

Organisation & Management of Sports Events as a Tourism Product

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Abstract: The widespread use of sports events goes hand in hand with the constantly changing travel motives and the increasing experience orientation of society. How relevant a sports event is or can be for the venue is ultimately determined by numerous factors, both internal and external. In addition to the type and scope of the respective event, the characteristics of the city, region or country itself also play a major role. The aim of this study is to make a comprehensive inventory of the structures of the management and organisation of sporting events as a tourism product in order to create recommendations for action. The method used in this study was a review of the relevant literature. In analysing various research results, it was discovered that sports events and their marketing are a rapidly developing segment, the use of which is to be regarded as a significant communication tool in tourism. Sport events are valued as attractions, catalysts and image bearers and thus constitute an important tourism motive. Furthermore, the uniqueness of such events and the interaction of the environment, the people involved and the management systems should be mentioned. Furthermore, sporting events have a project character and can be seen as complex events with organisational requirements. Furthermore, it can be seen that there are different types of sporting events, for which the different occasion, duration, origin as well as size play a role. Sporting events have become an important element of tourism. Many destinations around the world are developing sports event portfolios as a strategic weapon to attract tourists and strengthen their brand. For many of the host cities, the goal at the time of the sporting event is not only an increased tourism demand. Through numerous investments in the respective city or region, sporting events are even seen as an element of urban development policy, with hoped-for positive effects on politics, the economy and society. Sporting events are also subject to constant change and will not lose their relevance and popularity in the future. Destinations must be oriented to current travel trends and they have to react appropriately.

Keywords: Sports events, organisation, management, tourism, and destination.

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INTRODUCTION

In today's society and in times of globalisation, sporting events are a topical issue. They are omnipresent and are also gaining more and more significance in tourism. For the staging of special tourist events, a separate term has emerged - event tourism. Event tourism is defined by specially staged or highlighted events or events of limited duration with tourist appeal. This means that

tourism events must include the systematic planning, development and marketing of festivals and events as tourist attractions, the development of promotional measures and the creation of a destination image through attractions. In tourism, active holidays and short breaks are the forms of holiday with the strongest growth. Consumers are increasingly demanding individualisation and diversification of offers, thus challenging tourism

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industry players to constantly create new and unique offers. Furthermore, sport and tourism are more strongly addressed and staged in order to meet the trend of "eventisation" in order to meet the consumer demand for experiences (Dreyer, 2002; Freyer & Gross, 2002). Sport events are important elements in tourism marketing, and have the potential to prove particularly effective. The presence of public festivals, events and various other spectacles has been around for centuries. The Olympic Games, for example, can look back on a long tradition and fascinate people across cultures and countries. Numerous tourist destinations of various sizes expand their tourist offer with specially created events. Their spectrum is very diverse and also includes major international sporting events. Events are often described as events of a very special, spectacular kind. Their characteristics are listed as unique, limited in time and/or artificially created. In addition to major events such as the Olympic Games, smaller sports festivals may also be included. From a tourism perspective, sporting events are defined as specially arranged events for locals and nonlocals that are of tourist appeal, up to sporting event tourism, where sporting events become the main motive for a trip (Angerer, 2007; Aoyama, 2017).

It is that special experience, a kind of additional benefit that makes up the essence of the event character. These sporting events and their marketing are a rapidly developing segment, the use of which is to be regarded as an important communication instrument in tourism. Sport events are valued as attractions, catalysts and image bearers and thus constitute an important tourism motive. The uniqueness of such events and the interaction of the environment, the people involved and the management systems should also be mentioned (Bowdin et al., 2012). Furthermore, sporting events have a project character and can be seen as complex events with organisational needs. Both projects and sporting events are social systems with internal and external relationships. Furthermore, it can be seen that there are different types of sporting events, for which the different occasion, duration, origin and size play a role. This diversity entails the difficulty of a clear differentiation, as the types of sporting events mentioned sometimes overlap. Furthermore, the respective event destinations can be seen as attractions in their own right, which offer visitors an additional added value. The increasing professionalisation and internationalisation of sports management has resulted in an oversupply of sports events. In the long term, only a few sporting events can survive. Consequently, the development of unique selling propositions compared to the competitors and the creation of additional benefits

for active and passive participants are coming to the fore (Aicher et al., 2020). The expansion of sporting events into multi-day experiences and the resulting possibility of integrating tourism present a solution approach for this. The embedding of tourism in a holistic sports event concept represents a variant of additional offers and thus generates complementary products for the participants. In order to be able to appear as professional as possible and offer attractive offers, cooperation between those responsible in sport and the tourism industry is required (Freyer & Gross, 2002; Freyer, 2011).

