside of the RWC 2015 central collaboration forums (see Figures 5.2.1 and 5.4.1.1). The HDP were linked to the central RWC 2015 steering group as they were responsible for part

of the event delivery (Marketing and PR plan), exhibited through joint aims and resources. However, the level of the collaboration overall between tourism and central planners was put into question by Richard Ball, ECC, who suggested that whilst Victoria Hatfield fed into the RWC City Steering Group in Exeter with her expertise, but she was seen more as an attendee on behalf HDP, rather than a collaborator. Thus, the collaboration levels were questioned, as the planning work between the HDP and ECC was more passive than collective.

Gloucester data also brought illuminating discourse around collaboration and tourism into the fold. MG shared practices with the City Steering Group, but this was contradicted again as there was an indication that this collaboration was built on attendance at central meetings (see Appendix 30 for supporting statements). In the case of Brighton, tourism representation was also utilised in RWC 2015 planning as a resource at times, rather than an active collaborator. Largely, the data collated showed that in some host destinations, tourism planners were connected to the public sector partly through organisation structure and partly through being tasked with delivery of an aspect of the RWC 2015.

Moreover, for sampled tourism organisations, simply being attached to a public sector organisation or vice-versa did not guarantee a collaborative place in RWC 2015 planning discussions. In fact, it was discovered that tourism organisations were not subject to equal collaboration with key planners across all destinations; nevertheless, this added empirical evidence to the uncertain role of tourism organisations in destination management raised in the literature review (Kirshenblatt-Gimblett, 1998; Hollinshead, 2006; Hollinshead, 2009b). For example, in Cardiff the MEU – not Visit Wales – were key collaborators, although the MEU were part of the larger tourism organisation. Additionally, the diversity of the sample from emergent rugby destinations (Exeter) to those that were more established rugby venues (Cardiff, Gloucester), showed that historical event-planning pedigree did not correlate to a stronger tourism-key planner collaboration. In summary, tourism organisations were found to be mid-level planning collaborators in a RWC destination context, but this in turn opens the

floor to investigating the role of tourism using the CA framework to compare other sport event settings.

6.1.2.3 Low-level Sport-Tourism Collaboration in RWC 2015 Planning

Collaboration between tourism organisations with sport organisations within RWC 2015 host destinations was predominantly at a low-level. As Gloucester Rugby was unavailable for interview, the following assertions around the low-levels of collaboration between sport and tourism planning organisations cannot be generalised for the whole sample. However, the study investigation was still able to uncover information on sport-tourism collaboration levels that contributes to knowledge. In Exeter, HDP collaborated with ERC through the shared application of resources on part of RWC 2015 planning, but were seen as a resource themselves at times (see Appendix 31 for supporting statements). From Cardiff and Brighton data analysis, none of the five CA criteria were exhibited between sport and tourism planners directly. Tourism, as an industry or a collaborator was not referenced in the interview with BHAFC, and only mentioned as an output in planning in Cardiff by the WRU representative.

Considering that tourism literature was saturated with research around the positive impacts of sport event hosting for tourism, little was known prior to this research inquiry about whether tourism as an industry was a collaborative partner or just benefited as a third party from MSEs hosted at a destination. In practice, the collaboration between tourism and sport planners was found to be at a low-level both internal and external of the destination:

> INTERVIEWER: And do you liaise with say the stadium organisers or is it really just with them [DMOs]?
>
> JB: Less so really unless there is a specific reason to do so – I mean if they are a point of interest in their own right which Twickenham is, as it has the stadium tours and the World Rugby museum. So, if there is a story - you know a particular tourism aspect to the venue - then we might have some direct contact, but that's probably an exception rather than the rule.
>
> (Jeremy Brinkworth, Project Director – Rugby World Cup, Visit England)

As put forward by Jeremy Brinkworth, collaboration in any form between sport and tourism executive planners was the exception rather than the rule.

Not only was there extensive discourse around sport event impacts and tourism recognised in the literature review (Coleman and Girish, 2010; Hachleitner and Manzenreiter, 2010; Sallent, Palau and Guia, 2011; Turco, 2012; Dixon *et al.*, 2012; Jackson, 2013; Haiyan *et al.*, 2014), but the negative impacts were also addressed in media and academic debates (see section 2.4.3.5). The lack of planning in certain sport events and destinations, for example Atlanta 1996 Olympic Games, Brazil 2014 World Cup, and Sochi 2014 Winter Olympic Games to name a few, illustrated how sport event hosting can impact negatively on destination image and beyond; DI is an aspect of sport events heavily linked to the tourism product (Ramshaw and Hinch, 2006; Kaplanidou and Vogt, 2007; Florek and Insch, 2011; Zimbalist, 2011; Gibson, 2014). Therefore, this research project has exposed a low-level collaborative relationship between sport and tourism inside and outside of the destination context. The implication being that to maximise benefits and reduce negative repercussions, there is room to expand the collaboration between sport and tourism planners in all areas of collaboration, from joint aims to shared practices. The reasons and potential importance for extending collaboration between the three pinpointed industries is addressed further in section 6.2.2.

6.1.3 The Transferability and Applicability of the CA Framework

Prior to this research study, very few researchers have investigated collaboration in sport event planning (see Table 2.1.1). Moreover, in this domain and in social sciences on a broader scale, the way in which collaboration was investigated lacked a formal structure (Zehrer and Benckendorff, 2013). As demonstrated in the various definitions discussed in section 2.1.1, collaboration is more complex than simply working with an individual, group or organisation; there are aims and visions to consider, as well as practicalities. This is where the application of the collective action framework was identified as a way in which to approach the intricacies of collaboration.

Collective action has been a concept utilised in a number of disciplines to delve into the detail of collaboration, but at the time of writing, not in a sport event context. Thus, the CA framework was pioneered in order to examine collaboration in depth, where no structure previously existed in a sport event or tourism context. As discussed in Chapter 2, 3 and 5, not all five of the CA criteria needed to be met to indicate that collaboration has indeed occurred. One of the strengths of this framework was to draw out information on what areas of collaboration were being utilised. For example, organisations may collaborate at a high-level in a certain area, e.g. sharing resources, because that was the appropriate action for that situation. Analysis in Chapter 5 highlighted that joint aims and practices were the main areas of collaboration identified from the data collected. Another key contribution of this research study is providing a framework that offers a level of transferability (which was proven to be easily applied in this research study), that has not been present in previous examinations of collaboration in social sciences.

Deploying the CA framework in any context, particularly in relation to sport event planning in this instance, gives clear criteria in which to direct the methodological considerations, as well as informing practice through findings. Probing the detail of collaboration also encouraged more precise information to be extracted from the data, i.e. informing Gloucester and Brighton of the missed opportunities to collaborate with OTAs, to maximise RWC 2015 opportunities. Beyond that, the CA framework provides a platform for exploration into aspects of collaboration that are more complex, such as the intricacies of shared practices and aims that already exist between public sector and tourism organisations, which can then be unpicked through the CA framework (see section 6.1.2.2).

6.1.4 Cross-industry Collaboration

The title of this doctoral research inquiry set out an investigation into industry collaboration. Three pinpointed industries were selected: public sector, sport and tourism. It was acknowledged in the literature review that the public sector was labelled as an industry for the purposes of this study project only. The reason for this decision was to be able to compare the positions of different industries in

sport event planning. As discussed in section 6.1.1 and 6.1.2, the levels of collaboration varied between all three representative groupings, with the public sector and sport being identified as key planners in RWC 2015 host destinations. The levels of key planner collaboration were interpreted to be at a high-level through joint aims and practices in all sampled host destinations apart from in Brighton, where mid-level key planner collaboration was interpreted. This section discusses whether industry collaboration was uncovered.

The literature review provided an argument to suggest that very little was known about collaboration between individuals, organisations or industries in sport event planning (see section 2.1.1.4); so there was no template available to assist the design of the research study methodology. Hence, the label of 'industry' was attributed to the public sector, sport and tourism, prior to understanding if representative organisations from those industries were active in planning, or if they operated autonomously. With only a limited approximation of which industries might be involved in RWC 2015 planning, the research examination at-hand could not predict how many organisations would represent each industry. For example, in Cardiff the MEU and CCC were identified to be key planners from the main data collection, and both represented the public sector. However, this structure was not found to be replicated in any of the other RWC 2015 destinations, where only one organisation represented the public sector and sport industry respectively.

In terms of the involvement of the tourism industry, there were acknowledged overlaps in leadership and structure with the public sector in RWC 2015 planning (see section 2.4.5). Yet, in this research investigation it was found that tourism organisations collaborated independently to public sector organisations. For instance, tourism organisations collaborated with national and international tourism providers external to the destination; whereas public sector representation did not (apart from one exception, where GCC shared practices with Visit England). Hence, there was a substantial argument identified for treating the tourism and public sector as separate entities. Referring back to Table 1.10, the term industry refers to organisations whose primary business is shared. This

definition suited the differentiation aimed for in this research project, in order to ascertain if the purpose of tourism organisations in RWC 2015 planning was distinctive to that of the public sector, despite the crossovers in structure. Certainly, Visit Brighton, MG, and Visit Wales worked independently from their public sector counterparts, even though there was a connection between these two 'industries' in structure and leadership.

The reason for not declaring that this research study made a breakthrough in industry collaboration was because, for each industry, only one organisation represented that industry. The only exception was in Cardiff where the MEU and CCC represented the public sector. This was not a result of the sampling frame, but because only one organisation led on RWC 2015 planning from tourism, sport and the public sector. Experts and executives from the three industries were selected specifically to boost the credibility of the study project findings, along with supporting secondary data. Yet, there was not enough evidence to confidently suggest that the study project could put forward industry perspectives. However, where this study inquiry has advanced knowledge strongly is around which industries collaborate, and more precisely to what degree these industries' representative organisations collaborate in RWC 2015 planning. Thus, the proposition is that this study project has uncovered cross-industry collaboration.

Due to data being captured from leading RWC 2015 planning executives in all destinations, there is a strong case to say that the findings represent an understanding of the role of their organisations in RWC 2015 planning: namely their collective aims and practices. From this, it can be asserted that these organisations sit within an industry, despite the repeatedly-mentioned overlap between public sector and tourism, the separate aims and practices displayed highlight that these organisations operated without consultation in various RWC 2015 planning arenas (e.g. with external tourism organisations such as OTAs and Visit England). Whilst this is not enough to proffer a generalised viewpoint of an entire industries influence on RWC 2015 planning, advancements were made through ascertaining which industries were represented in an MSE planning context, and their level of input.

6.1.5 Summary of Collaboration in RWC 2015 Planning

They key areas that emerged from analysis of the levels of collaboration underlined the development of understanding this research study has exposed. Firstly, there was a lack of detailed understanding around the public sector-sport collaboration, especially in a multi-destination MSE context, but this study inquiry evidenced that these two industries were key RWC 2015 planners and collaborated at a high-level in central planning forums. Prior to this, no research analysed in the literature review had covered the detailed mechanics of sport event planning collaboration.

The findings from this research study surfaced that tourism-tourism collaboration was at a high-level, often with multiple national and international tourism organisations. However, this did not directly translate into shared aims or practices with sport organisations, or direct collaboration in central planning forums. Therefore, an important breakthrough was made in understanding the collaborative activity in RWC 2015 host destinations, where the diversity of the sample drew out the varying roles of tourism organisations that influenced cross-industry collaboration in practice. Furthermore, the CA framework was pioneered and delivered as a structured platform upon which to analyse collaboration in sport event planning, with the potential to extend this to other settings. Thus, the findings from this research study proposed an innovative approach to probe collaboration to improve the transferability of findings, as called for in the literature (Zehrer and Benckendorff, 2013). In addition, significant steps were taken in uncovering collaboration between pinpointed industries in sport event planning in a multi-destination MSE.

6.2 Representational Capital and RWC 2015 Planning – Addressing Study Sub-problem 2

The following sub-sections draw out key findings that underpin the significance of representational capital in a sport event planning context. Firstly, an overview is given to ascertain where the importance lay for all three pinpointed industries in relation to representational capital, then how this translated in a cross-industry context in terms of shared value for intangible assets. Subsequently, section 6.2.3 discusses the significance of findings discovered around the interconnection of intangible assets.

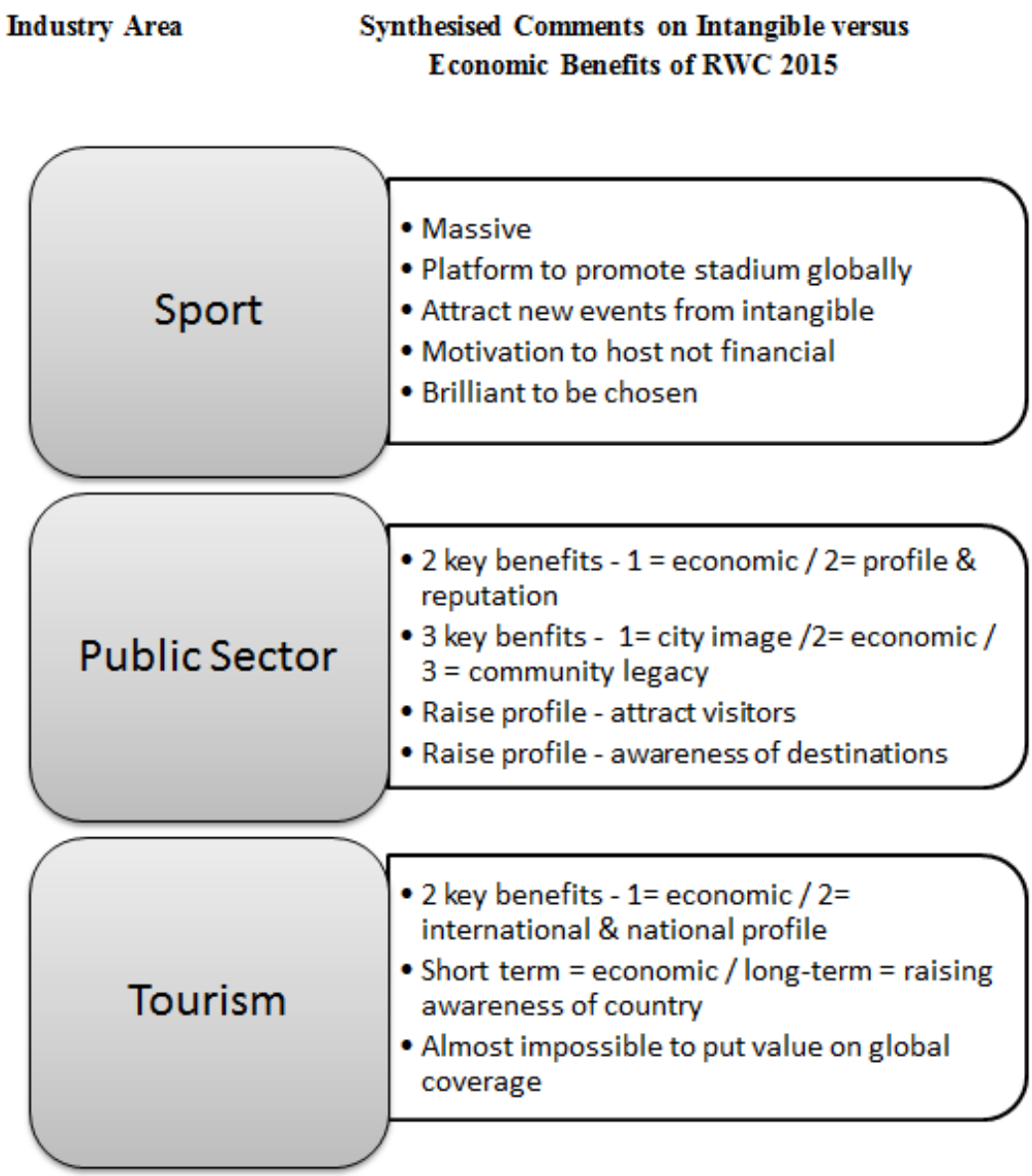
6.2.1 Representational Capital Holds Significance for all RWC 2015 Planning Industries

Extensive evidence was unearthed in the literature review to suggest that sport events generated value for host destinations, from urban regeneration to job creation (see Table 1.9.2). In terms of intangibles, this was through assets such as destination image and exposure (Chen and Funk, 2010; Hallmann and Breuer, 2010; Florek and Insch, 2011). So, prior to this research study, it was interpreted from the literature review that sport events created representational capital through intangible assets, particularly DI (see Table 2.2.2). However, following on from sub-problem 1 (collaboration), there was no knowledge to infer which industries would recognise or value this alternative area of worth. One of the key findings in developing knowledge around sub-problem 2 (representational capital) was that the senior planners from the three pinpointed industries all noted that representational capital was an integral reason for RWC 2015 hosting.

Figure 6.2.1 draws out the emphasis placed on representational capital when respondents were asked what value they place on the intangible versus the economic benefits from hosting the RWC 2015. The purpose of Figure 6.2.1 is to build on the detailed analysis undertaken in Chapter 5, which surfaces all the intangible assets valued, to understand the potential of pioneering representational capital in a sport event context. The supporting statements that contributed to the development of Figure 6.2.1 can be located in Appendix 32. The data analysed

underpinned the notion that representational capital held significance for the three pinpointed industries and all host destinations sampled, at times more than economic motivations. Although these opinions are not representative of an entire industry, the groupings are utilised to underline the importance of the intangible across the sample (apart from Gloucester Rugby who could not be contacted to participate).

Figure 6.2.1 – Significance of Representation Capital in Relation to Economic Benefits Interpreted from RWC 2015 Planning Discourse



From the synthesised statements in Figure 6.2.1, it was deduced that there were other areas of capital, other than economic, that were given importance by planners across all pinpointed industries. Economic returns were not always the priority in RWC 2015 planning, as there was representational capital opportunities identified. These findings support the arguments brought to the fore in the literature review that intangibles are tradable and could assist in gaining a competitive advantage (Webb, Schirato and Danaher, 2002; McGillivray and Frew, 2007; Murphy, 2007; Sundac and Krmpotic, 2009; Ahlgren, 2011; Kim *et al.*, 2012; Carvajal and Nogales, 2014; Zeglat and Zigan, 2014). For example, this competitive advantage could be through the raised profile, awareness or global coverage generated by the RWC 2015: coverage was noted as unquantifiable (see Figure 6.2.1). Thus, evidence was found to support the proposition that sampled planners positively valued representational capital, albeit not formally, to gain a commercial edge.

