

THE POST EVENT FUNCTION OF WORLD CUP STADIA AS CONTRIBUTION TO
THE 2010 FIFA WORLD CUP LEGACY

by

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CHAPTER 1:

INTRODUCTION AND CONTEXTUALISATION

1.1 INTRODUCTION

Football is played by millions of people across the world and is regarded as the world's favourite sport (FIFA, 2013a). The FIFA World Cup has a global attraction that is unrivalled by any other sporting body, and the passion for the game as found in all corners of the world makes the FIFA World Cup a sporting, social and marketing phenomenon. The lack of equipment required and ease of playing the game has seen its popularity expand rapidly to many different parts of world. An important benefit of football is its ability to transcend across people from different cultural, religious, and social backgrounds and amongst both genders. Football is played and celebrated all over the world and represents a platform for unity within society.

Football is played at different levels ranging from school level to international level. Competition at each of these levels is further categorized according to age, gender and level of competition. One of the biggest areas of commercialisation in football is at the international level. Matheson and Baade (2010) found that international tournaments such as the FIFA World Cup, UEFA European Championship, and Africa Cup of Nations attract large numbers of fans and global audiences and can be classified as mega-events.

VisitScotland (2012: 2) define mega events as, "*events which are so large in scale that they have the ability to affect the host city or nations whole economies and reverberate throughout the global media*". The very nature of these mega events draw upon a global audience due to the participating nations. Mega events can take place in one city or within multiple cities and typically have a large number of media and spectators attending the event. With in-person attendances in the millions and television viewing audiences in the billions, the FIFA World Cup and the Olympic Games without question qualify as mega events (Matheson & Baade, 2010).

In terms of football, the FIFA World Cup is FIFA's premier competition. The tournament takes place every 4 years, and is usually preceded by the FIFA Confederations Cup which is widely regarded as a dry run for the World Cup. The FIFA World Cup is the biggest single-event sporting competition in the world and is contested by the senior men's national teams from the 209 Member Associations of FIFA (FIFA, 2013b). Many countries around the world

aim to compete in the FIFA World Cup in order to play against the best teams in the world. The tournament has not only attributed to the large popularity of the sport, it has also grown the commercialisation in the sport due to the attractive platform the competition gives.

According to Parent (2008), large scale sporting events have become increasingly popular vehicles for achieving political, cultural and economic benefits for the hosting country or region over the last 30 years. Other potential benefits perceived by those competing to host these competitions include tourism, community development and potential foreign investment. The complexity of hosting major sporting events has gradually changed over the years. As the global competition among bidding candidates has intensified, there has been a growing awareness of the potentially significant impact that hosting mega-events such as the FIFA World Cup can have on a country's image, particularly through the media coverage that these events receive (Chalip, Green & Hill, 2003; Essex & Chalkey, 1998).

Matheson and Baade (2010) have found that international sporting events require substantial expenditure on infrastructure, organization, security and critically depend, therefore, on public subsidization. Access economics (2010: viii) further highlight this by stating that, *"hosting a tournament the scale of the FIFA World Cup requires a significant commitment from government to meet the requirements set out by the governing body"*. The hosting nation and local government often fund the bulk of the costs for building the stadia, and in most cases take ownership of the venues after the tournament. Coates (2012) found that the largest expenses of hosting a major international tournament like the FIFA World Cup are for the stadium construction and renovation. Due to the strict deadlines and the expectations on the hosting nation, there is tendency for them to spend more time focussed on guaranteeing the success of the tournament, and little focus on the long term future of the venues.

In 2004, South Africa won the rights to host the 2010 FIFA World Cup after narrowly missing out to Germany for the 2006 edition. The 2010 FIFA World Cup was the first tournament held in Africa throughout the history of the world football's governing body (FIFA, 2004). Preparations began as Government, the LOC, FIFA and other stakeholders planned for the event. 6 new stadia were built, and 4 others were renovated for the tournament. Hosting the FIFA World Cup was intended to give opportunities for legacies to be created and leveraged for South Africa. Legacy entails the positive and negative post event implications for the host country over a long term period. FIFA define legacy as: *"the sustainable benefits for the host member association and country – well before, during and long after the event"* (FIFA, 2016e). At the conclusion of the tournament, the legacy of each

stadium and their contributions became a key focus for each hosting city as they looked to continue the legacy of the FIFA World Cup.

1.2. PROBLEM STATEMENT

In today's sport environment, mega events such as the FIFA World Cup have high demands on all organizing stakeholders particularly the host nation in order to ensure successful implementation. There are major costs and risks involved in hosting major sporting events. Costs mainly involve the actual costs of constructing necessary infrastructure and providing security, the real risk of significant cost overruns and underutilisation of facilities after the event (Access Economics, 2010). New stadia built for the event require proper long term planning and sustainable use to be able to be run successfully.

Stadiums in general are challenging to manage and maintain. This is mainly due to the costs of running the facility, the size of the venue, the maintenance and cleaning of the stadium, and ensuring the regular use of the facilities. Stadia that succumb to these challenges are characterised as 'white elephant' stadiums. Stadiums that are regarded as successful in being sustainable are often those that have a good post event legacy plan in place, to ensure the regular use of the facility after the football tournament. A legacy plan should be put in place for each stadium erected that outlines the function of the stadium in order to manage the challenges that come forth after the competition. During the build up to the World Cup, the South African government set up a portfolio committee in conjunction with the relevant sporting bodies and municipalities, to determine the future of the stadia built or renovated for the World Cup. Each host city was asked to brief the committee on their proposed sustainability plans for the different stadiums (Parliamentary Monitoring Group, 2008k). During the briefing it was found that some of the relevant sporting bodies were not consulted before the planning of the stadiums making it difficult for some of the venues to be multifunctional. This proved to be a defining outcome for the legacies of the World Cup stadiums. Alm (2012) found that host countries and cities should take a long term perspective when they consider becoming hosts and should be more focused on what their legacy will be after the event is over.

As owners of the stadia after a mega event such as the FIFA World Cup, Local Municipalities face the challenge of ensuring that the stadiums remain sustainable after the event as well as

covering the costs of maintaining the facilities. Ultimately the hosting nation would like to gain the long term benefits of hosting a mega event like the FIFA World Cup and as one of the most tangible structures of the event the stadiums play a role in the long term benefits for the host nation. Therefore it is vital to know the function of the stadia for government, the tournament legacy in South Africa, South African Football Association (SAFA) as the national football federation, public interest and for the Local Municipalities' future development.

The focus of this study is on the stadiums used for the 2010 FIFA World Cup and the Local Municipalities that own them. This study looks to provide information on the challenges of stadia sustainability for the Local Municipalities that inherit ownership of the stadiums and the roles of the stadiums. The results from this study will indicate the perceptions of local municipal facility managers on the functions of stadia after hosting the FIFA 2010 World Cup. This may be beneficial for the bidding of future events by Local Municipalities or national government. The study poses the following research question: *How do facility managers at Local Municipalities in South Africa perceive the function of the 2010 FIFA World Cup stadia as part of the legacy of the tournament?*

1.3. AIMS AND OBJECTIVES

The overall aim of the study is to determine the facility managers at Local Municipalities' perceived function of the 2010 FIFA World Cup stadia as contributor to the legacy of the tournament.

The objectives for the study included:

1. To determine the role of stadia after hosting the 2010 FIFA World Cup.
2. To identify the challenges that Local Municipalities face in keeping the 2010 FIFA World Cup stadiums sustainable.
3. To explore how the stadia builds on the legacy of the 2010 FIFA World Cup and the Local Municipality brand.
4. To explore alternative uses of the 2010 FIFA World Cup stadia.
5. To determine how the functions of 2010 FIFA World Cup stadia have affected other stadia within the Local Municipalities.

1.4. THEORETICAL BACKGROUND

Literature that has been published on areas related to this field indicate that there has been debates on the use of stadiums, hosting major sports events and the economic impact of the stadiums on surrounding communities. The focus of this study is on the function of the World Cup stadia for the Local Municipalities in South Africa that own and operate them as part of the legacy of the tournament. The function of the stadia after the tournament speaks to a larger area of concern for major football tournament organizers. Stadium role and use become an important part of maintaining the legacy of the tournament and operating the stadiums for Local Municipalities. A trend can be identified by the published articles discussing the economic impact of the tournament, the finances to build stadia and how the tournament influences the people of the host nation. There have been quantitative studies on the utilisation of stadia, based on the number of spectators that have attended the venues however there is a lack of comparable qualitative studies. There is a gap in literature on the role of stadia after competition for Local Municipalities who take over ownership, more especially in South Africa. Literature on other stadia built or renovated for major football tournaments were included. This literature was reviewed based on the relation it has to the stadia.

Since the 1980s there has been a large economic development in football with an involvement of corporations and other institutions. During the last three decades business in football has grown enormously and football clubs have commercialized largely (Krabbenbos, 2013). Over the past century football has grown into a billion dollar industry. The investments of football clubs on players, technical staff and infrastructure return to the investors as revenues by such means as ticket sales, TV broadcasts, stadium activities, brand use quotation of incorporated shares (Ozdemir, 2011). Football is fast becoming more commercialized as globalization increases, technology advances, audience numbers grow bigger and the sport continues to entertain and inspire. A report by Pellegrino and Hancock (2010), found that although there are currently very challenging economic times there is a continued revenue growth in European football, illustrating the continued loyalty of supporters and the continued appeal of football to sponsors and broadcasters. The cash flow in and out of football has made hosting major tournaments an attractive prospect. FIFA (2013a) pointed out that, interest in the world football's flagship competition goes above and

beyond traditional football, and even traditional sports interest. Furthermore they state, this is a clear indication of the huge global reach that a sponsorship deal with FIFA will ensure for a brand (FIFA 2013a). Cities vigorously compete to host sports mega-events because they perceive that doing so will enhance their image and stimulate their economies (Matheson & Baade 2010). The FIFA World Cup tournament is seen by many countries all over the world not only as an opportunity to boost their economy, but a chance to showcase their country and its cultures, establish their name on the global stage and showcase their ability to host a major event. As the expansion in football has increased, so has the demand from all organising stakeholders. Matheson and Baade (2010) highlight that FIFA has been much more willing than the IOC to award its tournament to developing nations, in part because of the rich soccer tradition that exists in Latin America. They found that, until 1994 the tournament alternated between Europe and Latin America, the traditional powerhouses of soccer. Motivated by a desire to promote the sport and to capitalize on surging soccer popularity elsewhere in the world, FIFA has recently designated host countries outside Europe and Latin America (Matheson & Baade, 2010). Since the 1998 FIFA World Cup in France, FIFA have increased the number of teams participating in the World Cup from 24 teams to 32 teams. This expansion has given the organisers a bigger scope to work with over the duration of the tournament, a wider reach in terms of a global audience, more commercial space and time, and a bigger footprint in the sports industry. Growth is also evident in the expenditure over the last 3 FIFA World Cup tournaments in Japan/South Korea, Germany and South Africa. During tournament preparation, the hosting country is under significant pressure to meet the expectations of various people involved in the tournament, from the rights holder of the tournament to the fans visiting from outside the country. The large scale investment, media attention and global interest in the FIFA World Cup create high expectation and demand on the hosting country.

Football stadiums are owned either publicly, privately or by both parties. In Europe, many of the major football clubs rent stadia from the Local Municipality; buy their own stadia from Local Municipalities; or build their own stadia. A study by KPMG (2013) found that typically efforts related to the development of stadiums to be built for mega events such as the FIFA World Cup, UEFA European Championship, CAF African Cup of Nations for example have been driven by governing bodies in conjunction with the national football association, often leading to public owned facilities. On the other hand privately owned stadiums are generally developed by football clubs themselves, with the ultimate goal of

gaining more control of their venue, a key revenue generating asset (KPMG, 2013). A study by KPMG (2011) found that stadia that have consistently performed well financially are those that cater for the local needs in the area in terms of capacity demand, attendance, business interests and the football club. Recent examples of this are evident in some of the major football leagues across Europe. In South Africa, the football clubs that compete in the Premier Soccer League generally rent stadiums as their home grounds. Although football has the biggest following in the country, the average attendance at PSL matches is still low, and therefore may bear a financial risk should a team want to own a stadium. The majority of the football stadiums that were built for the 2010 FIFA World Cup are owned by the Local Municipalities (FIFA, 2009). KPMG (2011) also describe how some stadia built for major international football tournaments tend to require renovation or adaption to suit the change in needs post tournament. Some of these changes include capacity reduction. This control allows them to tailor their assets to meet demands by the corporate and consumer market. Stadia built for major competitions are often designed to meet the competition's requirements. KPMG (2011) recommend that both public and private stadia must be well tailored to the local needs for them to be successful revenue generating assets.

In 2004 Portugal hosted the UEFA European Championship tournament. In preparation, the Portuguese government invested money in building or refurbishing 10 stadia for the tournament. Duff (2006) found that the current lack of fans at stadiums reflects the country's economy which is one of the worst performing of the European Union. Although Portugal has produced some of the biggest names in football such as Cristiano Ronaldo and Jose Mourinho, the Primeira Liga is struggling with attendance at the venues. Other nations have elected to fit the bill for the European competition jointly (Duff, 2006), thus saving money and building fewer stadiums. In 2002, Japan and South Korea jointly hosted the 2002 FIFA World Cup. However both countries experienced similar challenges to Portugal with the stadia built for the 2002 FIFA World Cup. A report by Watts (2002) found that Japanese taxpayers were warned that their World Cup stadiums will continue to cost them billions of Yen in the near future. In Portugal, some Local Municipalities have turned to other events such as business lunches and trade fares in an attempt to prevent the losses incurred (Duff, 2006). Similarly in Japan, Watts (2002) found that many of the municipalities admitted that the stadiums were underused and they were now considering everything from wedding ceremonies to theme parks as a means of utilising the stadia. The two cases indicate how the

post-event use of stadia must be considered prior to bidding and hosting a major football tournament where stadia will be built or refurbished.

A study by Alm (2012) examining how and to what extent stadiums built for major football events are utilised after the events had taken place, show a majority of the stadiums had problems attracting larger crowds, and in general have low attendance. The lack of an anchor tenant or weak attendance figures are the main reasons why stadiums have struggled financially and several stadiums have a negative sporting legacy (Alm, 2012). Furthermore Alm (2012) found that stadia with a good utilisation rate were those that secured anchor tenants, had a good football attendance for the anchor team, and were hosting multipurpose events. According to KPMG (2013) stadiums are increasingly being built in countries and cities with under developed or developing domestic football markets leading to underutilised venues. However Ridley (2012) found that Proprojekt, a German consultancy firm specialising in planning and construction services, suggest that the problem lays with the rights holders of the tournament as well rather than the hosts of the tournaments. Konrad-Adenauer-Stiftung, Borchers, Kedia and Trusen (2011) supports this by recommending that FIFA as tournament organizers need to advise more strongly on the long lasting investments made by the hosts. This may lead to a strengthened legacy for the hosts and may increase the chances of a positive legacy. Ridley (2012) argues that the problem with white elephants has to be addressed by all stakeholders to improve the utilisation of the stadia built after the tournaments. Proprojekt have also looked at the alternative ways to combat this such as reducing stadia capacity shortly after competition in order to meet local demands. They gave the 2022 FIFA World Cup hosts Qatar, as an example for their plan to build temporary stadia that can have their seating downsized and rebuilt elsewhere where needed. The Economist Intelligence Unit (2013) asserts that first and foremost, there must be a clear aligned vision of the aims of the event and the aims of the hosts. This will help integrate all stakeholders objective to one common goal. However, aligning the vision of all stakeholders has proven to be a challenge. A study by Schoonbee and Brummer (2010) indicates how the City of Cape Town and FIFA had different roles for the stadium and had different objectives in mind. The study draws attention to the different functions stadia fulfil before and after tournament, and how the disparity between the aims and vision of the City of Cape Town and those of FIFA bore challenging consequences after the 2010 FIFA World Cup. Hosting nations and organizers may have different visions that may result in costly investments and unsatisfied parties.

Recent history shows that for every major football tournament there have been new stadiums built or major renovations made to pre-existing stadiums. This is primarily to ensure that they meet the required international standard for the tournament and the demands of the competition such as the number of fans attending, suite boxes, emergency evacuations, media and broadcasting usage (FIFA, 2016c). Nowadays there is an increasing amount of multipurpose stadia being built to cater for more events after competition. There is also a growing trend of stadia with the ability to reduce capacity, after hosting a major event. Michal (2013) discusses how the stadiums in Austria for the Euro 2008 tournament were built with temporary upper tiers that were to be sold after the tournament or reused in other venues throughout the country. The role of the stadiums during the tournament is primarily to meet the needs of the competition until the tournament ends. Stadia designs have altered as mega events have grown in popularity. A KPMG (2013) study suggests building modular or temporary stadiums to prevent future uncontrolled spending for mega events.

Martins de Melo (2010) analysed the South African experience of hosting the 2010 FIFA World Cup and looked at some of the implications for Brazil. Brazil succeeded South Africa as the 2014 FIFA World Cup hosts. In the Martins de Melo (2010) study, he looks at the economic differences, government expenditure and expected outcomes from the Brazilian tournament based on experiences from South Africa. Brazil's proposed expenditure budget is higher than the investment carried out in South Africa (Martins de Melo, 2010). At the time the study was conducted, the stadiums in Brazil were regarded as unsuitable for the tournament, and 12 stadiums were being built or refurbished for the tournament. 9 of the 12 grounds are publically owned and more than 90 percent of the total expenditure is expected to come from public funds (Martins de Melo, 2010). Stadiums in Brasilia, Cuiaba, Fortaleza, Manaus, Natal and Recife are overly expensive, and the stadiums are located in cities where there is no football team playing in the Brazilian National Championship, making it difficult for them to be used on a regular basis in the long term (Martins de Melo, 2010). This study raises the question of whether the spending of public funds on stadiums is worth it in the long run for under-developed countries that still struggle to offer basic public services. It also draws awareness to the issue of building stadia in cities that will struggle with post event usage based on early indicators.

The problem of white elephant stadiums after mega event such as the FIFA World Cup is a result of a combination of different problems from different stakeholders. The key stakeholders include the government of the host nation, the rights holder or sporting

federation and the Local Municipality. Studies show there is a growing trend by major football tournament bidders to build venues that can have their capacity reduced after competition (Ridley, 2012; Michal, 2013). This helps the owners of the stadiums to use the venue after the tournament in a more efficient way without suffering heavy losses from empty seats, and to readjust the venue to local needs. Qatar for example will reduce its stadium capacity once the tournament ends to avoid their stadiums becoming white elephants. Some of the major European football clubs seek to have better control over the stadiums they use for revenue gains. Successfully operated stadiums in Europe tend to be those that meet the local demands from the business and consumer markets. Local Municipality/city stadiums can be used as revenue generating assets if they are able to meet local needs. Reports indicate that the stadiums built or refurbished for the Euro 2004 and the 2002 FIFA World Cup tournaments have struggled to maintain a successful legacy. The planning and investment in stadia was short term orientated and have now become costly for the Local Municipalities to sustain. The poor attendance at football matches in Portugal and the difficult economic conditions have forced some cities to sell their stadiums. Both cases are a good example of how short term success has come at the price of long term difficulty. The utilisation of stadiums after hosting a major sporting event can be problematic, especially when a concrete legacy plan for its post use is not in place. There is a growing trend of stadium owners/operators looking for alternative ways to use the stadiums to try to maintain them. Indicators show that a number of the stadiums in Brazil may struggle after the World Cup due to the lack of a teams playing in the Brazilian National Championship. This may be big concern for the Local Municipalities/cities because they will take ownership of running and operating the stadium. Literature on the topic is limited and requires further exploration to better understand the problem.

1.5. RESEARCH METHODOLOGY

1.5.1 Research Design

According to Merriam (2009) qualitative researchers are interested in understanding the meaning people have constructed, that is, how people make sense of their world and the experiences they have in the world. Denzin and Lincoln (2005) found that qualitative

researchers study things in their natural settings, attempting to make sense of it, or interpret phenomena in terms of the meanings people bring to them.

The research study utilised a qualitative design to gain in-depth knowledge and understanding of the data from this study. The qualitative data allowed the researcher to analyse and expand on the themes from the study and the emerging themes during data collection.

1.5.2 Research Population

1.5.2.1 Research Population

The 2010 FIFA World Cup was the first ever to be hosted in Africa. South Africa built 6 new stadia for the tournament, and renovated 4 of the remaining stadia. The research population was based on the South African stadiums used for the 2010 FIFA World Cup. The study focussed on 4 of the stadiums used during the tournament. The 4 stadia were each from different provinces in the country. This will allowed the researcher an opportunity to interview different Local Municipalities from different regions in the country. The South African football strongholds are located around five areas: Gauteng, Limpopo, Kwa-Zulu Natal, Free State and Western Cape. Due to this consideration, only one stadium was focused on from the chosen four areas.

The four stadia selected were Cape Town Stadium, Moses Mabhida Stadium, Mbombela Stadium and Peter Mokaba Stadium. Each of these 4 stadia hosted either group games, round of 16 matches, quarter finals and or semi final matches during the World Cup.

1.5.2.2 Sample

Four stadiums used for the 2010 FIFA World Cup in South Africa were selected from the research population. The four stadiums were based at three different Local Municipalities. The interviewees from each Local Municipality formed part of the stadium management body that oversaw the management of the stadium.

1.5.2.3 Sampling Method

Four stadiums were selected for the study using a non-probability purposeful sampling method, in order to have an even geographical sample from all the stadiums used in the country.

According to Babbie (1990:), purposive sampling is selecting a sample “*on the basis of your own knowledge of the population, its elements, and the nature of your aims*”. MacNealy (1999: 157) says the individual characteristics are selected to answer necessary questions about a “*certain matter or product*”. The researcher is then able to select participants based on internal knowledge of said characteristic.

A purposeful sampling method was used to select an official from each Local Municipality for interviews. Each official from the Local Municipality was selected based on their relevant insight and input about the stadia.

1.5.3 Data Collection

The researcher collected data from the Local Municipality representatives in order to address the research question. Data was collected by using semi-structured interviews. The researcher compiled an interview schedule based on 5 themes centred on the topic of the study. The interviews were recorded via a voice recorder and notes were taken down additionally as the interviewee responded. The researchers tried to ensure the use of a consistent interview environment for each of the interviews given and the interviews were recorded with the permission of each interviewee. The researcher transcribed the recordings from the interviews in the shortest time possible and the recordings were destroyed thereafter. The interview schedule was kept standardised to maintain consistency with each interview.

1.5.3.1 Semi-Structured Interviews

According to Mathers, Fox and Hunn (2002) semi structured interviews involve a series of open-ended questions based on the topic areas the researcher wants to cover. The open-ended nature of the questions defines the topic under investigation but provides opportunities for both interviewer and interviewee to discuss some topics in more detail (Mathers *et al.*, 2002). The interviewer also has the freedom to probe the interviewee to elaborate on the original response or to follow a line of inquiry introduced by the interviewee.

Semi-structured interviews were conducted by the researcher to allow for flexibility in the answers given and elaboration on certain areas when the need arose. The interviews were based on 5 themes. The 5 themes were the following: *the role of stadia after the 2010 FIFA World Cup; stadium sustainability of World Cup stadia; integration of the stadia into the FIFA World Cup legacy and Local Municipality; the multi-purpose use of the stadia; the effect of the World Cup stadia on other local stadia.* The line of questioning was carefully outlined in order to collect the relevant data from the interviewees.

1.5.4 Data Analysis

Bogdan and Biklen (2007) describe data analysis as a systematic process of sifting and arranging all information obtained from interview transcripts, field notes and other material collected to increase your understanding of the data to enable the presentation of what has been discovered.

According to Corbin and Strauss (2008), coding involves 3 levels of analyses: open coding, axial coding and selective coding to gather a complete picture of the information obtained during the data collection process. During the open coding phase the researcher will examine the data from the semi-structured interviews to each of the 5 themes outlined. The researcher identified categories, groupings and dimensions in a systematic manner from the data collected. Each category or grouping was assigned a code. In the axial coding phase the data was integrated together revealing links between categories and subcategories. In the final phase of coding, a core category was identified and the subcategories were systematically linked to it. The similarities and relationships between the core category and the subcategories were validated as well as other subcategories that needed refinement.

The researcher used thematic analysis to analyse the data and describe the findings from the data collected. The data was interpreted using the transcripts from the interviews, additional notes made by the researcher during the interviews and the narratives written after each interview. This was to ensure that the interpretations were made in relation to the overall meaning of the data. The data was prepared for analysis by being coded and categorised according to the identified themes. A detailed description was given on the data analysed within each theme. The interpretations were made on the lessons learned from comparing the findings of the study with the literature, and further research was recommended for areas that emerged during the analysis process.

1.6 ETHICAL ASPECTS

For the purpose of this study the researcher ensured informed consent for the participants, privacy and confidentiality.

1.6.1 Voluntary Participation

The researcher ensured voluntary participation by providing the participants in this study with an explanation of the research before their participation, allowing them an opportunity to terminate participation at any time, and full disclosure of any risks associated with the study.

1.6.2 Informed Consent

A written formal letter was sent to participants describing the study and allowing them to sign for consent to participate.

1.6.3 Privacy

The privacy of all participants was protected at all times. The researcher ensured this by following the practices of confidentiality and appropriate storage of data. The researcher maintained confidentiality of the participants throughout the study by assigning each municipality and participant with a code (example Local Municipality A, participant 1). Participants were not identifiable from this study. Once the data was collected the researcher transcribed the interviews from the participants, and then deleted/destroyed the recordings thereafter. Data collected will be kept secure by the researcher at all times.

1.7 CLARIFICATION OF TERMINOLOGY

Legacy

According to Maxwell (2012) legacy is the principle that a thing which exists as a result of something that happened in the past can later be used in a different way. Maxwell (2012)

goes on to say a secondary sense of legacy might then extend this to the idea of something, either an abstract concept or a concrete object, that lingers on after a person dies or continues to exist after its original purpose has ended.

Local Municipalities

According to The Free Dictionary (2013) a Local Municipality is defined as a political unit, such as a city, town, or village, incorporated for local self-government. Dictionary.com (2013) defines Local Municipality as a city, town or other district possessing corporate existence and usually its own local government.

Stadium/Stadia

According to FIFA (2014), a football stadium is defined as any stadium at which a football match is played; this includes the entire premises of the stadium facility inside the outer perimeter fence and the aerial space above such stadium premises. For the purposes of this study a stadium shall mean a large open structure for sports events with tiered seating for spectators.

White elephant

According to (Method Corporation, 2011) the term ‘white elephants’ comes from the Far East where a white elephant is considered sacred and valuable, but its upkeep costs exceed its usefulness. Furthermore Method Corporation (2011) describes ‘white elephants’ as big projects that drain the budgets of their companies or countries but fail to achieve their chartered objectives (Method Corporation, 2011). In this study, white elephants refer to the struggling stadia that have become a financial burden on the owners after being built for a major football tournament.

CHAPTER 2

AN OVERVIEW OF THE FIFA WORLD CUP

2.1 INTRODUCTION

Chapter 1 introduced the background and contextualisation of the study. Chapter 2 will give an overview of the FIFA World Cup. It will discuss the history of the FIFA World Cup, the FIFA World Cup bidding process, the previous hosts of the FIFA World Cup, the FIFA World Cup as a mega event, the responsibilities of hosting a FIFA World Cup, the motivations to host the FIFA World Cup, the drawbacks of hosting a mega event such as the FIFA World Cup and South Africa as the hosts of the 2010 FIFA World Cup.

2.2 HISTORY OF THE FIFA WORLD CUP

The history of the FIFA World Cup is best understood by reviewing the history of football, the FIFA organisation and the eventual formation of the tournament.

Football is one of the most popular sports in the world (Palacios-Huerta, 2004; Torgler, 2004). According to FIFA (2012a) the history of the sport and its origins can be traced to BC and the Middle Ages. The generally accepted origin of the game started through playground movement of kicking a ball (Cohen, 2011). It is still unclear as to where this activity originated with Japanese and Chinese literature, Greek and Roman classics mentioning this activity (FIFA, 2012a; Cohen, 2011). This activity was played as a past time for recreational and entertainment purposes. The activity did not require specific equipment to be played and the number of participants was not restricted. Over the passing centuries the activity became formalised into a sport where participant numbers were restricted to teams who could compete with each other in an effort to see who could score the most goals, and games could be organised. The development of this playground activity would eventually culminate into a split of two types of sports: association football and association rugby. A key transformation of football was the adoption of a folk game played by leading public schools in England. The game was played and promoted at schools and other upper class events till it became

established as a sport, Association Football in 1870. The game was closely associated with sound values and characteristics that one was expected to pursue such as, Christian values, nobility and good character (Szymanski, 2006). England’s claim as the founder of the sport largely stems from their formalization of the rules of the modern game in 1863 under the Football Association (FA). The FA, in conjunction with other British associations, became the controlling guardians for the universal rules of the game. The establishment of the sport saw 2 key innovations introduced by Charles Alcock, the Secretary of the FA, which changed the sport. One was the introduction of a knock-out competition between the members of the FA, and the second was the introduction of international competition. These two innovations were critical to the popularity and spread of the sport because they elevated the sport to become a spectator event, thus leading to fee admissions for entry and compensation for players and organisers; and the obligation of clubs to release their players for international competitions. The establishment of formalised competition gave way for football to cross borders due to the unification of rules and regulations. The development and interest in football spread to other European countries over the following decades with France, Belgium, Denmark, Netherlands, Sweden, Spain and Switzerland eventually taking notable interest in the sport’s governance.

Table 1: A chronology of the history of football (FIFA, 2012a)

Key Dates	Description of Events
BC	Early forms of the game are mentioned in Japanese and Chinese literature and the Greek and Roman classics
Middle Ages	Evidence of the game in the British Isles, France and Italy
1369	King Edward III of England bans football on the grounds that it prevented subjects from practising their archery
1561	Influenced by the “ <i>calcio storico</i> ” played in Florence, English schoolmaster Richard Mulcaster mentions the game in a treatise on the education of young people
1580	Giovanni Bardi publishes rules for “ <i>calcio</i> ”
1680	King Charles II of England gives the game royal approval
1823	Football splits into association football and rugby
1848	The first Cambridge Rules are laid down
1863	The Football Association is founded in England

1872	England and Scotland play the first international in the history of football. It ends 0-0
1883	The four British associations agree on unified statutes and laws for the game and found the International Football Association Board, which to this day remains the highest authority on the Laws of the Game
1886	The Football Association begins to train referees and the first meeting of the International Football Association Board is held
1888	The first ever league championship is held, professional footballers are permitted and the referee's powers are considerably extended
1899	The Football Association sends a national team to play abroad. A German team visits England
1904	FIFA is founded on 21 May 1904 by delegates from Belgium, Denmark, France, the Netherlands, Spain, Sweden and Switzerland

It was later in 1904 that an independent body was formed between these seven European nations with the purpose of establishing a unified international federation. The founding members of this body named the federation FIFA (Federation International Football Association), and thus the organisation was established (FIFA, 2014f). Table 1 gives a timeline of the origins of football up to the formation of FIFA.

The organisation formed the first FIFA Statutes that would outline the rules and regulations of football such as the *Laws of the Game*, the guidelines for international matches and the prohibition of any outsiders to the game (FIFA, 2014b). Up until the establishment of FIFA, football was played largely with the application of the FA rules and regulations, even though the FA was not officially part of FIFA. The English FA would only later join FIFA in the following years allowing for uniformity in the Laws of the Game, and one world governing body.

Following the years after FIFA's formation, the organisation grew its national association membership with the addition of countries spanning across different continents as it moved towards establishing itself as the world football governing body. Some of the first countries to join FIFA outside of Europe include South Africa in 1909/10, Argentina and Chile 1912, and United States 1913 (FIFA, 2014b).

Key to the growth of the FIFA organisation and their control over world football was the Olympic football tournament that took place during the Olympic Games. During the 1908 Olympic Games in London there were discussions of having an international tournament however nothing was officially agreed upon, and the FA organised the 1908 Olympic football tournament strictly for entertainment purposes rather than for competition (FIFA, 2014c).

In the early 1920s FIFA eventually assumed the role of responsibility for organising the Olympic football tournament in accordance with its own rules, and years later this culminated in an independent FIFA tournament (FIFA, 2014c; Van der Merwe, 2009). The first FIFA World Cup took place in 1930. Uruguay was the host of the first edition and 13 countries from North America, South America and Europe took part. The decision to host the event in Uruguay was made unanimously by the FIFA member committee largely due to the willingness of the Uruguay government to combine the costs of their centennial celebrations and the costs of the tournament (FIFA, 2014a). The success of the first tournament raised awareness and interest from other countries that wanted to compete and in the second edition of the FIFA World Cup, 16 countries took part. Additionally, the significance of the second edition became more important for FIFA after their disagreements with the International Olympic Committee (IOC) in the lead up to the 1932 Olympic Games resulting in the abandonment of the Olympic Football Tournament (FIFA, 2014a).

The subsequent editions of the FIFA World Cup drew further interest from nations outside of Europe, North and South America. Even though World War II had disrupted the operations of FIFA, the period after the war had seen the organisation grow to 34 national associations in 1946 (FIFA, 2014a). Over the next editions of the FIFA World Cup, FIFA managed to firmly establish themselves as the governing body for world football.

The growth of football was rapidly expanding in relation to the growth of the FIFA World Cup and the expansion of the national member associations of FIFA eventually spanned across all continents. According to Dietschy (2013) football's global dominance is a result of factors such as the simple application of the game and its rules.

Over the years FIFA have adapted the format of the tournament however the tournament remains fundamentally the same. Today, the FIFA World Cup is an international football tournament where 32 qualifying teams compete over one month to be crowned world champions. The tournament is held every 4 years in multiple cities across a host country. The

2002 FIFA World Cup in Japan and South Korea was the only case where the event was held in two countries (Gauthier, 2011).

Dietschy's (2013) article on the history of FIFA, its formation in Europe and its gradual growth in non-European continents captures the importance and significance of FIFA expansion during the 1900s. FIFA needed to shift their Eurocentric conceptions to attract more members from other continents and sustain their position as the governing body for world football. The process of these pursuits required engagement with various associations and parties, and consideration for various preferences and cultures such as playing barefoot (Dietschy, 2013). In Africa's case, FIFA's hand in football played a role during the decolonization process and the formation of new national identities. The close monitoring of political propaganda in the colonised countries created an opportunity for football to become an alternative for people to unite behind national or religious identities. As the recognised governing body of football, FIFA were recipients to applications from African football associations seeking membership and recognition of international games (Darby, 2003). A review of the relations between FIFA and Africa further demonstrate a centre/periphery position which will be discussed further in the Chapter.

During the 19th and 20th century football governance and performance in FIFA events were dominated by countries from European and South American continents, which were widely regarded as the traditional powerhouses of football (Matheson & Baade, 2004). Dietschy (2013: 280) highlighted the dominance of Europe in FIFA from 1904-1974 when he stated: "*From its birth to this date, FIFA is a de facto European organisation controlled by European officials*". However, the goal towards expanding the organisation on an international and intercontinental basis, and the creation of the FIFA World Cup tournament saw the perpetual shift of inclusion of various nations, cultures and demands.