METHODOLOGY

This study is a bibliographic review study that presents the critical points of existing knowledge on a theoretical approach to the topic of "organisation & management of sports events as a tourism product". There is no specialised and comprehensive research work in this area. This study attempts to fill this gap and is intended to be a useful aid to those who will undertake similar efforts in the future. The main aim of the bibliographic review is to place the study within the 'body' of the topic in question. The review of the current study refers to clearly stated questions and uses systematic and explicit criteria for the critical analysis of a published paper through summarising, sorting, grouping and comparing (Zarotis, 2019).

Bibliographic review study

Organisation and management of sporting events as a tourist product

The trend towards the "eventisation" of society does not stop at tourism. All types of tourism are strongly influenced by the trend of increasing the demand for experiences. Tourists who attend special events are often referred to as major spenders. Sporting event tourists spend more than the average tourist, with spending varying with the type of event. The sporting events that are among the most attractive in an economic sense are those that attract older and wealthier visitors, such as the World Championships. Event tourists are classified as quality tourists because they make the industry more profitable, but also care about the social and environmental impacts of their travel. Thus, these events themselves not only have environmental and social impacts, they also contribute to the sustainable development of the location (Sommer, 2004; Schwark, 2016). A tourism special event is a one-off or rarely occurring event of limited duration and it offers its consumers experiences that go beyond everyday activities. Such events, which have the potential to attract tourists, often take place to raise the profile, image or awareness of a destination. Consequently, a destination resembles a strategic business unit whose aforementioned

competitiveness must be guaranteed in the long term. New development trends in society, globalisation, changing demand behaviour as well as the described further development within the destination are currently resulting in increasingly intense competition among the destinations. It is therefore necessary to find an orientation with effective management that optimally markets the product offered and in particular the experiences on site, in order to stand out from the competition. In this case, organising major sporting events can be of considerable importance for a destination. After all, society is increasingly geared towards experience, pleasure and fun. These constantly changing customer demands pose an additional challenge for the holiday region. Systematic staging helps to differentiate from other competitors and creates tourism value (Drengner, 2006). Sporting events can be used as an instrument for the strategic positioning of the region. In addition to increasing the attractiveness and image of the destination, such an event has numerous indirect effects. However, this is not to be assumed without further ado, as the trend towards sports events has been adopted and implemented by numerous destinations in recent years. Consequently, sporting events have developed into hard location factors. Cross-border investors and tourists are made aware of them and attracted to them. The destination and its facilities are being rebuilt, restored and sustainably changed, as this is the only way to meet the special conditions and requirements. Such sporting events can also create a kind of local identity, where people from different social, age and religious groups unite and participate in the sporting event together (Morgan et al., 2002; Getz, 2007). In order to systematise the individual types of sporting events, the various types of sporting events are differentiated according to their size, occasion, frequency and duration. A tourist sporting event must be able to attract visitors to a destination. Depending on how many visitors a sporting event can attract, it is classified as follows: a) A mini - sporting event is a public event with a specific motive and only of regional importance. Especially at the smaller events, traditions and customs are cultivated. However, the tourist impact is low and is concentrated on day visitors at best. Over the years, such mini-events can also become medium or mega-events. However, this is dependent on the marketing of the event. Examples of this are city runs and fun runs. b) A medium - sporting event is a medium-sized event that must have a high status or prestige, attract a large crowd and the broad attention of the media. The main target group here is the local population. In American literature, medium events are also called hallmark events. These events are very closely associated with the destination in which they take place and are even used as synonyms for the venues. An example of this is the

Wimbledon tennis tournament in London. c) A mega- sporting event is the largest and most significant group of sporting events, often referred to as a major or special event. These sporting events usually have a large number of visitors. Therefore, they have a very positive economic effect on tourism. They require enormous resources. Examples include the Olympic Games and World Championships. Also worth mentioning are their universal character as well as high media attention; worldwide guests are attracted by mega-sport events. The prerequisite for this is a long-term planning and preparation phase. These cost-intensive events are also accompanied by revenue gains. It is further stated that these sporting events should exceed an attendance of one million as well as have capital costs of at least 500 million dollars. Therefore, the Olympic Games and other major international sporting events are referred to as mega-sporting events (Preuss et al. 2009; Silvestre, 2017; Aoyama, 2017).

