

Supplemental material / Appendix to

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The Financial Challenges of Hosting Sports Events: A Problem of Insufficient Separation Between Decision-Making and Decision-Control

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Appendix 1 – Tabular overview of events in Norway

Event	1994 Lillehammer Winter Olympics	The 2011 FIS World Skiing Championship in Oslo	2014 FIDE Chess Olympiad in Tromsø	2017 UCI World Road Cycling Championship in Bergen
Participants	1737	636	1570	1257
Competitions	61	21	11 tournament rounds	12
Venues	NOK 7.3 billion	NOK 1.8 billion	No investments	No investments
Spectators	1.2 million paying	300,000	Some few thousand	700,000
Volunteers	12,000	n. a.	500	2,000

Appendix 2 – Interviews and data collection:

Event	Respondent / Role or Position	Number	Duration	Type
1994 Winter Olympics in Norway	President of Norwegian Federation of Sports / member of organizing committee / later head of Sport section of Ministry of Culture	1	180 min	Face to face
	Athlete	1	120 min	Face to face
	Head of Legacy fund	1	120 min	Face to face
	Bureaucrat in the cultural department	1	90 min	Face to face
2011 FIS Nordic World Ski Championships ¹	Leader of the building committee for the Holmenkollen Arena	1	60 min	Telephone
	Project leader for the construction of the Holmenkollen Arena	1	55 min	Telephone
	Former general secretary for the Norwegian Skiing Federation	1	45 min	Face to face
	Arena adviser for the Norwegian Skiing Federation	1	60 min	Face to face
	General secretary for the Norwegian Skiing Federation	1	40 min	Telephone
2014 FIDE Chess Olympiad ²	General manager	1	120 min.	Face to face
	First board leader of organizing committee	1	70 min.	Face to face
	Second Board leader of organizing committee	1	55 min.	Skype
	Commissioner of Tromsø's city council, Department of culture, business and sport	1	60 min.	Face to face
	Mayor of the city of Tromsø, vice board leader	1	45 min.	Face to face
	President of the Norwegian Chess Federation	1	60 min.	Face to face
	Adviser for organising committee, Previous vice president of FIDE	1	90 min.	Face to face
	Consultants (Group interview)	3	90 min.	Face to face
	President of organising committee	1	75 min.	Face to face

¹ See also: Solberg, H. A. & Preuß, H. (2015). Major Sports Events: The Challenge of Budgeting for the Venues. *Event Management* 19, 349-363.

² See also: Solberg, H. A. & Olderøyen, L. (2018). The challenges of hosting major events owned by international federations: A case study of the 2014 Chess Olympics. *Event Management* 22, 595-608.

2017 UCI World Road Cycling Championships	Marketing and communication director	1	90 min.	Face to face
	Operative leaders at local Bergen Police and West Police District.	2	75 min.	Face to face
	Director of Bergen municipality	1	75 min.	Face to face
	Sports director at Bergen municipality	1	70 min.	Face to face
	Politician of Hordaland County municipality	1	55 min.	Face to face
	Member of the Norwegian Public Roads Administration (NPRA)	1	70 min.	Face to face
	Management member at the Bergen Fire Department	1	120 min.	Skype
	Actors with operative tasks at Bergen hospitals	2	70 min.	Skype
	Management and the board of the Local organizer (Bergen 2017 Ltd.)	10	800 min.	Face to face
	Bergen Municipality (Different municipal agencies at various levels, from the management to the operational level)	4	360 min.	Face to face
	Hordaland County Municipality Different municipal agencies at various levels, from the management to the operational level	4	260 min.	Face to face
	Management and administrative staff of Norwegian Cycling Federation (2 of these are also member of Bergen 2017 Ltd.)	5	420 min.	Face to face
	Managers of Private commercial entities	6	420 min.	Face to face
	Sponsors	3	150 min.	Face to face / Skype
	Private Consultant DNV	1	55 min	Face to face
	Trustee in bankruptcy	2	120 min.	Face to face

Appendix 3 - Other documents and data:

