# Chapter 1

## Statement of the Problem

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Chapter 1
The Statement of Problem.

1.1 Background to the problem
Looking back, I have been organising events for most of my working life, although the thought of organising any sort of event as part of my work when I was young never occurred to me. Coming from a mining family, probably the only events that I had been involved with as a child were those connected with the Baptist chapel in Abersychan which we attended in the 1950s, and they were not particularly enjoyable – more occasions to be endured on a cold, dark winter’s afternoon or evening, always with Jesus looking over my shoulder, ready to punish me if I did anything wrong. Although God knows what we could ever have done on the top of a mountain surrounded by slag heaps that would have been so wrong - but the chapel always managed to find something. Even the supposedly secular events organised by our chapel were something of a trial. These comprised eisteddfodau in which we competed from an early age in competitions that involved activities like singing or poetry, or the trips once a year to places like Barry Island on a train that had no corridors or toilets, so the journey itself could be something of a test of physical endurance. Luckily, it was a Baptist Chapel, which meant that its members were technically, at least, teetotal, so none of us drank large quantities of alcohol, which would have made a journey from Barry to Abersychan practically physically impossible. The only other events I think that I ever attended until my late teens were school events, like speech days, which were not happy affairs that I remember with fondness either. Even though I won prizes, it felt like showing-off, and although these should have been happy occasions, I never thought that they were. My parents didn’t feel comfortable with the middle classes and, as a result, their discomfort was transmitted unconsciously to me.
However, one event which I could have attended and which I chose not to, and which could well have changed my life, now seems so unlikely that I sometimes think that I must have dreamt it.

As I remember, it happened in 1968 when I was eighteen and in the final year of school. My father had a distant relation in Cambridge with a son who was in a pop group unknown to us in Wales, although I had read in the New Musical Express that their music was influenced by drugs; but at this time I was blissfully unaware of the existence or the effect of drugs. Anyway, my father who was the village policeman in Tintern, had been assigned to be on duty at the concert in Vauxhall Fields in Monmouth, where there would be large screens with slides of coloured fluids projected onto them, which were said at the time to be psychedelic. He told me that because of our family connection I would be able to attend for nothing, as long as I helped the boys set up their equipment. The thought of being anywhere where my father was on duty had the effect of turning me immediately against it and I told him that I had agreed to do something else with friends.

To cut a long story short, the group was the Pink Floyd and my relative was a chap who everyone knew as Syd Barrett, but who the family knew as Keith. I sometimes amuse myself by thinking about my father, a gentle giant, meeting the group members who were probably stoned out of their heads and he would not have been any the wiser. I know that he even helped them pack their van after the concert, which should have been my job and my introduction to the life of a rock star. However, I never had a chance to see Pink Floyd again and a couple of years later Keith (alias Syd) went off his head on drugs. Sadly, he died a few years ago, still mad but also very rich because of the songs that he wrote at a very young age for Pink Floyd.

Probably the first major event that I attended and which I enjoyed was the Rolling Stones free concert in Hyde Park in 1969. I finished my summer job in the Dendix brush factory in Chepstow for the weekend on the Friday night with the sound of the factory hooter and hitch-hiked over the Severn Bridge to London to stay with a girl that I was going out with, whose parents lived in Golders Green. I didn’t even know where Hyde Park was and I was
amazed at her knowledge of the underground and of how easy it was to get to Hyde Park from where she lived. Where I came from, public transport was seldom seen – Beeching had axed most of the trains - and if we did manage to get a bus, we usually knew half the people on it, so travel on the underground with total strangers, who were obviously very well off, was a different world.

The Rolling Stones on the stage were quite a long way away from us in the park but we could hear and see them very well. I think that it was only a few weeks after Brian Jones had died in his swimming pool. Before the performance started, I remember Jagger reading out a pretentious poem by Percy Bysshe Shelley in memory of Jones. Having finished the poem, he then opened some boxes with butterflies in them, which were supposed to fly up into heaven but they had been confined too long and when the box tops were taken off, the lucky ones that were still alive flopped out onto the stage and stayed there. But we knew that the thought was there and I remember thinking that Brian Jones would probably have enjoyed the joke, even if he didn't think much of the poem.