In fact, several statements suggested that the benefits of hosting the RWC 2015 were balanced between economic and representational capital. Kathryn Richards (CCC) gave seven prospective benefits which her organisation planned to garner from RWC 2015 hosting, four of which were tangible capital, three of which fell under the umbrella of representational capital: international recognition, enhanced reputation and showcasing pedigree. Other examples showed that there were key benefit strands put forward in RWC plans, split between economic aspects and representational capital. In an interview, Tony Rowe suggested that his motivation was not at all financial, as his organisation would not make a profit from hosting the event. These findings further supported the significance of representational capital for sampled planning organisations.

6.2.2 The Cross-industry Significance of Representational Capital and Collaboration

The objective of the investigation into sub-problem 2 was also to establish if any emphasis on representational capital overlapped between the three sampled industry representatives. The reason for this can be found in section 1.2 for study catalysts, where the London 2012 Olympic Games raised a multitude of questions

regarding which industries were involved in planning and capturing the multitude of intangible assets on offer from sport event hosting. The following analysis centres on whether there was any synergy between the significance of representational capital between key planners and tourism. The purpose of this is two-fold: to highlight any contrasts that may be apparent in intangible assets that appeal to different industries, and/or to bring forward common assets that could lead to a more cohesive strategy around the development of representational capital between industries.

Table 6.2.2 provides a synthesis of the key intangible asset areas valued by both the key planning industries (public sector and sport) and tourism in each sampled RWC 2015 host destination. For Gloucester, the cross-industry value refers to the shared value of assets between public sector and tourism, as the sport representation could not be contacted to participate in this research study. This synthesis has been carried out to draw attention to where key RWC 2015 planners and tourism representatives were working towards generating representational capital through overlapping intangible assets (i.e. identified by both groups), as well as sharing the same valuation of said assets.

For example, in Cardiff, Visit Wales saw the combined symbolic assets of exposure and representation as a way to create positive PR outside of the destination, which overlapped with the WRU's valuation of developing a strong global reputation. The importance of this point is that, although the valuation of assets was rated slightly differently, the overall aim for the two organisations was the same. Thus, the key planners and tourism representation viewed representational capital with the same significance in many incidents, but were not identified to be collaborating to work towards generating representational capital despite the numerous crossovers. In fact, the key purpose of Table 6.2.2 is to highlight multiple examples of where key planners and tourism representatives have recognised the same intangible assets and broadly value them for the same benefits, yet due to the mid to low-level key planner-tourism collaboration given in sections 6.1.2.2 and 6.1.2.3 these groups were likely not aware of their

overlapping emphases on representational capital, nor collaborating on these opportunities.

Table 6.2.2 – Cross-Industry Representational Capital Asset Match

Cardiff	**Shared Intangible Asset**	**Cross-Industry Value**
	Destination Image	• Promote Wales • Promote attractions
	Reputation & Exposure	• Global awareness • Positive reputation • Profile of Wales
	RWC Event Characteristics	• Springboard to increase visitors • Positive experience
Exeter	**Shared Intangible Asset**	**Cross-Industry Value**
	Destination Image	• Profile of destination
	Exposure/Awareness/DI	• National & international platform • Boost awareness of destination
Brighton	**Shared Intangible Asset**	**Cross-Industry Value**
	RWC Event Characteristics	• Scale of the event
	Destination Image	• Increase audiences • Increase visitors
	Exposure	• 'On the map'
	Exposure & DI	• Destination images promoted globally
Gloucester	**Shared Intangible Asset**	**Cross-Industry Value**
	Destination Image	• Promote image
	Exposure	• 'On the map'

6.2.3 The Significance of Interconnected Intangible Assets

This section aims to underline the interconnected nature of intangible assets and how this further emphasises the significance of introducing the concept of representational capital in research and industry contexts. The first part of this section analyses which intangible assets were attributed the greatest worth by the sampled planners, thus becoming key asset areas. From there, the discussion shifts to highlighting some of the interconnected relationships between assets.

Although there were numerous interlinked assets brought to the fore in Chapter 5, only the most pertinent areas are presented in the discussion below.

6.2.3.1 Key Intangible Asset Areas – Destination Image

One of the main asset areas interpreted from the data in all four sampled RWC 2015 host destinations was destination image (DI). Destination image was given substantial acknowledgement in the literature review, reflecting the level of coverage this asset has received in sport event research alone (see Table 2.2.2). Although destination image and sport events had an established relationship in research (see Table 2.2.2 for references), the study project findings advanced understanding of this connection by drawing out other interlinked assets that were associated with the worth of DI. Furthermore, the original contribution to knowledge is not simply reaffirming that DI was created, but delving into the planning for this asset and assessing the value to cross-industry planners who were active in DI's creation and potential leveraging.

Some examples have been extracted from Cardiff, Exeter, Brighton and Gloucester analysis to underline the confirmability of DI as a catalyst for building worth in conjunction with other intangible assets:

> I think there is 11 host venues across the UK and fans are deciding from where they are going to spend their money to go and watch the games, and obviously the more attractive and the more on offer within in a particular location, that helps make that decision for them.
>
> (Alex Luff, Venue Sales Manager, WRU)

> It's not just about coming buying your ticket for a Rugby World Cup match, it's about staying a couple of days before and a couple of days after…We have Dartmoor, we've got Jurassic Coast which is a World Heritage Site, again only seven miles away so it's not just what's about happening in Exeter…It's also about what is on their doorstep so that is one of the big draws for Devon.

(Victoria Hatfield, Economy & Tourism Manager, Heart of Devon Partnership)

> So, it's promoting the whole city and getting the city involved as well, in the external facing as well internal to the city, which in terms of creating a feel-good-factor is absolutely essential.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

> I certainly hope that it [the RWC 2015] will change the city's image.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

Thus, the value of destination image was said to be able to: assist in changing Gloucester's image, showcase Exeter's offer and project Brighton's DI domestically and internationally. Interconnected assets in the statements included showcasing, experience, exposure, and feel-good-factor, with image at the core of this worth. Furthermore, DI was seen as valuable in Cardiff by providing an image, through hosting RWC 2015 fixtures, to differentiate and create a competitive advantage from other host cities. Certainly, the Cardiff example reinforces previous assertions in section 6.2.1 that representational capital could be an avenue to assist sport planning organisations in recognising areas to gain a commercial edge.

The implications of these findings is three-fold, firstly that destination image is seen as a catalyst for numerous other vales intangible assets (e.g. showcasing and exposure). Secondly, representational capital has an applied purpose as it does not limit the identification of the interrelationship between intangible assets or the attributed value. Thirdly, however, there are assumptions made in planning discourse by executive planners that representational capital is 'obvious' and has the power to 'change' a City's DI (notions flagged through Chapter 5). By pioneering representational capital, the idea is to move away from such assumptions, which did not prove successful in past sport event cases (Horne, Tomlinson and Whannel, 1999; Jones, 2001; Dimeo and Kay, 2004), to a more strategic approach to intangible value. Otherwise, assuming that assets, interconnected or otherwise, are going to generate positive representational capital could lead to long-term negative consequences.

6.2.3.2 Key Intangible Asset Areas – Exposure

As alluded to in the literature review, sport and the media have become inextricably linked (Silk, Slack and Amis, 2000; Bruce, Falcons and Thorpe, 2007; Coakley, 2007; Gee and Leberman, 2011; Jarvie and Thornton, 2012), and the extensive television coverage was assumed to be a positive benefit of hosting the RWC (Deloitte, 2008; The Economist, 2010). Much like the example of destination image above, exposure was identified as a key asset area that fed into other intangible assets (see Appendix 33 for full quotes). Even more so, exposure was given as particularly valuable to planners because of the global nature of the RWC 2015. This included the global exposure that linked into images of host destinations, bringing more visitors, coverage through television audiences, and the awareness that global exposure could create with new markets. Again, representation capital is an applied concept that encourages not only the identification of major intangible outputs such as exposure, but also to assess the value of assets that may be bolstered in conjunction with other intangible assets. Moreover, the value of exposure was given across all four sampled host destinations.

This research has uncovered that whilst there might be broad areas of worth, i.e. exposure in this instance, this asset has subsidiary value. For example, global exposure was seen as an avenue to propel awareness by all sampled host destinations. Furthermore, applying representational capital does not stipulate that intangible assets need to be labelled in a specific way, as awareness may have been described as putting Exeter 'on the map'. Consequently, the focus, and therefore the advantage, is in identifying and assessing the representational capital no matter how it is expressed. Previous research on DI for example often hones in on just one asset, therefore, limiting the scope of the value on offer; whereas, deploying representational capital aims to encompass all intangible assets. What is more, by keeping the categorisation flexible, there is a greater likelihood for planners to include and examine all intangible assets and not to overlook their value just because they would not traditionally fit under labels such as DI or exposure. For example, this study project has put forward interpretation criteria on how assets have been identified (see Table 5b), but this can be adapted or

changed depending on the context and what is agreed between those who are planning to leverage representational capital.

6.2.3.3 Key Intangible Asset Areas – Reputation

Reputation was another key asset area found in planning discourse in three of the four host destination executive planners interviews: Cardiff, Exeter and Brighton. This asset was also mentioned directly in strategy documents and media reports. A cross-section of references regarding reputation is repeated in Appendix 34. Reputation was found to be interconnected with assets such as class, through being a major events destination. The key point drawn from the data was underpinned in a statement from Richard Ball, ECC:

> There is all sorts of things that we are being careful over, in terms of any lasting effects because again if those aspects don't go well then you have a reputation that lasts for a while. So, it's reputational issues I guess that will be of concern.
>
> (Richard Ball, Assistant Director Economy, ECC)

Indeed, the significance of the ECC comment was the possible long-term impact of overlooking this asset.

As considered in section 2.4.3.5, sport events can generate multiple negative repercussions for the host places and industries. Indeed many of these consequences are manifested intangibly e.g. damage to image, status, negative exposure. In the literature review, some examples were surfaced that showed that certain industries were not planning for representational capital at HSEs (Dobson and Sinnamon, 2001; Kissoudi, 2008; Hartley, 2009; Laing, 2010; Kelly, 2010; Dowse, 2012; Gibson, 2014b). Although reputation is a key asset area for three out of the four host destinations, only one of the sampled HSE industries mentioned the negative consequences. Thus, representational capital could be an integral part of planning that is being overlooked in a formal capacity to avoid the aforementioned negative repercussions.

6.2.3.4 The Importance of Uncovering the Interrelated Nature of Intangible Assets

Sections 6.2.2.1 to 6.2.2.3 have noted the key intangible assets areas interpreted from RWC 2015 planning discourse, which in part match some of the key themes drawn out of sport event and tourism literature (Dimeo and Kay, 2004; Hallmann and Breuer, 2010; Florek and Insch, 2011; Cubizolles, 2011). Yet, prior to this study project, no research study is known to have investigated the planning stages of a sport event to ascertain whether planners (key or otherwise) identified and valued those assets. Without this, the potential of representational capital loses its significance for maximisation by industry. Furthermore, by probing RWC 2015 planning discourse, not only were the tourism, sport and public sector planners' recognition and valuation of intangible assets uncovered, but the importance of the interrelationship of intangible assets in generating greater worth was discovered.

Figures 5.2.2.6, 5.3.2, 5.4.2 and 5.5.2 gave an overview of all the interrelated assets, which were discussed in some detail in Chapter 5. This section does not reiterate all previous examples, but takes one instance per sampled host destination to demonstrate how representation capital has even more significance when built on the interconnection between assets. Thereby, representational capital increases in worth for planners when the intangible assets' value accumulates in conjunction with each other.

In Cardiff, one example from the public sector emphasises the connection between reputation and exposure amongst others:

> Well apart from the global nature of the event, and rugby is always considered as a global fraternity, you know building international relations and all that kind of stuff through sport…It's the rugby family, the global rugby family; being part of that is important for Cardiff and it is important for Wales.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

From this statement, there is not only value found in the global platform created by hosting RWC 2015 fixtures for the MEU, but also the potential to build a reputation with international contacts on the back of this exposure. Moreover, there was a suggestion that this impact extended beyond the host destination to the entire country. Therefore, representational capital was built through the interconnection of assets.

As quoted previously, GCC also saw the connection between exposure and awareness:

> …it is going to put Gloucester on the map – we will have the eyes of the world on us and I know that a lot of people will not have a clue about Gloucester and I hope this [RWC] will bring us into the consciousness of lots of people that just don't know about us.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

Just having the exposure would not have been as valuable to the GCC key planner, as it was the awareness and DI that built into exposure to generate greater representational capital.

Again, exposure from RWC 2015 hosting in Exeter was valued in association with other intangible assets:

> I liken it to my own personal, and some other people's, experiences for example to when the Rugby World Cup was in New Zealand. There are places in New Zealand that I've never even heard of until the Rugby World Cup. So, places like Dunedin for example and others, how would I ever have come across places like that unless they had appeared in the huge publicity and then watching a game on television?
>
> (Richard Ball, Assistant Director Economy, ECC)

The symbolic assets were interpreted to be exposure, along with awareness with new audiences, which lead to increasing destination image and then fed back into exposure. Richard Ball, ECC, infers in the above statement that Exeter could

benefit in the same way Dunedin did from hosting the RWC 2011, where exposure alone would have held less worth without the potential interlinking with increased awareness and DI. However, there may have been many differences in how these two destination planners approached intangibles, which is why pioneering representational capital could benefit planners to go beyond the assumption that this worth will be mirrored, as it had been for previous HSEs.

Destination image and the relationship with exposure were recognised in Brighton:

> And therefore, to have the images of the stadium flashed all over the world, as they will be for this event, has got to be good news. So, it puts the stadium on the map, it puts Brighton as a city on the map and that's one of the reasons for doing it.
>
> (Martin Perry, Chief Executive, BHAFC)

Similar value chains were discovered in this example, i.e. global exposure or being 'on the map', leading to DI recognition on an international platform. The main point that was drawn from this was that whilst DI can have intrinsic value, the worth was increased in relation to the exposure available. In addition, the concept of representational capital has unearthed a strong link between assets that has only been briefly touched upon before (Graham, Ashworth and Tunbridge, 2000; Dwyer *et al*., 2000; Dimeo and Kay, 2004; Cubizolles, 2011). Therefore, deploying representational capital as a concept breaks new ground by treating intangible assets cumulatively and autonomously where appropriate, as well as examining the value of the symbolic to those who plan for it. There was a caveat to be found however, as representational capital was unreservedly said to be positive, i.e. exposure 'has got to be good news'. Again, bringing representational capital to the consciousness of planners may move away from the assumptive positive value of intangible assets that has been exposed in this research investigation.

6.2.3.5 Summary of Significance of Interconnected Assets for Pioneering Representational Capital

The findings from this research investigation went beyond existing knowledge, by firstly ascertaining whether pinpointed sport event planning industries identified and valued intangible assets in a RWC 2015 context. From there, a congruency between three key intangible asset areas across the sampled destinations was found: DI, exposure and reputation. Whilst destination image was often recognised in literature, the analysis from this research inquiry brought to the fore other key asset areas, and more than that, this identification of value came from the executive planners themselves. Prior to this study, the planning perspective, i.e. examining those making and influencing decisions, was relatively unconsidered in sport event and tourism research; prior research had centred on examining benefits or impacts of sport event hosting from an external standpoint, rather than examining those industry planners who intended to utilise representational capital pre-event.

Perhaps the most important contribution to knowledge drawn from this research study on representational capital is the interrelationship and value exchange between intangible assets, which in turn builds the significance of representational capital. As discussed in the literature review, the study of representation was traditionally found to examine meaning exchange (Hall, 1997, 2013). In the context of sport events, representational capital on offer to industry planners was found to be increased through value exchange. Not only that, but the interrelationship of intangible assets further emphasises the potential of representational capital for industry planners of sport events - with the prospective application of representational capital to wider industry contexts - where intangible assets could assist in creating a competitive advantage. The flexibility of representational capital is shown by proposing that any relevant intangible assets should be identified if they have value attached to them, in this case by RWC 2015 planners. This approach allows representational capital to encompass all intangible assets on offer, under any classification, so that moving forward planners from any industry can maximise this worth.

6.2.4 Summary on the Significance of Representational Capital

What was previously known about symbolic worth, from analysis in Chapter 1 and 2, was that intangible assets were numerous and extended to a plethora of fields and disciplines (see Table 2.2.1.1). However, the examination of these assets appeared sporadic, or just focussed on one asset such as destination image. The findings from this study project unearthed three key asset areas: destination image, reputation and exposure. Thus, knowledge was gained around the composition of representational capital in RWC 2015 planning and provided a platform for future investigation on the consistency of the generation of these assets.

This knowledge was further detailed by examining the worth given to the intangible assets by executive planners and organisations from a planning perspective; beforehand both these angles had been neglected in research. Thus, the findings from this research inquiry indicated that representational capital is a concept that can be applied to assist sport event planners – and planners in any industry with intangible assets at their disposal - in recognising and valuing a range of autonomous and connected assets with a view to maximising the representational capital on offer. Exploring the possibilities of pioneering the concept of representational capital has also opened up future avenues for research to investigate the links between intangible assets in a range of disciplines, and for industry planners to consider all representational capital available. Not to be overlooked was the multiple assumptions made by key planners that representational capital will always be positive. Hence, putting forward the concept of representational capital in an applied setting can assist in identifying assets, rather than assuming their positive worth.