- With respect to the 1994 Winter Olympics, we retrieved comprehensive data that was collected through a historical analysis of this event presented in a doctoral thesis by Heyerdahl (2014, in Norwegian)³. This analysis comprised a broad archival study and previously unavailable governmental, parliamentary, and municipal memos. It consists of approximately 1,500 documents that follow the whole Olympic process from idea through implementation to long-term legacy. Documents of the sport federation and organizing committee are located at Innlandet Fylkesarkiv (county archives, <https://farkiv.no/>).
- With respect to the cycling championships more than 200 documents have been reviewed: applications for governmental funds, contractual documents of the Norwegian Cycling federation with municipality and county, resolutions of the municipality concerning the championship, minutes from board meetings of organizer, press releases from national and local governments, guidelines and manuals provided by UCI, initial budget of organizer, budgeting documents of Norwegian road administration and Skyss (public transport), letters exchanged between several agents like police, Norwegian National Sports federation, ministry of culture, municipality, etc, several documents related to the bankruptcy and bankruptcy estate of Bergen 2017 Ltd, reports and planning documents of the centre for societal safety and emergence planning, financial reports of Bergen 2017 Ltd. and Norwegian Cycling Federation.
- Documents collected with respect to the 2014 FIDE Chess Olympiad:⁴ FIDE's regulations (https://www.fide.com/FIDE/handbook/chess_olympiad_regulations.pdf), reports mentioned below, four internal reports of the organizer that investigated alternative strategies during the application process, juridical documents of the Nord-Troms County Court on the conflict between COT2014 and the Russian Chess Federation

³ Heyerdahl, G. S. (2014). *Vinter-OL i skisportens vugge: De VI Olympiske vinterleker i Oslo, 1952 og De XVII Olympiske vinterleker i Lillehammer, 1994*. Doctoral thesis, Norwegian School of Sport Sciences.

⁴ Solberg, H. A. & Olderøyen, L. (2018). The challenges of hosting major events owned by international federations: A case study of the 2014 Chess Olympics. *Event Management* 22, 595-608.

Appendix 4 - Post event public reports and presentations concerning the impact or value generation of the events (in Norwegian, titles are translated to English):

- Norway Convention Bureau and Pricewaterhouse Coopers. (2015) *Verdivurdering av sjakk OL I Tromsø* (english: *Valuation of Chess Olympiad in Tromsø*). Presentation. Retrieved 19 March 2021 from <https://www.tromso.kommune.no/sjakk-ol-skapte-verdier-for-105-millioner.5719985-110070.html>
- COT2014. (2015) *Sluttrapport Chess Olympiad, Norway 2014, Tromsø, 2007-2015*. (english: *Final report Chess Olympiad, Norway 2014, Tromsø, 2007-2015*). Retrieved 19 March 2021 from <https://www.tromso.kommune.no/sjakk-ol-skapte-verdier-for-105-millioner.5719985-110070.html>
- Menon Economics. (2018). *Ringvirkningsanalyse av sykkel-VM*. (English: *impact analysis of cycling championship*) Retrieved 19 March 2021 from <https://www.menon.no/wp-content/uploads/2018-2-Ringvirkningsanalyse-av-sykkel-VM.pdf>
- Solberg, H. A., Becker D., Denstadli, J. M., Heldal, F., Knardal, P. S. and Thøring, T. A. (2018). *Sykkel-VM 2017: Fra folkefest til økonomisk bakrus* (english: *From peoples' festival to economic hangover*) Retrieved 19 March 2021 from https://www.ntnu.no/documents/1277219110/0/2018_12_11_Rapport_sykkel-VM.pdf/5951b817-28da-47f6-8b28-9ba1251749e4
- Spilling, O. (1994). OL's Næringsmessige betydning på kort og lang sikt. Sluttrapport fra prosjektet "Regionale virkninger av OL". (english: *Industrial significance in the short and long term. Final report from the project "Regional effects of the Olympics*). Lillehammer. Østlandsforskning, Rapport nr. 26-1994.
- Oslo Kommune. (2010). Utbygging av Holmenkollen nasjonalanlegg (english: *Construction of Holmenkollen national facility*). Presentation by Hagbarth Vogt-Lorentzen (project leader), 28. April 2010.