For the next few years, my attendance at events was probably limited to similar concerts and it never occurred to me really why these events were being organised, or, indeed, who would be doing the organising. If asked, I probably would have naively answered that it was the groups or their managers that were responsible for these events. Little did I know that they were part of a money-making machine that most of the groups, unlike the Stones or the Beatles, had little control over. All this time organisers of events were faceless people who did these things, apparently on a whim, like the weather, or the comings and goings of royalty.
I was jettisoned into organising my first event when working in the marketing department at Volvo in Gothenburg. We were launching a new car and, being a linguist, I was initially responsible for looking after some of the foreign press. However, the woman who was in charge of organising the launch became ill – it later transpired that she always did this when the time for organising events came round, and so the job was thrust on me. It was actually very simple; the press people had all the contacts, the production people got the car ready, the secretaries booked the hotels and transport to northern Sweden and all I had to do was to pull it all together and, in so doing, I compiled a check list for future launch events, which I was surprised that Lena, my sick colleague, hadn’t done before.

The launch was considered a success, in spite of the midges in the north of Sweden which seemed to bite like ferrets. Even at this time, over thirty years ago, most of the journalists who wrote about cars were more or less like Jeremy Clarkson - loutish, insensitive and just interested in how fast a car could go. So they mostly seemed satisfied with the new 244 and 264, which were fast, luxurious for the time and very comfortable. The unwritten law when catering for most motoring journalists was to provide as much drink as possible after the test drives, and we did not disappoint, with the cost of alcohol in Sweden even then being astronomic, although whether this practice still continues I cannot be certain.

If I remember rightly, Volvo had just started putting windscreen-washers and wipers on the rear windows, which seemed quite the ultimate in luxury in 1975, especially coming from a family where my Dad had saved for years to buy an Austin A35 van. For those of us who sat in the back of that van, the rear view bore very little relevance, as we didn’t have a proper seat and the rear windows were like tiny portholes. And because we had no side windows in the back, it was difficult for us to know where we were until we got there. I
suppose it would have been quite good training if I had eventually become an army tank
driver but light years away from the then luxury of a Volvo 242DL.

From there, my organising of events continued when I moved back to Wales and worked
for the Wales Tourist Board (WTB). Again, quite by accident, I was given much of the
responsibility for organising the Festival of Castles, which took place throughout 1983. The
man employed as a consultant said that he needed help, basically because he couldn’t be
bothered to do anything himself, and, luckily, the festival was a huge success. As part of
organising The Festival of Castles in 1982, I worked together with the Walt Disney
Corporation on several events. Disney, because of their name, expected everything for
nothing but they were very efficient and I learnt a lot from them. I also organised a royal
dinner for the Prince of Wales and Lady Diana in Caerphilly Castle as part of the festival in
1982. Strangely enough, they also expected everything for nothing and, like Walt Disney,
they got it - and people gave gladly.

The next big project that I worked on was one that I conceived and organised on my own
in 1991, called Celtica. At the time the WTB didn’t believe that cultural tourism was of
interest to many and so they said that if I wanted to do this that I would have to do it as a
consultant and leave the WTB, which I did. In 1991 I organised a series of events
throughout the year that celebrated our Celtic heritage. These included a major exhibition
at the National Museum of Wales, which turned out to be the best attended exhibition they
had ever staged, at a time when visitors paid an entrance fee. I created the World Harp
Festival, which was sponsored by HTV at St. David’s Hall, a series of lectures around
Wales on the Celts, an exhibition on the Celts in Europe at the European Centre for
Traditional and Regional Cultures in Llangollen and co-ordinated local events throughout
Wales. Happily, the Celtica festival in 1991 was a success and I went on to organise
events like The Roald Dahl Festival in 1995, which took place in theatres and other spaces all around Cardiff for a period of a fortnight and community events like Sacred Music in Cardiff in 1997, 1998 and 1999 which involved a number of faiths. Later I organised the Pontcanna Weekend, which took place over a number of years between 2005 and 2008 at the end of August. In 2010 I organised the Charles Rolls Centenary in Monmouth (Charles Rolls being the co-founder of Rolls-Royce). This involved Rolls-Royce plc (the aerospace division based at Filton, Bristol), the Rolls-Royce car enthusiasts club, who came from all over the world, the Nelson Museum Monmouth and bodies like Adventa, Monmouth Festival, Monmouthshire County Council and Monmouth Town Council.