6.3 Leveraging Representational Capital in RWC 2015 Planning - Addressing Study Sub-problem 3

Study sub-problem 3 was set out to investigate whether pinpointed industries planned to leverage representational capital in RWC 2015 sampled host destinations. The rationale behind this line of inquiry was to take the findings from sub-problem 2, which looked at the significance of representational capital, to see if this was maximised in RWC 2015 planning. Again, referencing one of the main study catalysts mentioned in section 1.2, the London 2012 Olympic Games was said to generate intangibles such as a feel-good-factor (Clark and Gibson, 2012; London Evening Standard, 2012; Rayner, 2012). Nevertheless, which industries planned and maximised these potential value sources was unknown. This section examines intangible asset areas that were maximised against those which were discussed in sections 6.2.3.1 – 6.2.3.3, along with any consistencies in strategies and outputs. Furthermore, inspection of indirect leveraging was carried out to illuminate recommendations for further maximisation. This section references Figures 5.2.3.1, 5.3.3.2, 5.4.3.1 and 5.5.3, which gave the direct leveraging examples found for each sampled destination.

6.3.1 Direct Leveraging Examples in RWC 2015 Planning

This section aims to significantly contribute to knowledge on the long-term maximisation of assets, specifically intangible assets that make-up representational capital. What was uncovered in Table 1.9.2 was that there are many positive impacts said to be generated at a HSE, from job creation to infrastructure developments. Outside of this more traditional assessment of outputs from sport event hosting, there were also several intangible assets alluded to in various media sources evidenced in Chapter 1. For example, the prospective exposure, showcasing and prestige that Darlington Mowden Park was set to gain from hosting All Blacks training sessions (Brown, 2014). Within leveraging literature, intangible assets such as image and socio-cultural aspects of sport events have been the subject of investigation, but never under the formal guise of representational capital. The objective of this research investigation was to draw out the potential connection between representational capital, maximisation

strategies and future outputs that had yielded no satisfying response in literature to-date. As discussed in Chapter 1 regarding the London 2012 Olympic Games, questions arose as to what happened in the long-term if the feel-good-factor just ran out (Stevenson, 2012; BBC News, 2013). The direct leveraging examples examined below indicate how this study project has probed the link between representational capital (asset), strategies and long-term gains in RWC 2015 planning by breaking down each stage of the leveraging process.

6.3.1.1 Predominant Intangible Asset Areas in RWC 2015 Leveraging

Exposure was one of the main identified assets of leveraging in Cardiff, and formed part of an interrelated group of assets in Brighton and Gloucester. Reputation also featured in these three sampled destination leveraging strategies. Destination image was given as a leveraging asset in three RWC 2015 host destinations: Exeter, Brighton and Gloucester. The reason for emphasising these assets is because they link to the main intangible assets interpreted as the foundational areas of representational capital in sections 6.2.3.1 – 6.2.3.3. Therefore, findings from the data collection on leveraging gave supportability to suggest that representational capital holds significance for RWC 2015 planners, because a link was surfaced between the valuation and subsequent leveraging of key intangible asset areas. Moreover, this evidence around key intangible assets further underpins the notion that symbolic assets – not just tangibles mentioned in Table 1.9.2, can be maximised for long-term gains. In this case, leveraging of key assets was founded in a RWC 2015 context, but utilising the framework set out in Figure 2.3.7 could extend to any sport event context, or any industry with intangible assets at their disposal.

6.3.1.2 Main Leveraging Strategies in RWC 2015 Planning

Building on the assertion in section 6.3.1.1 that common asset areas appeared across the sampled destinations, some congruency was also found in the maximisation strategies. Significantly, from the findings it was discovered that representational capital was linked to the asset and the strategy. For example, in Brighton, a direct leveraging process identified the asset as the maximisation strategy (see Figure 5.4.3.2). This strategy involved taking the asset of reputation

and leveraging the value of reputation to bid for future events. Additionally, the same maximisation strategy for reputation was employed in Gloucester (see Figure 5.5.3). Utilising the asset as part of the leveraging strategy was not limited to reputation; in Brighton data analysis, coverage and exposure were the assets, and included as part of the strategy to open up new audiences.

A maximisation strategy drawn from the analysis of Cardiff data was collaboration. To leverage exposure and reputation, Cardiff RWC 2015 industry planners suggested that aligning strategies would assist in maximising these two assets. This not only supports the structure of the study sub-problem areas, but enlightens understanding around Chalip and Leyns' (2002) research, which concluded that some businesses failed to leverage sport event benefits. This research study has found that certain executive planners and organisations, particularly the key planners in Cardiff, planned to maximise intangible assets by collaborating to avoid missing the opportunities presented by RWC hosting. However, as deliberated in section 6.2.2, there were multiple assets that held value for all the three pinpointed industries, but tourism and key planning organisations did not collaborate at a high-level despite this crossover. So, whilst collaboration was mentioned as a strategy, there was evidence gathered to suggest that this strategy could be expanded to maximise assets even further: for example, leveraging exposure from extending key planner collaboration with tourism organisations to share practices with RWC 2015 OTAs.

6.3.1.3 Long-term Outputs of RWC 2015 Leveraging

Two key areas emerged in regards to the outputs RWC 2015 planners identified as long-term gains: further representational capital and the combination of representation capital and tangible outputs. As already touched upon in section 6.3.1.2, not only the asset but also the strategy in the leveraging process was connected to representational capital. Moreover, representational capital was given as the planned long-term gain from RWC 2015 hosting in several examples. The intangible assets drawn from Cardiff data as leveraging outputs included global exposure, DI, awareness, as well as continued visitor experience. Reputation was noted as the representational capital output in both Brighton and

Gloucester, along with exposure in Gloucester. Therefore, this research investigation uncovered that long-term gains did not necessarily equate to solely tangible outputs. Several planned outputs highlighted in the findings were intangible, which suggested that representational capital holds value for RWC 2015 planners during planning, as well as for future worth.

Although no consistent link between asset types and outputs was unearthed, a number of examples substantiate the notion that representational capital can generate future representational capital and tangible outcomes. For instance, in Brighton, reputation was maximised with the planned output being a combination of representational capital (building a stronger reputation) and tangibility (developing a sport event portfolio):

> I know that various bids have been put in at various points – I know that we put in a bid to host FIFA U20s football at some point…If you've got evidence to show that you've got the capacity to host an international sporting event it gives you capital to bid for other events. You know, because you've got evidence to show that you can accommodate that sort of event.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

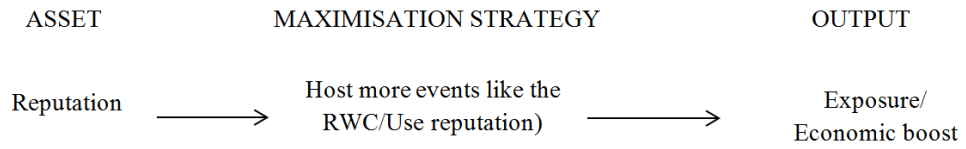
Figure 6.3.1.3a – Extract from Figure 5.4.3.1

Hence, the advancement in knowledge comes from a connection being found to suggest that leveraging representational capital can generate further representational capital in conjunction with tangible outputs. Not only that, but the intangible output was a planned and positive output, as perceived by RWC 2015 planners.

Another example of combined representational capital and tangible outputs from an intangible asset was given by Paul James, GCC, in Gloucester media discourse:

> We [Gloucester City Council] have showed over the years that we can hold big events at the highest level at Kingsholm with tournaments like the Heineken Cup quarter finals. We have showed we have the facilities and that we can cope with it and rugby fans like coming to Gloucester. It will [RWC 2015] put Gloucester on the map and will be good for the local economy.
>
> (Webb. S, 2009)

Figure 6.3.1.3b – Extract from Figure 5.5.3



Thus, from reputation came the maximisation strategies of representational capital and hosting the RWC, with the outputs being economic capital and representational capital in the form of long-term exposure.

These two examples are taken to support the notion that representational capital was planned to be a positive leveraging benefit (other examples can be found in Figures 5.2.3.1, 5.4.3.1 and 5.5.3). Moreover, representational capital and tangible capital were found to be long-terms gains from an intangible asset, a connection not explicitly put forward in research to-date. This breakthrough on leveraging outputs significantly advances previous arguments that HSEs are assumed to benefit in the long-term, but often the lasting consequences can be very detrimental (Getz, 2005; Smith, 2006; Black, 2008; Fourie and Spronk, 2011). Therefore, planning to manage symbolic outputs from sport event hosting – that have proved to be detrimental in the aforementioned case studies – could be one way to limit negative repercussions from sport event hosting. Indeed, the negative consequences of building representational capital in sampled RWC 2015

host destinations was only touched upon once in all planning discourse analysed. Many of the executive planners discussed the 'obvious' and 'change' agency of intangible assets, flagged through Chapter 5, meaning leveraging takes on even more significance, as representational capital can be a platform for both tangible and intangible long-term gains.

The significance of this discovery is also predicated on Kurtzman's (2005) suggestion that sport events do not make immediate economic returns, plus Chalip and Beesley's (2011) assertion that few industries act upon leveraging opportunities. The findings from this research study unearthed intent from planning organisations to leverage intangible assets for long-term benefits. However, due to the surface nature of this preliminary probe into leveraging representational capital, there may have been evidence missed or trends overlooked in the RWC planning context. What was strongly substantiated from the data was that planners were aware of the long-term possibilities beyond economic returns. Furthermore, as representational capital was pioneered in this study project, the possible strength of leveraging these assets may be greater understood from further investigations into the relationship between both concepts.

6.3.2 Indirect Leveraging Examples in RWC 2015 Leveraging

In Cardiff and Exeter, indirect leveraging examples were drawn from the data analysis. Table 5.2.3.2 highlights how representational capital was again recognised as the asset, strategy and output, but from the data these examples could not be formed into a complete process. There were tentative details given by Gwilym Evans, MEU, about potential long-terms gains from the RWC 2015:

> Hopefully we will deliver with England one of the best Rugby World Cups ever and of course we will try and leverage that and we will use that as a selling point.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

In this case, and the others shown in Table 5.2.3.2, there was not enough supportability in the data analysis to be able to identify with any exactness the leveraging process steps. What the interpretation from findings from Cardiff and Exeter asserted was that industry planners recognised the future potential of representational capital.

Exeter data was found to show a contradiction in the leveraging process, as there was a degree of passiveness in regard to leveraging the possibility of being known as a sport event destination (i.e. image):

> It's not something that has been an aspiration for the City to be honest.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

Yet, Richard Ball, ECC, suggested that image was an important strategy planned for RWC 2015 hosting:

> Hopefully we can actually attract people to come and stay around the area and spend time and money in the City.
>
> (Richard Ball, Assistant Director Economy, ECC)

So, image was given significance by an Exeter key planner, but contradicted by another, and the maximisation strategy was omitted. Therefore, Exeter RWC 2015 planners may have missed an opportunity to maximise DI to increase revenue - not just from the sport event at-hand – but future sport events. However, the strength of this data was limited by the depth of investigation into leveraging that was carried out. As a first examination into leveraging, these examples suggest that there may be avenues to explore, to draw missed leveraging opportunities to the attention of RWC 2015 planners.

6.3.3 Summary of Leveraging in RWC 2015 Planning

Several direct leveraging examples were drawn from the data on maximising representational capital. The key contributions to knowledge from these findings centre on the presence of representational capital throughout the leveraging process. Significantly, a link between the key asset areas of representational

capital and direct leveraging assets was found. The importance of this is that RWC 2015 planners from the pinpointed industries gave significance to representational capital and also saw long-term possibilities from this value source. In terms of leveraging strategies, representational capital was also identified as the strategy in some examples, further supporting a connection between representational capital and leveraging that had not been explicitly made before.

Arguably, the principal step forward from the analysis on sub-problem 3 is that representational capital assets were planned to be leveraged by RWC 2015 industries to generate further representational capital, as well as tangible outcomes. Thus, representational capital holds value for RWC 2015 planners to generate more representational capital, but also that representational capital assets can generate economic or other tangible outcomes too. Another integral area of discovery on leveraging was investigating the process from the planning perspective. Not only did the planning perspective offer an original context – away from impact analysis – but the mechanics of leveraging could be explored from the perspective of the executive planners themselves, which had not previously been conducted in sport event leveraging research. The indirect examples highlighted that inspecting the planning stages could be key to highlighting areas to improve future sport event planning, so leveraging is the most effective process possible for planning organisations. Further exploration is also required into leveraging representational capital, as this research study analysis was only able to conduct a preliminary investigation, due to the emergent nature of the study.

6.4 Addressing the Study Problem

The study sub-problems were investigated in order to illuminate the overarching examination set out in the study problem. The objectives of the study problem were to probe the levels of industry collaboration, and examine the potential significance and leveraging of representational capital – between pinpointed industries – during the planning phases of the RWC 2015 at host destinations. This section expands on the findings presented in section 6.1, 6.2 and 6.3 to bring forward understandings on the broader questions put forward in Chapters 1 and 2. The purpose of addressing the study problem in its entirety is to show where the research study findings were able to confidently respond to debates from research and media discourse. The limitations of findings are addressed in section 7.1.

Starting with the context of the RWC 2015, it was established that the event met MSE status (see Table 2.4.3), but very little research discussed the potential of the RWC (Jones, 2001; Jackson, 2013). Even more so, there were few investigations into the broader area of multi-destination events and prospective value (Florek, Breitbarth and Conejo, 2008; Newland and Kellett, 2012). It was suggested in Chapter 1 that this research study could make a significant contribution to knowledge through the diversity of the sample. Where this research study was able to break new ground was in the knowledge that multi-destination sport event planning industries do not collaborate in a formulaic manner, exemplified in Figure 5.4.1.1.

Prior to this study inquiry, there was scant understanding about which industries collaborated at HSEs, let alone to what levels, structures and if this was congruent. From this study project, a new forum of understanding and examination has been opened on whether multi-destination sport events could benefit from a more consistent collaborative approach, or if there are circumstances in each HSE that require varying degrees of collaboration. What was learnt from the RWC 2015 sampled host destinations was that three of the four hosts planned in a central steering group format, and those were the rugby-centric HSEs (Cardiff, Exeter and Gloucester). Whereas Brighton – the only destination not to use a central planning format – represented what is principally a

football stadia. Consequently, this research study has provided a platform – through the CA framework – that inspects the detail of collaborations at multi-destination MSEs, rather than accepting a unilateral level of cooperation.

In regards to collaboration, it was suggested by Thomson, Perry and Miller (2007) that the meaning of this term has been diluted in research, but investigations into collaboration had become increasingly popular. What had not yet been developed was a consistent framework in which to investigate collaboration. Due to the fact that collaboration has become so important, from an economic contact to popular culture (Rifkin, 2014, Dredge, 2015), this research project drew together CA criteria to respond to the need for a transferable tool with which to probe collaboration. Furthermore, the CA framework was designed to go beyond surface examination, to assist industry planners in pinpointing areas of high to low-level collaboration. This in turn justifies the selection of the three pinpointed industries over stakeholder analysis, as in-depth assessments of the levels of collaboration were drawn out from each destination to trial the CA framework in an unexplored context. From pioneering the CA framework, there are now criteria to probe the levels of collaboration that can assist understanding, from RWC planning to other sport events. This in turn adds to the diversity of research that already exists in collective action literature (see section 2.1.2.2). Indeed, this research inquiry supplements existing literature by refocussing CA criteria away from the barriers, issues and motivations to the details of what actually occurs.

On reflection of Chapter 1 and 2, a key theme identified was that being a HSE could came at an economic cost, often leading to billion dollar losses (Zimbalist, 2011; Blake, 2014; Curry, 2014). Yet, there was no doubt that the commercialisation of sport meant the industry had global status and economic power, culminating in worldwide importance (Slack, 1998; Andrews, 2004; Kurtzman, 2005). However, it was this juxtaposition that partly suggested there was more value to sport events than just economic return. It was noted by Li and Jago (2013) that economic impact assessments of sport events were usually unreliable and accuracy was difficult to achieve. This study project gathered substantial data to infer that the 'something more' (Chalip, 2006; Penrose, 2011)

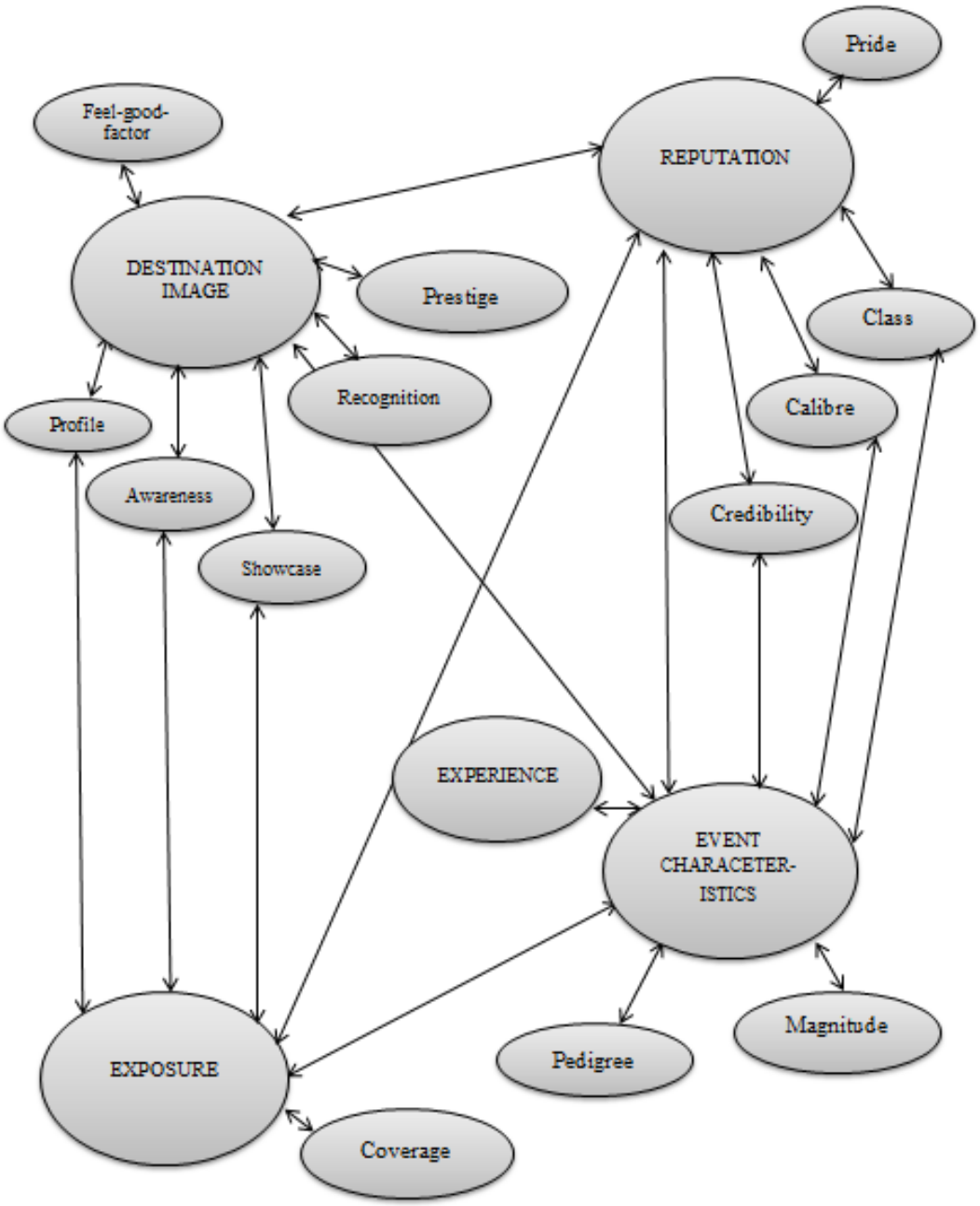
of sport events held value to cross-industry planning organisations. Hence, the introduction of representational capital into sport event discourse and analysis could assist with recognising and managing this alternate value, i.e. pinpointing the make-up of 'something more' in the form of intangible assets.

