

# WHAT HELPS TO CREATE A STRONG, LONG-LASTING EVENT LEGACY

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## ABSTRACT

*This paper presents an exploratory case study of the Legacy developed from hosting major sports events with focus on a case study of Tokyo Olympic 2020. Focusing on the planned legacies of two newly constructed stadia, and taking place at an early phase post-event, the research sought primarily to understand the motivations for the projects (in the case of the stadia legacies, the post-event use of the stadia), and how these motivations had influenced the planning and implementation processes. The study used a case study methodology because it was suitable in providing information before, during and after the Olympics Games that influence developing of long-lasting legacies. Interviews were conducted with 100 volunteers, participants and organizers involved in the Tokyo Olympics 2020. A number of significant findings emerged from the study, particularly a theme of conflicts and the ways in which they are dealt with. These conflicts were often rooted in financial constraints and the necessity to cope with dynamic circumstances, and were often seen to result in compromised outcomes compared to initial visions. The study showed that a long-lasting legacy can be developed through focusing on sustainability factors, stakeholder engagement, infrastructural improvement, economic stimulus and effective planning. The study concluded that; the type and influence of stakeholders will have implications on what the resulting legacy of the mega event to the host nation, stakeholders are an important part of any event management process in creating a long-lasting legacy and the main reason to host major vents is to create a good legacy for that country and the stakeholders determine the success or failure of that legacy. As a strategy to reinforce development long-lasting legacies, this study recommends that; the host country should ensure effective communication and collaboration of all stakeholders including volunteers, the host nation should ensure they provide incentives and benefits to volunteers to encourage their great participation in future events and a thorough evaluation and monitoring of stakeholder engagement efforts to support the development of long-lasting legacies through effective stakeholder engagement strategies.*

## INTRODUCTION

This study mainly discusses the legacy of sports events, which is an important aspect in the contemporary business environment where sustainability is a crucial issue. Studies have indicated that governments use a lot of resources with organizing committee to develop and host mega sports events, but they end up un utilized. For example, the infrastructure used in the development of mega sports events lie idle after the mega events and this is considered a loss to the resources in a country. In line with that, most see it as a waste of government spending on a knowledge-intensive event that is still not well understood by the locals. Would this contribute to global knowledge sharing to improve on mega events finance, or just another misplaced effort to try and revive something that many governments have not yet not fully understood? All these issues have been viewed from different perspectives and to ensure an in-depth look into the effects of this particular event, the research chose to investigate the factors that help to create a long and lasting legacy of sports events from the lens of volunteers.

### Background of the study

There is a dearth of research that is focused on the legacy of events in the long-term context and how events can leverage events to achieve positive outcomes for communities and other stakeholders in the longer

term. A significant amount of event management is project-based, and in many cases, event managers and organizers are unaware of the long-term impacts of their events or how to plan events so that benefits continue past the events themselves (Chersulich Tomino et al., 2020). For example, New Zealand government is highly focused on long-term outcomes of major events for communities. This code has come around due to they see it as a mean of community and economic development, and they are also the key leverage after hosting the Rugby World Cup in 2011. This is echoed worldwide in today's event climate, for example examining events in the context of the second-order change they may cause for communities or that events can be used as a tool to facilitate social change (Bhat et al.2023).

The effect of events on the hosting nations has been investigated by several studies, particularly on their transformative impact (Preuss, 2015). Gratton and Preuss (2008), Kaplanidou and Karadakis (2010), and Ferrari and Guala (2017) have found that host countries expect long-term legacies that provide positive changes. As noted by Dansero and Puttilli (2010) and Li and McCabe (2013), the gift of hosting events results in increased and enhanced tourism to the host country. These studies have been contradicted by findings from a similar survey by Preuss (2015) and Kaplanidou and Karadakis (2010), who established that legacy from events are only sometimes positive to the hosting nation. The findings imply that events have varying degrees of legacy to the hosting country based on the host country and type of event (Minnaert, 2012; Preuss, 2015).

Previous studies have indicated that events can have a legacy impact, and planners need to focus on creating a positive legacy after the event. According to Girginov and Hills (2008), the long-term effect of events can be achieved if the planners focus on sustainability. Positive effects events can be classified as sustainable, where they result in long-term effects, but how sustainable long-lasting event legacy can be achieved needs to be clearly defined (Girginov & Hills, 2008; Preuss, 2007). The concept of a long-lasting event legacy was established from the IOC's objective of attaining favorable economic, social, and environmental impacts on the hosting countries. In this context, the long-term legacy of events can be achieved through evaluating stakeholders' perspectives (Kaplanidou & Karadakis, 2010; Karadakis, K.; Kaplanidou, 2012). Previous studies have measured long-term event legacies from the residents' views, but this should also be assessed in the context of stakeholders (Ma & Kaplanidou, 2017; Scheu & Preuss, 2018). For example, the role of volunteers during events is vital for creating long-term legacies from events.

Goldblatt (2002), through an assessment of the role of volunteers during events, has noted that the long-term legacy can only be achieved with the support of volunteers. Consequently, they are an important stakeholder that will define and shape the long-term legacy of events. The findings from this study emphasize the fact that events can have a long-term gift to the hosting country, and the volunteers have an integral role in ensuring sustainability, which is a major factor in reinforcing the legacy of events to the hosting nations.

## **Statement of the Problem**

While legacy is important and desired, event organizers often neglect to plan on how to achieve a specific desired legacy and focus on the objectives during planning. Issues and activities planned very often have no relation to the legacy. This is due to the limited guidelines and understanding of what makes a legacy, and the perception that events only have economic gains and benefits. Economic factors are indeed important because they may help kick-start relevant activities or bring economic benefits to certain community members, but other zones of change, such as social, cultural, human, or intangible assets, are overlooked because they cannot be quantified (Lowery et al.2020). Specific fields of study related to event management, such as tourism, also have the wrong perception that events are catalysts to develop tourism, and they concentrate on the economic benefits of the event itself but ignore the long-term changes resulting from the event to the community. This, in turn, triggers the lack of specific strategies to create various types of legacies because it will determine what activities the event should do to create certain changes.

Legacy can be defined in many contexts, but the event legacy itself is known as the residual of the event

activities that create changes in the host community. The changes are intended to bring positive benefits to the community with sustainability in the long term. The concept of event legacy was witnessed in the London Olympic 2012 (Gulak-Lipka & Jagielski, 2020). Despite the high cost of hosting the games, there were many positive impacts for the nation and local community, such as the boost in public health awareness and a healthy lifestyle, changing the face of the city, and creating a more positive image.

Event management has been recognized as one of the most profitable industries. It involves a professional and strategic approach to creating and developing large-scale events such as festivals, conferences, ceremonies, formal parties, concerts, or conventions. While creating the event and making it successful are important parts of event management, creating a strong, long-lasting event legacy is no less important, however, very often it is overlooked (Mair & Smith, 2022). A well-known event, famed for its success, still does not secure its legacy, and a failed event might tarnish the organizer/owner's reputation if the perceived legacy is negative. Legacy is a relatively new concept studied in events, and there is too much focus on creating success and no strategies for creating a strong, positive, and long-lasting legacy. In the end, understanding what makes a legacy is important because it leaves a lasting impact on the community, can be a great motivation for organizers or finding resources, and most importantly, ensures the event is successful in the long term.

Previous studies have indicated that events can have a long-term legacy to the hosting nation. Still, there are limited studies that have evaluated legacy impacts and volunteer perspectives as a single study. Therefore, this study can bridge the research gap by assessing the volunteer's perspectives on the outcome of events and provide a basis for understanding factors that can be used in planning to create a strong and long-lasting event legacy. To achieve this outcome, this study must provide perspectives of volunteers in creating long-lasting legacy, what constitutes legacy from events, and how strong and stable legacies can be made from volunteers' participation in studies.

### **The research aims and objectives**

Studies have shown that every event has its unique legacy effects on the hosting nation and its participants. Many countries strive to host events to obtain a positive legacy after the event, and this needs an assessment of how the legacy can be achieved. Thus, this study aims to assess volunteer perspectives as an integral co-creator in achieving long-lasting legacy from events.

### **Objectives**

This can be achieved through focusing on the following specific objectives;

- a. To investigate the role of stakeholders in achieving long-lasting legacies from hosting events
- b. To assess the volunteer's perspectives on event outcomes that create sustainability of events and build long-lasting legacies
- c. To determine the factors that constitute a long-lasting legacy of events from volunteers' perspectives

### **Research Questions**

The scope of the study will focus on evaluating the multifaceted volunteer perspectives to long-lasting legacies from events. This study proposes to use an online-based interview that the following research questions will guide;

- a. What is the role of stakeholders in achieving long-lasting legacies of events for the hosts?
- b. How do volunteers as stakeholders perceive sustainable outcomes of event outcomes as a factor in reinforcing long-lasting legacies
- c. Which factors can be considered during event planning to achieve long-lasting legacies from events?

### **Significance of the Study**

This research is an important and useful tool for future academics to understand and grasp the concept of furthering their knowledge in events. The findings of the study provide an understanding and a foundation to

build upon in order for a future generation to take the next step moving events towards becoming a better experience or a resource to benefit specific causes or needs, in comparison to just mere logistical coordination and activity control.

The findings of this study are significant in multiple domains in reinforcing long-lasting legacies of events after hosting events. The results of the survey will inform the hosts during urban development and infrastructure development prior to hosting events. This is important in supporting investment decisions and transport infrastructure that will support long-term gains from events. Secondly, the findings are important in building a sustainable environment because they give insights into how events can observe environmental sustainability as a measure of long-term legacy. Thirdly, the findings of the study provide an academic contribution to the literature about successful event management and sustainable planning and development. Similarly, it is an integral foundation for future studies because it will provide a platform for describing the complexities involved in developing legacies from event planning. Lastly, the findings of the survey will play a major role in shaping public perception of events by showcasing the impacts on the host nation.

This research is important and significant to several groups. The current and future event industry professionals can benefit from this study's findings with the goal to create a stronger, long-lasting legacy. As well as the major event organizations, the study looks to provide a sense of understanding in comparison to small-scale organizations. The differences and similarities in tactics but with the same result can provide useful information for the bigger companies that may wish to review and simplify particular aspects. Small-scale organizations can learn and adapt the tactics behind successful legacies to improve to the next level. This also is a prime tool for cities and destinations bidding and hosting events to create long-lasting benefits to local stakeholders to further justify long-term involvement. Understanding how the legacies are established or created can also establish leverage and support for bidding environments or potential partnerships between external stakeholders and event organizations.

### **Organization of the thesis**

This study is developed in five main chapters. The first chapter will provide an introduction and background of the study, study objectives and research questions. The second chapter will focus on the literature review by discussing the theoretical and empirical literature review about the study objectives. The third chapter will cover the methodology on how data collection will be done and analyzed. Chapter four discuss the findings of the study based on the objectives of the study. The last chapter provides an insight of the discussion of the results and recommendations for enhancing mega sports events.

## **LITERATURE REVIEW**

The context of event "legacy," means in an event context is a sustained and valued outcome from the hosting of the event. For the event stakeholder, a legacy can be a higher public profile; it may be increased funding or resources for the hosting organization. A legacy can be improved staff retention and motivation; it may be meeting sales targets for an event, and for some events, it is about attendee or participation growth (Son et al.2021). For a community, a legacy could be increased annual tourism visitation. At a fundamental level, a legacy is the net benefit that an event leaves behind when all is said and done.