Having re-read this, what I have written sounds a bit like me blowing my own trumpet and I apologise if this is how it comes over but it has helped me look back on events that I have organised and put them in the context of what I am doing now in the framework of event organisation.

1.2 The Problem

From my event experiences, both as an organiser and a consumer, I began to wonder if events could be used in a more strategic manner – in particular, integrating the social capital found within host destinations and developing specific partnerships around events to extend the length and breadth of the experience and I quickly found that organising community events was quite different from commercial events. With a commercial event there is normally a commonly-agreed outcome, a fixed budget and performance indicators. However, because of their usual voluntary nature, community-led events rarely have these. Committees can change and objectives change with them and there are often issues over the professionalism of some events in terms of planning, marketing and running the event. Finance is often very difficult to obtain and is not going to be any easier
to obtain in the present financial crisis, which is still hanging on in 2013. An evaluation of the community-led event is rarely carried out afterwards and planning is then something that is put off for as long as possible. However, community-led events are still being used as tools for harnessing the cultural and social capital of communities to promote civic pride and to underpin tourism agencies (Haven-Tang and Jones 2010). Community-led events provide communities with solutions that meet their needs and aspirations and are driven by the communities themselves, rather than being imposed on them from outside. So I wanted to know community-orientated events could be progressed, perhaps in tandem with a mega-event.

1.3 Social, Cultural and Political Capital
In my position as a researcher I wanted to evaluate how important social, cultural and political capital is in regards to community-orientated events and how feasible it is for these events to co-operate with mega-events that take place in their vicinity. These areas interest me, having worked on events that were part of the Rugby World Cup in Cardiff in 1999, where I thought that bodies like the WTB and Welsh Development Agency had vastly exaggerated the impact that the event would have on businesses in the region, especially as the event was being co-hosted with England and France. At the same time it was difficult for anyone else who wanted to organise an event to take advantage of the Rugby World Cup or to build up a relationship with members of the organising committee. Calvin Jones’s paper defined the nature of the impact on Wales of the 1999 Rugby World Cup (Jones 2001), both economically and socially, assessing the extent and nature of the impact of this event in a number of areas. He concluded that there were considerable benefits for the region, although many areas of potential benefit were not maximised, which was due, in large part, to the structure of the bidding process and organisational inadequacies. This confirmed my doubts that there was a great deal of interface between mega-events as they are organised at present and the local host community.
From my experience of the Rugby World Cup I found that local people had few opportunities to help in the design, planning and staging of mega-events. Instead, decisions affecting the lives and livelihood of citizens are often made without their consultation. Many of those involved with the planning of a mega-event have a vested interest in seeing the event go ahead with minimum disruption. And, significantly, the decision-makers have no ties to the host communities and are thus insulated them from any of the negative impacts of the mega event.

1.4 Harnessing the benefits of a mega-event for local communities
When I organised the Charles Rolls Centenary in 2010 and approached Ryder Cup Wales, any hope of establishing a working relationship with the Ryder Cup was quashed out of hand quite early on by Ryder Cup Wales and the lack of interest displayed by Visit Wales (Formerly the WTB), even though the event was one that was being supported by Rolls-Royce plc. It would, therefore, be useful if I could revisit the opinions of those who worked with me on the Charles Rolls Centenary to ascertain if there is any way that the minnows can sometimes swim with the sharks and even benefit from it.

This doctoral study will identify a model in relation to engaging communities in community-orientated events to harness the social, cultural and political capital of local communities and will suggest ways of increasing community engagement and, where possible, the momentum of a mega-event. Hopefully, this should eliminate the alienation felt by host communities who are often unable to participate in the mega-event despite having their lives disrupted by road closures etc. and are often ignored by the pan-national nature of the organising committee not allowing them to work on projects and events that can run prior to, during and post the mega-event and which could benefit from the raised profile offered by the mega-event.

