Leveraging Major Event Legacy: Community sport clubs in Aotearoa New Zealand.

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Abstract

Major sport event (MSE) proponents have consistently promised that hosting a MSE will leave a sport participation legacy as by-product of hosting (Grix & Carmichael, 2012; Weed et al., 2015; Wicker & Sotiriadou, 2013). Yet, there is limited evidence that this is true (Hindson et al., 1994; Thomson et al., 2020; Weed et al., 2015). It is argued that if a MSE is leveraged, there is potential for a sport participation legacy (Chalip et al., 2017). A key stakeholder vital to leveraging a MSE are community sport organisation's (CSOs), who are the point of entry for communities to engage with organised sport (Doherty & Misener, 2009; Misener et al., 2015). However, there is limited research on a CSO's ability to leverage a female-specific major sport event (Achu et al., 2022; Dickson et al., 2020).

This research asks, *"To what extent will the leveraging of legacy-related experiences of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre, during, post)?"*. Three sub questions were also implemented to aid the study 1). What are the pre-event leveraging of legacy-related experiences of community sport administrators, regarding the World Cups being hosted in New Zealand 2022 and 2023? 2). What were the experiences of community sport administrators, regarding the leveraging of legacies offered during the World Cups being hosted in New Zealand in 2022 and 2023? 3). What is the role of organisational capacity of community sport administrators within the leveraging of legacies of major women sport events?

To address the research questions an explanatory mixed methods approach was undertaken. A survey was sent out with the National Sport Club Survey to cricket, rugby and football community clubs in New Zealand. Afterwards six interviews were completed, and a collection of Facebook posts, and website screenshots were taken of cricket, rugby and football community sport clubs.

A key finding was that CSO's do not have the pre-requisite organisational capacity necessary to successfully leverage a major sport event to increase participation. Therefore, organisational capacity is the strongest determinant in a CSO's ability to leverage a major sport event for a sport participation legacy. Consistent across the survey, interviews and content analysis was that the CSO's in this study identified that their national sport organisation (NSO) did not support them in their endeavours to leverage with a distinct emphasis on poor communication between NSO's and CSO's. The findings also reflect how important the tangibility of a MSE is to a CSO, and the identification tangible and intangible legacies considered to be most important to CSO's when leveraging a MSE.

These findings identify the core challenges facing CSO's in their attempts to leverage MSE's for an increase in participation. Particularly, these findings provide understanding for NSO's, RSO's and CSO's on the issues impeding a successful participation legacy through leveraging. Critically, for future MSE's held in New Zealand, the findings provide evidence of what needs to be done to secure a successful participation legacy.

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Attestation of Authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor used artificial intelligence tools or generative artificial intelligence tools (unless it is clearly stated, and referenced, along with the purpose of use), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

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Chapter 1: Introduction

1.1 Background to Research

The study of major event legacy and its underlying dimensions is well documented (Gratton & Preuss, 2008; Rogerson, 2016; Thomson et al., 2019). The importance of legacy planning has also been thrust into the political and public forefront over the past 20 years, fuelled by increasing costs and mounting evidence that the long-term benefits of hosting major sport events are few and far between (Chappelet, 2012; Gratton & Preuss, 2008). To date, mega sports events have provided the main context for academic research (Thomson et al., 2019), and for very good reason. Flyvbjerg et al. (2016), who analysed all Summer and Winter Olympic Games from 1960 to 2016, discovered that 15 out of the 19 had cost overruns of at least 50%. The cost of hosting the Montreal 1976 Olympic Games, for example, overran by an estimated 720%, resulting in a debt that took three decades to pay (Flyvbjerg et al., 2016). The social and economic legacies attached to the London 2012 Summer Olympics, Vancouver 2010 Winter Olympics, and South Africa 2010 men's FIFA World Cup, have also been widely studied over the past decade (Thomson et al., 2019).

Legacies of major events span economic, social and environmental dimensions (Thomson et al., 2019). Historically, legacies that can be quantified, such as economic and environmental legacies, have been commonplace within major event research (Thomson et al., 2019). However, the recognition of intangible social legacies as justification to host major sport events has emerged, due to economic and environmental legacies not standing the length of time post-event (Gratton & Preuss, 2008; Li & McCabe, 2013). The social legacy most cited from hosting major sport events is that of increased participation from hosting major sport events, which is often included as a legacy within submitted bid documents (Thomson et al., 2020).

However, there is limited supporting evidence for this view (Hindson, 1994; Veal et al., 2012; Wicker & Sotiriadou, 2013). Hindson et al. (1994), for example, alludes to the inspirational factor within the demonstration effect that relies on the perceived limitation of a competence gap between athlete and spectator. This compares to research conducted at larger population levels, including the Sport England Active Survey and National Physical Activity Survey in Australia. These two studies found limited evidence to support the demonstration effect (Carmichael et al., 2013; Kokolakakis et al., 2012; Veal et al., 2012).

New Zealand's sporting policies and rationale for events have not strayed too far from the demonstration effect and the top-down sport pyramid. Prior to the existence of Sport New Zealand, which was established in 2009, New Zealand's sport policy was largely based on the idea that international success would create more sport participants (Hindson, 1994; Sport New Zealand, n.d.-a). The shift in paradigm away from the demonstration effect, occurred with the creation of Sport New Zealand. However, New Zealand Major Events, the governmental body responsible for advising and funding for major events within New Zealand, still requires major sport events held in New Zealand to have *"high performance outcomes, engage with targeted populations and have a commitment to wellbeing outcomes through sport and increasing physical activity levels"* (New Zealand Major Events, n.d.-d, Statement of Investment Priority section). This indicates that the demonstration effect is still visible within New Zealand Major Event policy. Furthermore, to date there is no further evidence, from a New Zealand perspective, of the demonstration effect and its shortcomings since Hindson et al. (1994).

1.2 Research Context

Sport is embedded within the social fabric of New Zealand (Thomson & Sim, 2007). Ryan and Watson (2018) argue that only sport in New Zealand is comparable to ANZAC Day in invoking a collective identity within society. Edwards (2007) argues that New Zealanders

often derive part of their identity from sport and physical activity. This is reflected by Sport New Zealand (2017), who report that sport offers New Zealanders a way to build social capital and a sense of belonging through participation, as well as a national identity through high performance successes. Rae (2020) furthers this arguing that high performance success across a multitude of sporting codes enhances New Zealand's identity on the international stage.

Neoliberalism within New Zealand politics eventually shifted into the sport sector too (Kavanagh & Rinehart, 2022). Kavanagh and Rinehart (2022) argue that neoliberalism within sport resulted in New Zealand bidding and hosting major sport events to emphasise New Zealand's wealth and independence from Great Britain. Sam (2015) adds that New Zealand's identity is closely linked to the idea of New Zealand 'punching above its weight,' internationally, initially within high performance sport but the sentiment has also evolved into other sectors. Furthermore, New Zealand compares itself to the United Kingdom, Canada and Australia (due to similarity and/or proximity), all of which have larger populations and greater access to resources, rather than countries that are comparable to New Zealand in population size and resources, such as Finland, further reinforcing the idea that New Zealand punches above its weight (Sam, 2015).

Therefore, it has become politically necessary to maintain a position of visibility on the world stage whilst reinforcing the narrative of outstanding achievement, which hosting major sport events facilitates (Kavanagh & Rinehart, 2022; Sam, 2015). Specifically, policy aimed at hosting major sport events has resulted in an increase in the number of major sport events hosted in New Zealand. From 2010 to the time of writing this thesis (2023), New Zealand has hosted 10 major sport events across five codes, and one multi-sport event (New Zealand Major Events, n.d.-c).

Yet, hosting the Women's Cricket (4 March – 3 April 2022), Rugby (8 October – 12 November 2022), and Football (20 July – 20 August 2023) World Cups in close succession between 2022 and 2023 was not coincidental.

A strategic decision to host all three major events coincided with the push for inclusion and change within women's and girls sport by the New Zealand Government, as the Minister for Sport and Recreation Grant Robertson (2020) stated:

"The tournament [FIFA Women's World Cup] aligns perfectly with our strategy for women and girls in sport and active recreation. Alongside New Zealand's hosting of the 2021 ICC Women's Cricket World Cup and the 2021 Women's Rugby World Cup it presents an amazing opportunity for us to grow female participation, create new female leaders and further raise the visibility of women's sport."

The year 2023 marks the fifth year since the Women and Girls in Sport and Active Recreation strategy (Sport New Zealand, 2018) was released and implemented. The Women and Girls in Sport and Active Recreation strategy was the first gender-specific strategy and directive from a New Zealand Government to address the barriers and inequities faced by women and girls within the sporting sector (Shanks et al., 2022). The Women and Girls in Sport and Active Recreation strategy targets three dimensions: leadership, value and visibility, and participation (Sport New Zealand, 2018). Leadership aims to increase the number of female high performance coaches and females in management and leadership positions within sport organisations (Sport New Zealand, 2018). Notably, the New Zealand Government issued an affirmative action policy to increase female board members to at least 40% on national sport organisations that receive over $50,000 from Sport New Zealand, by the end of 2021 (Sport New Zealand, n.d.-b). Value and visibility addresses the need to have more coverage of female sport with greater emphasis on female role models, increased funding opportunities and breaking negative stereotypes that are associated with female

athletes (Sport New Zealand, 2018). Notably, coverage of women's sport has increased to 28% of media share, up from 15% in 2020 (Sport New Zealand, 2023b). Lastly, participation addresses the distinct differences women and girls have in how they want to participate, with differing motivations and needs from sport and active recreation (Sport New Zealand, 2018).

Importantly, hosting the Women's Cricket, Rugby, and Football World Cups, have all been alleged to have increased female participation. However, it is questionable as to whether there have been appropriate leveraging strategies implemented to do so. Brice et al. (2022) analysed the leveraging strategies to increase participation of the Women's Cricket, Rugby, and Football World Cups. There was limited evidence to suggest how the Women's Cricket World Cup 2022 would increase participation of women and girls in cricket (Brice et al., 2022).

Whilst there was also no evidence on how the Rugby World Cup 2021 would be leveraged to increase participation, instead relying on the demonstration effect to increase participation (Brice et al., 2022), Grant Robertson, Minister for Sport and Recreation (2018) stated that:

"Hosting this tournament [Rugby World Cup 2021] gives young New Zealanders an opportunity to watch the world's best women's players in action [which] will hopefully inspire many more to give rugby a go." Conversely, New Zealand Football's leveraging plan for participation is more comprehensive with robust plans in place to increase participation at the grassroots level (Brice et al., 2022).

However, Brice et al. (2022) has questioned the New Zealand Government's use of Women's Cricket, Rugby, and Football World Cups, to increase women and girls' participation. As Sport New Zealand (2018) identified, women and girls prefer to engage with less traditional and more informal means of physical activity, therefore getting women and girls into traditional formal sport is contradictory to what women and girls want (Brice et al.,

2022). Brice et al. (2022) argue further that the misalignment between Sport New Zealand goals and the use of traditional sports major events as leverage maybe problematic in achieving a participation legacy, with participation rates in physical activity declining (Sport New Zealand, 2023a).

New Zealand follows similar Western liberal countries in structuring the sport system. This system has a top-down approach, with a governmental sporting body in New Zealand dictating national policy, and a non-governmental national sporting organisation (NSO) that oversees the sport for all New Zealand. With a nation-wide strategic plan, regional sport organisations (RSOs) deliver outcomes from the NSO at the regional level and help their sport clubs within their region. Community sport organisations (CSOs) are affiliated to the RSO/NSO and deliver sport at the grassroots (Dickson & Naylor, 2013; Hill et al., 2021). Figure 1 clearly shows how the New Zealand sport system integrates governmental and non-governmental structures. All three codes – cricket, rugby, and football – follow the non-governmental structure, with Figures 2, 3, and 4 showing the regional sport organisation breakdown.

Figure 1

New Zealand Sport System (Dickson & Naylor, 2013).

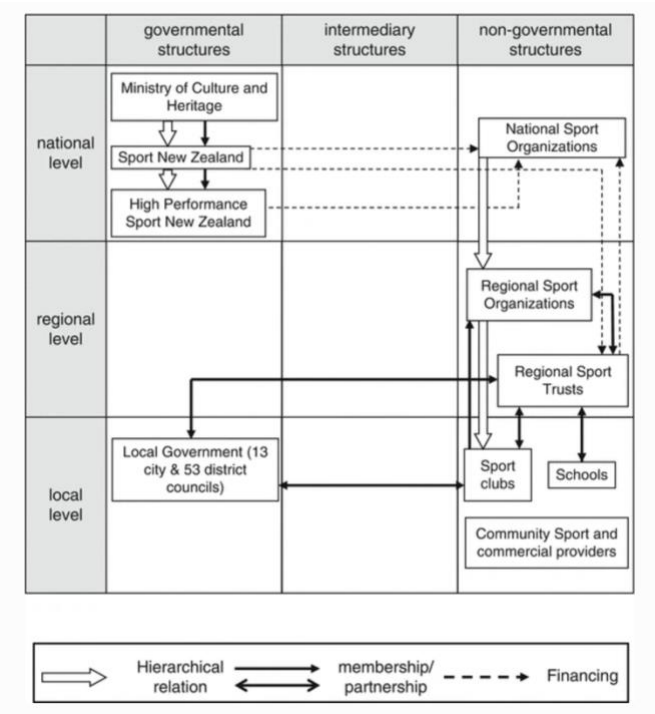


Figure 2

New Zealand Cricket Districts (adapted from Scoop, n.d.)

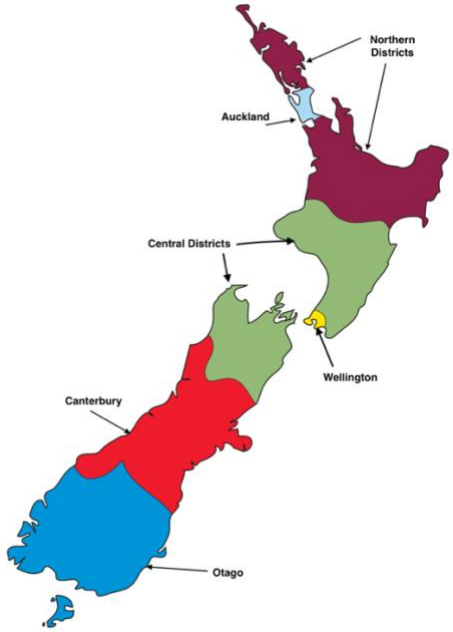
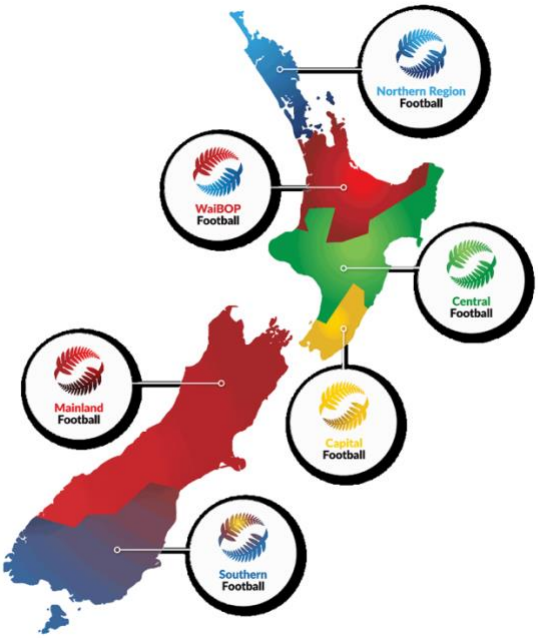


Figure 3

New Zealand Rugby Provincial Unions (NZhistory, n.d.)

Figure 4

New Zealand Football Federations (New Zealand Football, n.d.)



1.3 Research Aim and Design

This study aims to explore how community sport clubs leverage major events to increase participation, and the factors, both internal and external, that either aid or hinder their ability to do so. This research will provide deeper understanding on the effectiveness of leveraging major sport events to increase participation at the community sport level, where most engage with organised sport. To do this the following research question has been proposed:

"To what extent will the leveraging of legacy-related experiences of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre-, during-, post-event)?"

To gain further understanding, the following sub-questions were also posited:

1. What are the pre-event leveraging of legacy-related experiences of community sport administrators regarding the World Cups being hosted in New Zealand 2022 and 2023?
2. What were the experiences of community sport administrators, regarding the leveraging of legacies offered during the World Cups being hosted in New Zealand in 2022 and 2023?
3. What is the role of organisational capacity of community sport administrators within the leveraging of legacies of major women sport events?

To answer these research questions a pragmatic paradigm was used because sport research is often used to impact real world outcomes and practical solutions (Smith, 2018). A mixed methods methodology was undertaken, as this best fits within the pragmatic paradigm, due to the nature of both quantitative and qualitative methods (Creswell & Creswell, 2018). A survey was sent out via the National Sport Club Survey to football, rugby, and cricket clubs

on the database (Mertens, 2020). Six interviews were completed by community sport clubs who had expressed an interest to be interviewed, at the end of the survey – as per explanatory mixed methods (Creswell & Creswell, 2018). These interviewees were either secretaries, presidents or, in larger clubs, general managers or directors. Facebook posts and community sport club website screenshots were also captured of football, rugby, and cricket clubs within the host regions of each major event (Drisko & Maschi, 2015). Descriptive statistics were analysed for the survey results, whilst thematic analysis was undertaken for the interviews (Braun & Clark, 2006; Stockemer, 2019). Finally, content analysis was completed for the Facebook posts and community sport club websites (Liamputtong, 2020).

1.4 Thesis Structure

Chapter 2 provides a literature review discussing the concept of major sport event legacy and its economic, social and environmental dimensions and leveraging of major sport events, and the economic, social and mass participation dimensions. Chapter 3 argues the researcher's position and how research was conducted through methodology, data collection and analysis. The research methodology is justified, and ethical considerations and limitations are identified. Chapter 4 presents the findings from the quantitative survey. Whilst Chapter 5 provides the findings of the qualitative thematic and content analyses. Chapter 6 provides discussion and interpretation of the findings presented in Chapters 4 and 5. Chapter 7 addresses the limitations of the findings and recommendations for how community sport clubs can be better prepared to leverage major sport events hosted in New Zealand.

1.5 Chapter Summary

Chapter 1 has introduced the research foundation for this thesis, as well as the context for the research which has been identified and explained. The research paradigm, method, data collection and analysis methods are outlined. Finally, Chapter 1 addresses the structure of the thesis.

Chapter 2: Literature Review

2.1 Introduction

This chapter provides the theoretical basis for the thesis. The literature review starts with analysis of sport event legacy and its environmental, social, and economic dimensions. It also discusses the multi-facetted concept of leveraging and its economic, social, and participation dimensions. Finally the literature review discusses organisational capacity and it's relationship with community sport organisations and leveraging major sport events. The purpose of this literature review is to identify gaps where further research is necessary.

Sport events come in a multitude of sizes, which determines how large a legacy they leave (Taks, 2013). However, there is plentiful debate about what makes a sport event mega or major. According to Taks (2013), there is no universal definition, and the size of the event is determined by the context in which it exists. Müller (2015b) defines the difference between giga, mega and major events, arguing that there are four dimensions with tiers that provide thresholds to determine the size of an event (Müller, 2015b). These are: visitor attractiveness (the number of tickets sold falls between >0.5 million and >3 million), mediated reach (the value of rights to broadcast is between >USD 0.1 billion and >USD 2 billion), cost (the total cost is between USD 1 billion and >USD 10 billion). Finally, urban transformation and the capital investment required to host the event has a threshold of >USD 1 billion and >USD 10 billion.

New Zealand Major Events possesses definitions of mega and major events (New Zealand Major Events, n.d.-a). New Zealand Major Events defines mega events as attracting international participants, possessing a large international coverage and audience, generating benefits for New Zealand, and requiring funding from the New Zealand Government (New Zealand Major Events, n.d.-a). Whilst major events build national pride, they also generate some overseas interest, significant international media coverage, and the potential to be significant internationally (New Zealand Major Events, n.d.-a). New Zealand Major Events sees events such as the Rugby World Cup 2011, the 36th America's Cup and the FIFA Women's World Cup 2023 as mega events. The events at the centre of this thesis would be considered according to Müller (2015b) a major sport event (Women's Football World Cup 2023) and minor sport events (Rugby World Cup 2021 and Women's Cricket World Cup 2022). However for New Zealand Major Events, the Women's World Cup is considered a mega event, and the Rugby World Cup 2021 and Cricket World Cup 2022 are both major events (New Zealand Major Events, n.d.-a. This difference contextualising these events demonstrates how the size of an event is dependent on the host location.

2.2 Legacy of Major Sport Events

Preuss (2019) argues the causality of hosting major and mega sport events, concluding that legacy is the consequence of change from hosting sport events, not the change itself. This argument contends that legacy constitutes a change that would not have occurred otherwise. This is particularly relevant when long term projects that are to be completed in the future are sped up for completion by central and local government are justified as legacies. It could be argued that this justification as legacy is incorrect, as the change would have occurred regardless of the event taking place, or not. Nowadays, legacy creation is part of contemporary sport event management and is a requirement to host sport events (Rogerson, 2016; Wright & Barron, 2021).

Although the word is frequently used, there has always been a lack of consensus on the definition of 'legacy' (Sant & Mason, 2015). Preuss (2007, p. 11) best defines legacy as *"all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself."* Legacy is a multifaceted and highly complex ideal that can also present itself in many different forms, including economic, participation, environmental, health, and national pride (Tomlinson, 2014).

Prior to the use of legacy, the term impact was more commonly used (Preuss, 2007). Ex-ante economic impact forecasts often grossly exaggerate impacts, compared to the ex-post studies, and governments started to use the concept of legacy as a justification to the public for the increase in expenditure to host the Olympic Games (Karadakis & Kaplanidou, 2012; Preuss, 2019; Thomson et al., 2019). Importantly, the impact of an event is short term changes that occur from the event being held (Preuss, 2019), whereas the legacy of an event creates longer term change that may potentially not be recognised until 10 to 20 years post event (Gratton & Preuss, 2008). Within literature it is argued that the inherent nature of the legacy of sports events is that of a political tool (Gratton & Preuss, 2008; Grix et al., 2017; Preuss, 2019; Rogerson, 2016).

2.2.1. Types of Legacies

Whilst Preuss's (2019) definition of legacy is the most cited (Thomson et al., 2019). The types of legacy that occur from hosting major sport events is also subject to academic debate (Thomson et al., 2019; Thomson et al., 2020). Typologies of legacies have long existed; however, there is no agreed upon set of typologies – as shown in Figures 5 and 6 and Table 1.

Figure 5

Matrix of legacies (Chappelet, 2012)

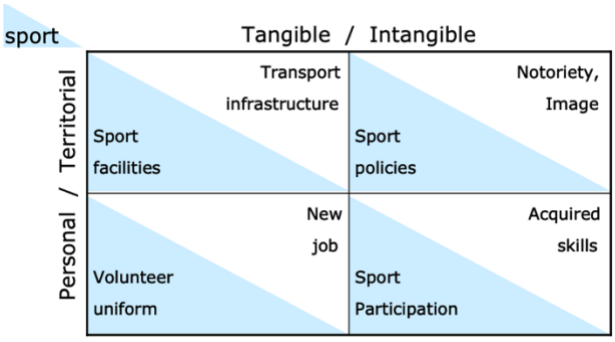


Figure 6

Legacy cube (Preuss, 2007)

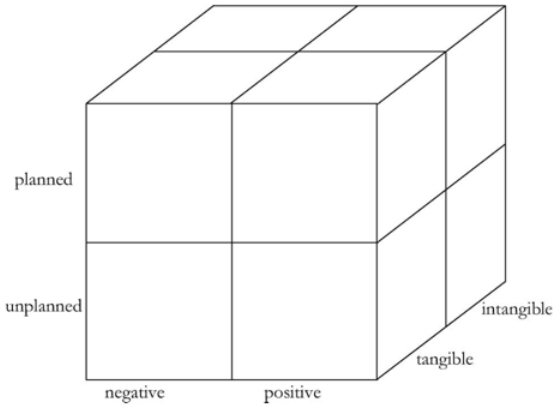


Table 1

Legacy typology (Veal et al., 2012)

Table 1. Typology of major sport event legacies

1. Economic impact
2. Built environment – non-sporting
3. Public life, politics and culture
4. Sport – information and education
5. Sport – elite performance
6. Sport – mass participation
7. Sport – financial/administrative support
8. Sport – physical infrastructure
9. Sport – symbols, memory, history
10. Health

Across these three sets of legacy typologies it is evident that there is no consistent set, all are accurate and only the specificity of the legacies differs. What is consistent, however, is

the use of tangibility and intangibility to generalise legacy (Preuss, 2007). Tangible legacies are those that can be touched, felt or quantified, whilst intangible legacies are those that are harder to quantify (Gratton & Ramchandani, 2017; Preuss, 2007). This suggests that legacies of major sport events can manifest in a multitude of ways.

2.2.2 Politicisation of Legacy

Legacy is continually open for interpretation based on the political status of the host country or city (Grix et al., 2017). Legacies of sports events are often used as justifications for central and local governments to spend public funds (Thomson et al., 2019). Importantly, through public referenda, residents of host countries and cities are voting against hosting sport events due to the associated costs and additional funds being diverted away from necessary services (Kaplanidou & Karadakis, 2010; Scheu & Preuss, 2018). This further justifies the rationale of having legacies: residents are more likely to support increased expenditure from public funds if the promised legacies can offset the costs associated with hosting (Gratton & Preuss, 2008; Karadakis & Kaplanidou, 2012; Preuss, 2019). When citizens and residents incur the additional costs for funding an event, they are more likely to be critical of event expenditure and cost overruns (Scheu & Preuss, 2018). The result is that the positive legacies that could occur are being discussed in greater detail by central and local governments wanting to host major sport events and needing the host community's or country's support, whilst potential negative legacies are seldom acknowledged (Cornelissen et al., 2011; Grix et al., 2017; Scheu & Preuss, 2018). This occurs because the residents must live in the city post-event, thus encountering the lasting legacies, whether positive or negative (Ma & Kaplanidou, 2017). Grix et al. (2017) argue that overlooking potential negative legacies that impact residents of the host country, or city, is a concerted effort by those who benefit from events being hosted.

Central and local governments are two such stakeholders who overload the public with images of positive legacies. Central and local governments often include hosting sport events in their broader event portfolio for the country or city, which are argued to aid economic and social development (Chalip & Fairley, 2019). Furthermore, the successful hosting of an event makes citizens more likely to support hosting future sport events (Gratton & Preuss, 2008). This is important as central and local governments' event portfolios represent attempts to leverage the event to promote the host city or country appeal to international visitors (Chalip & Fairley, 2019). Both Auckland Council and the New Zealand Government see this as a viable strategy. Within Auckland, sport events fit under the Destination AKL 2025 (Auckland Council., n.d.) strategy, where hosting sport events within a wider event portfolio makes Auckland a more attractive place to visitors and other events. New Zealand Major Events, the event arm of the Ministry of Business, Innovation and Employment (MBIE) of the New Zealand Government, uses hosting major events in New Zealand to *"support New Zealand's growing reputation as an attractive destination for major events of global significance"* (New Zealand Major Events, n.d.-b, p. 1). It is evident that both local and central government see strategic value in citizens perceiving hosting events and the legacies that arise from them as positive, to ensure the growth and attraction of Auckland and New Zealand.

The third stakeholder group, which politicises legacies, are the international governing bodies of the sport (Gratton & Preuss, 2008; Grix, 2017). These stakeholders include the International Olympic Committee (IOC), the Federation Internationale de Football Association (FIFA), World Rugby, and the International Cricket Council (ICC), to name a few. These stakeholders need their flagship events to be held successfully by countries and cities to ensure longevity and sustainability of their events. The positive legacies that are conveyed are to, entice other cities and countries to bid and host for these

events (Gratton & Preuss, 2008). Major and mega events only exist if cities and countries wish to host them. Therefore, cities and countries need to experience the positive legacies that hosting brings, to justify the large expenditure on events from the bidding stage, to hosting the event to post-event into the legacy stage.

2.2.3 Sustainable Development and Legacy

Gaffney (2013) argues that the use of the sustainability concept within event bidding and hosting is paradoxical. The inherent nature of hosting sporting events is that they are for consumer markets with economic benefits that, traditionally, are the most important justification for hosting (Kasimati, 2003). Thus, sports events become paradoxical in nature when heavily focused on sustainable development and legacies of hosting, where physically hosting the events can be more detrimental to the host city or country. Müller et al. (2021) conclude that the sustainability of the Olympic Games is vastly oversold, thus indicating that the use of the sustainability idea within event hosting and legacy is very much at odds. Nevertheless, the sustainability of an event can also be used as political leverage and justification, similarly to how legacy is used. Whilst the argument for the paradox nature of sports events is relevant, the current discourse around legacy and sustainability is that they are both necessary components for event hosting (Gaffney, 2013). Both concepts are intertwined, especially in legacy planning and execution.

The first documented effort to focus on sustainability within legacy was the 1994 Lillehammer Winter Olympics following the environmentally disastrous 1992 Albertville Olympics (Chappelet, 2012; Leopkey & Parent, 2011). Whilst this focused solely on the environmental aspect of legacy, it was the beginning of sustainability and sustainable development becoming integral to sport event legacy. Sport events create a nexus between legacy and sustainability making it a relevant fit. Both concepts attempt to achieve the same ends – leaving something behind long after it has occurred (Gold & Gold, 2015). Both

Gratton and Preuss (2008) and Leopkey and Parent (2011) assert that the shift into sustainable development from standard legacy practice stems from the fact that legacies last long after the event is over.

The essence of sustainable development and sustainability is *"the development that meets the needs of the present without compromising the ability of future generations to meet their own needs"* (United Nations, 1987, p.41). Sustainability is the goal of sustainable development (Holmes et al., 2015). Three core aspects of sustainability include the dimensions underpinning human nature – economic, social, and environmental (Holmes et al., 2015; Stoddard et al., 2012). Sustainability and sustainable development are applied through the triple bottom line, which cannot be manipulated to the extent that legacy can be/has been (Gold & Gold, 2013). The use of the triple bottom line is important due to the role that sustainability holds now within legacy planning and sport event management (Legg, 2009). The economic, social, and environmental factors are also used categorise legacy, although integration of sustainable development into legacy has occurred only recently. The triple bottom line aligns with the United Nations Brundtland Report (1987), the first document produced by the United Nations in a step towards a focus on sustainable development and eventually the United Nations Sustainable Development Goals (United Nations, n.d.).

Legacy can transcend sustainability to ensure that any transformation that occurred through hosting an event can be attributed to legacy, thus ensuring that the event holds a positive position within the public mind (Gold & Gold, 2015). Moreover, all the typologies presented will fit into one of the triple bottom line dimensions. Historically, economic, and environmental legacies have had the greatest focus, as these factors have been the most tangible (Preuss, 2007). In sum, the return on investment in an event by a host city or country needs to be able to justify the large initial expenditure, with environmental legacies the most

tangible (Gratton & Preuss, 2008). Recently, social legacies have been critically considered as the most important legacy (Parent & Ruetsch, 2020; Thomson et al., 2020).