After taking recognition of the surging popularity of football and the FIFA World Cup, FIFA began to strategically use the tournament to enter new markets across the globe with the aim of growing interest in football and globalising the sport, a trend which has been applied by other major sporting bodies, such as the International Olympic Committee (IOC) and the Olympic Games (Van der Merwe, 2009; Manzenreiter & Horne, 2007). Up until the 1994 and 2002 FIFA World Cups, the event was hosted in Europe, North America and South America (FIFA, 2014a). The 2002 FIFA World Cup hosted in Japan and South Korea signalled a break in a long standing tradition of hosting the event in Europe and the Americas (FIFA,

2012a). Further evidence of the global expansion pursuit is reflected by the recent awarding of the FIFA World Cup to Russia and Qatar, regions that have never hosted the event (FIFA, 2012a).

Van der Merwe (2009) suggests the awarding of the 2010 FIFA World Cup to Africa for the first time in the history of FIFA is demonstrative of changing international football governance to expand outwards from its traditional powerhouses. The changes of the tournament structure by FIFA and the subsequent awarding of the tournament are regarded as a direct result of lobbying by the African continent and are demonstrative of its recognition and inclusion (Van der Merwe, 2009). The motivation behind the calls for an African FIFA World Cup are somewhat mirrored by the marginality of the continent and represent broader attempts to address the gap of inequality and power in international football, and a shift towards fair governance (Cornelissen, 2004a, 2004b; Van der Merwe, 2009; Dietschy, 2013). Therefore the decision by FIFA to host in Africa represents a greater shift in football governance and is indicative of FIFA's desire to venture into Africa and show compassion for its needs.

2.3 THE FIFA WORLD CUP BIDDING PROCESS

FIFA's selection of the host's of the FIFA World Cup has been based on a bidding process for the majority of its existence. However, it has been noted that the FIFA World Cup bidding process has changed over the lifespan of the tournament. For example, in some cases the host countries submitted bids that were uncontested such as from 1950-1958, whilst in other cases the countries submitted bids but withdrew later on leaving one country to host the tournament (Morris, 2011; Gauthier, 2011). Although there has been a notable venture into new markets, there has been a definitive change in the bidding process for the 2010 and 2014 editions in South Africa and Brazil.

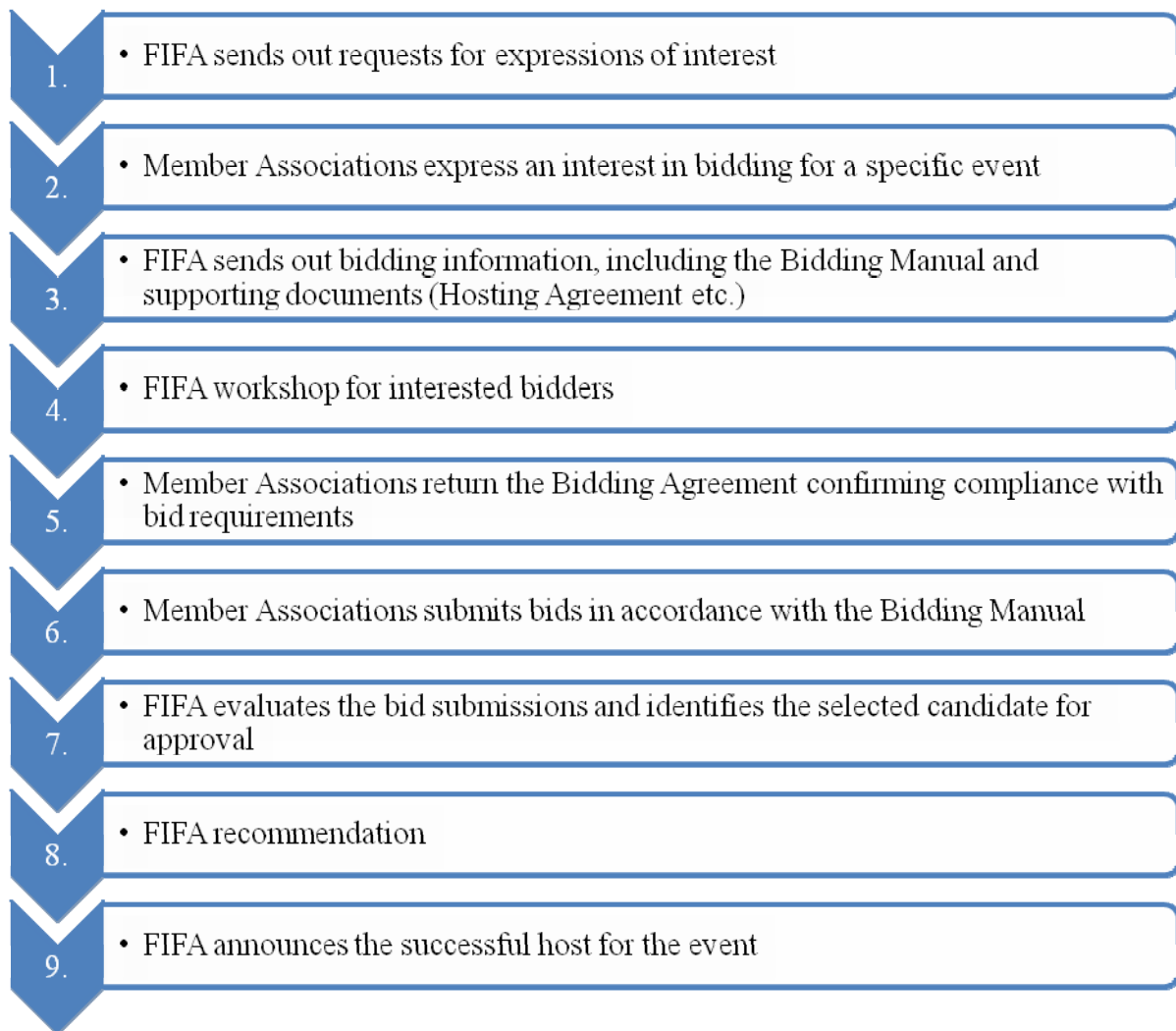
Following South Africa's loss to Germany for the bid to host the 2006 FIFA World Cup, the calls for more inclusion of African states resulted in a change to the bidding process for the FIFA World Cup. A rotation system was adopted in order to give each continent a fair opportunity to host the event, therefore only African countries were allowed to bid for the 2010 FIFA World Cup and only South American countries were allowed to bid for the 2014

FIFA World Cup (Gauthier, 2011). However the rotation system has since been abandoned in 2007 after the FIFA President stated the rotation policy had achieved its purpose of bringing the FIFA World Cup to Africa for the first time, and to South America after a number of years, and to maintain the competition between candidates seeking to host the event (FIFA, 2007). The FIFA Executive Committee therefore decided to revert to the old system of creating an open bid for all national member associations, excluding the two previous host countries and the national associations in the relevant continental confederations (FIFA, 2007).

Essentially, the selection of the host country for the FIFA World Cup is done via a bidding process created by FIFA. Member Associations are invited to bid for the FIFA World Cup and the Executive Committee select the host by voting.

The FIFA World Cup bidding process is extensive and involves various levels of inspection, review and consideration. FIFA have summarised the bidding process into 9 key milestones as depicted in Figure 1.

Figure 1: Milestones of the FIFA bidding process (FIFA, 2016a)



The bidding process includes a submission of Bid Documents that outline the infrastructure, legal conditions and operational and legacy concepts from each bidder. FIFA then conducts an inspection of each bidding country based on these outlines to identify the gaps, risks, adherence to requirements and the overall readiness of the prospective country (FIFA, 2016b; FIFA, 2016d; FIFA, 2015a).

Over the last decade there has been a discernible shift in perceptions of mega events such as the FIFA World Cup, from using a once-off event that would produce short term benefits, towards creating long term legacies (Solberg & Preuss, 2007; Deng & Poon, 2011; Grix, 2012; Kaplanidou, 2012). Recently, the competition between bidding candidates has risen given the growing trend of using mega events such as the FIFA World Cup as strategic platforms. Additionally, FIFA support and encourage candidates to use the FIFA World Cup to create lasting legacies (FIFA, 2016a). The usage of mega events such as the FIFA World Cup will be further discussed later in the chapter.

The last 2 decades have shown how bidding for the FIFA World Cup has intensified with more countries placing higher value on mega events for their economic benefits and prestige. Previously mega events were predominantly hosted in developed countries due to their financial ability to organise the events and the existing infrastructure that is required to host the event, however, recent evidence shows that developing countries are becoming increasingly competitive and more willing to bid for the rights to host these events (Curi, Knijnik & Mascarenhas, 2011). For example over the past decade each of the BRICS (Brazil, Russia, India, China and South Africa) countries, a group representing five major emerging national economies in the world have aggressively pursued bidding for mega events. A summary of the recent bids by each of the BRICS countries is indicated below (Konran-Adenauer-Stiftung *et al.*, 2011):

- B: Brazil recently hosted the 2014 FIFA World Cup and are set to host the upcoming 2016 Olympic Games in Rio de Janeiro
- R: Russia will host the 2018 FIFA World Cup
- I: India hosted the 2010 Commonwealth Games
- C: China hosted the 2008 Olympic Games in Beijing
- S: South Africa hosted the 2010 FIFA World Cup and are set to host the 2022 Commonwealth Games in Durban

2.4 PREVIOUS HOSTS OF THE FIFA WORLD CUP

In order to gain further context about the FIFA World Cup the previous hosts of the FIFA World Cup from 1994 to 2006 will be discussed to provide an overview of the tournament in each host country and the general impacts of the event. The previous hosts of the FIFA World Cup have each had a unique impact on the host country given the different socio-economic, cultural, political and historical backgrounds.

2.4.1 1994 FIFA World Cup in USA

The United States of America's (USA) successful bid for the 1994 FIFA World Cup resulted in the first time the event was staged in the country. The USA had previous experience in hosting other mega events such as the Olympic Games for example the 1984 Olympic Games in Los Angeles and the 1996 Olympic Games in Atlanta, and the 1999 and 2003 FIFA Women's World Cup. However, they had never hosted the FIFA World Cup. In the lead up to the USA bid for the 1994 FIFA World Cup, the primary motive and the intended legacy behind hosting the FIFA World Cup in the USA was to develop the sport in the region and to bring football to the USA. This intention was highlighted by the Chairman of the 1994 World Cup Committee who stated (Alto, 2014: 1): *"The development of the national team and the creation of Major League Soccer wouldn't have happened without the World Cup. The whole sport got elevated from what was essentially a hand-to-mouth grassroots operation to a well-funded, well-run professional organisation"*.

For FIFA this was a big opportunity to grow football in a new territory of one of the biggest economies in the world (Matheson & Baade, 2004). The focus continues to be growing football in the USA with the recent 2022 FIFA World Cup Bid emphasising the potential growth of the football in the country (ESPN, 2010).

The USA government showed commitment to ensuring the success of the FIFA World Cup by investing in the event (Coates, 2012). Although football is a more popular sport amongst women with the USA Women's team holding the most titles in the Women's World Cup, the public interest in the 1994 FIFA World Cup was high and popularity continues to grow (Belson, 2010). The USA adapted its traditional stadiums that host other sports such as professional and college football, to accommodate football matches for the tournament. This renovation or adaption saved the USA millions of dollars by avoiding building new stadia. Equally, the training facilities used by the competing teams were existing facilities. As one of the leading first world countries, the general infrastructure in the country such as transport, telecommunications, hotels, safety and security, and medical centres were readily available. In terms of the legacy of the event, the USA considered other benefits such as upgraded infrastructure, media attention and development of the MLS league as part of the legacy of hosting the 1994 FIFA World Cup.

It must be noted that although the 1994 FIFA World Cup was regarded by FIFA as a success, some studies have underlined the gap between the predictions for the event and the outcomes of the event (Baade & Matheson, 2004; Coates, 2012).

2.4.2 1998 FIFA World Cup in France

The 1998 FIFA World Cup in France was perhaps well known for the home team, defeating the defending world champions Brazil. The 1998 edition was the second time that France hosted the event after previously hosting the 1938 FIFA World Cup. The 1998 FIFA World Cup was significant in the history of FIFA World Cup due to the expansion of the tournament from 24 to 32 competing teams.

The French government were committed to successfully hosting the event after a long period of not hosting. However, the government took steps to reduce the investment into the event by using other funding where possible such as in the private sector (Dauncey & Hare, 1999). As a result there was moderate spending on stadium upgrades, and more opportunity to invest in other major infrastructure such as transport.

With one of the top football leagues in Europe, France had sufficient football stadia and training facilities to host the FIFA World Cup. France built and renovated 6 stadia for the event (Alm, 2012). The government regarded the construction of the stadia as an investment for French football. Similar to the USA, France had a history of hosting other mega events such as the 1924 Summer Olympic Games in Paris, the 1968 Winter Olympic Games in Chamonix, the 1984 European Soccer Championships and the 1938 FIFA World Cup (FIFA, 2012b). Additionally, on the basis of France's position as one of the leading economic powers in the world, it can be concluded that France had the financial capability and sound general infrastructure to adapt to the scale of the 1998 FIFA World Cup.

France have used mega events such as the FIFA World Cup as a promotional tool as evidenced by their keen ambition to host these events (Dauncey & Hare, 1999).

The 1998 FIFA World Cup was used for internal and external purposes. According to Dauncey and Hare (1999) the focus of the 1998 FIFA World Cup for France was to strengthen their position in the global economy as a political and economic power, and to promote French culture, sport and society to the world. Additionally the FIFA World Cup was intended to market French industry, technology and tourism. Internally, the French used the event to capitalize on the opportunity to develop stadium and transport infrastructure, to link politicians with a mega event and to extend the promotion of French football in the country.

The status of national pride was elevated significantly considering the low confidence in national team after failing to qualify for the 1994 FIFA World Cup and their poor performance in the 1996 European Championships (Dauncey & Hare, 1999). The national team's success in the 1998 FIFA World Cup was considered an additional intangible benefit of hosting the tournament.

2.4.3 2002 FIFA World Cup in Japan and South Korea

The 2002 FIFA World Cup hosted by Japan and South Korea was the first time the event was hosted in Asia and by 2 countries after a deadlock in voting between South Korea and Japan (Manzenreiter & Horne, 2002). Additionally, the 2002 edition was significant for its symbolic unification between two countries that shared a difficult history (Longman, 1996). Both countries had great ambitions for the event and both governments displayed full commitment by investing heavily in preparation for the tournament. Both countries motivated their bids on growing football in Asia, and bringing football development into the region.

Together, Japan and South Korea built and/or renovated 19 stadia for the event (Alm, 2012). This was the highest number of stadiums that were built and/or renovated by host countries for the FIFA World Cup. The two hosting countries would eventually struggle with the cost implications of building so many stadiums during the post event period (Watts, 2002; Brooke, 2002).

South Korea intended to use the 2002 FIFA World Cup to build state of the art stadiums that would reflect an attractive legacy of the country's strength in advanced technology and architecture (Brooke, 2002). Japan intended to use the 2002 FIFA World Cup to construct football stadiums for the benefit of football in the country (Brooke, 2002). Similar to the USA and France, both hosting countries had a history of hosting other mega events such as the Olympic Games in Seoul and Tokyo. As a result, Japan and South Korea had the financial capability and sound infrastructure in transport, telecommunications, hotels, safety and security, medical services to host the FIFA World Cup however, further upgrades were added in preparation for hosting the FIFA World Cup. These investments were promised by both local governments as benefits for their countries (Horne & Manzenreiter, 2004). Both host countries predicted the 2002 FIFA World Cup to bring positive impacts in football promotion, economic growth, regional development and social change. Additionally, the

Japanese aimed at positioning themselves in the global football community and expanding football into new areas. Korea however aimed at displaying the country from a mature perspective (Horne & Manzenreiter, 2004).

The 2002 FIFA World Cup was regarded as a success by FIFA, the hosts and its stakeholders however the cost implications of hosting the event in two countries have left questions of a negative legacy.

2.4.4 2006 FIFA World Cup in Germany

The 2006 FIFA World Cup in Germany is one of the leading examples of a host country that is perhaps well positioned for the event.

The investment in the 2006 FIFA World Cup included public and private sector support which helped ease the dependency on the German government. Germany's objective was to use the event to rebrand the country as a friendly nation.

Germany has a history of hosting other mega events such as the 1972 and 1982 Olympic Games. As one of the traditional powerhouses in world football and one of the leading economies in the world, Germany was well suited to host the FIFA World Cup without any major infrastructural investments. In terms of top division football, Germany has a strong financial league supported by wealthy football clubs that were interested in the benefits of owning a new stadium after the FIFA World Cup. As a result, some of the 2006 FIFA World Cup stadiums were built in collaboration with a number of private investors and clubs. Additionally, the German top football division also boasts one of the highest attendance averages in Europe thus offering a good prospective environment of stadium buyers and anchor tenants after the FIFA World Cup (Harris, 2014).

Given Germany's sound stadium infrastructure, the government were able to invest in other general infrastructure that the public could benefit from such as upgrades to transport infrastructure in the host cities (Dowse, 2011).

Germany intended to use the FIFA World Cup to establish a legacy by marketing the country as an attractive destination for investment, tourism and sport. According to Grix (2012) a deliberate leveraging strategy was used to achieve this objective. Germany aimed at taking advantage of the global broadcasting of the event to create favourable images during the

FIFA World Cup. The German hosting strategy was aimed at promoting Germany as a place for business innovation and ideas, promoting Germany's hospitality and services, and promoting the artistic and cultural aspects of Germany (Federal Ministry of the Interior, 2006). Additionally, the renewed investment in stadiums and training facilities was to add to the strong football development in the country.

2.5 THE FIFA WORLD CUP AS A MEGA EVENT

Over the past few decades mega events have become highly sought after commodities for developed and developing countries often promising economic, social and global media coverage benefits (Banjo, 2011; Pillay & Bass, 2009; Swart & Bob, 2009). The term '*mega events*' is however applicable to different areas such as cultural, commercial and sporting events (Roche, 2000; Malfas, Theodoraki & Houlihan, 2004). A definition of mega events is required to understand the context with which it is used in this study.

2.5.1 Mega Events defined

According to Roche (2000) mega events can be defined by their international significance, mass appeal, size, scale and dramatic character. Horne (2007) identified similar characteristics of mega events when he described them as having significant consequences for its hosts and the media coverage they attract. Malfas *et al.* (2004) offer a broader understanding of mega events in proposing to view them by their internal and external characteristics. In this case the internal characteristics refer to the duration of the event and the scale of the event in terms of number of participants taking part, the number spectators attending, and the level of complexity in organising the event. The external characteristics refer to the media drawn in for the event, the attraction of tourists to the event, and the impact on the city such as infrastructure, urban regeneration and development. In applying the term, Pillay and Bass (2009) describe mega events as spectacles or public ventures that are understood to offer economic gains.

Based on the above definitions and applications of the term, it can be agreed that mega events have various characteristics that make it distinguishable. For the purpose of this study, the

following definition of mega events will be adopted: mega events are the sporting events that have a global appeal and media following, have an impact on the host city/country, and are hosted over a cyclical period (Roche, 2000; Horne, 2007; Malfas *et al.*, 2004; Pillay & Bass, 2009). In adopting this definition, this study however further characterize mega events by adding the technologies of mass communication creating global audiences, large corporate sponsorship and the promotional opportunities for the host destination. These characteristics will now be explored individually.

2.5.1.1 Technologies for mass communication creating global audiences

The media and technology for mass communication have played a key role in mega events. Over the last few decades there has been notable economical success and resurgence in consumer interest in sport, the evolution of sport organisations and sports broadcasters (Turner, 2007). According to Gratton and Solberg (2007: 307) *“the most significant change in the sport industry over the last 20 years has been the increasing importance of broadcast demand for sport which has led to the massive escalation in the prices of broadcasting rights for professional team sports and major sports events.* The evolution of television broadcasting and radio transmissions during the 1970s to the 2000s helped spread the game of football and the FIFA World Cup to a growing global audience amid its surging popularity (Gratton & Solberg, 2007; Horne & Manzenreiter, 2004). Bolotny and Bourg (2007) shared a similar view by highlighting how television viewers have taken the place of spectators as the leading financiers of major sporting events. It is during the 1970s to 2000s that the critical emergence of sport broadcasting became more prominent in the context of sport economics (Turner, 2007). It can therefore be concluded that the introduction of televised broadcasting and radio transmission has contributed to the accelerated growth of sports and sports events.

2.5.1.2 Large Corporate Sponsorship

As a result of the increasing demand, popularity and attraction of mega sports events by the introduction of television and radio broadcasting, sport organizations began to identify the commercial prospects of their events based on their global mass appeal. Buraimo (2007) found that since the 1980s, sport organisations have recognised the increasing value of their events after acknowledging the commercialization and commoditisation of their sports. A key

emerging development for mega events like the FIFA World Cup is the sale of advertising, marketing and sponsorship space to interested commercial entities, and the sale of the broadcasting rights to the event. According to FIFA (2015: 1) “...*the FIFA World Cup represents one of the most effective global marketing platforms, offering sponsors unrivalled opportunities to connect with consumers*”. Based on findings in FIFA’s 15-Global market research programme they conclude that, “*This is a clear indication of the huge global reach that a sponsorship deal with FIFA will ensure for a brand*” (FIFA, 2015: 1).

The marketing and sponsorship platform offered by FIFA is therefore considered a very attractive opportunity, mainly due to the events ability to reach a high number of consumers through their televised and radio broadcasts. According to Fry (2006), mega events such as the FIFA World Cup and the Olympic Games continue to attract an increasing number of viewers. The demand by viewers for the FIFA World Cup has created a monopolistic opportunity for FIFA to capitalize on the growing viewership of their event. Gratton and Solberg (2007) refer to the competition amongst broadcasters amid the escalating demand for the event, and the monetary benefit for FIFA as the rights owner. The monopoly created by FIFA over the sale of the broadcasting and marketing rights to the FIFA World Cup has been financially rewarding to the extent that FIFA’s main revenue stream comes from the sale of these rights (Maennig & Du Plessis, 2007). Therefore it can be concluded, in line with Desai and Vahed’s (2010: 162) assertion that the FIFA World Cup model “...*allows FIFA to amass a fortune out of television rights, advertising and sales of licensed products*”.

2.5.1.3 Promotional opportunities for the host destination

The host country or cities of the FIFA World Cup have an opportunity to take advantage of self-promotional opportunity the event creates. Due to the global audience the FIFA World Cup attracts, the host destinations can capitalize on the opportunity to promote the city or country. This unique promotional opportunity has intensified competition amongst bidding countries who perceive the event to provide a platform to communicate favourable messages, reposition their brand, and showcase the positives of the country. The general consensus from literature suggests that bidding countries for mega events such as the FIFA World Cup consider these events to provide a unique public relations opportunity (Turner, 2007: Pillay & Bass, 2009). An example of this has been demonstrated by the way Germany used the 2006 FIFA World Cup to rebrand the country’s image as an attractive destination for tourism,

science, business and other linked financial opportunities (Dowse, 2011). Similar outcomes were applied with South Korea and Japan, who used the 2002 FIFA World Cup to enhance the image of their countries (Lee, 2002).

It is important to note how these 3 characteristics are interlinked with each other. The mass communication technologies helped create a global audience or global market for sponsors, and allowed host countries to promote themselves on a global scale. Although mega events are perceived to offer numerous benefits in various sectors, an increasing body of literature have questioned the suitability of these countries hosting such events due to their competing social priorities, developmental imperatives and the allocation of scarce resources (Alegi, 2001; Chappelet, 2014; Jackson, 2013; Davies, 2009). Further research within a developing context will provide better understanding of mega events hosted in developing countries such as South Africa.

2.6 RESPONSIBILITIES OF HOSTING A FIFA WORLD CUP

Hosting the FIFA World Cup is a large undertaking involving multiple stakeholders and areas of organisation. The scope of requirements and responsibilities is extensive for a host country. In this context, it is noted that the requirements and responsibilities depend on the unique and existing characteristics of the host country (FIFA, 2015b). This consideration will be discussed in more detail in Chapter 4.

The primary responsibility of hosting the FIFA World Cup for the host country is to plan and organise the event. In order to do this successfully the host country will have to undertake a number of responsibilities under various areas to ensure its own compatibility and success of hosting the FIFA World Cup. The responsibilities of the host country of the FIFA World Cup can be summarised into 10 key areas that are reviewed by FIFA.

- Government Commitment
- Planning of the FIFA World Cup
- FIFA reporting
- Safety and Security
- Travel and Accommodation

- Finance
- Environment
- General Infrastructure (Information Technology and Communication Networks; Health and Medical Services; Media Facilities, Communications and Public Relations)
- Media and Marketing Rights
- Stadiums and Training Facilities

These responsibilities will now be explored individually.

2.6.1 Government commitment

Mega events such as the FIFA World Cup combine political, economic, cultural and national issues (Jackson, 2013). Due to the size and scale of the FIFA World Cup, the host country has a large responsibility to ensure that they meet the required obligations from FIFA and achieve the goals set out from hosting the event. The responsibilities of hosting the FIFA World Cup or a mega event are challenging for any host country.

The expansion of mega events in recent decades have contributed to greater demands for hosting these events, thus heightening the challenges for some nations to host (Alegi, 2001). Due to the size and scale of mega events such as the FIFA World Cup, the complexity involved in hosting and coordinating efforts between varying levels of government is challenging (Parent, Rouillard & Leopkey, 2011).

The commitment from government is a key element for the FIFA World Cup to be hosted. From FIFA's perspective, it gives the organisation the reassurance that the government is fully supportive of hosting the event and that they are prepared to take on the responsibility (FIFA, 2015a; FIFA, 2016b; FIFA, 2016d). Government commitment gives additional assurance of the financial backing for the event which FIFA regard as essential for the event to be hosted. As part of the government guarantees signed between FIFA and the hosting country, changes in legislation, the formation of appropriate government structures and skilled resources, and other laws may need to be created to ensure successful organising of the event (Davies, 2009; Department Sport and Recreation South Africa [DSRSA], 2011). Host governments are responsible for carrying out these changes in a timely and coordinated

manner to fulfil the primary objective. The government guarantees need to be met for the event to take place and once signed FIFA expect strict adherence to these obligations.

2.6.2 Planning of the FIFA World Cup

The host country is responsible for the planning and organising of the event in the build up to the tournament, during the tournament, and after the tournament. Therefore once the host country is announced, a planning process is put in place for the event. In the case of the 2010 FIFA World Cup in South Africa, the Department Sport and Recreation South Africa (2011: 16) stated the purpose of the process as the following: “*The planning process ensured that all the divisions and functional areas were able to meet their contractual and strategic objectives, while providing visibility across the planning horizon*”. Considering the scale and complexity of organising the FIFA World Cup, and the interrelated work with public and private stakeholders, the planning process requires close observation throughout the event timeline.

In light of the continuous growth of mega events such as the FIFA World Cup, concerns have been raised about the ability for some nations to cope with the responsibilities of hosting, meeting the required goals set from the rights holder of the event (Chappelet, 2014). Chappelet (2014) referenced the 2004 Olympic Games in Greece as an example of how a host country of a mega event can face numerous challenges in meeting the requirements for the event. In his discussion, he underlined Greece’s struggles with organizing the event such as construction delays, security costs, and labour availability. The event had far reaching consequences for Greece as the IOC later admitted to how the event played a part in contributing to the country’s financial difficulties thereafter (Chappelet, 2014).

2.6.3 FIFA Reporting

The role of FIFA in the organizing process has been a subject of concern and much debate from government officials, researchers and the public who feel that FIFA use its power to gain priority for its needs (Desai & Vahed, 2010). As an example, Davies (2009) highlighted FIFA’s influence over decisions regarding the number of stadiums used, appointing a coordinator to report on daily management of tournament preparations, warnings of stadium

construction deadlines and other areas. Similarly Swart and Bob (2012a) underlined FIFA's objection to using stadiums recommended by the local government, instead using their influence to get the host city to build a new stadium in a location that suited the event. The interests of FIFA and the host country may clash. As the rights holder of the FIFA World Cup event, it must be noted that FIFA have the authority to influence decisions which may negatively affect the host country.

The host country is obligated to FIFA to fulfil the contractual obligations signed in the government guarantees and other agreements. As the main stakeholder of the FIFA World Cup, FIFA conduct regular inspections of the progress made during the preparations for the event. These inspections include deliverables such as stadium construction and timelines, hospitality, and infrastructure upgrades. Additionally FIFA has more frequent reports that it requires on a regular basis from the host, signalling the pressure on the host country to deliver on their responsibilities (Davies, 2009).

2.6.4 Safety and Security

The safety and security in the host country is an important responsibility for the host country. Specific security measures must be put in place to ensure that the FIFA World Cup is implemented in a safe environment and the security risks are minimised. Emphasis on the level of security at mega events such as the FIFA World Cup has been raised ever since the September 11, 2001 attacks in the USA.

The FIFA World Cup brings a large influx of people to various points in and around the country, and the host's responsibility is to ensure that a safe environment is sustained during the event (FIFA, 2016b; FIFA, 2016d). For example, in Japan's bid for the 2022 FIFA World Cup, efforts were focused on addressing safety and security requirements on a national and venue specific level. Consideration was given to international terrorism with cooperation between key stakeholders remaining on active alert. Japan was required to meet FIFA expectations in terms of the assurances given to ensure the safety during the event (FIFA, 2016d).

2.6.5 Travel

The FIFA World Cup event has a large influx of people travelling in the country and towards host cities. Millions of fans from across the world are expected to come to the event to enjoy the spectacle. As a result of the high number of people attending the event, the host country is responsible for ensuring that the transport infrastructure can handle the expected numbers and sound hospitality is available in the country (FIFA, 2016b; FIFA, 2016d). It is common to find host countries investing in transport infrastructure to handle the large number of travellers not only as a measure for the event, but as a future investment for the host city.

Transport during the FIFA World Cup is a key area for all stakeholders attending the event. The host city needs to have adequate transport at a national level and within the host cities to allow for free movement between venues and within the host country. Therefore FIFA requirements for transport infrastructure may necessitate the construction of new or improved infrastructure depending on the host country and the host city. The transport and accommodation facilities of each host country are reviewed by FIFA during the inspection reports of candidate host countries for the FIFA World Cup.

As a result, the host country needs to demonstrate a balanced mix of quality and quantity of accommodation for FIFA Officials, guests, players, stakeholders and fans attending the event (FIFA, 2016b; FIFA, 2016d).

2.6.6 Finance

In order to gain further understanding on the financial responsibilities of hosting the FIFA World Cup, the role of FIFA and the host will be discussed. According to Davies (2009), FIFA own the event and are responsible for providing the entertainment whilst the host country and the cities provide the necessary infrastructure. Davies (2009) distinguishes between 2 broad roles of costs and budgets from the event: the costs of logistics and management of the event (overseen by FIFA); and the costs related to the investments in stadiums and other infrastructure such as transport, broadcasting, telecommunication, safety, security etc (overseen by the hosts). The hosting country is accountable for the latter cost and the responsibilities that come with it.

Although mega events are considered economically beneficial and based on the operating costs and infrastructure, it is not clear whether the benefits from the event can recover the costs of hosting the event (Banjo, 2011).

Resources required to host the FIFA World Cup include non-economic resources such as human resources and political resources (Dowse, 2011).

2.6.7 Environment

Environmental protection and safe guarding the environment have become key responsibilities for the hosts of mega events such as the FIFA World Cup. According to 2010 FIFA World Cup Host City Cape Town (2011: 16) *“Major events could affect the environment through damage to natural spaces and biodiversity consumption of non-renewable resources such as energy and water, emissions into the atmosphere, and the generation of large amounts of waste”*. As a response to the environmental impact of mega events, many sports federations are seeking to organise events in a responsible way. Organisers of mega events have become increasingly aware of the adverse effects on the environment impact of the mega events on the host country. As a result, emphasis on protecting the environment throughout the bidding, hosting and post event period has been prioritised. Furthermore, mega events such as the FIFA World Cup provide opportunities to promote green technologies, raise awareness and sustainable lifestyles (2010 FIFA World Cup Host City Cape Town, 2011).

During the 2006 FIFA World Cup in Germany, the Green Goal programme implemented was the first of its kind in a football competition. The aim of the programme was to maximise the reduction of the adverse effects on the environment from hosting the event (2010 FIFA World Cup Host City Cape Town, 2011). The Green Goal programme has since been formally adopted by FIFA for the FIFA World Cup.

The host countries of the FIFA World Cup are now required to implement green initiatives throughout the event that will contribute to sustainable development through environment protection.

2.6.8 General Infrastructure

The general infrastructure of the host country is reviewed by FIFA as part of their assessment to determine whether the host country can meet the demands of the FIFA World Cup. The general infrastructure of the host country includes: the information technology and

communication network; media facilities, communications and public relations; health and medical services.

2.6.8.1. Information Technology and Communication Network

The FIFA World Cup is one of the biggest sports events in the world. The event is broadcast to billions of people all over the world through various technological mediums. During the event various stakeholders will be involved in communication and sharing of information. The host country needs to have suitable information technology and communication infrastructure in the country and importantly in the host cities for the FIFA constituents and other stakeholders. Thus, the host country is responsible for ensuring the information technology and communication network are compatible with the needs of FIFA and the event (FIFA, 2016b; FIFA, 2016d).

2.6.8.2. Media Facilities, Communications and Public Relations

The media facilities, communications and public relations are key features of the FIFA World Cup. A large media contingent is expected at the stadiums of each host city, therefore the host country is responsible for ensuring media facilities are available and adhere to FIFA standards. Communications and public relations efforts are required by the hosts to drive spectators to the event. This is a target for the hosts and FIFA to ensure the maximum consumption of the event (FIFA, 2016b; FIFA, 2016d).

2.6.8.3. Health and Medical Services

Suitable and accessible medical services are required in the host country and the subsequent host cities for the FIFA World Cup. The host country has to ensure that the health and medical facilities are available near and at the stadiums as well. Additionally FIFA take note of any major risks to the event such as epidemics in the country (FIFA, 2016b; FIFA, 2016d).

2.6.9 Media and Marketing Rights

The FIFA World Cup is the flagship event for the FIFA organisation. The sale of television rights and broadcasting rights generates the majority of the organisations income. FIFA's reliance on the sale of these rights to different parts of the world may be affected by the time zone of the host country. The host is responsible for indicating the sports marketing and sponsorship environment in their country. FIFA have firmly undertaken an anti-ambush marketing strategy to secure the maximum exposure for their sponsors. The host country is responsible for securing these rights for the FIFA's partners by controlling the local marketing environments and preventing any infringements of the FIFA sponsors rights (FIFA, 2016b; FIFA, 2016d).