The aspects of this research study that have significantly contributed to knowledge in regards to representational capital are that the findings go further than just reporting that intangibles are important (Lev and Daum, 2004), by delving into who attached this value and what that worth may be. Table 2.2.1.1 brings attention to the intangible assets available (unconsciously and consciously), but again the worth of these assets was not always explicitly conveyed. Addressing these discussions from a planning perspective assisted in this line of inquiry to assess the attributed value, rather than conducting an impact analysis. Before this research project was conducted, several types of capital were brought to the fore, from social to human (Bourdieu, 1986; Murphy, 2007; Kim *et al.*, 2012; Carvajal and Nogales, 2014; Zeglat and Zigan, 2014). However, the introduction of representational capital provides a platform that incorporates intangible value under one term, which could be applied in multiple disciplines to identify symbolic opportunities. Moreover, representational capital also goes beyond identifying intangible assets, to uncover the prospective value by those who attribute it. This encompassing approach to intangibles offers a legitimate opportunity for representational capital to be included in cost-benefit analysis of sport events as called for by Atkinson *et al*. (2008), with the potential of assisting the accuracy of sport event economic impact assessments mentioned by Li and Jago (2013).

Another key area of understanding gained from pioneering representational capital in this study project was the interrelationship between intangible assets, and thus the cumulative attributed value which built the representational capital on offer to RWC 2015 planners. As highlighted in destination image literature, often only one intangible asset is considered at a time (Choong-Ki *et al.*, 2005; Hallmann and Breuer, 2010; King, Chen and Funk, 2015). This research study has proposed a concept that looks to identify all assets available to executive planners to widen

the scope of value on offer. Although tentative links have been made in literature previously (Dimeo and Kay, 2004; Cubizolles, 2011), this research investigation has put forward an original contribution to emphasise the multitude of intangible assets that are generated by a sport event. Moreover, Figure 6.4 depicts the interconnection of assets from all sampled RWC 2015 host destinations, to further underline this discovery. Figure 6.4 also builds on Getz's (2005) model (adapted in Figure 1.9.1), to show the numerous intangible assets on offer at a HSE to the three pinpointed industries sampled. The objective of these findings was in part to equip industry leaders with knowledge to create competitive advantage by drawing out the significance of representational capital. The findings on the interconnected nature of assets further underpin the potential of representational capital to develop a competitive edge for those planners who maximise this value.

Figure 6.4 – Combined Interconnection of Intangible Asset Areas



The next step in this section is to address the managerial aspects of representational capital that were extracted from the data in relation to leveraging. Chalip (2004) requested a more focussed inspection into leveraging in regards to planning. The planning perspective mentioned throughout this discussion has been found to provide an original context, as well as an integral perspective to offer richer understandings of collaboration, identification and valuation of intangibles, and leveraging. This viewpoint also assisted in the shift away from impact analysis, to provide industry planners with the awareness needed to manage and maximise this capital moving forward.

Whilst intangible asset leveraging was not new to literature (Green, 2001; Chalip, 2006; O'Brien, 2007; Snelgrove and Wood, 2010; Florek and Insch, 2011; Grix, 2012), the explicit recognition of an asset in regards to representational capital, and the subsequent discovery that representational capital was also utilised as a leveraging strategy and a valued output, underlined the significance of representational capital even further. Furthermore, the strong relationship between representational capital and leveraging in sport event planning was surfaced. In light of recent examples of poor leveraging of the London 2012 Olympic stadia (Gibson, 2013) and the Sochi 2014 Winter Olympic Games (Pursell, 2014), questions were raised around whether MSEs like the RWC were worthwhile (Abend, 2014; Etezadi, 2015); thus, compounding the findings that planning and representational capital are fundamental to strong sport event outputs (be that tangible or further representational capital).

In summary, the aim of the study problem was to shift the focus away from impact analysis to planning stages in research. Consequently, a plethora of discoveries were made that greatly influence understanding of the dynamics, mechanics and management of collaboration, representational capital and leveraging in sport event host destinations (see 7.2 for recommendations). A methodological objective was to capture data from expert opinions to respond to the study problem and add credibility to the findings; this was achieved bar one key informant for the sport industry in Gloucester (see Figure 5.1).

6.5 Chapter 6 Recap

From exploration into sub-problem 1, it could be demonstrated that key planners from public sector and sport organisations collaborated at a high level through joint aims and practices. The analysis conducted significantly reduced the lack of knowledge on cross-industry collaboration at RWC 2015 HSEs, by drawing out variations, as well as consistencies. For example, Brighton was the only case where key planners did not use a central steering group format and also this was the only destination with mid-level key planner collaboration; drawing attention to areas to extend best practice. Evidence was also surfaced to suggest that although tourism-tourism collaboration was at a high-level, this did not directly translate to destination-level cooperation between key planners. These discoveries fed into the strength of findings on representational capital, especially in underpinning the significance of intangible value to all pinpointed industries. A crossover was uncovered between the identification and value of intangible assets by key planners and tourism organisations in all HSEs, but this was not maximised to the full extent through collaboration.

Pioneering representational capital was justified by the fact that such intangible value was given equal, or greater, importance than tangible benefits by industry planners. Therefore, having an encompassing concept of all intangible assets increased the likelihood of planners gaining a competitive advantage. In regards to leveraging, a link was found between key asset areas of representational capital and the assets planned to be leveraged. Importantly, the data showed that leveraging representational capital could lead to the generation of future representational capital and tangible outputs. Thus, numerous contributions to knowledge were drawn from data collection, which not only responded to the study problem but raised future avenues for investigation and recommendations (continued in Chapter 7).

CHAPTER 7
Summary of the Study and Prospects for Development

This chapter seeks to develop the contributions to knowledge, brought to the fore in Chapter 5 and 6, into applicable recommendations for lead sport event planners. Recommendations are put forward in relation to the study problem key concepts of collaboration, representational capital and leveraging. This discussion includes highlighting the overlapping areas of understanding that were deduced from analysis undertaken in previous chapters, to clearly demonstrate the significance of findings surfaced from this research investigation. Importantly, this chapter draws out the prospects for future research that have been derived from the numerous breakthroughs in knowledge in this research study, which can be advanced by further investigation. Finally, a summary of study limitations are addressed, to ascertain the impact of the restrictions discussed in Chapter 1 and those that emerged subsequently.

7.1 Recommendations

The recommendations for this study project are centred on attainability, in regards to the organisations researched. The reason for focussing on attainability, over measurability for example, is because this is an applied research study, driven by the possibility of developing more strategic practices by executive-level sport event planners. Not only that, but to encourage the implementation of something so 'uncertain' as intangible value, demonstrating the potential benefits and inputs is likely to be influential in convincing industry planners of the importance of representational capital. Also, measurable aspects, such as the financial return from hosting the RWC 2015 in destinations, were acknowledged in Chapter 1 and 2 to be difficult to ascertain accurately. Indeed, the tangible by-products of sport events have been deliberately side-lined, as they are secondary to the investigation into intangibilities in this research investigation. That being said, these areas could be considered in future research agendas (see section 7.2).

The following recommendations are set out by sub-problem and address the organisation, industry or broader context that the recommendations may implicate. Each recommendation is tiered by level of engagement, so an organisation would choose either high, mid or low level engagement based on the commitment criteria. Commitments in this research study are the general obligations that an organisation would need to invest to achieve the predicted gains associated with that level of engagement. For instance, if an organisation examined the recommendations and decided they could feasibly commit the required human resources to engage at a high level, as well as having the capacity to adapt to new processes and strategies specified in the required commitments, then they may choose 'High Engagement'. The structure of the recommendations is designed to draw planners' attention to the engagement required and highlighting the subsequent reward. There is also the option of beginning at a low engagement level then building up to increased engagement once resources and training could be given. The focus of the required commitments is on resources, as financial costings would be guesswork (as noted above), in order for planners to tailor their course of action to their organisation's situation.

7.1.1 Collaboration Recommendations

The subsequent recommendations are drawn from the findings in Chapter 5 and 6, in relation to the levels of collaboration uncovered. Each recommendation is tiered, so that planners can select realistic engagement strategies based on their individual organisation's capacity.

Table 7.1.1a - RECOMMENDATION A

BHAFC and BHCC to consider working in a central steering group format for future sport event planning

Engagement Level	Required Commitments	Gains
High Engagement	• Commit significant resources to long-term collaboration e.g. staff and physical resources e.g. equipment, venue, meeting rooms etc. • Exec-level and multiple staff buy-in to collaboration • Build relationships with key local planners and develop a shared collaborative strategy	• Sharing resources and drawing on a range of expertise for sport event planning and potentially other activities • Maximise opportunities before, during and after an event through strategic planning • Develop long-term relationships with key local planners for other activities outside of sport
Mid Engagement	• Senior staff from relevant departments to build relationships with key local planners • Staff resource required on a regular basis in lead-up to event, as well as physical resources e.g. equipment, venue, meeting rooms etc.	• Increased collaboration to streamline overlapping efforts during sport event planning e.g. sharing resources and expertise • Increased level of joint aims and practices achieved to avoid missed opportunities • Opportunity to apply these collaborative practices to future sport events
Low Engagement	• Identify potential partners for steering group leadership • 1 staff member, on an ad-hoc basis, required to engage with key local planners in the lead-up to the event	• Potential for key local planners to share resources etc. for future events • Possibility for future events to use steering group format

Table 7.1.1b - RECOMMENDATION B

MG and Visit Brighton to extend collaboration to OTAs (HDP, MG and Visit Brighton to work with Visit Britain)

Engagement Level	Required Commitments	Gains
High Engagement	• Exec-level and senior managers, on an ad-hoc basis, required to develop relationships with, and content for, OTAs in the lead-up to the sport event	• Significant influence over travel packages and itineraries • Long-term relationships with international organisations for maximising opportunities outside of sport event planning • Opportunity to work with Visit Britain whilst extending collaborations outside of destination
Mid Engagement	• Develop relationships with OTAs • 1 senior staff member, on an ad-hoc basis, required to prepare basic package information and liaise with OTAs in the lead-up to sport events	• Some influence over representational capital generated internationally through OTAs • Relationship with OTAs built for future events
Low Engagement	• Identify OTAs • 1 staff member, on a one-off basis, sending generic information to OTAs in lead-up to sport event	• Minimal influence over representational capital generated internationally • Relationship initiated with OTAs

Table 7.1.1c - RECOMMENDATION C

Key planners (ERC, ECC, BHAFC, BHCC, WRU, MEU, CCC, GCC) to increase the level of collaboration with tourism organisations, internally and externally to the host destinations

Engagement Level	Required Commitments	Gains
High Engagement	• Exec-level and senior planners required to agree and implement joint representational capital strategy • Significant time resource for strategy writing, ad-hoc afterwards	• Joint cross-industry strategy created to identify and manage representational capital generated internally and externally to destination • Long-term relationships built to apply strategy outside of sport events • Utilising representational capital to gain domestic and international exposure with agreed control
Mid Engagement	• 1 member of staff, significant time resource required in the lead-up to the event • Sharing ideas with tourism organisations to draft plan for harnessing representational capital	• Internal strategy set for managing representational capital by maximising collaboration with tourism organisations during sport event planning • Opportunity to utilise domestic and international platforms to promote destination around sport events
Low Engagement	• Identify planners in HSE • Initiate relationship with destination-level tourism planners • 1 member of staff, on ad-hoc basis, required to build relationship in the lead-up to the sport event	• Initial step taken to harnessing overlapping importance of representational capital, specifically exposure, by beginning a relationship with tourism organisations

7.1.2 Representational Capital Recommendations

As seen in section 7.1.1, there is an overlap between collaboration and representational capital recommendations. The following recommendations put forward suggestions for planners to manage the potential of representational capital generated at HSEs.

Table 7.1.2a - RECOMMENDATION D

Publish ideas on representational capital, to provide a strategic platform for sport event planners to move away from positive assumptions

Engagement Level	Required Commitments	Gains
High Engagement	• Continued engagement with published work and practices on representational capital for sport events and broader contexts • Exec-level and senior managers aware of developments and staff trained, on ad-hoc basis, on sport event cases where representational capital was overlooked	• Strong likelihood of managing representational capital for positive gains • Avoid assumptive planning that may lead to negative outcomes when hosting sport events
Mid Engagement	• Briefings on positive assumptions at exec-level and senior management level during sport event planning process to ensure representational capital strategically managed • Ad-hoc hours required in the lead-up to sport event during planning	• Likelihood that positive assumptions avoided as representational capital recognised by senior planners and considered strategically
Low Engagement	• One-off executive level briefing on impact of positive assumptions of hosting sport events at host destinations	• Reduced risk of positive assumptions detrimentally affecting hosting outcomes

Table 7.1.2b - RECOMMENDATION E

Sport event planners to recognise the potential representational capital on offer

Engagement Level	Required Commitments	Gains
High Engagement	• Representational capital included in sport event and general organisation strategy documents and plans • Exec-level planners required to develop generalised representational capital plan and maintain strategic direction • Understanding of interconnected nature of assets incorporated into plan • Tools to be developed to oversee implementation of representational capital management • Consistent and significant exec-level time required, plus staff training on one-off basis	• Representational capital managed before, during and after sport events, as well as other significant activities undertaken by the organisation • Highly likely that negative repercussions of representational capital off-set when hosting events • Strong opportunity to gain a competitive advantage from representational capital in all business activities, not just sport events
Mid Engagement	• Recognition, planning and management strategy devised for representational capital for sport events • Some recognition of the interconnected nature of intangible assets incorporated into strategy • Senior managers, on consistent basis, required in lead-up to the sport event	• All sport event benefits taken into consideration and managed in the lead-up to the sport event • Likely that negative repercussions of representational capital off-set when hosting sport events • Competitive advantage gained from representational capital management
Low Engagement	• Recognition and planning for representational capital for sport events • Group of staff members, on one-off basis, required to complete sport event plans	• Most sport event benefits taken into consideration during planning to gain an advantage from hosting a sport event

7.1.3 Leveraging Recommendations

As discussed throughout Chapters 5 and 6, representational capital and leveraging were discovered to be strongly connected; Recommendation F reflects this relationship.

Table 7.1.3 – RECOMMENDATION F

Sport event planners to utilise representational capital as maximisation strategy

Engagement Level	Required Commitments	Gains
High Engagement	• Exec-level and senior planner input required before, during and after sport event planning to ensure that assets are leveraged • Significant time resource required from senior staff during this period	• Streamlined leveraging process from existing assets • Representational capital leveraged to gain significant representational capital and tangible outputs throughout lead-up, hosting and post sport event
Mid Engagement	• Continued input from senior planners required to monitor assets available to leverage during sport event planning phases • Group of planners, on frequent but minimal basis, to monitor plan in lead-up to the sport event	• Streamlined leveraging process during planning stages • Representational capital maximised to gain tangible and intangible outputs from sport event hosting
Low Engagement	• One-off input required by planners to identify and include representational capital in sport event planning strategy	• Using existing resource to potentially gain some intangible and tangible outputs from sport event hosting

7.2 Prospects for Further Research

Due to the emergent nature of this research project, certain areas require further scrutiny to develop greater understanding and substantiation. The following section notes the areas that the researcher personally intends to develop after completion of this thesis, and areas that other researchers may have the resources and interest to continue.

Areas the researcher intends to continue investigating:

- *Examine other HSE contexts to look for patterns of intangible assets generated*

  In the future, recommendations for leveraging representational capital could be more pinpointed if congruency is found in the assets generated at HSEs. If no relationship is found between the different sport events and host contexts, then there is still value in conducting this research to surface all the representational capital on offer to sport event planning industries.
- *Apply the CA criteria to other HSE planning contexts*

  There may be an avenue of inspection to ascertain whether levels of collaboration uncovered in this investigation are consistent or vary between HSE contexts, to assist industry planners in matters of collaboration. This also offers an opportunity to trial the CA framework in other contexts, to assess the viability of this framework's transferability.
- *Delve into the practicalities of managing representational capital within key planning organisations*

  As proposed in section 7.1.2, there are a number of commitments required to engage in managing representational capital. An area of interest would be in developing tools that could be translated to different contexts that would assist in training managers to identify representational capital, with the objective of assisting sport event planning organisations to gain a competitive advantage from strategically maximising representational capital.