2.3 Environmental Legacy

Major sports events have been documented, historically, as causing disruption to the natural environment, forcing international sporting organisations to focus on the environmental legacy (Samuel & Stubbs, 2013). According to Sant and Mason (2015) the use of environmental legacy is a contentious dimension of legacy planning, especially when construction is required (Sant & Mason, 2015). Yet, when an event goes wrong, environmental legacy often is of the least concern for those involved (Kellison & Casper, 2017). For example, the 2016 Rio de Janeiro Summer Olympics bid document promised to be a green event; however, it did not live up to the promise (Russell, 2016). New transport infrastructure constructed for the event did not benefit the residents as the transport only went to Olympic venues. Furthermore, only 8 million of the 24 million trees promised were planted (Russell, 2016). This shows that environmental legacy is set aside when there are more important issues to deal with, and attitudes towards environmental legacy vary between stakeholders. Ultimately, it is the residents of the host city and country who regard the environmental legacy of hosting a major sport event as the most important to them and their quality of life (Karadakis & Kaplanidou, 2012; Ma & Kaplanidou, 2017).

Müller (2015a) believes that hosting major events allows any urban development that can be associated with the event to become a central government priority. The environmental legacies of an event are often identified as the most visible to a host city or community (Kellison & Casper, 2017). These legacies encapsulate built environment legacies, whether associated directly with the sport event itself, such as stadia, or upgrades to local facilities to aid hosting the event (Kaplanidou & Karadakis, 2010). Environmental legacies can also be associated with ideals around sustainability and having a legacy of sustainable practices for

the physical environment (Kim & Grix, 2021). However, introducing sustainable stadia and facilities goes beyond how infrastructure meets sustainable guidelines. Wider environmental legacies relate to the event with prior extensive urban planning and development. Thomson et al. (2019) argue that for legacies to be successful, planning for them needs to begin prior to the event occurring. Because facilities need to be built and erected for a major event, what happens to these facilities post-event needs to be considered so that their use has meaning, for there to be an associated positive legacy.

2.3.1 Event Related Infrastructure

Hosting large sport events can put pressure on the host city or country to improve their facilities, with stadia and fit-for-purpose facilities needing to be built or improved to meet capacity requirements set out by the international governing body (Davis, 2020; Müller, 2015a). These capacity requirements demonstrate the power relationship that international governing bodies have over host governments (Davis, 2020). For example, the Rugby and Football World Cups both have minimum capacity requirements for each level of competition. World Rugby asserts that a final for the Men's Rugby World Cup must have a 60,000-person capacity (Austadiums, 2021), whilst FIFA requires an 80,000-person capacity for the men's final (FIFA, n.d.-b.). Similarly, Olympic and Commonwealth Games cities are required to have multiple facilities that cater to each of the individual sports.

The requirements for having large stadia, and for stadia to be spread out across the host country, can leave a negative legacy attached to the event (Alm et al., 2016). The cost of infrastructure upgrades and construction often falls to public expenditure and government investment (Kaplanidou & Karadakis, 2010), thereby creating tension between the public and government over how public money is to be invested. Prioritisation of stadium infrastructure over other important sectors such as health, housing, or general infrastructure that also require large amounts of funding from the central government, is paramount in the tensions

between residents and governments (Kaplanidou & Karadakis, 2010). Furthermore, stadia that are built tend to be oversold in their capacity to host non-sporting events, such as concerts.

The 2010 FIFA World Cup held in South Africa exemplifies the development of 'white elephants', which are stadia and infrastructure that are not used to their full potential post-event, whilst incurring large amounts of spending for upkeep, which has been an issue for hosts bidding for events (Davis, 2020). Cornelissen et al. (2011) argues that, to fit FIFA's criteria, South Africa built an extra five stadia in addition to the pre-existing stadia from the 1995 Rugby World Cup. However, post-event these stadia were not fit for purpose for the communities they serve. Alm et al. (2016) further state that even if other sports, such as rugby, could fill these stadia, for economic reasons there is refusal to move into them.

The introduction of temporary facilities is one way that events can leave a positive environmental legacy (Azzali, 2020), although the financial and environmental costs of their construction also need to be considered (Müller, 2015a; Smith, 2012). Temporary facilities can include completely new structures that are purpose-built for the event that can be dismantled, post-event, or reduced in capacity to fit the community they serve (Azzali, 2020). Additionally, pre-existing infrastructure can have temporary seating added to ensure that new facilities are not required, reducing the number of permanent under-used venues from an event.

To offset permanent stadia being underutilised, securing a post-event permanent tenant with a large fan base is critical (Alm et al., 2016, Smith, 2012). Davis (2020) argues that organisers need to integrate event-related infrastructure into wider urban development plans, reducing the risk of leaving a negative environmental legacy, such as stadia that are not fit for purpose for the community. Furthermore, an environmental legacy of urban

regeneration can affect the economic legacy of hosting a major sport event (Azzali, 2016; Hall, 2004).

As negative legacies associated with event-related infrastructure climb, and the integration of sustainable development into legacies of sporting events, wider consideration is now given to how stadia that need to be built or developed are created and the role they play within the community post-event. Hosting the 36th America's Cup by Auckland in 2020 and 2021 demonstrated how temporary facilities can be used effectively. Additional infrastructure was required, some of which was intended only as temporary. The bases used by teams were brought in for this purpose on the wharves within the Auckland Viaduct (America's Cup Event Ltd, n.d.). These facilities were designed to exist for ten years from 2018 when resource consent was successful, on the basis that if Emirates' Team New Zealand were to win and defend the America's Cup, all facilities and necessary infrastructure was already provided (Unio Environmental, 2018). This has now become an issue after Emirates Team New Zealand opted to take their America's Cup defence to Barcelona in 2024. However, it is argued that temporary infrastructure diminishes the potential legacy, as dismantling infrastructure removes the tangible legacy, as well as any potential sport development, that may have arisen from continuing its use (MacAloon, 2008).

2.3.2 Urban Regeneration and Displacement

Major sport events are seen as advantageous tools for urban regeneration as they often require large areas of land for venues, facilities, fan zones and athlete villages (Azzali, 2020). Urban regeneration and development is therefore widely regarded as one of the main justifications for hosting major sport events (Preuss, 2019). The justification of environmental urban regeneration is rooted in the idea of reimagining how the host city is perceived by the wider society, to attract and retain capital and people (Hall, 2004). Additionally, promoting urban regeneration as an environmental legacy can create greater

buy-in from various stakeholders to gain financial support (Smith, 2012). Often, additional infrastructure, such as transport, is required within urban regeneration to improve citizens' mobility after the event (Gratton & Preuss, 2008; Grix et al., 2017). Moreover, using a sport event hastens the completion, due to a physical deadline (Smith, 2014a). Preuss (2019) argues that often hosting sports events is the mechanism used to fast-track projects that were already in the planning phase and, therefore, they do not qualify as a legacy from the event. Furthermore, the event can overtake any urban development or regeneration plans without thought given to what occurs post-event.

The post-event use of facilities, fan zones and venues that occurs from urban regeneration is equally critical to an event's environmental legacy. For example, Glasgow used the 2014 Commonwealth Games as part of a wider strategy to regenerate the East End of the city, transforming it from an industrial area to athletes' villages and a velodrome (Matheson, 2010). However, to ensure that it would remain standing long after the event, the athlete village was designed and built as mixed housing that could be purchased as homes for Glasgow residents, ensuring that the purpose of the athlete village was meaningful (Rogerson, 2016).

On a smaller scale, Auckland's regeneration of Queen's Wharf and Wynyard Quarter as fan zones for the Rugby World Cup 2011 provides a further example. The redevelopment of Queen's Wharf into a fan zone, denoted "The Cloud", for the Rugby World Cup 2011 is now an integral part of Auckland Council's event hosting venues used for a myriad of events that extend beyond fan zones (Auckland Conventions, n.d.). Furthermore, hosting the Rugby World Cup 2011 sped up the development of Wynyard Quarter, allowing Aucklanders to regain part of the Auckland Viaduct for urban space, with the introduction of other events at the Auckland Viaduct and associated wharves (MBIE, 2012). Development of the urban

environment, such as Auckland's Viaduct, is necessary for the quality of life for those who interact with it (Azzali, 2016).

The central hub of a major sports event is often on the outskirts of the host city when there is insufficient available land within the city limits to create integral facilities, such as athlete villages and sport specific facilities (Davis, 2020). Rogerson (2016) adds that being on a city's outskirts makes it difficult to integrate the developments from the event into the pre-existing communities, because facilities are in low population areas.

Displacement often causes conflict between varying stakeholders, especially those whose lives and businesses are in the targeted area of development (Thomson et al., 2016). Importantly, marginalised groups of people are disproportionately affected by displacement from sports events, with poorer areas of a city often selected for urban development (Rocha & Xiao, 2022). The displacement of peoples occurs through forced evictions or indirect displacement where gentrification of the land is the reason for using an area of the city for urban regeneration (Watt, 2013). Davis and Thornley (2010) argue that conflict between stakeholders occurs when the discussion of how the relocation of citizens by the organising committee occurs. Watt (2013) adds that, for residents, regeneration and gentrification means they feel that the space is no longer theirs. The displacement of residents is inevitable for large cities that want to host large sporting events, with the short time-frames they are given to construct the necessary infrastructure (Rocha & Xiao, 2022). Displacement of people garners negative attention, creating a negative legacy of the event with protests common prior to the event occurring (Rocha & Xiao, 2022; Rogerson, 2016).

2.3.3 Sustainable Legacies

Each iteration of an international major sport event will often claim that it is the greenest event ever; however this can only be recognised through years of ex-post analysis (Kellison & Casper, 2017). Operational event sustainability and environmental programmes

as legacies are now at the forefront for host selection within the bidding phase for mega events (FIFA, n.d.-a; World Rugby, n.d.). Major sport event owners now require cities to make numerous upgrades, which can facilitate environmental protection through renewable energy, minimisation of waste, and sustainable transport and venues (Kaplanidou, 2012). However, these legacies are specific to the host city, depending on their needs and requirements (Samuel & Stubbs, 2013).

Sustainable legacies are a result of international sporting organisations pushing ecological and environmental impacts into the forefront of the bidding process as an integral dimension of an event's legacy (Pentifallo & VanWynsberghe, 2012). The requirements desired from the international sporting bodies lead to bidding documents with oversold sustainability legacies that are under-delivered, due to the pressure from countries to meet rigorous requirements. It has become pertinent that there are limited negative changes to the natural environment of regions hosting sports events. This is particularly hard for developing nations (Gaffney, 2013). As legacy work post-event is often not considered to be event organisers' work, it is offloaded to other groups that do not stay long-term working on the legacy dimension of an event (Kellison & Casper, 2017). With this, it makes measuring the long-term sustainable legacies difficult. Such an example is the partnership between the Hauraki Gulf Forum and the 36th America's Cup, whereby event attendees were educated about the issues facing the Hauraki Gulf and how to enact behaviour change towards the marine environment (Auckland Unlimited, n.d.). However, there was no further education post America's Cup, therefore diminishing the possible legacy around marine education within the Hauraki Gulf.

Major sport events commonly use educational awareness of the environment as an avenue for legacy (Parent & Ruetsch, 2020). Educational programmes need to be executed during the event to maximise the positive legacy (Kellison & Casper, 2017). However, Preuss

(2013) argues that the integration of education programmes and awareness is insufficient. Creation of an education curriculum as a legacy project from an event would leave a greater long-term legacy with a larger proportion of the population, as well as educating further generations (Preuss, 2013).

2.3.4 Summary

Environmental legacies are an important dimension within legacy planning for urban development, stadia improvements, and the sustainability of the event, all of which impact the host community's or country's as a legacy in different ways. Displacement of residents and local businesses, and arguments about a lack of importance assigned to sustainability, are important considerations within environmental legacy planning. Therefore, it is argued that environmental legacies need to be strategically planned within a city's wider built environment strategy (Thomson et al., 2019). Critically, there are gaps within literature on events outside the Olympic Games' and FIFA World Cup's environmental legacies. This identifies an opportunity to explore how environmental legacies of different sized events have affected local populations.

2.4 Economic Legacy

There is limited literature on the economic legacy an event, despite the popularity of economic impact assessments. Yet economic legacies are the most cited legacy type within legacy literature (Preuss, 2019). Preuss (2007) distinguishes between impact and legacy based on time, with the former capturing the short-term, external shock to the economy and the latter being a manifestation that lasts 10 to 15 years post-event. Economic impact assessments have been used as a tool for political justification of why countries and cities should be hosting major sport events, given the scarce resources required to host (Cornelissen et al., 2011). As such, bid documents and post-event analyses have focused on the economic impact over the economic legacy of an event (Gratton & Preuss, 2008). Kasimati (2003),

however, found that all Olympic economic impact reports were grossly exaggerated, and the methodology was questionable. Economic impacts are founded on unfettered methodologically incorrect information with values that can differ wildly between reports, both ex-ante and ex-post, of an event (Gratton & Ramchandani, 2017).

Economic legacy encapsulates concepts from both environmental and social legacies, repackaged to an economic perspective, focusing on tangible ideas, such as tourism and infrastructure, as well as intangible ideas of host image and psychic income (Gratton & Ramchandani, 2017). Economic legacy captures both direct and indirect benefits to the host economy. The concept specifically aims to identify the economic growth stimulated and changes that have occurred from the event being held (Grix et al., 2017). Sant and Mason (2015) have established that economic growth through tourism and job creation is largely reported by stakeholders who need a justification for spending substantial amounts of public funds on hosting a sport event, as a return on investment. Li and McCabe (2013) show that within short term legacy, economic legacy has the highest strength yet, over time, it decreases, and social legacies become stronger and more important. This is supported in both Sant and Mason (2015) and Gratton and Ramchandani's (2017) research, suggesting that long term economic legacies are not viable but social intangible legacies are. Further support is provided by Karadakis and Kaplanidou (2012), where residents were found to believe that, over a longer time, social legacies are more important that economic legacies. It is also argued that economic legacies specifically related to an event are hard to quantify, due to the number of variables required to measure them (Grix et al., 2017).

Richelieu (2018) identifies policy makers and those who are involved with event bids as being at odds with what the public actually want from an event, leading to conflict between the important stakeholder groups over expenditure surrounding the enhancement of a destination's image. The lack of evidence to suggest a tourism legacy occurs demonstrates

that the promises of economic growth from hosting a sport event are limited and other legacies are required to ensure that a sport event is sustainable.

2.4.1 Tangible Economic Legacy

Tourism is an often-sought economic legacy that is hard to quantify long term (Li & McCabe, 2013). Major sporting events can be used to enhance a host city's brand image (Preuss, 2015; Solberg & Preuss, 2007). Greater access to the host city and country through media allows the host to be portrayed in such a way that allows it to use the event to demonstrate their brand imagery to attract people to the country (Li & McCabe, 2013). Additionally, Li and McCabe (2013) assert that visitor motivation, which drives tourism, is difficult to determine with there being various factors that attract an individual to a location. According to Kasimati (2003), it is hard to quantify the true economic legacy from tourism, with economic impacts of the immediate change to a city from new visitors for an event. However, this is often inaccurate due to the crowding out effect, where visitors there for the event replace visitors who are no longer there because of the event, and the exodus of locals who do not want to be present when the event is being held (Grix et al., 2017). In fact, Caiazza and Audretsch (2015) argue that residents do not care for wider economic legacies and are more concerned about how their day-to-day lives are affected by major events. Whilst infrastructure is an environmental legacy, it is also regarded as an economic legacy. As any changes to infrastructure incur costs pre-event, post-event costs that are positive or negative are also an economic legacy. Importantly, the construction of new facilities related to the event itself, such as stadia and training areas, are often identified as an economic legacy (Preuss, 2015). Preuss (2019) posits that the construction of stadia which are specifically built for an event, has the potential to be a negative economic legacy in the long term. Known as 'white elephants', underutilised infrastructure with no tenants does not provide an economic return and requires government to continually fund the upkeep and

maintenance associated with the facility if the expected return on investment is not met (Li & McCabe, 2013; Preuss, 2015).

Importantly, stadia can be used as a tourist location associated with the event. Gratton et al. (2015) note that while the Bird's Nest Stadium in Beijing, was intended to be a tourist destination after the 2008 Olympics, it has not become a tourist draw card, thus requiring the government to intervene through ownership over economic losses. Using event infrastructure, economic legacy relies on post-event usage of facilities being high. There is a need to ensure that the environmental legacy of event related infrastructure has deliberate outcomes, such as temporary facilities and infrastructure relevant in size to the host population, for the economic legacy to be sustainable.

2.4.2 Intangible Economic Legacy

Whilst social legacies focusing on volunteerism show that an event can lead to more willing volunteers for other events long-term, and for greater social inclusion, the economic legacy is associated with generating employment from volunteering (Dickson et al., 2022; Gratton & Preuss, 2008). Knowledge and skill development are considered vital areas of legacy for the host city or country (Gratton et al., 2017). Skills and knowledge are gained through different roles that volunteers hold, traditionally, at major events. Hospitality, human resource management, and security have transferrable skills that volunteers learn at major sport events (Solberg & Preuss, 2007). Volunteers from the London 2012 Olympics, for example, recognised that the skills they learnt while volunteering would be applicable elsewhere, as well as in paid employment (Department for Culture, Media and Sport, 2013).

Preuss (2007) argues that the employment rate is too slow and not sensitive enough to measure the change that hosting a major event may create for employment. Furthermore, the methodology of using employment as an indicator of legacy is flawed (Preuss, 2007). Whilst short term employment from events is often not sustainable and does not translate into a

legacy, and it does not occur naturally, there is a need to use the event as part of a wider strategy to aid employment at the community level (Matheson, 2010). Overall, there is limited evidence for employment as an economic legacy in changing employment rates in the host city, implying that an increase in employment from hosting a major sport event – as is often proposed – does not occur on a large scale.

Major sport events are seen as an intervention on behalf of physical activity to get people active. Governments' rationale for this, especially in countries such as the United Kingdom, Canada, Australia, and New Zealand, where healthcare is publicly funded, is the long-term cost savings in health care (Grix et al., 2017). This is achieved through increasing physical activity, which decreases lifestyle diseases, such as cardiovascular disease and type 2 diabetes, alongside mitigating sedentary behaviour, which results in saving healthcare costs. Carmichael et al. (2013) state that increasing physical activity can also increase productivity, which is necessary for an economic legacy, although the physical activity legacy is widely regarded as a viable social legacy. The necessity of having a healthy population, from a governmental view, is essential for long term savings in a health system is a viable economic legacy. However, it is hard to quantify as an economic legacy when increasing sport participation from major sport events is also regarded as a valid social legacy (Weed et al., 2015). Furthermore, increased physical activity is also cited as a sport development legacy within social legacy (Weed et al., 2015). However, legacy planners focus on healthcare as an economic legacy (Bretherton et al., 2016).

2.4.3 Summary

Gratton and Preuss (2008) state that there is a lack of evidence to suggest an economic legacy is left post-event. Importantly, economic legacy is still used as a justifiable reason for hosting events, even though the legacy impact is limited. Infrastructure and tourism do not guarantee positive economic legacies, whilst volunteering may not lead into

direct employment. With this lack of economic legacy, clearly other legacies, such as social and environmental legacies, are more important long-term, as is also agreed by host and non-host residents (Karadakis et al., 2016; Li & McCabe, 2013). Richelieu (2018) further argues that leveraging a major sport event is more important than the assumption of what hosting a sport event will achieve. Overwhelmingly, the literature focuses on Olympic Games or macroeconomic concepts, which leaves a gap in the literature around the level of economics used as a measurement, and what might be the economic legacies of alternative events to the Olympic Games.

2.5 Social Legacy

There has been a decisive shift in focus onto social legacies of sports events over the past decade (Thomson et al., 2020). Hosting major sport events impacts those who live in the surrounding area where the event is occurring. Major sport events, therefore, are a tool that can be used to effect positive change in the host city or country as the legacy of an event (Thomson et al., 2020). As major sport events have proven to provide limited long-term economic return on investment, there is a need for another dimension of legacy that provides an avenue of return that legitimises hosting major sport events (Gratton & Preuss, 2008; Preuss, 2007; Rogerson, 2016; Sant & Mason, 2015). Society is entering an era where large quantities of bids for major sports events are being withdrawn because of public referenda (Scheu & Preuss, 2018). Where economic pressures associated with hosting a major sport event are often cited, a social legacy offers, potentially, an alternative justification for hosting major sport events (Preuss, 2019; Thomson et al., 2020). Social legacies are often also identified as intangible legacies (Preuss, 2007). These legacies are harder to research as there is limited long term quantifiable data associated with them (Gratton & Ramchandani, 2017; Parent & Ruetsch, 2020). Moreover, the rise to prevalence for social legacies emphasises the shift in attitudes within legacy literature. Liu et al. (2014) identify social legacies as often the

most important to host communities and those whose lives are directly impacted by hosting a major sport event. Preuss (2015) suggests that legacies should only affect the quality of life of residents positively. The idea that a social legacy of a major sport event will impact residents' quality of life positively is a strong political tool for garnering support when an economic loss is widely anticipated (Grix et al., 2017). Sant and Mason (2015) showed that throughout the Vancouver 2010 Winter Olympics cycle, social legacies were the last to be framed by the media once it was realised that the economic legacy was not going to meet expectations. This suggests that social legacies are arguably the most important legacy dimension in garnering support from host communities.

Social legacy encapsulates many dimensions. Thomson et al.'s (2020) systematic review of social legacy identified eight dimensions and 34 legacy types that a social legacy may entail (as shown in Table 2).

Table 2

Categories of social legacy (Thomson et al., 2020)

Category/type of social legacy
Sport – mass participation
(1) Demand-side of sport (i.e., increased participation)
(1) Supply-side (e.g., capacity building, policy development, development of sport)
(1) Sport-for-development
Public life
(1) Social cohesion, equity and equality
(1) Volunteering
(1) Civic pride
(1) Crime
(1) Quality of life
(1) Attitudes towards disability
(1) Inconvenience
(1) Security and surveillance
(1) Community and social development
(1) Psychological capital
(1) Civic participation
(1) Displacement
(1) People attracted to live in the host community
Politics
(1) Sentiment for political decision-making
(1) Changed perceptions of government
(1) Reputation for event hosting
(1) Improved cooperation between governments
(1) Political legacy of hosting
(1) Politics and human rights
Arts and culture
(1) Preservation, regeneration, and/or development of cultural activities
(1) Opportunities to experience an event
(1) Legacy of cultural values
Sport – information and education
(1) Event hosting capacity
(1) Education legacies
(1) Skills training
(1) Information management
Health
(1) Awareness
(1) Physical activity
(1) Promotion
Social legacies broadly (i.e., details of specific social legacies not included)
Symbols, memory, history
(1) Collective identities
(1) Individual identities

The wide-ranging scope of social legacies highlights their complexity and that a one-size-fits-all approach to major sport event social legacy is simply not possible. Importantly, the most prevalent dimensions are sport-mass participation and public life, reflecting where the foci have lain for major sport event social legacy planning. Increased mass participation resulting from hosting a major sport event is the most cited social legacy (Thomson et al., 2020). Four sporting events dominate the literature linked to social legacies, such as mass participation or public life, these being the 2010 Vancouver Winter Olympic Games, the 2010 FIFA World Cup in South Africa, the 2012 London Summer Olympic Games, and the 2014 Glasgow Commonwealth Games (Bob & Swart, 2010; Kaplanidou & Karadakis, 2010; Rogerson, 2016; Weed et al., 2015).

2.5.1 Demonstration Effect

Whilst major sporting events have used mass participation as by-product of hosting since the 2000 Sydney Olympics, the 2012 London Olympics was the first major event to have specific quantifiable targets for a sport participation legacy (Reis et al., 2017). The concept of a sport participation legacy stems from its use as a political reasoning tool to justify expenditure to citizens (Kokolakakis et al., 2019; Weed, 2017). Governments invest in major sport events that come with media exposure. They do so in the belief that this will inspire more people to become active (Reis et al., 2017), create a larger pool of talent for future selection for major international competitions and sports events, and demonstrate the countries sporting ability (Grix & Carmichael, 2012).

Denoted as the trickle-down, or demonstration effect, sport participation legacy has formed the basis of many countries' sporting and sport event policy. This applies especially to Western, traditionally liberal countries of the United Kingdom, Canada, Australia, and New Zealand (Grix & Carmichael, 2012; Weed et al., 2015; Wicker & Sotiriadou, 2013). Importantly, the demonstration effect has been used as an expectation that it will occur

passively from hosting major sport events (Toohey, 2010). However, with the emphasis on political justification, there is a distinct lack of evidence to suggest that the demonstration effect delivers an effective sport participation legacy (Hindson, 1994; Veal et al., 2012; Wicker & Sotiriadou, 2013).

The demonstration effect aims, specifically, to achieve a long-term increase in sport or physical activity within the population as a direct result of hosting a major sport event (Ramchandani et al., 2015). However, Thomson et al. (2020) and Weed et al. (2015) suggest that major sport events do not fundamentally increase participation. Change in a population's sport participation, long-term, is difficult to quantify, with many variables beyond the hosting of a major sport event impacting sport participation (Weed et al., 2015). In the first year after a major sport event there is a 'spike' in sport participation, but this activity is not sustained (Bell, 2012; Kokolakakis et al., 2012; Taks et al., 2014; Weed et al., 2015). Moreover, it is not known if this is a new population that is increasing their sport participation, or those who are already physically active increasing their frequency of activity (Ramchandani et al., 2017; Weed et al., 2015). Furthermore, Weed et al. (2015) suggest that elite athletes and elite major sporting events may not be the avenue for generating a sport participation legacy. The perceived difference between a spectator who is not active, and an elite athlete they are watching, is too great to get non-active populations active. Importantly, Ramchandani et al (2017) found that those who were not active and had high sedentary behaviour were unlikely to find inspiration from major sport events, therefore no new populations become active. Those who are already engaged in physical activity are the most likely to gain any benefit through a sport participation legacy. This finding reflects Weed et al.'s (2009, 2015) view that the demonstration effect is only successful when people are pre-engaged in sport and physical activity.

More recently, Potwarka and Wicker (2021) argued that the demonstration effect does work and is evident under specific conditions individualised to specific populations within a set region. Veal et al.'s (2012) research similarly concluded that single sport events are more supportive of the demonstration effect compared to multisport events.

2.5.2 Volunteers

The necessity of human capital to run major events is well documented (Auld et al., 2009; Doherty, 2009; Doherty & Patil, 2019). Socialisation, with the so called 'feel good factor', and volunteerism were the second most common social legacies identified by Thomson et al. (2020). Doherty (2009) states that, much like sport participation, volunteerism has an increase immediately after an event, suggesting that it also suffers from an 'after-glow effect'. Measuring volunteer legacy soon after the event gives an inflated expectation of actual volunteer behaviours (Doherty, 2009). Dickson et al. (2020) argue that to realise a volunteer legacy, more leveraging is required before, during, and after the event. However, there is limited research to suggest long term trends of post-event volunteering (Dickson et al., 2020; Doherty & Patil, 2019).

Major events and volunteers have a symbiotic relationship: major events can run because of the human capital input and decreased financial burden, whilst volunteers gain important skills that can be transferred outside the event, and there can be an increase in social capital (Benson et al., 2014; Dickson et al., 2020; Doherty, 2009). Volunteers form the large base of workers, either in the planning phase of the event, or on-site during the event (Doherty, 2009). Doherty (2009) and Dickson et al. (2022) both assert that a volunteer legacy occurs when a future intention to volunteer is converted into an increased rate in volunteering, and a long term, positive attitude towards volunteerism post-event occurs.

Volunteering also provides people with the opportunity to increase their social capital, through interacting with other people with whom they may not normally interact (Dickson et

al., 2020). Auld et al. (2009) argue that if sport event volunteers do not explore further volunteering opportunities outside the specific sport context, social capital will be limited. Dickson et al. (2013) believe that event organisers should be doing more to ensure that volunteer legacies are cemented within the host population, rather than just for the event. Koutrou et al. (2016) share this view, since the initiatives and opportunities for volunteers post-London 2012 Olympics to engage with more volunteering were severely limited due to a lack of awareness.

To ensure a sustainable volunteer legacy the visibility of volunteering opportunities is vital. Importantly, a volunteer's experience in the pre-event, training phase is strongly correlated with their intention to volunteer post-event (Benson et al., 2014). Dickson et al. (2013) found, similarly, that volunteers' satisfaction with pre-event training is important in their decision to volunteer in the future. Thus, more thought is needed by event organisers pre-event, to ensure a volunteering legacy can be actualised. Importantly, Dickson et al. (2020) contended that gendered sport events (e.g. the Women's Football World Cup) offer significant opportunities for getting young women involved with sport volunteering. This demographic group is traditionally underrepresented within community sport organisation volunteering, and they can use major sport events to segue into community volunteering.

2.5.3 Sport for Social Change

Sport for social change is a subset of sport for development, where sport is used as a tool to help achieve positive outcomes at the wider societal level of social inclusion, gender equality and equity, economic development, and peacebuilding (Welty Peachy et al., 2019). Social legacies of major sport events often set out to achieve social inclusion and cohesion, as well as equality and equity (Thomson et al., 2020). Thus, sport for social change and social legacy of major sport events align and intersect with each other. Mair et al. (2023) describe social inclusion as "*the process of improving the terms on which individuals and groups take*

part in society" (p.548). Ensuring demographic diversity, social inclusion ensures equal access to resources, while talents and perspectives improve the community where the socially included demographic are found (Mair et al., 2023).

Major sport event bid documents are increasingly identifying that hosting a major sport event will leave a legacy of development (VanWynsberghe & Pentifallo, 2014). VanWynsberghe and Pentifallo (2014) named the use of major sport events to enact change as "development through mega events", where the major event is the intervention to enact social legacies, whilst the social legacies that need to be enacted must be reflective of public policy. Cornelissen (2009) argues that the increasing need for international sport organisations to focus on development as justification for hosting major events forces major sport event hosts to focus on social developmental legacies. Major sport events offer host countries and communities the opportunity to use the major sport event as the intervention tool for public policy that is already in place (Cornelissen, 2009; VanWynsberghe & Pentifallo, 2014).

How a major sport event can create a social legacy of social inclusion through gender is limited, especially when the push for gender equality is becoming the norm in society (Lebermann & Burton, 2017). Yet international sport organisations are increasingly focusing on the development, empowerment, and equality of women (Beissel et al., 2024). The emphasis on equality and empowerment at a major sport event can create a social legacy through inclusion of females within sport. Countries that bid to host women's major events need to be able to provide a women's development legacy (Beissel et al., 2024). Achu et al. (2022) argue that hosting women's major sport events contributes a social legacy of advancing, and changing the perception of, women's sport. However, further investigation is needed to show how women's major sport events can have social legacies associated with sport for social change. Sherry et al. (2015) call for more research into the role that sport can play in enhancing gender equality for women and girls.

2.5.4 Summary

Social legacies have had increasing focus and importance placed on them (Liu et al., 2014; Sant & Mason, 2015; Thomson et al., 2020). There is limited evidence to suggest that the demonstration effect is a viable legacy, yet its popularity remains (Thomson et al., 2019; Weed et al., 2009, 2015). There is also limited evidence to indicate that a volunteer legacy occurs from hosting major sport events, yet a volunteer legacy at gendered events is found to be important (Dickson et al., 2020; Doherty & Patil, 2019). However, major sport events offer host countries the chance to focus on their development goals that can lead to social legacies (Cornelissen, 2009). There is limited research relating to women's major events and the legacies they leave (Achu et al., 2022); and because social legacy literature has focused mainly on mega multisport events, there is a gap in the literature in this context (Dickson et al., 2020).