In order to create sporting events as a tourism product, a destination must be optimally organised in this regard, as this structure is crucial for strategic success. Comparable to a company, there are various possibilities to manage the destination and to shape its orientation. Depending on the organisational structure, this in turn influences the requirements and prerequisites for destination management, especially with regard to strategy development. The internal processes and events are also of great value; these can be represented with the help of an enterprise model. This is based on the fact that destinations are seen as competitive units that achieve services for third parties, with the help of people and technologies in return for payment. Furthermore, almost all the characteristics usually associated with companies also apply to a destination. The characteristics that can be mentioned here are the dynamics of the system, the social character or the purpose and goal orientation. Destinations, like companies, also have to face intense competition in order to increase brand value as well as value creation (Bieger, 2013).

For the event participants, the sports event is important as an overall product. The various partial services complement each other, which is why we speak of a high degree of complementarity. Sports events go through different phases. Based on process models from the service sector, the preparatory potential phase takes place first, followed by the process phase and the final result phase. Before a sports event can be carried out successfully, it is necessary to start planning and preparing it (Freyer & Gross, 2002). Destinations and co-responsible persons have to find a theme that fits the region and the already existing tourism

efforts. A precise direction, a strategy, must be defined, along which the corresponding measures are to be aligned and the tourism service providers are to be involved. Destinations must finally decide for themselves what advantage or benefit they want to gain from hosting a sporting event and how its value can be determined. Sound planning is therefore elementary for a successful realisation of the sports event. Various economic and social conditions of the respective destination also influence the event concept. Infrastructural conditions as well as the financial strength of the region or country are important factors (Getz, 2007). The willingness of the government to promote sports events and event tourism by means of political initiatives, financial support and legislation is also increasingly evident and plays a role in the planning phase. In preparation for the Summer Olympics, governments pass separate legislation to appoint various organising bodies as well as an Olympics Minister to oversee upcoming projects. The degree of commitment to events varies depending on the destination. For example, in smaller cities and regions, involvement is limited to organisations such as the local chamber of commerce. Whereas larger destinations have a wider range of institutions involved in the event process. The time frame of strategic event planning is also an important component and varies from destination to destination and depending on the type of event (Preuss, 2012).

The focus of event production takes place in the process phase, where original or natural offer elements meet derived or touristic services of the destination. Only this enables the actual realisation of a sports event. In contrast to the preparation phase, this phase is limited to a relatively short period of time. Nevertheless, it is a demanding phase and determined by operative management and the implementation of the developed concepts. Coordinating matters need to be given considerable attention. The visitors to the event also play an important role in the service provision and are in direct contact with the event producers. Consequently, the aforementioned interactivity of sporting events is an important feature in which external factors are integrated and transformed in the context of production. The duration of the sports event falls within a fixed time frame, which can last from a few hours to several weeks or months. In the execution phase, the quality of the event process is ultimately revealed (Hebbel-Seeger & Foerster, 2008).

The last process in the management of sporting events is the result or follow-up phase, in which any operational measures concerning the post-event field occur. This includes logistical

follow-up and success control as well as subsequent target group communication (Drengner, 2006). The first step is to analyse how the sporting event was perceived or experienced. The majority of these benefits are immaterial and with reference to sporting events, three benefit areas result, which in turn are to be understood from the demand perspective: a) basic benefits, (safety, food, communication, access), general benefits (authenticity, game, experience) and c) target benefits (uniqueness, entertainment, activities). These elements ultimately form the overall benefit of a sporting event. Since the experience in particular is only effective as a whole, all partial benefits must make their contribution. The measurement and control of the results is done, for example, by means of guest surveys and evaluated statistics. The follow-up of a sports event thus supports the memory of the experience. In this way, targeted and revived emotions can provide the incentive for a next sporting event (Pfaff, 2004; Hebbel-Seeger et al., 2016). In the post-event phase, it is also important to examine the long-term tourism impact of the event. Determining the success of the event always includes analysing the economic efficiency and its effectiveness. Tourist benefits and results can be achieved in each of the three event phases. Often there are also other events around the main event, which underlines their dynamic. These parallel events are called pre-events (in the potential phase), side events (in the process phase) or post-events (in the result phase). They form the accompanying framework programme and can be seen as events in the actual event. For example, the opening or closing ceremonies at the Olympic Games are also of great importance for the achievement of the overall result and are an integral part of the sporting event. The optimal interaction of all areas involved ultimately forms the basis for a successful experience. The sports event must be understood as a component or feature of the destination, the conception and marketing of which must be targeted and strategically related to the respective region. The relationship of the destination to the event type and event content is fundamental and strengthens the authenticity of the whole (Kurscheidt, 2006; Freyer, 2011).