It is often stated that festivals and events are an important and established part of human society. Our sole "eventfulness" as a species is often used to set us apart. This says something about the place of events and festivals within our culture. Indeed, what we have witnessed of late is nothing short of an event explosion. Events are being created to capture almost every possible market segment, fueled by an industry sector which, in turn, demands more and more events to sustain it (Mair & Smith, 2022). While there is an incredibly large number of events being held each year, there is a notable absence of information regarding the impacts and outcomes of events, both for event stakeholders and for the public. This section provides a literature review of

what helps to create a long term and lasting legacy after hosting sports events. The literature review will be organized in two sections as theoretical literature review and empirical literature review.

## **THEORETICAL LITERATURE REVIEW**

Critchley et al (2023) identified three distinctive forms of legacy left by events, where the first form is called a "traditional legacy". This is a form of legacy that aims to preserve, enhance and utilize elements of the past. This is widely regarded as the most basic form of legacy, and regularly takes place through holding events of cultural or traditional significance. An example of traditional legacy can be seen through the many and varied Olympic games, past Olympic games are constantly being used to find ways of improving the modern games, and the values and traditions are still held from the original games. This form of legacy is historically based, and not always a conscious objective for the event. In this study, the main form of legacy that will be described is one stated by Critchley et al (2023).

### **Resource Dependency Theory**

This is an important sociological theory that evaluates the relationship of organizations within the context of their environments. According to Pfeffer & Salancik (1978) organizations have a direct dependence on the external environment for survival and this implies that they must ensure available resources are properly developed to ensure long term sustainability for future generations. The main impetus of the RDT theory is that institutions must focus on limiting their dependence on limited resources so that they are capable of safeguarding a future. According to this theory, institutions or organizations that have a high dependency will require more resources for survival (Pfeffer & Salancik, 1978). In the contemporary context, the role of RDT involves formation of strategic alliances through stakeholder partnerships as a means of properly accounting for the dependency on resources (Hillman et al., 2009). However, this notion is challenge by a new school of thought that argues that institutions have indirect dependencies resources, which can have an overall impact in the future (Ferris et al., 2010).

In the context of this study, the RDT offers insights about the importance of relationships between governing bodies and event organizers in their account of mega sports events. Changes in executive personnel within governments is likely to affect relationships and the funding and support for mega sports events, which becomes uncertain. As such, the theory provides a need to look at the issue of internal organizational changes and what these mean in terms of change of event management. The position of staff may change; they may get a new job or adjust hours, incurring contractual changes in wages and salaries. New staff may be employed, and in most circumstances, a mix of both old and new employees will be present. Changes in event management may mean that the originally responsible person for dealing with the event may change, and further changes in executive personnel may mean a new agenda and new interests (Ahlstrom et al., 2020). All of these changes mean that the present organization of the event may have altered, and there is a likelihood that the event may not fit into the organization's schedule in the same way as the previous year. However, this theory is limited by its simplistic perspective of environment where mega sports events are held. In reality, such a perspective fails to incorporate the reality of the modern sports environment. In this study, it is suitable in providing a basis for analyzing long term legacies by evaluating the hots dependencies on resources.

### **Event Impacts Model**

The EIM model is a framework in the field of event management that advocates for a complete assessment of effects from mega events both positively and negatively (Crompton, 1995). The foundation of this model is that mega sports events have negative and positive effects which extend to the social, cultural and environmental ramifications. According to Getz (2005) the impacts of hosting mega sports events legacies can be evaluated by considering the situation, before, during and after the event. However, it is imperative that the events are assessed based on their immediate contexts particularly in incorporating sustainability factors (Jones,

2010; Chalip, 2004). For instance, the legacies of mega sports events can be evaluated based on their contribution to carbon footprint and environmental resilience of the society.

In this study, the EIM is suitable as it shows a complex web of relationships between event impacts and illustrates that while some effects are short-term, events have the capacity to initiate long-term change. It can be applied to classify and explain varied event impacts means it is not only useful for event organizers and communities but has much value to governments and public agencies around the world. For example, the model gives preference to social and cultural impacts, which may have little economic worth but provide a stronger sense of community and cultural identity (Chowdhury et al., 2022). Thus, it enables the study to capture these outcomes and enable policymakers to develop events and leverage their impacts to achieve desired outcomes in a certain sector. Changes to a specific community or sector may then lead to higher order outcomes influencing public policy.

As defined, an event legacy can exist in different forms and this study must consider the occurrence of these forms. In this study, the EIM model provides that event operationalization, throughputs, outputs, and outcomes in a simple input-output framework must be considered as key insights in determining the types of legacies. According to the model, the legacies can be classified as either direct (immediate throughputs and outputs) or indirect (delayed) and induced (longer-term, systemic outcomes). Direct impacts that arise from resource consumption are predominantly measured using traditional economic analysis. These impacts are the easiest to understand and show that events range from 'mega' economic ventures to those that mainly impact the local community. However, it is the understanding of indirect and induced outcomes that sets the EIM aside from others and assists in revealing the breadth of events' influences. Its main limitation is that it provides a need for utilizing quantitative data that ignores qualitative factors created by the social dynamics of hosting mega sports events.

## EMPIRICAL LITERATURE REVIEW

### Legacies from Events

Legacy from events was first discussed in 1956 during the preparation of the Olympic Games in Australia. The idea has become broad and attracted a lot of research interest where different definitions of legacy and its impact on the hosting nation have been evaluated (Kaplanidou & Karadakis, 2010; Preuss, 2015; Cashman, 2005; Karadakis & Kaplanidou, 2012; Scheu, 2018). Legacy in the context of events has been defined as the promotion of a positive legacy to the hosts (IOC, 2005). However, this definition has been challenged by studies that have depicted that legacy from events can either be positive or negative (Cashman, 2005). The challenge to the definition of legacy from researchers implies that no consensus has been reached, but it can be planned or unplanned consequences that can be positive or negative (Kaplanidou & Karadakis, 2010; Dawson & Jöns, 2018).

Depending on event types, event size and scale, and attribution of the benefits to the community, events legacy can have a positive/negative or both positive and negative impact on the community (Kim et al., 2022). For example, Canada's unparalleled achievement in 8 gold medals in the Winter Olympics 2002, the triumph of 1948 London's Universal Olympic on its quick recovery from the Second World War, and Barcelona's positivity of 1992 Olympics and Regeneration effects can be regarded as a positive impact. Negative impact can be exemplified through environmental degradation in the 1992 World Cup in Mexico City, and many other events have led to raised taxes and hidden costs in funding the events and building the related infrastructures.

Events legacy is widely regarded as a remarkable and enduring source of benefit creation within the community. Such benefits are classified into two distinct categories known as tangible and intangible benefits, each bearing its own unique significance (Girginov & Preuss, 2022). The intangible benefits encompass a profound enhancement in community pride, an elevated quality of life, and a heightened understanding and

acceptance of diverse cultures. On the other hand, the tangible benefits manifest themselves through visible alterations in the community's infrastructure and the development of public facilities. The harmonious integration of both these types of benefits culminates in the comprehensive enrichment of the community's essence, imbuing it with an unparalleled sense of taste, spirit, and cohesion.

Advanced studies by Cashman (2003) have classified legacies on the basis of economy, environment, games, memories, education, and social impacts. For example, studies have emphasized the development of opportunities for tourism, like the development of hotels and transport infrastructure, as part of the legacy created under this definition (Chappelet, 2008; Toohey, 2008). Similarly, increased marketing can be a legacy of events because the hosts benefit from free marketing of their tourism, services, and products from hosting events. The nature of the hosting country will influence the kind of legacy that is likely to be developed after hosting an event (Kaplanidou, 2010; Deccio & Baloglu, 2002). Also, the type of event will determine the kind of investment that will be implemented in the event, and this will shape the extent of the legacy (Ferrari & Guala, 2017). Therefore, the gift created by an event can be evaluated based on the perspective adopted by the researcher, particularly from the stakeholders' perspective.

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The definition of events legacy suggested by previous research is that it is the value or worth of a series of benefits that an event generates for the community host and it can be measurable or perceivable. It is claimed that mega-sporting events attract the global audience and create potential spin-offs for the host city and nation (Daniels & Tichaawa, 2021). It has been found that many developed and developing countries have seriously considered hosting sport events to increase national and regional economic developments. Many nations have coz interstate and intrastate rivalry in relation to acquisition of events to foster economic growth to urban and regional settings, upgrade the infrastructure primarily to host the event and further use it for long-term community benefits and global recognition, attract investment in the tourism industry, attract media publicity, and enhance cultural or social community developments. This clearly suggests that events legacy is important for the event owner to reap the benefits of events hosting and also to improve the quality of life of the community and encouraging cultural, physical, social, and economic growth.

## **The Role of Stakeholders in Legacy Development**

Studies have indicated that various event stakeholder groups are important in developing longer-lasting legacies through incorporating their knowledge particularly on how event resources can be allocated to ensure legacies are achieved, and has the potential to influence event policy decisions made by public sector organizations. Several studies aimed at identifying what helps to create a strong, long-lasting event legacy have emerged in recent times, and it is these studies that form the basis of our empirical understanding in this area (Byers et al., 2020; Mair et al.2023; Mair & Smith, 2022). An event that brings about a decision to invest can be significant for stakeholder relationships, but also consideration should be given to the likelihood of repeat investment in order to bring about effectual change towards the event goals (Cernev & Fenner, 2020).

Delpy and Bosman provide four key factors that cause stakeholders to invest in events. According to

Huda (2024) some of the main factors that motivate stakeholders to be incorporated into mega sports events include; political, economic, social, and cultural value of the events. Events can cause changes in these areas, whether it's building a spirit of unity in a community, generating tourism and economic growth, the increase in infrastructure and facilities, or calls to raise the status of a host city.

Stakeholders are critical for events because they support the planning and execution of strategies during events. Residents from the host nation, alongside the community, are an important stakeholder group in the success of an event because they support sustainability strategies planned during an event (Scheu, 2018). Volunteers can be drawn from the local community who act as both hosts and implementers of sustainable practices during the event. According to Nichols and Ralston (2012), few studies have investigated the perceptions of volunteers in executing an event and how their role can impact long-lasting legacies after the event. The part of stakeholders, like local volunteers, during an event is to implement sustainable practices that will reduce the cost of projects by offering unpaid service during the event (Fairley, Gardiner, Filo, 2016). Their role is critical in ensuring that events are successful.

Stakeholders play a major role as co-creators during events, which are linked to legacy development from the events. Vargo and Lusch (2004), through marketing research, have established that co-creators are involved at every planning stage of an event and form a critical conduit for disseminating information. Volunteers as co-creators during events are used to share information relating to the events, operations, and explanations of crucial information (IOC, 2018). Whereas volunteers engage in events for leisure, their involvement is a source of motivation to others, and this creates an impact on tourism attraction (Strigas, 2001). During the event, volunteers act as a link for word of mouth about the activities during the event from the local community perspective.