2.6 Leveraging of Major Sport Event's

The use of leveraging set out to minimise economic impact studies, which were politically charged to ensure that pre- and post-event reporting, could justify hosting the event (Ziakas, 2022). Chalip (2004) asserts that compared to legacy, which focuses on using the event for post-event benefits, leveraging is strategic and planned, with the event used within a host community's marketing mix to gain post-event benefits. Jago et al. (2010) argue that major sport events can act as a catalyst for change. However, Chalip (2004) argues that events are temporary and harnessing the benefit of hosting a major sport event dissipates early. Instead, leveraging allows for short- and long-term benefits to occur (Chalip, 2004). Initially, it was considered crucial that major events fall within a wider portfolio that allows event leveraging to occur (Chalip, 2004). Chalip's (2004) seminal article, which discussed economic leveraging, argues that events should fit within a portfolio that a city builds, to strategically enhance and leverage effectively. Chalip (2014) further posits that even mega-

events, such as the Olympics, will fail to hold consumers' interest, in the longer term once the event has passed.

The typology of event leveraging has been consistent in recent literature (Schulenkorf et al., 2022). Economic, social, and environmental dimensions have become central to event leveraging (O'Brien & Chalip, 2008; Schulenkorf et al., 2021). Chalip (2006) and O'Brien and Chalip (2008) introduce social leveraging, building on the economic leveraging model, whilst Chalip et al. (2017) provide a conceptual model of how leveraging an event can contribute to long term sport participation. While legacy has dominated sport event discourse, leveraging has emerged as an alternative to address the failure of delivery that often occurs with legacy (Chalip, 2017).

Smith (2014b) states that *"instead of being an intervention in itself, the event becomes a resource from which wider benefits can be levered."* (p. 17). This is contrary to legacy, where long-term legacy planning is often compromised by the event itself: it is assumed that the benefits will occur as a natural flow-on from hosting and are, therefore, not explicitly planned for (Richards & Palmer, 2010; Schulenkorf et al., 2021). Misener et al. (2015) offer this as a reason for why legacies attached to physical activity (i.e. the demonstration effect) often fail to be achieved. Furthermore, leverage and the act of leveraging an event requires a paradigm shift that moves from ex-post analysis to ex-ante strategic preparation (Chalip, 2014; Schulenkorf et al., 2022). This is presented as an alternative theory to counter the increasing focus on the unsustainability of major sport events in relation to the triple bottom line (Chalip, 2017; O'Brien & Chalip, 2008).

For successful event leverage, leveraging needs to begin during the bidding phase of an event and be continually delivered post-event to ensure long term benefits (Smith, 2014b). For this to occur, a separate leveraging team is required for an event, as those directly responsible for the event often leave immediately afterwards, with no one to fulfil the

promises made to the host community (Misener et al., 2015). Furthermore, as leveraging an event requires planning and strategy, it cannot be added to event managers' responsibility and left to fall by the wayside, much like legacy historically has been (Chalip et al., 2017).

Schulenkorf et al. (2021) and Ziakas (2022) both recognise that most leveraging literature focuses solely on one-off major events (such as the Olympics, or the men's Football World Cup), which are transient and are not permanent to a host location, as well as the specifics of the event regarding its own leveraging. Specifically, Schulenkorf et al.'s (2022) systematic literature review revealed that 75% of articles on event leverage were based on one-off, standalone events as the context for the research. As there is a divergence from Chalip's (2004) original proposition of leveraging, the focus on singular events has determined how event leveraging is conceptualised.

As interorganisational cooperation is vital to successful leverage throughout the event's lifespan from bidding stage to post-event, in research there has been an overt focus on post-event interorganisational relationships, with pre-event interorganisational relationships having limited contribution to literature. Event leveraging relies on interorganisational relationships and alliances across sectors affected by the event to realise positive event leverage (Chalip et al., 2017; Schulenkorf et al., 2021). Collaboration between stakeholders of an event is required for planned leverage to occur seamlessly, with all organisations working together (Chen & Misener, 2019). However, Chalip and Fairley (2019) show that the collaboration between stakeholders expected for event leverage has the potential to fall short, which hinders long term benefits. Specifically, Bell and Gallimore (2015) argue that post-event leveraging is not sustainable as the event, when it occurs, is what drives collaboration between stakeholders. Hede (2007) identifies the triple bottom line for use in stakeholder analysis to see where their interests lie, in the event. Furthermore, Chen and Misener (2019) found that stakeholders can also have differing opinions on what is occurring within the event

leveraging strategy and execution, especially if the strategy does not align with the stakeholders' views or objectives, which can jeopardise any long-term collaboration and benefit.

Event leveraging has been proven able to be translated across sport events ranging in size (Schulenkorf et al., 2022). Whilst mega events, such as the Summer Olympics and the men's FIFA World Cup, have dominated event leveraging literature, small and medium-sized events have also been used as a context for research (Taks et al., 2014). The demonstration of flexibility that event leveraging possesses is important. Different-sized events have differing goals and outcomes, therefore strategic leveraging is a useful tool that can be used throughout the entire event lifespan regardless of size (Ziakas, 2022). Additionally, Ziakas (2010) argues that cross-leveraging events should be used to attain wider leverage goals using a portfolio of events. Hosting multiple mega and major one-off events can be strategically leveraged together as a portfolio to develop *"means that aim to attain, magnify, and sustain the benefits and planned legacies of events"* (Ziakas, 2014, p.331).

2.6.1 Economic Leveraging

Traditionally, promises of economic benefits were used as a political tool to justify hosting events, which are ever-increasing in cost (Preuss, 2007). As over-inflated and methodologically flawed impact statements became commonplace, the introduction of economic leverage sought to strategically increase activities that, in the short- and long-term, benefit a city economically (Chalip, 2004). Originally, the event economic leverage model assumed that a wide event portfolio would be a leverageable resource (Ziakas, 2023). However, this has not occurred, and many studies have used the event economic leverage model for singular sports events of all sizes, or well-established event portfolios, demonstrating the importance of economic event leverage (Ziakas, 2022).

Figure 7

Economic leveraging of major sport events model (Chalip, 2004)

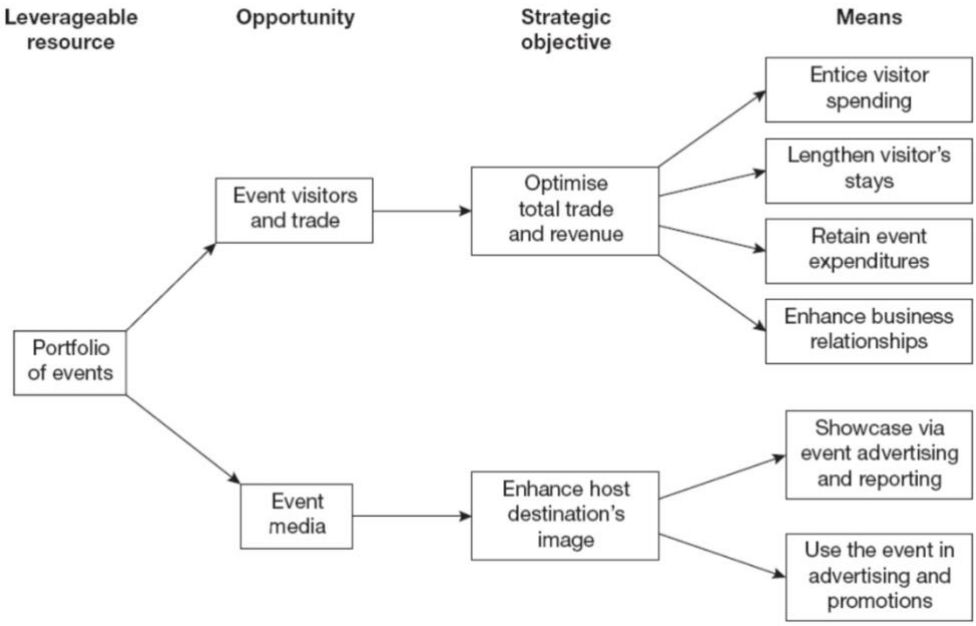


Figure 7 illustrates Chalip's (2004) economic leverage model. Tourism is acknowledged as the main economic driver of events (Chalip, 2017). Chalip (2017) posits that sport event attendees who travel to a destination to attend a sport event differ from traditional tourists. Therefore, different leveraging strategies are required to take advantage of sport event attendees. Table 3 identifies the four immediate event economic leveraging strategies stemming from the opportunity of event visitor and trade. The strategic objective is to increase trade and total revenue using event visitors and trade (Chalip, 2004; Chalip, 2017).

Table 3

Rationale for short term economic leveraging strategies (Chalip, 2004; O'Brien, 2007)

Short-term leverage strategy	**Reason for strategy**
Entice visitor spending	Increased tourists spend, enhances economic benefits. Achieved through promotion of local businesses and interorganisational cooperation of central and local governments, economic development agencies and local business associations
Lengthen visitor's stay	Increasing visitor nights, encourages tourists to spend more in host location. Increasing how the long event is enables this to be achieved
Retain event expenditure	Using local supplies, labourers, firms and event organisers who live within the local economy, ensures that all event related expenditure stay within the local economy.
Enhance business relationships	The event can be used to offer networking opportunities, allowing relationships to be built. Networking can occur. This can occur between local businesses, sponsors, and other organisational types

Chalip (2004) also posits two long-term leveraging strategies using event media to enhance the destination's image, as described in Table 4. Media exposure via a sport event is an opportunity believed to increase tourism and gain political capital both domestically and internationally (Chalip, 2017; Ziakas, 2022). Consequently, sport events need to promote interest in the destination for the designated target market (Chalip, 2017). Importantly for enhancing a destinations image via leverage through a sport event, the destination itself must have a meaningful association with the sport event being hosted there (Kim & Chalip, 2010; Schulenkorf et al., 2021).

Table 4

Rationale for long term economic leveraging strategies (Chalip, 2004; Ziakas, 2022)

Long-term leverage strategy	**Reason for strategy**
Showcasing via event advertising and reporting	Advertising at the event ensures the host destination is linked to the event and creates interest for consumers
Use the event in advertising and promotions	Long term leverage can be achieved through co-branding between event and destination. Both rely on each other to be successful

Critically, O'Brien (2007) argues that integrating the sport-specific subculture into Chalip's (2004) event economic leveraging model impacts leveraging positively, both immediately and long-term. By including sport subculture in event programming and understanding the target market through proper segmentation allows for greater strategic economic leveraging.

2.6.2 Social Leveraging

Intangible legacies are becoming an alternative justification for hosting major events, over the increasingly scrutinised, associated economic costs (Thomson et al., 2021). Kim and Chalip (2004) identified the festival effect of an event as a core driver of people's attendance at major events. Specifically, they argued that event organisers need to harness the festival atmosphere of an event for the benefit of those who attend and live in the host community. Chalip (2006) first proposed the idea of social leverage, whereby the feeling of celebration and fostering social interaction are harnessed to create liminality. Liminality is created through the feelings of excitement and the unexpected nature of events, which can temporarily eliminate social hierarchies, and aid in community development (Schulenkorf et al., 2021; Ziakas, 2022). O'Brien & Chalip (2008) identify the presence of liminality as a precondition for creating social leverage and, for leveraging, liminality is necessary for there to be a lasting impact on the host community.

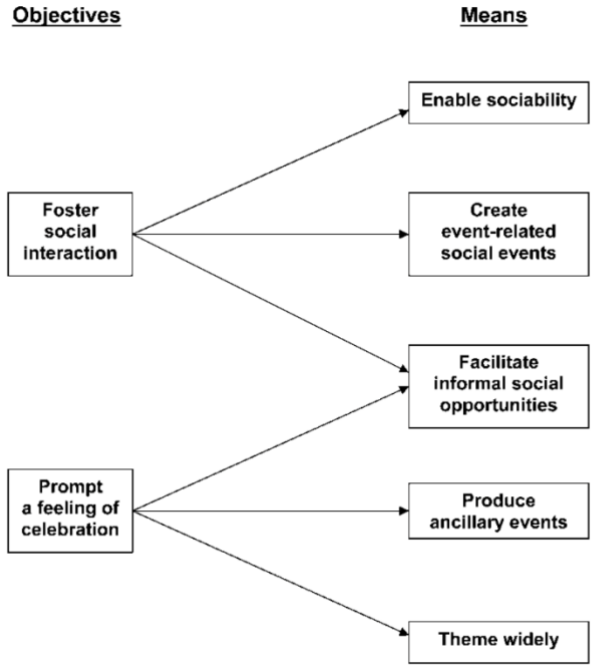
Social leveraging encompasses education, increased social capital, and civic pride. Additionally, social leveraging attempts to address pressing social issues, such as alcohol and drug abuse, homelessness, obesity, and other societal inequities (Schulenkorf et al., 2017). Misener et al. (2020) add that a focus on using resources that a host city may already possess is also necessary for event leveraging, thus contributing to the event's sustainability (Ziakas, 2022). Furthermore, with reference to the triple bottom line of sustainability, the third dimension (environmental) is often included in social leveraging (Schulenkorf et al., 2022).

As environmental concerns often double as a societal issue, techniques used for social leverage can be applied for long-term environmental benefits (O'Brien & Chalip, 2008). Schulenkorf et al. (2021) and Ziakas (2022) identify social leveraging as more evident within the sport for development research space, because using sport as the vehicle for change aligns itself well with social leveraging. Social leverage requires stakeholders with high legitimacy (O'Brien & Chalip; 2008; Ziakas, 2022), and does not have the same political repercussions as economic leverage. The outcomes are often intangible, benefitting minority communities across gender, ethnicity, or disability, for example (O'Brien & Chalip, 2008). Thus, those who use events as political tools may not see benefit in social leverage.

Chalip's (2006) initial model (as shown in Figure 8) depicts the creation of opportunities for social leverage by fostering socialisation and generating a sense of celebration. Integrating ancillary events, such the arts, and theming through decorations, imagery, symbolism, and motifs, aid in creating a celebratory feeling. Whilst encouraging attendees to extend their stay at the venue, interact outside the event, thereby formally and informally fostering socialisation (Chalip, 2006; Chalip, 2017).

Figure 8

Initial social leverage model for major sport events (Chalip, 2006)



O'Brien and Chalip (2008) furthered the social leverage model (as shown in Figure 9) by contributing strategies that can be used to leverage liminality for social outcomes and change (Schulenkorf et al., 2021). An event provides an opportunity both for creating communitas and using event media to socially leverage the event (Chalip & O'Brien, 2008).

Figure 9

O'Brien and Chalip's (2008) adapted model of social leverage for major sport events

Table 5 sets out the means for leveraging communitas, to achieve the first strategic objective of focusing the attention of event stakeholders' on social issues (O'Brien & Chalip, 2008).

Table 5

Leveraging communitas (O'Brien & Chalip, 2008; Ziakas, 2022)

Leveraging communitas	**Rationale for leveraging**
Align event with targeted social issues	Alignment of event with social issues enhances event meaning. Using relationships fostered by event can also be harnessed to leverage social change long-term in the community
Align values between targeted social issues and focal sport subcultures	Linking inherent values of the social issue to the values and identities held by those within the sport subculture
Lengthen visitor stays	Similar to economic leveraging, however, exposure to the social issue is increased
Entice engagement with targeted social issues	Engagement with social issues at event, through theming, imagery, and symbolism to prompt response by event consumers

Table 6 identifies how the second objective of changing the community agenda for targeted social issues can be achieved using event media, replicating the economic event leverage model (O'Brien & Chalip, 2008; Ziakas, 2022).

Table 6

Leveraging event media (O'Brien & Chalip, 2008; Ziakas, 2022)

Leveraging event media	Rationale for leveraging
Showcase social issues via event advertising and reporting	Using media for advertising and reporting allows a wider audience to learn about social issues and links the sponsor's advertising to the social issue
Use the event in issue-related publicity	Events give social issues visibility. Linking an event to a social issue gives greater exposure to the social issue. Athletes in the event can be used to promote the social issue

From using social leveraging to create a social legacy, sport participation arises as another dimension of leveraging major sport events.

2.6.3 Sport Participation Leveraging

Derom and VanWynsberghe (2015) argue that combined economic and social leverage outcomes are required for sport participation leverage. Taks et al. (2014) suggest that sport participation leverage is a derivative of social leverage, whilst Misener (2015) states that targeted points of leverage should be used to accrue benefits beyond social and economic outcomes. This indicates that sport participation leverage's position within the leveraging paradigm is contested. What is undisputed is that leveraging an event for an increase in sport participation is an emerging research area with limited research undertaken (Chalip, 2017; Schulenkorf et al., 2021; Schulenkorf et al., 2022; Ziakas, 2022).

Sport participation leveraging has seen concentrated research on mega-events, with an overwhelming focus on the London 2012 Olympic Games (Ziakas, 2022). However, medium-sized events have also been examined, leaving a gap within the research that discusses major events (Hoskyn et al., 2018; Misener, 2015; Taks et al., 2014).

Schulenkorf et al. (2021) and Misener (2015) argue that sport events that are not mega events have greater leveraging power for sport participation, due to having closer ties to the community they serve compared with events like the Olympic Games and the men's FIFA World Cup. It is widely agreed that major sport events need to be leveraged effectively, with tools and programmes running concurrently, using the event as a tool with full support for the capacity of growth from a sport participation legacy (Grix & Carmichael, 2012; Potwarka & Wicker, 2021; Veal et al., 2012; Weed, 2017; Wicker & Sotiriadou, 2013). Sport events work best as a leveraging strategy when they are used as an opportunity to increase sport participation, not as the intervention itself, thus requiring that the goals set for increasing sport participation must be agreed upon by three sets of organisations (event, sport and non-sport) involved within the host community (Taks et al., 2014). This is a necessary understanding for sport event policy and legacy, because sport events should be used in conjunction with other tools and wider strategies as, ultimately, the sport event alone will not increase sport participation (Frawley & Cush, 2011; Frawley & Van den Hoven, 2015).

Figure 10

Conceptual model for leveraging sport events for sport participation and development (Chalip et al., 2017)

Chalip et al. (2017) introduced the conceptual model, seen in Figure 10, for leveraging sport events for sport participation. Figure 10 shows the model as being hierarchal in nature, contextually. The outermost level is the culture of the community where the event is embedded, which determines the attitude of the community. The goals to be set for sport participation must reflect the culture and attitudes within the community. The mid-level is attitudes and opinions which are shaped by the culture of the community in regard to the event, the appropriateness of sport participation, and the competence gap between athletes and the participants. Systems and structures are at the centre of the model. Four challenges are identified as a lack of goal setting, misalignment of goals across necessary organisations, with a lack of willingness to work across organisations in planning, and implementation – all of which are seen as an attempt to undermine leveraging. Importantly, no organisation has a

sense of ownership or accountability for delivering sport participation goals and no structures exist to leverage events (Chalip et al., 2017).

Event organisers, sport organisations such as national, regional and community sport organisations, and non-sport organisations such as schools, all face challenges within the hierarchal context (Chalip et al., 2017). Event organisations lack knowledge transfer between events. As events leave the host community, so do the people who work on the event, leaving a gap that is unfilled. As events (e.g. FIFA World Cups, Rugby World Cups and Cricket World Cups) are owned by international sporting organisations, there are limitations that affect their ability to contribute to leveraging (Taks et al., 2017) However, according to Chalip (2017), the community can benefit the most through cross-leveraging multiple events. Chalip et al.'s (2017) model in Figure 10, indicates that non-sport organisations, such as schools, need to align themselves with community sport clubs and other sport organisations to leverage the sport event for access to coaching and athlete visits to aid sport participation. There is an inherent focus on CSOs within Chalip et al.'s (2017) conceptual model (Figure 10), with CSOs serving as the entry point to sport participation (Doherty & Misener, 2008). Chalip et al's (2017) conceptual model (Figure 10) identifies generic struggles that CSOs face in attracting and retaining members that may increase from the event. They may also face direct struggles from the event. CSOs may not have the capacity to take new members resulting from the event and may face increased rent costs from upgraded facilities. Competing with other clubs for members within a leveraging effort may also be damaging.

According to Chalip et al.'s (2017) model (Figure 10), the resources required for leveraging a sport event are considered critical, regardless of the organisation. The loss of physical resources before, during, and after an event can hamper a CSOs ability to use these resources when the event is at its most leverageable. Human resources are also required to facilitate leverage, serve new participants, and prevent crowding out with participation. This

largely falls to sport organisations. Both physical and human resources rely on knowledge-based resources. Those who have knowledge of the event, the context, and management, are critical to the success of leveraging the event and post-event. There must be enough coaches and managers within sport organisations to cope with any potential increase in participants.

Fundamental to Chalip et al.'s (2017) conceptual model (Figure 10) is that in order to successfully leverage a sport event, for sport participation there must be alignment of sport participation and development goals between the three organisational groups – event, sport, and non-sport. The goals do not need to be shared between the event, sport, and non-sport organisations, but must be aligned with one another (Ziakas, 2022). Importantly, the creation of the interorganisational collective who deliver the leveraging strategies predicates the success of an event's leveraging ability to help increase sport participation long-term. The requirement for stakeholders to commit to a common vision is identical to economic and social leverage models (Ziakas, 2022). Ziakas (2015, p. 37) states that:

> *"All other aspects of the model follow, concerning the implementation of strategies and tactics to support the goals: the systems and structures (of the event, sport and non-sport entities), as well as the shared resources that are deployed to implement the strategies and tactics."*

The barriers and challenges faced by each organisation must be mitigated to ensure that leveraging the sport event is successful (Schulenkorf et al., 2021).

Chalip et al.'s (2017) conceptual model (Figure 10) for successful leverage for sport participation identifies some challenges that strongly impact the ability to successfully leverage a sport event for sport participation. Importantly, timing of the event, which Hoskyn et al. (2018), also identified *"Even if the tournaments motivated spectators to visit a tennis club, the tennis clubs would not be well-positioned to welcome new players"* (p. 204). Hoskyn et al. (2018) discussed Auckland's premier tennis events, which are played yearly in

January, yet most clubs offer new activities for participants in October each year. Furthermore, promoting the sport involved in the event outside the normal playing calendar also affects leveraging efforts (Taks et al., 2017). The scheduling of the event limits how leverageable the event is for participation, especially if it occurs on the periphery of a sport's season, so that interest diminishes by the time the next season and club sign-ups are occurring.

To conclude, although stakeholder collaboration is necessary for successful leveraging strategies and is central to Chalip et al.'s (2017) conceptual model (Figure 10), it remains an important area of weakness within leveraging events for sport participation. Chalip and Heere (2014) note that there is a lack of ownership and responsibility of who undertakes leveraging efforts. Additionally, Chalip (2017) argues that organisations involved in sport events do not have event leverage built into their wider marketing strategies to increase participation. These two issues make event leveraging difficult as there is a lack of the necessary cohesion required. Event organisers are too focused on the event itself and because they do not remain after the event, they are unsuitable for including in leveraging strategies. Sport organisations hold responsibility for leveraging the event within the community. Sport clubs are vital to increasing sport participation, yet there is a lack of support for them to do so from the governing bodies at regional, national, and international levels (Misener et al., 2015; Taks et al., 2017).

2.6.4 Summary

Leveraging has evolved as an a necessary mechanic to achieve legacy (Chalip et al., 2017). Leveraging uses major sport events as an intervention for wider benefits (Smith, 2014b). Leveraging encompasses economic, social, and environmental dimensions of sustainability (Schulenkorf et al., 2022). In recent years, leveraging major sport events for mass participation has emerged as an important dimension of leveraging, to overcome

limitations of the demonstration effect (Schulenkorf et al., 2022). Critically, successful leveraging relies on inter-organisational cooperation among event, sport and non-sport organisations (Chalip et al., 2017). However, this has been a weakness in leveraging major sport events (Chalip, 2017; Chalip & Heere, 2014). As leveraging major sport events for mass participation is an emerging research area, there is an opportunity, specifically, to explore major female sport events regarding how community sport clubs leverage them.

2.7 Organisational Capacity and Community Sport Clubs

Organisational capacity has been identified as a core issue facing community sport organisations (CSOs) and their ability to achieve their goals (Doherty & Cuskelly, 2020; Doherty et al., 2014; Hall et al., 2003; Wicker & Breuer, 2013). Organisational capacity has three dimensions and is defined as *"the ability to perform or produce and is often used in reference to potential… Capacity is multidimensional. An organisation's overall capacity to fulfil its mission depends on a variety of specific capacities."* (Hall et al., 2003, p. 3). The three dimensions of organisational capacity impact an organisation's ability to deliver outputs and outcomes (Hall et al., 2003).

2.7.1 Dimensions of Organisational Capacity

Hall et al. (2003) first identify financial capacity, whereby organisations have robust financial systems in place to achieve their goals. Financial capacity encompasses assets, liabilities, revenues, expenses, and budgets (Hall et al., 2003; Wicker & Breuer, 2011). Hall et al. (2003) identified financial capacity as impacting a non-profit organisation the most, due to financial constraints impeding their ability to achieve their goals. There is also human resource capacity where volunteers and staff are knowledgeable and possess necessary competencies (Hall et al., 2003). The volunteers and staff vary from those who are involved with coaching and managing teams, to those who sit on the board and provide strategic direction (Wicker & Breuer, 2011). Additionally, volunteers and paid staff are also involved

in the day-to-day operations of the CSO (Wicker & Breuer, 2011). The inability to attract new members and volunteers, for example, is problematic within CSOs, especially those that cannot afford to pay staff. Human resource capacity is arguably the most important dimension within organisational capacity, as without it no other capacity can be achieved (Hall et al., 2003; Misener & Doherty, 2009; Wicker & Breuer, 2011) Thirdly, structural capacity encompasses relationship and network capacity, infrastructure and process capacity, and planning and development capacity (Hall et al., 2003). Relationship and network capacity addresses a CSOs interorganisational relationships that can be used to alleviate scarcity of resources that the CSO may not possess (Hall et al, 2003; Wicker & Breuer, 2011). Infrastructure and process capacity includes facilities, formalisation and communication (Doherty et al., 2014; Hall et al., 2003). Lastly, planning and development capacity encompasses strategic plans, programmes and implementation (Doherty et al., 2014; Hall et al., 2003).

2.7.2 Community Sport Clubs, Organisational Capacity & Leveraging Major Sport Events

CSOs are an essential component within society (Misener & Doherty, 2009). CSOs offer people a place to participate in organised competitive sport, whilst also providing opportunities to build social capital (Misener & Doherty, 2009; Morgan, 2013). Robertson et al. (2019) add that CSOs need to provide an accessible and inclusive sport setting. CSOs are non-profit, volunteer-driven organisations, with larger clubs having the ability to have paid personnel (Doherty & Misener, 2008; Nichols et al., 2012).

Within CSOs, human resource capacity is argued to be the greatest issue (Robertson et al., 2019; Wicker & Breuer, 2013). As CSOs rely on volunteers, they may not possess the necessary competencies required to execute the desired objectives, increasing need for qualified paid staff (Wicker & Breuer, 2013). If this is not fulfilled, organisations will not reach optimal capacity in the other dimensions. Additionally, Misener and Doherty (2009)

and Doherty and Cuskelly (2020) argue that there are often not enough volunteers within CSOs to aid in delivering objectives. However, the larger CSOs are more likely to attract and retain members, have paid staff, and have a greater degree of formalisation (Nichols et al., 2012; Wicker & Breuer, 2013).

Critically, the lack of developed organisational capacity across dimensions impacts a CSO's ability to effectively leverage post-event to deliver a sustainable increase in participation (Nordhagen, 2021; Macrae, 2017; Taks et al., 2014; Taks et al., 2017). Millar and Doherty (2021) argue that organisational capacity must exist or be developed before major sport events. Leveraging sport events for participation legacies requires the sport, non-sport and event system's to work together (Chalip et al., 2017). However, a sport participation legacy is at odds with event organisers' goals, therefore limiting the necessary interorganisational relationships required for successful leverage (Thomson et al., 2021). CSOs play a major role within the process of leveraging major sport event legacies, especially those associated with the demonstration effect and increasing participation (Misener et al., 2015).

According to Chalip et al. (2017), Doherty & Misnener (2008) and Thomson et al. (2021) community sport clubs are the gateway for society to enter sport participation and, therefore, are a necessary dimension within leveraging events for mass participation. Mass participation legacies require new members of society to become physically active and engaged in the sport post-event, therefore, community sports clubs' ability to engage new members is important (Chalip et al., 2017).

This necessitates any effective leveraging of participation legacies to occur with CSOs involved (Chalip et al., 2017). However, CSOs often struggle with any efforts to leverage sport events for participation (Hoskyn et al., 2018; Taks et al., 2014; Taks et al., 2017).

Thomson et al. (2021) argue that a key reason sport participation legacies fail to actualise is due to under-preparedness of capacity on the supply side (i.e., readiness for increased demand). Hayday et al. (2017) state that the organisational capacity of a CSO is the greatest limitation within legacy delivery at the grassroot level. Financial capacity affects increased participation as CSOs may have insufficient facilities at affordable prices for new and existing members (Macrae, 2017). However, in CSOs' failure to deliver sport participation legacies, human resource capacity is the greatest driver of a lack of organisational capacity (Hayday et al., 2017). Importantly, a lack of human resource capacity limits how many new members a CSO can take (Hayday et al., 2017; Macrae, 2017). Macrae (2017) found that 85% of CSOs had the capacity for small numbers of new members, but if there were to be a large influx of potential new members, only 36% of CSOs would have the capacity to do so, due to a lack of coaches, facilities, and volunteers. Macrae (2017) further argues that CSOs' inability to take new members when they are wanting to join further contributes to the post-event spike of participation that is commonly identified.

Simultaneously, CSOs are unable to implement any legacy programmes or leverage events if volunteers or paid staff do not possess the necessary skills (Hayday et al., 2019; Nordhagen, 2021). Nordhagen (2021) and Hoskyn et al. (2018) assert that cooperation between CSOs to leverage sport events for participation legacies would further sport development at the CSO level. The unwillingness of CSOs to co-operate and share knowledge that is vital for leveraging sports events can hamper any ability to successfully deliver sport participation legacies (Hayday et al., 2017). Nordhagen (2021) and Taks et al. (2017) reason that competition for the same pool of potential members and the potential loss of members to other CSOs creates an environment where cooperation is not possible. The relationship between NSO, RSO, and CSO is, therefore, critical for a CSO's ability to leverage major sport events for a realised participation legacy (Macrae, 2017). Yet,

engagement and communication between sporting organisations has been identified within literature as a critical weakness and contributor to CSOs being unable to deliver sport participation legacies (Hayday et al., 2017; Misener et al., 2015; Pappous & Hayday, 2016).

NSOs who design and create the legacy plans often do so to meet governmental targets that are set out in major event funding (Thomson et al., 2021). Strategies, tactics, and programmes are developed at NSO level to attempt to leverage a major sport event, whilst it falls to RSOs and especially CSOs to deliver such programmes, who are not engaged in the process (Girginov & Hills, 2008). However, CSOs may only be able to deliver such leveraging attempts according to their capacity or willingness to do so (Hayday et al., 2017; May et al., 2013; Pappous & Hayday, 2016). This suggests that the traditional top-down approach of sport policies may not be appropriate for leveraging sport events for sport participation (Pappous & Hayday, 2016).