Clearly, concepts like social, cultural and political capital are concepts that are difficult to define and evaluate - especially in the field of event organisation - but if my research
assists, to any extent, in bringing mega and community events together, I would suggest that the effort would have been worthwhile.

1.5 Aim and Objectives

Aim

What contribution do social, cultural and political capital make to community-orientated events and how do these events relate in a practical, tangible way to a mega-event like the Ryder Cup or the Olympic Games that may be occurring at or around the same time? And by creating a model of best practice can the benefits of mega-events be harnessed to the advantage of local communities?

Objectives

1. To undertake a critical review of relevant literature to develop a conceptual framework appropriate for consideration of the social, cultural and political capital underpinning community-orientated events.
2. To develop case studies (Yin 2003) of two events, a community-led event - the Charles Rolls Centenary of 2010 in Monmouth, and a mega-event - the Ryder Cup Wales 2010.
3. To construct and explore how the Roman Model attempts to examine the role of social, cultural and political capital from the mega-event organisers’ point of view.
4. To develop a model for linking community-led events to mega-events to exploit the raised profile of the mega-event.

The structure of the thesis is illustrated in Figure 1. below.

Chapter 1 examines the case of community-led events, how they can function best using elements that in the past have been difficult to quantify and then how these local events can exist with mega-events that have been imposed on the community.

Chapter 2 will examine the relevant literature relating to social, cultural and political capital. It acts as a guiding concept for me as regards the research objective and synthesises the results into a summary of what is and what is not known.
Chapter 3 creates a methodology that involves the presentation of how I gathered the information. It meant refining the research questions that I devised and, in a way, it involves both philosophical and practical considerations. For me decisions about methods and methodology involve going from what I wanted to ask to how I was going to ask it.

Chapter 4 will take in the first phase of my fieldwork with those involved with the community-orientated event, the Charles Rolls Centenary and its relation to social, political and cultural capital.

Chapter 5 will develop my Roman Model in relation to community-led events, bearing in mind that it will probably need to be changed when information has been collected from stakeholders in Ryder Cup Wales.

Chapter 6 will look at the second phase of my fieldwork and the interviews with those involved with the Ryder Cup, a mega-event. The differences between the aims of a mega-event and a community-orientated event become clearer.

Chapter 7 then will see how the Roman Model actually stands up to scrutiny in interviews with people involved in events as different as The Thames Festival and Merthyr Rock, the former based in the most affluent part of Britain and the latter located in one of the most deprived areas.

Chapter 8 will explore my model with a panel of experts, practitioners and academics.

Chapter 9 will give my conclusions and recommendations.

The Personal Development Plan will contain my personal reflections of the whole process, what I believe I have achieved and what I think I could have done better and how it may assist me and others professionally in organising events in the future.
Chapter 1
Statement of problem, thesis overview and aims and objectives

Chapter 2
Literature review

Chapter 3
Structured methodology

Chapter 4
Phase 1 of fieldwork analysis and discussion with Rolls stakeholders

Chapter 5
Development of Roman Model

Chapter 6
Phase 2 of fieldwork Ryder Cup interviews

Chapter 7
Phase 3 Interviews with Thames Festival etc.

Chapter 8
Phase 4 Testing the principles on a group

Chapter 9
Conclusions and recommendations

PDP
## CHAPTER 2

### Literature Review

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Chapter 2
Literature Review

2.1 Introduction

Having reviewed a range of publications by authors like Pierre Bourdieu on social cultural and political capital, it is probably fair to say they are typical of a number of concepts used in the social sciences in that they seem to have caused a certain amount of debate and that, in some cases, they mean different things to different people. At the same time, however, the terms cultural and social capital seem to be used now not only in social sciences but in economics, politics, tourism and the voluntary sector. For instance, some economic theorists like Dean Karlan (2005) have started to postulate that market failures arise when contracts are difficult to enforce or observe and that social capital can help prevent these failures.

The more people trust each other, the more they contract with one another.  
(Karlan 2005, p.1688)

And since the financial crash of 2008, trust is seen to be an even more important issue for both macro and micro-economic outputs. But, of course, trust in the financial systems espoused by the major banks will take many years to be rebuilt and perhaps one of the major ways of regaining this with the public is by interacting more with them once again and thereby improving the level of social capital.