2.6.10 Stadiums

Investments in infrastructure and facilities are a requirement by the host country (Du Plessis & Maennig, 2009) and thus the selection, preparation and compliance of the stadiums are some of the most critical deliverables for hosting a mega event such as the FIFA World Cup. Each host country is tasked with providing world class stadiums that are suited to the event. FIFA provide stadium technical recommendations and requirements along with safety regulations that the stadiums must adhere to (FIFA, 2011; FIFA, 2015c). Strict adherences to these standards are enforced by FIFA and the host country along with the respective host cities is responsible for delivering these venues. However within the context of stadiums for the FIFA World Cup, there are growing concerns about the influence of FIFA on the selection, delivery and location of the stadiums. Two case examples of this are discussed here.

Swart and Bob's (2012) study on the local resident's perceptions of the location of the Greenpoint Stadium (now known as Cape Town Stadium) illustrated the gap between the local government's selection and FIFA's preferences in venue location. According to the FIFA Inspection Group Report for the 2010 FIFA World Cup, South Africa submitted Newlands stadium as the venue to be renovated for the 2010 FIFA World Cup (FIFA, 2015a). The South African LOC Bid Committee proposed two venue locations in Cape Town, namely Newlands Stadium and Athlone Stadium. Although Newlands is a traditionally rugby stadium, the venue has hosted international football matches. Athlone stadium is considered the 'home of football' in the Western Cape (Swart & Bob, 2012). The two proposals were rejected by FIFA and the government and LOC were forced to provide a third option which

was to build a new venue. This option was more costly than the first two options and placed the legacy of the stadium at a disadvantage because the location was based far away for the general locale of football followers. Eventually the decision to build a new venue in Greenpoint was taken in order to secure Cape Town as a host city in the tournament.

The expectation and obligation to deliver the stadiums according to the standards, time and deadlines outlined by FIFA may result in negative implications in the future of the host country, particularly in developing countries that do not have modern pre-existing infrastructure. Pre-emptive reports suggest the recently concluded 2014 FIFA World Cup in Brazil will be a financial challenge for the host cities and government to manage due to the maintenance and operation costs of the stadia (Davis, 2013; Andersen & Alm, 2012). The responsibility of the host country is not only to deliver on the stadiums for the event, but to ensure the sustainability of these venues thereafter. This is also evident in other mega events similar to the FIFA World Cup such as the Olympic Games. The 2004 Olympic Games was highlighted as an example of the challenging expectations that a host country must meet and the financial implications the country may suffer thereafter (Chappelet, 2014).

Thus it can be concluded that hosting a mega event such as the FIFA World Cup entails a significant amount of coordination, investment, and responsibility from the host nation, and involves working with multiple stakeholders from local government, national government, the private sector and the rights holder. The question of why developing countries like South Africa choose to mobilize scarce resources to become hosts of mega events like the FIFA World Cup which require significant stadium investments suggests the existence of important national motivations and objectives.

2.7 MOTIVATIONS OF COUNTRIES TO HOST THE FIFA WORLD CUP

In light of the responsibilities for the hosts of the FIFA World Cup, the question can be asked: what stimulus is derived from bidding for this event and what motivates cities and countries to continue to do so? In unpacking the motivations to host the FIFA World Cup various reasons have been explored. The following areas will be discussed here: strategic alignment, political ambitions, urban transformation, the image of the host, tourism, economic advantages, sport development, international relations and intangible elements.

2.7.1 Strategic Alignment

Over the last few decades the scope of mega events has evolved, and it is becoming increasingly clear that hosting mega events like the FIFA World Cup have been used strategically to advance national interests and to gain a suitable advantage in an increasingly competitive globalized world (Diaey, Jerome, Tjusevs & Zamboni, 2011; Andranovich, Burbank & Heying, 2001; Leopkey & Parent, 2012; Hiller, 2006). The rivalry and competition to host the FIFA World Cup is indicative of the predominant perception from countries of its benefits and importance in the modern era. Evidence of the level of competition for the FIFA World Cup is illustrated by the allegations of misconduct, corruption and bribery scandals of officials in FIFA (Tolzmann, 2014).

The strategic use of the FIFA World Cup is indicated by Germany and South Korea. Germany developed a strategy to use the 2006 FIFA World Cup to attract investment and tourism. The strategy implemented was in line with their long term objectives signalling the alignment of the event with national objectives (Federal Ministry of the Interior, 2006). South Korea demonstrated a similar use of the 2002 FIFA World Cup by using the event to promote their innovative capability to the rest of the world. It was hoped that they would attract investors to the country by demonstrating their capability through information technology and high speed internet lines (Brooke, 2002).

As one of the biggest mega events in the world, the FIFA World Cup will predictably leave lasting impacts on the host country such as socioeconomic, socio-cultural, physical and political impacts (Malfas *et al.*, 2004). However, based on the evidence of host countries and cities strategic use of mega events such as the FIFA World Cup to achieve specified outcomes, Kellet, Hede, and Chalip (2008) highlighted the subtle shift in perceptions of event impacts to event leveraging. As a result, FIFA World Cup hosting countries are increasingly aiming at creating legacies from the event with the purpose of retaining long term benefits for the country and cities.

2.7.2 Political Motives

The decision to host a mega event such as the FIFA World Cup is usually driven by political purpose and supported by government. Preuss (2007: 207) stated: “...*politicians follow ‘event strategies’, because mega events can also spread a general spirit of optimism, create combined visions, attract exogenous resources and accelerate city development*”. Hill (1992) supports this assertion by arguing that mega events such as the FIFA World Cup can be analysed as tools of government policy or expressions of political ideologies. Koosha, Yousefi and Eydi (2013) express a similar view about mega events such as the FIFA World Cup being used strategically to achieve city development. The South African government’s pursuit of mega events as a method of addressing the lack of unity and cohesion is an example of a political motivation behind hosting the mega events.

Additional political motives have been cited such as the increased visibility of cities as a result of the new infrastructure, the attraction of human capital, financial investment and technology.

2.7.3 Urban Regeneration and Transformation

From a host city’s perspective, hosting a mega event is largely considered by city officials as an opportunity for urban transformation and to gain capital investment is multiple projects around the city such as infrastructure, transport, telecommunication and sports facilities (Hiller, 2006; Preuss, 2006; Vigor, Mean & Tims, 2004). With the urgency and strict timelines allocated to host cities of the FIFA World Cup, the slow process of bureaucracy can be avoided and infrastructure projects are accelerated (Terret, 2008).

2.7.4 Host City Image

The global media coverage of the FIFA World Cup is increasingly cited as a motivation by many countries seeking to bid and host the event. The primary reason behind this is the opportunity for the hosts to raise their profile amongst the global community, recreate the brand and image by communicating to a global audience (Banjo, 2011; Vigor *et al*, 2004). The FIFA World Cup attracts one of the biggest global audiences during the event, and thus providing a global platform which few public initiatives can match (Dowse, 2011). Several past examples have been cited for their rebranding strategies, for example; Germany used the

2006 FIFA World Cup to rebrand the country's image as an attractive destination for tourism, science, business and other linked financial opportunities (Dowse, 2011).

2.7.5 Tourism

The benefit of a positive global image from hosting the FIFA World Cup is closely linked to the tourism derived from the event. The arrivals of tourists and their perceptions are considered key elements of hosting the FIFA World Cup due to their spending at the event and the public image of the country in the global community (Lee, Taylor, Lee and Lee, 2005). Thus, there are suggestions that mega events can act as tourism drivers and may form part of a tourism strategy (Campbell & Phogo, 2008; Hermann, Du Plessis, Coetzee & Geldenhuys, 2013).

2.7.6 Economic Motives

One of the most popular motivations behind hosting the FIFA World Cup is economic benefits. A key motivation to host the FIFA World Cup is the perceived economic impact on the host nation and the benefits derived from the event (Vigor *et al*, 2004). The economic effects of the event are often predicted to be beneficial for the host country in terms of Gross Domestic Product growth, spending from tourists at the event and thereafter, and attracting foreign investment resulting in a positive impact for the host economy. Other indirect economic benefits include business growth, transport, construction and industry developments.

The commercial interest in the FIFA World Cup is well documented with several studies underlining the investment, competition and competitive advantage of securing rights linked to the event (FIFA, 2015a; Maennig & Du Plessis, 2007; Desai & Vahed, 2010).

2.7.7 Intangible Elements

Although there is a large focus on the tangible outcomes from mega events like the FIFA World Cup such as economic, infrastructural and tourism benefits; there is an increasing body of literature that suggest the intangible benefits from hosting these events are also of

significant value (Tomlinson, 2009). Lin (2013) argues that social impacts are often least considered due to their unquantifiable nature; however the author asserts its value for the host country. A similar argument presented by Maenning and Du Plessis (2007) highlights intangibles such as ‘feel good’ effects and public image should be considered in the overall impacts of mega events.

2.7.8 Sport Development

Sport development and participation are motivations for hosting the FIFA World Cup and other similar mega events. For example, following the 1992 Olympic Games in Barcelona there was an increase in sports participation from various social sectors (Malfas *et al*, 2004). FIFA have encouraged bidding candidates and host countries to use the event to advance football development. Many of the previous host countries have used the FIFA World Cup to launch football development programmes and grassroots development initiatives that will benefit the country (FIFA, 2012a; FIFA, 2015d). Other indicators of sport development include investment in sports infrastructure and facilities.

2.7.9 International Relations

The FIFA World Cup is also considered as a prime event by countries seeking to acquire ‘soft power’ that will help elevate the status of the host country and position them favourably in terms of international relations (Dowse, 2011; Grix, 2012; Manzenreiter, 2010).

The pursuit of mega events such as the FIFA World Cup may indicate further underlying motivations that are being pursued by stakeholders within the host nation for example businesses, regional relations and regional development (Dowse, 2011).

The hosts of the FIFA World Cup may benefit from the stimulus in regional relations that the event brings. Each country within the bordering regions may be looking to partner with the host country in an effort to boost tourism, trade and other relations (Dowse, 2011). Regional development of the host country and bordering nations may benefit from the event as well.

2.7.10 Motives for hosting other FIFA World Cup tournaments

FIFA have recognised the inability of some countries to host the FIFA World Cup due to the size, scale and costs of the event. As part of this acknowledgement they recommend countries bid for some of their other FIFA World Cup tournaments such as, the junior age group FIFA World Cup tournaments, the FIFA Beach Soccer World Cup and the FIFA Club World Cup, which are smaller in size yet still offer the benefits of staging a FIFA tournament. The benefits of staging other FIFA tournaments include: infrastructure, football development, community development, marketing/image management and monetary/economic advantages (FIFA, 2015b). The benefits will now be explored.

- Infrastructure

The infrastructure benefits of the FIFA World Cup are visible in other FIFA tournaments such as new or renovated stadiums, upgraded training facilities, transport infrastructure, hotel and accommodation and communication infrastructure. Prospective host countries can benefit from these infrastructural changes.

- Football development

The host countries for other FIFA events stand to benefit from the focus on football development in areas such as grassroots project, youth programmes and women's football during and after the event. Football development is an ongoing focal area that each country can benefit from.

- Community development

The host countries can benefit from the promotion of social change through football in communities and the promotion of a healthy lifestyle through activity. The community projects can be aligned with other social initiatives and campaigns from FIFA such as the Football for Hope Centres, “*Say No To Racism*” and “*My Game is Fair Play*” campaigns.

- Marketing/image management

The FIFA tournaments provide opportunities to establish and reaffirm relations with government and stakeholders in football. The tournaments create a platform for commercial partnerships with sponsors, media outlets and broadcasters. Additionally, the tournament maintains elements of its global appeal therefore creating a platform to influence the image of the country.

- Knowledge transfer

The host country can benefit from the skills and knowledge transfer from FIFA during the planning, organising and implementation of the FIFA event. The human resources of the host are thus benefited. These skills can be applied in future for hosting other mega events.

- Monetary/economic advantages

The FIFA tournaments create opportunities for revenue building and other monetary impacts. Examples of these opportunities include, ticket revenues, government and private funding, FIFA subsidy funding and partnerships with national stakeholders.

2.8 DRAWBACKS OF HOSTING A MEGA EVENT SUCH AS FIFA WORLD CUP

The FIFA World Cup is undoubtedly one of the most sought after mega events in the world. Although the FIFA World Cup continues to draw significant attraction from potential hosts all over the world, hosting the event has its drawbacks. These drawbacks include: financial risks; economic outcomes and predictions; demanding requirements conflicting with local needs; internal bidding and competition; and expectations not met.

2.8.1. Financial Risks

Bidding for a mega event such as the FIFA World Cup holds major risks for a host country. The FIFA World Cup is a complex event which requires large investments in various areas that may have long term cost implications. The primary risk that a host country faces is the financial risk of investing in a mega event such as the FIFA World Cup and not being able to manage the costs thereafter. As discussed earlier in Chapter 1 the FIFA World Cup is a costly event for any host country and requires expenditure largely on stadiums, transport, hospitality, safety and security, and infrastructure. Most of the investments are done with the view of benefiting the public, for example transport infrastructure development will be beneficial for travel in and out of the city, will reduce traffic flow and create capacity for economic benefits. Similarly, the hospitality industry will benefit local and international tourists when visiting the cities due to the high quality standards.

The study will focus on the stadium investments for the FIFA World Cup and the financial risks created. In the case of stadiums however there are risks that the venues will not be able to recover the investment made, and ultimately be financially sustainable. Additional constraints to this risk are the football status in the country. We refer to the Japanese stadiums built for the 2002 FIFA World Cup. Japan built 10 stadiums for the 2002 FIFA World Cup which owned by the host cities.

Table 2: Examples of 3 stadiums built for the 2002 FIFA World Cup in Japan (Alm, 2012)

Location	Stadium Utilisation		Stadium Costs	
Venue	Capacity	Average attendance for 2010/2011 Japanese top football division season	Cost of stadium construction	Estimated average annual maintenance cost for stadiums *millions
Miyagi Stadium	49 000	15 797	\$317 965 217	\$2 – 6m
Saitama Stadium	63 000	15 797	\$359 630 596	\$2 – 6m
Kobe Wing Stadium	42 000	15 797	\$232 345 610	\$2 – 6m

Within stadium utilisation, Table 2 indicates the disparity between the high capacity of the stadiums and the low average attendance in the Japanese football top division (Alm, 2012; Watts, 2002). The disparity is given added pressure by the high annual maintenance costs of the stadiums.

In Table 2, it is clear that the capacities of Miyagi, Saitama and Kobe Wing stadiums are well above the average attendance for the Japanese top football division season in 2010/2011, resulting in low utilisation. This leaves Japanese municipalities with high bills to pay on a monthly and annual basis. The biggest cost however falls onto the taxpayers who pay higher rates in order for the Japanese municipalities to compensate for the stadium losses. Japan knowingly took the risk of building high capacity venues for the FIFA World Cup which is facing under utilisation post event. Furthermore the high annual maintenance costs for the

stadiums give the municipality's added pressure to ensure the venues are utilised to a point where they are sustainable.

2.8.2. Economic Outcomes and Predictions

Research on the economic benefits of mega events and their direct impacts on the host region or country have received particular attention (Rogerson, 2009). A growing body of literature argue however that little evidence supports the economic growth stimulus after the event that is often coveted by bidding and hosting countries including job creation, GDP contribution, and facilities provision (Hiller, 1998; Szymanski, 2002; Pillay & Bass, 2009). Dowse (2011) expressed scepticism at the gaps in economic outcomes and predictions, weaknesses in pre-evaluation methodology and economic growth. Scepticism by Dowse (2011) suggests that the impacts and expected outcomes from hosting the FIFA World Cup are often biased towards highlighting significant benefits for multiple beneficiaries in favour of justifying their investment. There are furthermore suggestions that hosting mega events are not suitable economic development vehicles in developing economies who face more difficult implications as a result of the diversion of resources creating opportunity costs (Humphreys & Prokopowicz, 2007; Tomlinson, 2009; Chappelet, 2014; Jones, 2001; Kaplanidou & Karadakis, 2010; Owen, 2005). This raises concern particularly for developing countries where the resources are limited to meet the public needs and the inequality gap remains at a high level. Hosting the FIFA World Cup has also been criticised as an event that empowers some groups of society whilst neglecting others in the shape of housing displacements, business and accessibility (Jackson, 2013).

It must be noted that FIFA use the FIFA World Cup as their main source of income and thus utilise every opportunity to generate money from the event. FIFA have established a model equivalent to a business enterprise intent on making huge profits (Alegi, 2001; Maennig & Du Plessis, 2007; Hare, 1999). This point is perhaps best indicated in their strict approach to the marketing and advertising, selling, distribution and trademark rights for the event (Desai & Vahed, 2010). In some cases the local businesses are affected by the application and protection of rules for FIFA's commercial partners. For example, the FIFA exclusive zones around the World Cup stadiums negatively affect local vendors (Desai & Vahed, 2010).

2.8.3. Demanding requirements conflicting with local needs

In a broader sense, mega events such as the FIFA World Cup are increasingly being criticised for their demands that often conflict with the interests of the host country or cities (Malfas *et al.*, 2004; Searle, 2002). South Korea is a prime example of a previous host country that is guilty of over-optimism when building large capacity stadiums. As part of their commitment to FIFA, South Korea invested in 10 stadiums with an average capacity of 40 000 seats for the 2002 FIFA World Cup. The decision to build these stadiums with high capacities lay in stark contradiction to the 3 000 average attendance of the Korean Football League, thus giving a clear indication of the disparity in the needs of the event and the local needs (Lindberg, 2006). Indications show that South Korea is likely to struggle with the post event sustenance of the venues.

2.8.4. Internal bidding and competition

The bidding process for the FIFA World Cup is well documented however few studies have examined the internal bidding process in the host country. The internal bidding process between cities competing for the position to be a host city can have negative effects for the host country, as a result of the competition for state funds, enhancing the city's brand on a global media platform, attracting outside investment and tourism (Pillay & Bass, 2009; Alegi, 2001). Thus, cities may inadvertently adopt an individualistic perspective, shifting focus from national objectives. The bidding and hosting process of the FIFA World Cup is described by Maennig & Du Plessis (2007) as a right that hosting country's buy. FIFA, who control this monopoly market, organise an auction in the form of a bid to get the maximum sale for the event. The high costs of hosting mega events like the FIFA World Cup and the opportunity costs have fuelled public debates about the 'price' of the FIFA World Cup (Du Plessis & Maennig, 2009).

2.8.5. Unmet expectations

It has become a common perception that mega events such as the FIFA World Cup raise high expectations from the government, the public and other stakeholders of the host country. The predominant argument from the host country is that the event will deliver legacies for the

country that would not be achieved otherwise. The biggest legacy in terms of stadiums invested in for the event is that they will bring sport development, they will be utilised by the public and they will stimulate the local economy. However it is becoming increasingly clear that these expectations and predictions are unlikely to materialise due to suitability to the local demand, current estimated attendance figures and stadium impacts. Failure to deliver on these expectations results in cost implications for the local government and local residents in the form of rates and taxes.

The positives set to be gained from hosting the FIFA World Cup are well documented by governments, corporate and FIFA officials, however there is an increasing consensus amongst researchers that caution against the often mistaken notion that the expectations will be met from hosting a mega event such as the FIFA World Cup and that benefits will be sustainable over long periods (Curi *et al.*, 2011; Kaplanidou, 2012).

As a result of the potential positive and negative outcomes from hosting a mega event such as the FIFA World Cup, Hermann *et al.*, (2013) suggest caution is taken when hosting the event and a well planned approach is adopted for host countries seeking to leverage long term gains.

2.9 SOUTH AFRICA AS THE HOSTS OF THE 2010 FIFA WORLD CUP

The beginning of the post-apartheid era in South Africa marked the start of South Africa's democracy and represents an integral part of South Africa's history. Ever since 1994, the incumbent governments that have followed have sought to use sport as a tool to achieving social and political objectives (Cornelissen & Swart, 2006). During the *Play the Game: Governance in Sport – The Good, the Bad & the Ugly* conference on social and economic impacts of mega events, Lindberg's (2006) finding supported South Africa's use of sport when she highlighted sport's ability to be used as a powerful tool in gathering consensus for growth and unifying community commitment. Further findings from presentations by Robin Courage and Lars Jorgesen at the conference indicate that sports mega events create a psychological benefit of uniting communities and creating a common energy (Lindberg, 2006), an outcome which South Africa were looking to achieve.

A notable primary focus for the South African government was to pursue landmark sporting events that would help rebuild the image of the country internationally, attract foreign investment, attract tourism and to unite the people of the country (Alegi, 2006; Nauright, 2004; Swart & Bob, 2012b). Similar findings by Van der Merwe (2009) and Hendricks (2008) underlined the role and expectations that sport played in strengthening the national identity of the country and creating social cohesion which is considered an area which is lacking after 1994. It is therefore not surprising that South Africa has bid for and hosted a number of major sporting events such as 1995 IRB Rugby World Cup which played a pivotal role in unifying the racial tensions in the country; the 1996 African Cup of Nations, the 2003 ICC Cricket World Cup, the 2010 FIFA World Cup and more recently the upcoming 2022 Commonwealth Games; and unsuccessful bids such as the 2004 Olympic Games, 2006 FIFA World Cup and the 2011 IRB Rugby World Cup.

2.9.1. South Africa's roles and expectations from mega events such as the FIFA World Cup

The purpose, behind bidding and hosting mega events is however not solely to rectify the social divides that exist in the country. In South Africa the roles and expectations of hosting mega events such as the FIFA World Cup include eliminating Afro-pessimism, stimulating economic growth, social cohesion and national pride, and infrastructure development. These roles and expectations will now be explored individually.

2.9.1.1. Afro-pessimism

It is becoming increasingly evident that African countries face difficulties with the negative associations of the continent, such as civil war, resource shortages, political conflicts and unstable environments (Anholt, 2007). These negative associations are also experienced by other developing countries that face the challenge of having an unfamiliar brand that may be out-dated (Anholt, 2007). In response to this challenge South Africa planned to use mega events to break free from these stereotypical images (Lepp & Gibson, 2011), by using the power of imagery to reshape existing perceptions. According to Tomlinson (2009) the 2010 FIFA World Cup was an opportunity not only for South Africa to counter negative images about the continent, but to showcase the continent as a modern place with potential.

The importance of the event in terms of addressing the negative connotations about Africa are perhaps best indicated by Former President Thabo Mbeki's primary goal of reducing afro-pessimistic views of the continent rather than the economic benefits (Tomlinson, 2009). It can therefore be concluded that there is a general consensus about the use of the 2010 FIFA World Cup to rebrand the African continent and position it more favourably on the global map.

2.9.1.2 Stimulating Economic Growth

Public and private sector stakeholders were motivated by the argument that a revised positive impression of the country would lead to future opportunities such as investment, tourism and other economic benefits (Knott, Allen & Swart, 2012; Van der Merwe, 2009; Alegi, 2001). There is further evidence that indicates the broad perceptions of the positive benefits from hosting the FIFA World Cup in South Africa. A study by Fourie and Spronk (2011) on South African mega events and tourism supported the arguments that positive gains can be made from mega events.

2.9.1.3 Social Cohesion and National Pride

The South African government and the Local Organizing Committee identified the FIFA World Cup as an event to evoke national pride and unity amongst South Africans, and to address the lack of social cohesion amongst the people (Department Sport and Recreation South Africa, 2011). The 2010 FIFA World Cup was meant to drive patriotism in the country and succeeded in this objective (African Peer Review Mechanism, 2010).

The South African government and the LOC targeted tangible and intangible legacies aligned with national development goals. Examples include, tangible legacies such as physical structures, economic outcomes and greening initiatives; and intangible legacies such as social impacts and ecological impacts (Department Sport and Recreation South Africa, 2011).

2.9.1.4 Infrastructure Development

The stadiums and football infrastructure built for the 2010 FIFA World Cup were classified as facilities to develop sport in South Africa (SRSA, 2011). According to estimations made by the bid committee, South Africa would receive boosts in multiple sectors such as construction, tourism, broadcasting, telecommunication and employment (Hendricks, 2008).

Government objectives from the 2006 FIFA World Cup, for which South Africa narrowly missed out to Germany in the 2006 FIFA World Cup bid after a controversial round of voting, were similar to the 2010 FIFA World Cup bid. Based on literature, news and media reports, the South African government's objectives for hosting the FIFA World Cup can be summarised into 3 areas: to use the FIFA World Cup as a catalyst for infrastructure projects in the country, that would increase the visibility of the country and its cities and translate into economic benefits; to use the FIFA World Cup to foster unity and national pride in line with their intentions to use sports events to address that; to leave an African legacy that would alter previous perceptions about the continent (Alegi, 2001; African Peer Review Mechanism, 2010; Jordaan, 2013).

2.9.2. Objectives of 2010 FIFA World Cup

The 2010 FIFA World Cup was identified as an important event with the potential to create positive impacts across the country. The objectives of the 2010 FIFA World Cup can be summarised into: using the FIFA World Cup as a catalyst for infrastructure; using the FIFA World Cup to create national unity and pride; and leaving an African legacy altering negative perceptions. These objectives will now be discussed individually.

2.9.2.1 Using the FIFA World Cup as a catalyst for infrastructure

Before the 2010 FIFA World Cup the South African government had plans to initiate an infrastructure investment programme for the country (Parliamentary Monitoring Group, 2014). However the FIFA World Cup created an opportunity for the event to act as a catalyst to accelerate its infrastructure programmes. As a result host cities were invited to use the opportunity to invest in infrastructure that could be used over the long term (African Peer Review Mechanism, 2010; Department Sport and Recreation South Africa, 2011).

The South African government invested R30 billion in major infrastructures as preparation for the 2010 FIFA World Cup (Department Sport and Recreation South Africa, 2011). The investment in infrastructure included: the upgrading of facilities, stadiums and precincts, the improvement of transport, communications, health, safety and security (Department Sport and Recreation South Africa, 2011: 81).

2.9.2.2 Using the FIFA World Cup to create national unity and pride

As indicated earlier in this subsection, the South African government placed high value on creating social cohesion amongst its people. Hosting the FIFA World Cup would create an opportunity to unite the people in the country behind the national team, and to take pride in the global event.

2.9.2.3 Leaving an African legacy altering negative perceptions

The South African government underlined their intention not only to use the FIFA World Cup to elevate the status of the country, but the continent as well. Efforts were made to include African countries in the event with the purpose of demonstrating Africa's potential, capability and revised image.

Government's motivations behind the event were that the FIFA World Cup would form part of the national agenda and contribute towards South Africa's objectives (Cornelissen, 2008). There was little opposition to the decision to bid for the event, based on the bid estimations proposed by the bid committee highlighting the positive return on investments South Africa would receive from an economical perspective and otherwise (Hendricks, 2008).

Within the context of hosting a mega event like the FIFA World Cup, the question of whether this event will address some of the domestic needs and demands of the country such as poverty, social inequality, lack of housing, lack of education and high unemployment still remains. One of the critical considerations for South Africa hosting the FIFA World Cup was the government's investment in the event and their obligations to meet the demands of hosting the event. South Africa's critical deliverables for the event were to ensure the compliance with FIFA specifications and requirements for the event, adhere to legal obligations of protecting FIFA interests, plan and organize the event, ensure the construction

and upgrading of the football stadiums and make the necessary planning, and arranging of systems for the event.

Government commitment and guarantees to FIFA needed to be signed off as early as the bid was submitted and the appropriate structures needed to be put in place to ensure a structured, coordinated, and integrated effort to meet its obligations. As a result of this requirement the government consolidated a 24 point project plan that centred on compliance with FIFA requirements; leveraging the event to the benefit of the country; creating a memorable experience for football fans and creating a lasting legacy for South Africa and the African continent (Department Sport and Recreation South Africa, 2011; Dowse, 2011). Further responsibilities and obligations stemming from the guarantees signed by the South African government resulted in creating and adapting legislations and Acts to eliminate any obstacles prohibiting the event implementation. Various Ministries such as the Home Affairs, Transport and Communications were involved in applying the guarantees that ranged from “*Exempting FIFA personnel from work permits, guaranteeing visas, and guaranteeing priority immigration procedure treatment*” to “*Guaranteeing Safety*” (Department Sport and Recreation South Africa, 2011: 48-49). It is also important to note that each host city had to sign an agreement with FIFA as well that outlined their roles and responsibilities. The government guarantees have come under scrutiny and criticism from some researchers who question the decision to prioritise FIFA requirements over national priorities (Pillay & Bass, 2009; Dowse, 2011). Hosting a FIFA World Cup also entails putting structures in place to efficiently coordinate components of the event at varying government levels, sector departments and government agencies (Department Sport and Recreation South Africa, 2011).

Although there were clear motives to host the 2010 FIFA World Cup from government, there were drawbacks of hosting the event. Organizing the FIFA World Cup requires high organizational skills and competence by the host country. Ensuring the planning of the event, meeting the set requirements by FIFA and achieving national goals from the event are challenging. A study by Molloy and Audit (2013) examining how the stadium legacies outcomes occurred in South Africa, underlined the lack of cohesion between municipalities and government; the poor organisation, leadership and strategic direction; and poor overall governance of the programme. The decision to host a mega event like the FIFA World Cup often comes at the expense of using the funds earmarked to address domestic needs. Despite concerns about the growing inequality gap from politicians, economists and business leaders,

the South African government were still willing to invest its limited funds into the event that serves high performance sport (Alegi, 2006). A growing consensus on the criticism of the decision to host a mega event like the FIFA World Cup which carry large financial costs, place FIFA interests over governments priorities, and the use of limited public funds which are contrary to South Africa’s needs (Dowse, 2011; Pillay & Bass, 2009). Considering the two roles between FIFA and the host country, two competing demands emerge: FIFA requirements and demands versus the developmental imperatives of the host country.

Table 3: Comparative examples of the development needs of South Africa versus the needs for the FIFA World Cup (FIFA, 2016b; FIFA, 2016d; Pillay & Bass, 2009)

FIFA requirements and demands for FIFA World Cup	South African development imperatives
<ul style="list-style-type: none"> • Investment in World Cup stadiums • Strong influence in the selection of World Cup stadium locations • Building transport infrastructure • Building broadcast and telecommunication infrastructure • Event operations 	<ul style="list-style-type: none"> • Building schools, hospitals, housing • Addressing socio economic inequality and poverty • Community infrastructure and development • Access to clean water and sanitation • Addressing unemployment by creating job opportunities

The growing perception from literature suggests that the success and justification of investing in the FIFA World Cup is best represented by the long term impacts of the event, and the spending of public funds on the event as opposed to addressing developmental and transformational needs (Bob & Kassens-Noor, 2012; Pillay & Bass, 2009). Table 3 highlights the contrasts between the needs of the FIFA World Cup and the needs of South Africa. This raises concern as to whether South Africa is suited to host a FIFA World Cup and whether it can be truly justifiable. Although government efforts were aimed at maximising the synergies between the FIFA World Cup needs and the host needs (Department Sport and Recreation South Africa, 2011), it is uncertain as to whether the FIFA World Cup can be mutually beneficial.

It can be concluded that in addition to the benefits predicted for the event, hosting the FIFA World Cup for South Africa will have opportunity costs such as the investing in domestic needs of the country. As a developing country, this consideration is made more imperative considering the limited resources at its disposal. Although South Africa has indicated its ambitions to be considered as a member of the global economy, public debate about hosting mega events such as the FIFA World Cup continue to indicate concern over the value of these events. Despite the predicted challenges of hosting the event and the opportunity costs, the South African government still asserted their confidence in the success of the FIFA World Cup and the opportunities it would create (Davies, 2009).

2.10 CONCLUSION

Chapter 2 provided an overview of the FIFA World Cup. It discussed the history of the FIFA World Cup, the FIFA World Cup bidding process, the previous hosts of the FIFA World Cup, the FIFA World Cup as a mega event, the responsibilities of hosting a FIFA World Cup, the motivations to host the FIFA World Cup, the drawbacks of hosting a mega event such as the FIFA World Cup and South Africa as the hosts of the 2010 FIFA World Cup. Additionally, the relationship between stadiums and the FIFA World Cup was introduced. Chapter 3 will further explore the roles and functions of the FIFA World Cup stadia.

CHAPTER 3: THE ROLE AND FUNCTION OF FIFA WORLD CUP STADIA

3.1 INTRODUCTION

Chapter 2 provided an overview of the FIFA World Cup. Chapter 3 will explore the roles and functions of the FIFA World Cup stadia. The chapter begins with a review of the FIFA World Cup stadia and the training facilities, including the technical requirements of the FIFA World Cup stadia and the costs of the FIFA World Cup stadia. The roles and functions of the FIFA World Cup stadia will be discussed, before, during and after the FIFA World Cup. Finally, the chapter will conclude with an exploration of the case of South Africa stadia and the government commitment post 2010.

3.2 A REVIEW OF THE FIFA WORLD CUP STADIA AND TRAINING FACILITIES

The construction of stadiums for the FIFA World Cup or mega events is almost inevitable, and most host countries and thus host city's pursue this opportunity to build new modern stadiums. Preuss (2007: 208) stated "*The staging of mega sports events has almost always required the development of new infrastructure*". Often many of the host countries of the FIFA World Cup have outdated stadiums that either required major upgrades which are costly to perform, or require new stadiums to be built. The construction of new stadiums is a common expectation of hosting FIFA World Cup countries to adapt to the changing size, scale and demands of the FIFA World Cup such as safety and security. The changing environment and growth of the FIFA World Cup tournament has required new specifics to be adopted from each hosting country to accommodate the evolving competition and to keep within the international standards (FIFA, 2015b). For example FIFA recommend taking consideration of the pace of change and technological development when designing stadiums to ensure that spectator's demands will still be met in the future (FIFA, 2011). Other stadium features such as VIP suites, emergency procedures, media and broadcasting facilities are examples of how new standards and requirements have been introduced into football. Thus,

in order for a host country or host city to have a world class stadium, they need to have modern facilities.

During the preparation and the actual event, the host country and its cities give priority to ensuring the stadiums adhere to FIFA specifications and are suitable for hosting the event. In chapter 2 we discussed some of the requirements of the FIFA World Cup stadia. A further exploration of the FIFA specific requirements for the stadia will follow.

3.2.1 Technical requirements of FIFA World Cup stadia

During the preparation for the FIFA World Cup the focus is primarily on getting the venues ready for the event, adhering to requirements, and meeting guarantees (Department Sport and Recreation South Africa, 2011). During this phase FIFA set the guidelines for stadium requirements and take a supervisory role for the stadium preparation. FIFA specify the technical recommendations and requirements in order for the venues to be suitable to host football matches (FIFA, 2011; FIFA, 2014g; FIFA, 2012a). Whilst the host's role is to ensure the stadiums are available on time, requirements are met, and the stadium agreements and other related obligations are adhered to. It must be noted the training facilities and infrastructure that were used as well by teams during the event. These supporting structures were just as integral to the operation of the FIFA World Cup and thus must be taken into account when discussing the infrastructure that was built for the event (Atkinson, 2009). Additionally, with the evolution of public viewing areas in the 2002 – 2006 FIFA World Cups, FIFA fan parks were introduced as official venues for fans and residents to experience the event outside the stadiums (Haferburg, Godka & Selter, 2009; Turco, Tichaawa, Moodley, Munien, Jaggernath & Stofberg, 2012). The FIFA fan parks continue to be an important element of the future FIFA World Cup tournaments (FIFA, 2012a).

