

# Summary of Bianca Gama Pena's Doctoral Dissertation

## 1.1 Problem

Although the projection and execution of Olympic mega events involves the participation of Companies, Universities, and Governments, there are still theoretical and practical questions regarding the dynamization of elements that determine the effective application of the Triple Helix Theory in the sports events environment.

## 1.2 Objectives

### 1.2.1 General Objective

To identify how Companies, Universities, and the Government are being dynamized in the context of the Olympic Games to contribute to the effective application of the triple helix theory.

### 1.2.2 Specific objectives

To identify the motivation and objectives that led the Rio 2016 Olympic Games sponsors to participate in the official program;

To identify "if" and "how" the Triple Helix model was used in the management platform for the Munich Olympic Park;

To analyze the participation of Triple Helix actors in the LA84 Foundation, as well as this entity's management model.

## 1.3 Justification

The Olympic Games move billions in money transactions. The revenue obtained by the International Olympic Committee (IOC) in the last sixteen years

(from 2000 to 2016) increased from 579 million to 1,022 billion US dollars (IOC annual report, 2017, p.37).

According to a report from the Brazilian Olympic Committee (COB, 2018), the sums sent on to the Confederations between 2014 and 2018 reached the total of 586,673,653.00 BRL. If we evaluate the Federal Government's investments from before the Ministry of Sport was even created, the investment was of approximately 450 million BRL (1998-2002 – Cf. OGU-SIAFI). In the first five years of the Ministry of Sport's management, the investment increased to the order of 613 million BRL (2003-2007. Cf. OGU – SIAFI). The total investment from the twelve years of the Ministry of Sport's existence was of around 10.2 billion BRL in the field of social policy alone, including sports and leisure infrastructure.

With the arrival of the Rio 2016 Olympic Games, the Ministry of Sport added, through the Athletic Grant Program (Bolsa Atleta in Portuguese), 1 billion BRL with the intention to project the sportive legacy of the Olympic modalities (DAMIANI, 2018). Between 2011 and 2014, funds were approved for building and covering nine thousand, eight hundred and seventeen sports courts in three thousand, eight hundred and seven cities in the Federation's 27 units, totaling 3.8 billion BRL (*opcit*, 2018). According to Damiani (2018), the sum of the investments made due to the Games surpassed 6 billion BRL, including the whole high performance sport chain, which goes from the base categories to the highest level of performance.

The present study expands the existing knowledge by investigating the first edition of the Olympics held in Latin America, thus contributing to the production of knowledge in the field of sport innovation and entrepreneurship.

In 2015, to choose the subject, we obtained access to different studies, until we noticed the gap regarding the analysis of the Olympic Games legacies based on the Triple Helix Theory (ETZKOVITZ, 1996). During the international Olympic studies seminar at the International Olympic Academy in Olympia, Greece, the subject was defined in September 2015 after discussions with specialists in the field.

Thanks to the experience reported in some studies regarding the development of sports projects by applying the Triple Helix theory (TH) (ETZKOVITZ, 1996) and the observation of the latent gap pertaining to this

theory's applicability in the post-sports mega event scenario, especially at the Olympic level, we realized the importance of analyzing the Rio 2016 Olympic Games based on the TH, with the proposition of an applicability model for this theory as a pragmatic expression of a legacy from the Rio 2016 Games. Within this scenario, analyzing the actions and relationship between the Triple Helix's three actors (Companies, Universities, and Governments) is a fitting and significant manner of contributing to sports management and Olympic innovation and entrepreneurship.

The importance of studying the three actors lies in the recognition that TH theory, which assigns different roles to each of them, clearly states that the promotion of a legacy is not the exclusive responsibility of a single actor, but of several others. Thus, they must act together in synergy.

From the standpoint of the study that is the core of this investigation, which focuses on one of the three TH actors, the sponsors, analyzing the projects enacted by the sponsors for the Olympic Games facilitates an understanding of their capabilities of action and of the regulations guiding their actions, making it possible to predict the continuation of projects already enacted by them in the post-Olympics period as a pragmatic expression of legacy.

Three studies were conducted throughout this investigation. The first study comprises the core of this investigation. With it, we sought to identify, from the standpoint of the sponsoring companies expressed in the discourse of their legal representatives, elements that allowed us to understand, from the viewpoint of one of the three TH actors, the companies, what led them to participate in the official sponsorship program for the Rio 2016 Olympic Games. Unfortunately, during the data collection period for the first study, it was only possible to interview the "Companies" TH actor, and no significant information was obtained regarding the University and Government actors, leading to the need to obtain this information. In this sense, the second and third studies were conducted to seize the opportunity and collect additional information to enrich the evidence production pertaining to this topic.

The first of the aforementioned opportunities presented itself when, thanks to a student exchange program, we were at the Technical University in

Munich and visited the Munich Olympic Park, which gave us the chance to obtain information on the legacies stemming from the 1972 Munich Olympics. The second opportunity appeared during a technical visit to the LA84 Foundation in Los Angeles, which is considered a major legacy of the 1984 Olympics. During this visit, we collected additional data regarding the applicability of TH as a management model for Olympic Games.