However, the purpose of this chapter is define the terms social, cultural and political capital and to focus on their uses. It will review the academic literature on the relationship between these three types of capital in the cultural and events sectors. It will also look at how mega-events which Roche (2000 p. 32) describes as:
large-scale cultural (including commercial and sporting) events which have a dramatic character, mass popular appeal and international significance. can affect community-orientated events to ascertain the extent to which they can co-exist within a destination, whether community-orientated events can benefit from mega-events or whether they will be swamped in the surrounding wash.

But if we first consider mega-events in more detail, I would suggest that although mega-events are by their nature different from each other - for instance the Rugby World Cup, the FIFA World Cup and the Olympics - they also share a number of characteristics. For instance, they are transient, but often are said by politicians to be of great economic and cultural import to the host community. They use drama and spectacle to add weight to their activities, as in the opening and closing ceremonies of the 2012 Olympics in London and they often attempt to throw light on the societies, institutions and elites who are involved with them.

In his first major speech as Prime Minister, David Cameron set out his Olympic legacy aspiration:

To make sure the Olympics legacy lifts East London from being one of the poorest parts of the country to one that shares fully in the capital's growth and prosperity.

(Cameron 2010 p.2)

One of the core aims of London's successful bid was to use the investment required for the Olympic Games to help expand and accelerate the renewal of East London over the longer term. Cameron (2010) said that the proposed renewal would take three forms:

1. Economic renewal to create a new successful and growing business economy
2. Environmental renewal to improve the quality of East London as a place to live and work, and
3. A renewed commitment from the Mayor and the East London Boroughs of Newham,
Waltham Forest, Barking and Dagenham, Tower Hamlets, Greenwich and Hackney to tackle the factors such as low educational attainment and life expectancy that have prevented East Londoners enjoying a quality of life that those in other parts of London take for granted.

In a speech on the Olympics legacy, at Loughborough University on Thursday 5 July, 2012 just before the Olympics, David Cameron stated:

For me, that vision is about buildings, about people, about sport and about the economy, about legacy and inspiration for the future - and I want us to break records on every one.

(Office of the Prime Minister 2012 p.7)

A similar legacy was highlighted for the Ryder Cup and I will examine this in a later chapter. At the same time community-orientated events, I would suggest, bring people together in many ways that express their ideas, traditions and values. From religious ceremonies like weddings, funerals, christenings and church fetes, to more contemporary events like arts festivals and school sports and concerts which address people's need for community without a religious dimension.

All members of the community are affected by the positive and negative impacts of events as an intrinsic part of both the local culture and the offer of hospitality. Community tourism products and services, like community-orientated events, are generally comprised of small enterprises that survive alone, but which together help create a destination and Robinson (2008) discusses this comprehensively. I believe, as does Robinson (2008), that these small businesses are the essence of the community tourism experience. They give numerous communities the opportunity to be involved in the industry and enable the benefits of tourism to be distributed throughout the community.
This provides a unique opportunity to develop and enhance the tourism product. It is a type of tourism run by and for the local community. It may be alternative in character, or may cater for larger numbers and have more in common with aspects of mass tourism. Whilst businesses benefit from tourism, residents often associate it with negative impacts like congestion, litter, overcrowding and high prices, as pointed out by organisations like the United Nations Environment Programme (2009).

Even where the industry is accepted as a necessary component of the local economy, the tourists may still be resented and this fragile balance highlights the need for communities to play an active role in the development of events, ensuring that residents feel they have onership of the event, while experiencing pride that the event is sufficiently attractive to bring visitors to participate in it.

The practical application of the ideas around community tourism are relatively recent, being flagged up by Tourism Concern in the mid-90s. However, research into community participation dates back to the mid 1980s, and the past twenty years have revealed some interesting issues which may limit stakeholder involvement. These are explained below under headings offered by Beech and Chadwick (2009) who give a definitive list of the conclusions reached by a range of researchers. These issues are also summarised well by Mathieson & Wall (2005) in the following areas:

* Nature of politics: A large proportion of the population lacks political capital and fails to understand how political processes work (Matheson and Wall 2005). Additionally there is a tendency to voice opinions at public meetings or by attending public sector led events, but a reluctance to become actively involved
* Perception and nature of tourism: Concern about the impacts of tourism, coupled with a failure to understand the industry and its relationship with the local economy means communities are often not engaged in a long-term view and do not acknowledge that management rather than prevention is needed.