The scale and importance of the FIFA World Cup require unique technical aspects that differ from the requirements for professional football matches. The reason behind the difference in requirements is the unique nature of the FIFA World Cup. For example due to the demand from spectators at the venue, mobile merchandising and beverage stations are required, with the required branding as per Partners' and Sponsorship rights (FIFA, 2011). FIFA have compiled a guide on the construction of sustainable stadiums and the outlines some of the

points relevant to the FIFA World Cup. A further exploration of the technical recommendations and requirements specifically for the FIFA World Cup will follow.

Table 4: Examples of the technical recommendations and requirements for the FIFA World Cup (FIFA, 2011)

<p>Pre-construction Decisions</p>	<ul style="list-style-type: none"> • Sites capable of expanding to the required size for the tournament will stand a good chance of being selected as a venue <p>Additional issues for consideration include</p> <ul style="list-style-type: none"> • Spectator services such as toilets, food and beverage etc. • Knowledge of stadium commercial rights
<p>Orientation and Parking</p>	<ul style="list-style-type: none"> • Players and match officials drop off and pickup area must be within a covered basement away from public. Parking is required for police escorts, broadcasting and media. Space for screening is needed • Back of house compound space is needed for site management, storage and waste management. Includes space for food and beverage containers • Access needs to be provided to FIFA/LOC contractors and personnel months prior to the event for installation
<p>Playing Area</p>	<ul style="list-style-type: none"> • Advertising boards with specific dimensions are used and storage facilities should be provided in stadia • A suspended water table rootzone pitch is recommended • Pitch equipment for each site is recommended • Official training sites should have the same pitch maintenance as the one in the match stadium • A germination blanket that can be placed or removed in under 2 hours is recommended
<p>Players and Match officials</p>	<ul style="list-style-type: none"> • Referees dressing rooms should accommodate 7 referees with space of 45 square metres • A sufficiently large tunnel is recommended for the pre-match ceremonies • Event management offices required are in excess of 33

Spectators	<ul style="list-style-type: none"> • Stadium precinct to include multiple modes of transport for smoother movement of all attending stakeholders • Mobile merchandising and food and beverage stations are required, with branding according to Partners' and Sponsors rights
Hospitality	<ul style="list-style-type: none"> • VVIP and VIP areas require dedicated parking, seating, sanitary facilities, catering, medical services • VVIP /VIP's seating allocation for matches should be able to expand and contract according to the need whilst maintaining separation from the general spectators
Media	<ul style="list-style-type: none"> • Accreditation centres must be provided • A media tribune must be erected centrally with a clear unobstructed view of the playing area. The media and commentary sections have priority seats for all matches located in the best viewing areas • Adaption to the level of match and the number of media representatives anticipated is required • Dedicated elevators and stairs for the movement of media personnel are required in the stadium • The television broadcast infrastructure is large for the tournament. Therefore stadium designers must consult the Technical Annex to understand specific requirements
Lighting and Power Supply	<ul style="list-style-type: none"> • Although most stadiums can be adapted to FIFA World Cup demands, consultation and reference to the specific requirements by FIFA for broadcast technical power should be taken into account
Communications and Additional areas	<ul style="list-style-type: none"> • Stadiums require a Wide Area Network (WAN) • Provision should be made for unique IT event requirements. Example, the inclusion of technical areas for support of the distribution of event infrastructure • Space requirements are important before and during the tournament to centralise IT services

	<ul style="list-style-type: none"> • Storage space for the IT department to ensure proximity, security, environmental aspects and availability are ensured • Access for stadium technology installations must be given 6 months prior to first match
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Table 4 provides examples of the detailed requirements involved for a host country when building a stadium for the FIFA World Cup. There are 10 different areas that need to be considered, each with its own specific requirements. For example under Media, the media representatives need to have dedicated stairs and elevators to move around the stadium, and specific space needs to be allocated to them for flash depending on the stage of the tournament and the number of representatives attending. It is important to note that FIFA requirements for the stadiums may be interrelated with other areas. For example the detailing for the media spaces needs to be referred to in the FIFA World Cup Space requirements document (FIFA, 2011). It is clear that the requirements for the FIFA World Cup will have legacy implications for the future of the stadiums and therefore long term planning is a key factor for stadium sustainability. It is clear that the technical recommendations and requirements are tailored specifically for the FIFA World Cup tournament, thus a discernible gap is created between the needs of the tournament and the needs of the host. For example the additional spacing for broadcast infrastructure and compounds, hospitality villages, pitch maintenance, merchandising and food/beverage concessions, and capacity. This indicates the core challenge that many of the previous hosts of the FIFA World Cup face of integrating or utilising the stadiums in the local environment after the tournament. The local environment and market tend to be neglected with the main focus on the demands and requirements for the FIFA World Cup.

Although the FIFA World Cup stadiums tend to draw most of the attention during the event, it is important to take cognisance of the training venues as well and the role they play in the FIFA World Cup. As we've discussed, the FIFA World Cup stadiums are used for the matches during the tournament, however there are additional training facilities that the host country needs to provide for the tournament. The training facilities are officially used by the teams taking part in the FIFA World Cup and are required to be built or renovated in accordance with FIFA requirements and standards. In South Africa, 32 training facilities were upgraded for the teams participating in the 2010 FIFA World with the communities becoming

the intended beneficiaries from having improved facilities (Department Sport and Recreation South Africa, 2011). The development agenda was consistently raised throughout the build up to the 2010 FIFA World Cup (Parliamentary Monitoring Group, 2014). The location of the training facilities is important to consider in the South African context because of the strong need for community development in the area, the lack of facilities in communities, and the social inclusion of the impoverished communities into the event. Additionally, the location of the training facilities can also be symbolic of the extended facilities legacy into communities. The South African government along with the host cities had the intention of using the FIFA World Cup to initiate further development initiatives, create jobs in disadvantaged areas and activate community sport programmes (Hiller, 1998; Hiller, 2000). It can therefore be said that the training facilities played a crucial role in the contribution to the communities of the host cities because of their location and scale towards community needs.

3.2.2 The costs of FIFA World Cup stadia

The stadiums built for a FIFA World Cup tournament are not only an important element of the event; they are also one of the most expensive. A review of the costs of stadium construction from the last 3 FIFA World Cups (2002, 2006, 2010) indicates the allocations made towards stadiums, and underlines their overall expense for the hosting countries (Alm, 2012).

Table 5: Total costs of the stadium construction and the number of stadiums in the 2002-2010 FIFA World Cups (Alm, 2012)

Host Country	Total Stadium Construction Price	Number of Stadiums
South Korea/Japan	\$4 626 639 256	19
Germany	\$1 985 883 219	10
South Africa	\$1 794 379 401	10

Alm's (2012) study found that the bill for stadium investments alone, excluding minor renovations to venues in preparation for the event, amounted to \$8, 5 Billion dollars. It can therefore be deduced that the stadiums for the FIFA World Cup generally take up a large section of the host country's overall budget.

Table 6: Budget allocation and expenditure for the 2010 FIFA World (Department Sport and Recreation South Africa, 2011)

Description	Amount	Percentage of budget
Stadiums and precinct development	R9 841 million	36%
Transport	R11 728 million	43%
Broadcast and telecommunications	R300 million	1%
Event operations	R684 million	3%
Event volunteer training	R25 million	0.000918%
Ports of entry infrastructure	R3 500 million	13%
Immigration support	R630 million	2%
Communications, hosting, legacy and culture	R504 million	2%

Graph 1: Budget allocation and expenditure for the 2010 FIFA World Cup (Department Sport and Recreation South Africa, 2011)

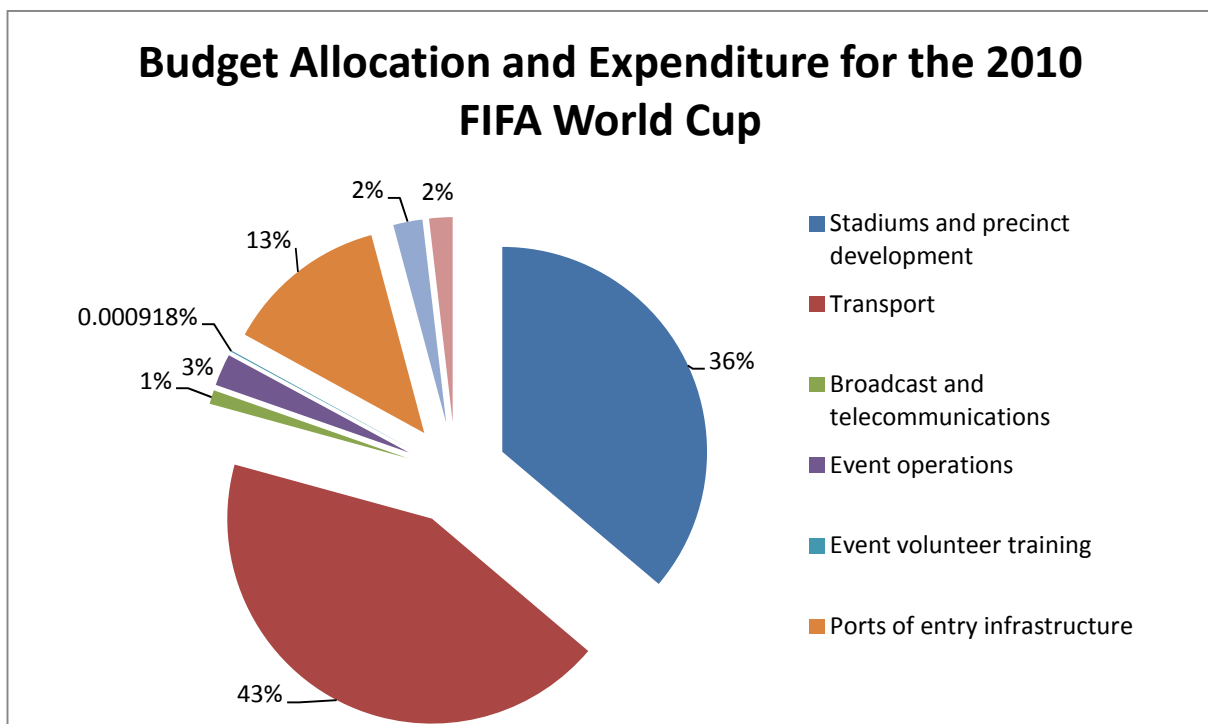


Table 6 and Graph 1 indicate the overall budget allocation by the South African government for the 2010 FIFA World Cup (Department Sport and Recreation South Africa, 2011). The Transport, Stadiums and Precinct Development, and the Ports of Entry Infrastructure were the highest allocations. Stadiums and Precinct Development took up 36% of the total budget allocation. It is clear from the Table 6 and Graph 1 that the stadium's renovations and construction and upgrading of training facilities took up a large part of the overall budget allocation.

Within this context, it is important to note here the source of the funding for the budget. The South African government relied heavily on public funding for the 2010 FIFA World Cup.

3.3 THE FUNCTIONS AND ROLES OF THE FIFA WORLD CUP STADIA

The FIFA World Cup stadia have changing roles and impacts at different stages of the event. To understand the roles and functions the different stages of the FIFA World Cup will be categorised into 3 areas: before, during and after the FIFA World Cup.

3.3.1 Before the FIFA World Cup

The build up period of the FIFA World Cup is often characterised by anticipation and excitement from various stakeholders of the event. The government excitement is characterised by the prospects of what the event will bring in the country such as national pride and interest in the host football team. As outlined in the previous chapter the motivations of the host country of the FIFA World Cup are broad.

It is important to note here that to understand the South African context of hosting the FIFA World Cup we must consider the history of the country and the future trajectory of the government. Within this framework we can then review the stadiums and training facilities that were built for the FIFA World Cup, the developmental needs of the country, the expectations from the FIFA World Cup and what role the stadiums play for host cities.

There is a noticeable anticipation from the public as well, from experiencing a global event and witnessing the entertainment of the event. According to literature on the anticipated

benefits for the host cities of the FIFA World Cup, the host cities can expect to benefit from the global marketing and promotion from the event with the view of presenting the destination to attract tourists, investors, and infrastructure development (Dowse, 2011). However, in South Africa's case Tomlinson (2009) contested that the anticipations of the host cities for the 2010 FIFA World Cup can be summarised into 3 themes: free money, the big idea (the location of the stadium and related development) and the expected marketing of the city. These themes will now be explored further.

3.3.1.1. Free money

The host cities had anticipated the funding that was going to be invested in the city and to catalyse the infrastructure projects identified such as improvements to the transport system, stadiums, and additional infrastructure. This opportunity was also regarded as unique because money was used to invest in projects that were not affordable by the city. The host cities regarded the infrastructure projects as the legacies of the event and therefore there was high anticipation of the FIFA World Cup to establish these legacies over a long term period. However, within the context of money invested in stadiums there were different amounts that were allocated in host cities depending on the need for upgrading existing stadia or constructing new stadia, for example Mangaung received less money for the upgrades to their existing stadium, whilst Cape Town received more money for the new stadium built. It is interesting to note that the host cities were aware of the experiences of previous hosts and their challenges with stadiums, and they had anticipated the operating and maintenance costs after the 2010 FIFA World Cup.

3.3.1.2. The big idea

There was anticipation to use the FIFA World Cup to implement ideas to develop previously disadvantaged areas. These intentions were demonstrated in the government's plans to build the FIFA World Cup stadiums in strategic areas within the city's that would develop or expand the city, and give attention to the poor. The examples of the government's original proposed plans with Athlone Stadium in Cape Town and Rainbow Junction in Pretoria illustrate the focus of implementing these ideas. However, the power and influence of FIFA

subverted those plans in favour of their own preferences and the host cities were forced to find alternatives.

3.3.1.3 Marketing of the city

The FIFA World Cup was anticipated to help address afro-pessimism and counter the negative perceptions of the continent. Towards this end, the host cities will play an essential role in defining the impressions of the cities, the country and the continent. The funding to host cities was considered within this context. Tomlinson argues that the legacies of the host cities will play a leading factor in the tackling afro-pessimism. The host cities anticipated a set of legacies from the FIFA World Cup that would help market the host cities, South Africa and Africa essentially since the 2010 FIFA World Cup was dubbed an African World Cup. The transport legacy was identified as a critical area of emphasis for all host cities. Tourism was identified as a legacy for the host cities. Urban upgrading was identified as a key area; this refers to making the city more attractive, safe and user-friendly. Information and communication technology were identified as key infrastructure for creating a legacy for the host cities.

3.3.1.4. Expectations of addressing development challenges

With the increasing number of developing countries competing for mega events such as the FIFA World Cup, there are some countries that perceive these events to alleviate poverty and address developmental challenges. The general view from developing countries is that these mega events such as the FIFA World Cup can drive the investment in infrastructure, and deliver the desired impact on stimulating the economy in the form of job creation, spending and tourism (Konrad-Adenauer-Stiftung *et al.*, 2011). Additionally, the hope is that the facilities left after the event will be beneficial to all and the status of sport participation will be elevated. However, an increasing body of literature have contested these assertions and cautioned against the expectations of mega events such as the FIFA World Cup particularly on the basis of the usage of event infrastructure such as stadiums (Whitson & Horne, 2006; Whitson & Macintosh, 1996). In South Africa, the government raised expectations of the positive contributions that the FIFA World Cup would bring to the country in terms of serving the previously disadvantaged (Desai & Vahed, 2010; Hendricks, 2008). These

contributions included the World Cup stadiums and the benefits to the community. However, early indications before the commencement of the 2010 FIFA World Cup illustrate the power struggle between FIFA and South Africa, and the eventual concessions made by the host country. Hendricks (2008) assessments of the outcomes promised indicate the risks of not fulfilling them and the likely cost implications.

3.3.1.5. Anticipation of the event

The period before a FIFA World Cup is characterised by excitement, anticipation, euphoria and a festive atmosphere. This atmosphere is created by the host of the FIFA World Cup along with the support of FIFA to attract as many people to the event. South Africa embarked on a mass mobilisation initiative with the support of various stakeholders to build up this excitement for the 2010 FIFA World Cup (Department Sport and Recreation South Africa, 2011). The aims of the initiatives are to attract spectators, viewers and the public to the event via selected consumer points such as the FIFA World Cup stadiums and FIFA Fan Parks. These initiatives included:

- National Road shows – aimed at marketing and promoting the FIFA World Cup as wide as possible.
- Schools Confederation Cup – aimed at educating learners and educators about the participants in the 2009 FIFA Confederation Cup, culminating in a provincial and national football tournament.
- Schools World Cup – aimed at hosting schools from across the country in a tournament. The tournament was conducted at regional, provincial and national level with the winning school receiving tickets to watch matches at the 2010 FIFA World Cup.
- Strong Youth, Strong Africa – an initiative aimed at consolidating African support of the 2010 FIFA World Cup, incorporating the culture of sport and recreation in communities, and driving youth development and empowerment. This initiative was a collaborated effort by governments and NGO's.

3.3.1.6 Development Expectations

The general conception is that a mega event such as the FIFA World Cup gives the host country an advantage of building or upgrading stadiums which will give the host cities world class facilities. The stadiums will contribute to the lives of the local residents in the form of job creation, stimulated local economy, and access to facilities. There is also the conception that developmental issues such as poverty, low employment and social exclusion can be addressed through mega events such as mega events (Pillay & Bass, 2009). There are suggestions that the developmental impacts from mega events such as the FIFA World Cup can be expected however a lack of evidence continues to create uncertainty on the subject (Lindell, Hedman & Nathan-Verboomen, 2010). Pillay and Bass (2009: 76) reached a similar view when they stated: “*The developmental impacts of mega events in the periphery are frequently touted, although there is little guarantee that the actual effects contribute to poverty reduction specifically*”. The demand for a developing country such as South Africa to address development and poverty is more pertinent than in previous host countries of the FIFA World Cup because of the added pressure of delivering a successful mega event in Africa. There are suggestions from literature that the stadiums from mega events such as the FIFA World Cup have a minimal if not debatable effect on reducing poverty (Cornelissen, 2007; Whitson & Horne, 2006).

Job creation is frequently referred to as a benefit of hosting the FIFA World Cup however, some scholars have challenged this misconception arguing that the jobs created from the event, such as in the construction sector, tend to be of a short term/temporary period effectively giving little impact to the overall unemployment rates (Pillay & Bass, 2009; Hiller, 2000).

A potential negative social implication from the diversion of public funds into mega events like the FIFA World Cup is the reduced allocation of budget for other social projects.

Concerns have been raised as to the gap between the predicted and actual outcomes of mega events such as the FIFA World Cup, and host countries are urged to pay closer attention to what they can expect from mega events such as the FIFA World Cup.

3.3.1.7 Media Speculation

There is often a strong focus on the stadiums during the build up to the FIFA World Cup from news outlets and media, largely due to the urgency of stadium delivery, the anticipation

of the event and the significant investment in constructing or renovating the stadiums. As with most of the recent mega events, particularly those that have taken place in developing states, the events have been marred by reports of stadium construction delays, the readiness of the host country and other negative associations (Antunes, 2013; Rumsby, 2014; Austin, 2009). These reports can be damaging to the host country and increase the pressure for them to deliver. Despite the widespread reports about the 2010 FIFA World Cup in South Africa, the stadiums were ready on time and the event took place without any major problems (Gibson, 2010).

3.3.2 During the FIFA World Cup

In the previous chapter some of the responsibilities and requirements for a host country in terms overall preparation for the FIFA World Cup were discussed, however this chapter focuses more on the stadiums of the FIFA World Cup. Stadiums are at the epicentre of the FIFA World Cup tournament. Stadiums host the football matches for the competition where thousands of fans, broadcasters, and VIP guests gather to watch teams participate in the event. As one of the more visible, expensive and problematic elements of the FIFA World Cup, it is no surprise that FIFA World Cup stadiums attract a significant amount of attention (Gaffney, 2010).

The constructions and major renovations of new stadiums in host cities have received attention from researchers and scholars particularly in 4 areas: urban transformation, economic impact, and the social implications of these new venues (Horne, 2011; Santo, 2007; Du Plessis & Maennig, 2009; Gaffney, 2010).

The urban transformation from stadiums built for mega events such as the FIFA World Cup continues to be a focus for most aspiring hosts. Mega events such as the FIFA World Cup give the opportunity to construct or renovate stadiums for the event, and create other infrastructure aligned with serving the host city and the event. A host city generally undergoes a transformation of its transport, hospitality and stadium infrastructure. The host city may also experience environmental city transformation efforts aimed at promoting the city in a positive light. These favourable changes attract many aspiring hosts of mega events such as the FIFA World Cup.

The economic impacts of the stadiums built or renovated for mega events such as the FIFA World Cup has been frequently researched. Bidding for mega events such as the FIFA World Cup is often dependent on the economic impacts derived. These economic impacts extend to the stadiums used in these events such as the FIFA World Cup. For example job creating from the stadium construction, and increases in spending at businesses located near the stadium. However suggestions in literature dispute the overstated expectations of the stadiums having strong economic impact on the host city, and assert that there is no clear evidence to indicate this over a long term period.

The stadiums for mega events such as the FIFA World Cup can have far reaching impacts which can be positive and negative simultaneously. From a positive perspective the stadium is a place where social cohesion. However, the stadium can cause higher property values causing challenges for those that may not be able to afford rent.

However, it is the marketing and publicity opportunity that a new stadium brings to the host country and its host cities, that is most coveted by prospective hosts. Hosting a mega event like the FIFA World Cup is widely perceived as a demonstration that the city is on the world stage, and it provides the opportunity for the cities to enhance, promote or recreate their brand (Rogerson, 2009; Whitelegg, 2000). According to Maennig and Du Plessis (2009) some South African host cities will seek to use the design and signature architecture of their stadiums as a way of getting their names on the global map. This is a seemingly common perception held by many of the previous FIFA World Cup hosts and other mega event hosts (Gratton, Shibili & Coleman, 2005; Ahlfeldt & Maennig, 2010; Schimmel, 2006; Curi *et al.*, 2011). Brooke (2002) found a similar finding for South Korea when they hosted the 2002 FIFA World Cup. South Korea's stadium strategy was to use the large global media platform of the tournament as a way of announcing themselves to the first world by designing iconic stadiums that would enhance the country's brand. This strategic way of using the stadiums from the FIFA World Cup event further demonstrated how countries and cities alike are tactfully using mega events to communicate to a large audience and to position themselves favourably on the global map. A study by Hiller (2006) on the Olympics and urban transformations highlighted the growth of competition amongst cities that are looking to market themselves and to use elements of the Olympic Games as a competitive advantage to attract new sources of funding and direct investment that will support business development and employment creation, and improve the built environment.

It is important to note the impact of stadium facilities on the local residents staying near the stadium. Due to the new stadium precinct, the value of property may raise causing an increase in rent and raising the affordability of rent payers, and a change in social class. As a result, the poor may be negatively impacted by the high value of property and displacement from residential areas.

Based on the above discussions, it is clear that the stadiums from mega events such as the FIFA World Cup are aligned with strategic objectives of the host cities however, speculation about the value to the host country is echoed by researchers who argue that the needs of FIFA are often given preference over the needs of the hosts (Haferberg, 2011; Swart & Bob, 2012a).

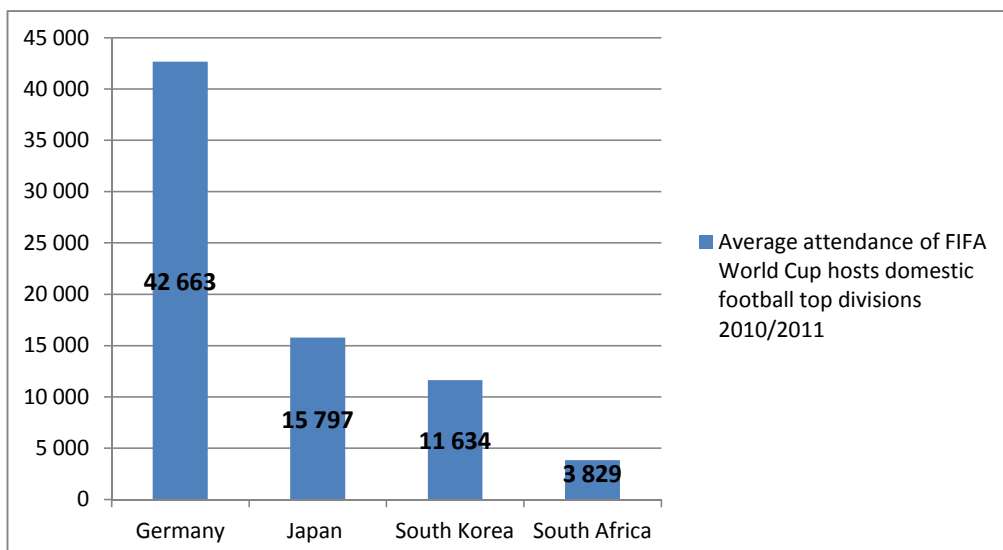
Despite acknowledging these contradictions and potential consequences, governments of host countries and cities continue to commit to hosting the event. Thus begging the question: Why do hosts still bid for events like the FIFA World Cup knowing the costs and implications of building new stadiums? This area of research continues to grow from different perspectives particularly in developing nation's context (Curi *et al*, 2011; Konrad-Adenauer-Stiftung *et al.*, 2011; Deng & Poon, 2011; De Paula, 2014).

3.3.3 After the FIFA World Cup

After the FIFA World Cup, attention shifts to how the World Cup stadiums will be of benefit for the people considering their cost. Ultimately the success or failure of the money invested in the stadiums is largely dependent on their integration into the city. Although mega events like the FIFA World Cup give opportunities for the host cities to build stadiums, creating inherent benefits such as world class facilities and improving the capacity to host other mega events, there are strong suggestions in literature that highlight the critical importance of the long term outlook for these venues and the lack of priority given to the post event use of venues (Alm, 2012; Hiller, 2006; Brooke, 2002; Lindberg, 2006; Manfred, 2015). This assertion was discussed by Alm (2012) who examined the status of stadium utilisation based on index formulated. Figure 2 illustrates the Average attendance for FIFA World Cup hosts domestic football divisions for 2010/2011. The first point that is evident is the considerable difference between Germany, Japan and South Korea, and South Africa. Based on the data presented we can see that Germany has a clear advantage over the other hosts due to their

high average attendance in their top football division. This will allow them to integrate their 2006 FIFA World Cup stadiums into the local environment because the demand for large capacity venues is there. This fit is in stark contrast to South Africa who has a low average attendance in their top football division. The data indicates the challenge that South Africa will face in utilising their 2010 FIFA World Cup stadiums on a sustainable basis. The second point is that we can deduce is the difference in environments between the host countries. Each host country has varying levels of attendance within their top football divisions therefore FIFA World Cup stadiums may not perform the same way in each host country. It can be concluded that the lack of integration of World Cup stadia needs to be carefully considered by the host country.

Figure 2: Average attendance for FIFA World Cup hosts domestic football top divisions 2010/2011 (Alm, 2012)



Alm (2012) concluded that the local needs need to be taken into account before the commitment to build the stadiums. Of notable discussion is the integration of these venues with the needs of the locals, the use of these venues and their overall sustainability. A report by KPMG (2013) on the blueprint for successful stadium development underlined the importance for a newly constructed stadium to be aligned with the local needs in order to be successful over a long term period. In reference to mega events such as the FIFA World Cup the report emphasises the need for adaption of the stadium to meet expected demand beyond the event.

Central to the concerns of post event challenges is the possibility of the venues becoming “*white elephant*” stadiums. Ridley (2012) describes white elephant stadia as high cost sporting citadels built for events that struggle with maintenance costs and a suitable legacy. Media reports on white elephants offer a similar understanding, describing them as stadia that are not useful and have high upkeep costs (Santos, 2014; Watts, 2002; Donnelly, Gossman, & Harbour, 2010). The generally accepted causes of white elephant stadiums are derived from the lack of usage due to poor planning, poor location, lack of events and the difficulty in attracting regular attendance (Ridley, 2012; Schoonbee & Brummer, 2012). The construction of new stadiums for the FIFA World Cup will therefore face these potential risks, and it is worth examining how they will continue to be sustainable after the conclusion of the event. FIFA’s expansion into untapped markets with the FIFA World Cup has created a unique challenge in that building new stadiums for the tournament in these developing football markets poses legacy issues and potential underutilisation.

3.3.3.1 Public Stadiums

The governments of hosting countries often justify the public funds invested in stadiums as beneficial to the public at large and are worthwhile investments. They will therefore support public use and interest post event. A long standing challenge however for stadiums built after mega events like the FIFA World Cup has been their sustainable operation that will prevent the venues from being costly to operate and ultimately ‘*white elephants*’. This implies a business rationale that the stadiums have to follow in order to be operational. Additionally, the taxpayer is often the one supporting these venues, therefore the public interest in these stadiums is considerably significant. However, public stadiums built for mega events are primarily to serve the locals post event rather than to be profit seeking. Chalkey and Essex’s (1999) assessments of venues after competition argue that the commercial aspect of the venues will be challenging and the venues are unlikely to be used.

Ultimately the underlying problem with public stadiums from mega events such as the FIFA World Cup is that they are unable to perform their intended functions if the environment is not compatible with the stadium.

Private owned stadiums tend to perform better than public stadiums. The key factor for their good performance is largely due to the control that the owners have to make decisions and

tailor their venues towards their markets, thus maximising their profit potential (KPMG, 2013).

Figure 3: Current ownership of FIFA World Cup stadiums from the 2002-2010 FIFA World Cups (Alm, 2012)

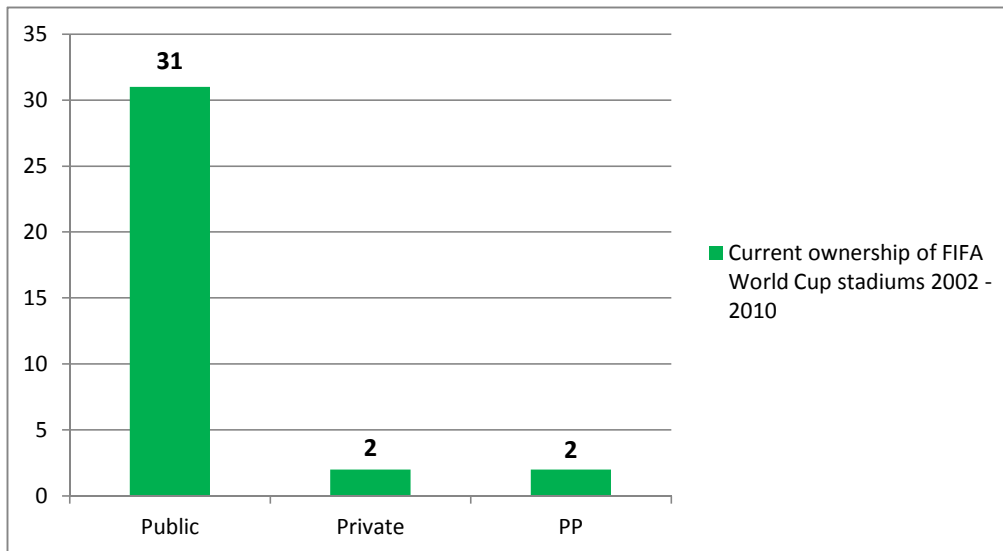


Figure 3 illustrates the significantly high number of publicly owned venues compared to the number of private owned and public-private owned venues. This indicates the added pressure that the host government has to face, as they try to ensure the sustainable usage of the venues. It is also important to note the cost implications for public stadiums if they are unable to keep the venues operating sustainable. As highlighted in the previous chapter, the implication of this cost burden is often passed on to the local residents of the host city in the form of increased rates and taxes. Some stadiums that are used for mega events such as the FIFA World Cup are bought by wealthy football clubs that aim to use the stadium for income purposes. An example of this is demonstrated by the Allianz Arena in Munich that was bought by FC Bayern Munich from the City of Munich after the 2006 FIFA World Cup. FC Bayern Munich now uses the stadium as a key revenue source for the club (KPMG, 2013). In spite of public venues not having a profit seeking mandate there is a strong case for them to have a commercial pursuit or business rationale to avoid becoming white elephants or to lessen the financial burden on the local taxpayer (KPMG, 2013).

Recent efforts have been made in light of stadiums adapting to post event demands such as scaling down the seating capacity after events. We should also consider the different contexts

and conditions that the FIFA World Cup takes place in and how this may affect the future of the stadiums. The stadium environments in South Africa, Germany, Japan and South Korea will differ considerably as we will discuss. Literature and case studies from previous hosts of the FIFA World Cup suggest it would be risky to assume that one strategy of building and using stadiums adopted for one host may work for all because of the different environments and contexts that are unique to each host. For example German World Cup stadiums were financed mainly by football clubs and private investors whilst the World Cup stadiums in Japan, South Korea and South Africa were financed through public funding (Tomlinson, 2009; Maennig & Du Plessis, 2009; Alm, 2012). Additionally Germany boasts a high profile football league (Bundesliga) which has one of the highest stadium attendances in Europe, thus underlining the high probability of getting an anchor tenant and the favourable conditions for the stadiums to operate successfully (The Stadium Guide, 2016). As a result of the financial structure and ownership of these venues, the outlook will differ significantly for each host.

3.4 THE CASE OF SOUTH AFRICAN STADIUMS AND GOVERNMENT COMMITMENTS POST 2010

One of the core pillars underpinning the National Sport and Recreation Plan is to establish an enabling environment that includes providing adequate facilities (SRSA, 2011). The World Cup stadiums are included in this strategic objective as facilities that can be used for the country's sport and recreation enrichment. There is a reasonable indication therefore that the stadiums have been integrated into a larger national plan that goes beyond facilities. There are still uncertainties however, about the sustainable future of the stadiums and the perceptions of Local Municipality officials. Based on initial reports from government, Local Municipalities and other relevant stakeholders, the stadiums have become costly to operate and potentially face the risk of becoming '*white elephants*' due to the lack of sufficient usage that can render them sustainable (Parliamentary Monitoring Report, 2008k; Ridley, 2012). National government and Local Municipalities have been criticised for their lack of coordination and planning that may have improved the chances of being sustainable (Molloy & Audit, 2013). In addition to the responsibility of managing the World Cup stadiums, the Local Municipalities are tasked with planning and managing of facilities that were upgraded

to be training facilities for the competing teams. Therefore the World Cup stadium functions extend to other municipal facilities and have implications. There is a broad consensus that the challenge for the host cities keeping the new stadiums sustainable will depend on the operational and maintenance costs of the venues (Davies, 2009). This involves making the venues commercially viable, and the responsibility is on the Local Municipalities to keep the venue used and avoid it making losses. Additionally, there is a growing influence from local residents who call for more involvement in the decision making of investing in the venues largely because they are directly affected by the venue (Hermann *et al.*, 2013).