Sports events and their importance for tourist destinations

Sport-specific leisure activities are gaining in importance and attention. This development was supported not least by the transformation from an industrial to a service society and later on to leisure society, which at the same time increased the general level of prosperity and the amount of leisure time of each individual. In addition to active or passive participation in sports, people used their free time mainly to travel to new destinations. The

resulting leisure consumer today is increasingly placing fun and experience orientation in their choice of leisure activities (Zarotis et al., 2011).

This change in values requires the players in the tourism and sports industry to constantly generate new ideas and create unique experiences every season. A tourist sporting event is understood to be a specially staged event of limited duration with tourist appeal, in contrast to classic factors of the tourism offer, which are characterised by permanence and duration (Freyer, 2011).

Sporting events are characterised by a directly connected sporting competition between two or more athletes which is limited in time and space. This is a self-staged event, in which the mediation of a target group-specific offer of experience as well as the active integration of the visitors is in the centre of the organisation. Sports events are often embedded in a varied, interactive, activating and entertaining programme. Between the special features of sports events and those of classic sports tourism services, a number of parallels can be identified, as both can be assigned to the area of services. These include, on the one hand, the immateriality of the service, which is primarily characterised by the lack of storability and the dependence on the components of time and space. Another special feature lies in the fact that sporting events are understood as a bundle of services, a combination of goods and services, in which the intangible services predominate (Freyer & Gross, 2002; Gans et al., 2003).

Sporting events go through several phases in which the individual service providers interact like a chain. Here the phenomenon of the performance chain can be recognised. Furthermore, there is the necessity that the consumer must be present at the place of product creation. Consumption therefore takes place at the place where the service is produced. Through the recording of the media, however, there is the possibility to preserve the event and transport it to the spectators (Angerer, 2007).

Due to the emotions that a sporting event evokes, there are subjective aspects that make each participant feel differently about the experience. This is referred to as the peculiarity of subjectivity. Finally, there is a high degree of complementarity between the different event sub-products, the individual elements of the sporting event influence each other and the organiser cannot control the overall picture.

In tourism, sporting events range from specially arranged events for the local population

and nonlocals to sports event tourism, where sporting events are the main motive for travel. The designation of a sporting event refers, on the one hand, to the area of the so-called mega-events and, on the other hand, to the smaller sporting events that take place regularly and are mainly of regional significance (Preuss et al., 2009; Preuss, 2012).

The original core idea of experiencing an inspiring event must, however, give way to the commercial world of experience in the course of increasing professionalisation and medialisation. A distinction is made between indoor or outdoor events, based on land or water sports, regular or periodic, public or private in character as well as professional or amateur sporting events. Apart from competitive sports, there are also various activities in popular or recreational sports. These events mainly focus on topics such as city and public runs, snowboarding, skate nights, hip-hop world championships or beach volleyball (Mehltretter, 2006; Hebbel-Seeger & Foerster, 2008).

Sporting events have become an important element of tourism. Many destinations around the world are developing sports event portfolios as a strategic weapon to attract tourists and strengthen their brand. Sport events are used both consciously and unconsciously to achieve those intentions, which in turn has a different influence on the relevance of tourism. In terms of destinations the majority of objectives and measures are aimed at increasing attractiveness and awareness. The main elements that make a destination attractive for visitors can be called core elements as well as attractions, as these motivate the tourist to visit the destination. The attraction of a destination should and can be enhanced and upgraded with the help of events and special promotions. In this context, events form a kind of additional experience and complement the rest of the tourist offer. Due to the fierce competition among destinations and the problem of differentiating themselves from one another, sporting events are increasingly the centre of interest (Scherhag, 2003).