Areas proposed for general research:

- *Examine the potential benefits and drawbacks of sport event planners collaborating in a central steering group format*

  Now that a platform of understanding on multi-destination sport event planning has been surfaced from this study's findings, further research may find examples that are consistent or contradictory, to identify areas of best practice. This may also link into an investigation into whether the purpose of the stadia or venue is best suited to a specific structure of planning (refer to section 6.1.1.1).
- *Investigate the relationship between assets and outputs in more depth (when leveraging representational capital)*

  This line of inquiry may develop on the initial findings into a possible connection in the leveraging process between representational capital assets and outputs, put forward in this research project. Again, there may be an opportunity to further assist sport event planning industries to fully maximise all the representational capital available.
- *Probe the tangible outputs of leveraging to look at the possible measurable activities that representational capital can generate*

  The findings from this study surfaced the possibility of leveraging representational capital for tangible outputs. Hence, there is an opportunity to assess the types of tangible output generated and whether there is a mechanism with which to measure those outputs, potentially in terms of direct financial outcomes or investment. This may be more manageable than general economic impact studies, as the catalyst can be broken down by the leveraging process to understand the individual inputs and outputs.

7.3 Research Study Limitations

This section identifies any limitations that emerged when conducting this research study and how these were interpreted to have impacted the findings, or where the influence of these limitations were reduced or found to be unimportant. The following discussion also responds to the limitations set out in section 1.6 (noted by an * below), to understand if these assumptive barriers hampered the study or were overcome. The limitations have been categorised by issues of concept, methodology and findings, to make it easier to define where the limitations occurred within the study project context.

7.3.1 Conceptual Limitations

The following points refer to limitations in relation to the key concepts of collaboration, representation capital and leveraging, as well as the contextual barriers faced:

- *Significance of the Rugby World Cup**

  The RWC 2015 case example is not one of the most well-known MSEs, compared with the Olympic Games or FIFA World Cup. However, the original context of the RWC 2015, as well as the multi-destination nature of the event, compensated for the potential lack of significance by proffering in-depth and diverse findings from different host destination contexts. Furthermore, the RWC 2015 was deduced to be an MSE, by meeting the established criteria; therefore, this sport event holds global significance as it was found to deliver multiple benefits to host destinations, much like that of the Olympics and FIFA World Cup. Hence, this limitation did not impact on the potential significance of findings, as first presumed.

- *Restrictions on gathering an industry perspective*

  The study problem was set out to explore industry collaboration. Due to the lack of multi-organisation representation for each targeted industry, this study project did not gather enough demonstrable data to uncover industry collaboration in RWC 2015 planning. Instead, the analysis from this research project drew out the perspective of cross-industry

collaboration. The main data collection (through critical multiplism) captured information from multiple sources of different industry areas, i.e. the organisations representing sport, tourism and the public sector; that, outside of the RWC 2015 context, would usually work towards different goals. Despite the research investigation not meeting the original aim of gathering data on industry collaboration, there was still extensive knowledge gained on levels of collaboration from a cross-industry perspective in RWC 2015 planning.

- *Possibility that not all leveraging examples were captured*

  Leveraging examples were interpreted from planning discourse gathered from all three methods. However, it is likely that not all leveraging examples were captured in the main data collection, because the researcher could not go into detail in interviews to explain leveraging and ask for all examples. As a result, an early-stage view on the relationship between representational capital and leveraging was obtained instead. This limitation was offset because a strong interconnection between representational capital assets and leveraging assets was deduced from the data analysis; consequently, a considerable contribution to knowledge was still made despite this restriction. Not only that, but a link was discovered between intangible assets and the generation of tangible outputs in the leveraging process, which is an area to be considered for future research (see section 7.2).

7.3.2 Methodological Limitations

The main methodological limitation was predicted to be in regards to sampling:

- *Key planners may not all be accessed**

  One of the original limitations was assumed to be the issue that not all key planners would be accessed in the main data collection sample, mainly due to difficulties in access and entrée (see section 1.6 and Table 3.6.2). However, the scope of the study was not hampered by this limitation. The key planners for all RWC 2015 host destinations were from the public sector and sport, i.e. they were already included in the sample, as

stipulated in the study problem. The only host destination that mentioned subsidiary planners outside of the three sampled industries was Cardiff, where transport organisations were discussed as central planners but not key planners. Therefore, in all sampled cases, the key planners for RWC 2015 were accessed. The only exception was in Gloucester where the sport representation did not respond to requests to be interviewed, but Method 2a and 2b provided supporting data to reduce the impact of this limitation.

7.3.3 Limitations of Findings

This sub-section has taken into consideration the factors that may have limited the presentation of findings:

- *Generalisability – the multi-destination aspect of the RWC 2015**
  Despite the study project not capturing data from all RWC 2015 host destinations, the sample provided comparative and contrasting data that assisted in the understanding of collaboration, representational capital and leveraging; which offers initial knowledge for future research in other multi-destination HSEs. Hence, this predicted limitation did not impact on the significance of the study findings.

7.4 Chapter 7 Recap

This chapter demonstrated the strength and breadth of findings captured in the data collated in this study investigation, through targeted recommendations and avenues for future research. Hence, the recommendations sought to assist sport event planning organisations to take advantage of the representational capital generated at HSEs, as well as certain organisations capitalising on the missed collaborative opportunities during sport event planning. This involved certain tourism organisations extending their collaborations to work with OTAs and Visit Britain. There was also a suggested extension of collaboration between key planners and tourism organisations, which linked in with the potential representational capital on offer. Furthermore, another key point that emerged from the analysis was how representation capital can be utilised as a maximisation strategy to leverage further representational capital and tangible benefits.

Several areas for future research emerged from carrying out this research investigation. Firstly, to gain a greater understanding of collaborative practices in other situations, the researcher plans to probe planning approaches in other multi-destination HSEs. Also, the researcher intends to look into any consistencies of intangible assets generated at HSEs. The idea being to build up a greater understanding of planning practices, in order to assist those planners in building tools to manage and leverage representational capital to develop a competitive advantage. Other areas that may be of interest to other researchers included a more in-depth look into the leveraging process and the connection between assets and outputs, as well as probing the measurability of these outcomes.

Overall, the presumed limitations did not detrimentally impact the importance of the findings that were uncovered from conducting this research project. In fact, the context of the RWC 2015 proved to be a rich source of information on collaboration, representational capital and leveraging. Despite an industry perspective not being gathered, cross-industry collaboration was uncovered instead. Indeed, the majority of the key planners were all accessed, bar one in Gloucester, therefore the sample had the depth required to deliver supportable findings.

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APPENDICES

Appendix 1 – RWC 2015 Host Stadia Purpose

RWC 2015 Stadium & Location	Primary Sport Played at Stadium	Closest Premiership Rugby Union Club & Approximate Distance
The American Express Community Stadium, Brighton	Football	Harlequins Rugby Football Club - 68 miles
Elland Road, Leeds	Football	Sale Sharks Rugby Football Club - 47 miles
Kingsholm Stadium, Gloucester	Rugby union	Gloucester Rugby Football Club (on-site)
Leicester City Stadium, Leicester	Football	Leicester Tigers Rugby Football Club - <1 mile
Millennium Stadium, Cardiff	Rugby union	n/a –home to Wales National Rugby Union team
Manchester City Stadium, Manchester	Football	Sale Sharks Rugby Football Club - 10 miles
Stadium MK, Milton Keynes	Football	Northampton Rugby Football Club - 24 miles
Olympic Stadium, London	Multi-sport (moving to football)	Saracens Rugby Football Club - 16 miles
Sandy Park, Exeter	Rugby union	Exeter Chiefs Rugby Football Club (on-site)
St.James' Park, Newcastle	Football	Newcastle Falcons Rugby Football Club - 5 miles
Villa Park, Birmingham	Football	Wasps Rugby Football Club - 20 miles
Wembley Stadium, London	Football	Saracens Rugby Football Club - 7 miles
Twickenham	Rugby union	n/a - home to England National Rugby Union team

Sources: Rugby World Cup (2014), In the Loose (2014)

Appendix 2 – Indications of Intangible Importance

Qatar's 2022 World Cup bidding controversies showed the desire of host destinations to stage global sport events, regardless of economic viability. Other examples of intangible significance include the prestige of hosting such events as the Tour De France stage in Yorkshire (Brown, 2013), and the All Blacks rugby union team training in Darlington Mowden Park (Brown, 2014). Other contentions in current discourse centre on whether hosting a sport event like the Winter Olympics is worthwhile. The withdrawal of Norway from the bidding process of the 2022 Winter Olympics meant four cities in total had retracted their interest (Abend, 2014). Multiple reasons were given, principally the required economic investment, as well as intangible issues such as political uncertainty and questions over IOC integrity (USA Today, 2014; Peck, 2014; Abend, 2014).

Despite these reported difficulties there are many factors that still make hosting sport events desirable in terms of intangibles: the privilege of hosting a prestigious event or political motivations for instance (Abend, 2014). Holger Preuss, a Professor in Sport Management has been quoted as saying, "The Olympics are not about making money. If you want to make money invest in an oil platform" (Abend, 2014; Etezadi, 2015). Thereby, Preuss noted that sport events like the Olympic Games are about more than fiscal return. Although Norway and other countries withdrew from the Winter Olympics 2022 bid, there are still competitive tenders for large-scale events like the RWC (BBC Sport, 2009). The question that underpins the justification for exploring representational capital is what level of importance is given by planners to intangible assets in decision making, as the Norway example suggests that some hosts may withdraw interest based in-part on symbolic factors.

A number of recent HSE examples appear to have recognised intangible value and the supposed risks of hosting. This study has the opportunity - through elucidating the what, who, where, when, why, which and how of representational capital - to understand how and whether sport, tourism and public sector planners give significance to developing intangible assets. For example, Hayward (2014, p.14) proposes that the RWC 2015 will be the "kid brother of the London 2012

Olympics", building on the feel-good-factor created as a result of the London 2012 Olympics. This comment appears to suggest that in planning there is a premeditated use of intangible assets. In the case of Brazil 2014 World Cup, the hosts seemed to put trust in the intangibles over economics. These were referred to as 'ifs' by Kiernan (2014), such as improving image and providing a strong visitor experience. What remains unclear in the Brazil example is which industries were attributing this value, and what value was placed on representational capital by those planners.

Appendix 3 – Debates on Key Sport Event Planning Industries

The inclusion of the sport industry as a potential key planner was due to the fact the study project case is a sport event, and the RWC 2015 fixtures take place in sport stadia. The stadia staging RWC 2015 games are predominantly run by sport organisations. Existing knowledge suggests that the public sector inevitably have a degree of influence as they contribute financially and influence the infrastructure that facilitates sport event delivery (Solberg and Preuss, 2007; Chen and Spanns, 2009; PWC, 2011), but the levels of collaboration have not previously been researched in this context.

The role of tourism authorities provides one of the greatest debates of the study project. Hollinshead (2009a; 2009b) suggests that representations of a destination tend to be controlled by leaders in the tourism industry, although the strength of this control often fluctuates. However, when a location hosts a sport event the question that remains unanswered is whether tourism planners are the dominant orchestrator in developing intangible value when challenged - or not consulted - by the sport industry players. Thus, this research project can delve into the limited discourse around the role of tourism as a dominant force in a destination from an industry collaboration angle. As put forward in the study problem and sub-problems, the levels of collaboration may contradict or support some of the existing discourse on the role of tourism in the planning phases of a mega-sport event. Therein, the contribution to knowledge lies in exploring the key industry input into sport event planning.

Appendix 4 – Positive and Negative Implications of Collective Action

Concerns and problems arising from collaborative practices are brought to the fore in collective action literature. Ostrom (2010) looks at CA from an agricultural perspective, where underlying issues of cooperation occur because individuals take an action outside of the collective, which has wider repercussions. This is iterated by Olson (1965) who purports that individuals assume that their acts do not impact broadly. Additionally, Feoick (2013) asserts that problems happen when there are varying degrees of decision making power in collective action. The difficulties stemming from individuals and organisations working towards a common goal warrants greater investigation in a sport event context, as it is not known to what level main industries collaborate on planning, in this case for RWC 2015 fixtures.

Notwithstanding the critical inspection of collaboration, there are many positive reasons why industries join forces. Duit (2010) and Holcombe (2014) propose that collective action is more effective in a public sector environment. Munshi (2006) puts forward a case study focussed on the Scottish whisky industry, explaining how CA was utilised to protect the shared product, despite being competitors within the market. In this situation organisations were engaged in collaboration because there was a need to do so for the longevity of the industry; the collective gains were put ahead of the individual immediate returns.

Appendix 5 – Summary of Representation and Capital Debates

Representation in this study context refers to the representative meaning of intangible assets. This study project has the opportunity to expand on the way representations are currently characterised as individual exchanges, and explore how representation of intangibles has scope beyond the much researched area of destination image. Currently, capital has received a great deal of academic attention under various guises, and across many industry areas. Within these discussions, intangibility has been widely acknowledged as valuable, without a significant examination into where this worth is originated from. Therefore, representational capital has been derived from a number of areas in research to homogenise the way in which value is attached to intangible assets, in order to give the adequate significance to a potentially lucrative resource.

Appendix 6 – Sport Events, Tourism and the Public Sector

Despite an array of potential positive outputs of staging sport events, sport event and tourism literature tends to centre on post-occasion economic acquisition. This is particularly evident as a number of studies in this domain propose that increased tourism receipts are a significant economic incentive for sport event hosting (Fourie and Spronk, 2011; Dixon *et al.*, 2012). In the case of South Africa, Fourie and Spronk (2011) concluded that the multiple large-scale sport events led to a buoyant tourism industry and resulted in an increase in the national GDP. Kurtzman (2005) raised the point that although a sport event may not yield initial economic return, it is long-term tourism revenues that add the value. Two points come from this that shape the study at-hand. Firstly, if the tourism industry can impact a national economy through sport events, then the inquiry must look into the role tourism planner's play in maximising this value; especially in relation to representational capital with protracted long-term benefits. Moreover, sub-problem 2 explores Kurtzman's (2005) proposition that if financial gains are not made immediately from staging MSEs, then in what ways are 'the other' sources of value planned for.

Sport Event Portfolios and Tourism

The concept of event portfolios has emerged in a small pocket of sport event literature (Fourie and Spronk, 2011; Ziakas and Costa, 2011; Ziakas, 2014; Getz and McConnell, 2014), where the line of investigation into what drives planners in destinations to host sport events reflects sub-problem 1 of this research investigation. In South Africa, sport events have been deliberately procured by public sector planners in order to develop the tourism offer (Fourie and Spronk, 2011). Ziakas and Costa (2011) probed whether an event portfolio can aid in advancing regional tourism, but question if MSEs rather than smaller scale sport events benefit the localised host places. Therefore, investigating the potential significance of representational capital in these contexts could add to this developing area of knowledge.

Sport Events and the Public Sector

Some researchers propose that the decision to host a mega-sport event is often a political one (Jones, 2001; Chalip, Green and Hill, 2003; Xu, 2006). The reason behind this may be that a government hopes hosting a large-scale sport event assists civic boosterism (Horne and Whannel, 2012). An alternative political motivation for bidding and staging an MSE is to reassert a new or improved image of a place (Hollinshead and Hou, 2012; Jiang, 2012). This may be to promote external and internal political stability to improve the tourism offer, as purported by Fourie and Spronk (2011) in the case of the South African governments use of mega-sport events. The indicators from the literature suggest that MSEs can have national strategic importance, which opens up the discussions around public-private sector relationships.

Appendix 7 – RWC 2015 Stadia Occupants and Owners

RWC 2015 Host Stadia	Stadium Management Organisation
The American Express Community Stadium, Brighton	Brighton & Hove Albion Football Club
Elland Road, Leeds	Leeds United Football Club
Kingsholm Stadium, Gloucester	Gloucester Rugby Ltd
Leicester City Stadium, Leicester	Leicester City Football Club
Millennium Stadium, Cardiff	Millennium Stadium Plc (subsidiary of WRU)
Manchester City Stadium, Manchester	Manchester City Football Club
Stadium MK, Milton Keynes	Milton Keynes Dons Football Club
Olympic Stadium, London	West Ham United Football Club*
Sandy Park, Exeter	Exeter Rugby Club Ltd
St. James' Park, Newcastle	Newcastle United Football Club
Villa Park, Birmingham	Aston Villa Football Club
Wembley Stadium, London	Wembley National Stadium Ltd (subsidiary of FA)
Twickenham	RFU (England Rugby Football Union)

Sources: AVHE (2013); Newcastle United (2013); England Rugby (2014); MCFC (2014); Bloomberg (2015); Exeter Rugby Club (2015); Gloucester Rugby (2015); LCFC (2015); Leeds United (2015); Millennium Stadium (2015); MK Dons (2015); Olympic Stadium (2015); Seagulls (2015); Wembley Stadium (2015)

*KEY: *Once conversion of stadium purpose is complete*

Appendix 8 – Debates on Tourism as a Discipline

Tourism can be seen as a controversial area, in so for as there is a recognised debate over tourism being a discipline in its own right (Meethan, 2001; Gunn, 2002). Gunn (2002) suggested that tourism isn't a discipline and just borrows from a range of other fields. Whilst the argument continues, much of the literature that has informed this research study is taken from tourism-centric publications due to the subject matters' pertinence to the study problem. It was found that tourism overlaps many of this research inquiries' key concepts (see Tables 2.1.1; 2.2.2; 2.3.1). Meethan (2001) noted that tourism was not taken seriously in academia or as a business until the late twentieth century. However, the tourism industry can have significant positive and negative repercussions on a global and destination level, from economic to social (Horne, Tomlinson and Whannel, 1999; Jones, 2001; Chalip, Green and Hill, 2003; Chalip and McGuirty, 2004; Chalip, 2006; Cornelissen and Swart, 2006).

Seminal texts in tourism have examined consumption of destinations; including Urry (1995) who is a leading voice in this area. Urry (1990) also explored the tourist gaze, where the perspective of the research is to investigate the pleasure and experience of the tourist, rather than how and who assist in developing pleasurable gazes at destinations. Hence, this is where this study looks to adopt an alternate viewpoint. Smith and Weed (2007) reported that the majority of research is also focussed on tourist behaviours and their actions at destinations. This research is not seeking to analyse the merits of researching tourism from a consumption or impact perspective, but to highlight that there is a gap in knowledge on the alternate position, i.e. who plans for the consumption, to what degree, with who, which industries, with what strategies and where. These questions are yet to be given significant attention, and without understanding destination dynamics, tourism is possibly not as strategically delivered as it could be.