3.4.1. The 2010 FIFA World Cup stadiums

South Africa committed to constructing 5 new stadiums and renovating 5 existing stadiums for the 2010 FIFA World Cup. The 5 new stadiums were the following: Peter Mokaba Stadium in Polokwane; Mbombela Stadium in Nelspruit; Moses Mabhida Stadium in Durban; Nelson Mandela Stadium in Port Elizabeth; and Cape Town Stadium (formerly known as Greenpoint Stadium) in Cape Town. The remaining 5 stadiums that were renovated were: Royal Bafokeng Stadium in Rustenburg; Loftus Versfeld in Tshwane; Ellis Park Stadium in Johannesburg; FNB Stadium (formerly known as Soccer City) in Johannesburg; and Free State Stadium (formerly known as Mangaung Stadium) in Bloemfontein (FIFA, 2009).

The South African government have clearly identified the projected benefit of building the stadiums outlining community development, sport participation and attracting future events as a result of its newly acquired world class facilities (Department Sport and Recreation South Africa, 2011; Parliamentary Monitoring Group, 2008a, 2008b, 2008c, 2008d, 2008e, 2008f, 2008g, 2008h).

3.4.1.1 Parliament Meeting for the future of 2010 stadia

Efforts were also made by government to encourage cities to include stadiums into their Integrated Development Plans (Davies, 2009). The 2010 FIFA World Cup stadiums were intended to upgrade the existing football infrastructure in the country to world class stadiums, to give the country a football legacy and to demonstrate South Africa's hosting capability. The South African government gave each hosting city/municipality a task to outline their post

event plans for the stadiums and to present them at a parliamentary meeting. Government attempts to determine the future of the venues was discussed in a committee meeting held after the 2010 FIFA World Cup entitled, *Future of Stadiums: Host Cities SA Football Association and SA Rugby Union briefings*. 7 key outcomes were derived from this meeting:

- Emphasis was placed on securing anchor tenants at the stadiums. Anchor tenants were considered key to the future of the stadiums sustainability. Each Local Municipality was making efforts to attract a major tenant that could attract attendance.
- A number of Local Municipalities were considering outsourcing the management of the stadium to experienced specialists that could help find solutions to the challenges in the post event period.
- A lack of consultation with some of the major sports federations in the country was noticeable. The South African Football Association (SAFA), which is the national football body in the South Africa, discussed the lack of consultation during the planning of the stadiums and was of the view that the stadiums would not be sustainable due to the need for aggressive business plans. Cricket South Africa (CSA) expressed a similar disappointment to SAFA in that they were not consulted on the planning of the stadiums. As a result, almost all the venues are unable to host cricket matches due to the dimensions of the pitches. The South African Rugby Union (SARU) had also been affected by the lack of consultation with the union resulting in clashes between some of the big provincial unions and the Local Municipalities.
- The general consensus within the committee were of the view that there was need to host other sports at the venues thus expanding the opportunities of using the venue and increasing the potential financial gains.
- Some municipalities indicated the need for financial support from government in order to manage costs. However, members of the committee agreed that the requests for financial support ought to be made with delicacy because the stadiums are meant to be sustainable with as little funding as possible.
- The smaller municipalities proposed regulation of the competition for hosting football events and to regulate the distribution of events to smaller federations. This would give each municipality an even opportunity to be competitive for events in the country.
- There were indications from some of the Local Municipalities that planned on creating multiple revenue streams to avoid dependency on one source, for example

the Ethekewini Municipality included restaurants, shops and other tourist attractions in the design of the Moses Mabhida stadium (Parliamentary Monitoring Group, 2008a, 2008b, 2008c, 2008d, 2008e, 2008f, 2008g, 2008h). However, some Local Municipalities conceded that not all the stadiums could be used as multipurpose venues due to budgetary limitations during construction.

The outcomes strongly indicate a lack of coordination amongst the municipalities and the sporting unions, particularly the missed opportunity of involving some of the bigger, more lucrative sports federations in the country (Parliamentary Monitoring Group, 2008k). In addition to these outcomes, it was decided that the Department of Sport and Recreation, and SAFA needed to take a firmer role in coordinating efforts between different federations and ensuring the stadiums and the legacy of the 2010 are built upon.

Table 7: Stadium ownership of the 2010 FIFA World Cup stadiums (FIFA, 2009)

Stadium	City	Owner	Public/Private
Polokwane	Polokwane	Polokwane Municipality	Public
Mbombela	Nelspruit	Mbombela Municipality	Public
FNB (Soccer City)	Johannesburg	City of Johannesburg	Public
Ellis Park	Johannesburg	City of Johannesburg	Public
Royal Bafokeng	Rustenburg	Royal Bafokeng Administration	Private
Loftus Versfeld	Tshwane	Blue Bulls Rugby Union	Private
Free Stadium (Mangaung)	Bloemfontein	Mangaung Municipality	Public
Moses Mabhida	Durban	Ethekewini Municipality	Public
Nelson Mandela	Port Elizabeth	Nelson Mandela Bay Metropolitan Municipality	Public
Cape Town (Greenpoint)	Cape Town	City of Cape Town	Public

Table 7 indicates the stadium ownership of the 2010 FIFA World Cup stadiums. In the case of South Africa, as with most stadiums built and owned by local government, the stadiums are backed financially by public funds. In an instance where stadia are financially backed by public funds, a challenge is created when the stadium incurs heavy losses for which local government often resort to increasing public rates and taxes fit the bill. Perhaps more

urgently in South Africa's case, the future of these venues raises concerns about the public policy from local and national government.

Foundations of international literature on mega events have questioned the post event use of the stadiums and the people expected to benefit from them. Whitson and Macintosh (1996) challenged the assumption that these facilities are useful for public use; rather they are suitable for elite athletes only, whilst Whitson and Horne (2006) challenged the assumption that building the stadiums gives little impact to the local residents using the case of Japan for some of the 2002 FIFA World Cup stadiums. It therefore remains unclear whether the World Cup stadiums will bring value to the local community, whether the venues are worth the public investment and the return they give, and if the venues are reserved for elite use or can be used by the local community.

Critical questions are therefore raised in relation to the post event period of the FIFA World Cup, due to the likelihood or the indicators showing little usage of the venues after the event. What role will the stadiums play for the municipalities? How will the stadiums be adapted to local needs? What function will the stadiums serve after the event? A further complication is the national needs of the public in terms of recreation, the goals of sports development in South Africa, integrating multiple interests from the public and private sector, and the strategic mission of South African sports.

3.5 CONCLUSION

Chapter 3 explored the roles and functions of the FIFA World Cup stadia. The chapter began with a review of the FIFA World Cup stadia and the training facilities, including the technical requirements of the FIFA World Cup stadia and the costs of the FIFA World Cup stadia. The roles and functions of the FIFA World Cup stadia were discussed, before, during and after the FIFA World Cup. Finally, an exploration of the case of South Africa stadia and the government commitment post 2010 was discussed. Additionally, the purpose of the FIFA World Cup stadia was underlined throughout the chapter. Chapter 4 will examine the legacy roles of the FIFA World Cup stadia.

CHAPTER 4:

LEGACY ROLES OF STADIA

4.1 INTRODUCTION

Chapter 3 explored the roles and functions of the FIFA World Cup stadiums. Chapter 4 will examine the legacy roles of the FIFA World Cup stadia. Towards this end, chapter 4 will discuss the definition of the legacy concept, the legacies of FIFA World Cups, the unique attributes of legacies, the obstacles of meeting legacies intended by the host country of the FIFA World Cup, the legacies expected from host countries and cities, tangible and intangible legacies, and the South African stadia as a legacy.

4.2 DEFINITION OF THE LEGACY CONCEPT

The initial step in understanding the concept of legacy and how it acts as a function of the FIFA World Cup is to define the term. The term ‘legacy’ is used frequently within the context of bidding and hosting mega events. The application and use of this term has grown over the last few decades as hosting countries have sought to identify ways of leveraging events to form lasting positive impacts. Currently, many of the large sport federations that host mega events like the FIFA World Cup try to encourage prospective host countries to identify ways of using the event to create lasting legacies. Literature shows that there is a lack of a clear definition for the term legacy. Giginov’s (2011) description of the legacy concept highlighted its application as a prospective concept that various stakeholders look towards benefiting from. Preuss (2007) offers a similar understanding of the concept that suggest it is a planned outcome that stakeholders can benefit from, but gave a much broader meaning to include planned and unplanned, positive and negative, tangible and intangible structures. In recognition of the broad nature of the concept some author’s propose classifying the different areas that legacy encompasses.

Chappelet and Junod (2006) suggest breaking down the term into 5 categories namely: sporting legacy, economic legacy, infrastructural legacy, urban legacy and social legacy.

Under each category legacy is defined and understood within each area. For example the sporting legacy category includes, all sport structures built and renovated for the event that will serve a purpose once the event has ended, increasing participation in sport, introducing new or different types of sports to the area and creating the capacity to host more mega events. A similar approach was used by Cashman (2005) who classified legacy into 6 fields based on evidence of the terms use, namely: sport; economics; infrastructure and education; public life, politics and culture; symbols memory and history. However Cashman (2005) contested the use of the term and the assumptions it carries and noted the challenge in defining it. He states: *“When the term is used by organising committees, it is assumed to be entirely positive, there being no such thing as negative legacy when used in this context. Secondly, it is usually believed that legacy benefits flow to a community at the end of the Games as a matter of course”* (Cashman, 2005: 15).

Leopkey and Parent (2012) observed the changing trend of the legacy concept from previously using mega events to acquire benefits, to the current use of developing long term strategic plans around events. Recent examples of mega events support this trend for example: the London 2012 Olympic Games was used as a catalyst to transform and regenerate the East London region on the city and accelerate development projects such as the Olympic Park, public transport, sports infrastructure and other linked investments in the area (Department of Culture, Media & Sport, 2013); the German Federal Government used the 2006 FIFA World Cup to: advertise the host nation locally and internationally as an important nation to do business and science, portray Germany as an attractive travel destination and nation of culture, and to trigger excitement of the event (Federal Ministry of the Interior, 2006). The usages of mega events like the FIFA World Cup have therefore become clear opportunities for hosting countries to leverage for local benefits. Based on the above definitions and descriptions, we can conclude that legacy refers to all planned and unplanned, tangible and intangible, positive and negative impacts related to the period after the conclusion of the event. Furthermore they encompass a variety of aspects from mega events such as sporting, infrastructural, urban and social outcomes. Therefore, for the purpose of this study the following definition of legacy is adopted here: ‘legacy is planned and unplanned, tangible and intangible structures, positive and negative impacts that followed the FIFA World Cup’ (Preuss, 2007; Girginov, 2011; Chappelet & Junod, 2006; Cashman, 2005).

Within the context of mega event legacies, emphasis is placed on the infrastructure built for the event, such as the football stadiums for the FIFA World Cup and their links with urban objectives (Cornelissen & Swart, 2006). It is these links between the event infrastructure and their function on the post event period that require significant planning at the preparation, during and post event phases of the event (Lindberg, 2006).

4.3 THE LEGACIES OF FIFA WORLD CUPS

Given the large inputs into hosting the FIFA World Cup such as financial investment, infrastructure, government legislation, human capital and personnel, the promotion of the event, news and media associated with the event, there will be lasting impacts from hosting the tournament (Duminy & Lucket, 2012; Malfas *et al.*, 2004). Several authors including proponents from government suggest the hosting of the FIFA World Cup and other similar events are best understood by their long term impacts, thus justifying their costs (Bob & Kassens-Noor, 2012; Cornelissen, Bob & Swart, 2011). It is these lasting impacts on the host country that are characterised as the legacy of the event. The prominence of legacies from mega events like the FIFA World Cup over the past 2 decades has drawn the attention of scholars and researchers who have studied this phenomenon from various perspectives such as social, geo-political, cultural, and urbanisation (Dauncey & Hare, 2000; Swart & Bob, 2012; CH2MHill, 2011). It is understood that the FIFA World Cup gives a strong opportunity to initiate legacies that can contribute to the host country's welfare.

FIFA have asserted their support for bidding and hosting countries benefiting from FIFA events as part of their goals for global development of the game and social benefits. FIFA refer to these benefits as the legacy. FIFA define legacy as: "*the sustainable benefits for the host member association and country – well before, during and long after the event*" (FIFA, 2016e: 1).

The study will seek to explore the legacies related to stadiums and their impacts on the host countries. The definition of legacy is broad and encompasses different areas. This study will further explore the legacies of the FIFA World Cup as they relate to stadiums.

4.3.1 The legacy of job creation

The construction, renovation and upgrading of the FIFA World Cup stadiums is a large undertaking for the host country. The stadiums are constructed years in advance of the FIFA World Cup with regular FIFA inspections throughout the preparation phase. The proponents of hosting the FIFA World Cup often highlight the number of jobs created during this process and its contribution to lowering unemployment levels (Department Sport and Recreation South Africa, 2011). Furthermore, proponents underline the socio-economic benefit of changing the lives of the construction workers and improving their welfare. A further basis of their argument is that the jobs created empower the workers with skill and experience of working on a complex project. However, there are studies that dispute these assertions on the basis of 2 arguments: the jobs involved in stadium construction are temporary, in some cases there are strikes that have hindered the construction delivery schedule, and there is no guarantee of stadium construction for mega events like the FIFA World Cup reducing unemployment rates (Desai & Vahed, 2010).

The jobs created from the construction, renovating and upgrading of stadium facilities generally cease after the stadium completion. This means a large number of the construction workers will be seeking work. The argument also questions the estimations given by host governments and LOC's who use job creation as a benefit of hosting the FIFA World Cup.

As a result of the temporary contracts issued for the stadium construction, the figures reflected in the post event reports and government economic data may be misleading, only reflecting the short spike in employment increases for the period leading up to the event (Desai & Vahed, 2010). Additionally, careful consideration must be taken when assessing the job creation data before and after the FIFA World Cup.

During the post event period of the FIFA World Cup there are jobs available from the stadium such as management and operation, security, cleaning staff, pitch management and vendors. However, the ownership of the venue may have an impact on whether some of these jobs are in-sourced or outsourced to external companies. In some cases, the Local Municipality may opt to outsource the management and operation of the stadium due to a lack of expertise.

4.3.2 The legacy of events attraction and capacity

The stadiums after the FIFA World Cup remain symbolic and tangible elements of the event. Often after a mega event such as the FIFA World Cup there is public interest and attraction to the venue. This has been referred to as ‘novelty effect’. The stadiums from the FIFA World Cup leave the host cities with symbolic and tangible elements of the event (Horne, 2011). The acquirement of these world class venues gives the host cities an advantage of attracting events to the city. The stadiums are often used as multipurpose venues to increase the variety of events it can host and to maximise on profitability. A clear legacy of events procurement is created for the host city allowing them the opportunity to bid and compete with other cities for national and international events. The increased capacities of the stadiums give the host cities the opportunity to host events of a larger scale that they may not have been able to host previously. Therefore a legacy is established for the host cities, particularly those that did not have a large venue, to attract more events to the city.

Within this context it is important to note the legacy effects of the training stadium facilities built in communities as well. A similar legacy is created in the communities where new or upgraded stadium facilities create opportunities for the community to host and attract bigger events. These facilities give the community a bigger platform for the events that can be held in the community.

4.3.3 The legacy of sports development

The stadiums and training facilities created for the FIFA World Cup have an impact on sport development by creating access to facilities that can be used. A legacy of sports development is emphasised more in communities where facilities can be used for sports development purposes. Sports at grassroots level can be positively enhanced by the quality facilities made available for competition. During the FIFA World Cup there is strong emphasis on football development and using football as a medium to drive positive impacts for social change (FIFA, 2012a). There is a trend of constructing football facilities in the country and trying to establish social legacies through sport development. FIFA place a strong emphasis on football development during the build up to the FIFA World Cup and try to leave a long lasting impact on the hosts.

The conversion of the stadium facilities into multipurpose venues creates the opportunity for other sports to be organised and hosted at the venues. A multipurpose facility will extend the legacy of sport development beyond football into other sport and recreation events.

However, the finances and personnel to operate the venues may pose a challenge for the facilities to remain in good condition. The legacies created from the stadium facilities require good management to keep them sustainable for sport development purposes.

4.3.4 The legacy of local economic development

The FIFA World Cup stadiums are largely expected to attract a high number of spectators to the venue, creating marketing, sponsorship and other business opportunities. The attraction to events hosted at the stadium creates competition for commercial opportunities to market at the stadium. As one of the biggest motivations to hosting the FIFA World Cup, the local economic development is anticipated to be a focal legacy of the event. Within local economic development, government and LOC's discuss the spinoffs from hosting events at the stadiums such as local transport business to the venue, the increase in hotel and lodge bookings, and the influx of people to the host city.

However, some studies have contested the local economic impacts of the stadiums. In some cases the stadiums have created a negative impact on the lives of local residents through increases in property prices. The value of property located in close proximity to the stadium raises the property prices and subsequently affects the rent prices of residents.

4.3.5 The legacy of sport and recreation participation

The stadiums and training facilities from the FIFA World Cup provide renewed access to better quality facilities, thus attracting sport participants and recreational activities. The training facilities create opportunities for sports participation for local residents. The sports available for local residents may extend beyond football depending on the multipurpose activities that the facility will host. This provides a positive legacy for local residents. In South Africa's case the objective of sport participation is highlighted in the National Sport and Recreation Plan's objective of mass sport participation and recreation.

A benefit for spectators in the host country is that they can attend events at stadiums with high quality standards. Depending on the event held at the stadium, fans can engage in recreation by being spectators at events at the stadium. With the increased capacity and wider capability for an increased range of events that can be held at the stadium, the fans can attend a wider variety of events for recreation.

A legacy of recreation can be extended to the training facilities in communities, with the increased range of events that can be hosted, and the facilities for smaller social activities. Thus access to facilities for recreation can help facilitate towards building an active lifestyle amongst the communities. It must be noted that this applies to training facilities than the stadiums. The local resident usage of the stadium is limited. The stadium is usually reserved for elite sports thus limiting its use to professional sports persons.

4.3.6 The legacy of sport tourism

Sport tourism is a growing activity all over the world. Sport tourism refers to the activity of sports participants touring alternate destinations to take part in sport activities. The stadium and training facilities create a legacy of facilities to stimulate sport tourism in host cities across the country. The benefits of sports tourism are linked to the economic spinoffs of the stadiums and training facilities as well.

Japan, for example, used the 2002 FIFA World Cup to establish new areas of the country as tourist's destinations, thus creating a tourism legacy (Horne & Manzenreiter, 2004).

4.3.7 Positive and Negative legacies

It is widely understood that various positive and negative legacies can emulate from hosting the FIFA World Cup (Swart & Bob, 2012b; De Paula, 2014; PWC, 2012). Table 8 gives examples of the positive and negative legacies from mega events such as the FIFA World Cup. Ideally, positive legacies such as improved profile destination, acceleration of infrastructural plans, increased environmental awareness and social cohesion are targeted by the host nation. However, negative legacies can arise from the same event such as underutilisation of infrastructure, pollution, inflated prices and community alienation (Lindell *et al.*, 2010; Swart & Bob, 2012b). The negative legacies that stem from the FIFA World Cup

and other similar mega events, often carry financial implications that are often at the expense of the taxpayer and the governments of the respective country, thus indicating the financial risks involved in hosting the event (Gaffney, 2010; Watts, 2002). In some instances an event like the FIFA World Cup can have a positive and negative legacy running concurrently. Swart and Bob (2012b) gave an example of how the global media attention on the host may portray the host destination in a positive light, while negative media reports about the country's fitness to host may create adverse perceptions.

Table 8: Advantages/Positive legacies and the disadvantages/negative legacies of mega events such as the FIFA World Cup (Swart & Bob, 2012b)

Category	Advantages/Positive Legacies	Disadvantages/Negative Legacies
Economic	<ul style="list-style-type: none"> • Improved image and profile destination • Induced development and construction expenditure • Trade and business development/investment proportion 	<ul style="list-style-type: none"> • Underutilisation of infrastructure • Public debt and opportunity costs • Cost escalation in terms of infrastructural projects
Tourism	<ul style="list-style-type: none"> • Destination promotion and increased number of tourists visits • Extended length of stay 	<ul style="list-style-type: none"> • Inflated prices • Community resistance to tourism • Loss of authenticity
Media	<ul style="list-style-type: none"> • Increased media coverage • Improved image of destination 	<ul style="list-style-type: none"> • Negative media coverage
Socio-Cultural	<ul style="list-style-type: none"> • National pride and unity • Increased community participation • Community development 	<ul style="list-style-type: none"> • Community alienation • Limited distribution of benefits • Forced removal of residents
Physical/ Infrastructural	<ul style="list-style-type: none"> • Sport infrastructure • Improved transport and communication facilities 	<ul style="list-style-type: none"> • Maintenance costs • Vandalism • Underutilised facilities

	<ul style="list-style-type: none"> • Urban transformation and renewal 	
Environmental	<ul style="list-style-type: none"> • Increased environmental awareness and education • Greening events 	<ul style="list-style-type: none"> • Pollution • Increased waste
Political	<ul style="list-style-type: none"> • Social cohesion • Development of administration and government skills 	<ul style="list-style-type: none"> • Manipulation of the public • Propaganda

Based on the varying degree and extent of legacies that stem from hosting mega events, it can be concluded that there is difficulty in guaranteeing positive legacies.

Yet despite this existing body of work, there is still a strong proliferation of countries and cities willing to host mega events like the FIFA World Cup with high hopes of benefiting from their legacies as discussed in the previous chapters. This begs the question: What legacies are predicted from the FIFA World Cup and do they materialize? Although the FIFA World Cup can have varying legacy impacts on a host country, the focus for governments is to actively position them to leverage long lasting benefits and to reap the effects of the event.

Although there is a strong case for the prospective hosts to bid for mega events like the FIFA World Cup, a gap exists between what is forecast before a mega event and what the actual outcomes are. Horne and Manzenreiter (2004) examined the contrasts between the forecasts and actual impacts made in Japan and South Korea for the 2002 FIFA World Cup. Their study concluded that the existing gap between the forecasts and the actual impacts signifies the challenge between perceptions of mega events from different agents. Schaustek de Almeida, Bolsmann, Marchi Junior and De Souza (2015) identified similar findings with the gaps between the promises made and the realities after the FIFA World Cup's in South Africa and Brazil. The focus of the uncertainty is primarily from the methods used to predict outcomes from the event, the economic growth estimations and the predicted outcomes from the event (Szymanski, 2002; Crompton, Seokho & Thomas, 2001; Dowse, 2011; Pillay & Bass, 2009). Crompton (2006: 67) gave further insight of the difference between predictions and realities when he states: *“Most economic impact studies are commissioned to legitimize a political position rather than to search for economic truth. Often, this motivation results in*

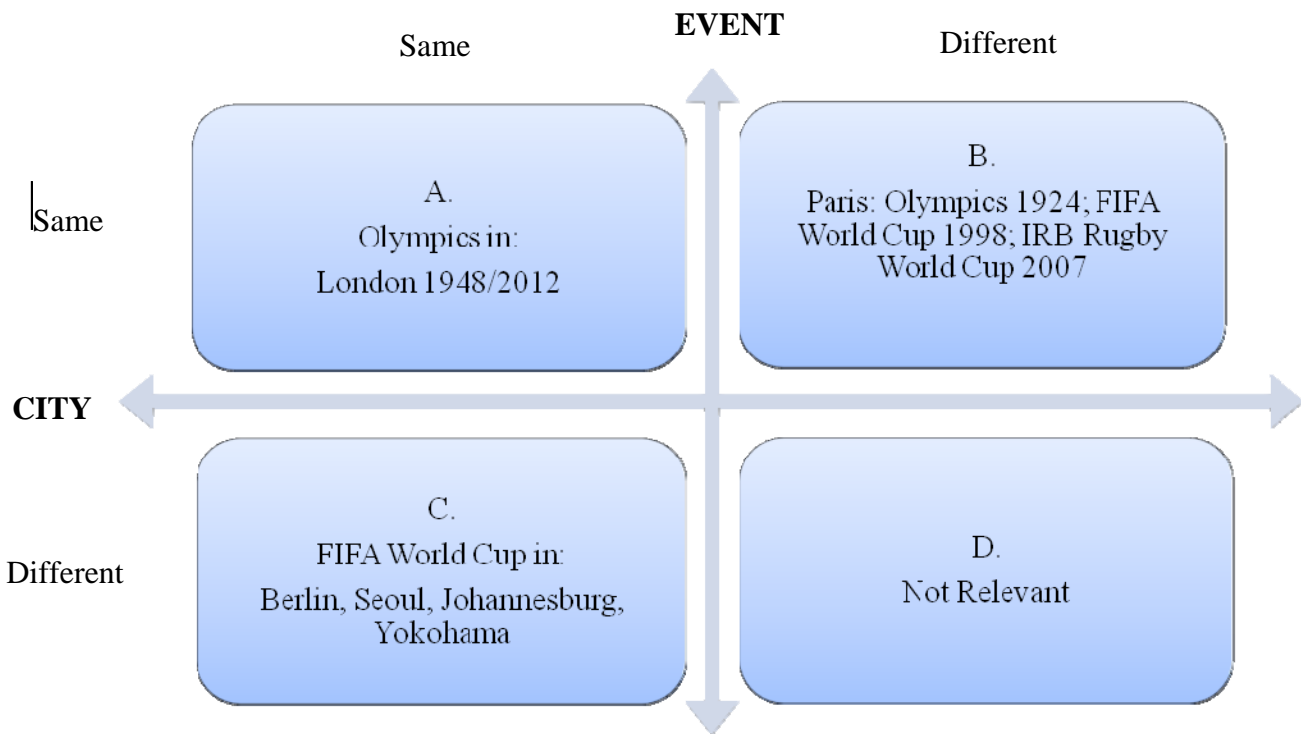
the use of mischievous procedures that produce large numbers that study sponsors seek to support a predetermined position". In other work written by Crompton on the same topic, he draws attention and criticism to the role of the consultants who compile the impact studies leading up to mega events (Crompton, 1995; Crompton, 2001; Crompton *et al.*, 2001). It is therefore unclear whether the predicted outcomes from hosting the FIFA World Cup will actually result in the desired legacies.

It is well established that in order for a mega event like the FIFA World Cup to be organised and hosted successfully, government support in the form of financial, legal and other types of backing are crucial. It is well documented that the source of funding for the FIFA World Cup and other similar mega events, is usually from public sources. With the majority of bidding and hosting governments declaring/justifying the expenditure on the event as publicly beneficial, the legacies from these events have come under the spotlight. The need for maximising positive legacies for host countries is supported by the desire to limit the financial burden on the taxpayer and to avoid the cost implications of negative legacies (CH2MHill, 2011).

4.4 UNIQUE ATTRIBUTES OF LEGACIES

Within this context it must be borne in mind that legacies are not the same in different cities and countries. The key to the difference of legacies is the unique characteristics of each event, the environment that the event takes place in and the short term nature of the event. As Rose (2002: 726) explains, "*Events, unlike manufacturing or service operations, are by definition unique to the location in which they are held, and strictly temporary, and therefore an assessment of their[.....] long-term impacts is fraught with uncertainties, multiple variables and subjective measures*".

Figure 4: Matrix of event comparisons (Preuss, 2007)



Preuss (2007) supports this view and further expanded this point by developing a matrix of event comparisons that indicate 3 differences: the same event creates different legacies if staged if staged twice in one city due to the event requiring different infrastructure at different times; different events create different legacies if staged in the same city due to unique event, however synergistic effects are possible when a legacy of one event has prerequisites for another event for example sport facilities. This strategy was used effectively by Durban who built the Moses Mabhida Stadium for the World Cup and a future Olympic/Commonwealth bid; same event creates different legacies in different cities. Some cities have to build up more infrastructures while others can stage events with major investments.

As noted, the differences in legacies apply to each host city of the FIFA World Cup. Each host city will have a unique environment for example, its own set of existing infrastructure, its own needs, demographics and size. The parliamentary report indicates the differences in each city that was hosting FIFA World Cup matches. We can see that some cities had unique aspirations and advantages over others. The legacies expected from each host city will be unique.

Table 9: The differences between the two host cities in South Africa

City	Johannesburg	Nelspruit
Football Stadiums	<ul style="list-style-type: none"> • FNB Stadium • Ellis Park Stadium • Orlando Stadium • Dobsonville Stadium • Rand Stadium 	<ul style="list-style-type: none"> • Mbombela
Professional teams (potential anchor tenants)	<p>Football</p> <ul style="list-style-type: none"> • Kaizer Chiefs • Orlando Pirates • Moroka Swallows <p>Other</p> <ul style="list-style-type: none"> • Lions Rugby Union • Lions Cricket Union 	<p>Football</p> <ul style="list-style-type: none"> • Mpumalanga Black Aces <p>Other</p> <ul style="list-style-type: none"> • Pumas
Events previously hosted (pre 2010)	<ul style="list-style-type: none"> • 1996 African Cup of Nations • FIFA World Cup Qualifiers • 1995 IRB Rugby World Cup • 2003 ICC Cricket World Cup • 2009 IPL Cricket • Tri-Nations Rugby 	<ul style="list-style-type: none"> • None

Table 9 gives a comparison of 2 host cities before the 2010 FIFA World Cup. The 2 cities, Johannesburg and Nelspruit, are compared on the football stadiums, professional sports teams and events previously hosted. The table shows a significant difference in the environment of the two cities. Johannesburg has greater number of football stadiums, thus giving the city greater capacity to host and attract events. Additionally, Johannesburg has hosted more sports events than Nelspruit, including mega events such as the Rugby and the Cricket World Cup.

The number of professional sports teams in Johannesburg is higher than in Nelspruit suggesting a more favourable chance of attracting an anchor tenants in Johannesburg than in Nelspruit. It can therefore be concluded that the legacy outcomes, objectives and overall perspectives of local officials are likely to be different in both cities based on the differences in environment, previous hosting experience and aspirations.

In summation of the assertions by Rose (2002) and Preuss' (2007) arguments, it can be concluded that each Local Municipality in this study will have their own perceptions of legacy contributions of their stadiums.

4.5 OBSTACLES OF MEETING LEGACIES INTENDED BY THE HOST COUNTRY OF THE FIFA WORLD CUP

The multiple variables of factors affecting mega events such as the FIFA World Cup contribute to each event being unique. The resulting effect of this is the differences and uncertainties in legacies of each FIFA World Cup. Therefore, a comparison of previous hosts of the FIFA World Cup must take note of this consideration. In order to further understand this point we will compare Germany, hosts of the 2006 FIFA World Cup, with South Africa, hosts of the 2010 FIFA World Cup.

Table 10: Comparison between South Africa and Germany as FIFA World Cup hosts (Dowse, 2011)

South Africa as hosts of the 2010 FIFA World Cup hosts	Germany as hosts of the 2006 FIFA World Cup hosts
<ul style="list-style-type: none"> As an exercise of public diplomacy, South Africa used the event for regional and international ambitions. The event was also used as a tool to pursue foreign policy goals and accumulate soft power. South Africa had expectations around regional and international ambitions 	<ul style="list-style-type: none"> As an exercise of public diplomacy, Germany used the event as a financial marketing strategy for tourism and business investment. Significant public and private resources were used to attract investments
<ul style="list-style-type: none"> Significant investment of public 	<ul style="list-style-type: none"> Public funds were primarily used

funds were used for stadia	for upgrading transport infrastructure, thus giving benefits to a greater proportion of the public compared to stadia
<ul style="list-style-type: none"> • South Africa has a weaker global stature and may possibly have sought to use the event to project qualities of leadership, capacity and competence to the rest of the world 	<ul style="list-style-type: none"> • High global stature and high global influence
<ul style="list-style-type: none"> • South Africa is a developing country with less access to resources that would have strengthened their ability to manage the World Cup process. South Africa as at a lesser advantage in this case 	<ul style="list-style-type: none"> • Germany is a developed country with more access to resources that would strengthen their ability to manage the World Cup process. Germany have an advantage in this case
<ul style="list-style-type: none"> • South Africa is less able to manage the diversion of public funds and political investment due to scarcity 	<ul style="list-style-type: none"> • Germany is more able to manage/absorb diversion of public funds and political investment

Table 10 illustrates the different environments between the two hosts of the FIFA World Cup. Germany is a developed country with sound infrastructure, a strong economy and a solid football background. South Africa in comparison is a developing country with a growing level of infrastructure, an emerging economy and a fair football background. We can immediately identify the favourable conditions in Germany for positive stadium legacies compared to South Africa. Additionally, Germany has a strong financial influence from private football clubs who pursue ownership of their football stadiums for financial gains. South African football has a more challenging legacy environment where attendance is low and the influence of football clubs is significantly lower. The stadiums are predominantly publicly owned thus depending on public funding for support. The level of skilled personnel is an additional factor in stadium management which may have implications on the operation of the stadiums.

4.6 THE LEGACIES EXPECTED FROM HOST COUNTRIES AND CITIES

The nature of legacies has created a challenge for their measurement and evaluation. As discussed earlier in this chapter, legacies have tangible and intangible elements which have value for the host city. Taking evaluation of tangible legacies from the FIFA World Cup stadiums can be done with relative ease in measurement. However, intangible legacies are far more challenging and difficult to quantify leaving host cities with a challenge in communicating its value.

Several authors argue that legacy evaluations of mega events will help justify the costs spent on hosting and assist towards leveraging sustainable positive legacies (Leopkey & Parent, 2012; Bob & Kassens-Noor, 2012). Towards this end, an emerging foundation of literature propose legacy frameworks and key performance indicators that can be used to evaluate legacies over a long term period and thus give a reflection of their value to the host (CH2MHill, 2011; Bob & Kassens-Noor, 2012). Under these frameworks, the host countries can manage their ongoing legacies, and any subsequent legacies from the event. As an alternative to the common post event evaluations of mega events, Deng and Poon (2011) suggest a “*what if*” evaluation that focuses on a more proactive approach.

Considering these challenges, Bob and Kassens-Noor (2012) suggest a legacy indicator framework to help towards the long term monitoring of legacy impacts from mega events such as the FIFA World Cup. The host country identifies key legacy indicators that will help determine the status of their legacies. The host country will then be able to assess their projected legacies at different time periods based on indicators identified.

Table 11: Legacy Indicator Framework (Bob & Kassens-Noor, 2012)

Legacy Category	Legacy Indicator
Infrastructure	<ul style="list-style-type: none"> • Number of events hosted in the stadia constructed and upgraded • Percentage of host city covered by transportation network • Increase in commuting on public transport systems • Amount of housing developments around new construction

	<ul style="list-style-type: none"> • Number of displaced communities due to new constructions
Sport	<ul style="list-style-type: none"> • Number of football related development programmes • Number of football participants • Improvement in performance • Increase in football administrative capacity • Number of new standard and recreational football fields and teams created

Table 11 gives an illustration of the legacy indicator framework suggested. In the table 11 legacy categories are given, Infrastructure and Sport. Under each category there are indicators which can be assessed and monitored at set intervals by the host country. Bob and Kassens-Noor (2012) propose assessing the legacies of the FIFA World Cup on an annual basis or over 5 year intervals assess the legacies identified.