### **Factors that Influence Development of a Strong, Long-Lasting Legacy from Events**

Long-lasting event legacies have the potential to generate outcomes for a wide spectrum of the host community, ranging from social to economic and environmental outcomes. Long-lasting event legacies have been widely linked to sustainable event outcomes, or events that have taken into account the needs of the present without compromising the ability of future generations to meet their own needs (Mair & Smith, 2022). It is said that sustainable events contribute to the well-being of the host community and take into account the social, economic, and environmental impacts they may have within the community. For example, in case of the Olympic Games, it is a common conception that the event should provide a legacy that continues to benefit the host city and its residents long after the event has concluded. This common conception is also becoming an increasingly important factor in justifying public sector investment in events, as events are expected to deliver outcomes that are beneficial to the wider community, as opposed to benefiting only the various event stakeholder groups.

The concept of legacy has been variously defined, and in multiple contexts, for instance, the Olympic Games. However, for the purposes of this paper and simplicity, the definition of legacy given by Hiller as "the sum of lasting changes wrought by an event" is most appropriate. As such, a long-lasting event legacy is an outcome that results in lasting beneficial change to the community that is a result of having hosted the event. A strong, long-lasting legacy from events is an outcome that all event organizers seek to achieve (Lu & Lin, 2021). Events by their nature are transitory occurrences have a short-term impact and leave no legacies at all. However, some events have been found to create a long-lasting legacy of positive outcomes that enhance the social and economic fabric of the host community. It is these long-lasting legacies that are being recognized as a critical factor in distinguishing events from one another and justifying public sector investment in events (Lu & Lin, 2021).

Taylor & Toohey also identified the social aspect of event work and its correlation with learning and satisfaction (Mair et al.2023). All these factors can build strong memories relative to various characteristics of the event. If overall experiences are positive, with memories of social interactions and learning, a volunteer may perceive this event as highly successful. This memory and satisfaction can also contribute to the building of a



positive event legacy in the volunteer's mind. Volunteering at a successful event may make them more inclined to volunteer at future events, due to the satisfaction and learning obtained from their last experience (Lachance et al., 2021). How these perceptions and experiences manifest as memories and ultimately influence the legacies volunteers hold are key areas of study for event management and the organizations who employ these volunteers.

Economic outcomes are important in developing long-lasting legacies because stakeholders ensure that events attract a large population who visit the host nation and create its heritage from the memories (Nichols & Ralston, 2012). Sub-theme factors that constitute a long-lasting legacy of events from volunteers' perspectives identify key aspects that build memories and satisfaction from volunteering. The most important aspect of voluntary service is the experience gained, rather than the end result. As stated by previous studies, event work holds unique experiences, often not able to be found in everyday work situations. This, in itself, potentially places events as prime locations for volunteer work, giving the experience factor a built-in advantage.

### **The Volunteer's Perspectives on Sustainability and Building Long-Lasting Legacies**

While it is true that the involvement of volunteers has added a considerable economic worth to events, it is arguable that the economic worth is not the only benefit that volunteers are aiming to achieve, and in some cases, it could be undermining the volunteer's efforts (Cuskelly et al., 2021). An example is from the FIFA World Cup where the government requested that volunteers should not work there to seek free tickets as it would add economic burden to the event. It is implied that the volunteers have made an economic contribution which has an opportunity cost but is not necessarily what they intended to achieve from the event. It has been found that volunteers want to achieve personal development, satisfaction, and establish social relations through their involvement at events. This means that there is a need to understand the volunteer's motive and the non-monetary benefits they are seeking to get an overall understanding of what volunteers want to take from the event.

Volunteers are the largest stakeholder group in events and can have a major influence on event management and attendance. They usually get involved in events with the aim of participating in a one-off event that has a 'festive atmosphere' and has a social gathering aspect (Leigh et al., 2021). Though the actual motives of volunteers may vary, there is a general consensus that their involvement at events adds social and economic value to the community. Many previous studies focused on the economic impacts of volunteers at events, emphasizing the opportunity cost of their labor and calculating the 'price tag' they have added to the event.

In the contemporary events environment, there has been a growth in the event management industry. This growth has resulted from the interest that has been shown by countries that want to gain a better standing on the international level. Governments and the various other event management bodies are starting to think more rationally about their events. Hence, there has been a growing importance to consider the legacies the events will leave. This has been reflected in the allocation of more government funding for events, as governments believe that part of hosting an event will result in a lasting legacy that can benefit the country. This growing emphasis on legacies has raised interest in academic research and has resulted in the need to investigate all aspects of stakeholder involvement during events and what kind of influence they have on the event legacy. One stakeholder group that has been considerably overlooked, but has the potential to make a significant impact, is the involvement of volunteers. Volunteering is a major part of huge cultural and sporting events and has been an intrinsic part of activities such as the Olympics and Commonwealth Games (South et al., 2022). It is critical to understand the volunteer's perspective and experiences after being involved in events and their views about the event's outcomes and legacy.

## **SUMMARY OF LITERATURE REVIEW**

The fact that there were no specific intentions to create a lasting legacy, and the disparities emerging already from different involvement at different levels, sparked the interest to find what makes a strong, long-lasting event legacy, since organizers were already noting the memory and lingering effects that their involvement had already made on some participants. Additionally, there are high desires to create strong community engagement and involvement with locals in event management. However, events have both negative and positive effects to the host country that influence their long-term legacies. Therefore, the literature review has indicated that stakeholders collaborate to influence the kind of legacies spots events will have to the host nation. In this way, volunteers as stakeholders are critical because they help to reduce the financial burden of organizing mega events and this ensures that they have economic gains as their legacies.

## METHODOLOGY

An event-related legacy is the total of intended and unintended long-term results and effects brought about by the event. Successful leverage of legacy creates beneficial change to the host community and organization. Over the past decade, the concept of legacy has become central to the value of events, with researchers and funding bodies demonstrating a keen interest in how events can leave more sustained and beneficial impacts for host communities. Major festivals and events are increasingly being judged by the potential impacts they can have. This includes economic, social, cultural, environmental, and infrastructure impacts. Legacy from hosting events is the sustained benefits that host nations obtain from hosting events in the context of environment, infrastructure, and economy. This study seeks to investigate the factors that support a strong and long-lasting legacy from hosting events, particularly in strengthening sustainability, spurring economic growth, and environmental resilience.

### Research Design

Regardless of what kind of case study is used, stakeholders of the case, that is the athletes, coaches, and local population, must be clearly identified and the methodology must make use of internal validity structures to keep cases on track. This instance being the interviews and surveys. The choice of case study methods and, in particular, the model of case study methodology is made for the purpose of best testing the event legacy framework provided, forming a coherent theory to support or negate it. The multiple embedded single issue case study, on the other hand, is utilized when the researcher has statistical data that must be analyzed to test a theory. In this case, given the aim of enhancing the utilization of quant data, the use of a mixed-style case study, integrating both qualitative and quantitative methods were used in a manner described in the methodology. Each of these forms of case study methodology is used to test a theory, where the prior theory is the event legacy framework.

This study used a mixed-method research design that combined both quantitative and qualitative methods (Creswell & Plano Clark, 2018). It was ideal in this study because it permits the exploration of the factors that reinforce long-lasting legacies. Using quantitative methods will support the analysis in measuring numerical data like economic impacts from the legacies created. Also, the qualitative methods will provide an opportunity for the study to evaluate the respondents' insights on event legacies that will enable the researcher to identify the factors that create a strong, long-lasting legacy. For example, through using a qualitative methodology, the researcher will evaluate community engagement, local culture, and infrastructure of the hosting nation as factors influencing the development of long-lasting legacies. According to Creswell and Creswell (2017), using mixed method approaches allows the researcher an opportunity to evaluate complementary insights that make interpretation and identification of factors that support a strong legacy development. This is critical in eliminating bias in data collection, which is common when single data types are collected for a study.

The use of case study methodology in this instance is specifically a recent phenomenon multiple

embedded case study. Multiple embedded case study designs are used when a holistic in-depth investigation is needed (Cleland et al., 2021). Each of the cases creates a replication logic in that it is an example of an issue or phenomenon, in this instance the issue is the creation of a strong legacy by an event. The progression in this instance is that the exhibition of replication being an in-depth investigation of each of the issues showing equivalent results in each of the cases. A case study methodology is a good methodology to inductively investigate a contemporary phenomenon within its real-life context (Schoch, 2020). This is because case studies are widely used and test a theory against one or more cases within a bounded system. They integrate within and between data in order to analyze the information, followed by the need to specify, where the researcher provides definitions in order to develop theory. This is important, as the aims of this research are theory-driven in that they want to find out how to help positively influence the creation of a strong event legacy.

The research design for this research was guided by the research question of what helps create a strong and long-lasting legacy by a one-off event. Case study methodology will be used to investigate the factors that can help positively influence the creation of a strong event legacy. According to Mishra (2021) a case study prefers to have a holistic and in-depth analysis of a contemporary phenomenon. This is because the boundaries between phenomenon and context are not clearly evident and the researcher has little control over the context.

### **Research Philosophy**

The critical realists are contented with the identification of underlying structures or generative mechanisms that lead to beneficial or adverse effects on the host community. They study the event management process in a way of trying to isolate cause elements to be able to provide some practical guidelines on how to go about creating a better event legacy. From a more practical viewpoint, the positivist theory of uncovering the truth to the benefit of humankind is also likely with this study. While it is not groundbreaking research in a traditional sense, the findings do have the potential to inform policy and improve the practice of event management for the benefit of local communities.

The study adopted a post-positivist paradigm because it involves human subjects that give subjective perspectives. This paradigm is ideal for the study because it allows for a deeper understanding of the main factors that influence the creation of strong and long-lasting event legacies. Denzin and Lincoln (2018) argue that subjective perceptions and social interactions can be shaped by using mixed methods. Therefore, this study must focus on a diverse evaluation of stakeholders' perspectives on event legacies. This is beneficial for this study because it creates a holistic approach to understanding the significance of the various factors that shape event legacies.

Post-positivist paradigm is seen as the most suitable for the present study. This is because the study aims to find out what helps create a strong and long-lasting event legacy (Aimar, 2024). The ontological assumption that reality is objective and the epistemological assumption that cause-and-effect relationships can be known to fit aims of this study. Also, a critical realism philosophy is commonly associated with this paradigm in that it is trying to establish what is really happening, why it is happening, and what is likely to happen in the future.

### **Population and Sampling Strategy**

From the vast number of populations, of course, it is illogical and impossible to gather responses from the entire population. In fact, we can reach a satisfactory inferential result by gathering responses from only a part of the population. At the same time, it can be done at a lower cost and time. So, the next move is to identify a suitable sample size for the study. In determining sample size, the better approach will be the use of statistical calculation. Previously, the sample size can be calculated based on simpler judgmental or guesswork, which sometimes gave unreliable results.

The population of the study will be stakeholders, volunteers, organizers and participants from past events. They are an important study population because they have experience with their roles and have a clear

perspective of their influence in achieving sustainability for the events. Also, stakeholders like volunteers are co-creators of events, and using them as a study population will provide a critical understanding of the factors that reinforce a strong legacy to the hosting nation after an event. The study population is crucial for the study because they hold different perspectives about factors that will strengthen a strong and long-lasting legacy from community and organization perspectives. The study population will be recruited through a purposive sampling method where key stakeholders involved during the planning, execution, and implementation of events will be recruited. One hundred volunteers were selected for the study based on the fact that a similar number of participants have been used in previous studies.