Appendix 9 – Overview of Pre and Post Coalition Government Tourism Operations

	Pre-Coalition	Post Coalition
Regional Organisations	RDAs	LEPs
Aim of Regional Organisations	Promote economic development	Encourage job creation and growth
Regional Organisations Funding	Government	Self-funded by private sector
National Tourism Agencies	English Tourist Board Wales Tourist Board	Visit England Visit Wales
Local Tourism Agencies	RTBs	DMOs
Local Tourism Agencies Funding	Public sector e.g. RDAs	Self-funded by private sector

Sources: Penrose (2011); Coles, Dinan and Hutchison (2014); Federation of Small Businesses (2014)

Prior to the Coalition government's overhaul in England, Regional Development Agencies (RDAs) were in place to encourage socio-economic growth and Regional Tourist Boards (RTBs) overlapped and worked within boundaries of those RDAs (Dale, Marvell and Oliver, 2005; Coles, Dinan and Hutchison, 2014). In fact RDAs often assumed the role of RTBs in developing tourism in certain areas, which was criticised for the unnecessary overlap in organisation (Coles, Dinan and Hutchison, 2014). Regional Tourist Boards were responsible for assisting the government in delivering tourism goals (Dale, Marvell and Oliver, 2005).

Appendix 10 – Comparative Paradigmatic Positions

	Positivism	Postpositivism	Constructionism	Critical Theory
Ontology	Realism (or Empirical/Naive Realism) – one reality exists and is measurable (Guba, 1990; Jamal and Everett, 2007; Bryman, 2008)	Critical Realism – reality cannot be known exactly (Guba, 1990; Jamal and Everett, 2007; Denzin and Lincoln, 2008)	Relativism – reality cannot be discovered as there are multiple perspectives (Guba, 1990; Schwandt, 1998; Denzin and Lincoln, 1998; Holstein and Gubrium, 2011; Easterby-Smith, Thorpe and Jackson, 2012)	Historical Realism (or Critical Realism) – a 'virtual' reality created by all socio-cultural aspects of existence, cemented over a long period of time (Guba, 1990; Jamal and Everett, 2007)
Epistemology	Objectivist – researcher does not impact research with personal biases (Guba, 1990; Jamal and Everett, 2007; Easterby-Smith, Thorpe and Jackson, 2012)	Modified Dualist – researcher acknowledges effects on research but attempts to adopt objective standpoint (Guba, 1990; Jamal and Everett, 2007)	Subjectivist – researcher and subjects/objects are co-contributors (Guba, 1990; Schwandt, 1998; Denzin and Lincoln, 1998; Jamal and Everett, 2007)	Subjectivist - researcher and subjects/objects are co-contributors (Guba, 1990; Schwandt, 1998; Denzin and Lincoln, 1998; Jamal and Everett, 2007)
Methodology	Experimental (or Hypothesis Verification) – predominantly quantitative, where investigations are carried out under controlled conditions (Guba, 1990; Easterby-Smith, Thorpe and Jackson, 2012)	Critical Multiplism – multiple methods used to ensure rigorousness of findings (Guba, 1990; Jamal and Everett, 2007; Denzin and Lincoln, 2008)	Hermeneutic/Dialectical – working with subjects/objects to generate constructions created through interactions (Guba, 1990; Schwandt, 1998; Denzin and Lincoln, 1998; Jamal and Everett, 2007; David and Sutton, 2011)	Dialogic (or Dialectical) – researcher and participants generate constructions until one is agreed (Guba, 1990; Jamal and Everett, 2007)

Appendix 11 – Candidate Interview Techniques and Rationale for Rejection

Type of Interviews	Rationale for Rejection for in this Study Project
Structured – rigid questions and ordered delivery	The researcher is likely to only have one interview per participant, and will want to explore themes of interest, to work towards understanding the study problem.
Unstructured – questions and topics not decided prior to interview, only experienced interviewers to adopt this technique	The researcher is not an expert interviewer, therefore this technique will not be utilised due to the researchers lack of experience in carrying out an unstructured interview.
Non-directive – topics led by interviewee	It will be difficult to brief the participants substantially before the interview to steer the discussion in the desired direction. Employing this technique may also lead to needless topics being discussed and would put pressure on potential time constraints.
Focused – empirical and subjective experiences wanted from the interviewee	The study problem is focused on cross-industry collaboration and an intrapersonal perspective will not provide the required data.

Source: Robson (2011)

Appendix 12 – Semi-structured Interview Questions

- Perhaps we could just start with a brief introduction to you and the work you have done with [name other organisations]?
- What role did your organisation play in securing Rugby World Cup 2015 hosting duties?
- What level of involvement in decision making did your organisation play in Rugby World Cup 2015 planning?
- Was there a dominant manager/organisation that had the main 'say' during the process of securing the Rugby World Cup games?
- Do you think more could be done to maximise these relationships in the long-term to benefit the destination?
- Do you think it was important for [destination name] to be involved in hosting a sport event – if so why?
- What do you think are the key factors that hosting a sport event brings to the image of a destination?
- Do you think that [destination name] will benefit as a sport event destination or tourism destination, or both as a result of the 2015 RWC?
- Do you think that is important for key industries, specifically sport, event and tourism in this instance, to collaborate in order to develop the image of a destination?

Appendix 13 – Example of Topics and Questions to Guide Interviews

- **Background** - Could we start with your role at [organisation name] and how you are involved with the Rugby World Cup 2015 planning?
- **Collaboration** - A) Do you liaise with the [organisation/industry names] in regards to planning of the RWC 2015? B) Are there any networks of collaboration, bodies etc. that work together to plan hosting the RWC Cup?
- **Collaboration** -Do you think hosting large-scale events like the Rugby World Cup in [destination name] has encouraged more collaboration between your organisation and [organisation/industry names]?
- **Collaboration and Representational Capital Link** - What were the main motivations for you to bid/be part of the bid for hosting the Rugby World Cup?
- **Representational Capital** - What does being a RWC host mean for your organisation?
- **Representational Capital** - What does being a RWC host mean for [destination name] as a whole?
- **Representational Capital** - Do you think that being a RWC host will have an impact on the image of the destination?
- **Leveraging** - Do you think that more opportunities will arise from the RWC to host other sport events?
- **Leveraging** -Do you think the RWC is a sport event that can create long-term positive impact, with minimal risk for negative repercussions?
- **Leveraging and Representational Capital Link** - Do you think [destination name] would like to be known as a sport event host destination in the future?
- **Representational Capital** - What value do you place of the intangible aspects of sport event planning?
- **Representational Capital** - How do you think that intangible planning fares against the more economic focussed planning in your role relating to the RWC?

Appendix 14 – Extracts from Interview Transcripts

Senior Planner, GCC, Transcript Extract

INTERVIEWER: And you mentioned that one of your key roles and responsibilities is to ensure there is a legacy from the RWC?

AB: Yep.

INTERVIEWER: Could you maybe just elaborate?

AB: There's two aspects to legacy, there is obviously the sporting side - well three aspects – there's the sporting side, which is to increase participation; getting people back playing sport, whether it is rugby or whether it is anything else. Clearly, we would prefer it to be rugby as it is the Rugby World Cup, but just get people active is the main message I think. Increase better sporting facilities across the city, both north and south; whether that is changing rooms, clubhouses, 3G pitches and all that type of stuff. And then obviously there's the wider legacy which is the cultural side, engaging with the local and wider community. So, just because the World Cup's here people might not be so sport-minded but why should they miss out on the festival atmosphere. So, we have to think of ways about how we can engage with them, and also giving Gloucester something back which it's never had before: so, whether that be improved road links, whether that is better signage, whether that's cycle routes, walking routes. You know, there's many different aspects of legacy which can be delivered for Gloucester. And I can't obviously commit to anything because it is still early days but there are certain things in the pipeline which will certainly make Gloucester a better place come 2015.

Alex Luff, WRU, Transcript Extract

INTERVIEWER: I spoke to your colleague, well an associate, Gwilym Evans…

AL: Yeah, from the Major Events Unit from the Welsh Government?

INTERVIEWER: Yes, and he mentioned that there was a city steering group in place?

AL: Yes for all major events we set up a City Steering Group, so the primary contact for Rugby World Cup sits with the stadium and the WRU, as we are one of the host venues. So, we've got 8 matches being played in Cardiff, which includes 2 quarter finals. We then have an arrangement with the local authorities, so there is a city wide contract and within that list a key number of deliverables that the city need to put in place to support and enhance the tournament experience; so from a commercial perspective the core partners for the Rugby World Cup 2015, but also then for the visiting fans as well. So they've got a whole raft of functional deliverables that they have to manage them. The way we do that - we form what is called the City Steering Group and that essentially encompasses Cardiff City Council, the venue – so, I represent the Stadium on that forum - Welsh Government which is Gwilym and the Major Events Team, all the transport stakeholders; so, First Great Western, Arriva Trains, South Wales government motorways, so in terms of all the main tributary roads coming in, and that then manages the transport plan, the city delivery plan and the stadium delivery plan. So, that ensures that all the key components are all synced in and delivering to the overall plan from the Rugby World Cup's perspective.

David Caldwell, ABT, Transcript Extract

INTERVIEWER: Yeah. Are there any specific things you look for in a destination when you send some of your senior members of staff out there?

DC: Yeah, outside of the you know the obvious which is a good level of accommodation that suits our specific needs, we always look for something local to get involved with and of course in a lot of the European destinations we just – the All Blacks – just had their end of year tour which went to Scotland, London and Cardiff, and in Scotland they went to a whiskey tasting. There was a private dinner at the [Edinburgh] castle, with a private military tattoo event and all of those sorts of things. We always look – New Zealanders love their rugby of course – and we always look for some sort of tie back to New Zealand. I guess a good example of that would for you would be last year, we were in Europe on Armistice Day, so we were able to go up to the North of France, up to Belgium into Passchendaele, it's a very very significant World War 1 museum up there that has a significant tie back to New Zealand. There was a lot of New Zealanders that fought in World War 1 in that area, and there is a very famous All Black who was killed there. So, there were those sorts of things, we always look for some way to try and tie back something to New Zealand like that, whether it's something as significant as that or even if it's just local grass roots rugby club that quite often open their doors and welcome – especially from New Zealand touring groups from New Zealand - to have dinner or a function or whatever it might be at their rugby club, all those sorts of things.

Gwilym Evans, MEU, Transcript Extract

INTERVIEWER: Do you think Cardiff of one level, and Wales on another level, are looking to be known as a sport event destination? Is that part of the plan to build up, like you said, a portfolio of events that centre around sports events?

GE: Absolutely. That is the whole purpose of my being here and the Events Unit being in place. We are still a fairly new part of the organisation, we weren't established until 2008. Prior to that, responsibility was split across several different departments in government and reported to several different ministers and several different budgets, it was just a mishmash that didn't work; whereas now, we've got a dedicated Unit that focusses on building Wales' reputation as a world-class destination for major events. Not just sporting events, but cultural events, so if we look at next year we've not only got rugby world cup but we're hosting another ashes test match. And then looking beyond that, in 2016 we will be hosting the world half marathon championships. And then looking beyond that again we are hosting the Volvo Ocean Race in 2018. And then next week in actual fact, we will be hosting the senior open championship, the golf, so that is our overall objective; and to underpin all those major international sporting events with a portfolio of home grown events, cultural events, in particular.

Jeremy Brinkworth, Visit England, Transcript Extract

INTERVIEWER: Maybe if you could just start with a little bit about for Visit England and how you're involved with Rugby World Cup planning?

JB: Yeah, OK, well I am the, what we call 'Project Director' for the Rugby World Cup. Firstly, just to put it into context I have been working with Visit England and then its predecessor organisation, tourist authority Visit Britain, for quite a number of years. I knew that the World Cup was obviously coming up and it would be a major thing for us, so I suggested that I might go for the role that we were thinking of creating, and so I moved from what I was doing in another area of the organisation to do this, sort of, pretty much full-time last February – February 2013.

INTERVIEWER: OK.

JB: As an organisation we sort of – I suppose – informally, without really capturing anything written realised that the tournament was going to be a big thing and we went over to the handover in Auckland 2011 before I was involved. And then we started working very closely with the organising committee – England 2015 – around the end of 2012, beginning of 2013. *[Dialogue not transcribed – recording not clear]*. So, we've been working closely with them *[missing words – recording not clear]…*we are recognised as sort of the official tourism partner. We're not like a sponsor organisation; we're not sort of putting any money down as a sponsor would do. But we are entitled to use the 'Proud host logo' on some of our Rugby World Cup communications. So, the organising committee [ER 2015] obviously recognise that tourism is going to benefit and the see us as the natural partner to work on that side of things.

Visit Wales, Transcript Extract

INTERVIEWER: Yeah absolutely. I'd actually like to talk about that a little bit more, but perhaps first of all you could just give me a bit of background on your role within Visit Wales and generally how you're involved with the Rugby World Cup?

JN: Yes well my current role - I was working on the Rugby World Cup back in 1999 and I have actually worked quite a lot on the Ryder Cup as well – I suppose with the Ryder Cup that's quite a nice case study, we were very much working with the European Tour [Golf], so obviously that is private-public sector, but we really wanted the Ryder Cup to be seen to be a Welsh Ryder Cup rather than a Ryder Cup just happening to be taking place in Wales. So, we had a really strong influence of the tour you know with the branding, Welsh branding and the touch points and that really was you know what my job was, and obviously with the media as well. But then I have come back working, after the Ryder Cup I came back working specifically working with the travel trade to encourage the trade to feature Wales in their products and their programmes, and itineraries. So, as part of that work I have got an element of RWC included – with sort of taking knowledge from previous jobs, but think it is really fair to say that as Visit Wales we have been working very closely with Visit England and they are the leading organisation for England 2015 on the tourism perspective.

Julia Gallagher, Visit Brighton, Transcript Extract

INTERVIEWER: Ok great. So, how do you think an event like the Rugby World Cup might impact Brighton?

JG: I think from a visitor perspective its obviously great global PR for us; in terms of we've got an international audience that are going to see images of Brighton *[inaudible word]*, and obviously we've got the two matched first weekend of the Rugby World Cup, which will be hugely watched globally. So, in terms of the television coverage *[inaudible word]* the city will be out there, that is almost unquantifiable for us – if you're trying to work out an advertisement equivalent for that. So, that's massive for us. Obviously, the specific audiences for the teams that are playing in the city, we will undoubtedly be hosting a lot of journalists from those countries. We've already had quite a few Japanese journalists come to the City looking to start coverage now about Japan. Yeah, we've hosted three journalists already from that, and also hosted a couple of travel agents that are looking to bring groups over as part of that and are looking to do bigger packages through the city. So, undoubtedly internationally it is going to have ramifications for us as a city in terms of exposure to audiences. And then domestically, obviously, there is a lot of interest in rugby, so we are hoping that the city will see an influx of domestic visitors coming to either actually see matches or to be part of the atmosphere the RWC generates.

Kathryn Richards, CCC, Transcript Extract

INTERVIEWER: Please could you describe your role within Cardiff County Council, and then your involvement with the Rugby World Cup 2015 planning?

KR: I am currently the Head of Culture, Venues & Events for the City of Cardiff Council with responsibility for Events -which includes developing and delivering our own events and also supporting global events that are attracted to the City. I have been involved with major events in the City since we hosted the European Summit in 1998 and have been involved with every major event since that time including Rugby World Cup 1999, Capital's Millennium Celebrations, FA Cup Finals, Ashes, Olympics, World Rally Championships etc. I am also responsible for St David's Hall & New Theatre, Cardiff Castle, Cardiff Story (City Museum at the Old Library) City Hall, Norwegian Church and the Mansion House together with the catering function that supports them. I was responsible for drawing together the ER2015 bid for Cardiff working in partnership with the Millennium Stadium and WRU and the Major Events Unit at Welsh Government.

INTERVIEWER: How is Cardiff County Council involved in the planning of the Rugby World Cup 2015? (perhaps specifically your department as well)

KR: The City of Cardiff Council is responsible for the delivery of many of the major operational requirements of the successful staging of the event in the city. The Council's responsibilities are managed and coordinated by myself drawing from skills and expertise from across the authority – these range from transport planning, look & feel, marketing & communication, trading standards and Brand rights protection, Resilience, Cleansing, Fanzone & Visitor Experience etc. The authority takes the lead role in respect of drawing together all the partner agencies involved in the delivery of the event.

Martin Perry, BHAFC, Transcript Extract

INTERVIEWER: OK, so could you just give me a bit of background about your personal role and then how you are involved with the Rugby World Cup planning?

MP: You mean my personal role here [BHAFC]?

INTERVIEWER: Yep, yes.

MP: Right OK well I was the former Chief Executive of the club, in particular I was responsible for getting planning permission and for building the stadium. So, the club was approached as to whether it would like to stage some of the games for the Rugby World Cup, which we were keen to do, and so my role was to lead on the bid because there were a number of cities that were being considered, a number of venues.

INTERVIEWER: Yep.

MP: So, of course partly it was to promote the stadium and how it could be used. Secondly, it was also to generate the relationships with the city, the City Council, because an important part of the bid was to make sure the City Council were on board and that they would be willing to assist in promoting both the event – creating things like fan zones and generally the overall marketing of the event – so that's how I became involved. And then of course once the bids were put forward, Brighton was successful, the stadium was successful, and then of course there has been the event planning which has been going on now for some time. So, there's certainly going to be well prepared for the event, and there is an overlay as they call it so the stadium has to be set up to suit the event, and so my role now is to deliver that overlay in readiness for the event itself.

Paul James, GCC, Transcript Extract

PJ: The Rugby World Cup is the third biggest sporting event in the world, so there is huge potential as we have seen in other places for major sporting events to bring about huge benefits for places. If you think about the Olympics and what that has done for the East End of London, what it's done for Barcelona and think about what the Commonwealth Games did for Manchester or Glasgow. So, if we go back to May I think it was and Boris Johnson come and visit us and give us his thoughts and experience on how major sporting events can achieve regeneration. So, I think it is very much the nature of that and I see it as a very big opportunity for Gloucester and one that we need to use all of our energy and ability to get the most from.

