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Looking at sport through a 'knowledge lens'

Where is knowledge? How is it created, shared and leveraged? How is it used and managed for advantage?

Sport can gain a new approach, KM, for managing its business and outcomes.

KM can learn about best practices developed in sport - building teams, sharing knowledge, improving performance.

FIRST OF ALL
OUR COMMITMENT

SPORTS MEGAEVENTS & URBAN REGENERATION

THE INTERNATIONAL RESEARCH COOPERATION PARTNERSHIP LERI - NUTAU/USP
LERI\NUTAU PARTNERSHIP OPPORTUNITY

Brazilian 12 cities mega-events decade

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2011</td>
<td>MILITARY GAMES (Rio)</td>
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<tr>
<td>2013</td>
<td>WORKERS GAMES (Rio)</td>
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<tr>
<td>2014</td>
<td>FIFA FOOTBALL CUP (12 cities)</td>
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<tr>
<td>2016</td>
<td>OLYMPIC GAMES (Rio)</td>
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LERI-NUTAU STRATEGY: (1) Follow up of local and institutional developments; (2) Proposal of projects on urban planning and social empowerment
The aim of this presentation is to review the knowledge production on the issues related to sport mega-events in order to identify the context into which the book ‘Olympic Cities’ (Poynter & MacRury, 2009) may be appreciated according to its possible impacts.
ex ante → **Mega-Events** → ex post

1990s

Olympic Studies tradition

2000s

Multidisciplinary studies (not necessary connected to the Olympic Studies’ tradition)
EX ANTE APPROACHES (brief)
- OLYMPIC STUDIES TRADITION

**Sources:** Muller\Mainz (1980s), Landry\Quebec and Moragas\Barcelona (1990s)....plus 300 Olympic scholars’ individual and group contributions....

**Research focus:** Historical fact-findings, multidisciplinary interpretations of past events....

**Research themes:** Olympic personalities and institutions, IOC interventions, Olympic education, ceremonies, Green Games, media....

**Interventions:** Selective....beginning at mid 1990s (environmental protection, women’s rights, legacy) as a result of external pressures.
EX POST APPROACHES (brief)  
- OLYMPICS AND OTHER MEGAEVENTS


Research focus: Meanings, conceptual re-definitions, interpretation of mega-events in global society....

Research themes: Legacy, Urban changes, economic and environmental impacts, media, global cities, technology of construction....

Interventions: Concentrated in cultural and social problems, governmental new roles and actions, legacy management... beginning at mid 2000s as a result of local, regional and national effects....
BENCHMARKING
Three books with relation to Olympic Studies

TRADITION

TRADITION AND INNOVATION

INNOVATION FROM TRADITION

- Transition to *Ex post* approaches
- Cultural & social meanings
- *Ex ante* review in search of new conceptions and definitions
- Social constructions and urban regeneration in view of London 2012
- New research directions and topics
BENCHMARKING


- Project of Sport University of Beijing and Universidade Gama Filho – Rio de Janeiro (non commercial) with support of IOC, with 86 authors from five continents in three volumes dated 2008, 2009 and 2010.

- Olympic values-led texts selected or recommended to candidates to join the project have been focusing either on multiculturalism or multidisciplinary approaches, respectively to innovative trends or to traditions for Olympic Studies concerns.

- Each volume - two separate sessions: multiculturalism and multidisciplinarity (Textes in English - Chinese)

Website for free access:
www.bsu.edu.cn/new/web/files/OLYMPIC STUDIES READER.pdf
LERI’s Management Model for Projects – An interpretation

- IMPACTS: Expected outcomes
- CREATIVITY: LERI’s basic approach
- INNOVATION: LERI’s management style
LERI’s Management Model for Projects (proposal)

Book’s perspectives in view of LERI\NUTAU Partnership (projection):

(1) Theoretical platform for studies and projects’ proposals facing the 2011 – 2016 \ 2020 sport mega-events in Brazil

(2) Association with the book ‘Legacies of Sports Mega-events’ from the Ministry of Sports – Brazil, 2009
• Non commercial book issued by Ministry of Sport in Brazil – 75 authors (6 from UK, Germany and Spain) from 35 universities organized as an epistemic community, that is groups of authors with previous chosen topics related to the central theme of the book, supervised by editors and referred in some subjects to selected international specialists (‘anchors’).

• A seminar joining authors was organized aiming to discuss convergences of the knowledge.

• The paper version of the book is published in Portuguese with English summaries. PDF version is available at:

Rio de Janeiro, candidate city to host the 2016 Olympic Games, tested against the thesis of creativity and innovation:
• Benchmarking with 2012 London’s lobby

• Clear connections with international politics (i.e. BRICs)

• Explicit and full integration with National Economic Plan for 2010s

• Official guarantees from National Central Bank
Brazil in the BRICs – International politics towards the 2016 Bid

Brazil - Continental-Size Country

Countries with area > 3 million km²

- Australia
- Russia
- India
- USA
- China
- Brazil
- Canada
- France
- Germany
- Spain
- Mexico
- Japan
- Indonesia
- Bangladesh
- Nigeria
- Pakistan

Countries with population > 100 million

Countries with GDP > US$ 500 billion
• Several mega-events using the same sports infrastructure

• Consolidation of free access street audiences to competitions

• Athletes’ Village integration with local beach culture

• Urban regeneration of the city in areas not related to the Games
Influences over the bidding process:

• Time zones advantages for US TV transmission

• High support of local population to the Games

• Full and official support of the three Govt’s levels and Central Bank

• BRICs drive in world’s economic growth of next decades
Constraints over the bidding process:

- Growing interventions of Governments in the Olympic Games’ overall management
- Major Sport institutions interests vs international politics
- Overlapping of bidding technical criteria with international and national politics
CONGRATULATIONS!

And thank you for your attention.

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