According to Bryman (2016), using purposive sampling will ensure the study is able to collect diverse perspectives of stakeholders that support understanding of the research objectives. Purposive sampling recruits the population based on specific criteria which is aligned with the study objectives (Creswell & Creswell, 2017). In this study, volunteers involved in the planning, execution, and implementation of legacy strategies were recruited. Thus, using this population, the study was able to evaluate valuable insights and experiences that will support the assessment of the study objectives.

In the contemporary research world, statistical calculation does not mean it will be simple. It involves understanding and making decisions on several limiting factors such as budget, cost, time, availability, and also seeking optimal to satisfactory accuracy level (Lakens, 2022). The purpose of the calculation also should be understood, either for descriptive or analytical inference and estimation. The formula used by Krejcie and Morgan is extensively referred to by other authors and is popular because it is comparatively easier and practical. When applied to this study used a sample size of 100 respondents who have either volunteered or participated in previous sports events because they have different perspectives of long-lasting legacies from hosting sports events.

### **Data Collection Methods**

This study used surveys and in-depth analysis as the main methods for data collection. Surveys were conducted on stakeholders involved in the planning, organization, and implementation of events to collect quantitative data. This is important because it provided information about the impact of the event's legacy on the host countries. Using in-depth interviews with volunteers will provide qualitative insights about their perspectives that will help to understand factors that reinforce strong and long-lasting legacies. Online survey questionnaires were shared on the Survey Monkey platform, and the link will be shared on social media for respondents to fill in the information (Dillman et al., 2014).

### **Data Analysis and Presentation**

Quantitative data in this study were analyzed using statistical means using Excel, while qualitative data will be explored through thematic analysis. Quantitative data will be analyzed using descriptive statistics using means, percentages, frequencies, and standard deviation of the numerical data about event legacies. However, the quantitative data on the event's legacy factors will be presented using graphs, charts, and tables. Qualitative data was analyzed through thematic analysis through coding and thematic identification (Braun & Clarke, 2006). Important patterns and themes from qualitative data were identified and presented as narrative summaries. The themes were then refined and interpreted to support a deeper understanding of the qualitative insights.

The data collected from the interviews and surveys was transcribed and pre-tested, designed, and validated. Transcribing involves the transformation of spoken words into written language. The transcriptions in this case were carried out by the author and other administrators. This process involved listening to the interviews over and over to ensure complete understanding. These were then typed and triple-checked for accuracy. Once this was complete, pre-testing was carried out. This experiment involved showing the written transcriptions to respondents and asking them questions about what they were reading to ensure complete understanding. Any

confusion that occurred was then highlighted, the transcriptions edited accordingly, and the experiment repeated until no confusion occurred and the transcriptions were deemed accurate. When accuracy was achieved, the validated transcriptions became known as the primary data. The primary data was then coded.

### **Validity and Reliability**

Surveys and participant observation were used to gather as much relevant data as possible so as to construct as accurate and rich a picture as possible of what still remains of the cultural events of the places visited by the games and what has been learned from. According to Shaefer (1994) talks of realizing alternative explanations being key to construct validity, to reach the "very close to the truth as possible," that which is sought after in any case of research (Alwast & Vorhölter, 2022). This example shall be ensuring that the drawn conclusions are relevant to the actual data and not to researcher inferences. This is consistent with the work done by Creswell (2003) who suggested that there are several strategies to ensure data validation in terms of construct, statistical, internal, and external conclusion validity (Halimoon et al., 2021).

In doing this study, it was intended initially to gather data from the organizers and people involved with the development of the event and the country's government. However, the event turned out to allow data gathering from the start, all the way through to the games themselves and into the future, allowing observation and measurement of the societies' and cultures' changes in values and priorities and the impact this has on the conducted event strategy. Validity is concerned with the truth and correctness of the inferences drawn from a study. There will always be a question of the study's validity, however, the mega sports events provide a near-perfect test for the research. As said by Juliana et al. (2021) variables can be measured, and relationships between the variables can be explored.

Validity and reliability were critical in this study in ensuring the trusted data is collected to support understanding of the research objectives. Validity in this study focused on establishing causal relationships of the study variables. As a strategy to improve the validity of the results, the researcher ensured a diverse stakeholder population is recruited for the study. Reliability explains the extent of consistency of responses provided by the measurements in the study. In this study, reliability was achieved by ensuring clear survey questions are distributed to the target respondents so that understanding is made easy and undertaking a pilot test prior to the main study (Trochim & Donnelly, 2008).

### **Ethical Considerations**

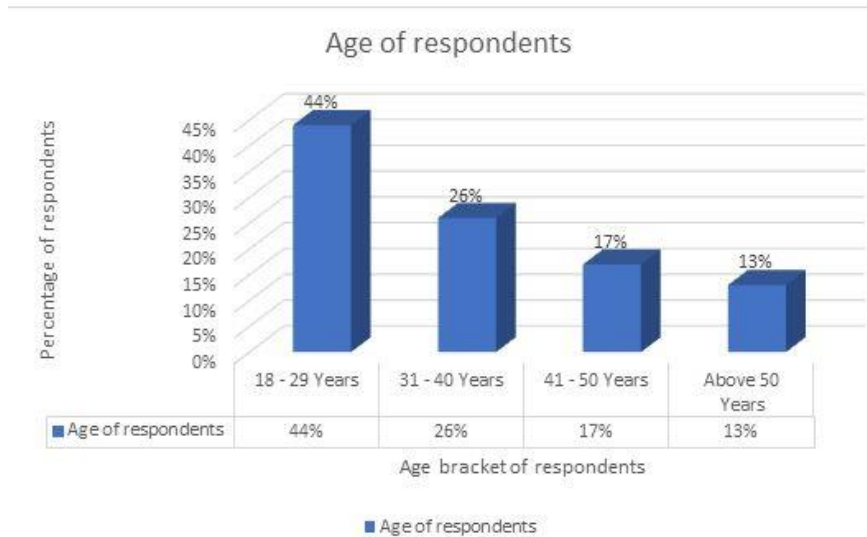
Ethical considerations are important in a study involving human subjects because they will ensure that all subjects are treated according to ethical standards. The ethical concerns that were considered in this study include informed consent, protection of participants, confidentiality, and anonymity. The study first sort ethical approval from the university ethics institution review board. Informed consent will be sought before participants are incorporated into the study; all participants will be informed about the study objectives, procedures, and risks by taking part in the survey. Confidentiality and anonymity are important ethical considerations of the study because they ensure that sensitive information obtained from the respondents during data collection is protected and stored securely. For example, the psychological well-being of the respondents will be covered in the study when sensitive topics are discussed with the respondents. Lastly, the study collected data from a diverse sample population, and it ensured they observe the inclusivity and diversity of the respondents.

## **RESULTS AND DISCUSSIONS**

### **Demographic Characteristics**

#### **Age of Respondents**

Correlating attitudes and interpretations of the olympics with demographic age can be a very general exercise, and it is possible to later focus on specific sectors of the population or changes within each age group. but confused variable and sampling designs resulted in very limited age information for each respondent. when asked about their age, 44% were within the age 18-29 years, 26% were in the age 31-40 years, 17% were aged 41-50 years while the remaining 13% were above 50 years.



**Figure 1**  
**AGE OF RESPONDENTS**

A very rough consideration can be made of the younger generation being below 30 and the older generation being above 40, with changes in age being a 10-year process. The results shows that major changes to attitude and interpretations between the two generations will be used to suggest differences between immediate and short-term legacy, while the current two age groups will be used to suggest different targeting of specific sectors of the population for the Tokyo Olympics Games.

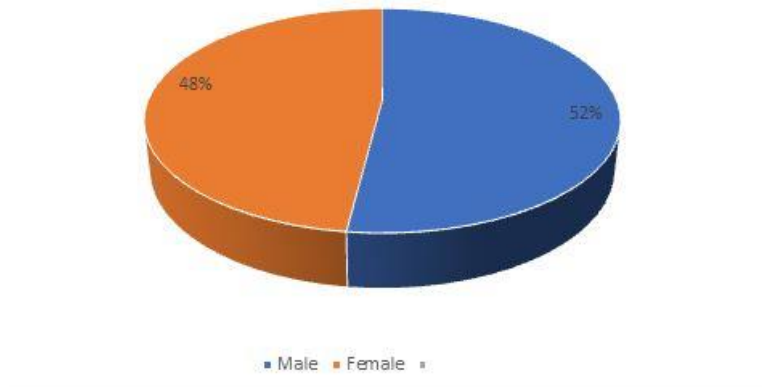
The age of respondents has an impact on their attitudes and interpretations of the Tokyo Olympics Games, which, when linked with the image of the Tokyo Olympics Games, may affect whether the next generations will be inspired to get into sport and possibly shoot for Olympic representation. The younger generation will initially not pay much importance to the Tokyo Olympics Games or understand its social impacts, and changes will usually only be seen after each Olympics. If the younger generation is influenced by positive social changes, largely due to the image and impression of the specific Olympics, and is drawn into more sport to eventually achieve higher international sporting standards, it is possible that the efficiency of legacy on that particular generation will be high. This can be seen as specific long-term involvement in the mega sports events from increased levels of sport, improved international sports results, and hosting further international sport events, all of which will contribute to future generations of patrons of the Olympics.

Dependent variables are the changes that are observed in the behavior of the respondents due to the independent variable. Therefore, there are four separate dependent variables identified above: changes in respondents' attitudes or image of the Olympics, the importance attached to the Olympics, the social impact of the Olympics, and future involvement in the Olympics. Information regarding the age of the respondents has been linked to changes in each individual attitude and was the only clear indication of correlations between demographics and dependent variables over the 18–29-year age group. Therefore, it can be established from the importance of the age of respondents to the durability of change in attitudes and perceptions that changes in the age of respondents will need to be linked with changes in dependent variables. This may serve as a guide to the

Tokyo Olympic organizers, suggesting what specific sectors of the population will need to target and the strength and direction of this targeting to achieve legacy aims as raised in the introduction, such as keeping teenagers off the streets and out of trouble through the Olympics.

### Gender of Respondents

The results show the 52% of the respondents were males while 48% of the respondents were females. The results confirm that the researcher focused on balancing the gender of the respondents so that he could get responses that are not influenced by gender bias.



**Figure 2**  
**GENDER OF RESPONDENTS**

When asked about the reasons for their choice, the facts are quite interesting. Males tend to favor sports from the modern era, whereas females favor the type that consists of cultural values. This will affect the expectation of what kind of improvement the event will bring to the nation that holds it. Modern era sports attach more result-oriented improvement, the higher the achievement, the better. On the other side, sports with cultural values tend to take it lightly. Though these types of sports need high improvement, the perception is that those sports shouldn't change too much from what they were. A step too big might change it into a Western-type sport that'll undermine the cultural values itself.

This involves the part of the target market that the gender of the respondents. It is very important to identify our target market when aiming to deliver an effective sports event in order to facilitate our later discussion. Gender consideration also affects the opinions on how the event will devotedly affect the development of sport itself, and to more practical benefits that can be obtained from hosting an international event. This is supported by the fact that when we asked about the most and/or the least favorite event of the Tokyo Olympic 2020, males and females have different collective choices as the following data.

### Education Levels of Respondents

There were very small numbers of respondents with lower educational qualifications from both groups. This is hardly surprising given that in the modern games, the majority of paid staff are professionals or volunteers from the host nation. With only a few exceptions, referees, judges, and competitors are amateur or professional sports people taking time out from their regular career. Volunteers in Tokyo were recruited from universities and sports-related courses in an effort to secure people with a higher level of education and skills. Thus, the systematic downgrading of this sector's contribution to the games as a result of political and economic changes in

the international sports movement over the last 25 years has seen the demotion of many sports-related jobs from semi-professional level to a low-level paid or unpaid professional role.