Thomson et al. (2021) argue that high performance sport is valued more by governments, therefore, creating a larger talent pool for high performance selection is necessary, which indicates why participation legacies are often sought. However, leveraging for an increased participation at the CSO level through the trickle-down effect is does not work as there is limited evidence to suggest the trickle-down effect actually exists (Thomson et al., 2021). Conversely, it is posited that community-driven leveraging strategies are used (Charlton et al., 2010; Hayday et al., 2019). Hayday et al. (2017) contend that by allowing CSOs to lead legacy delivery they have better insights into the demography of targeted groups, instead of making assumptions based on demography. Charlton (2010) explains this by stating that "*Because the project is community driven there should be higher levels of participation (representing real rather than assumed demand) … have greater commitment and longevity*" (p. 363). This point, however, is not supportable due to the capacity of CSOs that are limited in what they can achieve (Hayday et al., 2017).

Misener et al. (2015) found that at sporting events the promotion of CSOs is limited. Because NSOs, event organisers and event owners are often prioritised in the marketing of the event, there is limited exposure of CSOs (Pappous & Hayday, 2016). The lack of visibility of CSOs also hampers leveraging efforts. Hoskyn et al. (2018) reaffirm this, identifying a weakness in getting people into CSOs as members, given the lack of visibility of CSOs at the event itself. Whilst Macrae (2017) notes that those CSOs which had a visible presence at a major sport event through advertising and volunteering had more membership inquiries. This demonstrates that exposure of CSOs is necessary for leveraging sport events for participation legacies. Conversely, Misener et al. (2015) argue that people who volunteer for the event and are CSO members, have limited ability to capitalise on this opportunity to promote their CSO.

Club type and size also factor into engagement difficulties between CSOs, RSOs and NSOs (May et al., 2013). May et al. (2013) set out three types of CSO, which all possess different responses towards engagement and policy implementation. Informal clubs are smaller, with limited resources and few management practices; semi-formal clubs have greater ability to deliver strategies but are still limited; formal clubs are large, with multiple formal positions, strategies, and external partnerships (May et al., 2013). May et al. (2013) further identified from their research that informal clubs were the most common type of club among the three, being 38% of the sample size. This is important as only larger CSOs that have the capacity to implement leveraging strategies are engaged by NSOs to deliver legacy implementation, yet have the smallest representation (Hayday et al., 2017; Macrae, 2017; May et al., 2013; Nichols et al., 2015). This further isolates and increases disenchantment within smaller, less formalised CSOs that do not have the capacity to deliver the necessary legacy implementation (May et al., 2013).

Finally, lack of engagement creates misalignment between CSOs, RSOs, and NSOs (Pappous & Hayday, 2016). Ultimately, this affects legacy implementation of participation long-term (May et al., 2013). CSOs may have a negative attitude towards RSOs and NSOs, contributing to misaligned values between organisations, and leading to disengagement with legacy delivery (Hayday et al., 2017; May et al., 2013). Importantly, CSOs believe they do not need to appease strategies to increase participation, making it harder to actualise participation legacies (Hayday et al., 2019). The isolation of a CSO in relation to its engagement with RSOs further increases the likelihood of disengagement with legacy implementation and delivery (Hayday et al., 2017). Similarly, May et al. (2013) argue that CSOs put more emphasis on their existing members and on getting by, than on mass participation legacies set out by the NSO.

2.8 Chapter Summary

Roche (2000), as cited in Horne and Manzenreiter (2004), defines a mega event as a large-scale event that has international significance. Horne and Manzenreiter (2004) state further that mega events generate significant media coverage and have noticeable consequences for the host nation, region, or city. All contemporary major, or mega, sport event bid documents have a section dedicated to legacy (Rogerson, 2016). Moreover, the legacy of a major sport event should positively impact the host communities' quality of life (Gratton & Preuss, 2008; Karadakis & Kaplanidou, 2012).

This literature review has highlighted critical failings in a host region's ability to leverage event legacies, and the need for organisations from across multiple sectors to work together in partnership when it comes to using large-scale sports events to drive increases in local participation (Chalip et al., 2017; Taks et al., 2014; Taks et al., 2017).

Finally, the researcher has also confirmed that a knowledge gap exists within the sport event management literature that is worthy of further exploration. Specifically, research

surrounding the legacies of major female events, such as the FIFA Women's World Cup, Rugby World Cup and Women's Cricket Club, appears to be lacking in the current knowledge base (Dickson et al., 2020; Achu et al., 2022).

The following chapter discusses the research methodology, method, data collection and analysis.

Chapter 3: Methodology

3.1 Introduction

Chapter 3 provides the philosophical and theoretical underpinnings of, and the framework for, this thesis. Section 3.2 describes the purpose and the aim of this research. Following this, section 3.3 provides the research paradigm and philosophical framework for this research. Section 3.4 describes using mixed methods as the methodology, whilst section 3.5 discusses the collection of quantitative and qualitative data. Section 3.6 sets out the data analysis processes for the empirical survey data, the empirical interviews, and secondary social media and website data. The implementation of triangulation is discussed in section 3.7. Ethical considerations are identified and discussed in section 3.8. Lastly, section 3.9 provides a summary of chapter 3.

3.2 Research Aim

The aim of this study is to explore how community sport clubs leverage major events to increase participation, and the factors, both internal and external, that either aid or hinder their ability to do so. Across 2022 and 2023 New Zealand hosted three major sport events – the Women's Cricket World Cup, 2022 (4 March – 3 April 2022), the Rugby World Cup, 2021 (played in 2022) (8 October – 12 November 2022), and the FIFA Women's World Cup, 2023 (20 July – 20 August 2023). This presents a research opportunity to explore multiple World Cups at various stages of the event lifecycle. Consequently, the ability to quantify and capture differing pre- and post-event legacy experiences relating to the use of leveraging by CSOs will be included. Finally, this research will address the factors that affect a CSO's ability to leverage.

This research can provide a deeper understanding of how CSOs leverage major sport events, and the associated legacies. Specifically, this research will examine the role of organisational capacity and its impact on CSOs, and their ability to leverage major sport

events. For national sport organisations, this research will gather evidence of how CSOs perceive, and facilitate, the leveraging of major sport events for participation. This research will also gather evidence of CSOs' experiences with their NSOs in aiding them with leveraging a major event. Finally, for countries and communities interested in hosting major sport events, this research will explore the role CSOs play in leveraging major sport events for participation.

The primary research question for this thesis is "To what extent will the leveraging of legacy-related experiences of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre-, during-, post-event)?"

To gain a further understanding, the following sub-questions were also posited:

1. What are the pre-event leveraging of legacy-related experiences of community sport administrators, regarding the World Cup's being hosted in New Zealand in 2022 and 2023?
2. What were the experiences of community sport administrators, regarding the leveraging of legacies offered during the World Cups being hosted in New Zealand in 2022 and 2023?
3. What is the role of organisational capacity of community sport administrators within the leveraging of legacies of major women sport events?

3.3 Research Paradigm

Mixing epistemologies is deemed incompatible due to the vast array of different epistemological views (Johnson & Gray, 2010). However, the researcher's dialectical approach to research is most relevant to a mixed methods methodology, with pragmatism being the most suited research paradigm for such a study (Greene & Hall, 2010). Pragmatism, as a paradigm, offers flexibility in epistemology and methodology, yet is committed to none (Creswell & Creswell, 2018; Greene & Hall, 2010).

This research worldview is reflected in the research question "To what extent will the leveraging of legacy-related experiences of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre-, during-, post-event)?" Each community sport organisation will have their own expectations that occur due to external and internal pressures, yet these expectations are tangible and can be measured.

Pragmatism acknowledges that an individual's worldview is unique at the high detail level, yet they will have shared beliefs with others at a wider societal level (Morgan, 2014). Furthermore, Creswell and Plano Clark (2017) describe pragmatism as focused on the consequences of research and its influence on real-world practice. Sport research reflects this, where the research is orientated to focus on practical solutions and real world implications (Smith, 2018). The sub-questions of this thesis regarding legacy and leveraging, reinforce the relevance of this approach. This research enquires about legacy and leveraging at the CSO level. The research findings will have practical recommendations that, if put into practice, will have an impact on future major sport event's legacy and leveraging delivery within the CSO environment. This is reflective of legacy and leveraging literature, which often identifies how leveraging and legacy delivery has not been achieved and how it can be improved (Thomson et al., 2019). Legacy and leveraging of major sport events have real implications, with scholars continuously attempting to understand how delivery, of both legacy and leveraging of major sport events, has been impaired. Thus, this research aligns with the pragmatic paradigm.

Pragmatism is argued to be the most applicable paradigm for mixed methods (Creswell & Creswell, 2018; Creswell & Plano Clark, 2017). Arguments for the use of mixed methods within research favour the use of both qualitative and quantitative methods for ensuring that the weakness of each method is mitigated, and for increasing the breadth of the research (Creswell & Plano Clark, 2017; McKim, 2017). Furthermore, mixed methods

research allows the research to both explore and explain the research comprehensively (Smith, 2018). A mixed methods methodology, importantly, combines inductive and deductive logic into abductive thinking (Morgan, 2014), where deductive quantitative research can impact inductive qualitative research, or vice versa, in the case of sequential mixed methods (Morgan, 2007). This research uses an online survey, providing the research with evidence of CSOs' opinions. Interviews allow participants to explain the views they hold, and analysis of CSOs' Facebook pages and websites reveals what CSOs do, thereby providing further explanation to elaborate the empirical data.

Furthermore, Rudd and Johnson (2010) call for greater use of mixed methods within sport management fields, as there is a distinct lack of literature involving this approach. Contextually, Schulenkorf et al. (2022) and Thomson et al. (2019) acknowledge the limited mixed methods research within the sport event legacy and leveraging space. Only 5% of leveraging literature has used mixed methods methodology, whilst 12% of event legacy literature is conducted through mixed methods (Schulenkorf et al., 2022; Thomson et al., 2019). This research contributes to the literature body through the methodology used. Mixed methods research is encouraged in emerging academic disciplines, such as sport management (van der Roest et al., 2015). Smith (2018) agrees that mixed methods research within sport management research can aid instrument development and expansion of knowledge within the growing body of research.

As this thesis seeks to understand the extent to which the leveraging of legacy-related expectations of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre-, during-, post-event), mixed methods research is appropriate, as there is a gap in mixed methods research as a methodology within sport management. Additionally, the research question seeks to make comparisons across time frames, which necessitates quantitative data, whilst seeking information about individual

CSOs', and their administrators', expectations and experiences across the life cycle of a major sport event. The multiple dimensions of the research question necessitate a mixed methods approach.

3.3.1 Researcher Positionality

The researcher has previously done research within the community sport organisation space and has prior existing knowledge about how community sport organisations operate and the issues that community sport organisation's face. Therefore has prior assumptions about community sport organisation that may impact how the data is interpreted.

The researcher believes that some of the world around them can be quantified, yet also believes that every person has their own lived experiences which influences how they perceive the world, and the behaviours reflect that. The researcher takes the position that they are external to participants, as to limit the influence of the data collection process.

3.4 Methodology

As a mixed methods methodology was determined as an appropriate methodology, the type of mixed methods selected for the study was important. This is because the type of mixed methods for the research determines the data collection process and what is given importance in the study (Creswell & Plank Clark, 2017). For this thesis, a two-phase explanatory sequential mixed methods methodology was selected. Explanatory sequential mixed methods use quantitative research in the first phase and qualitative research in the second phase (Creswell & Creswell, 2018). The primary intention of an explanatory sequential design is to use the qualitative phase to enrich the initial quantitative results (Doyle et al., 2016; Morgan, 2014).

Within explanatory sequential design, integration between the quantitative and qualitative phases occurs twice. The quantitative phase identifies those who are best suited to participate in the qualitative phase (Creswell & Creswell, 2018). Additionally, the results of

the quantitative research can impact what is further discussed and asked of participants in the qualitative phase, highlighting interesting findings that require further probing through the qualitative research (Creswell & Plano Clark, 2017). Second, integration occurs when both data collection sets are combined and interpreted (Creswell & Creswell, 2017). How the qualitative data elaborates quantitative results is also important in explanatory sequential mixed methods.

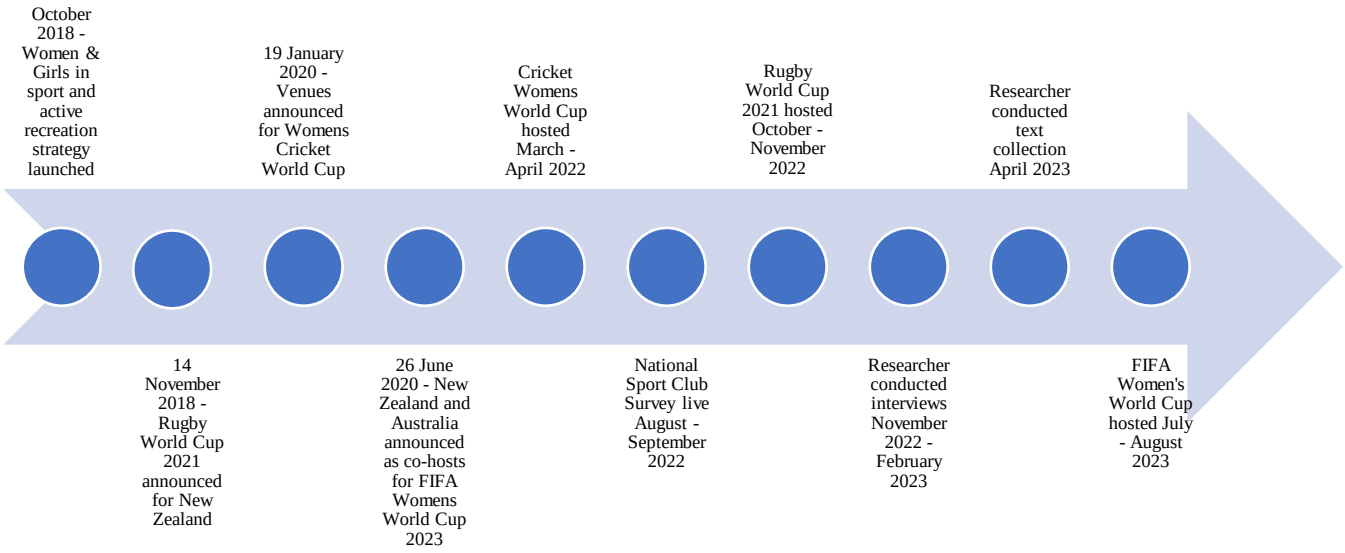
Explanatory sequential mixed methods was determined as an appropriate methodology for the size of this research thesis (90 points) and for addressing the research question, which examines comparisons between three sports at three different time points within the event life cycle. Quantitative findings needed to be collected first, and then used to inform the qualitative research for exploring the data and to establish aspects that may need further inquiry.

3.5 Data Collection

As established in section 3.4, explanatory mixed methods were identified as the appropriate methodology. The thesis size determined that, for the quantitative phase, an online survey was suitable, whilst the qualitative phase was undertaken with interviews. Because there were insufficient survey and interview participants, the decision was made to include CSOs' Facebook pages and websites for their usefulness in enlarging the data set. Figure 11 establishes the timeline of events won and hosted intertwined with when data collection occurred.

Figure 11

Timeline of events won, hosted and data collection



3.5.1 Quantitative Phase

Theory and a knowledge gap drive the research and the research question (Stockemer, 2019). Quantitative research uses statistics to describe concepts and identify and analyse the relationships between one or more variables (Stockemer, 2019). Importantly, within quantitative research, the researcher is objective and distant from the research and is not actively involved with the participants (Gray, 2014). The researcher in this study believes that an absence of researcher influence over the data is important, which aligns with quantitative research. Major sport event leveraging, and legacy has the potential to impact CSOs in a variety of ways. The use of an online survey allows CSOs to voice their opinion about the relevance of pre-determined variables established by the researcher. The researcher is then able to gain a broad understanding of what CSOs believe about leveraging major sport events for sport participation.

Measurement is core to quantitative research (Clark et al., 2021). Clark et al. (2021) identify three reasons for measurement. First, fine differences between two ideas can be identified. Second, it is a consistent tool, independent of potential human interference, enhancing the reliability of the data. Last, measurement can identify a correlation between two variables. Quantitative data collection may include surveys, secondary data analysis, structured observations, and quantitative content analysis (Clark et al., 2021). The use of quantitative research within major sport event literature regarding legacy and leveraging is common (Schulenkorf et al., 2022; Thomson et al., 2019), thus, supporting its suitability as a method for this research.

Surveys are best used to collect large quantities of data directly from a predetermined sample (Fink, 2014; Mertens, 2020). Low cost of data collection, quick return rate, generous time allowances, and the use of technology to facilitate the survey, are all advantages of an online survey (Fowler, 2014). Furthermore, surveys conducted online enable the researcher to gain access to geographically distant populations for the research (Gray, 2022). Thus, an online survey was chosen as the most appropriate method of data collection for this study.

The National Sport Club Survey (NSCS) was developed between the Amateur Sport Association and AUT University and is an annual online survey emailed to over 7000 sports clubs across 95 sports within New Zealand (AUT Sport Performance Research Institute New Zealand, n.d.). In 2022, the NSCS was in its fifth year of release, having established a relationship with CSOs across all 16 territorial regions of New Zealand (AUT Sport Performance Research Institute New Zealand, n.d.). The NSCS has covered numerous topics that impact CSOs, including, but not limited to, female-friendly environments, facilities, sponsorship and governance (New Zealand Amateur Sport Association, n.d.). Therefore, the decision was taken to embed this research in the NSCS, alongside longitudinal data and other cross-sectional data that would also be captured. Purposive sampling was established using

the NSCS club data of over 7000 sport clubs, with a comprehensive list of football, rugby, and cricket clubs. Within the NSCS, the three codes being investigated identified them, individually, as a cricket, a rugby, or a football club, enabling each to have an additional separate section within the survey. The survey was sent to 252 cricket clubs, 474 rugby clubs and 286 football clubs across New Zealand. Only the three sports were chosen, rather than including all sports clubs and codes, given the size of the thesis and the specific research being investigated. The NSCS was conducted between 24 August 2022 and 9 September 2022.

3.5.1.1 Survey Design

The survey's aim was to ask respondents about leveraging of legacy-related experiences of community sport administrators' pre-event, during, and post-event, regarding hosting the of the three World Cup's in New Zealand in 2022 and 2023 (RQ2-4). This used themes concerning national sport organisation's role, participation, coopetition, promotion, and club capacity. These themes were developed from previous qualitative research (Macrae, 2017; Misener et al., 2015; Taks et al 2014;2017). The survey design was cross-sectional as the survey was conducted at a single point in time across the three different sport codes (Clark et al., 2021; Mertens, 2020). This enabled the data to be collected across the short time frame of two weeks.

The survey instrument was based on previous qualitative research, given a lack of quantitative research in sport event legacy and leveraging literature related to community sport clubs. Specifically, there has been no quantitative research in New Zealand on major sport event legacies and leveraging since Hindson et al. (1994). Additionally, due to the NSCS running in August and September 2022, this was post- Cricket World Cup 2022 but still pre- Rugby World Cup 2021 and the Football World Cup 2023, therefore the cricket clubs in the survey received different questions to the rugby and football clubs in the NSCS.

Likert scales were used for five of the eight questions for the cricket clubs, and nine of the twelve questions asked of the rugby and football clubs (Appendix E). These scales allowed seven responses which included “strongly disagree”, “disagree” “somewhat disagree”, “neither agree/disagree”, “somewhat agree”, “agree”, and “strongly agree” (Dane & Carhart, 2023). The likert scale gives respondents a range of answers from which to choose that is closest to their opinion, allowing statistical differences to emerge (Fink, 2014). A 7-point Likert scale uses ordinal variables due to data being categorised (Urdan, 2010). Ordinal variables identify whether one variable is greater, or less than, another (Dunn & Clark, 2009). Using a 7-point Likert scale brings greater depth to responses (Dane & Carhart, 2023). The three additional questions for the cricket, rugby, and football sections required “yes”/”no” responses (Appendix E). These questions also aided in the development of the qualitative questions, as set out in section of this chapter on mixed methods (section 3.4). Mean scores and standard deviations were calculated using the excel formulas of =AVERAGE(cell selection) and =STDEV.S(cell selection).

Binary questions only have two responses, which are distinctly different (Coolidge, 2013). These discrete variables are mutually exclusive as there is no overlap between answer choices (Coolidge, 2013; Dane & Carhart, 2023). Responses to the binary questions were coded 1 = yes, 2 = no. The number of “yes” and “no” responses were counted and then calculated as percentage of the total sample.

3.5.2 Qualitative Phase

Qualitative research is contextual in nature and provides more than a cross section in time: it can also further explain people’s motivations, feelings and prejudices (Gray, 2022). Qualitative research gathers participants’ subjective experience, and reasons for their individual viewpoints (Flick, 2018a), gives participants their own voice (Liamputtong, 2020), and acknowledges the lived experiences of the participants (Gray, 2022). Qualitative research

is appropriate when there is limited theoretical information, the research is an emerging phenomenon, or when quantitative findings need further elaboration (Liamputtong, 2020). Qualitative research necessitates the researcher to be involved in the research process and to be flexible in their approach to research (Gray, 2022). This allows the researcher to change their approach and adapt research questions, to be more responsive to what is occurring in the field (Clark et al., 2021). Moreover, qualitative research focuses on words, images, and objects, allowing a myriad of data collection methods including, but not limited to, interviews, focus groups, observations and visual and digital text and documents (Clark et al., 2021).

For this thesis it was appropriate to use explanatory mixed methods, with the qualitative phase influenced by the quantitative phase, specifically, in identifying participants for interviewing. Due to the small number of interviews conducted, screenshots taken from CSOs' websites and Facebook pages were also used.

3.5.2.1 Participant Selection for Interviews

At the completion of the survey instrument, cricket, rugby and football clubs were invited to leave their email address if they were interested in a follow-up interview, which were passed to this researcher by the lead researchers of the NSCS. Importantly, the survey responses were unattached to these emails, thereby maintaining participants' anonymity. One cricket, one rugby and 10 football club administrators indicated the interest to be interviewed. An initial email was sent to all the individuals who indicated in the quantitative survey, their interest in being interviewed. The initial email contained an introduction to, and outlined the context for, the research and explained why they had been emailed (Appendix C). An approved information sheet (Appendix B) further outlining the research and ethical considerations and indicative question sheets (Appendix D) individualised to the sport code, were also sent to the prospective participant. Only six of those who indicated they were

interested to be interviewed were. Table 9 shows location, sport code and role within the CSO of the six interviewees. On agreeing to be interviewed, a convenient time for both researcher and participant were agreed upon. Interviews were conducted between November 2022 and February 2023.

Table 7

Interviewee information

Interview Letter	Sport Code	Region	Role
A	Football	Auckland	Director of Football
B	Rugby	Auckland	General Manager
C	Cricket	Waikato	Secretary
D	Football	Wellington	Secretary
E	Football	Canterbury	Secretary
F	Football	Otago	Secretary

3.5.2.2 Data Collection of Interviews

Interviews are the most commonly-used qualitative research technique (Alvesson & Ashcraft, 2012; Clark et al., 2021; Mertens, 2020). Interviews are exploratory in nature and interviews contribute understanding of lived experiences and the meanings ascribed to them (Gray, 2022). Based on the researcher's positionality that everyone has their own meanings and understanding of lived experiences, interviews were relevant to this thesis as each community sport club administrator has different experiences of leveraging major sport legacies. Therefore, interviews can uncover the community sport club administrators lived experiences to show similarities and differences with other community sport clubs throughout the event life cycle. Liamputtong (2020) asserts that there are three types of interviews: unstructured, semi-structured and structured. For this research, semi-structured interviews were decided as the most appropriate. First, the research focus is clear and addresses a specific issue (Clark et al., 2021). The researcher was looking for experiences of community sport administrators leveraging major sport events and what factors, internal or external

impact their ability. This narrow scope of the aim is specific, and the issue is of importance, given the political nature of leveraging legacies. Second, a set of questions were created prior to the interviews, providing structure for the interviews (Creswell & Creswell, 2023). The researcher provided the questions to the interviewee's prior to being interviewed, allowing them to prepare for what is being asked of them. If more probing by the researcher was needed, or additional questions were required that were not anticipated prior to the interview, the flexibility of the method allowed this to occur (Clark et al., 2021; Gray, 2022).

The interviews were treated as informal conversations, with the researcher guided by indicative questions (Appendix D), however if the participants said something of interest, the researcher further probed before referring back to the indicative questions (Appendix D). Verbal consent by participants was confirmed on audio recording prior to the questions being asked. Each sport code had five questions tailored to their setting within the event life cycle while covering the same themes as the survey. Questions covered leveraging efforts by the community sport club, the impact of hosting a World Cup on their community sport club, the support from the national and regional sport organisations, what could be done differently to maximise the hosting, and whether they were working with other community sport clubs in their location to increase participation overall. Further questions were asked to elicit more information from participants, as the researcher believed necessary, or if the participant mentioned something that required further probing (Mertens, 2020).

All interviews were recorded on Zoom and lasted between 20 and 45 minutes. The interviews were conducted solely by the researcher. All interviews were audio transcribed from the Zoom recording by Otter.ai, before being converted into text documents. The researcher then relistened to all interviews, editing the transcripts to ensure the accuracy of statements made by the participants (Clark et al., 2021). This allowed the researcher to be fully immersed and have the full data set for data analysis to occur.

3.5.2.3 Text Selection

As there was an insufficient number of interviews for the size of the thesis, the researcher and supervisor decided together to collect secondary data from cricket, rugby, and football clubs throughout New Zealand. Parameters were set to ensure a robust, relevant selection of text was obtained (Nau et al., 2022). Specifically, overarching parameters were set to guide individualised parameters for each sport code. Core parameters included: being in a host region of the event, the timing of the post, the club size and references to the event, any legacy-related items, or references to women and girls. Cricket, rugby, and football club websites and respective Facebook pages were screenshotted in April 2023.

Cricket club parameters included: being in the Auckland, Waikato, Wellington, Canterbury, or Otago regions, and any posts from December 2021 to November 2022. Rugby club parameters included: being in the Northland or Auckland regions, and posts from May 2022 to February 2023. Last, football club parameters included: being in the Auckland, Waikato, Wellington, or Otago regions and posts from November 2022 to April 2023. Across the three codes, there was differing time spaces on data collection as each event was in a different part of the event lifecycle, so differing amounts of information were in the public domain. The NSCS database was developed by the researcher in 2018 and continuously refined by the researcher up to 2021. The researcher thus had access to comprehensive national lists of each sport code relevant to this study, making it easy to find relevant parameters for community sport organisations, especially, the geographic parameter. A total sample size of 124 was collected, with 38 screenshots from cricket clubs, 39 screenshots from rugby clubs and 47 screenshots from football clubs. Of the 124 screenshots taken by the researcher, only 100 were relevant to the study.

3.5.2.4 Data Collection of Text

Using documents as secondary data collection is a common research method (Gray, 2022). The use of digital media is also recognised (Clark et al., 2021). Documents, importantly, are not constructed specifically for the research, or relate to the issues the researcher is aiming to address (Clark et al., 2021). Secondary data and the use of documents is an unobtrusive method since there is no contact with participants, and it is useful in adding validity to other findings (Gray, 2022). Due to the lack of interviews and limited survey sample, the addition of secondary text collection allowed the researcher to understand if how participants responded to the primary data collection either aligned or did not align with how CSOs communicate their ability to or not, leverage the legacy of their respective major sport events.

The use of social media as a data collection source necessitates strong parameters as there is a myriad of data that can be collected (Clark et al., 2021), due to the wide range of available data and the relevance of the sample (Mertens, 2020). Data from Facebook pages were used in this study as it the most popular social media platform and is designed to allow people to interact and collaborate with one another (Nau et al., 2022). This is important for CSOs who need to communicate information effectively, thus it was selected. Websites are also commonly used by CSOs. Websites are useful in digital media research as they allow organisations to present large quantities of information in one place (Gray, 2022).

Screenshots were obtained and stored on the researcher's computer within files specific to the sport which were password protected. As the parameters set a limited sample, this was an appropriate storage method (Fenton & Parry, 2022). This kept all the data together and made it easy for the researcher to analyse.

3.6 Data Analysis

This section introduces the analysis process for each data set. Section 3.6.1 considers the survey analysis method used, whilst section 3.6.2 discusses the use of thematic analysis for the interviews. Lastly, section 3.6.3 describes the content analysis used for examining the text data.

3.6.1 Survey Data

The survey was embedded in the National Sport Club Survey (NSCS). Once the NSCS had closed, the researcher received the data from the survey. The likert scale responses and closed question responses for each sport were cleaned and entered into individual spreadsheets. This allowed the data to be cleaned correctly to ensure that all data was still accurate prior to coding.

A relevant sample size is required for data analysis. Sample size is important to ensure that the researcher obtains the best reflection of the population (Verma & Verma, 2020). An appropriate sample size allows inferential statistics to be part of the analysis. However, the sample sizes across this research were insufficient. Therefore, the researcher and supervisor decided that only descriptive statistics (mean and standard deviation) would be calculated. This was because the sample sizes across the three sport codes were not large enough to calculate correlations as any relationships identified would be invalid. Therefore, an indicative perspective must be used, as the results do provide some insights.

As explained regarding explanatory mixed methods, the quantitative data influences the qualitative data. The results in the quantitative data aided the development of the questions used in the interviews at the qualitative stage. Those who participated in the survey also provided the basis for the sample pool for the interviews, as set out in section 3.5.2.

3.6.2 Interview Data

Thematic analysis has become one of the most popular ways to analyse text data (Terry & Hayfield, 2021). The aim of thematic analysis is for the researcher to identify reoccurring themes in qualitative data (Gray, 2022). The flexibility of thematic analysis allows it to be used across a range of methodologies, since it is not theoretically bound (Liamputtong, 2020; Terry & Hayfield, 2021). Nowell et al. (2017) note that thematic analysis can act as the bridge between qualitative and quantitative research. Importantly, engagement with the data strengthens the researcher's position (Terry & Hayfield, 2021).

There are three archetypes of thematic analysis: reflexive, coding reliability, and codebook (Braun et al., 2019). Reflexive thematic analysis is the most common method and was the best fit with the researcher's positions identified in sections 3.3 and 3.4 (Braun et al., 2019; Terry & Hayfield, 2021). Thematic analysis can either be inductive or deductive (Braun & Clarke, 2006). An inductive approach is seen as a 'bottom up' approach, where the themes are intrinsically linked to the data without preconceived theories, themes or codes (Braun & Clarke, 2006; Braun et al., 2019). Conversely, a deductive approach is 'top down', where the researcher attempts to fit the data into preconceived theories, themes or codes (Braun & Clarke, 2006; Braun et al., 2019). Within this research, the researcher took an inductive approach to ensure that participants had a voice, and also for its ability to contribute to the limited theoretical literature base (Clark et al., 2021).