INTERVIEWER: *[Inaudible]*

PJ: I certainly hope it will and believe it will because it is going to put Gloucester on the map – we will have the eyes of the world on us and I know that a lot of people will not have a clue about Gloucester and I hope this [RWC] will bring us into the consciousness of lots of people that just don't know about us. I hope that it will certainly change the city's image, that it will give us that lasting tourism legacy that I spoke about before, and bring about a permanent physical change to the city for the better.

Pauline Freestone, BHCC, Transcript Extract

INTERVIEWER: Yep. So you mentioned that you made a conscious effort as a destination to host more sports events, but do you think Brighton has a strategic focus to become a sport event destination or is it just part of a package?

PF: I think it is sort of bordering on a strategic decision. I think because of our visitor numbers anyway and what the city can offer then we do want to address that balance between offering cultural activities – which we're very good at – and offering audiences other experiences, and obviously sport is one of those other experiences. And I think what we would like to do is try and encourage – there would be no reason, for example, why there couldn't be a more indoor based sport whatever that might be at the Brighton Centre for example – but I think until organisations understand that as a city you're able to host sporting events then they don't tend to approach you. I think what we're well known for is hosting outdoor events and how we manage those. So, I think probably, to-date, most of our events that we have engaged with do tend to be outdoor events, so they are running-type events or cycling. We are very good – unfortunately lots of residents don't like it – but we are very good at closing the City down for a period of time without too much difficulty. If you don't have that experience then it means that outside organisations, where if it might be cycling or running or whatever that might be, are looking for a history of you being able to close down a city relatively easily and effectively without too much trauma to the rest of the city. So, that's something that we are very good at doing and I think we are recognised for our outdoor events.

Richard Ball, ECC, Transcript Extract

INTERVIEWER: OK, sort of more broadly, what do you think the Rugby World Cup will mean for Exeter?

RB: It is a great opportunity for raising the profile of the city quite a lot, the level of marketing and communications going on just around the tickets for example, and the various other promotional activities that are going on have raised – will raise – the City's profile and awareness considerably within the UK and well beyond it. What helps of course – I am sure that Tony will have mentioned it - is that fact that the relatively newly come to the Premiership Exeter Chiefs side gets the City a lot of TV coverage these days because of the games that are played. So, the name Exeter is in a lot more people's consciousness that it used to be, and again games attract people down for long weekends.

INTERVIEWER: Yes.

RB: So, the Rugby World Cup on top of that will provide quite a strong awareness as well. I liken it to my own personal, and some other people's, experiences for example to when the Rugby World Cup was in New Zealand. There are places in New Zealand that I've never even heard of until the Rugby World Cup. So, places like Dunedin for example and others, how would I ever have come across places like that unless they had appeared in the huge publicity and then watching a game on television?

Simon Jefford, RTH, Transcript Extract

SJ: First of all, because RWC see themselves as a tournament that they want to see spread around the country that they're in. They want to spread the word of Rugby. They want to bring the rugby world cup to make it as accessible to as many people as possible. So, it was really quite important to have the matches spread from the very North to the very South. Obviously, the big matches are going to be staged in the big stadiums, and big stadiums are usually built next to big centres of populations – that's the way it works. So, to utilise, Twickenham, Wembley and the Olympic Stadium made great sense in London and the vast majority of sales will come out of London. That's the way sport works. Nevertheless, it was still great to see Newcastle picked as a venue, 4 great games staged at Newcastle. It made sense stage, put Scotland a bit further north, because then it made it accessible to Scottish fans. So, that's one of the reasons Rugby World Cup like to see it spread around. Plus, you know if you see the same match in the same stadium, or if you see the same stadium stage matches you get a different feel to the tournament, it becomes a bit boring almost. It's a bit boring for the players, it's a bit boring for the fans and when a product is boring it dies out. Rugby World Cup want to see the game of rugby played in iconic stadiums around the country, wherever possible. And it certainly helps build the product for television and it makes it accessible for all the fans and I think that's the right thing. One of the concerns of the IRB and the host union at every Rugby World Cup is 'What is the legacy?' of the Rugby World Cup. Now Rugby World Cup doesn't go into a country and stimulate the building of new stadiums like football does because it's not big enough to do that, but the big legacy always is more people playing rugby – more people playing and watching the sport of rugby. And that is what they are trying to achieve, and they achieve that by taking the game to all the regions. And it's fantastic to see at the Rugby World Cup's the atmosphere in towns when Rugby World Cup comes to town is like no other. I don't know if you have seen games here Emily, six nations games or whatever, Rugby World Cup is something else again.

Tony Rowe, ERC, Transcript Extract

INTERVIEWER: I wonder if we could just start with your role?

TR: My role?

INTERVIEWER: Yep.

TR: I'm Chief Executive Chairman, alright. So, I run the business, ably assisted by a team of women. It's nearly all women here! And I'm also Chairman of the club, so I've run the club since 1998.

INTERVIEWER: And then I suppose how did you get involved with the Rugby World Cup hosting?

TR: What actually happened there was that when I heard that England had secured the World Cup, I made a few inquiries and actually just registered our interest. We were then initially told – well no we're looking for…we're going to probably host it all at football venues because we're looking for venues that would take 30-40,000 upwards people. I never gave up and then basically – crikey, it's a year ago – they came back to me and said "you know what, Bristol couldn't find anywhere, so we're going to maybe bring it to Exeter if you want it. So I contacted the City Council and said look you've got to you know, it's going to be a big thing for the City as well as us and they jumped at it. So, I went back to the World Cup people and said fine, we're on!

Victoria Hatfield, HDP, Transcript Extract

INTERVIEWER: OK great. So, in my previous work I have looked at Milton Keynes as another one of the Rugby host destinations, and for them the MK Dons – the sport organisation – instigated the bid for the Rugby World Cup, but I was just wondering how it came about in Exeter?

VH: It came about, originally it was going to go to Bristol - to the Rugby Club in Bristol – but I think they had issues with their stadium; there wasn't enough capacity or they had issues with their planning department side of it. Sandy Park kind of then stepped in and we did a joint bid; the City Council and Sandy Park to England Rugby 2015 to host the Rugby World Cup. And probably the same as all the other host cities; we had to show that we had the capacity in terms of the accommodation stock and staffing resource to help and host the Rugby World Cup within the city. So, I think initially it was led by Tony Rowe who is the owner of Exeter Chiefs and then he contacted us at the City Council to say would you be interested, and we said that would be great. Exeter compared to the other host cities, we are quite a small city with one of the smaller stadiums in terms of everyone else. And apart from Gloucester and Exeter, and Twickenham obviously and Cardiff, we're the only rugby towns that are hosting.

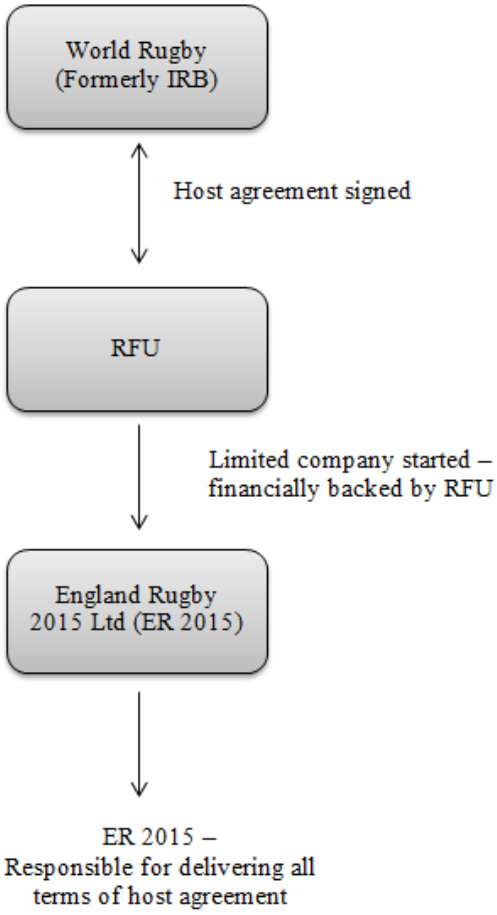
Appendix 15 – RWC 2015 Host Destination Executive-level Planner Criteria

Name/Title/Organisation	Role in RWC 2015 Planning	Executive Level (Y/N)
Alex Luff Venues Sales Manager Millennium Stadium Plc	Co-chair of Cardiff City Steering Group	Yes
Gwilym Evans Deputy Head of Major Events Welsh Government	Co-chair of Cardiff City Steering Group	Yes
Senior Product Marketing Executive Visit Wales	Lead tourism representative for RWC 2015 planning	Yes
Kathryn Richards Head of Culture, Venues & Events City of Cardiff Council	Co-chair of Cardiff City Steering Group	Yes
Richard Ball Assistant Director Economy Exeter City Council	Co-chair of Exeter City Steering Group	Yes
Tony Rowe Chairman & CEO Exeter Rugby Club Ltd	Co-chair of Exeter City Steering Group	Yes
Victoria Hatfield Economy & Tourism Manager Exeter City Council & Heart of Devon Tourism Partnership	Lead tourism representative for RWC 2015 planning	Yes
Julia Gallagher Head of Sales Visit Brighton	Lead tourism representative for RWC 2015 planning	Yes
Martin Perry Chief Executive Brighton & Hove Albion FC Ltd	Lead sport representative for RWC 2015 planning	Yes
Pauline Freestone Project Coordinator Brighton & Hove City Council	Lead public sector representative for RWC 2015 planning	Yes
Senior Planner Gloucester City Council	Co-chair of Gloucester City Steering Group	Yes
Cllr Paul James Leader of GCC Chairman of MG Ltd	Co-chair of Gloucester City Steering Group	Yes

Appendix 16 – The Role of ER 2015 in RWC 2015 Planning

The figure below aims to show the structure of RWC 2015 ownership and organisation from when the World Cup was awarded to England. This information was taken from dialogue and materials gathered during the interview with Simon Jefford, Rugby Travel & Hospitality Ltd. The purpose of the figure is to clarify the position of the sampled organisations in relation to central Rugby World Cup organisations.

The Structure of RWC 2015 Event Ownership



Appendix 17 – Supporting Evidence for Key Planners in Cardiff

Secondary data sources further underlined the credibility of the findings that the public sector and sport representatives were the key planners in Cardiff RWC 2015 planning. For example, collaboration in Cardiff extended into the strategic aims of the sampled organisations, as Cardiff County Council outlined their aim to bid for sport events:

> Bid for key major events to be hosted in Cardiff from 2014.

(Cardiff City Council, Sport, Leisure & Culture Directorate Delivery Plan, 2014)

Also, the Welsh Government specifically stated their objective to increase their collective aims to plan more sport events:

> The early identification of mutually beneficial major sporting events and support to contract them at the Stadium with its stated advantages would benefit the whole of Wales.

(National Assembly for Wales, Making the Most of Major Sporting Events, 2010)

In this instance, there was recognition that collaboration between the public sector and the sport industry (referenced as the Stadium) was a beneficial strategy to secure sport events that could positively impact the country. The statements from the public sector strategy documents reinforced the notion that planning a sport event was a key aim, and that collective action, through shared aims, could achieve organisational results.

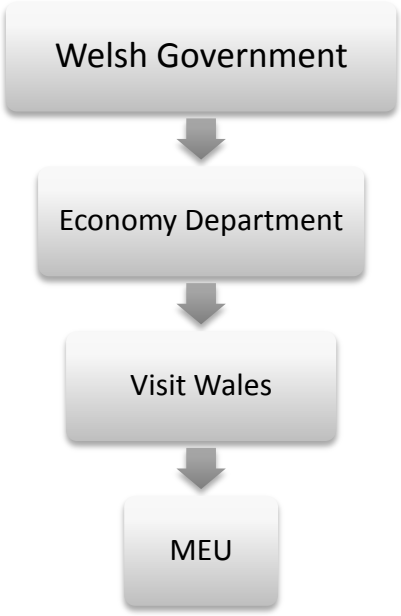
Appendix 18 – The Role of the MEU & Tourism in Cardiff RWC 2015 Planning

When analysing the findings for collaborative practices, the role of the MEU was analysed and a connection was uncovered with tourism. From these findings, the study project uncovered understandings on the structure of tourism in Cardiff and Wales in relation to sport event hosting. Firstly, the MEU (Major Events Unit) was noted to be part of a larger public sector network:

> We are the Major Events Unit which is part of Visit Wales, which is part of the economy department in Welsh Government.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Hence, Visit Wales was a governmental organisations and the MEU was part of Visit Wales. The figure below has depicted this relationship for clarity.

MEU, Visit Wales and the Welsh Government Organisational Structure



The MEU's function was set out by Gwilym Evans:

> We [MEU] have a Major Events strategy, which we launched back in 2010 and my main responsibility is implementing that strategy. Now in terms of how that works out practically, basically we support an annual

> programme of events and in any given year we are talking forty plus events which we support through grant funding.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

So, within the strategy mentioned above the RWC 2015 planning was included in the remit of the MEU. However, this only goes some way to understanding planning input from the MEU. The Major Sporting Events strategy explains the expected input of the MEU further:

> We consider that the Major Events Unit should be proactive in seeking out new ideas for major sporting events, and work positively to support such events as they move towards progression.

(National Assembly for Wales, Making the Most of Major Sporting Events, 2010)

The findings that can be drawn from this cumulative evidence was that the MEU was a national organisation tasked with assisting in the procurement, planning and delivery of a range of events. So, whilst the MEU is within Visit Wales organisationally, operationally this part of the Welsh Government has its own strategies in relation to planning of sport events. In regards to tourism, in the case of Cardiff and Wales, the national tourism agency was public sector led.

Appendix 19 – Background Discussions of the Value of DI in Cardiff

Kathryn Richards, CCC, asserted that Cardiff already had a strong image as a sport event host when asked if the host destination wanted to be known as a HSE:

> I would suggest that we already are, Cardiff has hosted, and will continue to host, some of the most prestigious sporting events in the world.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

The capital in this instance was the interconnection between the intangible assets of DI, reputation and prestige. Kathryn Richards, CCC, expressed plans to continue to host events like the RWC to strengthen the desired DI, in line with the prestige and exposure that such global events provide. This association was recognised by the Welsh Government, with the consequence being the formation of the MEU:

> …now we've got a dedicated Unit that focusses on building Wales' reputation as a world-class destination for major events.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

From this statement, destinations image in conjunction with reputation and the class of events like the RWC showed the shared intent of public sector planners in their valuation of intangible assets. So much so, that an entire unit was created to focus on this area.

Appendix 20 – Emergent Findings on Sport Event Portfolios

A theme that emerged from RWC 2015 planning discourse was in the area of sport event portfolios which links to the potential long-term benefits of leveraging. This appendix details the analysis uncovered in this area that may contextualise some of the discussions around representational capital and leveraging in this study context.

Cardiff and the Sport Event Portfolio

An emergent area that came from data analysis that fell outside of the study problem remit, yet still touched upon the key concepts of collaboration and representational capital, was the topic of the sport event portfolio. Cardiff hosted a number of FA Cup finals, and numerous intangible assets were referenced as the motivation for this: identity, image and brand (Alex Luff, WRU). It appeared that for the WRU, FA Cup fixtures were part of a larger strategy to host more sport events in the future. From the perspective of the MEU, economics was the main motivation to develop a major events portfolio, but representational capital was still implied:

> So, in sort of building that major events portfolio, our overall aim is to increase economic impact and as I mentioned before raise Wales' international profile and reputation.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Although, the MEU's main objective was to generate revenue through an event portfolio, importance was still given to representational capital though profile and reputation.

Accruing credibility from past sport events hosted was given as a reason behind Cardiff being able to host global events like the RWC 2015:

> We use those [past sport events], as basically we have proved ourselves capable of hosting the very biggest of international sporting events.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

Thus, there was an assumption by a key planner that the RWC 2015 would create credibility, and that aligning with the tournament could secure future events. Again, there was a cross-over between representational capital and building a sport event portfolio, where the hosting credibility of Cardiff and Wales was planned to procure occasions with global status in the future.

The worth of the event portfolio in Cardiff overlapped with the study project key concept of collaboration. CCC recognised their involvement in event planning since 1998:

> I have been involved with major events in the City since we hosted the European Summit in 1998 and have been involved with every major event since that time including Rugby World Cup 1999, Capital's Millennium Celebrations, FA Cup Finals, Ashes, Olympics, World Rally Championships etc.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

The majority of the events mentioned were sporting occasions. Gwilym Evens, MEU, connected the development of sport events to collaboration as well:

> This 'Team Wales' approach has helped us to gain the trust and confidence of international event owners in our event hosting capability. At a practical level, it has enabled us to successfully attract and deliver a wide range of sports and cultural events, including: WOMEX; Rugby League World Cup; Senior Open Championship; IPC Athletics European Championship; Rugby World Cup; World Half Marathon Championship and Volvo Ocean Race.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

The collective approach in Cardiff and Wales was alluded to through the formation of 'Team Wales' and was credited with successful staging of a range of international and national sport events. Furthermore, there was an inferred association between collaboration, representational capital and event portfolios; as the cooperation led to building a strong reputation as a HSE.

Exeter and the Sport Event Portfolio

The HDP did not have a specific sport event strategy, as they were happy for the sport events to be hosted rather than procured. However, Richard Ball noted that Exeter had and will host a range of sport events:

> We do already attract major cycling events – we've had the Tour of Britain, and other major UK cycle events have used the City in the last few years quite regularly.
>
> (Richard Ball, Assistant Director Economy, ECC)

Whilst the cycle events are not global like the RWC 2015, the sport events mentioned were given a level importance by the ECC:

> And even the County Council which has, even in recent years, spent a lot of money on attracting Tour of Britain, for example, may not be able to do so in the future. They have put in some fairly sizeable sums of money to help attract them into the City.
>
> (Richard Ball, Assistant Director Economy, ECC)

The economic investment suggested that hosting sport events in Exeter held a level of significance, whether recognised formally in a strategy or not. Therefore, there is a strategy – be it informal or formal – to build up a portfolio of sport events, as indicated by the level of investment by the ECC.