The most noticeable point is the higher proportion of those with higher education qualifications from the professional group (90.5%). This compares with an older study of professionals which found that 63% had degrees. However, in the present study, the group with intermediate qualifications was very small. This may represent a real change in the profession, or changing perceptions of what constitutes an intermediate level qualification. The relatively small number of professionals at the games with lower educational qualifications may reflect more limited opportunities for career progression for this group.

### Occupation of Respondents

Respondents in this research are dominated by students and employees. This is related to the weight value of education and achievements in the lives of students and employees. Students give a better response than employees because they are more familiar with regular sports activities or campus sports. While employees still consider that achievement can only be pursued through work, so any activities that are not related to work will be ignored.

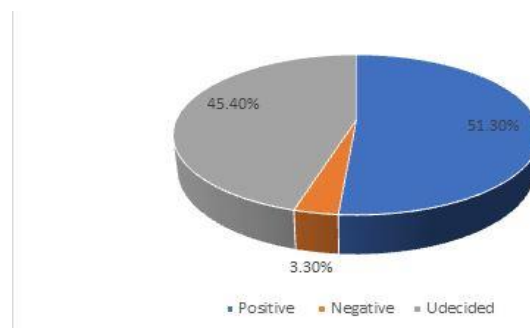
In general, education level has an influence on the perception of the importance of sports achievements. It has been proven that education level is related to the willingness to participate in a survey, so relatively higher education will give a better response compared to lower education. When there is an international sports event held in Indonesia, like the SEA Games or Asian Games, there is an increase in attentiveness to the occurrence of the sport. This will have an effect on the perception of sports achievement itself. This is because the event is always a comparative event against other countries, so the sportsmen are required to achieve the best result.

Analysis from the respondents' background showed that their occupations were varied. It is known that identity has been created through a certain occupation. Some of the identity will bring support for a particular sport, and participation in the occupation may influence the following of that sport. As a result, each occupation has a different perception of sports. Occupations with high education will consider sports participation and achievement as important, while on the other side, lower education occupations may not really pay attention to sports. This perception exists because of the knowledge gained from education. Some people assume that only those who fail choose sports as their lives, so this will be reflected in the respondents' answers to the questions.

### Descriptive Statistics

#### *Categories of Legacies from sports events*

The main legacies include the categories of the past, present, or future events to be certain that there is some form of an impact, benefit, or learning. The respondents were asked about their perceptions about the kind of legacies created by mega sports events. The results showed that 51.3% felt that there is a positive legacy and only 3.3% for negative legacy.

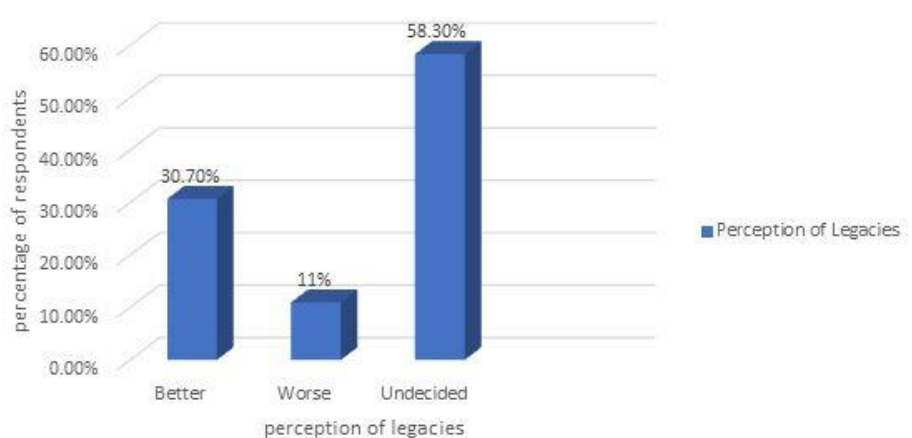


**Figure 3**



## CATEGORY OF LEGACIES

The results showed that negative legacy is not one that is wanting to be focused on, but it is also evident that it is still reality. The respondents were further prompted on whether the legacies developed from mega events are better or worse. This question was focused on testing the perspective of respondents on the impacts of the effects of hosting mega events. As for the difference in the impact there was quite a significant difference in which 30.7% felt that it was for the better and 11% for the worse.

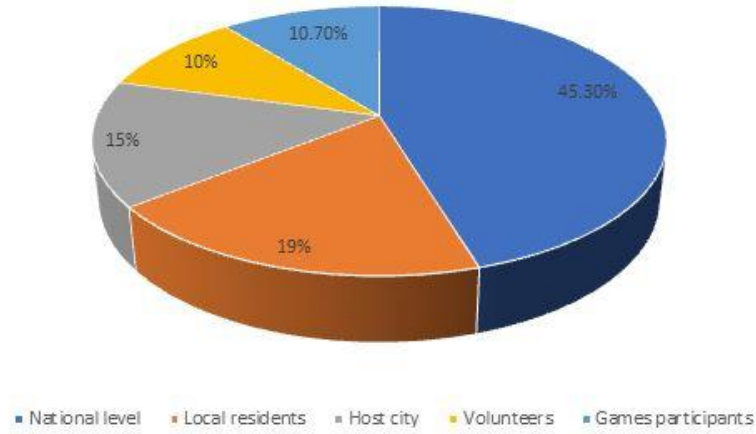


**Figure 4**  
**PERCEPTION OF LEGACIES CREATED**

This is an indication that the general consensus is clear up to how the legacies should be result, but there is still room to ensure that they can be achieved. The results indicate that majority of the respondents believe that legacies created from hosting mega sport events are better for the host nation or city, but a majority were undecided. This is an indication that legacies can be for better and worse depending on the expectation of the local people.

### Purpose of Event Legacies

From the results, the data in which the event legacies were developed over the 6 stages was mixed. 45.3% felt that there were legacies developed for International/National level and 19% for Local Residents, 15% the Host City, 10% Volunteers, and 10.7% Games Participants.

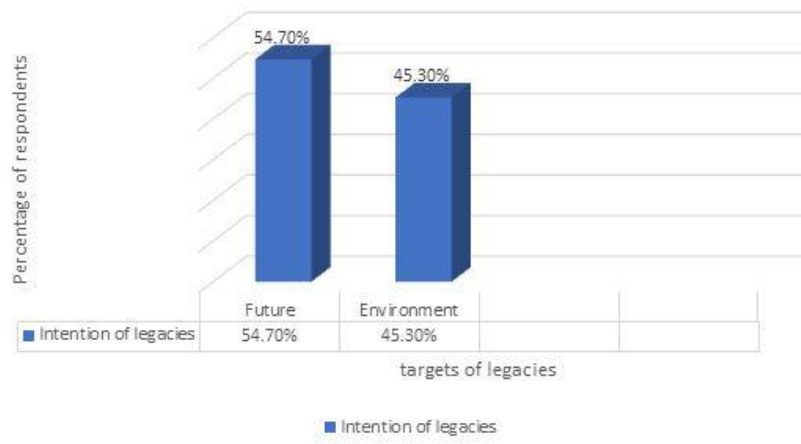


**Figure 5**  
**PURPOSE OF LEGACIES**

The results confirm that to a greater extent, the legacies created from mega events are considered as long-lasting when they have a national impact. The legacies serve a critical purpose of improving the international appeal of the host nation or city from outside countries. This implies that organizers of mega sports events must ensure their legacies have a national appeal.

**Target of Legacies**

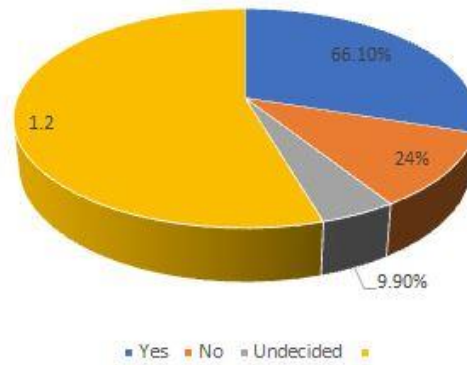
The respondents were asked about the intention of legacies to a host nation or host city. 54.7% felt that there were legacies developed for the future, goal to sustain and increase, build a better future with the primary focus being on infrastructural development for economic development. But for the Environment stage, which was concerned with the impact of a result, were not going further than clean-up activities. Only 45.3% felt that it developed legacies that are concerned about the environmental wellbeing.



**Figure 6**  
**TARGETS OF LEGACIES**

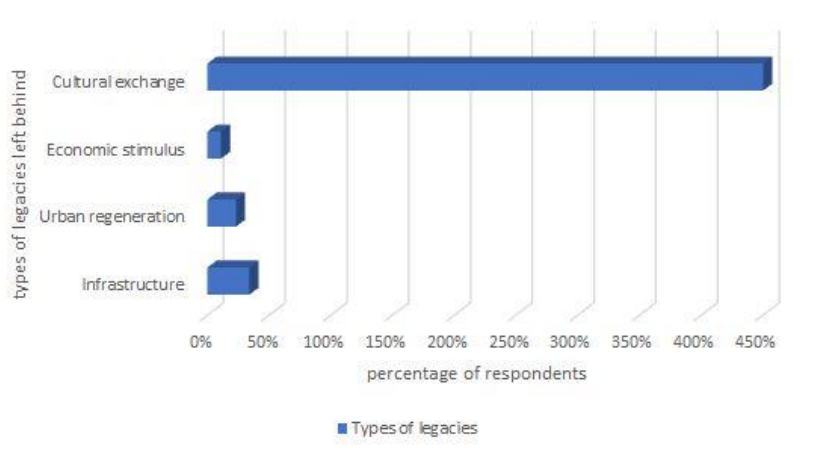
## Sports Events and Legacies

This study was designed to determine the nature of the event legacies that were developed after the Tokyo Olympics 2020. In order to determine what the respondents felt about the legacies, they were asked a series of questions ranging from "Do you feel there will be any legacies left behind from the Olympics?" The results showed that 66.1% stated that the Tokyo Olympics 2020 left a legacy to Japan while 24% argued that it did not leave any legacy. The remaining 9.9% were not sure whether the legacies left behind legacies for Japan after the games were hosted.



**Figure 7**  
**SPORTS EVENTS AND LEGACIES**

This section was followed by another question to determine the kind of legacy that they believed was left behind by the legacies. The respondents were asked "What do you feel will be the main legacy left behind from the Tokyo Olympic Games 2020?" 34% supported infrastructure, 23.1% claimed it left behind urban regeneration legacy, 15.4% argued that it spurred economic stimulus, 11% claimed sports development and 16.5 supported cultural exchange.



**Figure 8**  
**TYPES OF LEGACIES**

## Analytical Results

### *The Role of Stakeholders in Achieving Long-Lasting Legacies from Hosting Events*

One of the great expectations of legacy from the games was the hope that future generations would have the opportunity to witness an Olympic Games in Japan. This was primarily from people involved in the sport sector. This is evident with 52.9% of people in this sector agreeing upon this notion. It would be a positive thing for sport in Japan as it would provide a platform to host a major worldwide event that would promote a high level of competition and improve the standard of athletes and coaches in the country. In saying this, the success rate of getting a volunteer job and uplifting their sport was very high at 70.6% and 73.6% respectively. This is because any involvement with the Olympics, whether it be from a professional or volunteering aspect, can contribute to the individual's skills and experience. This can be key for the future development of that particular sport or activity, and using the Olympics as a starting point, they can plan and create ideals for development through to the games of the said successful applicant in a coaching role. An 80.7% success rate for coach employment indicated a higher chance to gain experience at the international level.