The aforementioned increase in the attractiveness of a destination is closely related to the increase in visitor numbers. Events can therefore contribute to attracting guests to the destination. Both new and old guests who had already been there are addressed. It is also worth mentioning that the attraction of an event and the distance travelled to attend the event are correlated (Bieger, 2013). Among the most attractive mega-events are football world championships. They are considered so attractive that people travel from all over the world to experience this event live. Events also contribute significantly to how well known and popular the

respective venue is or becomes. In addition to the visitors to the event, it is the media and their intensive reporting, which arouse the interest of the population and the guests. The publicity and effective marketing of the event are fundamental for a successful and positive increase in awareness (Kurscheidt, 2006).

When a destination hosts an event, it always has an effect on the overall impression of the region. Special events can be aimed at creating a certain image or at improving the existing image in the long term. In contrast to one-off events, regular events have a greater potential to shape the image decisively. An improved image is also helpful for a destination's national and international positioning. By hosting the 2008 Summer Olympics, Beijing, for example, was able to demonstrate that not Shanghai was the most important city in the country (Nellen, 2010).

Sporting events are important marketing tools and can promote stakeholder attraction, in addition to bringing a lot of benefits to the destination. At the same time they can also help with market orientation. Cities and regions are struggling with a lot of challenges - one of the biggest is differentiation from the competitors. In tourism, destinations are often associated with the sporting events that take place there. Especially in the context of experiential tourism, sport events can play an excellent role in branding, positioning and promoting a destination. This role can include several complementary aspects such as providing experiences, events as a marketing strategy, contributing to perception and positioning of the destination, quality improvement and increased brand loyalty (Morgan et al., 2002).

Visitors pass on their enthusiasm and thus arouse the attention of new potential visitors, increase sales and often pay in advance due to high demand and scarcity of services. In this respect interaction of visitors with the destination takes place from the booking to the end of the event. Most sporting event tourists plan a certain budget for the sporting events, but on-site spontaneous expenses are often added. Local suppliers and service providers such as shops, cafés, restaurants and tourist attractions generate higher sales than usual, even if they are only of a temporary nature. The way sporting events are marketed helps destinations to communicate their values, traditions and beliefs. The authenticity of the place risks being lost if events produce false images of the place for economic reasons. Positive effects could also include the creation of jobs, higher revenues and greater opportunities in new business areas. The repositioning of a little-known city or region through

well-marketed sporting events proves to be a great opportunity for the place (Nufer, 2007; Bieger, 2013).

CONCLUSION

At a time when leisure time is becoming more and more important in society, sport is considered an important element of leisure time activities because it can be experienced both actively and passively (Zarotis, 2020). It is therefore not surprising that sporting events are also developing rapidly and they are becoming an increasingly important part of the entire event industry. Long gone are the days when only the sport itself shaped the image of a sporting event and the emotional connection to a team or an athlete could be lived out. People's consumer behaviour has changed so much due to the wide range of leisure activities on offer that simply experiencing sport is no longer enough. Accordingly, an event staging must take place through additional attractions such as music and show performances that radiate an overall atmosphere to the spectators and satisfy their need for experience. Thus, in addition to the main performance, the actual sporting performance, additional services are increasingly required. How relevant a sporting event is or can be for the venue is ultimately determined by numerous factors, both internal and external. In addition to the type and scope of the respective event, the characteristics of the city, region or country itself also play a major role (Kaethler, 2018). Destinations also pursue different motives and take on different functions in the sport event process. The management, organisation and the entitled groups of a destination also come into contact with these special events. This results in various effects that need to be considered and managed in terms of sustainability (Roth et al., 2013). For a destination, a sports event can be an instrument to transport messages in a far-reaching way and to develop new guest potential. The success of a sports event requires qualified organisation and planning as well as a willingness to cooperate on the part of all participants involved. A certain uniqueness and innovation must also be conveyed. Only if the most important facts are taken into account can a sporting event have an impact and, in particular, the image and awareness of the destination can benefit positively in the long term. The resulting follow-on effects, such as an increase in the number of tourists or growing popularity when choosing a business location, are also of value to the region. The high reach that sporting events have achieved, in terms of size and regularity, leads at the same time to an increased use and consumption of resources in the respective region. Therefore, it is not surprising that this has enormous economic and social impacts. It is all the more important to make an accurate assessment of the

direct and indirect as well as monetary and non-monetary impacts (Taks, 2016).

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