The generally accepted measurement of evaluating the legacies of stadiums is based on their utilisation. The stadiums built using public funds for the FIFA World Cup were projected as investments that would be publicly beneficial. Therefore, it can be concluded that there is some basis to examining the success or failure of the legacies of the FIFA World Cup stadiums on their utilisation. Given the public funding used for the building of the stadiums, the Local Municipality ownership of the stadiums, the opportunity costs involved in investing in the stadiums for the event, South Africa's status as a developing country and the needs of the public, it is critical to explore the Local Municipality perceptions of the FIFA World Cup stadiums.

4.7 TANGIBLES AND INTANGIBLES LEGACIES

Mega events such as the FIFA World Cup often result in tangible and intangible outcomes for the hosts. Studies on the impacts and legacies of mega events such as the FIFA World Cup illustrate the wide array of tangible and intangible outcomes that an event can bring before, during and after the event (Malfas *et al.*, 2004).

Tangible outcomes refer to all the physical elements that can be seen and taken account of. This includes the data or elements that can be quantified and illustrated. Examples of tangible outcomes from mega events such as the FIFA World Cup are stadiums and training grounds built for the event, upgraded transport infrastructure, the environmental changes to an area during preparation for the event, the number of jobs created during the stadium construction, the increase in the number of tourists in the country after the event. The proponents of mega events such as the FIFA World Cup often emphasize the tangible outcomes of hosting the event in a bid to garner support for making a bid. These tangible outcomes are generally preferred because they are easy to visualize, easy to communicate and are easily quantifiable.

The intangible outcomes have, however, become increasingly important for host countries as well. Previous studies indicate that the evaluation of mega events such as the FIFA World Cup have proven to be difficult, particularly with reference to the intangibles from the event, for example national unity, enhanced perceptions of the host country, changes in attitudes of the host country, social and cultural impacts, and national pride (Knott *et al.*, 2012; Czegledy, 2009; Bresler, 2011; Lin, 2013). Intangible outcomes refer to all the non-physical elements that are not seen or easily quantified, but are nevertheless present. Examples of intangible outcomes from mega events such as the FIFA World Cup include the improved social cohesion amongst citizens of the country, the change in perceptions and attitudes of tourists after the event, the nation pride in the team representing the host nation, and the impact on image of a host city. The intangible outcomes of a mega event like the FIFA World Cup may form a large part of a country seeking to bid for the event. The modern trend from bidding countries is to combine tangible and intangible outcomes in the predictions of hosting an event. This strategy gives a more holistic outcome of what the expectations are and how the event will benefit the country. It has been suggested that when previous hosts have bid for the event, they do so with the knowledge and expectation that they will gain from certain intangibles that they consider being valuable for their country (Lee *et al.*, 2005; Grix, 2012). Although intangible legacies from mega events do not inherently receive the same amount of attention as tangible legacies due to the difficulty in quantifying their value, there are indications from literature that assert and maintain their value (Baade & Dye, 1988).

A review of the previous hosts of the FIFA World Cup illustrates the tangible and intangible outcomes from hosting the event and how the two outcomes can sometimes be combined.

4.8 THE SOUTH AFRICAN STADIA AS A LEGACY

The South African government had clear intentions to use the 2010 FIFA World Cup tournament to launch various legacies and infrastructure projects that would boost the country and position it favourably. As discussed in Chapter 2 and 3, the South African government have committed to using the FIFA World Cup as a catalyst for development in areas such as poverty alleviation, job creation, skills development, environmental sustainability, education and health (PWC, 2011; Department Sport and Recreation South Africa, 2011; Swart & Bob, 2012b). Government efforts were demonstrated by the National Treasury protocols aimed at spending that would leave a legacy and giving incentives and opportunities for hosting cities (Davies, 2009). According to Jordaan (2013) the key legacies from the 2010 FIFA World Cup include: dispelling Afro-pessimistic views of Africa and demonstrating South Africa and the continent’s ability to host a world class event; building a tourism legacy from the high number of tourists that attended the event; using the event to promote national building across all races, cultures and social backgrounds; and creating an infrastructural legacy of world class facilities and public transport. In addition to these areas Swart and Bob (2012b) gave a further analysis of the legacies from the 2010 FIFA World Cup and identified the political legacies, sport development and social legacies that could be derived from the event. Based on the above we can identify the planned legacies by the South African government and LOC.

Table 12: 2010 FIFA World Cup legacies (HSRC, 2011)

2010 FIFA WORLD CUP LEGACIES			
National Development Goals			
Tangibles		Intangibles	
<ul style="list-style-type: none"> • Airport Upgrades • Stadia, sports labs, sport houses • Fan parks and dream fields • ICT’s communication technology, CCTV security • Walkways, roads and transport infrastructure 	Physical structure	Social impacts	<ul style="list-style-type: none"> • Image of the country • Social Cohesion and nation pride building • Inter-governmental cooperation • Inter-sectoral partnerships • Skills transfer

<ul style="list-style-type: none"> • Employment • Tax revenues • Tourism • Foreign investment • Skills retention 	Economic Outcomes		<ul style="list-style-type: none"> • Football development programs • Heritage promotion • Inculcation of volunteering culture • Patriotism and national pride
<ul style="list-style-type: none"> • Green goals sustainable infrastructure • City beautification • Recycling initiatives • Waste management • Indigenous plants and trees initiatives 	Greening Initiatives	Ecological Impacts	<ul style="list-style-type: none"> • Ecological sustainability • Environmental awareness • Environmental stewardship • Waste management • Heritage preservation

The government have categorised the legacies of the 2010 FIFA World Cup into tangible and intangible legacies from the event. The tangible and intangible legacies were formed within an umbrella of national development goals. The tangible legacies represented physical structure, economic outcomes and greening initiatives, each contributing positively to the country. Examples include airport upgrades, stadia, foreign investment, city beautification, and green goals sustainable infrastructure (Department Sport and Recreation South Africa, 2011). The intangible legacies represent the social and ecological impacts from the event such as; social cohesion and national pride building, image of the country, ecological sustainability and environmental awareness (Department Sport and Recreation South Africa, 2011). Additionally, the South African government considered other spheres that were considered a legacy to the country such as the human capacity building and skills from hosting the 2010 FIFA World Cup (Knott *et al.*, 2012). Table 12 indicates the long term projections for the tangible legacies and the intangible legacies that would contribute to national development. Examples of tangible legacies such as the walkways, roads and transport infrastructure can be fed into to the broader future objectives of having sound infrastructure in the country. Similarly, an intangible legacy such as inter-governmental cooperation helps to build and foster long term relationships that could strengthen future government operations.

As discussed earlier in the chapter, South Africa demonstrated clear intentions to use the stadiums and training facilities built and upgraded for the FIFA World Cup to create legacies in sport development, community access to facilities and recreation. The legacies identified were heavily based socially related issues in the country. Given South Africa's motivation to using the FIFA World Cup to address or include its developmental objectives, these legacies were expected. However, the initial plans for the event were forced to change due to the influence of FIFA. Therefore there is still some uncertainty as to what is the legacy of the stadiums.

4.8.1. Additional legacies for training venues

In addition to the planned legacies by South Africa for the 2010 FIFA World Cup there were other legacy initiatives that were created to benefit South Africa and Africa at large. These efforts were meant to be aligned with the greater goal of using the impact of the event to benefit and uplift the continent in terms of football and other areas of development. Within this context the training facilities that were built and upgraded for the FIFA World Cup played a role in providing facilities for football development to previously disadvantaged communities, and extending the opportunity for sport to act as a vehicle to drive social development objectives. Examples of these legacy initiatives include the African Legacy Programme, the 2010 FIFA World Cup Legacy Trust and the Football for Hope Centres. The African Legacy Programme was created to make a lasting impact on the African continent, and to leave a lasting legacy for the African people (The Presidency, 2007). The 2010 FIFA World Cup Legacy Trust created by the FIFA and SAFA (South African Football Association), was aimed at promoting football in the country and supporting initiatives that use football as a vehicle for education, social and health development (FIFA, 2010).

FIFA in partnership with South Africa launched Football for Hope centres in South Africa and across Africa as part of their commitment to developing the game in Africa. The Football for Hope Centres was aimed at contributing to social development using football as a medium or tool (FIFA, 2015d). As recognition of football being used to drive social development in making positive social changes on a global scale, FIFA have initiated Football for Hope. The aim of this initiative is: *“to use the world’s most popular sport to spark positive change for a better future”* (FIFA, 2015d: 4). Towards this effort, FIFA offer funding, equipment, training and a platform for discussions. FIFA embarked on a campaign titled *“20 Centres for 2010”*

where Hope Centres were built in 20 locations on the African continent. The Hope Centres included amongst other infrastructure, a football pitch for beneficiaries to use (FIFA, 2015d).

A host of other legacy projects and programmes were launched during the event such as *One Goal Campaign*, *Win in Africa with Africa* and the *Grassroots Football Programme*. Therefore we can conclude that the 2010 FIFA World Cup promised to bring multiple legacies in various areas initiated by the South African government, SAFA and FIFA over the long term period after the event. Based on government reports and the 2010 FIFA World Cup bid submission it is clear that legacy creation and accelerating development were on the agenda for hosting the 2010 FIFA World Cup, however some authors have questioned the ability of the event to reach the predicted targets given the large costs associated with hosting the event. The inability or failure to deliver on the promises made for the events carry risks and ultimately affect the legacy of the event (Hendricks, 2008). This is particularly important in South Africa's case if we consider the developmental context, public needs, alternative uses of the money spent and other interests of the people. It is important to take note of the misconception that a legacy from an event results in positive legacies that the host country or city will receive (Cashman, 2005). As much as most literature and reports on mega events like the FIFA World Cup highlight the positive impacts and benefits from the event, there are potential negatives that may occur for the hosts as well (Bob & Kassens-Noor, 2012; Swart & Bob, 2012b). For example in South Africa the world stadiums were a marked improvement on the existing stadium infrastructure in the country however the sustainability and maintenance costs have raised concern, which are linked to raised taxes for local citizens.

The skills and expertise to manage the stadiums and training facilities may negatively impact on the intended legacy of the stadiums and training facilities. The lack of knowledge to manage the facility may cause poor maintenance, poor servicing, poor scheduling resulting in a lack of utilisation and the poor financial management. It can be argued that the legacy of the stadiums and training facilities rely on the skills and knowledge to manage the venues.

According to Swart and Bob's (2012b: 2) summary of the advantages and disadvantages of the legacy impacts: "*overlaps and interactions of impacts may occur; a specific aspect can be positive or negative and can have concurrent effects; many of the advantages and disadvantages can be leveraged by mega events*". Therefore an effort to plan for the future of the event is urged and recommended to maximize on positive legacies and minimize negative legacies (Lindberg, 2006).

Despite the South African government and FIFA's reports pronouncing the 2010 FIFA World Cup as a success, the legacy and future of some elements and decisions of the event have been brought into question (Banjo, 2011). In light of South Africa's continuing pursuit of mega events, and the government's use of these events to achieve objectives set in its National agenda (The Presidency, 2010), the focus on legacy evaluations is warranted. Therefore it is important we know and monitor the legacies of events to inform future decisions and understand the how various elements contribute towards sustaining legacies.

In addition to this, the developmental imperatives of the country have also drawn attention to what legacy will be left off from the event. Government are confident that the 2010 FIFA World Cup will leave various positive legacies in the country in tangible and intangible form. We can also draw from literature on mega events that they leave varying degrees of legacies on the host country depending on unique variables. However despite the high expectations from these mega events there are some that alluded to the misconception that positive outcomes will materialize. Therefore the evaluation of legacies has become a critical area that needs attention. Several researchers have called for legacy evaluations to help guide the legacy management process. Developing an understanding of the perceptions of Local Municipalities can contribute to the understanding of legacies left after mega events; therefore it is important to examine the perceptions of Local Municipalities.

The stadiums are specialized infrastructure of the FIFA World Cup and represent a core element of hosting the event. As one of the most tangible elements from the FIFA World Cup, stadiums are closely linked to the legacy of the World Cup and the brand of the host cities. In addition to this, their high investment costs thus link them to long term impacts for the hosts (Hiller, 2006). Given the city's ownership of these venues, their perceptions of elements linked to the function of the stadiums are important to the legacy of the event.

4.9 CONCLUSION

Chapter 4 examined the legacy roles of the FIFA World Cup stadia. Towards this end, chapter 4 discussed the definition of the legacy concept, the legacies of FIFA World Cups, the unique attributes of legacies, the obstacles of meeting legacies intended by the host country of the FIFA World Cup, the legacies expected from host countries and cities, tangible

and intangible legacies, and the South African stadia as a legacy. Furthermore, the study attempted to underline the need for additions to the existing body of literature on the understanding of stadium legacies from the FIFA World Cup by suggesting the exploration of Local Municipality's perceptions. Chapter 5 will discuss the methodology used in the study.

CHAPTER 5:

RESEARCH METHODOLOGY

5.1 INTRODUCTION

Chapter 4 examined the legacy roles of the FIFA World Cup stadia. Chapter 5 will discuss the research methodology used to conduct the study. The chapter will discuss the research design, data collection and data analysis. The research design included the research population, the research sample and the sampling procedure.

The following chapter describes the research methodology used to conduct this study. The research was formulated based on the primary aims of the study. Leedy and Ormod (2013) refer to research methodology as an approach taken by the researcher for their research project. McMillan and Schumacher (2010: 36) describe the methodology section of research as: *“the design of the study, including the selection and description of the site, the role of the researcher, initial entry for interviews and observation, the time and length of the study, the number of participants and how they were selected and data collection and data analysis strategies”*. Babbie (2008: 6) suggests methodology can be called the *“science of finding out”*, indicating an element of inquiry is involved. Henning and Smit (2004) describes methodology as a coherent group of methods that complement one another and that have the ability to fit to deliver data and findings that will reflect the research question and suit the researcher’s purpose. According to Holloway (2005) methodology means a framework of theories and principles on which methods and procedures are based. In this context research methodology will refer to the research methods used to conduct the study and answer the research question.

The primary aim of this study is to determine the perceptions of Local Municipalities on the function of the World Cup stadia as a contribution to the 2010 FIFA World Cup legacy. By determining the perceptions of the Local Municipalities we can clarify the role that the World Cup stadia can play in order to contribute to the legacy of the 2010 FIFA World Cup and other sports in South Africa. In clarifying the function of the stadia we can identify strategies to build on the legacy of the tournament and the hosting cities. In pursuing this aim the study adopted a qualitative approach collecting data using semi-structured interviews and document analysis.

The objectives of the study included:

1. To determine the role of stadia after hosting the 2010 FIFA World Cup.
2. To identify the challenges that Local Municipalities face in keeping the 2010 FIFA World Cup stadiums sustainable.
3. To explore how the stadia builds on the legacy of the 2010 FIFA World Cup and the Local Municipality brand.
4. To explore alternative uses of the 2010 FIFA World Cup stadia.
5. To determine how the functions of 2010 FIFA World Cup stadia have affected other stadia within the Local Municipalities.

This chapter describes the research design, data collection and data analysis used in the study. Furthermore the research population, research sample, sampling procedure, data collection and data analysis will be discussed.

5.2 RESEARCH DESIGN

Fox and Bayat (2007) describe research as a study or investigation in order to discover facts or gain information. Furthermore, they describe research as a universal activity where a specific phenomenon is studied objectively in order to create valid concepts of that phenomenon. Williams (2007: 65) offered a more broad definition of research and the process: *“The research process is systematic in that defining the objective, managing the data, and communicating the findings occur within established frameworks and in accordance with existing guidelines”*. Similarly Goddard and Melville (2001) argued that research is not just a process of gathering information; rather it is about answering unanswered questions or creating that which does not exist. However, Marshall and Rossman (1999) suggest research includes further actions such as reflection on collected information, assessment, interpretation and conclusions. The general consensus from the definition of research is that research is a systematic process that involves collecting, analyzing and interpreting data through approved methods and procedures, to increase understanding and discover new knowledge (Salkind, 2012; Welman, Kruger & Mitchell, 2005; Leedy & Ormrod, 2013).

A qualitative research method was chosen to achieve the objectives of the study. According to Moore (2006) qualitative research is all about the understanding of views, attitudes and behaviour. In comparison to a quantitative method, Moore (2006) found that qualitative approaches in collecting data are less structured with the aim to allow respondents to talk about their feelings, underlying values and beliefs. Salkind (2012: 13) shared this view and gave a description of the intent of a qualitative researcher when he states: “*the qualitative researcher is more interested in the contents of an interviewee’s speech....*”. The qualitative research approach allows the participants an opportunity to express their views, through semi-structured interviews, on the function of the FIFA World Cup stadia as a contribution to the 2010 FIFA World Cup legacy. The basic premise behind qualitative research is to permit describing, explaining and interpreting data from its collective form. This approach is particularly advantageous when seeking valuable perspectives of the study population (Mack, Woodsong, McQueen, Guest & Namey, 2005). Therefore, the qualitative approach was the most appropriate method to fulfil the aims and objectives of the study which was to determine the perceptions of Local Municipalities on the function of the World Cup stadia as a contribution to the 2010 FIFA World Cup legacy.

Within a qualitative paradigm, the study adopted a case study strategy to allow for exploration, examination and understanding of each individual Local Municipality and their stadium. Stake (1995) described the case study strategy as an inquiry in which an in-depth exploration of an individual, a group, event or activity is conducted. Similarly, Creswell’s (2003) definition underlines the researcher’s pursuit of in-depth knowledge of the subject at hand. The utilisation of a case study approach is well suited to the inquiry into the Local Municipality perceptions about their unique environment and conditions. Consideration must be given to the unique environment, context and attributes of each hosting Local Municipality (Preuss, 2007; Rose, 2002). Therefore, each case must be considered individually as a city, and then collectively from a national perspective. The qualitative design will allow the researcher the opportunity to examine each Local Municipality’s perception of their stadium and to focus on the functionality that their stadiums contribute to the 2010 FIFA World Cup legacy. Therefore, each Local Municipality will be assessed individually and summaries will be drawn from an individual and collective perspective.

5.2.1 Research Population

Goddard and Melville (2001: 34) describe the research population as: “*any group that is the subject of research interest*”. This description offers a simple, broad and holistic description of research population, which is applicable in multiple disciplines. According to Salkind (2012), a research population includes potential participants to whom the results can be generalized. Salkind’s (2012) definition is more accurate and informative.

For the purpose of this study the research population refers to the Local Municipalities that built, renovated and took ownership of a 2010 FIFA World Cup stadium, in accordance with the provisions as a hosting city for the 2010 FIFA World Cup.

5.2.2 Research Sample

In most cases in research, it is impossible to study the entire research population due to time constraints, costs, size of the research population or other limitations. Thus, a subset of the research population can be studied and general findings can be presented (Goddard & Melville, 2001; Salkind, 2012). This subset is called the research sample. According to Kumar (2011) a sample is a small group of the research population that is studied. The small group is extracted from the larger research population group. Sampling is the process by which the small group or subset of elements are drawn (Leedy & Ormrod, 2013; Fox & Bayat, 2007). Based on definitions and applications from a number of experts, an underlying consensus can be reached that sampling is the process of selecting a small number of units that can be studied, and represent a reflection of the research population (Goddard & Melville, 2001).

Four stadiums used for the 2010 FIFA World Cup in South Africa were selected from the research population. The four stadiums were based on four different Local Municipalities. The interviewees from each Local Municipality formed part of the management/body that oversaw the management of the stadium. The four stadiums in this study were the following:

- Mbombela Stadium in Nelspruit (Mbombela Municipality)
- Cape Town Stadium in Cape Town (City of Cape Town Municipality)
- Moses Mabhida Stadium in Durban (Ethekwini Municipality)
- Peter Mokaba Stadium in Polokwane (Polokwane Municipality)

5.2.3 Sample Population

Kumar's (2011: 25) states the main objective of sampling design is: *"...to minimise, within the limitation of cost, the gap between the values obtained from your sample and those prevalent in the study population"*.

A non-probability purposive sample is used in the study. According to Mack *et al.* (2005) definition, purposive sampling involves grouping participants based on a preselected criterion relevant to the research question. Welman *et al.* (2005) and Creswell (2007) underline the deliberate intent by the researcher to obtain purposefully informative data for analysis that's representative of the research population. Furthermore, the researcher's use their experience to purposively select the sample representative of the research population (Fox & Bayat, 2007). By these definitions it is clear that a purposive sample is selectively chosen by the researcher to analyse and present findings. Four stadiums from different Local Municipalities were selected from the research population using a purposive sampling method.

5.3 DATA COLLECTION

Data collection forms a fundamental part of any research endeavour in order to analyze, test hypotheses and provide objective evidence to support assertions (Salkind, 2012; Boeije, 2010). Designing and selecting a data collection method is vital to answering the research question, and achieving the aims of the study, particularly for the researcher who is seeking specific information (Boeije, 2010). Within this framework Bazeley (2013: 54) recommend considering the following: *"the kind of data each method could generate; whether you will be able to manage and make use of those data; how you will record additional or incidental contextual information; and how each item of data you plan to obtain will assist you to answer your questions"*. Thus, the data collection method used will affect the analysis and outcomes of the study.

The study will use semi structured interviews as the data collection methods. In qualitative interviews the interview schedule is the primary instrument used to collect data. To compile an interview schedule, the researcher identifies topics or themes from the research question,

which are then posed during the interview as questions (Mason, 2002). Research instrumentation used in the study includes an interview schedule compiled by the researcher. The questions in the interview schedule were based on 5 themes from the research question of the study. The themes were as follows: *The role of stadia after the 2010 FIFA World Cup; Stadium sustainability of World Cup stadia; Integration of the stadia into the FIFA World Cup legacy and Local Municipality; The multi-purpose use of the stadia; The effect of the World Cup stadia on other local stadia.*

5.3.1 Semi Structured Interviews

Interviews are regarded as a valuable data collection method in qualitative research mainly because it gives the participants room to express their views, motives, attitudes and beliefs (Silverman, 1993). Often, qualitative researchers try to create an opportunity for the interviewees to express themselves by constructing interviews that are open and yet guided by particular areas. This type of interview is known as ‘semi structured interviews’ (Boeije, 2010). Semi structured interviews are based on themes and questions compiled by the researcher to elicit information on the relevant topic of the study. According to Leedy and Ormrod (2013) the primary advantage of semi structured interviews is centred on the flexibility for the researcher to yield information on the topic that is studied. Welman *et al.* (2005) further emphasize this advantage by highlighting the versatility of this method which allows the researcher to probe vague responses or to ask for further elaboration on particular areas. However, a notable disadvantage of interviews is that the information from interviewees may differ, thus limiting the comparability of responses.

Semi structured interviews were appropriate for the study in order to allow participants to express their views and perceptions on the topic, and to allow the interviewer room to probe and expand on particular areas during the interviews. To collect data using semi structured interviews, the researcher compiled a standardised research schedule based on themes from the aims and objectives of the study. Each interview was recorded and transcribed with the full consent of the interviewees. Interviews were conducted in a standardised office setting.

The interview schedule is attached as Appendix 1.

5.4 DATA ANALYSIS

Several definitions of data analysis can be found in literature with particular emphasis on organizing, segmenting, reassembling, coding, arranging and presenting data (Bogdan & Biklen, 1992; Jorgensen, 1989; Creswell, 2007). For the purpose of this study the following definition by Boeije (2010: 76) will be adopted: *“Qualitative analysis is the segmenting of data into relevant categories and the naming of these categories with codes while simultaneously generating the categories from the data. In the reassembling phase the categories are related to one another to generate theoretical understanding of the social phenomenon under study in terms of the research questions”*.

Data was analysed according to a thematic analysis method. The initial step of data analysis is coding, followed by the analysis and interpretation of data. Salkind (2012) describes coding as the transferral of data collected in its original form, to a format ready for data analysis. Coding refers to categorizing segments of data and labelling them as a way of summarizing and accounting the data (Charmaz, 2006). As discussed previously, the data collected from the semi structured interviews was recorded and transcribed by the researcher. The transcripts from each interview were then prepared for coding and analysis. A 3 step coding process was followed namely: open coding; axial coding and selective coding. Strauss and Corbin’s (1990) definition of the coding process is useful in describing the 3 step process. Open coding involves the process of *“breaking down, examining, comparing, conceptualizing and categorizing data”* (Strauss & Corbin, 1990: 61). Edwards and Skinner (2009: 336) summarised Strauss and Corbin’s definition of axial coding as *“a set of procedures where data is put back into new ways after open coding, by making connections between categories”*. Selective coding is *“selecting the core category, systematically relating it to other categories and filling in categories that need further refinement and development”* (Strauss & Corbin, 1990: 116).

Once the coding process has been completed, the data were analysed using a thematic analysis method. Braun and Clarke (2006: 79) define thematic analysis as: *“a method for identifying, analysing and reporting patterns (themes) within data. It minimally organises and describes your data set in (rich) detail. However, frequently it goes further than this, and interprets various aspects of the research topic”*. The data interpretations and results were

presented according to the themes from the research questions and emerging themes from the study.

5.5 CONCLUSION

Chapter 5 provided an overview of the overall research methodology of the study. The chapter discussed the research design, data collection and data analysis. The research design included the research population, the research sample and the sampling procedure. Chapter 6 will categorize, analyse and discuss the results.

CHAPTER 6:

ANALYSIS AND INTERPRETATIONS

6.1 INTRODUCTION

Chapter 5 provided an overview of the research methodology applied in this study. Chapter 6 will discuss the interpretations and analysis of the data collected. The chapter will begin with the presentation of the research results from the study according to the research objectives as set out in Chapter 1, followed by an interpretation of the results according to the themes of the study.

6.2 RESULTS OF THE STUDY

Results of the study will be presented according to the research objectives as set out in Chapter 1. The research objectives are the following:

1. To determine the role of stadia after hosting the 2010 FIFA World Cup.
2. To identify the challenges that Local Municipalities face in keeping the 2010 FIFA World Cup stadiums sustainable.
3. To explore how the stadia builds on the legacy of the 2010 FIFA World Cup and the Local Municipality brand.
4. To explore alternative uses of the 2010 FIFA World Cup stadia.
5. To determine how the functions of 2010 FIFA World Cup stadia have affected other stadia within the Local Municipalities.

6.2.1 Role of stadia after hosting the 2010 FIFA World Cup

Participants identified the roles of stadia constructed for the 2010 FIFA World Cup. The roles included providing facilities for anchor tenants; building relationships with professional sports teams; providing flexibility to host at the stadia/training facilities; economic stimuli for economic activity; contributing to sustainable job creation; creating marketing and

promotional opportunities from events held in the stadia; establishing an iconic symbol of the city; helping to create a community facility for the community’s benefit; easing the financial burden on the public; creating a balance between being a community facility whilst being financially sustainable; expanding the provision of facilities for communities; creating better accessibility for spectators of local events located in communities; maximising and broadening the utilisation of the facility; creating a platform for bigger events; adding to the future ambitions of the city offering in terms of sports and competing with other cities; fulfilling a long term objective; integrating the facility into a larger urban plan; capitalizing on the opportunity to develop athletes; and initiating the development of sporting hubs in communities with the aim of providing access for all.

Table 13: Roles of 2010 FIFA World Cup Stadia

Provide facilities for Anchor Tenants	<i>“...we fortunate we have 2 anchor tenants the Pumas are playing here as their base they play in the premier division of the Currie Cup so we’ve got rugby matches happening here, Vodacom as well as Currie Cup matches.”</i>
Building relationships with professional sports teams	<p><i>“So our relationship with Premier Soccer League and the clubs that are affiliated to the Premier Soccer League is far strengthened by the virtue of us being a former World Cup venue...”</i></p> <p><i>“...the local clubs that come from Limpopo province have had an opportunity actually we have agreements with them, for the usage of the facilities. So Premier Soccer League teams as well as National First Division teams have an opportunity to play and use the facility without having to pay anything in return...”</i></p>
Providing flexibility to host at the stadia or training facilities	<p><i>“.....so, again we use that platform, the fact that we have the stadiums, we’ve got a PSL team that’s based here we use some of the facilities here as an alternative home base venues so we selectively take some of those games there”.</i></p> <p><i>“...we impacted positively in the sense that we’re moving events to Athlone Stadium if we cannot host here. And also, from a certain size event, we try to move them to other facilities because it’s expensive to open the doors here”.</i></p>

Economic stimuli for economic activity	<p><i>“It’s being seen as a conduit for economic development so the type of events we try and host are such a nature that we... that there are financial spin offs in the province and in the city and the metro”.</i></p> <p><i>“There’s lots of benefits that people get out of us hosting events and activities whether midweek or weekends, but if it’s weekends then the more profitable it is for the people with necessity, filling stations, accommodation places, they are largely occupied and of course, people who use transportation facilities like taxis, derive benefit out of the influx of people into the stadium.”</i></p>
Contributing to sustainable job creation	<p><i>“...the stadium is able to create jobs as a contribution to the region..... But without this asset, those people would not have been employed in those spaces.”</i></p>
Creating marketing and promotion opportunities from events held in stadia	<p><i>“.....the city logo is right slap bang on the Puma jersey every time these guys appear on television when they score a try or whatever the city gets exposure on that, so there’s a marketing value as well for the city.”</i></p>
Establish an iconic symbol of the city	<p><i>“...it has become a symbol of Durban, as iconic as it is. If, today, wherever you travel and you want to say you were in Durban, you can just show the footage or the picture of this stadium and people will say, “this is Durban”.</i></p>
Help create a community facility for the community’s benefit	<p><i>“It’s a true community facility it’s not just used for big major events it’s also used for smaller events. So it has entrenched itself as a proper community facility adding value to the broader community”</i></p>
Ease the financial burden on the public	<p><i>“...To lessen the burden of the ratepayer from the city because the stadium is able to generate its whole income. I’m saying lessen the burden because the city still needs to budget for the asset but at least it’s able to generate income to lessen the burden”</i></p>
Create a balance between being a community facility whilst being	<p><i>“You build stadiums because you want to provide a service as a municipality. There is no municipality that builds a stadium because the intention is to make money or to make a profit. You build it because you want to provide a service. In the process of providing</i></p>

financially sustainable	<i>that service, you want, at all times, to lessen the financial burden from the rate payer.”</i>
Expand the provision of facilities for communities	<i>“So that was part of the city’s strategy to then say, lets then start to build these kinds of hubs. But they are not limited to these three because there are other hubs that now have been identified in different parts but the strategy is instead of building one football field here, one hockey thing here, rather have clusters of these things and move so that it’s not a facility that’s built for the immediate community. If it’s in Umlazi and it’s in D Section, it’s not for D Section, it’s for the entire region where it is. That is the strategy which is then linked to your international and national hosting strategy because you are then saying, if we host, we’ll optimize in hosting and do certain things so that we achieve the long-term objectives of providing facilities to communities”.</i>
Create better accessibility for spectators of sport events located in communities	<i>“...we got the kaNkomazana and Kabokweni pitches that we used as training pitches and they were upgraded and because of that they’ve got a good surface and got basic good facilities...And the benefit is that...when there’s an evening game on, it might attract more spectators because you take the game closer to where people live whilst if the stadium is built in the city so people have to travel and that’s not many people that are staying around here. So what has to happen is people have to travel get home late at night especially if it’s a midweek game. So what we do is we’ve got a bit of a policy to take some of these games closer to the people...”</i>
Maximising and broadening the utilisation of the facility	<i>“So we got to think creatively all time to say how do we maximise the potential of the facility, and that obviously requires out of the box thinking all the time.”</i> <i>“...we’ve looked at various models for commercialising this facility, making sure that we can use it to the maximum”.</i>
Creating a platform for bigger events	<i>“...it has created a platform from where bigger events can take place that otherwise would not have taken place in the city.”</i> <i>“...I think in essence what it does is it puts the municipality in a</i>

	<i>position to bid for events and to try and to attract events that would otherwise not have been possible”.</i>
Add to the future ambitions of the city offerings in terms of sports and competing with other cities	<i>“...the ambition of the city is to become a metro, they see themselves as an emerging metro. And obviously a metro has to offer a wide range of facilities, and it goes beyond a stadium they busy building up a supreme court now...There’s 3 private hospitals offering services some of the best specialists in the country are based here, very specialised services. So, and the stadium is just another little aspect in that to say, we a metro we’ve got a supreme court, we’ve got top private schools, we’ve got a University, we’ve got a world class stadium, we’ve got this ABCDE. So in that aspect the stadium plays a pivotal role, when it gets to sport industry to say you know we can compete with any other of the big metro and the big cities in Gauteng or anywhere and still offer the same lifestyle”.</i>
Fulfilling a long term city objective	<i>“The tournament was just an impetus towards us wanting to have a stadium”.</i>
Integrate the facility into a larger urban plan	<i>“Firstly, we want a destination for national and international events, so for us to do that, it means we need to have an infrastructure that is going to be able to accommodate that and what then the city did, the city built what we call in Durban a sporting precinct. That sporting precinct resides within the Moses Mabhida space. If you look at that precinct, it starts from the ICC....It includes your cricket stadium which is also less than a kilometre away and a walking distance from the ICC....And then you would also have what we call a drive-in side. It’s a big open space that is used when there are major events in Durban. And that precinct continues in the north and then you’ll have your athletics stadium across. Then you have your rugby stadium just a step from that and then you’ll have two golf courses.you have your country club....On the right you have the bowls club and then it takes you to the beachfront....And then you have your promenade which is used by people in terms of cycling, walking, jogging and so forth....Then you have created a precinct which basically says to you the city did plan these things, it did not</i>

<p>Capitalize on the opportunity to develop athletes</p>	<p><i>just happen”.</i></p> <p><i>“The third aspect of this strategy was then to say.....we want to be participants, but for you to be able to participate, it means you need to develop your own athletes who’ll enjoy these facilities when the games are in your backyard, because what that will do, that will then have an impact in terms of your support base because if there’s an athlete in any competition, a local athlete, the local communities can identify with that athlete and then they’ll have interest in the sport and they will attend events. So what then do you do as part of the strategy of the city was then to say, let us invest in the development of sport in the city”.</i></p>
<p>Initiate the development of sporting hubs in communities with the aim of provide access for all</p>	<p><i>“But then the city said we don’t just want to be a good host, we also want people to enjoy facilities and given the history of our country, that is from Apartheid, where we know that we have enough facilities but facilities are located in wrong spaces because in some areas, you are oversubscribed, in some areas you have nothing.... So then the strategy was, let us build what we call hubs and build from a hub and move out to communities. Then the 2010 FIFA World Cup provided an opportunity for the city to build these hubs because what happened, there were three centres that were identified as training venues for 2010. In the west you have Sugar Ray Xulu Stadium, in the south you have King Zwelithini Stadium and in the north you have KwaMashu. So in building these hubs, the upgrade of these three did not just limit the city into upgrading it for FIFA World Cup training, it was then upgraded with the intention to build other facilities. If you go to these three centres, if you go to Sugar Ray Xulu in the west, you’ll then see that there were two football fields that were built back-to-back, a swimming pool and other courts for communities to enjoy. But that was built as part of the</i></p>

	<p><i>legacy for 2010 FIFA World Cup. Umlazi was the same thing, kwaMashu was the same thing. So now these centres are used by communities for development purposes..... So that was part of the city's strategy to then say, lets then start to build these kinds of hubs. But they are not limited to these three because there are other hubs that now have been identified in different parts but the strategy is instead of building one football field here, one hockey thing here, rather have clusters of these things and move so that it's not a facility that's built for the immediate community. If it's in Umlazi and it's in D Section, it's not for D Section, it's for the entire region where it is. That is the strategy which is then linked to your international and national hosting strategy because you are then saying, if we host, we'll optimize in hosting and do certain things so that we achieve the long-term objectives of providing facilities to communities".</i></p>
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6.2.2 Challenges faced by Local Municipalities in keeping the 2010 FIFA World Cup stadia sustainable.