Here is a brief sneak peek at the detailed description of the role of stakeholders, such as a member of the press or a sporting organization, and the types of things that they hope to accomplish through staging a mega event like the Olympic Games in this particular case. There will be plenty of informative tables and charts generated, data collected that provide a brief analysis and overview of things too. The scope of the study was to understand what key prospective stakeholders were hoping to accomplish in the long run from the games. More specifically, the research looks at the expectations of stakeholders in relation to their specific sector of employment and how they hope that the games will benefit them in the long run. This is an informal example of the kinds of things that stakeholders from different sectors had in mind when thinking about their potential long-term gain from the games.

### **Infrastructure Improvements**

The Tokyo Olympics' focus on the construction of new infrastructure for the 2020 Games is a critical factor in the achievement of long-lasting legacies. The report released by the Tokyo Metropolitan Government (TMG) entitled 'Building a Lasting Legacy - The Tokyo 2020 Olympic and Paralympic Preparations' details the infrastructure developments. The report aims to present the 2020 Games as a catalyst for accelerated infrastructure development. The significance of quicker progression in infrastructure development is highlighted in the report as the short-term stimulation of the economy will be accompanied by longer term sustainable development. A similar strategy was adopted in the successful bid for the 1964 Tokyo Olympics where the Games were seen as an opportunity to catalyze city development following the Second World War. The report expresses the extent of the legacy the TMG hopes to achieve through the accelerated construction of infrastructure. Phase 1 of the 'Long-Term Vision for Tokyo' was benchmarked as 10-20 years, aiming to implement new infrastructure and systems to enhance quality of life for citizens and increase Tokyo's functionality as a city. By bringing forward Phase 2 to coincide with phase 1 in the five years leading up to 2020, the TMG aims to reduce regional disparities in infrastructure and quality of life, ensuring that all citizens can enjoy the developed systems within a short timeframe. This will be done through focusing the development on existing facilities and areas. The report predicts that the Olympic legacy will thus be experienced for decades compared with the two-week event. This strategy is greatly contrasted from the Rio 2016's Games in which infrastructure development was largely built upon preparations for the Games rather than a long-term strategy. A feeling of unfulfillment remains between Brazilian citizens as much of the development has not contributed to the everyday lives of citizens. In order for the Games to be a catalyst for accelerated infrastructure development and result in a legacy of enhanced urban functionality, the report states the importance of effective utilization of

legacy and the minimization of newly built facilities. This is an ongoing issue that will need to be heeded throughout the preparations and we can use the utilization of the Athletes' Village and the new Olympic and Paralympic facilities as examples gauged against sustainable and effective legacy.

### **Economic Impact**

With the aim of stimulating the Japanese economy, the Tokyo 2020 bid highlighted the economic benefits of hosting the event. Indeed, with Japan recently emerging from economic stagnation, the Olympics are viewed as an opportunity to kick-start growth. The central government's 2010 Council on National Strategy and Policy compiled an estimate of the economic impact between October 2013 and September 2021, focusing primarily on the effect of increased public investment, related demand, and the promotion of tourism. According to their findings, the direct economic impact from staging the games will amount to approximately ¥3.3 trillion (70% of which will be centered on Tokyo), adding 0.3% to GDP in real terms and creating an estimated 8.77 million person-years of employment. Additionally, the Olympic games are intended to act as a catalyst for regional revitalization and have prompted local governments to invest in large-scale urban development projects. This is particularly significant for the Tohoku and Kumamoto regions that are still recovering from the events of 3.11 and the Kumamoto earthquake. The hope that the Olympics will bring about tangible economic benefits is epitomized in Japan Sports Agency Commissioner Daichi Suzuki's words, "I want to feel the wave of the impending Games pushing Japan up from the bottom".

### **Social and cultural legacies**

Improvements to public health are a key mission for the Tokyo Metropolitan Government, and the hosting of the games will be used as a platform to promote the Sports Benefits and Active Lifestyle Policies. This is a long-term strategy to create a healthy society through the promotion of sports and exercise, and the hope is to create new habits among children and their parents. The new habits are to build consistently healthy lifestyles and communities in which physical activity is a normal part of daily life. Both of these can contribute to a healthy nation and potentially be a global example as they can tackle various social health issues around the world. This is a long-term goal, but it can be achieved on the back of the games and can become a lasting social legacy.

A major social legacy that can be identified is the improvement to the troubling global societal issue regarding child obesity and fitness. The Japanese Ministry of Education suggests that only half the school population partake in daily exercise, a quarter of the students are overweight, and academic ability is hampered via health issues. A further 2% do not attend school due to mental or physical health problems. This is a major long-standing issue relative to Japan but also to many other developed and developing nations. With the hosting of a summer and a winter Olympic Games, the national school sports standard competitions will become annual events and will be used as a platform to get an entire generation of children enjoying sport.

Social and cultural legacies refer to the impact the games and their delivery have on society and culture. In the Candidature File Tokyo 2020 proposed that it would be "a festival of peace that brings hope and recovery to the world." It suggests that they envisage a celebratory event that can heal the ongoing economic issues that are affecting the majority of the world today. Culture is a long-standing identifiable part of the host city, people, and the games themselves. The cultural impacts of these games for Tokyo are very broad and will be both positive and negative in their form.

### **Environmental Sustainability**

These are just a couple of examples of the various plans to ensure that the 2020 Olympics will be an opportunity to display the progress that Japan has made and to further increase the sustainability of Tokyo and Japan as a whole. With changes in legislation and promotion of environmental technologies and businesses, the stakeholders hope that the Olympics will leave an environmental legacy and results that have a direct impact on

people's lives. For example, recently the Tokyo Metropolitan Government announced an initiative called the "Four R's," consisting of reduce, reuse, recycle, and respect. The aim is to extensively use these policies in and in the run-up to the Tokyo Olympics. More practical and direct changes are planned to establish cooperation with enterprises surrounding the Tokyo metropolitan area to procure energy from 100% sustainable resources and include development in an effort to make the New National Stadium the first of its kind to achieve the highest rank of CASBEE ratings, a Japanese-based assessment for buildings' approach to environmental preservation and enhancement of environmental quality.

Sustainability and environmental concern is a growing issue across the globe, and stakeholders aim to be at the forefront of the movement, using the Olympics as a platform to showcase the progress that Japan has already made and what will be left as a legacy for the future. This case ignites concern as to what will be left behind after the Olympics as a legacy for future generations. As a result, numerous policies and practices during the preparation for and during the Tokyo Olympics are expected to be introduced.

### **Volunteer's Perspectives on Sustainability of Events and Building Long-Lasting Legacies**

The Tokyo 2020 Olympic Games had just finished in a year and eight-month period when the earthquake and tsunami disaster occurred, and it was an important period of time for Japan. This is reflected strongly within the research results, due to the fact that there are many opinions on how to use an event to change the present Japan. At the same time of the disaster, there are still victims living an evacuation life. Current Japan is a weak country in international competition, and the confidence of the country's people has decreased. The event changing the present Japan is a grand and ideal goal for donating to the Olympic and Paralympics movement, but it is still a current issue for a country going through economic turbulence. The above time period and what Japan should aspire from it is clearly defined, and the research results have shown that the Tokyo 2020 Olympics itself has much potential to help an event realize a goal and put these changes into the country. This case is strong, and it is necessary to preserve it as a case when it is time to consider the next event for Japan.

The research conducted through the Tokyo 2020 Olympic volunteers' interviews was useful in clarifying the current event outcome and the characteristics making the event easy for others to learn from. There were many points on how to run a successful international event or on how Japan can make use of its event experience and current event resources to assist other countries. These results can be used to create many forms of legacies for the Olympic Games, the national sports promotion movement, and on the international contribution through sport. An example is the World Cup; it has left a legacy of the 'stadium and the Japan it wants to be', and the research points to how the Tokyo 2020 Olympics can contribute to future Olympic game events and the growth of developing countries through international events.

The volunteer interviews were also used as a tool for data collection. The final method used was to directly input the interview analysis grids into the Nagara System. The Nagara System is an instrument for project planning and evaluation. For the Tokyo 2020 Olympics, the Nagara System was used to accurately define the goals and achievements of the Olympics, thus enabling the system to be used for checking the progress of the Olympics towards the original goals and making any necessary changes. The data collected from the interviews was input into the Nagara System grid, evaluated, and the final information would be used to create legacies for future Olympic games or big events. The provision of obtaining research information, original methods, and making use of the three rounds of interviews carried out on the volunteers were strong points of the research. A limitation, however, was that the method of using interviews did not source the views of people involved with the operation and planning side of the event or people involved with the local community. In the future, it is vital to source the opinions and views of different groups of people who were involved with an event. Overall, it was felt that the volunteer interviews provided a new look towards evaluating a big event and a good concept was to formulate a volunteer interview method for other big events and leave a case on how to achieve it.

## DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

The main purpose of the stakeholder is to coordinate and conduct evaluations of high-level sporting events in order to provide recommendations on strategic and operational improvements for the future. This was informative in learning how the decisions and actions made at the various event levels can contribute to impact. Recommendations have direct reference to the bid, the actual event, and the pre- and post-event activities. In providing recommendations, it gives a strong indication of what should be focused on with events in the future, and how problems and issues from one event can be heeded as lessons for future events, so as to avoid making the same mistakes. High-standard events with good attention to future implications can have a positive impact and leave a positive legacy (Baroghi et al., 2024). This has a flow-on effect promoting event management, as the best practices are utilized and improved on next time. This discussion supports the concept that documented event outcomes are essential in understanding how an event impacts the event community or host and doesn't stop at the event itself. Understanding is key in knowledge transfer and education in event management.

The focus for the future should not solely be on creating legacies, as this can lead to the instrumental use of events and does not consider the event itself (Neuhofer et al., 2024). Look to creating strong, memorable events with strong event outcomes. Then take steps to ensure these are documented and communicated in a meaningful way. The reasoning behind this is if an event is of high caliber and leads to positive outcomes, the legacy will take care of itself. This also contributes to the positive evolution of event management as a profession and an academic discipline, as best practice is shared and used to influence the planning and execution of future events.

### **Factors contributing to a strong, long-lasting legacy from events**

#### **Effective Communication**

The process of effective communication involves creating a two-way dialogue so that both the event organisers and the community can engage in discussion, provide feedback, and raise concerns. A fundamental aspect that event organisers should focus on is developing a robust and comprehensive communication plan that establishes a structured framework for communication and assigns specific responsibilities to individuals (Lu & Lin, 2021). These plans can vary in complexity, ranging from informal outlines to detailed strategies that encompass diverse communication methods, target audiences, potential issues, and proposed solutions. Implementing such a plan enables efficient issue management as they arise throughout the event. Moreover, effective communication necessitates purposeful interaction, particularly when seeking feedback on specific topics during the event.