Table 8

Braun and Clark's (2006) thematic analysis steps and actions taken by researcher

Familiarisation with the data	The researcher conducted the interviews, listened to audio files of interviews, read and reread transcripts
Initial coding	The researcher went through the transcripts with coloured post-it notes and highlighters to begin to identify interesting features of the data
Searching for themes	The researcher used visual mind maps to collate codes together for potential themes
Reviewing themes	The researcher ensured that the themes identified captured the codes and the overall dataset
Defining and naming themes	The researcher finalised themes to ensure that they reflected the data and analysis

Table 8 outlines how the researcher followed Braun and Clarke's (2006) thematic analysis model. First, the researcher was immersed in the data through relistening to the audio files of the interviews and reading the transcripts (Braun & Clarke, 2006). Second, prior to initial coding the researcher began to identify potentially interesting text that emerged from reading the transcripts (Braun & Clarke, 2006). Third, using coloured highlighters and post-it notes, the researcher went through each transcript and began to create codes (Braun & Clarke, 2006). The researcher then created a visual mind map to build a thematic map through collating codes that fitted together. This ensured that the themes which had been created were reflective of the wider data set (Braun & Clarke, 2006). Lastly, the researcher defined all themes with appropriate names that reflected the codes, data, and the overall analysis (Braun & Clarke, 2006).

3.6.3 Text Data

Content analysis is a flexible data method described as "*a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use"* (Krippendorf, 2019, p. 24). Content analysis is the analysis of text which can

include interviews, focus groups, documents, or social media (Liamputtong, 2020). The method aims to quantify content in predetermined categories or use text to describe communication in specific contexts (Drisko & Maschi, 2015; Liamputtong, 2020; Mayring, 2022). Content analysis also allows researchers to identify missing content.

Drisko and Maschi (2015) and Hsieh and Shannon (2005) state that content analysis is both quantitative and qualitative in nature, depending on the type of content analysis undertaken, as the method aims to quantify words and text, or look for underlying interpretations. Content analysis can manifest in various ways and offers a pragmatic approach to data analysis (Hsieh & Shannon, 2005).

For this research, a basic inductive content analysis was undertaken. (Drisko & Maschi, 2015). It is important that date range and textual medium is selected carefully for content analysis (Clark et al., 2021). Once, this had been established (see section 3.5.2.3), the researcher immersed themselves in the text data, noting anything important (Mayring, 2022). This was done by copying and pasting the text from the screenshots into a word document. The researcher then assigned codes to specific words, or lines of text (Drisko & Maschi, 2015). As there were many codes from the data, the codes were transferred into themes that were similar to those in the thematic analysis (Drisko & Maschi, 2015). This enabled the text data to supplement the thematic analysis. Comment was then provided on each of the subthemes created from the codes, with text or imagery examples provided.

3.6.4 Types of Organisational Capacity

Throughout the data analysis (section 3.6), to answer RQ4, the researcher was looking for the types of organisational capacity discussed in section 2.7. Table 8 provides a summary of these.

Table 9

Organisational Capacity summary from Hall et al. (2003)

Financial Capacity	Human Resource Capacity	Structural Capacity	Planning and Development Capacity
Robust financial systems in place e.g. budgets, liabilities, revenue, and expenses.	Staff must have necessary skills to be able to succeed in their role. Must be able to attract new members who can fulfill roles.	Able to have interorganisational relationships. Infrastructure to be able to have more members.	Strategic plans in place with programmes implemented successfully.

3.7 Ethical Considerations

As there were aspects of this research that required human participation, an ethics approval needed to be obtained to the Auckland University of Technology Ethics Committee (AUTEC) (Appendix A). As the research was being conducted within the wider NSCS project, the ethics application for this research was embedded in the ethics application for the NSCS project – ethics approval 22/191. Participants in this survey could choose to leave their emails, to be contacted by the researcher. These participants were also emailed an information sheet (Appendices B and C). As an ethics application is essential, ethical considerations must be recognised throughout the research.

3.7.1 Anonymity and Confidentiality

The survey ensured that the answers given were anonymous and could not be traced to those who participated. Respondents who left emails to be contacted by the researcher could not be identified by their answers.

Due to the nature of the semi-structured interviews, participants had no anonymity but were given some degree of confidentiality, since they were identified only as Club A, B, C, D, E and F in the findings. Furthermore, because of overlap between the participants and the Facebook pages and websites, any examples used in the findings did not refer to any of the participant interviewees' community sport clubs. This ensured that the community sport clubs who participated in interviews were not identified. Lastly, any names mentioned by participants in the interviews were redacted to ensure that the community sport club also could not be identified.

3.7.2 Informed Consent

As the survey was emailed to community sport clubs in the National Sport Club Survey, informed consent was given at the beginning of the survey, and participants were able to withdraw from the survey at any point.

At the outset of all recorded interviews, the researcher asked participants if they understood what the research was for, that it was voluntary, with limited discomfort to them, and that they could withdraw at any point of the interview. The participants were recorded giving their consent to being recorded and participating in the interview.

3.8 Limitations

A 90-point thesis requires primary data collection. A mixed methods study was decided as appropriate, utilising the National Sport Club Survey. However, there was an error with the distribution of the National Sport Club Survey, which meant that not all rugby, football, and cricket clubs received the questions for this study within the designated timeframe, which resulted in the small sample sizes across the cricket, rugby and football club respondents. Furthermore, getting enough participants for interviewing was challenging. A total of 16 participants in the National Sport Club Survey indicated that they would like the participate in the interview phase. However, after following up these participants the

researcher had only six interviewees. The size of this thesis (90 points) required more data to be collected. Thus, content analysis of community sport clubs' websites and Facebook pages were included. In surveys such as the National Sport Club Survey, CSOs that are engaged and have greater organisational capacity, are more likely to respond; therefore, there is a bias towards this type of CSO, within the survey.

3.9 Chapter Summary

This chapter has set out the methodology of the research. This includes the researcher's positioning and justification, as well as how the data was collected and analysed. Ethical considerations for the research have also been discussed. The next chapter presents the quantitative findings.

Chapter 4: Quantitative Results

4.1 Introduction

This chapter presents quantitative results which aim to answer the overarching research question "To what extent will the leveraging of legacy-related experiences of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre-, during-, post-event)?" The following results derive from questions answered by community sport club representatives who participated in the 2022 National Sport Club

Survey. The questions posed to respondents in the National Sport Club Survey aim to answer the sub research questions of "What are the pre-event leveraging of legacy-related expectations of community sport administrators, regarding the World Cups being hosted in New Zealand 2022 and 2023?", "What were the experiences of community sport administrators, regarding the leveraging of legacies offered during the World Cups being hosted in New Zealand in 2022 and 2023?" and "What is the role of organisational capacity of community sport administrators within the leveraging of legacies of major women sport events?"

4.2 Community Cricket Club Results

The NSCS was sent to 252 cricket clubs and sample size of 18 (7%) was the final number of respondents for community cricket clubs. The questions posed to participants in the National Sport Club Survey aimed to answer the sub-question of the research project: "What were the experiences of community sport administrators, regarding leveraging of legacies offered during the Women's World Cups hosted in New Zealand in 2022 and 2023?"

The 18 respondents came from seven different regions within New Zealand, as shown in Table 10. Fourteen cricket clubs identified as urban, whilst four considered themselves rural (Table 11). Table 12 shows the split of respondents who were in regions with, or without, the Women's Cricket World Cup games.

Table 10

Region where community cricket club respondents were located

Region	N
Waikato	1
Bay of Plenty	1
Taranaki	3
Hawkes Bay	1
Wellington	3
Canterbury	6
Otago	1

Note: N =18

Table 11

Settlement location of community cricket club respondents

Settlement	N
Urban	14
Rural	4

Note: N =18

Table 12

Community cricket club respondents in host or non-host regions

Club Location	N
Host Region	12
Non-host Region	6

Note: N =18

Respondents were asked to rate their agreement to five statements relating to male and female participation increases, capacity to handle a membership increase, and national sport organisation (NSO) performance in promoting and helping community cricket clubs during the Women's Cricket World Cup. Responses used a 7-point Likert scale (1-strongly disagree, 7-strongly agree). A small sample size (n=18) meant that only the mean and standard deviation were calculated as relationships, because a small sample size is not representative of the population and, therefore, while indicative, generalisation of the data to a wider population cannot occur (Clark et al., 2021).

Table 12 provides an overview of the mean and standard deviation scores across the first five items.

Table 12

Mean and standard deviation scores for community cricket clubs

What were the experiences of community sport administrators, regarding leveraging of legacies offered during the Women's World Cups hosted in New Zealand in 2022 and 2023		
	M	SD
NZ's hosting of the Women's World Cup has helped increase female participation at my club	3.72	1.88
NZ's hosting of the Women's World Cup has helped increase male participation at my club	3.11	1.45

NZ Cricket was helpful throughout the Women's World Cup to drive new members to my club	2.94	1.63
NZ Cricket did a good job of promoting cricket clubs throughout the Women's World Cup	3.39	1.46
My club is prepared and has the capacity for an increase in female members	5.67	1.37

Note: N = 18

First, respondents were asked if New Zealand's hosting of the Women's Cricket World Cup had helped to increase female participation at their cricket club. Overall, community cricket club respondents indicated that they did not believe that hosting the event increased female participation at their club (M = 3.72, SD = 1.88).

Respondents were then asked if New Zealand's hosting of the Women's Cricket World Cup had helped to increase male participation at their cricket club. In general, respondents indicated that hosting of the event did not increase the number of males participating in cricket at their club (M = 3.11, SD = 1.45).

Next, respondents were asked if New Zealand Cricket was helpful throughout the Women's Cricket World Cup in driving new members to their cricket club. Overall, community cricket clubs indicated that New Zealand Cricket was not helpful in attracting new members to cricket clubs (M = 2.94, SD = 1.63).

Respondents were asked if New Zealand Cricket did a good job of promoting cricket clubs throughout the Women's Cricket World Cup. Overall, community cricket clubs believed that NZ Cricket did not do a good job of promoting community cricket clubs during the Women's Cricket World Cup (M = 3.39, SD = 1.46).

Lastly, respondents were asked if their club was prepared, and has the capacity, for an increase in female members. Community cricket clubs largely believed that their club was prepared, and had the capacity, for an increase in female members (M = 5.67, SD = 1.37).

The respondents were then asked to respond "yes" or "no" to an extra three questions, with an open text option for respondents to add any additional information if they chose.

These three questions addressed collaboration, attracting new members, and any issues faced by the community cricket club due to hosting of the Women's Cricket World Cup.

First, respondents were asked if their club used the Women's Cricket World Cup to attract new members. Of these respondents, 22% (n=4) responded that they were using the Women's Cricket World Cup to attract new members. This means that 78% (n=14) of respondents were not using the Women's Cricket World Cup to attract new members.

When asked if their club worked with other organisations to help maximise the benefit of the Women's Cricket World Cup, 22% (n=4) of these respondents reported that they were working with other organisations to help maximise the benefit of the Women's Cricket World Cup. This means that 78% (n=14) of respondents were not working with other organisations to help maximise the benefit of the Women's Cricket World Cup.

Finally, respondents were asked if their club experienced any issues or challenges due to New Zealand hosting the Women's Cricket World Cup. The majority (89%; n=16) of respondents indicated that they had not faced any challenges due to New Zealand hosting the Women's Cricket World Cup. Therefore, a minority of respondents (11%; n=2) *had* faced challenges due to New Zealand hosting the Women's Cricket World Cup.

4.3 Community Rugby Club Results

The NSCS was sent to 474 rugby clubs, the sample size of 20 (4%) was the final number of respondents for community rugby clubs. The questions posed to participants in the National Sport Club Survey aimed to answer the sub-question of the research project: "What were the experiences of community sport administrators, regarding the leveraging of legacies offered during the World Cups being hosted in New Zealand in 2022 and 2023? within the leveraging of legacies of major women sport events?"

The 20 respondents were located in nine different regions within New Zealand, as shown in Table 13. Eleven community rugby clubs identified as urban, whilst nine

community rugby clubs identified themselves as rural (Table 14). Table 15 shows the split of community rugby clubs that were in regions where the Rugby World Cup 2021 was held, compared to those who were in non-host regions.

Table 13

Region where community rugby club respondents were located

Region	N
Northland	1
Auckland	4
Waikato	1
Bay of Plenty	3
Hawkes Bay	1
Manawatu-Whanganui	3
Canterbury	2
Otago	3
Southland	2

Note: N = 20

Table 14

Settlement locations of community rugby club respondents

Settlement	N
Urban	11
Rural	9

Note: N = 20

Table 15

Community rugby club respondents in host or non-host regions

Club Location	N
Host region	5
Non-host region	15

Note: N = 20

Respondents were asked to rate their agreement to the nine statements concerning female and male participation increases, financial and personnel capability, capacity to have an increase in female membership, collaboration with other community rugby clubs, importance of hosting major sport events, and NSO performance (support for community rugby clubs to increase participation, and promoting community rugby clubs in the lead up

and during the Women's Rugby World Cup), using a 7-point Likert scale (1-strongly disagree, 7-strongly agree). As the sample size (n=20) was small, only the mean and standard deviation were calculated as relationships. This is because generalising the results to the wider population of all community rugby clubs within New Zealand is not possible, but indicative results can be used for interpretation (Clark et al., 2021).

Table 16 provides a visualisation of these first nine items.

Table 16

Mean and standard deviation scores for community rugby clubs

What are the pre-event leveraging of legacy-related expectations of community sport administrators, regarding the World Cups being hosted in New Zealand (NZ) 2022 and 2023?"	M	SD
NZ Rugby has provided enough support for my club to use the Women's Rugby World Cup to increase participation	3.35	1.35
By NZ hosting the Women's Rugby World Cup my club believes there will be an increase in female membership numbers	4.55	0.94
By NZ hosting the Women's Rugby World Cup my club believes there will be an increase in male membership numbers	3.55	1.00
My club believes that it is important to host the Women's Rugby World Cup	5.90	0.79
My club is prepared and has the capacity for an increase in female members	5.05	1.36
My club has enough financial and personnel capability to use the Women's Rugby World Cup to increase participation in my club	4.15	1.23
NZ Rugby are doing enough to promote rugby clubs in the lead-up to the Women's Rugby World Cup	3.60	1.82
My club believes that NZ Rugby will do enough during the Women's Rugby World Cup to promote rugby clubs	3.65	1.63
My club is working with other local rugby clubs to benefit from NZ's hosting of the Women's Rugby World Cup	2.75	1.21

Note: N = 20

First, respondents were asked if New Zealand Rugby had provided enough support for their club to use the Women's Rugby World Cup to increase participation. Community rugby clubs do not believe that New Zealand Rugby had not provided enough support for this purpose (M = 3.65, SD = 1.63).

Next, respondents were asked if their club believed that there would be an increase in female membership numbers from New Zealand hosting the Women's World Cup. Overall, community rugby clubs were neutral about whether hosting the Women's World Cup would increase female membership numbers (M = 4.55, SD = 0.94).

Respondents were then asked if their club believed that there would be an increase in male membership through New Zealand hosting the Women's World Cup. Overall, respondents did not believe that there would be an increase in male membership from New Zealand's hosting of the Women's World Cup (M = 3.55, SD = 1.00).

When asked if their club believed it important to host the Women's World Cup, respondents agreed with its importance (M= 5.90, SD = 0.79).

Respondents were asked if their club was prepared, and had the capacity, for an increase in female members. Overall, community rugby clubs agreed that their club was prepared, and had the capacity, for such an increase (M= 5.05, SD = 1.39).

Next, respondents were asked if their club had the financial and personnel capability to use the Women's World Cup to increase participation at their club. Overall, respondents expressed their ambivalence about whether their club had the financial, or personnel capability to use the Women's World Cup for this purpose (M = 4.15, SD = 1.23).

Respondents were then asked if New Zealand Rugby was doing enough to promote rugby clubs in the lead up to the Women's World Cup. Community rugby clubs mainly disagreed that New Zealand Rugby was doing enough to promote rugby clubs prior to the Women's World Cup (M = 3.60, SD = 1.82).

Respondents were asked if their club believed that New Zealand Rugby would do enough during the Women's Rugby World Cup to promote rugby clubs. Overall, community rugby clubs believed that New Zealand Rugby would not do enough to promote rugby clubs during the Women's Rugby World Cup (M = 3.65, SD = 1.63).

Lastly, respondents were asked if their club was working with other local rugby clubs to benefit from New Zealand's hosting of the Women's Rugby World Cup. Overall, respondents reported that they were not working with other local rugby clubs, to benefit in this way (M = 2.75, SD = 1.21).

Respondents were then asked another three questions, and to answer with a "yes" or "no" response and using open text answers for those who wanted to provide more information. The three closed questions addressed the use of pre-existing relationships to maximise benefit, issues community rugby clubs had faced as a result of New Zealand hosting the Women's Rugby World Cup and using the Women's Rugby World Cup to attract new members.

First, respondents were asked if their club was using the Women's Rugby World Cup to attract new members. Overall, 21% (n=4) of respondents indicated that they were using the Women's Rugby World Cup to attract new members. This means that 79% (n=15) of respondents indicated that they were *not* using the Women's Rugby World Cup to attract new members.

When asked if their club had any pre-existing relationships that are being used to maximise the benefits from New Zealand's hosting of the Women's Rugby World Cup, the majority (95%; n=19) of respondents indicated that they did not have pre-existing relationships that were being used to maximise these benefits. Only 5% (n=1) of respondents indicated that they had pre-existing relationships that were being used to maximise the benefits of New Zealand hosting the Women's Rugby World Cup.

Lastly, respondents were asked if their club had faced any challenges or issues due to New Zealand's hosting of the Women's Rugby World Cup. Of these respondents, 95% (n=19) reported that they had no issues or challenges, while 5% (n=1) of respondents reported that they had faced issues and challenges, relating to New Zealand's hosting of the Women's Rugby World Cup.

4.4 Community Football Club Results

The NSCS was sent to 286 football clubs, a sample size of 22 (8%) was obtained for the number of respondents for community football clubs. The questions posed to participants in the National Sport Club Survey aimed to address the sub-question of the research project: "What are the pre-event leveraging of legacy-related experiences of community sport administrators, regarding the World Cup's held in New Zealand in 2022 and 2023?"

The 22 respondents were located within nine regions of New Zealand (as shown in Table 16). Seventeen community football club respondents identified as urban, whilst the other five community football club respondents identified as rural (as shown in Table 17). Lastly, Table 18 shows the number of community football club respondents who were in a host region, compared to community football club respondents who were in non-host regions.

Table 16

Region where community football club respondents were located

Region	N
Northland	1
Auckland	6
Waikato	2
Bay of Plenty	4
Taranaki	1
Wellington	2
Nelson	1
Canterbury	4
Otago	1

Note: N = 22

Table 17

Settlement locations of community football club respondents

Settlement	N
Urban	17
Rural	5

Note: N = 22

Table 18

Community football club respondents in host or non-host regions

Club Location	N
Host region	11
Non-host region	11

Note: N = 22

Respondents were asked to rate their agreement to the nine statements related to female and male participation increases, financial and personnel capability, capacity to have an increase in female membership, collaboration with other community football clubs, importance of hosting major sport events, and NSO performance (support for community football clubs for increasing participation and promoting community football clubs in the lead-up to, and during, the Women's Football World Cup), using a 7-point Likert scale (1-strongly disagree, 7-strongly agree). Due to small sample size (n=22), only the mean and standard deviation were calculated as relationships. Because of the small sample size, the findings cannot be used to generalise the beliefs to the wider population of community football clubs in New Zealand, but the results are applicable for interpretation of the wider findings (Clark et al., 2021).

Table 19 presents a visualisation of the mean and standard deviation values for the first nine items.

Table 19

Mean and standard deviations for community football club findings

What are the pre-event leveraging of legacy-related expectations of community sport administrators, regarding the World Cups being hosted in New Zealand (NZ) 2022 and 2023?"		
	M	SD
NZ Football has so far provided enough support for my club to use the Women's Football World Cup to increase participation	3.14	1.61
My club believes that NZ Football will do enough during the Women's World Cup to promote football clubs	3.23	1.69
My club is working with other local football clubs to benefit from hosting the Women's Football World Cup	3.36	1.62
My club believes that hosting the Women's Football World Cup is important	6.14	1.28
My is club prepared and has the capacity for an increase in female members	6.27	0.83
My club has enough financial and personnel capability to use the Women's Football World Cup to increase participation in my club	4.82	1.50
NZ Football are doing enough to promote football clubs in the lead-up to the Women's Football World Cup	2.91	1.69
NZ's hosting of the Women's Football World Cup will result in an increase in female participation in rugby	3.71	1.52
NZ's hosting of the Women's Football World Cup will result in an increase in male participation in rugby	3.00	1.31

Note: N = 22

First, respondents were asked if New Zealand Football had given enough support to their club to use the Women's Football World Cup for increasing participation. Overall, community football clubs believed that New Zealand Football had not provided enough support to their club to increase such participation (M = 3.14, SD = 1.61).

Respondents were asked if their club believed that New Zealand Football would do enough to during the Women's Football World Cup to promote football clubs. Overall,

respondents reported that they did not believe New Zealand Football would do enough in this regard (M = 3.23, SD = 1.69).

When asked if their club was working with other local football clubs to benefit from New Zealand's hosting of the Women's Football World Cup, community football clubs indicated that they were not working with other local football clubs in this way (M = 3.36, SD = 1.62).

Respondents were then asked if their club believed that hosting the Women's Football World Cup was important. Overall, community football clubs agreed that hosting the Women's Football World Cup was important (M = 6.14, SD = 1.28).

Next, respondents were asked if their club was prepared and had the capacity for an increase in female members. Overall, community football clubs agreed that their club was prepared and had the capacity for such an increase (M = 6.27, SD = 0.83).

Respondents were then asked if their club had enough financial and personnel capability to use the Women's Football World Cup to increase participation. Overall, respondents were ambivalent towards whether their club had enough financial and personnel capability to use the Women's Football World Cup in this way (M = 4.82, SD = 1.50).

When asked if New Zealand Football were doing enough to promote football clubs in the lead-up to the Women's Football World Cup, community football clubs reported that New Zealand Football were not doing enough to promote football clubs prior to this World Cup (M = 2.91, SD = 1.69).

Respondents were asked if New Zealand's hosting of the Women's Football World Cup would result in an increase in female participation in rugby. Community football clubs reported that there would not be an increase in female participation in rugby due to hosting this event (M = 3.71, SD = 1.52).

Finally, respondents were asked if New Zealand's hosting of the Women's Football World Cup would result in increased male participation in rugby. Overall, community football clubs did not believe that an increase in male participation in rugby would result from hosting this event (M = 3.00, SD = 1.31).

Respondents were then asked three questions with "yes" or "no" as potential responses, and with open text answers for those who wished to add more information to their response. The three closed questions addressed pre-existing relationships used to maximise hosting, if community football clubs were going to use the Women's World Cup to attract new members and if their club had faced any issues or challenges.

First, respondents were asked if their club would use the Women's Football World Cup to attract new members. Nearly 75% (73%; n=16) of respondents indicated that they intended to use the Women's Football World Cup to attract new members. However, 27% (n=6) of respondents indicated that they were *not* going to use the event to attract new members.

When asked if their club had any pre-existing relationships that are being used to maximise the benefits of New Zealand's hosting of the Women's Football World Cup, the majority (82%; n=18) reported that they did not have any pre-existing relationships that could be used to maximise the benefits of the event. Of these respondents, 18% (n=4) reported that they *had* pre-existing relationships that were being used to maximise the benefits.

Lastly, respondents were asked if their club had experienced issues or challenges due to New Zealand's hosting of the Women's Football World Cup. Of community football clubs 68% (n=15) indicated that they did not face any issues or challenges related to New Zealand's hosting of the Women's Football World Cup. Of these football clubs, 32% (n=7) revealed that they had experienced issues or challenges related to hosting the event.

4.5 Chapter Summary

Chapter 4 has presented the findings from the quantitative data. To address the research question "To what extent will the leveraging of legacy-related experiences of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre-, during-, post-event)?", a summary of findings is as follows. At the pre-, during-, post event lifecycle, all three sports agreed that their respective NSOs did not/have not been supportive or helpful towards CSOs in their ability leverage their respective major events. All three sports also believed that they have capacity within their CSOs to have more females. Cricket (post-event) and football (pre-event) CSO's do not believe that participation of females will increase from hosting, whilst rugby CSOs do believe that hosting will increase participation. For the additional questions of rugby (during event) and football (pre-event), both agreed that hosting their World Cups is important, the CSOs are not working with others to increase participation and these CSOs believe that their CSOs have the financial and human capabilities to leverage their World Cup. The following chapter presents the qualitative findings from the thematic and content analyses. Chapter 6 then discusses and synthesises both the qualitative and quantitative findings.

Chapter 5: Qualitative Findings

5.1 Introduction

The following chapter presents the qualitative findings that aim to answer the research question "To what extent will the leveraging of legacy-related experiences of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre-, during-, post-event)?" From the qualitative findings the key themes that emerged from interviews, as set out in Chapter 3 (section 3.5.2.2), and the supplementary content analysis set out in section 3.5.2.4, are presented. These two key themes are major sport event legacy and organisational capacity. Participants across all three sports (cricket, rugby and football) who took part in the interviews have been given pseudonyms and are referred to as Club A, B, C, D, E and F. Table 12 shows the interviewee's location, sport and which focus they had.

Table 20

Interviewee information

Interview Letter	Sport Code	Region	Focus
A	Football	Auckland	Pre-event
B	Rugby	Auckland	During event
C	Cricket	Waikato	Post-event
D	Football	Wellington	Pre-event
E	Football	Canterbury	Pre-event
F	Football	Otago	Pre-event

Those who had their major sport event focussed on their ability to leverage a major event but also their experiences prior to the major event. Those whose major sport event was yet to occur discussed focussed on what was currently occurring for them but also looked to the future as well. However, although the interviewee's had differing timelines, they all discussed the same concepts which is evident in the qualitative findings. Importantly, to

ensure anonymity, no community sport club that participated in the interviews was named in the content analysis. Interpretation of the findings from analysis of the qualitative data is presented alongside the quantitative findings in Chapter 6.

5.2 Major Sport Event Legacy

All participants recognised the tangibility of a major sport event and its impact on their community sport club. They highlighted their desire to be inclusive of women and girls, and the role that hosting major female sport events could play in achieving this.

5.2.1 Previous Major Sport Events

Participants reported that their previous event experience dictated their expectations for major female events occurring within New Zealand, as for example, from the 2011 Rugby World Cup, 2015 Cricket World Cup, 2015 U20 FIFA World Cup:

> *"Well, I would expect that they would do things, at least on a par with what they did for the U20 [FIFA] World Cup… I would've thought [with] maybe posters and flyers coming our way that we can put on our Facebook page and on our website. Send emails – a general email – out, so our members can say this is coming, and I would hope that they would do something similar to last time."*
>
> Club F participant.

Club D's participant reported that collaboration between organisations was an issue:

> *"So we've got a president who's been involved with things like the U17s and U15s [FIFA World Cups] … and what he's trying to do is get, basically, all the groups together... so we can be coordinated, rather than everyone sort of doing their own thing."*

The Club D participant added that:

"I think that's where our president is trying to get things done, as he was involved with the Under 20 [FIFA] World Cup when it was here. And it was the same sort of thing because that's what he saw a problem [with] last time."

5.2.1.1 Volunteers

Some participants discussed volunteering at a previous major sport event. Club D's participant reported that their club members were volunteering, again, after volunteering at previous major events:

"A few have who have volunteered at… the Under 20 [FIFA] World Cup and they've gone and done it again."

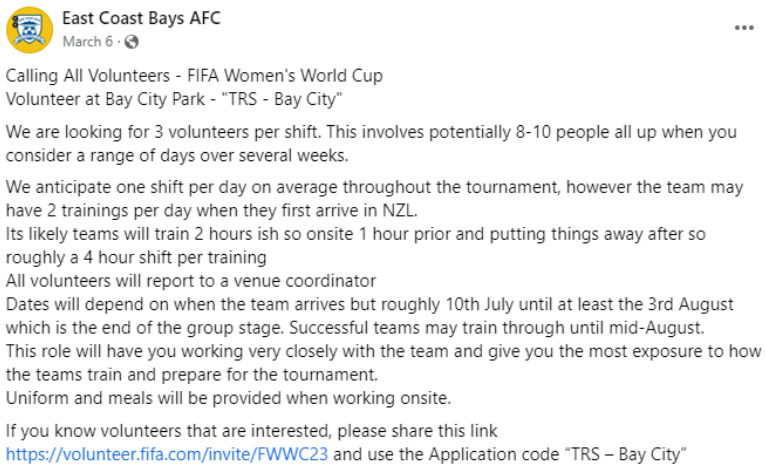
Club E's participant expressed their disappointment on missing out on volunteering due to not being in a host location:

"In the past, we would have had games here and we would have hosted…, I have volunteered at every [FIFA] World Cup that we've had, except for this one."

Community sport clubs that were hosting international teams wanted their members to become volunteers at their home grounds, by making members aware of this opportunity via Facebook, as shown in Figure 18.

Figure 12

Auckland based East Coast Bays Football Club calling for members to apply to be volunteers



5.2.2 Inclusion of Women and Girls in Sport

Participants all discussed the role that gender plays at their community sport club. Participants agreed on the importance of major female sport events and a female-friendly environment within their community sport club, in ensuring that women and girls felt welcome.

5.2.2.1 Importance of Female Major Sport Events

Participants discussed the importance of major female sport events, for change, and the importance of the visibility of female athletes. Hosting major female sport events creates a learning opportunity for conversations about treatment of females in sport. As Club A's participant stated:

> *"I think for our older girls, it'll be really interesting. There is lots of drama, at the moment, in Canada, with equal pay and being treated fairly, and where the money's going, and why is it not distributed evenly. That's a powerful moment. We want to definitely show them how important the game is and how it can be used for change."*

Having role models is important, as recognised by Club C's participant:

> *"I think the wonderful stuff that the Black Ferns did that has also shown that girls and women can certainly play sport, and it can be enjoyable."*

A specific focus on young girls was evident in using a major sport event to bring awareness of what young girls can achieve. Figure 19 shows Auckland University Rugby Football Club using a major sport event in conjunction with the UN International Day of the Girl Child, to illustrate that girls can do anything.

Figure 13

Auckland based Auckland University Rugby Football Club involved with the UN International Day of the Girl Child.

Following this, engagement and accessibility were also considered vital for female athletes:

> *"And I think the girls do a wonderful job because they're engaged in the community, which makes a big difference. A lot of the times the men and the All Blacks are sort of closed off a little bit.*"
>
> Club B participant.

This was also seen in Western Springs Association Football Club's Facebook post. If a community sport club had access to high performing female athletes, it was communicated, as illustrated in Figure 14.

Figure 14

Auckland based Western Springs Association Football Club Facebook post about event at club

Club A's participant expressed their desire for interaction with their host team:

"Hopefully, some engagement with the country that stays with us is going to be helpful."

Participants who had national team, or high performing, members were proud to say that they had high performing athletes at their club:

"Yeah, age group internationals, and a couple internationals, and one of the players [name withheld] who's played over 100 games, who just signed for the Phoenix women's team."

Club D participant.