Participants were questioned on the challenges that the Local Municipalities face to keep the 2010 FIFA World Cup stadia sustainable. Challenges identified by the participants were varied and included financial management challenges; income generating challenges; sponsorship challenges; maintenance challenges; limited content challenges; venue attendance challenges; local environment challenges; operational challenges; competitive environment challenges; public discontent with stadia; and legacy planning challenges.

Table 14: Challenges of keeping the 2010 FIFA World Cup stadia sustainable

Financial management challenges	Lack of financial viability of the stadium in the short term	<i>"...it's about the dream, even if we are losing, an NFD match won't bring in much or nothing at all actually but it helps a lot to create that environment for players feel like they were playing in a</i>
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		<i>better facility, spectators also come to a better facility as well”.</i>
	Financial obligation of the city to financially support the stadia	<i>“Obviously all the stadia have got huge financial challenges. If the city’s rate account doesn’t sponsor, it will fail, they will close their doors, so there’s always an argument from parts of the community that says close the stadium because it’s taking a lot of the city’s money etcetera and you’re not breaking even. But the city sees this as a... it’s their biggest asset they have so it’s being leveraged as best as we can.”</i>
	Financial costs of hosting football matches	<i>“And then there’s obviously there is a fixed cost to host a game, to host those games on a profitable basis is quite a challenge. So what you then do is, that’s when you basically get other events to cross subsidise”.</i>
	Constraints as a result of budget limitations	<i>“If you have to think about marketing the stadium you require a formula on budget. But that very same formula on budget is the budget that is required to do maintenance with.....So then you weigh the options, which option goes first? Do I take the money from marketing or do I keep it for maintenance, and maintenance will win most of the time and that’s what the impact has affected. So as a result whilst we have a match coming you’ll use softer mediums that are easier to follow when you could have used even bigger platforms”.</i>



Income generating challenges	Opposition to white elephant stadia and the purpose of the publicly owned 2010 FIFA World Cup stadia	<i>“So that’s why I always argue when people say 2010 FIFA World Cup stadiums are a white elephant because they are not generating income. They were never built to generate income.”</i>
	Diversifying events to maximise utilisation	<i>“So the diversifying of events, it’s something that we needed to work on and make sure that we get the most out of it and that’s still a big challenge”.</i>
	The inability of the stadia meeting expectations to generate self-sustaining income	<i>“The expectations are that we should be able to create and generate our own revenue that will sustain the stadium but that hasn’t proven to be the case. The events that we attract here are not cash bringing events to that extent”.</i>
Sponsorship challenges	Attracting sponsors	<i>“But also attracting sponsorship for advertising, we are in a very dry place in as far as sponsorship is concerned. A school in Parktown or Houghton has got more advertising than we have in the stadium, I’m talking about a primary school. So that goes to show you the kind of place where we are and the challenges that we face and that is one of our main challenges”.</i>
	Unique local challenges in different local environments	<i>“Well, ours are very specific....the provincial government at the time agreed that they would not grant the stadium any business rights. So this is a zoned public open space. So I’m not allowed to do any business here.....we’re changing the record of the decision at provincial level and they’re dezoning it at city level that</i>



		<i>will allow us to do business. That’s been our biggest challenge”.</i>
Maintenance challenges	Maintenance costs for the stadia	<p><i>“Well obviously maintenance....it’s a natural, its huge facility... and to keep it well maintained you’ve got to keep your hand on it. Its sophisticated systems that you have in the stadium and obviously you’ve got to have a continuous maintenance program on it, and it’s been 5 years since it was built so certain things that need attention on a continuous basis”.</i></p> <p><i>“Financing for maintenance, it’s big a problem at the moment. The city carries all the costs and there are no funding alternatives that we’re able to find..... unfortunately because of the age of the stadium the costs of maintenance don’t go lower with age, they rise with age...”</i></p>
Limited content challenges	Limited content for financial sustainability within the South African context, with reference to football	<i>“No stadiums in the world are built to generate income because for you to generate income, you need to have sustainable content and with that content, people must be able to embrace it, pay for it and the reality of our situation in South Africa is that the business of sport and football in particular has not been realized. Therefore, a stadium can’t survive on stadium hire cost because the income generated by stadiums in the form of gate takings is not for stadiums”</i>
	Lack of stadium content	<i>“I think the biggest of challenges for the</i>



	<p>allowing for the full commercial viability of the stadia</p>	<p><i>sustainability of this stadium is content... The main thing is, do you have the content that is sustainable enough to help you fully commercialise the asset and that content? That is the biggest because what the content does, is that it keeps the venue active because you have activities all the time. And by content I don't just mean having activities, I'm talking about events where at least, on average, we have 20 000 to 25 000 people because it is that type of content that is commercially beneficial".</i></p>
	<p>Unsuitable environment for sustained attendance stadium</p>	<p><i>"In our instance I don't think it makes any sense to just have a single purpose facility. We just do not have that level of support in terms of attendance at games, and if you look at the amount of money that was spent on the facility, surely you need to maximise on its use. We all know South Africa has got scarce resources, and to just build something that gets used once every third week doesn't make sense at all".</i></p> <p><i>"I don't think anybody can afford to build a stadium only for rugby or only for soccer or only for whatever".</i></p> <p><i>"....so to make a stadium work financially, you've got to be able to host rugby and soccer and concerts".</i></p>
<p>Venue attendance challenges</p>	<p>Low venue attendance from supporters of low to medium profile teams</p>	<p><i>"...maybe a challenge that all stadia has, attendance figures for matches depend to a larger extent on the profile on the teams</i></p>



		<i>that are playing so if you have a Chiefs playing here or a Pirates playing here obviously people are keen to come watch a game, but on a Tuesday evening if you have Aces against Amazulu whatever at half past 7 on a Tuesday evening your attendance is not that great”.</i>
	Lack of full commercialization of football within South Africa	<i>“I think they were expected. All these challenges we had no control over. They are not just affecting this stadium, I think they are national problems. The non-fully commercialization of football is a problem nationally. I mean, if you have a national team, Bafana Bafana, battling to bring people in the stadium, then you have a problem. The fact that you only have two teams in this country that are capable of filling the stadium, being Chiefs and Pirates, you have a problem because it means other teams are not going to grow and if they don’t grow, they affect your content”.</i>
Local environment challenges	Unique local challenges in different local environments	<i>“Well, ours are very specific....the provincial government at the time agreed that they would not grant the stadium any business rights. So this is a zoned public open space. So I’m not allowed to do any business here.....we’re changing the record of the decision at provincial level and they’re dezoning it at city level that will allow us to do business. That’s been our biggest challenge”.</i>
Operational	Event scheduling	<i>“So the challenge that we have is that</i>



challenges		<i>we're unable to plan in terms of the long terms planning for events. There are few events that are part of the annual calendar. But most of the events that we host are dependent on the event organisers, whether they choose the venue or not..... It's an operational challenge but it's a big challenge because it impacts on the kind of events and the number of events that we can host per year".</i>
Competitive environment challenges	Competitive for environment created for hosting events	<i>"Maybe the other challenge is, we are in a competitive environment. We are competing with other facilities in terms of facilities management".</i>
Public discontent with the stadia	Negative perceptions from the public about the cost of the stadium for local residents via increased rates/taxes	<p><i>"I mean there are still some people complaining. There are still a few saying close this, knock this stadium down of the people around here to the extent that I stood up and said I agree, we should knock this stadium down because the city is really in dire need of space for high density, low cost housing. End of the argument. The value of the property around here has skyrocketed due to the stadium"</i></p> <p><i>"As I say, the larger parts of the community don't understand the marketing value of a venue of this stature".</i></p>
Legacy planning challenges	Uncertainty of predicting the future after the FIFA	<i>"I don't think people really knew what was going to happen once the World Cup</i>



	World Cup	<p><i>is come and gone. I don't think people understand the financial impact".</i></p> <p><i>"There were business plans by people, but its speculation until your in the real thing you will never know..."</i></p> <p><i>"So it was anticipated, and even the possible measures to counter it were thought about, but it sometimes turns impractical to overcome the circumstances looking at the current realities".</i></p>
	Awareness of challenges and counter active measures	<p><i>"I don't think they realized the actual cost of running a stadium of this size and the fact that you have no business rights, and how that would impact. I don't think people really understand that. They understood it very shortly after we took over the management of the stadium because I brought it to everybody's attention that, you know, without business rights, it's not possible to run this place anywhere close to sustainably".</i></p> <p><i>"And we knew about them long before, even when the stadium was built that there were going to be challenges that we were going to deal with".</i></p>
	Missed opportunities to create proactive legacy plans for stadium integration	<p><i>"I was appointed in 2006 so then the host city agreements were signed and all those things and my gripe with the World Cup in South Africa is we try to retrofit the</i></p>

		<i>event into a legacy plan. There should've been a legacy plan agreed to at the national and local government level FIFA had to sign into as part of the process, otherwise we would've just said no. That never happened so we tried to make it work. So this day, I don't think we... there's a few legacies from Cape Town".</i>
	Lack of development focus included in legacy	<i>"But on the softer issues, like the developmental issues, I don't believe that we did well".</i>

6.2.3 Stadium contributions on the legacy of the 2010 FIFA World Cup and the Local Municipality brand

Participants identified and discussed stadium contributions towards the legacy of the 2010 FIFA World Cup and the Local Municipality brand. The stadium contributions included the legacy of job creation; the legacy of economic impacts and investments; the legacy of community participation and integration; the legacy of strategic alignment with city objectives; the legacy of sport development; the legacy of stadium capacity spread across the country; the enhanced capacity of Local Municipalities to host major events; and Local Municipality brand marketing and exposure.

Table 15: Stadium contributions to the legacy of the 2010 FIFA World Cup and the Local Municipality brand

Legacy of job creation	Sustainable job creation	<i>"It's a centre that is economically viable as well as creating and assisting to create jobs, assisting the city in terms of generating income and so forth. So that is some of the impact that the stadium has had in this region."</i>
	Full time employment	<i>"They are sustainable jobs, it's not just jobs that we talk about that were created</i>



		<i>during the construction phase which you can't sustain. I'm talking about jobs that are being sustained on a daily basis so for me that is the biggest legacy".</i>
Legacy of economic impacts and investments	Attracting investors	<i>"So he would typically look at what does the city have to offer, it's just another element to say this is something that available in the city and that it makes sense to come and invest or start a new business here, things are happening in this place so in that aspect the stadium plays an important role".</i>
	Spinoffs effects from stadiums	<i>"It had a major impact....a private owner, went and he built up a conference centre with two training facilities and gyms and various other facilities that visiting teams can use to base themselves when there's a game on at the stadium. So it's a direct benefit that he got from the stadium being built..... he saw the gap in the market to say well if we get a facility like this there's spinoffs and one of them is that teams want to come here, they want to train, they want to do their preparation camps and preseason camps and this guy is busy all the time you know, teams like to get out of their own environment and go somewhere else and get a bit of team building but also they like to get class facilities to train and eat and do all the things that they need to do"</i>



Legacy of community participation and integration	Active participation from community	<i>"...it allows people from the city to actively participate in the games that are hosted. But not only people in the city, it has become an easy venue to attract people from across the province who come and watch soccer matches, bigger teams when they play, particularly Orlando Pirates, Kaizer Chiefs, Sundowns and occasionally Bafana Bafana".</i>
	Local community involvement	<i>"...we always make effort to involve the local community by giving them free registrations for those marathons so that those kids can participate and develop an affinity for the sport".</i>
	Creating interest in sport	<i>"...well the reality is prior the World Cup our local soccer spectators and lovers and fans never saw a PSL game live, so surely by having the ability to host these games, or getting Bafana here and get superstars playing here it obviously creates a new awareness of sport and increase the level of interest in sport, and motivate the youngsters..."</i> <i>"....you have these young people exposed to sporting activities because of the facility that we have created and its available for use even if they don't use this one specifically but then the connection between what we done at the old stadium has similar infrastructure in terms of the pitch and the standards are at the same level as training facility for a World Cup venue, so we have done all</i>



		<i>that and brought them together in one and it makes us a better marketing tool in the way which we expand sport within our area”.</i>
Legacy of strategic alignment with city objectives	Links with city assets	<i>“You know that the city also has two other iconic venues, which is the Durban ICC and UShaka Marine World who offer different kinds of services but are linked to what the stadium does. So those three city assets are actually catalysts for economic generation and development in this region”.</i>
	Strategic alignment	<i>“the objectives of the city from the city’s vision to the strategic direction that the city is taking is fully... from the sporting and event point of view fits in with the stadium and why the stadium was built and designed the manner in which it was because the city’s vision is simple, it’s that Durban chose to be a destination for sports and events..... It was part of the strategic plan and direction that the city took”.</i>
Legacy of sport development	Football development	<i>“...then the legacy of FIFA of course is to make sure that we promote soccer development...”</i>



	Sport development	<p><i>“...we had this South African Cycling Championships here, although it’s not inside but on the outside of the perimeter where you know, you basically created an awareness for kids that never have thought about cycling, maybe it was something out of their reach, when we arranged for some sponsorships that it would go to some talented kids”.</i></p> <p><i>“...and the purpose of the facility is not just entertainment it’s got to have a developmental focus as well”.</i></p>
	Sport hubs in communities	<p><i>“So now these centres are used by communities for development purposes”.</i></p> <p><i>“But we have for example now contracted clubs, through those clubs we’ve asked them to do coaching clinics for the development, interacting with communities, schools, and every now and then they would take them around those areas to encourage them to love the idea of soccer...”</i></p>
Legacy of stadium capacity spread across the country	National impact of stadia	<p><i>“...so in general that’s an observation to say that the World Cup has actually spread the benefit across the country....So I think the smaller cities with a bigger stadium were the biggest winners because, some things, stuff can happen</i></p>



		<p><i>now in the city that otherwise couldn't have happened. Johannesburg could always host a big soccer game and many of these things, they always...they had enough facilities available there Ellis Park, Orlando Stadium and some of these stadiums that have been there always. So the biggest winners are the smaller cities that are also now getting a bit of the benefit that has always been centred in the bigger cities”.</i></p>
		<p><i>“But in all these things, this has changed the perception now, actually there a lot of people now feel that the soccer can connect across, whether Joburg or so, we have travellers who come from Joburg to come and watch Kaizer Chiefs play in Peter Mokaba stadium”.</i></p>
<p>Enhanced capacity of Local Municipalities to host major events</p>	<p>Leverage to host bigger events</p>	<p><i>“So it's impacting in a big way in the city is strategic events procurement strategy. I mean it is the leverage. It's one of the big levers to leverage events for the stadium, for the city”.</i></p> <p><i>“There are many events that are pulled to the city because of the stadium”.</i></p>
	<p>Marketing to compete for major events</p>	<p><i>“...the city is in a position to say because of the facility....we can put a bid and say listen here come and have the Cup Final here. So on a continuous basis it has placed the city in a position to participate in major sports events that otherwise would not have been possible, and that's the major benefit and that has an impact</i></p>



		<i>on their strategy and how aggressive they can try and market the city”.</i>
	Demonstrates to local community members the city can host larger events	<i>“it proves to the local community that they can host big international events you know, in addition to the World Cup we had AFCON here Springbok as I said the rugby tests Bafana, so what it did it just elevated the ability of the local community to say we can participate on a larger platform when it gets to big events.”</i>
	Enhanced facilities in the city	<i>“Before in the past it was very difficult calling Kaizer Chiefs to come and play here as an example, because they say we’ll love to come and play there but you know 15 000 people, we’ll just be too crammed in one area you know. So but even at a bigger stadium we could use them regularly, so now we have a bigger stadium so Chiefs have no reason why they can’t come to Polokwane, Bafana Bafana have no reason why they can’t come to Polokwane or anyone else for that matter”.</i>
	Creating new opportunities for community members	<i>“...prior to 2010 there was no stadium, there were no PSL teams playing here, there were no Currie cup games here none of those happened so...the moment the last match finished in 2010 the focus shifted into how do we make this become a true community facility...”</i>
Local Municipality	Destination marketing	<i>“...the picture of this stadium is being used with international adverts etcetera</i>



brand marketing and exposure		<i>so the place marketing value of the stadium is immeasurable...”</i>
	Brand exposure	<i>“the city’s name is elevated and features so often on a weekly basis you know on television, on commentary whenever there is a match, when there’s a image of a player that played in a match you know Gallo Images would put a picture and say where at Mbombela Stadium so we actually haven’t even done a count but that in itself has huge marketing value....”</i>
	Signage in stadia	<i>“Also for any of these matches televised Mbombela Local Municipality has a sign at a very prominent position on the pitch perimeter.....as I said with the rugby they’ve got the logo in a strategic position on the jersey. So it goes for itself that there’s massive exposure that would otherwise would not have been the case if they didn’t have the stadium, so we using the stadium as a platform as often as we can to obviously get exposure”.</i>
	Preferred choice for organisers	<i>“So from a legacy point of view, you know we’ve got a fantastic facility which is preferred by many operators and event organisers and concert owners above other cities because of where this is with the sea and the mountain...”</i>

6.2.4 Alternative uses of the 2010 FIFA World Cup stadia

Participants were questioned on the alternative uses of their respective 2010 FIFA World Cup stadia. The alternative uses of the 2010 FIFA World Cup stadia were identified under events as community events; religious events; concert events; wedding events; political events; stadium tours; the creation of a business platform; the creation of a conference venue; outside stadium precinct events; the provision of multi use stadia; the creation of tourism and recreation market; the creation of an outdoor recreation facility; and an entertainment venue for the community.

Table 16: Alternative uses of the stadia

Events	Community Events	<i>“we also do small events which are linked to more of a service to the community”</i>
	Religious events	<i>“There are three or four big religious events”.</i>
	Concert events	<i>“It’s been used for.... as I say, for concerts...”</i>
	Weddings events	<i>“...a few weddings that we’ve had, people enjoy it. It’s a different environment, different ambience and the photos come out looking like somewhere in Dubai. So that on its own becomes an attraction for use”.</i>
	Political events	<i>“...so we’ve had, as I said for example the ANC’s election manifesto launch last year here where we had 70 000 people in here. So, it is, it can be used for let’s say a political rally, a big political functions”.</i>
	Stadium Tours	<i>“.....we’ve got tours, stadium tours that we take around between 110 000 and 140 000 people through a year which brings some income to the stadium as well”.</i> <i>“...and of course the most popular item here is the stadium tour. Learners come a lot, we entertain a lot of learners up to 600 – 700 per month who come to the stadium to see the legacy of the World Cup and what it is”.</i>
Creation of a	<i>“And within the stadium design, we also have</i>	



business platform	<i>what we call business clubs that are normally activated during the matches that are actually activated as suites during main ball events...</i>
Creation of conference venue	<i>"...we have what we call non-ball events in the form of workshops, meetings, parties ranging from 50 people, 100, 200 and on a day, we may have about then of those throughout the spaces that we have. So we have become a very popular destination for those of either business or social activities where people just want spaces to utilize."</i>
Outside stadium precinct events	<i>"...it happens often that we have an event outside in the precinct and we just lock the stadium. People are not even coming into the stadium at all, but they do their thing outside..."</i>
Provision of multi use stadia	<i>"The stadium design is such that you have different elements of it, one being the main bowl with it being a 56 000-seater stadium. Built in, there was a space for an athletics track which is now going to be built as we prepare for hosting Commonwealth games....."</i>
Creation of tourism and recreation market	<i>"You have your big swing, I mean you can jump off there. The platform out there is very popular. You have the sky car, you can go to the platform on top of there. You can take your segways, you can have rides, either bicycle and you can cycle around the stadium and go to the beachfront and come back. So those activities are very popular with locals as well as tourists that come to Durban."</i>
Creation of an outdoor recreation facility	<i>"Then on the southern side of the stadium, we then have what we call the People's Park. We have People's Park East and People's Park"</i>



		<p><i>which are spaces that have become very popular in Durban for different events and activations in the city.....It's very popular on weekends for families because what we have done, we have created a play area for kids."</i></p> <p><i>"....it was built as a sport facility first of all. But when they designed it they did take into account that this should be a multipurpose facility..."</i></p>
	Entertainment venue for the community	<p><i>"the stadium is also designed to be an entertainment centre for people of the city and the province in insuring that every day is a seven day operation....On the northern side of the stadium you have your retail shops with tenants and we have a very nice tenant mix with restaurants, gyms, as well as attractions and operators that operate from there.</i></p>

6.2.5 Functions of the 2010 FIFA World Cup stadia affecting other stadia within the Local Municipality

Participants were questioned on how the functions of the 2010 FIFA World Cup stadia would affect other stadia within the Local Municipality. The participants agreed and identified the provision of alternative venue options for professional football teams; and setting a benchmark for standards of facilities.

Table 17: Functions of the World Cup stadia affecting other stadia within the Local Municipality

Provision of alternative venue options for professional football teams	<p><i>".....so, again we use that platform, the fact that we have the stadiums, we've got a PSL team that's based here we use some of the facilities here as an alternative home base venues so we selectively take some of those games there".</i></p> <p><i>"But the choice of the main stadium versus the others is dependent on the size of the event and the profile of the event and it has no</i></p>
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	<p><i>impact”.</i></p> <p><i>“...we impacted positively in the sense that we’re moving events to Athlone Stadium if we cannot host here. And also, from a certain size event, we try to move them to other facilities because it’s expensive to open the doors here”.</i></p>
<p>Setting a benchmark for standards of facilities</p>	<p><i>“We’ve set that a standard for clubs over 200km away, it feels like why don’t we have a stadium like that one Peter Mokaba because of the level of comfort, the level of maintenance we’ve given the stadium. But our other venues have had to catch up to the level of this particular venue”.</i></p> <p><i>“So we are now upgrading Seshego stadium, both the pitch and lighting to reach the level of what we have reached here. That for me would never have happened if we didn’t know there was a better way of doing it by looking at what we have at the stadium here”.</i></p> <p><i>“No, it has enhanced them. In the sense that we want to keep the same standards. For instance, when it comes to pitch maintenance, if you play at Princess Magogo, you play here, we want to give you the same experience because we have invested as a city in the latest modern technology of how to prepare pitches, how to maintain them and so forth. And we are a municipal asset, we’ve got other facilities that we have. Why not extend that service to other stadiums that we have? So that stadia component of the city the gets to benefit from the human resource, from the technology, from the knowledge and the maintenance because these are all municipal assets”.</i></p>

6.3 INTERPRETATION

The results from the interviews gave detailed and comprehensive perceptions of the stadiums used in the 2010 FIFA World Cup. The interpretation of results will now be presented.

6.3.1 The role of the stadia after hosting the 2010 FIFA World Cup

The stadiums from the 2010 FIFA World Cup are one of the most tangible elements of the tournament. From the data it is clear that the role and function of the stadiums will be an important determinant of the legacy of the 2010 FIFA World Cup in South Africa. A broad number of roles of the stadiums were identified by participants.

As part of the links with professional teams, anchor tenants for the stadiums could be sourced to keep the venue operational. The World Cup stadia managed to provide facilities for teams looking for a base camp to train and play home matches as one participant noted, “...*we fortunate we have 2 anchor tenants...*”. Although the relationships created between the professional sports teams and the stadium are beneficial for both parties, it is important to note how previously professional teams had less bargaining power. The new World Cup stadia have played a role in balancing the power between the facility managers of the stadia and the professional teams. The supply of good quality stadiums has increased and stadiums are aggressively seeking to attract anchor tenants which have positively stimulated the search for anchor tenants.

Emphasis on the establishment of new relationships between the professional sports teams and the facility was highlighted as a key impact for the Local Municipality. This is important for the Local Municipality in sustaining the function of the stadia as venues to host football matches and giving continuation to the FIFA World Cup legacy. One participant underlined the impact of the stadia on the relationship between the professional teams and the Local Municipality as “...*far strengthened by the virtue of us being a former World Cup venue*”. The value of building the mutual relationship between these two parties is regarded as essential for the facility managers because of the vital need for a large football stadium to have an anchor tenant. It is understood that the new stadia will give the facility managers leverage to build long term partnerships and associations with the Premier Soccer League and its clubs. The respondents therefore welcomed the new World Cup stadia as it appealed to the professional teams. One of the arguments presented by government and the LOC for investing in the World Cup stadia was the opportunity for Local Municipalities to inherit the new stadiums that could be utilised by the professional football teams in South Africa. This was said to assist in contributing to the development of football in South Africa.

The upgraded training facilities were an added benefit that participants underlined. This allowed for flexibility in identifying the best suited venue for an event. Participants consistently made reference to the World Cup stadia and the training facilities as a combined offering to professional sports teams. The combination of the World Cup stadia and the training facilities gave the host city the flexibility to host football matches at the most suitable venue according to expected demand. The benefit of this allows the participants an opportunity to save on the high costs of hosting events at the World Cup stadiums with low attendance levels as noted by one respondent who states, “...we try to move them to other facilities because it’s expensive to open to open the doors here”.

The participants perceived the World Cup stadia as venues that could bring various economical benefits to the region. One of the most notable benefits that are often highlighted from proponents of hosting the FIFA World Cup is the economic benefits both during the event and thereafter. The stadiums were highlighted by participants as a “conduit for economic development” with “financial spinoffs in the province and in the city and the metro”. Participants gave examples of economic spinoffs such as increased transportation, increased accommodation, and an increased number of customers at filling stations are derived from the higher influx of people into the city. The perceptions from the facility managers are similar to those made by government prior to the 2010 FIFA World Cup. However it is important to note the frequency of these spinoffs because they only occur when events are hosted at the stadiums. Therefore to create a sustainable economical benefit may be more challenging.

Job creation was identified as a role of the stadia in the city. Participants discussed the stadiums as “able to create jobs as a contribution to the region” and further outlined the importance of the stadium by stating “without this asset, those people would not have been employed in those spaces”.

The events held in the stadium were perceived to be contributory to the overall marketing and promotion of the city. The role of the stadium was regarded as significant because as a venue it creates the opportunity to market and promote the city on televised events where signage can be put up. Although the iconic stadium structure plays a role in marketing the city, the value of this marketing remains challenging to determine.

As a tangible element of the 2010 FIFA World Cup, the stadiums have strong links to the event and the host cities. The participants viewed the World Cup stadiums as iconic symbols

for the host cities. The symbolic nature of the stadiums contributes towards promoting the city on a national and international stage. As one participant highlighted “*it has become a symbol of Durban...you can just show the footage or the picture of this stadium and people will say ‘this is Durban’*”. Therefore the stadiums played a role in the marketability of the Local Municipality.

Significant emphasis was placed on the role of the stadia as a community facility that is meant to add value to the broader community. One participant illustrated this by noting, “*It’s a true community facility it’s not used for big major events it’s also used for smaller events. So it’s entrenched itself as a proper community facility adding value to the broader community*”. The role of the stadia was clearly cited by the participants as a facility that was meant to serve the public. However, there are concerns raised in literature about the way in which the World Cup stadia will serve the local community. As high capacity venues, the World Cup stadia are best suited for large scale events, and may not have a direct impact in adding value to local community members. The training facilities for the World Cup which are significantly smaller in scale and well entrenched in the communities, seem more suited to add value to the local communities. Participants regard the training facilities as supporting venues to the World Cup stadia, and as a result they highlighted the effects of these facilities on the communities. It is clear that the stadium offering from a Local Municipality includes the training facilities, particularly in terms of hosting football matches.

The role of the stadia serving the community seemed to conflict with the need for the stadia to generate income. The participants agreed that the goal of the stadiums was to focus on both serving the community and generating consistent streams of income, however they do acknowledge that focusing on one can be at the expense of the other. Within the context of the World Cup stadia proving a service benefit to the public, the participants acknowledged the important role of the stadium not creating a burden on community members through increased rates and taxes. According to one participant, the stadium was meant to “*...lessen the burden of the ratepayer from the city...*”. This statement underlines the balance needed between serving the public and the generating income, and shows the awareness of the costs of the stadium to the public and the attempts to avoid the public from paying for the stadiums in the long term. As discussed in previous chapters, one of the biggest concerns about the World Cup stadiums is the costs of operating them during the post event period, and the ability of the city to limit the costs to the taxpayer. In this case, the participants described the role of the stadia “*to generate income to lessen the burden*” on the local taxpayer. However,

some of the stadiums continue to weigh heavily on the Local Municipality budget and the taxpayer. This will be discussed further under the next theme.

Participant's perceptions indicated the need for a balance between the stadiums being a community facility serving the public whilst being financially sustainable. One participant stated, "*You build stadiums because you want to provide a service as a municipality. There is no municipality that builds a stadium because the intention is to make money or make a profit*". Some participants argued that the underlying purpose of the World Cup stadia was to provide a service for the community and not to make money. However, based on the need for the stadiums to be sustainable, it is clear that the stadiums need to be able to generate an income for them to avoid becoming white elephants in the future. Additionally, prior to government's support of bidding for the FIFA World Cup they asserted that the World Cup stadia would be well integrated and utilised after the event, and the venues would avoid becoming white elephants. However the assertions made by government and proponents of the event are in stark contrast to what is currently taking place. The general consensus from the participant's responses understood the need for a balance between the public service needs and business rationale. Both are vital to the successful sustainability of the World Cup stadia and the legacy of the 2010 FIFA World Cup.

The World Cup stadiums were used as a catalyst to construct sporting facilities in communities. The role of the stadiums and the training facilities, were to lay the foundation for rolling out this plan. One participant discussed the broad strategy of building sporting hubs in outside communities to "*...achieve the long term objectives of providing facilities to communities*". Based on the responses from participants it became evident that the stadiums and the training facilities are considered as one service package that can serve the local needs in the municipality. The service package offering was highlighted by one participant's response, "..."*...we got the kaNkomazana and Kabokweni pitches that we used as training pitches and they were upgraded and because of that they've got a good surface and got basic good facilities...And the benefit is that...when there's an evening game on, it might attract more spectators because you take the game closer to where people live whilst if the stadium is built in the city so people have to travel and that's not many people that are staying around here*". Participants highlighted the role of the stadiums as creating better accessibility for community members who want to attend football matches.

The role of the stadiums was to accommodate multiple events in order to be used to their maximum capability which would help towards commercialising the facility. Additionally,

this would create opportunities for a broad variety of events thus expanding the impact on sports and other events in the country. One participant stated, “...we’ve looked at various models for commercialising this facility, making sure that we can use it to the maximum”. To achieve this, participants discussed having to “...think creatively to say how do we maximise the potential of the facility”. All participants described an open approach for events to achieve maximum utilisation. Participants also mentioned the role of the stadiums bringing in people together from different social and cultural backgrounds in terms of the events hosted at the stadium, for example political events, concerts and religious events. Although the stadiums act as a place for people to come together, there is a concern about the social exclusion of some people in the country such as those affected by poverty.

According to the participants, the role of the stadia in creating a platform for Local Municipalities to compete and host big events has been positive. Each Local Municipality has been enhanced by the World Cup stadia in terms of capacity. The smaller municipalities have largely benefited from this enhancement. One respondent stated “...it has created a platform from where bigger events can take place that otherwise would not have taken place in the city”. Participants perceived the World Cup stadia as playing a positive role in the procurement of events for the Local Municipality.

The participants discussed the stadiums role as a mark of the city’s future ambitions of offering an attractive lifestyle package for potential investors in the city. This perception was particularly relevant for smaller municipalities who have the ambitions of becoming a metro. The larger municipalities highlighted the role of the stadia as reaffirming the marketing of the city to a bigger audience. Additionally, some respondents said the 2010 FIFA World Cup “was just an impetus towards us wanting to have a stadium”. This view suggests the opportunistic actions taken by some Local Municipalities to develop themselves.

The participants described the integrative role of the World Cup stadia into a larger urban development plan for the city. Each city was meant to give plans of how the stadia would be integrated into the future plans of the city’s development. The role of the stadia was to enhance the city future plans from an overall perspective.

The role of the stadia and the training facilities in helping to facilitate development featured prominently in the participant’s responses. The World Cup stadia and the training facilities were aimed at contributing towards plans to develop sport hub facilities in communities. A respondent noted this by stating “...the 2010 FIFA World Cup provided an opportunity for

the city to build these hubs..”. Once this was achieved, athletes could be developed as well. This indicates the strategic intentions of placing facilities for sport access and sport development. The stadiums would start off a long term plan to provide these facilities in communities.

6.3.2 Challenges faced by Local Municipalities in keeping the 2010 FIFA World Cup stadia sustainable

Literature has indicated the challenges of operating stadiums during the post event period after a mega event such as the FIFA World Cup. Participants discussed the various challenges of keeping the 2010 World Cup stadia sustainable. The financial management challenges tend to stand out the most due to the emphasis of the stadiums being financially stable.

Participants discussed the lack of financial viability for the stadiums in the short term, however projected a long term benefit for their future. One participant stated, “...*it’s about the dream, even if we are losing, an NFD match won’t bring in much or nothing at all actually but it helps a lot to create that environment for players feel like they were playing in a better facility, spectators also come to a better facility as well*”. The benefit of creating a good environment for the players and spectators was considered valuable against the clear lack of cash inflow.

The responses from the participants clearly indicate the stadiums need for financial support from the Local Municipalities in order to be sustainable. The dependence on the Local Municipality for financial support raises concern for the stadia sustainability in the long term. One respondent illustrated their acknowledgement of this by stating, “*Obviously all the stadia have got huge financial challenges. If the city’s rate account doesn’t sponsor, it will fail, they will close their doors down...*”. It is important to bear in mind the that the financial support will inevitably come at an opportunity cost of other municipality priorities such as social development projects and providing basic services to the local community. In one case, the Local Municipality has indicated their intention to limit the financial allocation to the stadia due to their escalating costs.

There are significant financial challenges for the stadia which can be linked to attracting events that would bring in high attendance to the venue. The fixed financial costs of hosting football matches on a profitable basis have been a challenge for facility managers as illustrated by one participant who stated, “...*there is a fixed cost to host a game, to host a*

game on a profitable basis is quite a challenge". The aim for the facility managers is to attract crowds large enough to offset the hosting costs.