#### **Sustainable Impact**

The first element is to focus on legacy within the vision of the event itself. What are the longer-term intended outcomes and will present in the years to come for that community? This can be a part of the specific vision for a festival or the intended aims of say a music concert which is aiming to enhance community spirit in the area. By keeping this vision repeatedly in the minds of stakeholders and continually checking decisions against it, as the event unfolds, it is more likely that decisions which have a positive but less immediate impact will be taken (Settembre-Blundo et al., 2021) Also, if it is continually communicated to participants and to the community, then it enhances the perception of the event's impact. This may need to be quite a complex communications process as there are likely to be different stakeholder groups and the expectations of each may differ. This decision would reduce short-term revenue but has the potential to increase the longer-term sustainability and ultimately general revenue. The means by which decisions are recorded is important for transparency and also to show new stakeholders the legacy of their decision-making.

## The role of stakeholders in achieving long-lasting legacies from hosting events

Economic impact is generally the most publicized rationale for hosting events. Studies show that stakeholder involvement at all stages of the event planning process is vital in realizing this aim. By enabling markets for the sale of goods and services, or by positioning a destination to undertake events, stakeholders at the public or private level may look to events as a means of creating jobs and stimulating economic activity. (Attanasio et al.2022) This is highlighted in Hall's (1997) discussion of the event tourism industry, where he describes how a number of public and private sector bodies may combine their resources in order to host an event with the aim of tourism and investment generation. The 2012 London Olympic and Paralympic games received substantial public and private sector investment in the hope of bringing long-term tourism and business to the UK. During the bid and planning process, it was imperative that stakeholders were committed to the economic objectives of the event, and that various partnerships were formed to maximize economic impacts. In this case, the stakeholder effort was spread over a long period of time and required various ongoing commitments. Studies suggest that long-term and sustainable economic benefits are the hardest to achieve, but event leveraging is only possible when stakeholder objectives are in line with the desired event outcomes, and where there is continuity in stakeholder commitment.

Events have become increasingly recognized for their considerable contribution to local economies and development. Generally, the role of the stakeholder is regarded as pivotal to the success of events, and there are no representations of events taking place in isolation throughout this paper (Ryan et al.2021). It is important to recognize that a stakeholder is any individual, group, or organization who can affect or be affected by an event. This creates a wide pool of differing stakeholders for any given event, and the nature of the event will largely dictate which stakeholders are relevant. As events are unique in their makeup, objectives, and motivations, it is important to consider the role and importance of stakeholders in a generalized manner, and also in accordance with differing event types.

### Economic Impact

There are many factors that now need to be considered in the planning and implementation of events given the potential economic benefits to be derived. Events can be utilised by a destination to improve the yield from tourism and related product or service industries, thereby justifying the often-high costs associated with hosting events (Ziakas, 2023). With increased competition for the spending of consumers and businesses for tourism and events, there is a need to identify and satisfy the needs of the markets that the destination and its stakeholders are seeking to attract. If properly executed, events can yield significant economic benefits for a host destination. Developing a positive event image is a key success factor (Jeong & Kim, 2020). Image has been identified as the most influential factor in destination choice, while the image of a product or service can strongly influence its consumer or client. The term image has been used to represent a multi-dimensional construct that includes cognitive, affective, and conative components.

The cognitive component pertains to awareness and knowledge, affective pertains to perception and beliefs, while conative relates to inclination and intention. The projected image of an event will shape its identity and can influence whether it will be supported by government, industry, and community. Events with a strong and attractive image can create interest, a desire to attend, and favorable memories of good past performance (Rittichainuwat et al.2020). This, in turn, can influence the behavior and purchasing decisions of consumers and businesses, resulting in a change in expenditure patterns. High-yielding visitors (those who spend above the average holiday maker) are often targeted by events attracted by the prospect of increased activity by these visitors, which can be reflected through sales and corporate hospitality. The desired changes in consumer and business behavior can impact on specific markets or across the whole of the tourism industry during and after the event has taken place. The economic benefits from events should not only be of interest to event managers but all the key stakeholders in the destination who may be able to derive some form of increased business as a direct



result of the event. A final economic benefit from events, which many stakeholders may not consider, is the generation of increased tax revenues through greater economic activity.

### **Social Impact**

The actual event can help develop a sense of community or national pride, and there is the potential for increased tourism to the area or country (Magno & Dossena, 2020). This can unite foreigners with natives, create friendships, and destroy common stereotypes. There are also potential increases in funding for sport in schools, and the youth may gain positive sporting role models to look up to. An unblemished example of this was South Africa's Rugby World Cup victory in 1995.

A key reason as to why this view may be under scrutiny is the drastic changes to society and the increasing cynical view of the world we live in today. Nevertheless, there are still several positive and negative impacts that may support this view or reject it. Positive social impacts can include underprivileged areas such as favelas in Brazil or ghetto cities in America, to name a couple, can be regenerated in order to improve living quality or remove them from the need to continue a life of crime as a way of living (Navarrete-Hernandez et al.2023). This is known as urban regeneration, and there are many lower scale events such as the Commonwealth Games that have been praised very highly for this.

The first known official view on what the social impact of a mega-sporting event was made by the International Olympic Committee president, Juan Antonio Samaranch, who stated that "The Olympic Games are a tremendous potential to activate humanism and create a peaceful and better world by educating youth through sport." He has been the chief advocate of the intense positive social impact that a mega-sporting event can have, with its power to unite or develop relationships between some or all nations. This was a view that many would have enjoyed and sided with, but in today's world, this view may not hold as strong as when it was first spoken.

The social impact of a mega-sporting event is the latest and least established of the three chief impacts it has been claimed to exhibit in relation to the hosting of the event (Mair et al.2023). The economic and environmental impacts have been well documented, and there are varying views on whether these are positive or negative impacts. But due to the recent revelation about the social impact, it is not really clear what this entails.

### **Environmental Impact**

Events, and sport events in particular, are a significant part of modern culture. The range of scale, form, motivation, and outcomes of events is broad. Community-based festivals, parades, and races, traditional sports competitions, and the myriad of events associated with Olympic or Pan-American Games all fall under the event rubric. While events carry significant potential to enhance awareness and action on environmental issues, they may carry equally large potential to degrade the environment (Raymond et al.2020). The nature of the industry, its distinctly celebratory focus, its practice of assemblage in the form of spectators and athletes, and the bureaucratically complex and often dissipative process of planning and coordination, all present significant challenges to managing events in environmentally benign ways.

The environmental impact of sports and entertainment events has received a notable increase in attention throughout the last decade. Worldwide attention to such issues has been facilitated by high-visibility events taking place in sensitive or significant environments, by the emergence of a sport-for-development movement, and by increasing recognition of sport's ability to influence public opinion and mobilize public action (Dubinsky, 2021). This movement towards clearer understanding and proactive management of environmental issues has taken place in the broader context of increased public and private sector activity towards sustainable development.

### **The volunteer's perspectives on event sustainability and building long-lasting legacies**

This sub-theme explored the extent to which volunteer contributions help shape the event's outcomes and look at not only their efficiencies at the time, but also the future legacy of their involvement. Observations were made at a number of events and in various different capacities to gain a full overview of volunteer impact. One

key area of volunteer impact at many large events, including the Olympics, is through the media. Kirby and Lee (1995) studied the involvement of volunteers at the 1984 Los Angeles Olympics and found that it was not only the media covering the event that gained from the volunteer efforts, but also the media contributed significantly to a positive volunteer experience. Fast forward to 2019, Jacmara, Huang, Walker and Harwar (2019) found in their study from the 2002 Salt Lake City Winter Olympics that global media attention created a long-lasting legacy of increased volunteer participation and community involvement in future events. With the ever-increasing use of technology and social media in global sports events, the potential for a positive volunteer experience through increased publicity of their efforts is high, leading to increased participation and community involvement in future events. A successful volunteer experience can also influence the future of the hosting community by increasing the quality and quantity of future volunteer efforts in sport and other events. Kirby and Lee (1995) found that volunteers at the 1984 Los Angeles Olympics were a cheap and reliable labor force for the community and were replaced by paid workers in the years following the event, where they had set a high standard for future Olympic service. This was supported by Babiak and Trendafilova (2011) who studied the Vancouver 2010 Winter Olympics and found that volunteer efforts directly impacted the athletes' experience and were a valuable asset to the community. This left a legacy of increased volunteer involvement in sport events in future years.

Their views of legacy are incredibly diverse and multifaceted, as they perceive it from a distinct standpoint compared to the perspective of professional stakeholders. Due to their lack of access to comprehensive information concerning event planning, long-term objectives, or the intricate nuances of legacy as perceived by event organizations or promoters, they often fail to fully connect their own event experiences with the specific organizational goals that drive these events (Allen et al., 2022). Instead, they interpret legacy in terms of their personal satisfaction derived from the event and their desire to maintain an ongoing involvement by means of consistently exceptional event offerings that cater to their ever-evolving desires. The pleasure that they derive from these events is often deeply intertwined with the myriad of social interactions that occur during the event itself, forging lasting and powerful bonds with fellow participants. Furthermore, the transformative effects of these experiences leave an indelible mark on their lives, with many volunteers feeling that their involvement as event participants, rather than organizers, concludes as soon as their immediate tasks are finished.

## Planning and Execution

Because many events have both social and environmental implications, looking at event planning and execution from a sustainability perspective tends to be more focused on changes to existing processes, rather than creating new processes. The traditional view of planning (where details are negotiated until there is a final plan that can be implemented) is more changeable than the current view in the events industry, where planning is seen as project-based, best illustrated by the creation of the Event Management Body of Knowledge by the Professional Convention Management Association and the Convention Industry Council (Dounavi et al.2022). This document serves as a guide for event planners and managers and establishes a series of best practices. While it doesn't define how to effectively plan an event, it does outline best practice, goals, and objectives for each stage of the event project. This begins to approach the exit-ticket paradigm, where the planning stage takes into account the event outcomes. A change to planning processes from the current view to what is being recommended in the literature is considered a positive change, as it is ideally preparing for events that are aimed at leaving positive outcomes across social, cultural, and environmental domains.

The preparation of events is essential to their overall success and impact, supposing the planning was completed effectively and efficiently. It is necessary for an organisation to critically assess whether the actual event is likely to meet the needs and requests of the event's target audience (Haleem et al.2022). This is an important part of the planning process, as delegating tasks can lead to more efficient productivity among committee members. The event type and location may also affect how an event is planned and executed. Pivello et al. (2021) suggest that the environment has a major impact on the type and structure of events, as well as its

overall success. This is also seen as an important component of event planning in which implications on sustainability can arise.

### **Volunteer Engagement**

For the volunteer group, engaging with the event crowd was considered important, as their role was to help with crowd control and assist attendees with queries. For most, this was easily achieved by being positioned throughout the event site and being able to interact with attendees as they passed, or by working at the entrance/exit points and having firm interaction with every person who attended the event. Contact with the attendees gave the volunteers a chance to promote their cause and inform the public as to what they were there to support. However, for those placed behind the scenes, the opportunity to engage with the public was limited. For these volunteers, it was essential to be relieved from their posts and given the chance to move about the site. This allowed them to still feel a part of the event and created a sense of teamwork when they were able to assist their fellow colleagues. The biggest issue for these groups was the lack of communication between volunteers on when they were entitled to a break and how long it would be (Willems et al.2021). This largely came down to a breakdown in communication between event staff and the volunteer coordinators. This meant that some volunteers were unaware that they were permitted breaks, and some were unsure as to when would be an appropriate time. As a suggestion for future events, coordinators believe that rostering specific break times for these employees would eliminate any confusion and ensure that they are still able to contribute to the event.