This section contains the reason these topics were chosen for a literature review, as well as the scenarios that were involved: Rio 2016 Olympic Games, Munich Olympic Park and the LA84 Foundation, giving out methodological choices more consistency due to the singularity of each edition of the Olympic Games that was selected.

That said, we must note that during the literature review on the application of the Triple Helix model in sportive and non-sportive scenarios, we noticed a gap in studies on TH in the post-sports even scenario, thus confirming the validity of the present dissertation's main topic.

On the other hand, when reviewing the TH model regarding the Impacts, Legacies, and Heritage of the Rio 2016 Games, we noted the lack of studies in Olympic contexts, especially in the post-event period. This is why the Rio 2016 Olympic Games were chosen. They were the first edition held in Latin America and they represent a gap in the literature on the theory of TH applicability for developing projects and actions that result in legacies for the host city.

To understand how the TH actors are being dynamized to contribute to the effective application of this theory in the context of the Olympic Games, we opted to expand the study, incorporating data from two other cases and, especially, from the legacies stemming from editions of the Olympic Games. For this, as mentioned before, we included the cases of the Munich Olympic Park and the LA84 Foundation.

The Munich Olympic Park was included because it is one of the oldest Olympic Parks that are open to the public at the moment; that is, more than 45 years after the 1972 Munich Olympic Games. The park appears as a success story regarding social legacies as a whole, and serves as a hub for entertainment, culture, and sports practices.

Furthermore, we understand it is important to analyze an Olympic Park's management model, as one of the major challenges for the city hosting the

XXXI Olympic Games of 2016 will be to maintain the Barra Olympic Park. It was built especially for the Games. From the standpoint of financial sustainability, as well as operational and management agreements, and for a true legacy to be born, it is important for the present dissertation's goals to ascertain how the three actors interacted.

The LA84 Foundation was included in the study as it is considered a major reference point for the legacy of the Los Angeles 1984 Olympic Games. The 1984 Games were the only edition that ended with a budgetary surplus in the event's entire history. The millions of dollars generated after the mega event were used to create the LA84 Foundation one year after the event to use the surplus for legacy-generating actions in the host city. In these terms, the LA84 case was also considered valid in accordance with this dissertation's objectives, as well as the thematic and methodological bases that were previously mentioned.

It is important to note, considering the three studies that were conducted, that it was not our purpose to find relationships between these editions of the Olympic Games, but to obtain diversified information that could contribute towards establishing a wide base for obtaining material that would allow us to consider data regarding the effective application of the TH model in previous editions of the Games

To achieve this, the study was divided into three large studies, listed below:

**Study 1: Analyzed the “companies” triple helix actor.**

The purpose of this study was to examine the corporate objectives of the “Rio 2016” Olympic Games sponsors program.

**Title: An exploration of the corporate objectives of the Rio 2016 Olympic Sponsors**

**Publication:** Pena, B.G, Papadimitriou, D., & da Costa, L. (2020). An exploration of the corporate objectives of the Rio 2016 Olympic Sponsors. *Journal of Human Sport and Exercise*, 15(1proc), S1-S10. doi:<https://doi.org/10.14198/jhse.2020.15.Proc1.01>

**Study 2:** Analyzed the Munich Olympic Park to understand its management model and investigate whether the triple helix model was applied. This study aimed to analyze the performance of the three actors involved in the management of a selected Olympic legacy i.e. the Olympic Park in Munich, product of the 1972 Olympic Games, with the purpose of verifying the decision-making involved.

**Title: Proactive Management of Olympic Legacies: Updating Munich 1972 in the Perspectives of Triple Helix Model**

**Publication:** Journal of Physical Education and Sport<sup>®</sup> (JPES), Vol.19 (3), Art 237 pp. 1636 - 1642, 2019 online ISSN: 2247 - 806X; p-ISSN: 2247 – 8051; ISSN - L = 2247 - 8051 © JPES

**Study 3:** We analyzed the LA84 Foundation to understand its management model and whether the triple helix model was applied. This study aimed to analyze the management of the LA 84 Foundation, from the perspective of the 1984 OG heritage in order to confirm the triple Helix perspective. To this end, the following goals: (1) detect which entities are present in the current management of the LA84 Foundation; (2) verify how LA84 manages, and funds or establishes partnerships in order to preserve its heritage and the interrelationships between the three agents of TH (private companies, universities, and government).

**Title: From the legacy to the heritage of the 1984 Olympic Games: LA84 Foundation pathways**

**Publication:** Pena, B.G., da Costa, L., Araujo, C.R., & da Silva, C.A.F. (2019). From the legacy to the heritage of the 1984 Olympic Games: LA84 Foundation pathways. Journal of Human Sport and Exercise, in press. doi:<https://doi.org/10.14198/jhse.2020.154.14>

Below, we have the abstract for each study.