* History of involvement in tourism: Where communities have played a strong role, or form part of the historical commodity on view, they tend to be more tolerant and accepting. Examples include re-enactment societies, local festivals and events.

* Attitudes of media: When all is good, media plays a key role in promoting tourism, selling positive stories and strengthening reputation. It is effective at raising support for charities and events in the sector. However, one negative feature about new developments or negative research damages the reputation of the sector.

* Apathy amongst citizens: Communities often feel there is little they can do to change a situation so are reluctant to become involved in local politics or projects.

* Cost in relation to time and money: Successful participation requires time, energy, commitment and maybe even money. This is often an underpinning factor in apathy.

* Decision-making takes longer with community involvement: Sometimes it can take longer to make a decision, but this is primarily a perception which exists because of beliefs about planning processes and political systems, again leading to apathy and a failure to understand politics.

* Ensuring fair opportunities for representation from the whole community: This is hard to achieve for any organisation, be it public, private or voluntary sector.

* Lack of understanding of complex planning issues and processes: Many people don't understand what decision-makers do. They tend to refer to them with terms such as 'the Council' and 'them in their ivory towers' and are unwilling to participate except to oppose
change. (Mathieson and Wall (2005))

These barriers should not, however, be treated as a cause for concern but the *raison-d’etre* to try harder to consult and talk to communities. Securing engagement, trust and enthusiasm now will pay dividends in future, and does a great deal to improve perceptions of the public sector, the tourism industry and tourists.

Meanwhile, mega-events can be staged anywhere on the globe where the price is right, often with little or no relevance to their geographic setting, as with the FIFA World Cup, which will be staged in Qatar in 2022. Sometimes the mega-events cause residents to be forcibly removed, as in the Beijing (2008) and Barcelona (1992) Olympics or building stadia in cities like Athens and Beijing which are subsequently hardly ever used to their full potential (Cotteral, 2012). The organisers of most mega-events now say that they will leave a legacy to the host area as in the London Olympics of 2012, and whether they do or not is an interesting issue. As Owen Gibson points out in the Guardian,

> That the 2012 Olympics were a success is not in doubt. But will the £8.7bn that was spent on them deliver the legacy that was promised – and in particular, are we any fitter or healthier? (Gibson 2013)

In this chapter I will also be considering Sense of Place, Sense of Community, Stakeholder Theory and the power of the stakeholders and the organisations who own the event. I will be attempting to arrive at a theory which can explain how community-led events and mega-events, although having differing aims and objectives, can co-exist and will be looking at examples in history to assist me. I will also be looking at literature related to these institutions and developing a conceptual framework from this.
2.2 Social, Political and Cultural Capital

2.2.1 Social Capital

As far as I can ascertain, the first-known use of the concept of social capital was by Hanifan, the state supervisor of rural schools in West Virginia. Writing in 1916, at around the time the USA entered the First World War, he stressed the importance of community involvement in bringing about successful schools. Quoted by Robert Putnam in his book *Bowling Alone* in 2000, Hanifan explained social capital as being:

> those tangible substances that count for most in the daily lives of people: namely good will, fellowship, sympathy, and social intercourse among the individuals and families who make up a social unit....The individual is helpless socially, if left to himself....If he comes into contact with his neighbor, and they with other neighbors, there will be an accumulation of social capital, which may immediately satisfy his social needs and which may bear a social potentiality sufficient to the substantial improvement of living conditions in the whole community. The community as a whole will benefit by the cooperation of all its parts, while the individual will find in his associations the advantages of the help, the sympathy, and the fellowship of his neighbors.

(Hanifan 1920 cited by Putnam 2000. p165)

It is a pity that Margaret Thatcher (1987) hadn't read this before she put forward the theory that society didn't exist when she closed the coal mines. In an interview with Douglas Keay she is quoted as saying:

> If children have a problem, it is society that is at fault. There is no such thing as society.