Club B's participant stated that their club had a national team member, which was useful for the club:

"We're lucky one of our girls is [name withheld] ... and so, obviously, she's front and centre for a lot of stuff. So we're very lucky in that regard."

This was also reflected in community sport club's Facebook posts. Community sport clubs that had a national team member at their club were proud to identify this, as Figure 21 shows.

Figure 15

Auckland based College Rifles Rugby Club posting their club has major sport event winners

5.2.2.2 Importance of a Female Friendly Environment

The role played by inclusion in their community sport clubs was evident across participants. Club D's participant believed that women and girls have different needs to men and boys, in the community sport club environment. Therefore, community sport clubs need to provide alternative ways to provide sporting opportunities for women and girls:

"And the senior level there tends to be a lot of they're not going to make it to the top thinking, and they'll sort of drop out altogether… I think the main thing is trying to convince them... You don't have to play in the young teams, or the top teams – there's still plenty of social teams."

However, Club F's participant was indifferent about the recruitment of girls to their community sport club:

"We don't. We've haven't specifically targeted girls. We've just talked to the players in general because we are a junior club. And so we welcome as many of us as we can."

Gender equity between men and women was strongly emphasised at the high-performance level by the Club D participant:

"Also, the fact we treat the woman exactly the same as the men. A lot of clubs will sort of pay lip service to it and don't actually do things… We don't tend to pay players; we don't charge them anything and we treat basically the first team. It doesn't matter if it's men's or woman's, really,"

Club A's participant expressed their focus of gender equity at the development level:

"I think that's kind of where we've been, at the moment, and just kind of getting more awareness about women's program, and whether that's through social media… there is a lot of parity with what we're doing on the men's side. We think that is pretty important."

5.2.3 Demonstration Effect

Participants believed that hosting major sport events should naturally increase the playing population within a sport code:

"But if you get enough people along to the games, and they can show that girls can do everything and anything, I think, there'll be a huge increase in players next year."

Club F participant.

Club A's participant also shared this view:

"But we're obviously hoping that the World Cup is going to directly impact growth."

This belief was evident with Pakuranga United Rugby Club, in their assumption that winning a major sport event will increase their membership numbers, as shown in Figure 16.

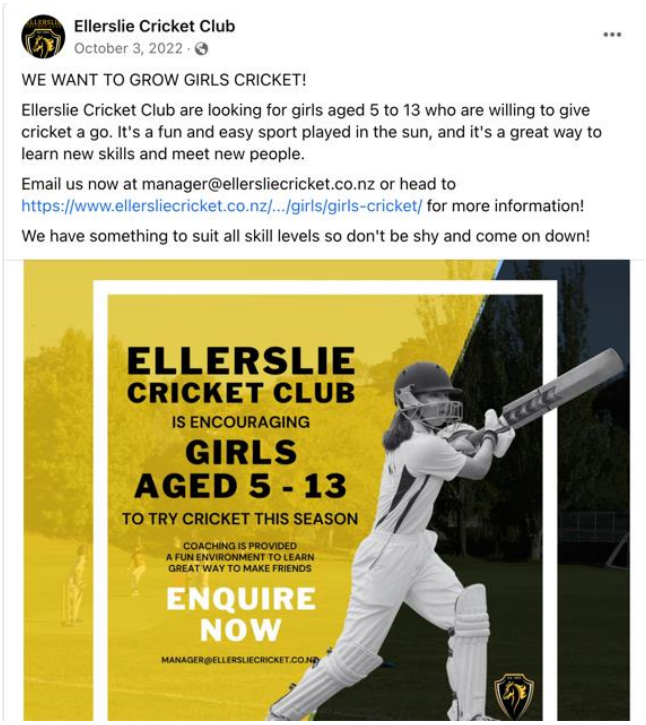
Figure 16

Participation drive by Auckland based Pakuranga United Rugby Club post Rugby World Cup

Figure 17 illustrates that Ellerslie Cricket Club wants to increase their girls programme, but there is no mention of a major sport event.

Figure 17

Auckland based Ellerslie Cricket Club's Facebook post about growing girls' cricket post World Cup.



5.2.4 Tangibility of Major Sport Events

Participants identified the tangibility of a major sport event as being essential. All participants discussed different dimensions of tangibility and its impact on a community sport club's capability for leveraging a major sport event.

5.2.4.1 The need to be in the Host Location

Community sport clubs believe that to maximise the event, they need to be in a city where games are being played:

> *"When it's in your home country, and people can touch and feel it and it makes a big difference."*
>
> Club B participant.

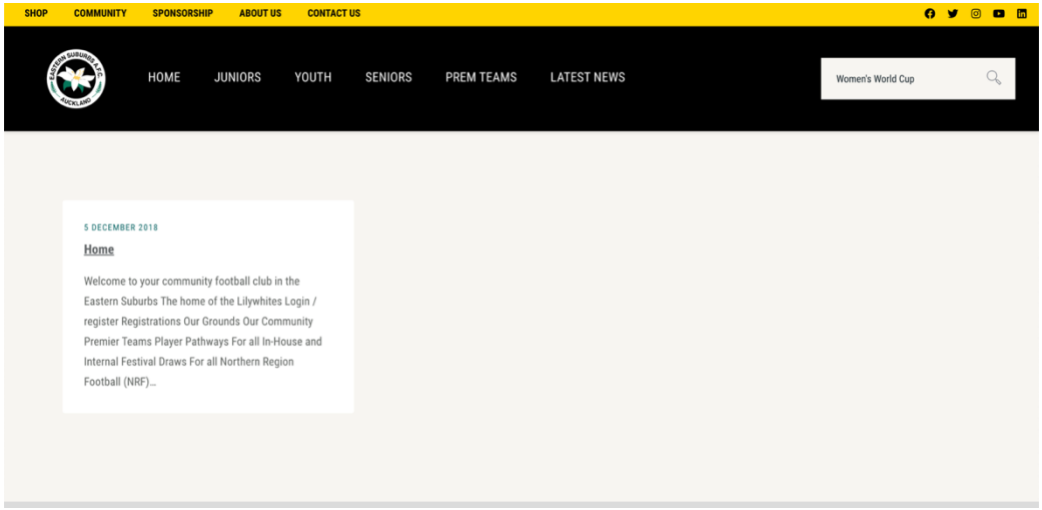
This view was shared by Club E's participant, whose club is in a non-host region, suggesting that by not being in a host region they are limited by what they can do to leverage a major sport event:

> *"We have done as much as we can, yeah, within what's available, yeah."*

Community sport clubs' websites also reflect the need for community sport clubs to have tangible items to promote major sport events before the event occur. Figure 18 shows Eastern Suburbs Football Club, a large Auckland-based club, with no information on their website about the major sport event, as they were not directly impacted by the hosting of a major sport event before the FIFA Women's World Cup occurred.

Figure 18

Auckland based Eastern Suburbs Football Club website search returning no information on the FIFA Women's World Cup



Club B participant believed that community sport clubs in non-host regions miss out:

"We're lucky it was in Auckland. I suppose the clubs outside Auckland didn't see that, or touch and feel what was going on, where we did."

5.2.4.1 Reliance on Infrastructure

Participants highlighted the role that infrastructure plays in their community sport club's ability to deliver legacies. Participants reported that built infrastructure resulting from hosting the event, was crucial to their leveraging the major event to increase participation. Importantly, participants asserted that having a tangible benefit was the biggest leveraging tool for them.

"We've got new floodlights, which is phenomenal… and that gives us pretty significant opportunities to have more members… It's tangible, and we can see it, and that will benefit us moving forward.

Club A participant.

Club D's participant was also aware of the benefits of tangible infrastructure and its benefit to their community sport club:

"We've got one of the best facilities in Wellington. That's going to be even better."

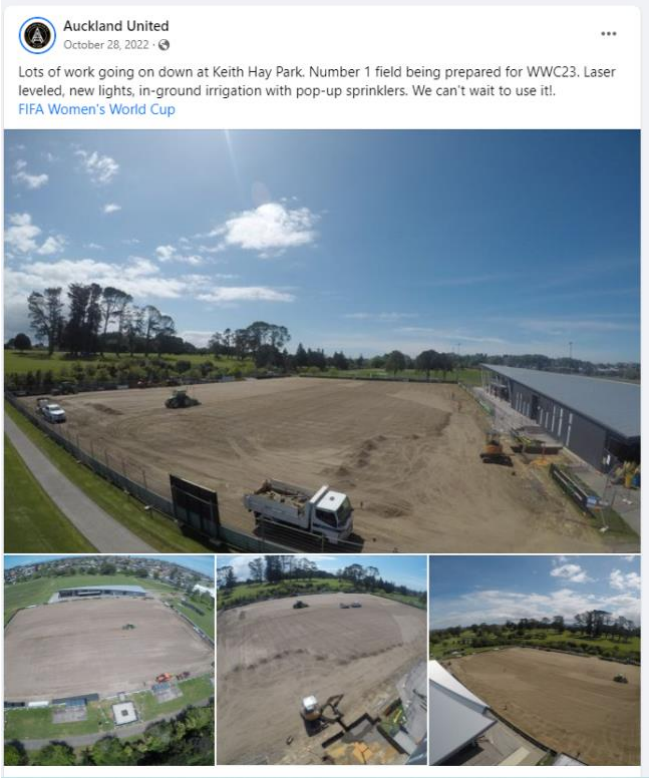
A community rugby club who also received infrastructure upgrades from hosting a major sport event recognised the importance of the new infrastructure. A statement made on their website reflects this:

"To create a home for all sports and all people in East Auckland and add value to our community; the facilities that have been upgraded are second to none."

Community sport clubs, who received infrasturcture upgrades consistently gave updates on Facebook about the development of new infrastructure. As Figure 19 shows, Auckland United express excitement about receiving new upgrades.

Figure 19

Auckland based Auckland United Facebook post on infrastructure upgrades



Conversely, the loss of access to a community sport club's facility is considered detrimental to leveraging. A participant noted that displacement and access to their facilities impeded their ability to leverage their respective Women's World Cup events:

> *"We would love to have leveraged more… we just didn't have the access to our facilities."*
>
> Club B participant.

5.2.4.3 Hosting International Teams

Football clubs in this study who were hosting teams for the FIFA Women's World Cup identified that their displacement from the event affected their ability to deliver football in their own community:

> *"We don't have a home ground for next season because our grounds are being used as a training ground… Obviously we lose our bar at the moment, which is a big factor of our income."*

Club D participant.

Club A's participant was more optimistic, as their displacement did not significantly affect them:

> *"It's gonna be fences up, covering the number one field so we're going to lose access to that field. During that window, we know we're not playing there. We're fortunate we do have more facilities. So, it's just an inconvenience as opposed to a major issue."*

Both Club A and Club D participants discussed potential access to international teams and the potential to use their access as leverage:

> *"Liaison person for Argentina as well. The team is not playing in Wellington but through the contacts there. He's been talking to the Japanese and it's quite possible we might have a couple of Japanese players coming out, but not sure where their international club base is, but we'll use those contacts to try and hopefully we'll use that."*

Club D participant.

The Club A participant expressed the same hope as the Club D participant:

> *"Best case scenario for us would be to have [international team name withheld], actually engaged, and whether that's, we just do a community day where some junior kids can come meet the players and do the whole autographed stuff? That'd be kind of fun."*

Community football clubs ensured that their members knew they had won the right to host an international football team. Figure 20 demonstrates Western Springs Association Football Club's excitement in hosting.

Figure 20

Auckland Western Springs Association Football Club announces they are a host club for the FIFA Women's World Cup 2023

Figure 21 also shows Birkenhead United Association Football Club communicating their excitement about hosting an international team and mentions that their community football club will get an infrastructure upgrade.

Figure 21

Auckland Birkenhead United Association Football Club announces they will be hosting an international team at the FIFA Women's World Cup 2023

5.2.5 Summary of theme

Across pre-, during, and post-event, there is some difference in how CSOs attempt to leverage a major sport event. Those who have had their event, move on leaving the event as a memory. There is no mention of legacy or leveraging across cricket clubs from the content analysis. However, they still want to grow their women's game but there is no reference to the Women's Cricket World Cup, just the expectation that the demonstration effect should work. Comparatively, rugby and football clubs compare to previous World Cups held in New Zealand with similar expectations. There is a high reliance on physical legacies being developed early. Infrastructure and access to athletes is critical in pre-event leveraging. Additionally, to increase women and girls participation discussions of female friendly environments and access to athletes is considered critical when attempting to leverage a major sport event that has not occurred.

5.3 Organisational Capacity

Capacity was considered the most important factor in determining a community sports club's ability to deliver mass participation legacies. A community sport club's capacity was a recurrent theme across all participants. Capacity needed to pre-exist for a community sport club to leverage a major sport event.

The organisational capacity of community sport clubs directly affected their capability to leverage a major sport event. Some community sport clubs identified issues impacting their ability to leverage, and other community sport clubs shared their understanding of leverage, providing evidence of their leveraging activity.

5.3.1 Human Resource Capacity

All participants discussed human resource capacity and its impact on their community sport club. All identified human resource capacity as a point of weakness within their community sport club. Specifically, Club A's participant reported that running the community sport club at an administrative level, and the delivery of sport to its members, were issues for them:

> *"You know, bigger picture, high level. That's probably where the strain is [probably] on staff, whether it's overseeing and running programs and now we're getting pretty stretched."*

Additionally, alongside administrative level human resource capacity, delivering sport to members also requires human resource capacity. The participant from Club C expressed this sentiment:

> *"We can get all the money in the world for playing strip, cricket gear, cricket balls…but I can't get a coordinator. So because we're very small, we don't have the resources, the human resources to push a lot of things."*

The participant from Club F further reported that reliance on, and retainment of, parent coaches impacts community sport clubs' human resource capacity:

"Coaches are a little bit of a struggle - a lot of parents' volunteer. When kids get older… Parents start pulling out because the game gets faster, and the testosterone goes up and they don't like that…So it's a little bit harder at the top age groups to find parents that will keep on going."

The dissonance that exists in community sport clubs between their human resource capacity and requirements is evident. Some participants believed that they would be able to handle an increase in membership, even when they did not have the human resource capacity to do so.

"We got a part time coordinator which we pay weekly to do. I have to because I otherwise I can't get everything done… If we had a major influx, we could handle it."

Club C participant.

5.3.2 Financial Capacity

Participants identified financial capacity as a necessary requirement for the organisational capacity of their club. All participants viewed financial capacity as an inhibitor for what they can achieve. Club D's participant reported that financial capacity is the reason for their inability to run two high performing teams:

"One of the drivers behind taking the men's team out was that we don't have enough [money], but there's a good possibility that the winner of the W League and Wellington Central region goes into the National Women's National League next year. And we can't really afford two national teams."

Furthermore, the Club B participant reported that financial capacity limits their ability to remain competitive against other community sport clubs that can offer lower fees:

"Well, that's all fine but I think it was two years ago they [competing CSO] offered zero fees for junior kids. So that's again another draw card, which we can't do otherwise we wouldn't be afloat."

Participants discussed the impact of financial capacity on their community sports club's ability to upgrade their infrastructure.

"We've got a pretty tight budget; we just don't have any kind of capability to upgrade."

Club A participant.

The Club E's participant furthered this, reporting that the financial capacity for upgrading infrastructure is hindered because of their size:

"The investment in our club rooms, if you wanted to do bar facilities and all that sort of thing is massive for such a small club like us."

5.3.3 Infrastructure Capacity

Infrastructure capacity was identified by all participants as an element of organisational capacity. Participants believed that infrastructure capacity is the most necessary dimension to enable them to successfully capitalise on leveraging major sport events.

"Putting lights in [during] March, which is good for us and for the region. Changing rooms to make them into individual cubicles rather than big open showers. And the pitches will be re-laid after the World Cup… next season will be fantastic."

Club D participant.

Club A's participant added that new facilities will aid in their community sport clubs growth:

"We probably have capacity with facilities, we have the space, so we are continuing to grow because we can facilitate it. Those floodlights are going to help us massively with that, as well just training time."

Conversely, those participants who had identified that their community sport club had weak infrastructure capacity recognised the limitation it presents for delivering sporting provisions. The Club B participant discusses that the sharing of their own facilities with another community sport club severely impacted their ability to leverage major events:

"But we have to communicate with them quite a bit on anything we run which is a bit different to most clubs where they can just run anything. We have to book into our own club."

Yet, the Club F participant believed that not owning infrastructure allows them to be more flexible in their delivery to their members:

"We hire out of a club room for the year. And then because of the way the clubroom is structured we have to split our prize-giving into junior and senior ones, so that we can fit everybody in there, because we don't actually own any buildings. We only have to pay for the rental, which is just fine."

Importantly, participants who were hosting the FIFA Women's World Cup 2023 competitors, identified the upgrades to their infrastructure as increasing financial capacity through extended hours. Additionally, the capacity for delivery of sport would also increase with new infrastructure.

"So, again, that's pretty big… especially the lights… because so many senior social teams are your over 35's and, more of those teams can train under the lights. Then that means they probably go to the bar after, and we can make money from the from the bar as well."

Club A participant.

Club D's participant reiterated the Club A participant's view:

"We'll have an upgraded facility, and we'll have lights, and will be able to do Friday night football and stuff like that."

5.3.4 Planning and Development Capacity

The final dimension of organisational capacity mentioned by participants was their ability to deliver sport, especially the delivery of women and girl's sport, in the context of these events. Participants identified their ability, or inability, to deliver women and girls programmes, indicating their planning and development capacity.

"What we've done in our women's program is, we've got a lot of female coaches that come from the playing staff, the players, and [are] giving back to the young kids. So, in terms of junior programs getting up and running, we probably have the capability to get staff like the senior players, and then put them through some qualifications and go from there."

Club A participant

Figure 22 shows the College Rifles Rugby Club illustration of their planning and development capacity, through offering introductory programmes designed for specific age groups to enter the sport. Figure 22 also shows that College Rifles Rugby Club has pre-existing planning and development capacity, with a robust woman's rugby programme.

Figure 22

Auckland based College Rifles Rugby Club Facebook post demonstrating planning and development capacity.

A Canterbury Cricket Club, similarly, acknowledges their strong women and girls' program, on their website:

> *"The season starts in October 2022 – contact us now if you are interested in an information pack for a club with some of the best players in the world and the largest female/girls club outside of Auckland."*

However, according to the Club F participant, their overall planning and development capacity was not developed, which limits girls in joining their club:

> *"Girl's football is not one of our strengths. It has been, previously, because our club doesn't have a pathway to seniors… We're linking up with [name withheld] who are establishing their own girl's and women's pathway. But until that's established, we don't have that behind us."*

The Club E's participant also identified the absence of planning and development capacity for women and girls' football, despite trying to form teams for women and girls:

"We don't actually have any women's teams in our club. Or any girls' teams, although we do have girl footballers. So, there's no women's team, but we've got, girls that play football, but they're quite happy playing in the boys' teams."

5.3.5 Strong Organisational Capacity

Community sport clubs with strong organisational capacity reported that they could do their own leveraging of major events. These community sport clubs do not rely on other organisations to deliver strategies and programmes. Participants stated that their community sport club had their own strategies and initiatives already in place to leverage a major sport event.

"We've been dropping info at every event we did last year… we've been trying to raise awareness of the World Cup within our own membership… At the moment, we've got good ideas [about] where we feel like we know what to do, and we'll just go our own way."

Club A participant.

Whilst Club A focused internally on their own members, pre-event, Club D aimed to leverage the event while it occurred:

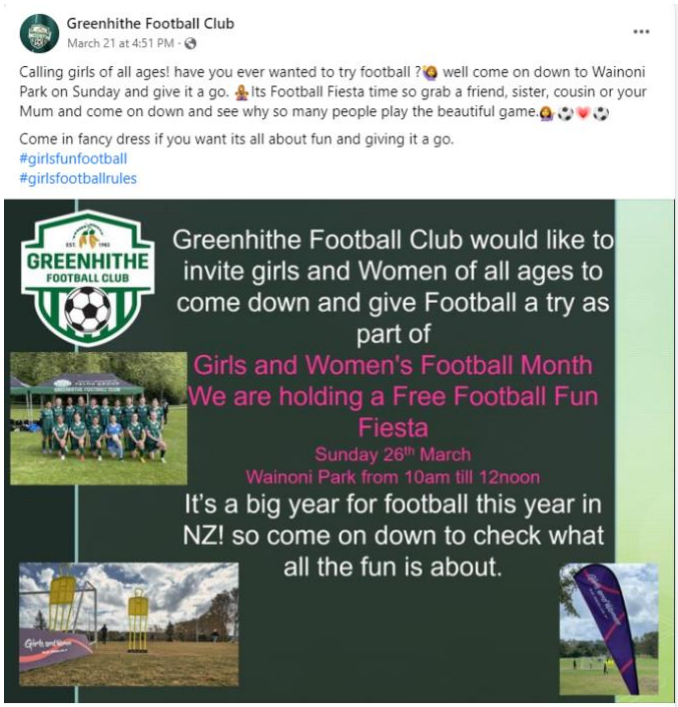
"We are going to run a women's Masters tournament, probably to get more participation from the older people… Nothing set up yet, but we will be working on something to run a couple of events during the week."

Community sport clubs demonstrated organisational capacity by promoting events they were running, on their Facebook pages. These events could either be related, or unrelated, to the sport code's relevant major event.

Figure 23 illustrates Greenhithe Football Club hosting an event, requiring all dimensions of organisational capacity to be strong.

Figure 23

Auckland based Greenhithe Football Club promoting their event being held to increase participation



5.3.6 Limited Organisational Capacity

Participants from community sport clubs that had limited organisational capacity discussed their need to collaborate with other community sport clubs to achieve their goals.

Collaboration was also needed for those clubs that had weak organisational capacity. The inability to deliver sport through the community sport club was the main reason for community sport clubs to cooperate with each other. Club E's participant reported that their community sport club collaborates for development opportunities:

> *"So the whole idea is to get everybody participating in sport. There's no fighting over players and that type of thing… in fact, we're part of a six-club entity in [location withheld], right now, that's putting together a club that is where players will be able to play at the top level. We all work well together."*

This was also reiterated by the Club D participant regarding the junior level:

"We actually already have an agreement with [names withheld] in the junior space because we're quite a small club… so, rather than say to the kids they don't have a team, we put them together. That's quite common, especially in the junior space."

Club C's participant stated that collaboration is necessary to further women and girl's sport:

"When it comes to women's and girls' cricket, we're trying to boost the numbers here. There are avenues in Rotorua, which is where we play our cricket, anyway. So it's kind of twofold, though we can't do a lot. We are able to piggyback on what they're doing over the year as well."

Conversely, Club A's participant reported that some community sport clubs were unwilling to collaborate with them, due to the difference in organisational capacity:

"We're very open to working with other clubs. The unfortunate reality is that we have the resources… we've tried a few things to work with some local clubs, and it would be very much a win for those clubs. It's a very closed mindset for some of the clubs and they're like, "No, we can do it ourselves", or they feel frightened that we want to take them over when we just don't have the capacity for ourselves, let alone absorb another club."

Post-event, community sport organisations did not have the appropriate amount of human resource capacity to deliver a women's rugby programme, as is shown in Figure 24.

Figure 24

Auckland based Massey Rugby Club announcing they cannot deliver a women's team for the 2023 season

Participants also discussed their reliance on their regional sport organisation and national sport organisations:

> *"So on one hand, we had to rely on Northern Districts. I had no choice. I have to rely on them to give us support and, because of that, I have to give away a bit of control."*
>
> Club C participant.

Club E's participant was specific about their reliance on their regional sport organisation for specific girls coaching:

> *"There's often specific coaching for girls at Mainland Football. So we identify those and advise them, that's about our limit."*

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"There's often specific coaching for girls at Mainland Football. So we identify those and advise them, that's about our limit."

5.3.7 National and Regional Sport Organisation's Role

All participants reported that their respective national and regional sport organisations fell short of their expectations of what those organisations needed to deliver to community sport clubs, to leverage major sport events. Participants stated that they had received limited information from their national or regional sport organisations to support them in leveraging, six months prior to their sports major event:

"Not much at the moment, I think everyone's kind of still waiting for some direction."

Club A participant.

This comment was shared by Club F's participant:

"There really hasn't been anything at all from the regional body."

Club D participant also stated:

"At the moment none" [when asked about support provided].

Participants indicated that they were disappointed in what their national and regional sporting organisations were delivering as late as six months before the major event. However, the Club F participant speculated that a reason for a lack of direction and engagement from their regional sport organisation might have been due to a lack of human resource capacity for delivering support to community sport clubs:

"I mean, they're undergoing change of personnel. Over the last few years they had some individuals who are very much promoting girls and women's football, and those people have left and now they're bringing new people in."

The lack of pre-event communication was of concern to participants. Participants agreed that not enough had been done by the national sport organisation in the lead-up to their major event, to give their community sport clubs direction:

"It's pretty wild because we're in almost one middle of Feb, and the World Cup is in July. It's not far away now. It's a few months away. We're not 100% sure… We're still waiting to find out the absolute details, but we're expecting that we should be able to train on our training field and not impact the country that's there, at all. So that is still a bit grey, at the moment."

Club A participant.

Club D's participant thought similarly about leveraging the major event:

"Capital Football has talked to us about this master's idea and are willing to help support, but how that will work, whether it's financial, or I don't know… To be honest… Capital Football don't even know who the FIFA people are."

The Club F participant also believed that the national sport organisation had not done enough:

"They haven't quite got onto it yet, but I would have thought that there would have been a nationwide push to get the regional groups to push it out a bit more."

Participants recognised that their regional sport organisation had not done enough to help community sport clubs capitalise on hosting major events in New Zealand, post-event, to create a mass participation legacy:

"We're pushing Auckland Rugby to see what grades are available. "What are you marketing"? So, then, as clubs we can jump on board. We can go out and do it ourselves, but if they don't have the grades available, it's not a good look… because there is a demand, 100% there is a demand. So, we're just going to continue to try and work with the union to push them to make decisions."

Club B participant.

The Club B participant further believed that, because the RSO did not have grades available, girls code-swap into rugby league:

> *"A lot of girls like to play with girls and play against girls, which is totally understandable, but not a lot of clubs in Auckland can cater for that, yet… and we lose them to league because they have girls' grades."*

Club C's participant also believed that their national sport organisation did not do enough during the major event for their cricket club to capitalise on:

> *"I think if New Zealand Cricket, through Northern Districts Cricket, had sent information directly to associations and clubs to help promote it, and initiatives, but there wasn't anything that I'm aware of, nothing that we could say we could be involved in.*"

Community sport clubs shared their involvement in national and regional organisations' programmes, which were targeted at pre-existing, rather than new, members, as shown in Figures 25 and 26.

Figure 25

Wellington based Eastern Suburbs Cricket Club sharing regional sport organisation's Facebook post on the Girls' Smash Festival 1/2

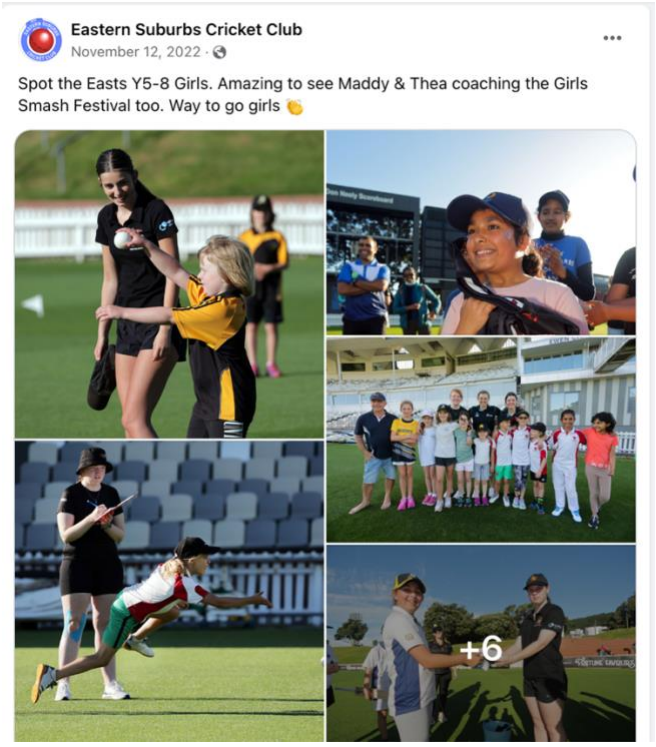


Figure 26

Wellington based Eastern Suburbs Cricket Club sharing regional sport organisation's Facebook post on the Girls' Smash Festival 2/2

5.3.8 Issues Impacting Leveraging

All participants identified issues that impacted their ability to effectively leverage a major sport event. However, all participants had limited capability in particular areas. The timing of the event was the biggest hinderance to leverage, whilst problematic, and absence of, leverage strategies, also indicated limitations within community sport clubs.

5.3.8.1 Timing of the Event

Participants believed that the major sport event was held at the incorrect time for them to effectively leverage it for participation. The lack of ability to address this issue impacted a community sports club ability to leverage:

> *"Unfortunately, it's held at the wrong time of the year for promotional purposes... The women's Cricket [World Cup] was six months ago, now. So I think, kind of a lost opportunity in that respect."*
>
> Club C Participant.

Club E's participant recognised that the timing was difficult, but they would have wanted to leverage the major event:

"Although it is the end of the season for us to actually try [increase membership], we'll push it again next year."

Club A's participant was realistic about the timing of the event and its impact on registrations:

"The tournaments, July, August, and registrations, don't really open again until March, April, the next year... So you have 10 months of waiting before they can come on board and you're going to lose them."

5.3.8.2 Problematic Leverage

All participants discussed their own community sport club's issues when attempting to leverage a major sport event. Club E's participant noted that they wanted to leverage their World Cup, but could not offer examples of what they wanted to do:

"We've tried for years to get a women's or girls' team together and just can't of get them involved. So we're using the World Cup to try and increase that."

It was evident that participants struggled with what their community sport club was doing to leverage their respective World Cup. A misunderstanding about what leverage is, was also evident:

"If we got an opportunity, I'm sure it would definitely be a lower-level kind of thing, that they would send some promotional stuff, and we would absolutely run with it, because it all promotes, and it all helps."

Club C participant.

Club F's participant also misunderstood what leverage is, and what it requires:

"We actually haven't. I guess that we haven't had that push, ourselves. We've only just started opening up football registrations. I guess we probably need some more info

about games and tickets, and so on, because I think that that would definitely help us, and some sort of promotional paraphernalia, promotional posters, that sort of thing, that we can distribute out at the same time."

5.3.9 Strengths Enabling Leveraging

Participants also believed that their clubs had strong ability to leverage major sport events for participation. Importantly, these participants understood what leverage and legacy meant. This enabled these participants' community sport clubs to strategize and adequately prepare to leverage a major sport event.

5.3.9.1 Understanding Leverage

Some participants from community sport clubs with strong capacity understood what leverage and legacy were. Moreover, they were cognizant of the importance of leveraging and the legacy of major sport events:

"I just feel like this event is happening, it's gonna be great. You're gonna have a legacy that is going to have a lasting impact."

Club A participant.

This was reiterated in a Facebook post made by East Coast Bays Football Club, as shown in Figure 27.