Brighton and the Sport Event Portfolio

According to Martin Perry, BHAFC, Brighton would find it difficult to develop a sport event portfolio due to the lack of appropriate infrastructure:

> Well, it's [Brighton] not blessed as some cities are with venues, this is the jewel in the crown as far as Brighton's offer goes. The cricket ground is very attractive but it's never going to be a test ground simply because it is not big enough and it's got no opportunity to expand it. So, Brighton is always going to be a bit limited in the facilities it can offer. So, therefore

> it is great if you do get an international event. It's [Brighton] is never going to host the Commonwealth Games let's put it that way.
>
> (Martin Perry, Chief Executive, BHAFC)

The assertion from the BHAFC perspective was that Brighton's facilities were not capable of staging international events like the Commonwealth Games.

However, this was slightly contradicted by Pauline Freestone, the stadium assisted in creating sport event staging possibilities:

> Because of the Stadium [Brighton Community] that's given us the opportunity for the City Council to work particularly with that venue in securing sporting events so earlier this year we put in a bid – at the back of last year – to the FA and FIFA and had a women's world cup qualifying game which we held in March [2014], and we also had the opportunity to bid for the FA for the Under 21s World Cup.
>
> (Pauline Freestone, Project Coordinator, BHCC)

From this comment, it was deduced by the researcher that a number of sport events were being, or going to be, held in Brighton. The idea of a sport event portfolio was expanded upon by Pauline Freestone further:

> So we had the torch relay [London 2012 Olympic Games], we've got the Tour of Britain this year. We started I think it was four years ago, now we have the Brighton Marathon, and that's hugely successful and brings all sorts of people into the city. And we've got a lot of other smaller scale events that are here every year generally quite a lot of running events that we've picked up over the last three or four years really.
>
> (Pauline Freestone, Project Coordinator, BHCC)

The scale of the sport events mentioned may not be on a global scale like the RWC 2015, but Brighton, recognised by BHCC, had the makings of a sport event portfolio.

Appendix 21 – Indirect Leveraging Examples from Cardiff Continued

Within the strategy documentation (Method 2a), the Welsh Government drew a simple link between major events - like the RWC – and outputs:

> For example, major events have been identified as a means to encourage physical exercise, enabling health benefits. Likewise, they have been identified as having the ability to increase a place's national and international profile, which can increase tourism, and thereby economic growth.

(National Assembly for Wales, Making the Most of Major Sporting Events, 2010)

So, in this case having a strong profile for Wales was connected to boosting tourism and long-term revenues. The leveraging strategy could not be interpreted from the data, therein by-passing a key step on how representational capital was planned to be maximised into long-term return.

In the Welsh Government Major Events Strategy, sport events in general were attributed value as they were seen to be a an opportunity to gain exposure and recognition on an international platform:

> We now have a sound platform on which to build Wales' position in a fiercely competitive global market. The 2010 Ryder Cup will put Wales under a global spotlight as never before, and the London 2012 Olympic and Paralympic Games will have a similar effect for the UK as a whole.

(Welsh Assembly Government: A Major Events Strategy for Wales 2010-2020)

Yet, the specifics on the opportunities and potential were not expanded upon, so a clear summation of the leveraging process of representational capital in Cardiff could not be gathered.

Appendix 22 – The Structure and Role of Tourism in Exeter

The structure of tourism in Exeter was said to have been impacted by political policy changes with the Government Tourism Policy 2011 reforms:

> …because the county of Devon is so huge, when DMOs came in to force, probably I don't know, 4 or 5 years ago now, it was felt that just having one [DMO] for Devon was just a little bit too much.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

The restructuring in Exeter led to tourism organisations being separated into smaller partnerships:

> We already had a number of tourism partnerships that had already been set up in Devon, and been running for 10 or 15 years, and it just seemed a shame to stop those tourism partnerships because they had been running really well and really successfully.
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

So, in the case of Exeter, tourism was overseen by a DMO – Exeter City Council via Heart of Devon Partnership – with other partnerships working on tourism efforts in smaller geographical areas. According to Victoria Hatfield, the ECC were invested in the Heart of Devon Partnership, and as a consequence in tourism:

> The City Council [Exeter] fund the Tourism Partnership to around about £35,000 per year and we also give staff time of around about 3 days per week to manage the marketing activity for the tourism partnership [HDP].
>
> (Victoria Hatfield, Economy & Tourism Manager, HDP)

Therefore, the HDP was given significance through financial and human resource input. Here, there was a cross-over with the concept of collective action as the two organisations shared aims and resources.

This collaboration was further indicated by the responsibilities of Richard Ball:

> I have responsibility for obviously for economic development issues, so strength and success of business: it also includes the visitor economy, tourism, city centre issues, city centre as a successful business area, night-time economy.
>
> (Richard Ball, Assistant Director Economy, ECC)

So, whilst there were inevitable joint aims and practices for both ECC and HDP in regard to tourism concerns in Exeter, which did not necessarily translate to RWC 2015 planning.

Appendix 23 – The Structure of Tourism in Brighton

To inspect the role of tourism in Brighton's RWC 2015 planning phases, Visit Brighton's position between the public-private sectors was clarified. Visit Brighton was identified as part of the BHCC:

> Visit Brighton is a division of Brighton & Hove City Council, and the Community Stadium is a partner of Visit Brighton. We are a membership organisation.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

Visit Brighton was structurally part of the public sector, as a subsidiary organisation of BHCC.

Appendix 24 – The Issue of Tourism, Destination Image and Collaboration in Gloucester RWC 2015 Planning

One area of consternation emerged from Gloucester data that overlapped the study project's main concepts of collaboration and representational capital (through destination image), was tourism planning. Within media discourse, the RWC 2015 was seen as a valuable opportunity to promote Gloucester and the wider area:

> Although rugby is the jewel in Gloucester's sporting crown and we will be celebrating its legacy, there is a lot more going on which can benefit the city and the county.
>
> (Gloucester Citizen, 2013c)

Issues arose around the opportunity to promote Gloucester's image over that of the Cotswolds:

> A row is brewing over how 2015 host city Gloucester should be marketed to maximise earning potential for the county during the tournament. GFirst and Visit England are keen to involve the Cotswolds as part of a marketing campaign.
>
> (Gloucester Citizen, 2013d)

However, one of Gloucester's senior RWC 2015 planners (Paul James, GCC) set out the intentions of GCC and MG to ensure the image promoted was mainly that of Gloucester:

> They said [Visit England] we can promote it however we want, but they would not only market rugby in Gloucester, but the whole of Gloucestershire…We want to promote things like for example, the Cathedral…He said other areas of Gloucestershire would be welcome to promote themselves on the back of the Rugby World Cup, but the city council won't be paying for it.
>
> (Gloucester Citizen, 2013e)

What can be deduced from this discourse was that destination image was perceived as a valuable commodity to RWC 2015 planners in Gloucester, and nationally through Visit England. Furthermore, the role of tourism and collaboration was fractured in Gloucester. Unfortunately, Cotswold tourism declined to participate in this research inquiry, but the main point was that representational capital was significant for debates to arise around the management of DI off the back of RWC 2015 hosting.

Appendix 25 – Representational Capital, Collaboration and Tourism Leaders

Data from the additional sample area of tourism leaders outside of the RWC host destinations brought forward discussions on representational capital that linked to the host places. For example, knowledge about RWC 2015 host places was not mentioned in much detail in destination level discourse, but was a valued asset by the General Manager of All Blacks Tours:

> I mean the one thing that they have been very very good with [Newcastle DMO], obviously they know their destination better than anybody. So, they've been very very supportive of making us aware of what things are available.
>
> (David Caldwell, General Manager, All Blacks Tours)

So, ABT valued the DMOs knowledge in order to build their travel packages for the RWC. Hence, the representational capital on offer to host destination planners extended outside of the borders of central planning if acted upon.

Destination image was also an important part in how ABT built their rugby travel packages:

> …we [ABT] always look for some sort of tie back to New Zealand. I guess a good example of that would for you would be last year, we were in Europe on Armistice Day, so we were able to go up to the North of France, up to Belgium into Passchendaele, it's a very very significant World War 1 museum up there that has a significant tie back to NZ.
>
> (David Caldwell, General Manager, All Blacks Tours)

Thus, RWC 2015 travel packages transcended the event itself and destination image became an integral commodity to the tourism planners in this case.

Simon Jefford, RTH, built on the notion that representational capital extended beyond the RWC tournament:

> When a fan comes to the Rugby World Cup he will be in this country say for two weeks, during those weeks he'll see four games…But he is in this country for two weeks, and it's what happens in between that really makes the Rugby World Cup experience.
>
> (Simon Jefford, Chief Operations Officer, Rugby Travel & Hospitality Ltd)

The intangible asset that contributed to the development of representational capital was experience, which was recognised by key planners in Gloucester. The cross-over did not end there as exposure was also noted as holding worth for the host destinations:

> It's an opportunity to showcase the town and the city and put it on the map for future tourism and these opportunities don't come along very often.
>
> (Simon Jefford, Chief Operations Officer, Rugby Travel & Hospitality Ltd)

Overall, there were notable overlaps in the types of intangible assets attributed value by planners in host destinations, and also by the tourism lead planners. Therefore, this alternative perspective evidenced the potential for organisations internal to the RWC 2015 host destinations to leverage representational capital to maximise exposure and image that could be influenced by external tourism planners.

Appendix 26 – Supporting Evidence for Public Sector and Sport Organisations being Key Planners in Exeter, Brighton and Gloucester

The key planners were from the sport and public sector in Exeter, Brighton, and Gloucester, where this high-level RWC 2015 collaboration began from the bidding stages. This was corroborated by multiple sources:

> We [Tony Rowe, ERC] have been working incredibly closely with Exeter City Council in submitting a bid.
>
> (Western Morning News, 2013)

> The Council and Brighton & Hove Albion football club worked together on the successful bid which will see the city hosting the Rugby World Cup.
>
> (M2 Presswire, 2013c)

> In terms of where our involvement started from for 2015, I had a call from Gloucester Rugby, the MD there, and he had been talking to England Rugby - ER 2015 - and they wanted to come and talk to the Council…it needs to be a partnership between the stadium and the city itself.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

These statements highlight the high-level of collaboration required for successfully bidding and planning for the RWC 2015 between the public sector and sport organisations.

Appendix 27 – Supporting Statements for a High-Level of Public Sector and Sport Joint Aims

> They [WRU] worked closely with us because obviously there was a need for public sector investment to secure the matches.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

> It was a joint commitment [agreeing to host the RWC 2015]; it wouldn't work unless we were joined up and had a shared vision and commitment.
>
> (Kathryn Richards, Head of Culture, Venues & Events, CCC)

> The only way of winning it [RWC host duties] was it had to be very much a joint application.
>
> (Richard Ball, Assistant Director Economy, ECC)

> It [RWC 2015 hosting] needs to be a partnership between the stadium and the city itself.
>
> (Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

Appendix 28 – Supporting Statements for a High-Level of Public Sector and Sport Joint Practices

> We've made sure that we've very very closely working on this. So, although I didn't need to do so I chose Tony [Rowe], I asked Tony to Chair the – if you like – overview steering group for preparations for the Rugby World Cup.
>
> (Richard Ball, Assistant Director Economy, ECC)

> We have what's called an external steering group board – where you have certain members of Gloucester Rugby Club, certain key members of the City Council and other organisations including myself.
>
> (Senior Planner, Gloucester City Council)

> It is just key decision makers within that [City Steering Group], so it's not talking shop it's an exec-level, or key level, meeting that we then effectively discuss the core strategies.
>
> (Alex Luff, Venue Sales Manager, WRU)

Appendix 29 – Supporting Statements for High-level Tourism-tourism Collaboration

> But separately other colleagues in Visit Wales are working with Visit England and Visit Britain on the tourism opportunities.
>
> (Gwilym Evans, Deputy Head of Major Events, MEU)

> So while they were over for the workshop [All Black Tours - OTA] last November which also formed part of the Autumn Internationals, they did actually come to Cardiff on a site visit to look at some hotels and just to see the city.
>
> (Senior Product Marketing Executive, Visit Wales)

> There is also the additional support in terms of assisting with the volunteer programme and importantly about marketing and communications; so letting local people know what's going on but also regionally, nationally and international, and again assisting England 2015 and Visit England in that promotional work.

(Victoria Hatfield, Economy & Tourism Manager, Heart of Devon Partnership)

> Exeter City Council is working with Visit England and overseas travel agents to promote Exeter internationally for the three Rugby World Cup 2015 matches at Sandy Park.
>
> (Western Morning News, 2014b)

> Visit England basically are constantly in contact with us and will, every year, say here is our list of international campaigns we're doing and would you like to buy into any of them. We will cherry pick the ones that are applicable to us, or which we feel with attach to our product at that period of time.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

Appendix 30 – Supporting Statements for Mid-level Tourism and Key Planner Collaboration

We have steering groups attended by the Economy and Tourism Manager who works in my unit. So there is a direct relationship in terms of her attending. And then she is the main link back to ER 2015 on marketing & PR activities, but also has meetings with the industry through our tourism partnership, back into the steering group so a very direct relationship on a number of levels, if you like, around bringing that marketing and tourism aspect into it.

(Richard Ball, Assistant Director Economy, ECC)

These planning meetings that I am talking about, a number of staff from Marketing Gloucester attend and certain aspects of the RWC like the fan zone are going to be delivered by Marketing Gloucester as that is where our events expertise is.

(Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

If it is something that has been council secured or for say something like the Rugby World Cup we were involved in the initial bidding to be a host city. We were involved from the start in that. In as much as we were used to inform them of the number of hotels that were in the city, the capacity of the city in terms of visitors.

(Julia Gallagher, Head of Sales, Visit Brighton)

Appendix 31 – Supporting Statements for Low-level Tourism-Sport Collaboration

> Part of the team we've [ERC and ECC] got together, the steering team, we've got one of the ladies from Exeter City Council is on the tourism and Visit England people.
>
> (Tony Rowe, Chairman & CEO, Exeter Rugby Club Ltd)

> We want to use the trophy to maximise participation from a rugby legacy standpoint, and we would then work with those partner agencies within the unitary authorities to maximise from an inward investment perspective from tourism.
>
> (Alex Luff, Venue Sales Manager, WRU)

Appendix 32 – Supporting Statements of RWC 2015 Planners Valuation of Intangible vs. Economic Benefits

Sport

So, the intangible benefits for us are massive because that's what I put a lot of stay in when I am promoting the stadium globally in terms of trying to attract new events in.

(Alex Luff, Venue Sales Manager, WRU)

Yeah, yeah I mean it's all about promoting the venue. So this [RWC 2015] is a way of promoting the venue.

(Martin Perry, Chief Executive, BHAFC)

Well my motivation isn't financial because we don't earn a lot of money out of it [hosing the RWC 2015]. It's only going to happen in my lifetime in England once, and we can and we've offered up the thing. So, the reality is I want to bring the World Cup to the city and the West Country and I think it is pretty brilliant that we've been chosen.

(Tony Rowe, Chairman & CEO, Exeter Rugby Club Ltd)

Public Sector

Well there are two key strands as I mentioned previously [in relation to motivation for hosting RWC 2015], its economic impact…the second strand then is the international profile and reputation because obviously you know the Rugby World Cup is a global brand and it gets a lot of global TV exposure in key target markets for us.

(Gwilym Evans, Deputy Head of Major Events, MEU)

So I've divided them up into – in our internal document – into three different categories. One is about getting the city to look its absolute best...the second thing is the economic impact…then thirdly around involving our communities and creating a legacy.

(Paul James, Leader of GCC and Chairman of Marketing Gloucester Ltd)

Clearly that's the main one [benefit], in terms of raising profile and so on. The other of course being drawing people in, trying to draw lots of visitors into the City over the period of the games.

(Richard Ball, Assistant Director Economy, ECC)

So for us it's about raising the profile of Brighton & Hove to audiences that may not know that we exist.

(Pauline Freestone, Project Coordinator, BHCC)

Tourism

There's two really [benefits of hosting the RWC 2015] – one is the economic value…and then the other big reason is having that profile nationally and internationally for Exeter.

(Victoria Hatfield, Economy & Tourism Manager, Heart of Devon Partnership)

I think it's a little bit of both to be honest with you…I think short-term the economic benefits is really important for Wales, but I think more long-term it is raising the awareness of Wales as a destination.

(Senior Product Marketing Executive, Visit Wales)

It's hugely important for us. As I said with things like the global coverage that we will get – it's almost impossible to put a value on that and to work out what the bounce factor will be in future years.

(Julia Gallagher, Head of Sales, Visit Brighton)

Appendix 33 – Repeated Quotes on Exposure & Interconnected assets

> The eyes of the world will be on Wales, positive images of the Millennium Stadium, of Cardiff, of all of Wales, will be beamed across the globe. [Roger Lewis, WRU, CEO]
>
> (Thomas, 2013)

> We see this as an amazing opportunity to put Exeter on the national and international map to bring more visitors to the city. [Councillor Rosie Denham, ECC]
>
> (Exeter Express and Echo, 2013a)

> And obviously we've got the first weekend of the Rugby World Cup which will be hugely watched globally. So in terms of the television coverage *[inaudible word]* the city will be out there, that is almost unquantifiable for us, if you're trying to work out an advertisement equivalent for that. So that's massive for us.
>
> (Julia Gallagher, Head of Sales, Visit Brighton)

> …it is going to put Gloucester on the map. We will have the eyes of the world on us and I know that a lot of people will not have a clue about Gloucester and I hope this [RWC] will bring us into the consciousness of lots of people that just don't know about us.

Appendix 34 – Repeated Quotes on Reputation & Interconnected Intangible Assets

> The 1999 Rugby World Cup, six FA Cup Finals, the 2009 Ashes Test, the 2010 Ryder Cup, the Hay Festival and the Llangollen International Musical Eisteddfod have earned Wales a growing reputation as a world class major events destination.

(Welsh Assembly Government: A Major Events Strategy for Wales 2010-2020)

> As a city we try to build up something of a sporting reputation, and while we do not really have the facilities to become a worldwide centre of sport, we certainly punch above our weight.

(Holloway, 2014b)