The budget limitations for operating the stadium have affected other areas of stadium management such as the marketing and promotion of events. Due to the budget limitations the facility managers are forced to address priority areas such as maintenance costs over bigger promotional platforms to market events at the stadium. One participant illustrated this by stating, *"If you have to think about marketing the stadium you require a formula on budget. But that very same formula on budget is the budget that is required to do maintenance with.....So then you weigh the options, which option goes first? Do I take the money from marketing or do I keep it for maintenance, and maintenance will win most of the time and that's what the impact has affected. So as a result whilst we have a match coming you'll use softer mediums that are easier to follow when you could have used even bigger platforms"*. This in turn has had an impact on the number of people they can attract to the stadium.

One of the biggest challenges identified by participants was the income generation of the stadiums. Although the participants asserted the community service aspect of the stadiums, each participant highlighted the importance of the stadiums generating income that would help towards the venue being stable. The stadiums ability to generate income is viewed as an important element of their sustainability. Previous discussions by government underlined the importance of the stadiums generating a satisfactory level of income that would keep the stadiums operational. However, there are challenges that are limiting the stadiums abilities to generate income such as the current conditions in the stadium environment both locally and nationally, limited content available and low attendance levels. The need to generate a sustainable income has forced the facility managers to fully expand the utilisation of the facility to accommodate diverse events.

Some of the views of the participants emphasised the main purpose behind the World Cup stadia, which was not to generate income. They argue that the stadiums were intended to serve the communities after the 2010 FIFA World Cup.

Sponsorship challenges experienced at some stadiums continue to pose difficulties for facility managers. Participants identified the location and difficulty in attracting sponsors which limited the commercialisation of the stadium. One participant illustrated the challenge of securing sponsorship in their region by stating, *"But also attracting sponsorship for*

advertising, we are in a very dry place in as far as sponsorship is concerned. A school in Parktown or Houghton has got more advertising that we have in the stadium, and I'm talking about a Primary school...". Another participant highlighted the limited commercial viability of the stadium due to zoning restrictions, *"the provincial government at the time agreed that they would not grant the stadium any business rights. So this is zoned public space. I am not allowed to do any business here.."*.

A key cost implication of all the World Cup stadia is their maintenance costs. The maintenance costs of the stadiums have posed a significant challenge for the facility managers at the stadia. It is important to note here that maintenance costs of the stadiums are regular and continue to rise with time, thus a significant amount from the budget is dedicated to these costs. These considerations were noted by participants who stated, *"it's a huge facility...and to keep it well maintained you've got to keep your hand on it....it's been 5 years since it was built so certain things that need attention on a continuous basis"* and *"unfortunately because of the age of the stadium the costs of maintenance don't go lower with age, they rise with age"*. Participants discussed the financing of maintenance costs as a *"big problem at the moment. The city carries the all the costs and there are no funding alternatives that we're able to find"*.

Participants identified the national and local challenges of limited content available in South Africa that could be attracted to the stadium. In terms of football, participants described the limited content for financial sustainability in South Africa. Limited content refers to the types of events that attract high attendance at the venue. Currently there are limited events in the country that can provide this. This may be due to a number of factors such as disposable income available to community members, the different interests in sport and the inability of the stadiums to host all 3 of South Africa's major sporting codes: football, rugby and cricket. It must be noted that a parliamentary meeting found there was a missed opportunity to design the stadiums with other major sporting codes in mind which would have laid a platform for a potentially lucrative commercial model for the stadiums. One respondent states, *"No stadiums in the world are built to generate income because for you to generate income, you need to have the sustainable content and with that content, people must be able to embrace it, pay for it and the reality is that the business of sport and football in particular has not been realized"*. Based on the responses from participants, it is clear that the environment in the Local Municipalities and the country as a whole is unsuitable for the World Cup stadia. In

recognising the need for more events, one respondent states, *“to make a stadium work financially, you’ve got to be able to host rugby and soccer and concerts”*.

Participants described the low venue attendance as a challenge at the stadiums. The support for professional teams is low with high attendance for major teams as underlined by one participants response, *“...maybe a challenge that all stadia has, attendance figures for matches depend to a larger extent on the profile on the teams that are playing so if you have a Chiefs playing here or a Pirates playing here obviously people are keen to come watch a game, but on a Tuesday evening if you have Aces against Amazulu whatever at half past 7 on a Tuesday evening your attendance is not that great”*. A participant described the lack of full commercialisation of football in South Africa which is a challenge for the majority of stadiums in the country. Furthermore, the participant extended the challenges of low attendance to the national football team as well that struggle to attract support during matches. The participant stated, *“All these challenges we had no control over. They are not just affecting this stadium, I think they are national problems. The non-fully commercialization of football is a problem nationally. I mean, if you have a national team, Bafana Bafana, battling to bring people in the stadium, then you have a problem. The fact that you only have two teams in this country that are capable of filling the stadium, being Chiefs and Pirates, you have a problem because it means other teams are not going to grow and if they don’t grow, they affect your content”*. The suggestion from participants is that the challenges faced by facility managers must be addressed from a national perspective as well to try and exploit the necessary content that will contribute to the sustainability of the stadia.

Participants identified some unique local challenges that affected them in their municipalities such as location, zoning restrictions and a lack of sponsorship. Some participants identified event scheduling as an operational challenge. The difficulty in making bookings in advance has made it challenging to plan for the long term. Although it is an operational challenge one participant considered the effect of it by stating, *“it’s a big challenge because it impacts on the kind of events and the number of events that we can host per year”*.

The participants acknowledged the raised level of competition amongst municipalities as a result of the new World Cup stadia. It is noted that although some perceive this as a positive impact for municipalities, the big metropolitan areas such as Johannesburg and Durban will continue to dominate competition.

Participants discussed the negative perceptions of the public about the stadia. Some members of the public were unhappy about the cost of the stadiums to the Local Municipalities and the subsequent raised taxes that they were forced to pay. One participant stated, “*there are still some people that complaining. There are still a few saying close this, knock this stadium down..*”. Some participants raised the lack of understanding from the public about the marketing and promotional value that the stadiums bring and the cost of the stadium. One participant explained, “*the larger parts of the community don’t understand the market value of a venue of this stature*”. These statements illustrate the frustrations of some sections of the public who feel disgruntled by the costs of the stadium in their area. It is clear that the stadium has to be justified to the public by demonstrating its benefits and value to the local community.

The poor legacy planning of the stadiums has resulted in post event challenges. Participants highlighted the uncertainty of predicting the environment after the World Cup, the measures to counter these challenges and missed opportunity to create proactive legacy plans. Additionally, participants described the missed opportunity on focusing more on development as a legacy. The current status of the World Cup stadia is characterised by the deep rooted challenges facing Local Municipalities. A review of the legacy of the stadiums leads one to question the justification of building the stadiums and hosting the FIFA World Cup.

6.3.3 Stadium contributions on the legacy of the 2010 FIFA World Cup and Local Municipality brand

Participants were questioned about the stadium contributions on the legacy of the World Cup and the Local Municipality brand. The responses were focused on various legacies and contributions attributed by the World Cup stadia.

The legacy of job creation was a contribution that participants highlighted in their Local Municipality. This excludes the jobs created before and during the FIFA World Cup. Sustainable jobs were created during the post event period in the form permanent staff position at the stadiums. One participant states, “*It’s a centre that is economically viable as well as creating and assisting to create jobs...*”. Full time employment was created for the community, “*They are sustainable jobs, it’s not just jobs that we talk about that were created*

during the construction phase which you can't sustain. I'm talking about jobs that are being sustained on a daily basis...".

The participants identified the legacy of economic impacts and investments attributed by the stadium to the Local Municipality and region. The stadium helped attract investors to the municipality, and created various spinoff effects that would stimulate the local economy such as building training facilities for visiting teams playing at the stadium. These post event benefits were perceived as positive benefits for the Local Municipalities.

Participants identified the legacy of community participation and integration as a key contributor of the stadium to the municipality. This was considered an important legacy because of the perceived community function that the stadiums were meant to play in the community. Participants discussed the initiatives that were focused on getting the community to *"actively participate in games that were hosted"*, to *"make effort to involve the local community"*, to continue to drive the strategy of expanding facilities in various regions of the community and to *"create a new awareness of sport and increase the level of interest in sport, and, motivate the youngsters..."*. The integration of the stadium and its supporting facilities was to create an affinity for sports amongst community member's thus driving links to sport development.

The strategic alignment of the World Cup stadia into the host cities was a priority for government. Local Municipality officials were encouraged to integrate the stadia into their future plans to demonstrate the value of the stadium in the municipality. This view was emphasised by participants who discussed links between the city assets and the stadiums, and how the stadiums fit into the long term vision of the city. Participants identified how the stadiums contributed to a legacy of strategic alignment between the city assets and city objectives.

The participants recognised the stadiums contributions to the legacy of football and sport development in the municipality. One participant highlighted *"the purpose of the facility is not just entertainment it's got to have a development focus as well"*. The general view is that the focus is to provide accessibility to children at a young age and to establish talent identification programmes at sports events hosted at the stadium. Additionally the training facilities located in communities were being used as sport hubs for communities to be used for *"development purposes"*. In one Local Municipality the participant's used their relationship with profession football teams to support football development in the

community. The participant states, “*we have for example now contracted clubs, through those clubs we’ve asked them to do coaching clinics for the development, interacting with communities, schools, and every now and then they would take them around those areas to encourage them to love the idea of soccer...*”.

Participants described the legacy of improved stadium capacity left across the country by World Cup stadia as a benefit for national sports. The benefit would be the spread of events across the country as opposed to previously having events in specific regions only such as Johannesburg and Durban. The smaller cities would be the biggest beneficiaries because as one participant noted, “*stuff can happen now in the city that otherwise couldn’t have happened*”.

The participants described the enhanced capacity of Local Municipalities to host major events which will give them leverage to host bigger events, create competition to host events in different regions of the country, reaffirm to community members that the Local Municipality can host larger events, and create new opportunities to for a variety of sports events that community members can attend.

Participants identified how the Local Municipality would be better positioned to market its brand and benefit from the exposure from the stadium. The stadium would be used to market the city and the municipality by its iconic status, the signage in the stadium that is televised gives them good brand exposure and the stadium is perceived as the preferred choice by organisers.

6.3.4 Alternative uses of the 2010 FIFA World Cup stadia

Participants were questioned about the alternative uses of the World Cup stadia. Participants identified multiple events that were held at the stadiums.

It is well established from the government and previous plans that the World Cup stadia were going to be used as multipurpose venues. The underlying purpose of this is to maximise on the earning potential at the stadiums. The participants identified multiple events such as community events, religious events, concert events, wedding events, political events and stadium tours. The stadiums could also be used to hire out business suits during events, and as conference venues. Based on the responses from participants it is evident that the stadiums were used for a large variety of events in an attempt to maximise the income generating potential of the stadiums.

The entire stadium precinct is used to host events. One participant stated *“it happens that we have an event outside in the precinct and we just lock the stadium. People are not even coming into the stadium at all, but they do their thing outside...”*.

Participants discussed how they incorporated a multipurpose design into the planning of the stadia in order to be utilised for a wide array of events and to generate alternative sources of income. It must be noted that the design of these additional features came at a significant cost and thus not all municipalities could afford these additions.

Additional features at some stadiums allowed for the creation of a tourism and recreation market. Some of the tourism and recreation activities included *“...your Big Swing,...you have your Sky Car,...you can take your segways..”*. Additionally, participants described the creation of outdoor recreation facilities such as parks for the local community to use.

The participants overall confirmed that the stadiums would be used for other events besides sports. The perception is that the stadiums have to be flexible and maximise their ability to host other events in order to create more income generating streams.

6.3.5 Functions of the 2010 FIFA World Cup stadia affecting other stadia within the Local Municipality

As noted earlier, the participants perceived the World Cup stadia and the World Cup training facilities as one combined service package offering. This allows them to expand their facility options and cater for events of different scale, size and demand. An additional benefit of this structure is to have better control of all the stadia under their management.

One participant highlighted *“the choice of the stadium versus the others is dependent on the size of the event and the profile of the event...”*. Another described the advantage of having options to select a venue, *“the fact that we have the stadiums, we’ve got a PSL team that’s based here we use some of the facilities here as an alternative home base venue so we selectively take some of those games there”*. The participants were of the view that the World Cup stadia had a positive impact on other local venues in their municipalities.

The participants were of the view that the World Cup stadia have only enhanced other stadiums in the municipality by raising the quality levels and standards of the venues, creating alternative football venues for the professional teams, and providing good quality

facilities for communities to utilise. The impact of the World Cup stadia has been extended to some of the other facilities within the Local Municipality.

6.4 CONCLUSION

Chapter 6 categorized, interpreted and analysed the the data collected. The data was presented according to the research objectives of the study, followed by an interpretation of the results according to the themes of the study. Chapter 7 will give the conclusions and recommendations of the study.

CHAPTER 7

STUDY CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

In today's sport environment, a mega event like the FIFA World Cup involves major costs for the hosts, and high demands for all organizing stakeholders in order to ensure successful implementation. Despite the opportunity cost this poses for the hosting country, bidding for these events remain highly competitive due to the perceived benefits staging this event will bring. Analysis shows that new stadia are often built for the event and these require long term planning and sustainable use in order to be operated successfully in the future.

Problematically, stadia that succumb to the challenges of operational and maintenance costs are referred to as '*white elephants*'. Successful stadia are those with good legacy plans that are geared towards the realisation of positive long term benefits. As owners of the stadia after a major football tournament such as the FIFA World Cup 2010, Local Municipalities face the challenge of ensuring that the stadiums remain sustainable after the event as well as covering the costs of maintaining the facilities. Therefore it is vital to know the function of the stadia. This study explores the perceptions of Local Municipalities on the World Cup stadia contribution towards the legacy of the 2010 FIFA World Cup.

The study poses the following research question: *How do facility managers at Local Municipalities in South Africa perceive the function of the 2010 FIFA World Cup stadia as part of the legacy of the tournament?*

A qualitative research approach was adopted in order to determine the facility managers at Local Municipalities' perceived function of the 2010 FIFA World Cup stadia as contributor to the legacy of the tournament. A qualitative design was appropriate to gain in-depth knowledge, to explore the views and perceptions of the participants. The research population included facility managers from Local Municipality owned stadiums that were built and used during the 2010 FIFA World Cup. A sample was selected from the research population using a purposive sampling method. A selection criterion was used to purposively select the participants in the study. The targeted participants included facility managers that were part of the current stadium management body of the World Cup stadium, with key knowledge,

information and experience on topic. Data was collected using semi structured interviews and document analysis. The interview schedule was guided by 5 themes from the aims and objectives of the study. To determine the perceptions of the participants, semi-structured interviews were conducted. In order to ensure validity and reliability, all interviews were recorded and later transcribed by the researcher with the full consent from each participant. The results from the data collected were coded and analysed using a thematic analysis method. The results were presented according to the themes of the study.

In chapter one the aims and objectives of the study were:

1. To determine the role of stadia after hosting the 2010 FIFA World Cup.
2. To identify the challenges that Local Municipalities face in keeping the 2010 FIFA World Cup stadiums sustainable.
3. To explore how the stadia builds on the legacy of the 2010 FIFA World Cup and the Local Municipality brand.
4. To explore alternative uses of the 2010 FIFA World Cup stadia.
5. To determine how the functions of 2010 FIFA World Cup stadia have affected other stadia within the Local Municipalities.

The conclusions of the study were discussed according to the aims and objectives above. Further recommendations of the study were presented including implications for further research.

7.2 CONCLUSIONS

7.2.1 Objective specific conclusions

The conclusions for each objective will be presented. The objective specific conclusions are: the role of the FIFA World Cup stadiums; stadia sustainability; integration of stadia; multipurpose use of stadia; and the effect of the World Cup stadia on other stadia. The objective specific conclusions will now be discussed individually.

7.2.1.1 Role of the FIFA World Cup stadiums

- Stadia are some of the most tangible elements of the legacies from the FIFA World Cups
- The FIFA World Cup stadia played a role in creating relationships between professional sports teams and the Local Municipalities. The relationship between the two parties is regarded as valuable towards building long term partnerships and associations. Furthermore, the stadia assisted in contributing towards the development of football in South Africa.
- The new stadia created attractive opportunities for anchor tenants to utilise the facilities as a home ground and training facility. The World Cup stadia have been important in giving Local Municipalities more bargaining power with professional sports teams. Previously, the Local Municipalities found it difficult to attract professional teams to use their stadia. The supply of good quality stadia has increased which has had a positive impact on the attracting anchor tenants.
- The facility managers of the World Cup stadia considered the World Cup stadia and the training facilities as a combined offering to professional sports teams. The training facilities that were built for the FIFA World Cup benefited the Local Municipalities by allowing for flexibility and additional options to host events at suitable venues. Additionally the Local Municipality were able to save on the high costs of hosting events at the World Cup stadia.
- The venues are perceived by Local Municipality as bringing possible economic benefits such as the increased purchase of transportation and the increased bookings for accommodation from the higher influx of people to the region during events. However, it is important to note that the frequencies of these spinoffs are dependent on the events hosted at the stadiums and thus, creating a sustainable economic benefit may be more challenging.
- The stadia played a role in job creation in the city which may not have been created without the stadia. The stadia represented a symbol of the host cities and played a role in the promotion and marketability of the city on the national and international stage. The value of the symbolic nature has been emphasized by a number of previous hosts of the FIFA World Cup and other mega events.

- The events hosted at the World Cup stadiums have contributed to the marketing and promotion of the Local Municipality through visible signage in the stadia during televised events. The World Cup stadia played a role as a community facility, adding value to the broader communities. However there is concern about the way in which the stadia will serve the community. The stadia are well suited to large scale events and may not have the direct impact on local community members based on the current trends of stadium attendance in the country. It is clear that the training facilities are more suited to the local community needs in terms of location and size.
- The role of the stadia serving the local community seemed to conflict with the need for the stadia to generate income. The aim for the stadia is to serve the community whilst generating income that will help keep the venue financially stable however; focusing on one aspect may come at the expense of the other. The conflicts of these two aims are underscored by the facility manager's attempts to avoid the public from paying for the stadiums in the long term.
- A balance is needed between the stadiums being a community facility whilst being financially sustainable. Although some facility managers argue that the purpose of the stadia is to provide a service for the local community rather than make money, it is clear that the stadiums need to generate an income to avoid the possibility of becoming a white elephant. Consensus was reached regarding the need for a balance between the public service needs and the business rationale of the stadia. Both are vital to the successful sustainability of the World Cup stadia and the legacy of the FIFA World Cup.
- The World Cup stadia played a role in the future plans of constructing facilities in communities within the Local Municipality. The construction of these facilities would provide the local community members with better access to football matches.
- The role of the stadia was to accommodate multiple events in order to be used to their maximum which would help towards commercialising the facility. Facility managers found that the open approach gave the stadia the best commercial model to achieve financial sustainability. The facility managers identified the social and cultural role of the stadia in bringing people together.

- The stadia have played a role in creating a platform for Local Municipalities to compete and host big events with some of the smaller Local Municipalities benefiting the most from the new stadium capacity. The World Cup stadia have also played a positive role in the procurement of events for the Local Municipalities.
- The stadia have been used as an indicator of the future ambitions of offering an attracting lifestyle package for potential investors in the city.
- World Cup stadia have played an integrative role into a larger urban development plan for the Local Municipalities. The stadia have been used to enhance the overall future plans of the Local Municipalities.

7.2.1.2 Stadia challenges and sustainability

- Financial challenges of the stadia have been a particular challenge for facility managers. A lack of financial viability in the short term was sacrificed for long term benefits however, the cost implications of this commitment continue to affect the stadia's sustainability.
- The stadia have already shown a need for financial support from Local Municipalities to remain sustainable. This raises concern about the long term financial position of the stadia and the dependence on Local Municipality budget. Additionally, the financial support by Local Municipalities may be at an opportunity cost. The importance of the stadia's financial dependence raises key questions about their sustainability.
- There are cost implications for hosting events at the stadia which affect their finances. Large crowds are needed to offset these costs.
- Budgetary limitations and the focus on priority costs such as maintenance have affected other areas of management such as marketing and promotion. This has affected the ability to attract large numbers to the stadium.
- The ability of the stadium generating its own income is an important element of the stadia's sustainability. However, a challenging environment, low attendance levels and limited content have been particular challenges for the facility managers.

- Facility managers asserted the main purpose of the World Cup stadia during the post event period was not to make profits, instead they were intended to serve communities.
- The lack of sponsorship for some stadia due to the location and difficulty of attracting sponsors, and limited financial viability due to zoning restrictions were particular challenges for the stadia's sustainability.
- The maintenance costs have had a significant impact on the finance of the stadia. The stadia require regular maintenance and the overall costs of rise with time. This will challenge the future of the stadia.
- The limited content available in South Africa has been a major challenge locally and nationally. Limited content refers to the types of events that attract high attendance to the stadia. Few events provide the necessary content that would help towards the stadia generating income for sustainability. One of the most notable factors in this case is the absence of rugby and cricket, two of the most attended sports in South Africa. It was revealed that the lack of consultation and inclusion with the sporting bodies prior to the stadia construction resulted in the missed opportunity to capitalise on a potentially lucrative financial model for the stadia.
- It is clear that the lack of suitable content and the local environment in the Local Municipalities are unsuitable for the World Cup stadia.
- The general attendance at football matches is low, with the exception of a few major football teams. The attendance at the national football matches is equally low. The evidence points to a challenge that is experienced across the country. Facility managers concede that the challenge is out of their control and they need to be addressed at a national level.
- The scheduling of events presented operational challenges in terms of booking events, planning in the future and timing.
- The new level of competition amongst Local Municipalities may isolate some of the smaller municipalities. This may be challenging for them to compete against the dominant metros such as Durban and Johannesburg.

- The perceptions from the public have been an important factor in the integration of the stadia. The public perceptions are a key indicator particularly in this case where the stadia are intended to serve the general public. Some community members expressed unhappiness with the costs of the stadia which they subsequently pay for through taxes. Facility managers countered these perceptions and highlighted the marketing and promotional value from the stadia which some members of the public did not recognise. The disparities between perceptions illustrate the lack of public acceptance of the stadia amongst some community members. It is clear that in order for the stadia to be accepted by the public it is vital that the stadia demonstrate its benefits and value to the local community.
- The poor legacy planning has affected the facility manager's responses to post event challenges. Although the legacy planning is conducted without any certainty of the future, proactive measures could have been taken. The challenging environment combined with the missed opportunity to involve other sports codes appear to have heavily affected the stadia's sustainability.

7.2.1.3 Stadia contributions on 2010 FIFA World Cup legacy and Local Municipality brand

- Various legacies and contributions were attributed by the World Cup stadia.
- Sustainable job creation was highlighted as a legacy from the stadia.
- The stadia contributed to economic impacts, investment and economic spinoffs within the local regions of the stadia.
- Community participation and integration of the stadia were key to the Local Municipality, particularly for the stadia's community function. Stadia integration helped create sport affinity amongst the local community members which facility members considered a legacy.
- The strategic alignment of the stadia and the plans of the Local Municipality were a priority for facility managers. The planning for the stadia was linked to the plans of Local Municipality which certified the integration of the stadia.

- The stadia contributed to football and sport development in the Local Municipality. The stadiums and the training facilities provide better accessibility and allow for talent identification and grassroots programmes to be implemented.
- The improved stadia capacity has left a lasting legacy across the country which may be beneficial for South African sports.
- The enhanced capacity of Local Municipalities to host major events have contributed to increased leverage, new competition and attracting new events.
- The World Cup stadia have given high exposure for Local Municipalities which would benefit their brand. This benefit has been a common justification for the stadia.

7.2.1.4 Alternative uses of stadia

- Considering the environment of South Africa's context, all facility managers were in favour of using the stadia as multipurpose venues. This is largely driven by the financial needs of the stadia and the underlying purpose to maximise on earning potential. As a result multiple events are hosted such as community, political, religious and wedding events.
- A multipurpose design of the stadia was used at some stadia although notably at a higher expense. Not all stadia opted for this due to cost constraints. However literature from government meetings with sports bodies clearly highlights the limitations of the stadia accommodating other sports such as rugby and cricket. The outcome is that the stadia's maximum commercial potential cannot be reached.

7.2.1.5 Effect of functions of the World Cup stadia on other stadia

- The Local Municipalities consider the training facilities as supporting venues that positively contribute to the Local Municipalities overall service offering. The other local stadia have been a positive impact for the Local Municipality by expanding the municipality's facility capacity to accommodate events of a different scale, size and demand.

- The World Cup stadia have enhanced other local venues by raising the quality levels and standards of the venues, whilst simultaneously setting new benchmarks for facility management.

7.2.2 Overall Conclusion

Based on the literature on the 2010 FIFA World Cup, the interviews conducted and the examples cited by the facility managers, it is evident that the World Cup stadia played a significant role and impact on the legacy of the FIFA World Cup and Local Municipalities of the host cities. However planning, implementing and achieving the objectives or legacies of the FIFA World Cup are a challenge that requires continuous effort and assessment.

The World Cup stadia were intended to be beneficial for the public after the FIFA World Cup, however the transferral of these benefits continues to be an ongoing challenge. The fundamental issue at hand is the conflict of interests between the need for the stadia to serve the communities and the need for the stadia to have a more direct business goal of generating income that would help towards its sustainability. Although facility managers were assertive that the stadia were intended to serve the public after the FIFA World Cup, they also agreed that a balance between the 2 aims is needed and further demonstrated awareness of the costs of the stadium being passed on to the local residents. The study has shown that both aims are vital to the successful sustainability of the World Cup stadia and the legacy of the World Cup.

The financial wellbeing of the stadia, the commercial viability and the content availability are seen as important factors to the legacy of the 2010 FIFA World Cup. However the study has shown that the challenges facing the stadia may be difficult to overcome in the short term and the question of South Africa's suitability to host mega events such as the FIFA World Cup must be explored. Although the South African government and the LOC demonstrated the country's competence to host the 2010 FIFA World Cup, this study gives an indication of the lack of suitability for the World Cup stadia during the post event period in some Local Municipalities. The training facilities that were constructed as part of the FIFA World Cup appear to be more suited to the needs of local communities, the location of the predominant football followers in the country, the developmental needs in terms of sport in local communities and the affordability of Local Municipalities. Despite the clear benefits that are

afforded to the host country and host cities of the FIFA World Cup, there are important considerations that must be taken into account, especially the long term integration of the stadia into the host cities over the long term, the suitability of the stadia in the host city and the feasibility of the stadia over the ensuing long term period. These critical considerations can help determine the post event sustainability of the World Cup stadia.

The World Cup stadia have contributed to the legacies of the FIFA World Cup and the Local Municipalities. The stadia have played a major role in introducing new facilities that previously did not exist, acting as a catalyst for sports development projects and other developments in the host cities, marketing and promoting the host cities, and changing the stadium landscape in South Africa. However, the imperative role underlined by the facility managers was the stadia serving the local communities. The introduction of the stadia was a welcomed feature for Local Municipalities who were able to use the stadia as leverage to attract professional sports teams. This is important in terms of balancing the power between the Local Municipalities and the professional sports teams where previously the sports teams had an upper hand.

One of the key imperatives that emerged from the study is the consultation with other sports bodies to ensure maximum post event use of the stadium and the maximum commercial potential is reached. The stadia may have been used for some of the bigger and more lucrative sporting codes during the post event period had prior consultation taken place. This can be taken as a lesson in future.

7.3 RECOMMENDATIONS

Consistent with the aims of the study, the following recommendations regarding the 2010 FIFA World Cup stadia are proposed to address the post event functions as contributors to the FIFA World Cup legacy.

- It is recommended that municipalities identify and link the municipality brand in order to contribute to the legacy created by the World Cup.
- It is recommended that the Local Municipalities evaluate the likely post event functions of the stadia before bidding and hosting a mega event such as the FIFA

World Cup in order to gain a complete overview of the potential challenges and areas to address for the stadia. Prior consultation with the local residents and the other stakeholders in the community will help to establish relations with the community that may be important for the stadia's future sustainability.

- In the case where stadia are built for a mega event such as the FIFA World Cup and are inherited by the Local Municipality or the public, it is recommended that the planning and engagement with all sports bodies and sports stakeholders are conducted to explore opportunities for utilisation during the post event period. With South Africa being a developing country seeking further opportunities to bid for mega events such as the FIFA World Cup, it is likely that there are links between different sports being played at the stadia.
- It is recommended that the suitability of South Africa hosting a mega event such as the FIFA World Cup be well investigated before the bidding process to determine critical information that may give an indication of the likely outcomes during the post event period. The study has shown areas of unsuitability of the World Cup stadia in South Africa, however there are indicators that give suggestions as to what may be suitable on a local level. Events of a smaller scale may be more beneficial for the Local Municipalities in terms of integration into the local environment, less cost expenditure, and a sustainable legacy for the stadia.
- It is recommended that the stadia be used to leverage the opportunities created from the FIFA World Cup during the post event period.
- In the interests of creating a balance between the stadia's public service role and meeting the income generating or business rationale responsibilities, it is recommended that a sound detailed plan is conducted before the bidding process to determine the feasibility of the stadia fulfilling both obligations.
- It is recommended that the post event period of the stadia are regularly managed and assessed in relation to their intended legacy contributions. This is important in order to manage, control and sustain the legacy of the stadia in the Local Municipalities. Regular management and assessment may create opportunities to share information that may help prevent emerging challenges for the stadia, and may lead to solutions to address current problems experienced.

- It is recommended that the stadia have the option to downsize capacity in order to be more suited to the local needs of the Local Municipalities. This will reduce the maintenance costs, limit the financial costs of hosting events and better accommodate the expected number of people at events.
- It is recommended that further research on this area of study within a developing context be conducted to provide more information, literature, and better understanding of the subject. It is also important to consider the growing interest shown from developing countries to host mega events such as the FIFA World Cup. These developing countries may stand to benefit from further research in this area.

7.4 IMPLICATIONS FOR FURTHER RESEARCH

- The research should investigate better integration of mega events such as the FIFA World Cup to ensure that the stadia contribute to the legacy of the FIFA World Cup.
- Further research may explore community empowerment through stadia by investigating how the community may benefit from a mega event such as the FIFA World Cup, for example exploring how jobs can be created for people in the local community in order to sustain the facility.
- The multipurpose utilisation of the stadia can be planned ahead of the event to capitalise on all opportunities available. This can be beneficial for various sporting codes that can utilise a new facility.
- The training facilities can be pivotal in continuing the legacy of a mega event such as the FIFA World Cup. Further research on how the facilities can be exploited for the public's benefit can inform event planners of mega events.

7.5 FINAL STUDY CONCLUSION

The study gives an indication of the high level of planning and consideration that is needed for the post event period of the FIFA World Cup. In order to successfully continue the legacy of the event, various considerations must be borne in mind and taken into account particularly surrounding the function of the stadia during the post event period. There is a need for more intervention by FIFA to encourage host countries to plan the legacies for the stadiums before hosting the FIFA World Cup, and to review the legacy plans during the bidding process. National and local government need to investigate the feasibility of building stadiums in the host cities to ensure the sustainability of the stadiums in the future. This study gives an indication of the links between the stadia and the legacies of the event and for the Local Municipalities. The study highlights the intentions of the stadia from the facility manager's perspective and the challenges that prohibit the future of the stadia. The study gives valuable insight into the functionality of the World Cup stadia. The 2010 FIFA World Cup will give sound experience for national and local government as they pursue mega events such as the FIFA World Cup. Key lessons can be taken from building and owning the 2010 FIFA World Cup stadia which can inform future bidding and hosting decisions.

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APPENDIX 1 – RESEARCH SCHEDULE

Research Interview – Local Municipality official

Theme 1 - The role of the stadia after the 2010 FIFA World Cup

1. What role does the stadium play after the FIFA World Cup?
2. How has this role impacted the city/Local Municipality?
3. How has the post event role affected the legacy of the stadium?

Theme 2 - Stadium sustainability of World Cup stadia

4. What have been the key challenges for the stadia's sustainability?
5. Were these challenges expected after the tournament and how have you planned to address them?
6. In what way have these challenges impacted the function of the stadia?

Theme 3 - The integration of the stadia into the FIFA World Cup legacy and Local Municipality legacy

7. How is the stadia used to build on the legacy of the FIFA World Cup?
8. How has the stadium impacted the legacy and name of the city/Local Municipality?
Please motivate.
9. How can the legacy of the tournament be integrated with the long term objectives of the city/Local Municipality?

Theme 4 - The multi-purpose use of the stadia

10. Are there any alternative uses for the stadia? Give examples if yes.
11. What are the benefits of a single purpose stadium versus a multi-purpose stadium for the municipality?

12. Describe the typical events that take place at the stadia?

Theme 5 - The effect of the World Cup stadia on other local venues

13. How has the World Cup stadia affected other Local Municipality owned venues?

14. What impact will the stadia have on future events hosted at this Municipality?

15. Has the stadium changed the role/function of other stadiums owned by the municipality? Motivate.

APPENDIX 2 – PARTICIPATION LETTER

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Good Afternoon

My name is Kwena Mosime, I am currently doing my Masters in Sport and Recreation Management at the University of Pretoria. My research study is entitled: *The post event functions of World Cup stadia as contribution to the 2010 FIFA World Cup legacy*. The purpose of this study is to determine the Local Municipalities' perceived function of the 2010 FIFA World Cup stadia as a contributor to the legacy of the tournament. My study will look into the role of the stadia after the World Cup, the challenges for the Local Municipalities and how the 2010 stadia have affected other stadia owned by the Local Municipalities.

I'd like to request your participation for my study. Your participation in the study will involve a semi-structured interview in which your opinion on various aspects within the management and operation of the stadia will be noted. It is our hope that this information can contribute to the field of literature in hosting events, strengthening the scope of facility management in cities, and legacy integration between host cities and competition rights holders.

Information obtained in the semi-structured interview will be treated as confidential. During the research process only the researcher will have access to individual data or the names of the participants. Confidentiality will be ensured by ensuring that the data cannot be linked to

any individual participant or organization by name. The researcher will maintain anonymity of the participants throughout the study by assigning each municipality and participant with a code (example Local Municipality A, Participant 1; Local Municipality B, Participant 1). Participation in this research is completely voluntary and you may refuse to participate without consequence. The semi-structured interview will take approximately 45 minutes to complete and will be scheduled at a time that suits you. Responses in the semi-structured interview will only be reported in collected form to protect the identity of respondents. Neither the researcher nor the University has a conflict of interest with the results. The data collected from this study will be stored at the Department of Sport and Leisure Studies for a period of 15 years.

For further information regarding the research, or if you would like to know the results of this research please contact me at 0722153830 or alternatively kmmosime@gmail.com

Your signature below indicated that you have read the above information, and agree to participate in the study. Thank you for your consideration. Your assistance with this study is greatly appreciated.

Printed Name

Signature

Date

Kind regards

Kwena Mosime

Student Number: 12379418

MA (Human Movement Sciences) Sport and Recreation Management

Supervisor: Dr. Engela Van Der Klashorst