Figure 27

Auckland based East Coast Bays Football Club Facebook post about legacy

Club B's participant recognised the need to take advantage of the popularity and demand of women's sport from the major event:

"Just that increase of support that the females had. Now it's an opportunity for us to capitalise on, to be fair… But we need to strike now, if that makes sense. There's been a big tidal wave coming, at the moment, from that World Cup and we need to ride that wave into the new year".

Club D's participant also recognised that the community sport club must have adequate organisational capacity to accept and retain potential new members:

"Probably making sure that we are positioned to be able to accept more people when they come and join, when the games start. Trying to retain them is probably going to be a big challenge because a lot of people come and try it, whether or not they stay, but that's what we want to try and get."

5.3.9.2 Leverage in Action

Some participants were prepared, and had strategically planned, what they wanted out of their major sport event. It was evident that these participants had the capability to leverage a major event for participation:

"We'll already be well into the season when the World Cup starts… so we'll look at doing something like running a couple of festival programs, and we also run an end of-season tournament, and use that to try get new teams in."

Club D participant.

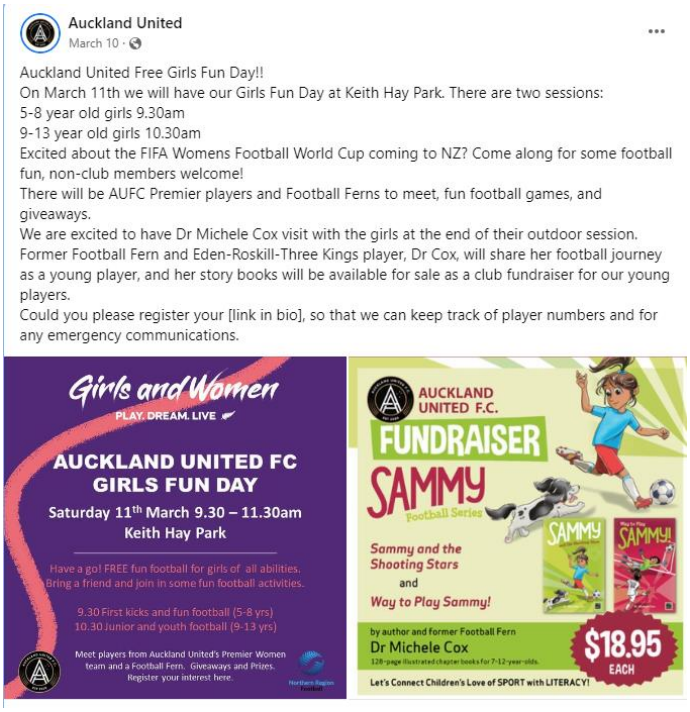
Club A's participant had a leveraging strategy to ensure that maximising the atmosphere and interest of the event occurred, offering initiatives for new members to join mid-season:

"This Fantail thing is pretty interesting to me. I think it's essentially what we wanted to run sort of about five weeks before the tournament, itself, starts, and we just want to open "give it a go girls' drop-in sessions", and another on the back of that – maybe have a program ready for them to join halfway through the season."

Conversely, Auckland United focused on pre-event leveraging, as shown in a Facebook post inviting the public to enjoy a girl's fun day, in conjunction with hosting the Women's World Cup 2023 in New Zealand, in Figure 28.

Figure 28

Pre-event leveraging by Auckland based Auckland United



5.3.10 Summary of theme

This theme clearly articulates the role which organisational capacity impacts a community sports organisations ability to leverage a major sport event. It is clear regardless of where a community sport organisation sits in the event timeline (pre-, during, post-), community sport organisations require all four dimensions (human resource, financial, infrastructure and planning and development) to successfully leverage a major sport event. Without organisational capacity, community sport organisations are driven to create interorganisational relationships which increase their organisational capacity. Furthermore, national sport organisations, also must have the organisational capacity to help drive community sport clubs to leverage major sport events for participation.

5.4 Chapter Summary

Chapter 5 has provided the findings from the thematic and content analyses. The combined thematic and content analyses revealed two large themes, with numerous sub-

themes identified. Major sport event legacy identifies that there is more power in leverage the earlier community sport organisations start. This is apparent when community sport organisations pre-event have greater visibility of the future event and physical aspects they can leverage, compared to post-event community sport organisations who expect the demonstration effect to work and move on from the event. It does not matter where a community sport organisation finds itself in the event timeline (pre-, during, post-), without organisational capacity the community sport organisation will fail to leverage the major sport event successfully.

The following chapter offers a synthesis and discussion of all findings presented in Chapters 5 and 6, alongside relevant literature, before conclusions and recommendations are provided.

Chapter 6: Discussion

6.1 Introduction

The aim of this research was to identify how community sport clubs leverage major sport events to increase participation. The research question was "To what extent will the leveraging of legacy-related experiences of New Zealand-based community sport administrators differ over the duration of a major event's lifecycle (pre-, during-, post-event)?"

A mixed methods approach was used, gathering empirical and secondary data via a survey, six interviews, and a search of social media accounts and websites. The quantitative data was analysed using descriptive statistics, whilst thematic and content analyses were used for the qualitative data. Chapter 6 provides a discussion and interpretation of the findings in chapters 4 and 5.

The need for organisational capacity was strongly emphasised, the perceived role that national sport organisations (NSOs) have within community sport organisation (CSO) leveraging was also evident identifying internal and external factors that either aid or inhibit a CSOs ability to leverage. Lastly, both tangible and intangible legacies which impact leveraging throughout the lifecycle, or not, are discussed.

6.2 Organisational Capacity Dimensions

It was evident that for community sport organisations (CSOs) to successfully leverage a major sport event (MSE) to increase participation and have sustainable participation levels post-event, adequate organisational capacity was required. Specifically, four dimensions of organisation capacity: human resources, financial, infrastructure, and planning and development, all must pre-exist for CSOs to leverage a MSE. This is consistent with the findings of Chalip et al. (2017), Macrae (2017), and Taks et al. (2017), all of whom found that adequate organisational capacity needed to pre-exist at the CSO level.

6.2.1 Human Resource Capacity

Survey and interview participants indicated that CSOs do not have the appropriate level of human resource capacity required to leverage major sport events. CSOs are heavily reliant on volunteers, with larger CSOs having paid staff, spanning the execution of sport to leadership and operational running of the CSO (Misener & Doherty, 2009; Wicker & Breuer, 2011).

If CSOs do not have the appropriate human resource capacity in place, they will be unable to leverage a MSE (Hayday et al., 2017). The necessity of human resource capacity to run a CSO is to ensure that the organisation can consistently deliver sporting opportunities for its members. At both, strategic and operational levels, reliance on volunteers means that they may undertake a task (such as leveraging a MSE) without the skill set to do so, echoing the findings of Hayday et al. (2019), Nordhagen (2021), Taks et al (2017), and Wicker and Breuer (2013) (see section 1.2). The findings suggest that participants whose CSOs have paid staff are more likely to have the human resource capacity to leverage a MSE for participation, since paid staff are usually qualified and understand the opportunity presented by leveraging MSEs (Wicker and Breuer, 2013).

Lastly, CSOs in this study articulated the need to have enough coaches and managers to sustain participation rates, if there is an increase in participation at the CSO from the major sport event (Hayday et al., 2017; Macrae, 2017). If a CSO has insufficient coaches or managers, they will be unable to deliver to members who wish to be coached, which will not sustain long-term participation. Therefore, it is important that CSOs have the appropriate human resource capacity prior to major events, otherwise they will be unable to deliver successful leveraging for mass participation. This finding confirms the need for a greater focus on human resource capacity-building prior to a MSE (Chalip et al., 2017; Macrae, 2017).

This study builds on Hall et al's (2003) organisational capacity framework and highlights the importance of human resource capacity on all other types of organisational capacity. Consistent with Taks et al (2017) this study found that without volunteers or paid staff, CSOs were unable to implement programmes, make financial, or critical decisions that could aid in leveraging. As participant A stated *"You know, bigger picture, high level. That's probably where the strain is [probably] on staff, whether it's overseeing and running programs and now we're getting pretty stretched."*. This demonstrates the internal factors that may inhibit a CSO to successfully leverage a major event.

6.2.2 Financial Capacity

Financial capacity impacts a CSO in a multitude of ways. Importantly, financial capacity limits what a CSO can achieve (Hall et al., 2003). Fees for playing sport in New Zealand vary between location and sport. Sports compete for the same group of players geographically and, therefore, need to remain competitive to ensure that new members are attracted to the CSO. If CSOs are unable to remain financially competitive, due to their financial capacity, they risk losing new members to other community sport clubs, or sport codes, that have the financial capacity to offer cheaper fees (Doherty et al., 2014). Membership fees are a dominant stable revenue stream for CSOs; therefore, it is necessary for fees to remain at dynamic in price, even if unattractive. Fee costs may impact a CSOs ability to leverage, long-term, as fee costs for members may not be sustainable. *"Well, that's all fine but I think it was two years ago they [competing CSO] offered zero fees for junior kids. So that's again another draw card, which we can't do otherwise we wouldn't be afloat."*, Participant B stated, which reflects event if CSOs want to attract new participants, they are also in competition with codes and CSOs who will be able to price them out adding external pressure which would inhibit a CSO to leverage a major sport event successfully.

Interviewees highlighted the relationship between financial capacity and physical infrastructure. CSOs need to offer quality facilities, yet they operate on tight budgets that simply do not permit the necessary upgrades. This study furthers Macrae (2017) reflecting that if there is an increase in membership as a result of leveraging, CSOs may not have the budget to find more facilities or take on additional costs as a result of increased membership.

Financial capacity limits a community sports club's ability to leverage major sport events (MSE) for mass participation before the event even occurs. This limitation strongly impacts the legacy of a MSE, and a community sport clubs ability to effectively leverage for participation.

6.2.3 Infrastructure Capacity

It was evident from the CSOs that participated in the interviews, that infrastructure capacity was the most important organisational capacity dimension for leveraging major sport events (MSE), to increase participation. This study furthers Chalip et al. (2017) and Macrae's (2017) advocacy of capacity building before a major sport event by exploring the reliance on infrastructure capacity and the readiness to accept new members from leveraging.

From interview participants it was apparent that facility capacity is necessary for event leverage to occur. Specifically, access to, and quality of, facilities were identified as integral to a CSO's organisational capacity. Participant A stated, *"We probably have capacity with facilities, we have the space, so we are continuing to grow because we can facilitate it. Those floodlights are going to help us massively with that, as well just training time."*.

This builds on both Doherty et al. (2014) and Doherty and Cuskelly (2020), who identified facility quality and accessibility as core to a CSO's infrastructure capacity. Furthermore, the lack of infrastructure capacity impacts a CSO's ability to deliver the necessary sporting provisions for participation legacies.

The relationship between infrastructure, financial, and planning and development capacity, was also identified in the findings. This relationship reinforces the multi-dimensional nature of organisational capacity (Hall et al., 2003; Millar & Doherty, 2021). If CSOs increase infrastructure capacity from hosting a MSE, they see that they can increase diverse revenue streams, as well as their financial, and planning and development capacity. This would ensure that the CSO can deliver a sustainable membership and participation legacy.

6.2.4 Planning and Development Capacity

A CSO's planning and development capacity demonstrates their capacity for strategy, planning and implementation (Doherty et al., 2014). From the survey and the content analysis, it was evident that the CSOs in this study were ready and had capacity to accept new female members "*My is club prepared and has the capacity for an increase in female members" Rugby M=5.05, SD=1.36, Football M:6.27, SD=0.83 "*. Whilst the interviewees described the impact of their planning and development, this was expected due to the nature of the major sport events (MSE) being female-oriented, and the policy directives from central government and national sport organisations (NSOs) focusing on encouraging women and girls into sport.

Importantly, the survey, interviews, and content analysis provided some evidence that the policy directives (e.g., the Women and Girls in Sport and Active Recreation Strategy, 2018) from central government, and strategies from NSOs are working to build women's and girls' capacity. Yet, even with policy directives and targeted demographics, CSOs need to be able to deliver a female strategy within their club environment, that aids the female demographic prior to leveraging. One such way that CSOs demonstrate their planning and development capacity for women and girls, is by identifying and implementing a specific women's programme with potential pathways to high performance sport, which includes

them in the CSO. The findings from this study indicate that having both a specific programme catering for women and girls, and the pre-existing planning and development capacity, are necessary for a CSO to attract and retain new female members from leveraging a MSE that develops a sustainable participation legacy. This finding is consistent with Macrae (2017), who found that new members must feel included in the CSO. Importantly, the CSOs interviewed in this study had either created, or were working on developing, female planning and development. This finding builds on Misener and Doherty (2009), who argue that CSOs cannot be reactionary in planning programmes.

6.3 Organisational Capacity Output and Leveraging Major Sport Events

The previous section discussed the individual dimensions of organisational capacity and its impact on a CSO's ability to leverage a major sport event (MSE). The findings also identified whether a CSO had a cumulative OC that enabled them to leverage the MSE. The ramifications of a CSO possessing OC were clearly beneficial for CSOs compared to those that do not have appropriate OC for their leveraging efforts.

6.3.1 Strong Organisational Capacity

For CSOs with strong organisational capacity, it was evident in the findings that they had the ability to leverage a MSE to increase their own membership. These CSOs have sufficient pre-existing organisational, to strategize regarding how their club was going to take advantage of MSEs being hosted in New Zealand. Importantly, they recognised the opportunity that MSEs bring to the communities where they are being held. This study has shown that CSO's need to have the necessary human resource capacity (knowledgeable staff and volunteers), financial capacity (additional funds to deliver a programme outside the scope of the yearly budget), infrastructure capacity (quality and accessible facilities), and planning and development capacity (strategising which demographics are opportunities and

implementation) before leveraging, which is consistent with Hall et al. (2003) and Macrae (2017).

Leveraging a MSE for participation indicates the multi-dimensionality of organisational capacity, because all dimensions must be sufficient for an increase in membership to be sustainable long-term (Macrae, 2017)

As Club D's participant stated, *"We are going to run a women's Masters tournament, probably to get more participation from the older people… Nothing set up yet, but we will be working on something to run a couple of events during the week".* Club D had chosen their own female demographic that they believed needed more opportunity to participate within organised sport within their community. They aimed to host an event during the FIFA Women's World Cup 2023. Importantly, this demographic was not a specific target for New Zealand Football, yet the CSO was still intent on running an event for this group.

The aforementioned Club D leveraging strategy builds on arguments put forth by Charlton (2010) and Hayday et al. (2017, 2019), whereby leveraging strategies are directed by the CSOs that know and understand the demographics that should be targeted for leverage which, in return, should increase participation at a sustainable long-term rate. This is contrary to traditional legacy delivery for participation driven by NSOs, and policies that filter top-down, which have had limited success (Thomson et al., 2021). This study, therefore shows that that there is value in CSOs being able to develop their own leveraging strategies that do not align with policy targeted demographics. This is applicable when it serves the CSO's community, or their voice is needed when NSOs are planning their leveraging strategies. However, Hayday et al. (2019) note that these leveraging strategies would work only if a CSO has the necessary organisational capacity. The CSOs in this study who identified their own leveraging efforts had the necessary organisational capacity, which is consistent with Hayday et al. (2019).

For CSO's included in this study, their organisational capacity was impacted by formality, with those having strong organisational capacity being more formalised. Formalisation is seen to improve effectiveness, with more paid staff qualified for positions within a CSO (Wicker & Breuer, 2013). It is assumed that the larger the CSO, the higher degree of formalisation, due to an increased need for efficient processes (Nichols et al., 2015). Therefore, larger CSOs should have stronger organisational capacity, since formalisation is needed for the CSO's internal infrastructure, as well as having strong human resource capacity through paid qualified staff instead of volunteers (Doherty et al., 2014). Although representing a small sample size, the six interviews provide further evidence that strong organisational capacity will be found in larger CSOs with greater formalisation, which is consistent with Nichols and James (2008), and Nichols et al. (2015).

This finding contributes to the event lifecycle leveraging and legacy delivery, because NSOs create, and aim to implement, strategies for increasing participation by leveraging at the grassroots, and in targeting specific CSOs that can achieve these strategies for them (May et al., 2013; Thomson et al., 2021). However, NSO's implementation of leveraging strategies can only be achieved, and engaged in, by those CSOs that have strong organisational capacity and formalisation, among which they are a minority (Hayday et al., 2017; Macrae, 2017; May et al., 2013; Nichols et al., 2015). Selection of these CSOs pre-event, gives the more leveraging ability, compared to those who are engaged post-event where everyone has moved on from the event. This was found among CSOs with strong organisational capacity that were engaged with their NSOs for leveraging and infrastructure improvements. This limited the success of participation legacies associated with MSEs to only those CSOs that were already prepared and had capacity to leverage a major event.

6.3.2 Limited Organisational Capacity

Contrasting with CSOs that had strong organisational capacity, the findings also identified CSOs that had insufficient organisational capacity to successfully leverage a major sport event (MSE), and achieve a sustained participation rate, post-event, for building a participation legacy. This study has reinforced that human resource capacity as being central to organisational capacity and, therefore, a CSO's ability to leverage a major event. Critically, CSOs with weak organisational capacity before the major event, did not have the appropriate human resource capacity in place to address an increase in participation, or to serve their communities appropriately as the Club D participant stated *"We can get all the money in the world for playing strip, cricket gear, cricket balls…but I can't get a coordinator. So because we're very small, we don't have the resources, the human resources to push a lot of things."* This finding reinforces Thomson et al.'s (2021) findings that insufficient capacity within CSOs prior to a MSE is a critical reason that participation legacies fail to actualise.

Inability to deliver planning and development capacity especially for women and girl's sport, post-event, was evident. A lack of qualified coaches and volunteers means a participation legacy is not sustainable, because a CSO is unable to meet the demand needed for the community. This can push interested people to other CSOs, or they may lose interest in the sport after the event, creating the post-event participation spike (Macrae, 2017). The findings support those of Hayday et al. (2017) where human resource capacity is the biggest obstacle to a CSO's ability to leverage a major event.

Interview participants suggested that limited organisational capacity increased the likelihood of a CSO collaborating with other CSOs to ensure participation. If the CSO cannot deliver participation to its members, the interviews showed that they would aim to seek other CSOs in their region that also have the same issue, to ensure that all members are catered for using mutually beneficial agreements and structures as the Club D participant stated *"We*

actually already have an agreement with [names withheld] in the junior space because we're quite a small club… so, rather than say to the kids they don't have a team, we put them together. That's quite common, especially in the junior space." This study has shown that within leveraging, collaboration between CSOs is seen as a critical underpinning that fails to eventuate due to the extent of competition for participants (Hayday et al., 2017; Taks et al., 2017; Nordhagen, 2021) (see section 1.2). Such pre-existing agreements may, therefore, be beneficial for RSOs and NSOs that want to increase participation in certain regions.

CSOs that are forced into participation agreements by necessity may eliminate the competitive element when leveraging needs to occur. However, it was apparent in the findings, that if a CSO attempts to collaborate with other CSOs with a weaker organisational capacity, then problems with competition may arise. The differences in organisational capacity between CSOs may be an underlying factor in why collaboration between CSOs has the potential to become an issue when leveraging. As survey respondents from rugby and football showed that they were not working with other clubs to leverage the hosting of the Rugby and Football World Cups *(Rugby M: 2.75, SD=1.21 Football M: 3.36, SD=1.62).* Differences in facilities (infrastructure capacity), and programmes and pathways on offer (planning and development capacity), are just two dimensions of organisational capacity that may cause tension when CSOs are actively trying to recruit through collaboration. Taks et al, (2017) note that differences in CSO goals may also become a point of friction. This suggests that, when creating legacy and leveraging strategies to be implemented at the CSO level, the organisational capacity of individual CSOs must be factored in if collaboration and cooperation is required between them.

6.4 NSOs' and RSOs' Role in Leveraging

Evident across the surveys, interviews, and content analysis, was the importance of national sport organisation's (NSO's) and regional sport organisations (RSO's) in community

sport organisations' (CSOs') efforts to leverage major sport events (MSE) for participation. Participants in this study held clear views about the role that NSOs and RSOs should play in their leveraging and were dictated by previous MSEs hosted in New Zealand.

This study has shown that the CSOs' perceptions of NSOs' and RSOs' involvement with MSE leveraging are clear and are negative. It was evident across the survey and interviews that, collectively, the rugby, cricket, and football club participants believed that their regional and national governing bodies failed to do enough to help them leverage their World Cup *(Cricket M=2.94, SD=1.63, Rugby M=3.35, SD=1.35, Football M=3.14, SD=1.61).* This shows that is does not matter where in the event lifecycle (pre-, during, post-) that NSO's failed to support their CSOs in leveraging. The findings provided evidence of a lack of pre-event communication between NSOs and CSOs about what was happening, including displacement from their facilities.

Communication between NSOs, RSOs and CSOs is vital for leveraging a MSE (Macrae, 2017). A lack of communication can impact, through limited knowledge transfer between NSOs and CSOs, how much a CSO can leverage. It was apparent from the findings that some CSOs relied on information from the NSO, through the RSO. This information was then supplied to their members and prospective members. As the Club F participant stated, "*There really hasn't been anything at all from the regional body"*. The importance of knowledge transfer between NSO and CSO for leveraging MSEs, and the repercussions if there is limited communication and knowledge transfer, has also been noted by Misener et al. (2015) and Pappous and Hayday (2016) (see section 1.2).

Stronger channels of communication and knowledge transfer are clearly indicated as needing to occur earlier in the event life cycle, to increase the chances of successfully leveraging a MSE for participation. Leveraging begins during the bidding phase, therefore NSOs must be prepared to start leverage and legacy communication then (Smith, 2014b).

NSOs give strategic direction and create the top-down legacy policies using leveraging to achieve the targets that reflect what is expected from central government in their major event funding (Thomson et al., 2021). If NSOs cannot communicate this to CSOs, those who can, will do their own leveraging, as evidenced in the findings. Alternatively, CSOs will engage in no leveraging and the major sport event is a missed opportunity (Taks et al., 2017).

The findings in this study indicate that there is a lack of support from NSOs and RSOs and, within these organisations, there is a lack of capacity to support CSOs. This is consistent with Hill et al. (2021) who identify NSOs and RSOs as being without the capacity to aid CSOs when help is necessary (see section 1.2). The existing lack of capacity within a NSO or RSO can be exacerbated by MSE leveraging, which draws on a different skill-set to that required in normal operations, as is true for CSOs (Hayday et al., 2017). This was iterated by Club B's participant: "*We're pushing Auckland Rugby to see what grades are available. "What are you marketing"? So then as clubs we can then jump on board. We can go out and do it ourselves, but if they don't have the grades available, it's not a good look".* This study has highlighted that also noted that if the NSO, or the RSO, is unable to provide appropriate planning and development capacity, post-event, there will be no participation legacy, and any leveraging for an increase in participants will become negligible, with participants looking elsewhere, which is consistent with Macrae (2017).

Survey participants and interviewees also believed there was insufficient promotion of CSOs. Survey results indicated that New Zealand Cricket did a poor job of promoting cricket clubs during the Women's Cricket World Cup 2022 (M=3.39, SD=1.46), and that New Zealand Rugby also performed poorly in promoting rugby clubs in the lead-up to the Rugby World Cup 2021 (M=3.60, SD=1.82). Likewise, New Zealand Football failed to promote football clubs sufficiently in the lead-up to the FIFA Women's World Cup 2023 (M=2.91, SD=1.69).

This study highlights the failings of the NSOs and the critical role they play within leveraging. Although Taks et al. (2017) identify event ownership creates constraints on promotion of CSOs, Hoskyn et al. (2018) and Macrae (2017) contend that CSOs that are visible at major sport events are more likely to have membership inquiries (see section 2.6.3). Federation Internationale de Football Association (FIFA) were the event owners and organisers of the FIFA Women's World Cup 2023 (MBIE, 2022). Similarly, Cricket Women 2021 Limited was created to organise the ICC Women's Cricket World Cup and, thus, was external to New Zealand Cricket (Major Events Management (ICC Women's Cricket World Cup 2022) Order 2021, cl 5). Non-event ownership and organisation limited the extent to which both New Zealand Football and New Zealand Cricket could promote their CSOs at the event, aligning with Taks et al.'s (2017) reasoning as to why promotion of CSOs at events is limited. However, while New Zealand Rugby held the organising committee for the Rugby World Cup, a missed opportunity to promote CSOs was, nevertheless, created where games were held (Major Events Management (Rugby World Cup 2021 (Playing in 2022) Order 2022, cl 5).

Interviewee participants made further comparisons between the three sport events, and past MSEs held in New Zealand. Particularly, CSOs in this study, reliant on the directions given by their NSO, and RSOs, noted inconsistency in the communications, when comparing current and previous major sport events, the Club D participant stated *"Well, I would expect that they would do things, at least on a par with what they did for the U20 [FIFA] World Cup"*. Furthermore, pre-existing expectations set the standard for what a CSO wants from their NSO and RSOs. If NSOs and RSOs do not deliver, CSOs can form a negative opinion about the organisations. The disconnect between CSO, NSO and RSO can impede leveraging efforts and affect the relationships between all organisations. This is consistent with Hayday et al. (2017) and May et al. (2013) (see section 1.2), who identify

misalignment between NSO, RSO and CSO as an impediment to the actualisation of participation legacies.

6.5 Tangible Legacies, Leveraging and CSOs

Tangible legacies and leveraging were also highlighted in the findings. According to Preuss (2007), tangible legacies are those that are quantifiable, touched or felt. This can include infrastructure, tourism, or displacement (Preuss, 2007). The need for a CSO to be in a host region was considered, in this study, to be the most important requirement for leveraging a major sport event (MSE). CSOs emphasize their need for tangible benefits, to communicate these as leverage. Finally, the infrastructure legacy of infrastructure upgrades is pertinent to the success of leveraging a major sport event for participation.

6.5.1 Host v Non Host Leveraging

This study show that a MSE needs to be touched and felt which was consistent across the event lifecycle (pre-, during, post-). The findings further suggest that, for CSOs, being in a host region makes it is easier to increase participation levels from the MSE. It was also evident from the findings that CSOs want to be in host regions where the MSE is held. As Club B's participant stated, *"When it's in your home country, people can touch and feel it and it makes a big difference"*.

The implication for CSOs in non-host regions is that they miss out on what they perceive as the biggest drawcard for leveraging a major sport event: the major sport event itself. This study highlights that for CSOs in this study, MSEs are the intervention to increase participation which contradicts leveraging literature, which implies that the event is a tool among wider resources, not the intervention itself (Grix & Carmichael, 2012; Smith, 2014b; Veal et al., 2012; Wicker & Sotiriadou, 2013) (see section 2.6). This indicates that more planning is needed at the NSO and RSO level to provide CSOs with appropriate resources to leverage, especially those in non-host regions, when hosting major spot events.

6.5.2 Perceived Necessity of Tangible Benefits

It was also evident in the findings that tangibility is important for pre-event and event-based leveraging. From the interviews and content analysis, it was evident that if CSOs in this study had nothing tangible to communicate, such as programmes or infrastructure, they would not engage with the event. Engagement of CSOs for leveraging is often difficult (Hayday et al., 2017). As CSOs often do not have the organisational capacity to focus on anything outside day-to-day operations and their existing members, leveraging for participation can become unimportant (May et al., 2013). Furthermore, their relationships with the NSO and RSO can also impact engagement of CSOs (Hayday et al., 2017) (see section 1.2). This is problematic, since all CSOs should engage with the major sport event, regardless of the tangibility. Not all CSOs will benefit from having a MSE hosted. This can create competition between CSOs that do benefit, can engage with NSO legacy plans, ultimately further isolating and disengaging CSOs that do not have tangible leveraging abilities (Macrae, 2017; May et al., 2013). Therefore, it is important that CSOs that do not benefit must prepare and strategically plan their leveraging of major sport events for participation, without any tangible benefit.

6.5.3 Infrastructural Legacy and Leveraging

This study shows that infrastructure legacy is most important to CSOs. Any upgrades to facilities is considered a CSOs most leverageable tool within an event lifecycle (pre-, during, post-).

The reliance on infrastructure legacies post event indicates the emphasis placed by CSOs in this study, on infrastructure capacity, as similarly highlighted in the previous section 6.2.3. Club A's participant stated that "*We've got new floodlights which is phenomenal… and that gives us pretty significant opportunities to have more members… It's tangible and we can see it and that will benefit us moving forward".* This study highlights CSO's belief that

building infrastructure as legacy helps to increase post-event participation consistent with Taks et al. (2014).

Comparatively, during the event the loss of access is impedes a CSOs ability to leverage a major event as the Club B participant stated *"We would love to have leveraged more… we just didn't have the access to our facilities."* CSOs must be able to provide both high quality facilities and access to them, during the MSE to ensure that they are able to leverage during the event. However, inability to access facilities due to displacement during the event (such has hosting a team), or sharing facilities with other CSOs, can limit the amount of leveraging a CSO can do during the event. Displacement and inability to host events during the MSE can negatively impact the CSO. This study furthers and provides evidence of Chalip et al. (2017), who identify displacement during the period of the greatest interest in the event, as able to negatively impact leveraging.

From the findings, the participants involved in this study believed, unequivocally, that infrastructure legacies positively impact the CSOs that gain improved facilities, increasing their organisational capacity, as well as improving conditions for their members to interact. This finding is also consistent with that of Karadakis and Kaplanidou (2012) and Thomson et al. (2019) (in sections 2.3 and 2.3.1).

Furthermore, CSOs in this study believed that intangible social and sport legacies result solely from infrastructural tangible legacies. This suggests that legacy delivery remains flawed at the CSO level, as it reinforces the necessity for tangible legacies to leverage major sport events for participation.

6.6 Intangible Legacies, Leveraging and CSOs

Intangible legacies are harder to quantify, as they cannot be touched and, therefore, are harder to research (Gratton & Ramchandani, 2017). Increased participation post-event, increased volunteers, and social cohesion are all examples of intangible legacies from major

sport events (MSEs) (see section 2.5). The demonstration effect is defined as the belief that hosting MSEs will naturally increase participation rates through the population seeing athletes perform (Reis et al., 2017) (refer to section 2.5.1). The findings from this study suggest that the demonstration effect was present within CSOs' thinking, but that the timing of all three MSEs was a barrier to leveraging the events for increased participation. The importance of hosting major female sport events for social change was also highlighted in the findings.

6.6.1 Demonstration Effect

The evidence of the demonstration effect and a lack of leveraging for participation represented another major finding from the study, worthy of further discussion. An expectation was held amongst the participants that hosting the respective World Cups would increase participation numbers at the CSO level. As Club F's participant stated, *"But if you get enough people along to the games, and they can show that girls can do everything and anything. I think there'll be a huge increase in players next year".* This is study is consistent with Toohey's (2010) view of the expected outcome from hosting MSEs (see section 2.5.1). However, measuring increased participation from hosting MSEs is difficult (Weed et al., 2015).

Brice et al. (2022) noted that both New Zealand Cricket and New Zealand Rugby had limited evidence of leveraging for a participation legacy, arguing that they were reliant on the demonstration effect. A lack of direction and strategy from the NSO for leveraging impacts the CSOs directly. This was evident in both rugby and cricket clubs in this study, with the majority not leveraging the Cricket or Rugby World Cups to increase their membership. They also had limited expectations of hosting the major sport events for increasing their membership. Cricket club participants were asked if their club used the Women's Cricket World Cup 2022 to increase their membership, with only 22% affirming that they were.