(Margaret Thatcher 1987 cited by Keay p. 45)

However, while various aspects of the concept of social capital have been approached by different social scientists, some trace the modern usage of the term to Jacobs (1961). As it happens, she did not explicitly define the term social capital but used it in an article with a reference to the value of networks in creating a more cohesive society.

Political scientist Robert Salisbury advanced the term as a critical component of interest
group formation in his 1969 article An Exchange Theory of Interest Groups in the
Midwest Journal of Political Science. Sociologist Pierre Bourdieu used the term in 1972 in
his Outline of a Theory of Practice, and clarified the term some years later in contrast to
cultural, economic and symbolic capital. Sociologist Coleman and colleagues adopted
Glenn Loury's 1977 definition as "appropriable social organisation that provided the
context for both sources and effects to materialise" (Coleman et al. 1988. p95) in
developing and popularising the concept.

In the late 1990s the concept of social capital gained popularity, serving as the focus of a
World Bank research programme on poverty and the main subject of several mainstream
books, including Bowling Alone, which has already been mentioned.

The theory underlining the more recent term has a much longer history; thinkers exploring
the relationship between associational life and democracy were using similar concepts
regularly by the 19th century, drawing on the work of earlier writers such as James
Madison (1788) The Federalist Papers, and Alexis de Tocqueville (1831) Democracy in
America to integrate concepts of social cohesion and connectedness into the pluralist
traditions of American political science. John Dewey may have made the first direct
mainstream use of "social capital" in The School and Society in 1899, though he did not
offer a definition.

Though Bourdieu (1972) might agree with Coleman (1998) that social capital in the
abstract is a neutral resource, his work tends to show how it can be used practically to
produce or reproduce inequality, demonstrating, for instance, how people gain access to
powerful positions through the direct and indirect employment of social connections.
Putnam has used the concept in a much more positive light: though he was at first careful to argue that social capital was a neutral term, stating:

> whether or not [the] shared are praiseworthy is, of course, entirely another matter

(Putnam, 2000.p296)

Putnam’s work on American society tends to frame social capital as a producer of “civic engagement” and also a broad societal measure of communal health, or cohesiveness. He also transforms social capital from a resource possessed by individuals to an attribute of collectives, focusing on norms and trust as producers of social capital to the exclusion of networks.

Mahyar Arefi (2003) identifies consensus building as a direct positive indicator of social capital. Consensus implies shared interest and agreement among various actors and stakeholders to induce collective action. Collective action is thus an indicator of increased social capital.

Edwards and Foley (1997), as editors of a special edition of the *American Behavioural Scientist on Social Capital, Civic Society and Contemporary Democracy*, raised two key issues in the study of social capital. Firstly, social capital is not equally available to all, in much the same way that other forms of capital are differently available. Geographic and social isolation limit access to this resource in that distance and poverty, or lack of social skills, make it difficult for those affected to make contact with others. Secondly, not all social capital is created equally. The value of a specific source of social capital depends in no small part on the socio-economic position of the source within society – socio-economic status (SES) is an economic and sociological combined total measure of a person’s work
experience and of an individual's or family's economic and social position relative to others, based on occupation. Of course, there is also an issue of to what extent the past is retained in the present and what further influences this may have. On top of this, Portes (1998) has identified four negative consequences of social capital, which I have put into the table below:

<table>
<thead>
<tr>
<th>Negative consequences of social capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exclusion of outsiders;</td>
</tr>
<tr>
<td>Excessive claims on group members</td>
</tr>
<tr>
<td>Restrictions on individual freedom</td>
</tr>
<tr>
<td>Downward levelling norms.</td>
</tr>
</tbody>
</table>

Table 1 (Portes (1998))

Here it is important to note the distinction between "bonding" vis-à-vis "bridging". “Bonding” refers to the value assigned to social networks between homogeneous groups of people and “bridging” refers to that of social networks between socially heterogeneous groups. Typical examples are that criminal gangs create bonding social capital, while choirs and bowling clubs (hence the title, as Putnam lamented their decline) create bridging social capital. Bridging social capital is argued to have a host of other benefits for societies, governments, individuals, and communities; Putnam (2000) likes to note that joining an organization cuts in half an individual's chance of dying within the next year. There is currently no research which identifies the negative consequences of "bridging" social capital when in balance with its necessary antecedent, "bonding".