### **Community Support**

Community support has a cyclical effect on many events and the communities involved, in that a supportive community can actively make an event more successful, and a valuable event can foster positive relationships and future relationships between the community and hosting organization. Although this is a positive event for the host community, past mega events Conferences have been somewhat ambiguous in their effects on the hosting communities. For example, the 2008 Conference in Raleigh, North Carolina, boasted strong support from the local business community, yet the organizers struggled to procure affordable accommodations near the conference site due to conflicting dates with North Carolina State University graduations. The location of the conference in downtown Raleigh often led to confused and frustrated conference attendees, and local community support did not effectively translate into active contributions from the surrounding populace. This ultimately reflects the level of community support and the perceived performance that the event was able to induct from stronger sustainable emphasis. Future hosting organizations can use this as a reference point to gauge successes and failures in community relations in the hopes of creating similar progress in sustainability values from within the hosting communities.

Community Support addresses levels of inclusivity during events and the involvement of surrounding populations with or without disabilities, lower incomes, or other historically marginalized communities (Bhat et al., 2023). One volunteer suggested that the performance of the host community during the mega event provides unique interactions and experiences for both event participants and community members. This relationship can be classified as community involvement and poses a heavily influential effect on both the Event Coordinator and the community.

### **Sustainable practices implemented during Tokyo Olympics 2020**

The Tokyo Olympics 2020 prioritized the importance of bringing sustainability through its practices in managing the environment. Eco-friendly infrastructure and facilities have been constructed and upgraded to serve the present needs and have a purpose in the post-Olympics use. Starting with the renovation of the Tokyo Metropolitan Gymnasium, the upgrades see the installation of solar power systems on the roof, which would generate electricity. This can contribute to a reduction in CO2 emissions and a reduction in the environmental footprint. This practice is consistent with the New Construction in the Government Policy on Promoting Green

Purchasing. The Yoyogi National Stadium is expected to get a full makeover and will be equipped with photovoltaic power facilities, solar panels, regenerative power facilities, and a rainwater recycling system. These initiatives have been taken to minimize the environmental impact and to create a sustainable future for the stadium. The last example would be in the Athletes Olympic Village where all the living quarters for the athletes would be converted to residential quarters post Olympics. This would contribute to the local community and provide it with a sustainable resource. The Managing Committee has a long-term vision of continuous utilization of the Olympic venue facilities and maximizing the effects of the Tokyo 2020 Games, while ensuring to create a lasting legacy in such areas like environmental sustainability. Watching over the legacy and managing the eco-friendly/sustainable venues would be the next challenge to see how it can effectively contribute to moving towards a sustainable society and a better future. This would perhaps provide as a model for future international sporting events on how we can help reduce the environmental footprint and create a sustainable society through sports.

### **Factors that constitute a long-lasting legacy of events from volunteers' perspectives**

Event involvement provides valuable support in facilitating the internalization of a profound sense of identity, which can be vividly defined as the extent to which a volunteer perceives this remarkable activity to be an indelible and inseparable part of his or her holistic identity. Indeed, it plays a pivotal role in fashioning and sculpting the true essence of an individual, determining who that person is at present and who they aspire to become in the boundless realms of the future, as identity occupies a cardinal position in the maturation of self and personality. The far-reaching impact of event involvement on the multifaceted self is perceptible as the direct consequence of the innumerable benefits garnered through active engagement that impeccably embellish and fortify one's character. Such benefits may manifest in a plethora of remarkable ways, such as the amelioration of communication skills through captivating interactions with fellow participants or colleagues, the amplification of leadership prowess through assuming command of an esteemed event committee, and the uplifting surge of self-assurance that arises organically from triumphantly accomplishing assigned tasks with profound efficacy and finesse.

#### ***Passion and Commitment***

Volunteers have a passion to help others. They are affiliated with a certain organization due to their affiliation with the cause and they have a strong desire to help. Krug and collaborators explain that volunteers generally agree to participate when they perceive an important cause and they believe that their assistance can make a difference (Zboja et al.2020). This is usually the first step for a volunteer in a non-profit organization. This is supported by research conducted by Hurwitz and colleagues who conducted interviews and surveys on a group of RSPCA volunteers. Commonly expressed reasons for volunteering were a belief in the cause and wanting to improve animal welfare. Volunteers at the end of the day are a free workforce that can always turn down the task. It is hard to get a person to work for free, and if they do, it would probably be a job that they enjoy doing. In this instance, the work that they enjoy doing is contributing to the betterment of others, animals or the environment. Volunteers generally believe there is a relationship between their efforts and a desired outcome. This being that hard work will bring positive change. A volunteer who can see change is a volunteer who will come back. High levels of commitment are what most organizations look for in a volunteer; it is usually the committed volunteers who will progress onto a higher role within the organization (Benevene et al., 2020). Emily and Foege support the notion that leaders of an organization seek long-term volunteer commitment because it takes time for a volunteer to understand their role and make a valuable contribution. Having a high level of unpaid workforce retention is something that will also ease the financial burdens on an organization, and a long-term committed volunteer has the potential to move onto a higher position. By demonstrating a passion and showing a high level of commitment, a volunteer can prove to be an invaluable asset to the organization.

## Effective Leadership

All these derived different results from the leaders themselves. A diverse range of leaders it was, many of which was noted to give off a leader who was a role model to his team members (Dietz et al., 2020). He showed that he had a strong commitment to the cause and was willing to see it through given the decisions of the team. On the other side, it was noted that there were leaders who did not want the task of being a leader but had taken it so the event did not fail. Even this was seen to be in the best interest of the team members by securing a leader who was not in power over himself and did it as it was the event that would benefit. Finally, the ones who adopted the role and knew that they were leaders, they had brought the team together to achieve a common goal. All of these provided different but positive outcomes from the leaders and the decisions that were made.

Leaders in successful legacies, according to the volunteers, were always around during the decisions and events, checking to see if their assistance was needed (Leigh et al., 2021). They were never doing work that could have been carried out by someone else lower down the organization, and they always kept an upbeat and positive attitude even in the face of diversity. They were also the ones who kept the team on focus. Leaders were also seen to collaborate with their team members to make important decisions which may affect the outcomes of their events. What was interesting was that leaders were described to have a range of leadership styles. They had the ability to be assertive when a decision had to be made. Some of the time, it was to get rid of the ones going off-task and back on track, and also the ability to step back and let their team members carry out a discussion before they make any input. An important factor of successful leaders was that the decisions they made were always seen to be in the best interest of their team and the event itself (McLeod & Dulsky, 2021). Finally, a successful leader was seen to be able to provide mentorship to their team members, by inspiring and encouraging them to take on important roles within the team, even their own. Outgoing activities coordinator mentioned that her leaders convinced her that she had the potential to coordinate a team and event.

## Collaborative Partnerships

A legacy blueprint for the specific issue will then be created and implemented both pre-Games and during the event itself. The 'mentor' system provides an opportunity for the UN to be directly involved with their specialized knowledge and at the same time provides a dinner table for candid discussion and information exchange between the two parties. The specific department is dependent on the context of the Games. For Beijing 2008, the UN Environment Programme was considered a strategic partner in light of the environmental issues surrounding China and the Games. The main aim for this partnership is for the UN to provide advice and resources in helping the OC address and incorporate the issue, which may involve utilizing the Games as a catalyst for positive change on a specific issue.

## CONCLUSIONS

The general concept of a legacy is what is left over after the completion of an event that has a lasting positive impact. There are many different types of legacies that the Olympic Games can leave behind, such as urban regeneration, improved infrastructure, new sport facilities, the increase of sports participation, and making improvements to general health. Considering that stakeholders are the ones who hold the influence and power over the decision-making process, this study has concluded that the type and influence of stakeholders will have implications on what the resulting legacy of the mega event to the host nation.

Secondly, the study has shown that stakeholders are an important part of any event management process in creating a long-lasting legacy. Stakeholders are defined by Freeman (1984) as "any group or individual who can affect or is affected by the achievement of the organization's objectives." There are many different types of stakeholders and it is vital to take all of them into account in any project or organization. The stakeholders of the Tokyo 2020 Olympics are the International Olympic Committee (IOC), the central government of Japan, the

Tokyo Metropolitan Government, the Japanese Olympic Committee, event operations management, corporate sponsors, media broadcasters, athletes, and volunteers. These stakeholders all have different goals, incentives, and levels of importance to the success of the Olympic event. Taking the time to consider the goals and objectives of these various stakeholders will be critically important to the overall legacy of the event. The findings illustrate that among the stakeholders' volunteers are the most important in developing a long-lasting legacy because they promote sustainability of the events through reducing the costs of hosting the events, advocate for sustainability and encourage infrastructure development.

Thirdly, the study has concluded that the main reason to host major vents is to create a good legacy for that country and the stakeholders determine the success or failure of that legacy. For instance, the findings showed that Tokyo hosted the Olympic games in 2020 to create a good lasting legacy, and it was successful in creating the legacy due to the stakeholders by leaving behind infrastructure development, environmental sustainability projects, cultural integration and improved sports achievement for Japan. The major legacy created was how the local community is affected, sustainable development that continues even after the games conclude, and the economic impact that is generated. A legacy refers to the long-term benefits that are created through the effect of the games, and the stakeholders play a significant role in determining the type, whether positive or negative, and the extent of the impact that is left on the relevant society. The findings further showed that hosting a mega even can have a negative impact because of lack of volunteers and stakeholder mistakes that occurred during the decision-making process and event management. This can cause negative changes to the local community and sought to serve personal interests and goals, rather than those that benefit the public. It is hoped that such a disaster can be avoided through the proper involvement of stakeholders and careful planning.

## RECOMMENDATIONS

The engagement of stakeholders in the decision-making and actions of the Event Organisation is a primary concern in the development of long-lasting legacies. For example, in the context of the Tokyo 2020 bid, Olympic deity and Japanese politicians implored an initial 'demotion' of the plans to host the event due to environmental concerns and lack of Japanese medal potential. The identification of these stakeholder concerns was a leverage point to change, and this perceived change in the decision-making of the IOA had temporarily shifted the possible futures for the event. As a strategy to reinforce development long-lasting legacies, this study recommends that;

- a) The host country should ensure effective communication and collaboration of all stakeholders including volunteers. We recommend the strategies to be used in collaboration to include; the establishment of consultative committees in specific functional areas comprised of external experts from governments, volunteers and sport. At a macro level, clear communication was achieved through comprehensive reports, websites, and information.
- b) The host nation should ensure they provide incentives and benefits to volunteers to encourage their great participation in future events. The potential incentives and benefits that may be offered to volunteers include; access to Olympic tickets, permission for co-branding and co-promotion opportunities enhancing awareness and image of the stakeholder's product. This is appealing for volunteers who have large consumer bases, as the Olympics is a great platform for increasing public awareness and promoting goodwill.
- c) Lastly, the study recommends a thorough evaluation and monitoring of stakeholder engagement efforts to support the development of long-lasting legacies in Japan through effective stakeholder engagement strategies. Funding from both the public and private sectors ensured that the games were a collaborative effort. The host nation should make a conscious effort to collaborate with local authorities, communities, and volunteers, knowing that these groups will play a significant role in the legacy of the games.

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