**An exploration of the corporate objectives of the Rio 2016 Olympic Sponsors**

The purpose of this study was to examine the corporate objectives of the “Rio 2016” Olympic Games sponsors program, expanding the literature by investigating the first Latin American edition of the Olympic Games and by introducing a multi categorical framework for understanding why sponsors invest in mega sport events. The data for this study derives from 6 in-depth interviews with highly standing managers of Rio 2016 official sponsors. All of the interviewees had a sports sponsorship background, indicating that the specific knowledge contributes positively for business reflections and decision making. This study revealed five categories of corporate objectives relevant to the Rio 2016 Olympic Games, including Corporate Social Responsibility, Branding, Organizational capability, Network, and Financial Performance. International and national companies affiliated with the Rio games had a strong interest in branding and especially in the possibility of being recognized as pioneers in Latin America in delivering the games and showing that the country can be appealing to new business and growth. The networking of the sponsors in the context of sponsor-sponsor and sponsor-sponsee was a new set of corporate objectives highlighted by this research. This indicates that events can be the beginning of a great institutional relationship between the sponsor and the sponsee. The least cited sponsors’ objective was CSR and related more with financial and branding subobjectives. Also, the study offers evidence that sponsors may use the event as an opportunity to create a legacy after the Olympics, which can be exploited beyond the games for business benefits. Keywords: Sponsorship; Olympism; Sport mega-events; Sport management.

## **Proactive Management of Olympic Legacies: Updating Munich 1972 in the Perspectives of Triple Helix Model**

**Abstract:** In the mega-events of the Olympic Games, we can identify and evaluate the presence of three protagonists named as university, companies and government, when considering the Triple Helix (TH) model, currently adopted in project management. This study aims to analyze the performance of the three actors involved in the management of a selected Olympic legacy i.e. the Olympic Park in Munich, product of the 1972 Olympic Games, with the purpose of verifying the decision making in the scenarios: a) IOC recommendations and b) studies in the same theme provided by specialized literature. It was then used i) documental analysis, from the site of the Olympic Park, ii) field research with unstructured qualitative observation method and iii) interview with semi-structured instrument. We interviewed 3 sponsors, 2 management people and a sponsorship contract management company. Conclusively, the actor university proved to be nonexistent but government acted as the largest subsidiary of the Park, prevailing then a private company. In addition, the study also concluded that for the management of the Olympic legacy, a proactive path is required to attract partners with greater efficiency involving the TH players, focusing on attracting company resources, considering the partners' needs in offering the programs that achieve common goals, as well as clearly understand expected outcomes and align specific goals with the overall goal of the project, visualizing it as part of the enduring legacy of the event. **Keywords:** innovation, sporting mega-events, Olympic games, sport management.

## **From the legacy to the heritage of the 1984 Olympic Games: LA84 Foundation pathways**

This study aims to analyze the management of the LA 84 Foundation, from the perspective of the 1984 OG heritage in order to confirm in practice Chappelet's (2015) theoretical proposal and the triple Helix perspective. To this end, the following goals: (1) detect which entities are present in the current management of the LA84 Foundation; (2) verify how LA84 manages, and funds or establishes partnerships in order to preserve its heritage and the interrelationships between the three agents of HT (private companies, universities, and government). Respondents were from sectors, namely VP of Programs and Scholarships, VP of Operations and Finance, VP of Development and Partnerships and the Consultant - former CEO of the Foundation, addressed in two categories: (a) Entities present in the management and activities performed and (b) Financial management and Fundraising and partnerships. Results. the Foundation's focus on three HT actors Universities, Companies and the Government. Entities interact to complement their roles and responsibilities in order to keep the foundation financially self-sustaining. **Conclusions:** (i) the Triple Helix model presents itself as a resource for the development of sustainability strategies in the management projects of the LA84 Foundation aiming at the continuity in the preservation of legacies since it has in its management the involvement of (ii) the model of having a non-profit entity - a foundation in this case - to bring together diverse entities in management and purposes is a positive strategy for the proper management of legacies and futures heritages from the organization of mega sports events. **Keywords:** Sponsorship; Triple Helix; Sport mega-events; Sport management.

## **Conclusions**

We were able to confirm that (i) the Triple Helix model is a resource for developing sustainability strategies in LA84 Foundation's management projects, which aim for the continuous preservation of the legacies since its management involves companies, the government, and universities, and that (ii) the model of having a non-profit organization – a foundation in this case – to unite various agencies in management and in goals is a positive strategy for the adequate handling of the legacies and future heritages stemming from the organization of sports mega events.

However, presuming that improvements can be made to the LA84 strategy based on the TH model at future moments and also considering the positions found during the literature review, there are apparent paths towards: (a) developing startups stemming from social projects or universities, which are considered a talent base for entering the workforce; (b) the Foundation's concentration based on the three TH actors could take up the role of pairing the companies in its portfolio with startup incubation and acceleration programs; (c) supporting the capability to generate, appropriate, and transfer technology (R&D). The platform that was created for the database could be shared and turned into a hub so that other editions of the Olympic Games could use it, thus creating a major international memory center for the Olympic Games.

For future studies, we suggest the construction of scenarios in which the startup models – innovative companies by definition – are effectively tested in the context of triple helix theory applicability.