Furthermore, from the survey, cricket clubs did not believe there had been an increase in female participation at their club (M=3.72, SD=1.88). Likewise, only 21% of rugby clubs in the survey reported that they were using the Rugby World Cup to increase participation. Moreover, rugby clubs were ambivalent about an increase in female participation resulting from New Zealand's hosting of the Rugby World Cup 2021(M=4.55, SD=0.94). Although the sample sizes for both cricket and rugby clubs were small, indications were that there may be a difference in thought between NSO reliance on the demonstration effect, and CSO expectations of the effect.

Conversely, Brice et al. (2022) confirmed that New Zealand Football had a better, more robust legacy and leveraging strategy. A majority (73%) of football clubs in the survey were using the Woman's Football World Cup to increase membership at their club, providing further evidence of a possible link between NSO strategy and CSO leveraging.

This study highlights that if there is clear leveraging of legacy strategies set out by the NSO pre-event, the top-down policies may be enacted, compared to those expecting the demonstration effect to increase playing numbers within individual sporting codes (Thomson et al., 2021). Comparatively, CSOs expect that they will see an increase in membership solely from New Zealand's hosting of MSEs, encouraging CSOs to leverage can also become difficult. This is especially so, since NSOs create legacy and leveraging plans that are often enacted at CSO level (Girginov & Hills, 2008; Thomson et al., 2021). Consequently, if NSOs rely on the demonstration effect to increase participation, the CSOs will be left to do their own leveraging, which will only occur if they have sufficient organisational capacity (Hayday et al., 2017). This study further articulates that leveraging of legacy must occur pre-major sport event and requires every organisation to work together to create a meaningful avenue to leverage a major sport event for participation. The post- major sport event survey results further add to the argument that reliance on the demonstration effect will not achieve

participation legacies, which is consistent with Veal et al. (2012) and Wicker & Sotiriadou (2013).

6.6.2 Timing of Major Sport Events

MSE timing was also believed to impact a CSO's ability to create sustainable participation legacies and leverage a MSE to that end. Interview participants all discussed where the MSE fell, in relation to their club season, and implications associated with the timing. The Cricket World Cup was held at the end of cricket season in New Zealand, whilst the Rugby World Cup was held in the local rugby off-season. The Football World Cup was, contrastingly, held during the club football season in New Zealand.

Frawley and Cush (2011) argue that hosting a MSE at the end of a season allows NSOs and RSOs to leverage the major sport event's interest, for promotion in the following season. The cricket and rugby club participants explained that having their major event occur at the end of the season and off-season meant that they were unable to convert new members immediately. As Club C's participant stated, *"Unfortunately, it's, it's held at the wrong time of the year for promotional purposes... The Woman's Cricket [World Cup] was six months ago now. So, I think it's kind of a lost opportunity in that respect."* The club was forced to wait and hope that interest was still high at the start of their next season (six months post-event). However, the content analysis showed that, when recruiting women and girl players for the 2023 cricket and rugby seasons, there was limited reference to the Rugby World Cup 2021, or Cricket World Cup 2022, on the social media accounts or websites of local clubs. Only two football CSO participants were open to the idea of re-opening registrations during the 2023 season, ensuring that they could capitalise on the interest from the Football Women's World Cup. This study builds on Hoskyn et al. (2018), Taks et al. (2017), and Frawley & van den Hoven (2015), where CSOs found that leveraging efforts were going to be impeded, due to interest diminishing post event.

6.6.3 Importance of Major Female Sport Events

The last key finding from the study was the emphasis CSOs placed on hosting female major sport events and the legacy of hosting the events. It was evident that, to the football and rugby clubs involved in the survey, hosting major female sport events was important. Football clubs agreed that it was important for New Zealand to host the FIFA Women's World Cup 2023 (M=6.14, SD=1.28). Similarly, rugby clubs agreed that it was important for New Zealand to host the Rugby World Cup 2021 (M=5.90, SD=0.79). It was also apparent from the interviews and content analysis that hosting major female sport events enabled CSOs to focus on their women's and girls' programmes, teams, and players.

Importantly, throughout the interviews and the content analysis, visibility and accessibility to female athletes was conveyed as being core to hosting female major sport events. Visibility of female athletes was considered important for increasing participation of women and girls. Although a small sample, the results provide evidence that major female sport events may differ from male MSEs and multi-sport events in increasing participation. Female MSEs can have greater intangible social legacies off the field, as they specifically target a demographic that was traditionally excluded from sex-incongruent sports (e.g., cricket, rugby, and football) (Brice et al., 2022). This study contradicts the argumentation against the demonstration effect, that the perceived competence gap between high performance athletes and spectators is off-putting for participation (Chalip et al., 2017; Weed et al 2015) (see section 2.5.1).

Metheny's (1965) (cited in Fink et al., 2014) sport-as-gendered typology argues that some sports are perceived as more masculine or feminine, based on traditional gender roles, and is still relevant today in female athlete marketing (Fink et al., 2014). Pertinent to this study, all three sports – cricket, rugby, and football, are all considered to be masculine, with differing levels of physicality required. This leads these sports to be

considered sex-incongruent with the female gender, where sports, such as tennis, figure skating, or netball, would be considered more akin to traditional gender roles (Fink et al., 2014). Consequently, there was greater emphasis on female empowerment and equality within the CSO participants. CSO participants articulated how they treated their female members and linked it to their planning and development capacity, as the Club A participant stated *"What we've done in our women's program is, we've got a lot of female coaches that come from the playing staff, the players, and [are] giving back to the young kids. So, in terms of junior programs getting up and running, we probably have the capability to get staff like the senior players, and then put them through some qualifications and go from there."* . The CSO participants also highlighted the importance of using MSEs for creating awareness and long-term change. These findings align with both Achu et al. (2022) and Beissel et al. (2024), who state that female MSEs can change perceptions about female athletes and sport, with growing emphasis on empowerment, equality, and women's development (see section 2.5.3).

Finally, major sport events can also be used for a legacy of social change, including the enhancement of public policy (VanWynsberghe & Pentifallo, 2014). CSOs' focus on, and give recognition of, female participation, and the visibility of female athletes, reflects the participation and value and visibility pillars, within the Women and Girls in Sport and Active Recreation strategy (2018). This suggests that a legacy of social change may occur, long-term, through gender equality and MSE visibility. However, the CSOs are reliant on the gendered nature of the major sport events to aid them in increasing female membership of their CSO. This reliance, and lack of leveraging, suggests that a legacy from the three female MSEs may not be sustainable, long-term.

6.7 Chapter Summary

Chapter 6 has provided an interpretation and discussion of the findings presented in chapters 4 and 5. Importantly, apparent among CSOs in this study, is that organisational capacity is the biggest internal inhibitor in their ability to leverage a MSE. It is also evident that the CSOs in this study do not believe their NSO, or RSO, did enough to support them in leveraging their MSE, which is a core external inhibitor. CSOs in study believe that infrastructure are core to participation legacies, which must occur pre-event to have lasting effects going into the post-event lifecycle phase. Pre-event is the most important time to leverage a major sport event as shown by the CSOs in the discussion. Those who were post-event have moved on as there is clear reliance on the demonstration effect to increase participation, however this is also linked to the external inhibitor to leverage which is the NSO.

The final chapter presents implications of the research, as well as recommendations for the sport and recreation industry, and for areas of future research. Limitations of the study are also discussed, concluding the thesis.

Chapter 7: Conclusion and Recommendations

7.1 Introduction

This study explores community sport organisations' (CSOs') ability to leverage major sport events held in New Zealand, specifically, within the sports of cricket, rugby, and football. The major sport events in question were the Women's Cricket World Cup 2022, the Rugby World Cup 2021, and the Women's Football World Cup 2023, which were all held between March 2022 and August 2023. Implications from research are discussed, and practical recommendations for future NSOs and CSOs involved in leveraging and the legacy of future major sport events are provided, with suggestions for areas of future research.

7.2 Implications of the Research

There is limited literature on how CSOs can leverage major sport events to increase participation, which this research set out to explore and understand. However, a key finding from this study is that for CSOs it does not matter where in the event lifecycle a CSO finds themselves, if CSOs do not have the requisite organisational capacity necessary to successfully leverage a major sport event for increasing participation, no leveraging will occur. Based on these findings, organisational capacity is a strong determinant in a CSOs ability to leverage a major sport event for a sport participation legacy. Ultimately, without strong organisational capacity at the CSO level, there will be limited success in achieving such a legacy from hosting the Women's Cricket, Rugby, and Football World Cups.

Hall et al.'s (2003) theoretical model of organisational capacity was used in the analysis to segment the issues faced by CSOs in their organisational capacity, in attempting to leverage major sport events. It was evident that four dimensions of Hall et al.'s (2003) theoretical model of organisational capacity were pertinent for CSOs and their leverage efforts. These were human resources, financial, infrastructure, and planning and development capacity, with human resources, infrastructure and planning and development capacity seen

as the most important for CSOs in a leveraging context. This differs from day-to-day operational capacity needed by CSOs, where financial and human resource capacity are often considered the most important (Doherty & Cuskelly, 2020; Hall et al., 2003; Macrae, 2017). Leveraging major sport events highlights the multidimensionality of organisation capacity and the relationships between dimensions (Wicker & Breuer, 2013).

The second key finding was the limited direction from NSOs surrounding the major sport event, which weakens a CSO's ability to leverage the major sport event for participation. This external inhibitor created CSOs who relied on the demonstrated effect post-event to increase participation. Communication is critical, as knowledge transfer is necessary for CSOs to leverage major sport events effectively (Pappous & Hayday, 2016). If NSOs do not transfer knowledge, CSOs that can leverage will do so without NSO direction. The findings provide evidence that more direction from NSOs is needed, and that it needs to begin earlier in the event lifecycle, providing more support to CSOs beyond the leveraging and legacy documents (Thomson et al., 2021). It is also evident from the findings that with no direction, leveraging is limited and, consequently, a negligible sport participation legacy will occur. NSOs must build their own capacity to support RSOs and CSOs early in the event lifecycle to ensure they can meet the needs of the CSOs that enact the leveraging and legacy plans (Thomson et al., 2021).

The third key finding was that it is crucial for the major sport event to be tangible to CSOs. For CSOs that were not in host regions for the three major sport events, or received nothing tangible for the event, their leveraging efforts were severely hampered. It is evident that having tangible legacies that are leverageable remain the priority in short-term legacy and leveraging delivery (Li & McCabe, 2013). Therefore, when hosting major sport events, NSOs need to engage those regions that are not receiving matches, more than those who do have matches in their region. Without engagement for those that do not receive anything

tangible, it will further harm relationships between NSO, RSO, and CSO, since the marginalisation felt by the CSOs can negate any positive benefit they may gain.

The perceived importance of hosting major female sport events was another key finding, adding weight to suggestions that hosting these events is integral to changing perceptions about women's sport (Achu et al., 2022). Gaining greater visibility for female athletes is seen by CSOs to encourage women and girls to get involved with sport. Furthermore, the emphasis on gender equality at the CSO level indicates the effectiveness of governmental and NSO strategy. Ultimately, the culmination of limited organisational capacity, limited direction from NSOs, and the alleged inspiration believed to arise from hosting female major sport events, leads to a belief at the CSO level that the demonstration effect will occur, and that hosting a major sport event will increase sport participation, without any effort (Toohey, 2010; Weed et al., 2015).

7.3 Future Research

The findings and discussion presented in the previous three chapters are consistent with Chalip et al. (2017), Macrae (2017), Millar and Doherty (2021), and Thomson et al. (2021), arguing that CSOs' organisational capacity must be developed before an event to ensure the appropriate level of capacity is reached for leveraging major sport events, and to deliver a sustainable participation legacy. Future research can build on this study by examining capacity-building in CSOs, specific to leveraging major events. Leveraging major sport events for participation places greater emphasis on different dimensions compared to the organisational capacity needed to function effectively. The need to explore how those dimensions of organisational capacity can be developed before a major sport event is, therefore, necessary. Millar and Doherty's (2016) model for capacity-building provides a framework for such an investigation.

Although results from this study cannot be generalised to all major sport events, they can provide the foundations for further research, using male major sport events instead of female major sport events. This difference in context would help establish any discrepancy between the organisational capacity required by community cricket, rugby, and football clubs to leverage a major male sport event comparable to a major female sport event.

Collaboration between CSOs is well-researched regarding leveraging for participation that goes awry (Taks et al., 2017). The findings from this study suggest that differences in organisational capacity, and situations where collaboration does not appear to benefit both CSO partners equally, can lead to tensions between CSOs. Because of the small sample in the study, further research would be beneficial in examining the impact of differences in organisational capacity on a CSO's ability and/or willingness to work with other CSOs, to leverage a major sport event.

It was evident from the results that for CSOs not located in host regions where a major sport event was held, limited leveraging occurred and they missed out on the most tangible object – the event itself. There has been limited research into non-host leverage; however, this research was conducted at the regional level (Chen & Henry, 2016; Chen & Misener, 2019). Therefore, further exploration as to how CSOs in a non-host region can leverage a major event, without being near the event, would extend the knowledge bank on leveraging major sport events.

The final recommendation for future research concerns major female sport events. From the findings, CSOs clearly recognised the importance of hosting major female sport events. The participants belief suggested that merely hosting a major female sport event would provide enough inspiration for women and girls to become active in the sport (Brice et al., 2022). Further research is needed to investigate the potential impact on the context and target

demographic of women and girls by the demonstration effect which, according to Potwarka and Wicker (2021), occurs under specific conditions.

7.4 Recommendations

Recommendations have been made to organisations that have been impacted by this study. These are, specifically, national sport organisations (NSO's) that are responsible for legacy and leveraging development and implementation, community sport organisations (CSOs) that try to implement the NSO legacy and leverage plans, and New Zealand Major Events, who provide funding to host major sport events within New Zealand.

7.4.1 Recommendations for NSOs

The first recommendation to NSOs is to have better communication with CSOs and RSOs. It was clear in the findings that NSOs did not engage and communicate with CSOs until closer to the event. Because leveraging and legacy can begin when the bid is won, NSOs need to begin their leveraging efforts earlier, which requires more communication with RSOs and CSOs. NSOs have more capacity than a CSO to deliver legacy leveraging and, therefore, need to provide more support to the RSOs and CSOs to facilitate successful leverage. They also need to obtain CSO input into developing legacy and leveraging strategy. CSOs know their communities best, and will be able to offer ideas about how to leverage a major sport event to impact the communities they operate in. This would also negate any misalignment between NSO, RSO, and CSO, and limit the isolation that some CSOs feel towards their NSO. This is necessary because CSOs implement legacy programmes. NSO's need to focus on engaging RSOs and CSO's to ensure greater buy-in from CSO's who may feel disenfranchised.

A second recommendation for NSOs involved with major sport events, is to provide the appropriate tools to enable CSOs to develop their organisational capacity (Chalip et al., 2017; Macrae, 2017). It was evident in the results that, without existing organisational

capacity, CSOs cannot leverage major sport events. A focus on providing CSOs with resources that are relevant to organisational capacity would be necessary, well ahead of any major sport event. First, money associated with the major sport event that goes to the NSO needs to contribute to increasing CSOs' organisational capacity, since they are the point of entry for people to become involved in organised sport. To ensure that grassroots sport remains sustainable, more financial resources need to be focused on CSOs. Second, there is an issue that CSOs may not know where to go, to find such resources (e.g., Aktive Resource Hub, n.d.); therefore, NSOs and RSOs need to collate or develop resources and provide them to the CSO. Furthermore, using Millar and Doherty's (2016) conceptual model as a framework for capacity-building may also help to increase organisational capacity.

7.4.2 Recommendations for CSOs

The first recommendation for CSOs is to engage with the major sport event as early as possible. Engaging with major sport events builds interest in the event within the community. As leveraging is critical before the event, the earlier a CSO begins to leverage, the greater the potential outcomes they can achieve. Building capacity in their organisational capacity would allow this to continue. Either seeking out the resources, themselves, or asking their RSO to provide information (e.g., Aktive Resource Hub, n.d.) or provide support, would enable CSOs who are interested to build capacity.

The second recommendation for CSOs engaged with leveraging, is to be open to greater collaboration with other CSOs. Collaboration is needed to leverage; therefore, CSOs need to understand what is entailed (Chalip et al., 2017; Taks et al., 2014, 2017). The insular nature of some CSOs can impede collaboration and, therefore, there needs to be an understanding of why collaboration is necessary. CSOs should be able to work with other CSOs to ensure that more people can enter into formal organised sport, and leveraging together would build social capital, thereby also enhancing relationships between CSOs.

7.4.3 Recommendations for New Zealand Major Events

The first recommendation for New Zealand Major Events is to develop a leverage toolbox for NSO's that can be tailored for CSO's across New Zealand. Although major sport events are transient, with different legacies, at CSO level they are seen just as events. Therefore, the development of a toolbox that can be flexible in the delivery, can enable CSOs from a variety of NSOs to leverage a major sport event relevant to their club. This would also require a strong relationship with Sport New Zealand, who also need to provide greater support to NSOs to help CSOs build capacity.

The second recommendation is the removal of the demonstration effect from the evidence needed for funding. Since there is limited evidence of the demonstration effect, New Zealand Major Events needs to alter what is required from NSOs and event owners to be eligible for funding (Veal et al., 2012). Changing the requirement to needing specific leverage strategies for increasing participation would ensure that NSOs and event owners start the leveraging process early. Needed, also, is a measurable key performance indicator for NSOs and event owners to demonstrate how they will leverage the major sport event for a participation legacy.

7.5 Limitations

For a 90 point thesis, primary data collection is required. Within the research there was an insufficient amount of primary data collected therefore secondary data was collected. 18 cricket clubs were surveyed, and one was interviewed representing the post-event leveraging of legacy. 20 rugby clubs were surveyed, and one was interviewed representing the during event leveraging of legacy. Lastly, 22 football clubs were surveyed and of that 4 were interviewed, representing the pre-event leveraging of legacy. Due to the small sample size of all three sports, the findings in this thesis are indicative but cannot be generalised to the wider population of cricket, rugby and football clubs. If this thesis was to be replicated,

the results may differ due to the sample sizes of all three sports. As football clubs were the largest sample across the survey and interviews, there is a heavy skew towards pre-event leveraging findings within this thesis. A wider range of cricket and rugby club would provide greater evidence into leveraging during- and post- major sport event.

7.6 Chapter Summary

In conclusion, this study aimed to explore how community sport clubs leverage major events to increase participation, and the factors, both internal and external, that either aid or hinder their ability to do so. It is evident from the findings, that pre- and during event leveraging is the most powerful for CSO's, however the necessity for CSOs to have strong organisational capacity before a major sport event is also critical to successful leveraging. For CSOs in the post event phase, without clear leveraging strategies from the pre-event phase, there will be negligible participation increases, and based on the findings, CSOs also agree with this. The core dimensions of organisational capacity that impact a CSOs ability to leverage a major sport event are human resources, infrastructure, planning and development, and financial capacities. Significantly, New Zealand Football, New Zealand Rugby, and New Zealand Cricket, must invest money in their CSOs to build their capacity so that they are prepared ahead of any increases in membership. Investment in CSOs is the only way for organisational capacity to change at CSO level. If NSOs want grassroots community sport to remain viable and be a pathway to high performance sport, they must commit funds to ensure that this will occur.

Importantly, the relationship between CSO, RSO, and NSO, needs further development, especially when a major sport event is held. The relationship between the three organisations is critical to a sport's survival. CSOs give all participants the ability to play sport but, they are run by volunteers. NSOs and RSOs must recognise the limitations placed on CSOs, and that they sometimes cannot enact policies, programmes, or leveraging dictated

by them. An understanding of what CSOs can really achieve comes from strengthening the relationship with the RSOs who deal directly with the CSOs, whilst also supporting the RSOs to do so.

For the CSOs in this study, the tangible legacies associated with hosting the Women's Cricket, Rugby, and Football World Cups, with the potential for the greatest impact, are the infrastructure upgrades. For the CSOs that received infrastructure upgrades, leveraging these World Cups' legacies starts now. CSOs must constantly remind their communities that these upgrades eventuated from the Women's World Cup's being held in New Zealand. Furthermore, these CSOs must continue their push for increasing women and girls in their sport, otherwise, the infrastructure legacies from these Women's World Cups will be negligible.

Finally, for CSOs in this study, it was evident that they want more women and girls at their clubs. However, they need to do their own leveraging of these major sport events to ensure that, long-term, they can continuously attract new female members. Critically, for CSOs entering new seasons without having leveraged the three major sport events, with the expectation that the demonstration effect will work, only time will tell if the reliance has worked.

For the Women's Cricket, Rugby, and Football World Cups to have a lasting legacy within New Zealand, the CSOs and NSOs involved in this study need to consistently leverage from these events. This will ensure that the Women's Cricket World Cup 2022, the Rugby World Cup 2021, and the FIFA Women's World Cup 2023, are etched into the minds of the communities they serve, and not become past major sport events that are thought of with nostalgia.

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Appendices

Appendix A: Ethics Approval

Auckland University of Technology Ethics Committee (AUTEC)

Auckland University of Technology
D-88, Private Bag 92006, Auckland 1142, NZ
T: +64 9 921 9999 ext. 8316
E: ethics@aut.ac.nz
www.aut.ac.nz/researchethics

27 September 2022

Michael Naylor
Faculty of Health and Environmental Sciences

Dear Michael

Re Ethics Application: **22/191 2022 National Sport Club Survey**

Thank you for providing evidence as requested (student project), which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTEC).

Your ethics application has been approved for three years until 27 September 2025.

Standard Conditions of Approval

1. The research is to be undertaken in accordance with the Auckland University of Technology Code of Conduct for Research and as approved by AUTEC in this application.
2. A progress report is due annually on the anniversary of the approval date, using the EA2 form.
3. A final report is due at the expiration of the approval period, or, upon completion of project, using the EA3 form.
4. Any amendments to the project must be approved by AUTEC prior to being implemented. Amendments can be requested using the EA2 form.
5. Any serious or unexpected adverse events must be reported to AUTEC Secretariat as a matter of priority.
6. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the AUTEC Secretariat as a matter of priority.
7. It is your responsibility to ensure that the spelling and grammar of documents being provided to participants or external organisations is of a high standard and that all the dates on the documents are updated.
8. AUTEC grants ethical approval only. You are responsible for obtaining management approval for access for your research from any institution or organisation at which your research is being conducted and you need to meet all ethical, legal, public health, and locality obligations or requirements for the jurisdictions in which the research is being undertaken.

Please quote the application number and title on all future correspondence related to this project.

For any enquiries please contact ethics@aut.ac.nz. The forms mentioned above are available online through http://www.aut.ac.nz/research/researchethics

(This is a computer-generated letter for which no signature is required)

The AUTEC Secretariat
Auckland University of Technology Ethics Committee

Cc: melody.johnston@aut.ac.nz; katharine.hoskyn@aut.ac.nz; linden.moore@autuni.ac.nz

Appendix B: Participant Information Sheet

Participant Information – Interviews (Leveraging of sports events by community sport clubs)

Date Information Sheet Produced:

5 July 2022

Project Title

2022 National Sport Club Survey - Leveraging Major Event Legacy: establishing the expectations of community sport clubs in Aotearoa New Zealand.

An Invitation

The Sport Performance Institute New Zealand (SPRINZ) and the New Zealand Amateur Sport Association (NZASA) invite you to participate in this research project. This project is part of the annual National Sport Club Survey. The NSCS is a partnership between SPRINZ at AUT and the NZASA. This dimension of the National Sport Club Survey is a research component for a thesis for the fulfilment of a Masters of Business.

What is the purpose of this research?

The purpose of this research is to explore how community sports clubs were and are leveraging international world cup events

How was I identified and why am I being invited to participate in this research?

You were identified by a club representative who completed the 2021 National Sport Club Survey. Your insights about this topic will contribute to the way community sport is managed.

What will happen in this research?

An interview will take place with each participant either in person or via Zoom. The interview will last 30- 45 minutes. You will be asked to describe sport for women and girls in your club.

What are the discomforts and risks?

There is a very low chance participants will experience any discomfort or embarrassment.

How will these discomforts and risks be alleviated?

The discomforts and risks associated with this study are negligible. You can decline to answer any question, or you may choose to withdraw from the interview at any stage.

What are the benefits?

The results of this research will benefit the sport sector by providing insights on how clubs can leverage an international World Cup at different times of the event life cycle to ensure more participation.

How will my privacy be protected?

Your name and your club's name will be kept anonymous through data analysis and presentation of results. Transcripts from these interviews will be stored in a secure location at AUT. The files will be destroyed when the project is over.

What are the costs of participating in this research?

The interview will take about 30-45 minutes of your time. We may follow-up questions via email to clarify some parts of your response or to seek further information.

What opportunity do I have to consider this invitation?

You have two weeks to consider this invitation.

How to I agree to participate in this research?

You will be asked to verbally consent to be interviewed at the outset of the interview. Your participation in this research is voluntary and whether or not you choose to participate will neither advantage or disadvantage you. You are able to withdraw from the study at any time. If you choose to withdraw from the study, you will be offered the choice between having any data that is identifiable to you removed or allowing it to continue to be used. However, once the findings have been produced removal of your data may not be possible.

Will I receive feedback on the results of this research?

The results will be disseminated through infographics, reports, workshops, and a thesis as the final presentation.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Lead and supervisor– Mel Johnston, *mjohnston@aut.ac.nz*

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTEC, Dr Carina Meares, *ethics@aut.ac.nz*

Approved by the Auckland University of Technology Ethics Committee on *27 September 2022* AUTEC Reference number 21/191.

Appendix C: Participant Invitation

Interview Email Invitation – Leveraging of sports events by community sports clubs

Thank you for indicating your willingness to be interviewed in follow-up to the 2022 National Sport Club Survey (NSCS).

We were provided your contact details by a representative of your club who completed the 2022 National Sport Club Survey (NSCS).

The NSCS is a partnership between the Sport Performance Research Institute New Zealand at AUT and the New Zealand Amateur Sport Association.

This dimension of the National Sport Club Survey (NSCS) is part of the fulfilment of the research component for a Masters of Business.

We would like do a 30-40 minute interview with you about leveraging of an international world cup by your club.

That interview will take place over zoom, so it's important you have access to a computer or other supporting hardware plus an internet connection.

You have two weeks to consider this invitation.

The dates we have in mind are between December 2022 and February 2023. Would any of these work for you?

Please note that you will be asked to formally provide your consent at the outset of the interview.

More information about this phase of the National Sport Club Survey can be found in the attached document.

Appendix D: Indicative Interview Questions and Consent Statement

Indicative Interview Questions – Women & Girls

Consent Statement

Thanks for agreeing to participate in the interview.

Your participation in this research is voluntary and whether or not you choose to participate will neither advantage or disadvantage you. You are able to withdraw from the study at any time. If you choose to withdraw from the study you will be offered the choice between having any data that is identifiable to you removed or allowing it to continue to be used. However, once the findings have been produced removal of your data may not be possible.

Can you confirm that you understand this and are familiar with the information about this project that has been provided?

Indicative Questions

Cricket Clubs – post event

1. How has New Zealand hosting Women's Cricket World Cup impacted your club?
2. What initiatives did your club undertake to use the Women's Cricket World Cup to increase participation?
3. What kind of support/resources were given to your club by your regional and national sport organisations?
4. What do you think could have been done differently to ensure that your club maximised New Zealand's hosting the Women's Cricket World Cup?
5. If presented with the opportunity to collaborate with other cricket clubs in the area to increase membership would your have club participated?

Football Clubs – pre event

1. How is New Zealand going to host the Football Women's World Cup impacted your club?
2. What initiatives is your club undertaking to use the Football Women's World Cup to increase participation?
3. What kind of support/resources are being given to your club by your regional and national sport organisations?
4. What do you think could have been done differently to ensure that your club maximises New Zealand's hosting of the Football Women's World Cup?
5. If presented with the opportunity to collaborate with other football clubs in the area to increase membership would your club participate?

Rugby Clubs – during/post event

1. How has New Zealand hosting the Women's Rugby World Cup impacted your club?
2. What initiatives did your club undertake Women's Rugby World Cup to increase participation?
3. What kind of support/resources were given to your club by your regional and national sport organisations?
4. What do you think could have been done differently to ensure that your club maximised New Zealand's hosting of the Women's Rugby World Cup?
5. If presented with the opportunity to collaborate with other rugby clubs in the area to increase membership would your have club participated?

Appendix E – NSCS Questions 2022

Cricket

Agrees-Disagrees

1. NZ's hosting of the Women's Cricket World Cup helped to increase participation at my club for females.
2. NZ's hosting of the Women's Cricket World Cup helped to increase participation at my club for males
3. NZ Cricket was supportive throughout the Women's Cricket World Cup to help drive new participants at my club.
4. NZ Cricket did a good job promoting cricket clubs throughout the Women's Cricket World Cup.
5. My club is prepared for an increase in female members.

Yes/No

6. Did your club use the Women's CWC to attract new members
7. Did your club work with other organisations to help maximise the potential effect of the CWC?
8. Did you club experiences any challenges or costs due to NZ hosting the Women's CWC?

Rugby

Agrees-Disagrees

1. My local regional sport organisation has provided enough support for my club to use the Women's Rugby World Cup to increase participation
2. By NZ hosting the Women's Rugby World Cup my club believes there will be an increase in participation in females

3. By NZ hosting the Women's Rugby World Cup my club believes there will be an increase in participation in males
4. My club believes that it is important to host the Women's Rugby World Cup
5. My club is prepared for an increase in female members
6. My club has the appropriate financial and personnel capability to use the Women's Rugby World Cup to increase participation in my club
7. The event organisers are doing enough to promote rugby clubs in the lead up to the RWC
8. My club believe that NZR will do enough during the Women's Rugby World Cup to promote rugby clubs
9. My club has worked/is working with other local clubs to gain the most benefit from NZ hosting the Rugby World Cup

Yes/No

10. Is your club utilising the Women's Rugby World Cup to attract new members?
11. Does your club have any pre-existing relationships that that could be used to maximise the impact of the RWC for your club?
12. Has your club experienced any challenges or costs due to NZ hosting the Women's Rugby World Cup?

Football

Agrees-Disagrees

1. My local regional sport organisation has provided enough support for my club to use the Women's Football World Cup to increase participation
2. By NZ hosting the Women's Football World Cup my club believes there will be an increase in participation in females

3. By NZ hosting the Women's Football World Cup my club believes there will be an increase in participation in males
4. My club believes that it is important to host the Women's Football World Cup
5. My club is prepared for an increase in female members
6. My club has the appropriate financial and personnel capability to use the Women's Football World Cup to increase participation in my club
7. The event organisers are doing enough to promote rugby clubs in the lead up to the Women's Football World Cup
8. My club believe that the event organisers will do enough during the Women's Football World Cup to promote football clubs
9. My club is working with other local clubs to gain the most benefit from NZ hosting the Women's Football World Cup

Yes/No

10. Is your club utilising the Women's Football World Cup to attract new members?
11. Does your club have any pre-existing relationships that that could be used to maximise the impact of the Women's Football World Cup for your club?
12. Has your club experienced any challenges or costs due to NZ hosting the Women's Football World Cup?