From the above, one can see that the term "capital" is used by analogy with other forms of economic capital, as social capital is argued to have similar - although less measurable -
benefits. However, I believe that the analogy with capital is misleading in as far as, unlike traditional forms of capital, social capital is not depleted by use, but is, in fact, depleted by non-use. In this respect, I will also argue later that even calling it capital can be misleading.

Finally, social capital is often linked to the success of democracy and political involvement. Putnam (2000) makes the argument that social capital is linked to the recent decline in American political participation as well an increased tendency towards more conservative, right-wing politics. From this one may deduce that if this phenomenon can have such a profound effect on politics, event organisers should be able to harness it positively as far as festivals and events are concerned. And surely a heightened awareness of this phenomenon could enable community-orientated events to be more successful, if not simply because of the enhanced co-operation that can be attained if social capital is properly channelled.

2.2.2 Cultural Capital

Cultural capital is the knowledge, experience and or connections that people have had through the course of their lives that enables them to succeed more so than someone from a less experienced background.

Cultural capital (*le capital culturel*) is a sociological concept that has gained widespread popularity since it was first articulated by Pierre Bourdieu in 1969. Bourdieu and Jean-Claude Passeron first used the term in *Cultural Reproduction and Social Reproduction* (1973). In this work he attempted to explain differences in educational outcomes in France
during the 1960s. It has since been elaborated and developed in terms of other types of
capital in *The Forms of Capital* (1986); and in terms of higher education, for instance, in
*The State Nobility* (1996). For Bourdieu, capital acts as a social relation within a system
of exchange, and the term is extended ‘to all the goods - material and symbolic - without
distinction, that present themselves as rare and worthy of being sought after in a particular
social formation (Harker,1990:13) and cultural capital acts as a social relation within a
system of exchange that includes the accumulated cultural knowledge that confers power
and status.

Cultural capital has three sub-types: embodied, objectified and institutionalised (Bourdieu,
1986 p47). Bourdieu distinguishes between these three types of capital:

An **embodied** state is where cultural capital is embodied in the individual. It is both the
inherited and acquired properties of one’s self. Inherited, not in the genetic sense, but
more in the sense of time, culture and traditions which bestow elements of the embodied
state to another usually by the family through socialisation. It is not transmittable
instantaneously like a gift. It is strongly linked to one’s habitus - a person's character and
way of thinking. Linguistic capital, defined as *the mastery of, and relation to, language*
(Bourdieu, 1990 p114), in the sense that it represents ways of speaking and can be
understood as a form of embodied cultural capital.

An **objectified** state, which refers to things that are owned, such as scientific instruments
or works of art. These cultural goods can be transmitted physically (sold) as an exercise of
economic capital, and “symbolically” as cultural capital. However, while one can possess
objectified cultural capital by owning a painting, one can only "consume" the painting
An institutionalised state, which is institutional recognition of the cultural capital held by an individual, most often understood as academic credentials or qualifications. This is mainly understood in relation to the labour market. It allows easier conversion of cultural capital to economic capital by guaranteeing a certain monetary value for a certain institutional level of achievement.

Criticisms of Bourdieu's concept often rest on a specific understanding of his concepts. Researchers (e.g. Kalmijn & Kraaykamp, 1996, De Graaf et al., 2000) often tend to define cultural capital very narrowly in terms of participation in, and understanding of, highbrow (De Graaf et al., 2000 p93) culture (theatre, classical musical, museums, art, etc) and then proceed to argue that this narrow definition is not useful in understanding educational inequality. Similarly, a number of theorists (e.g Gorder, 1980; Robbins, 1991; Kingston, 2001) read Bourdieu's work as discounting the notion of a working class culture, by saying that cultural capital is something that only people from elite or dominant social classes have, and that to succeed in education, lower class people must first acquire cultural capital.

In fact, this does bring into question the debate about how culture is defined and defining cultural capital in either of these ways, does indeed limit the usefulness of the term in understanding educational inequality. However, the word culture is derived from the Latin cultura, stemming from colere, meaning "to cultivate". In 1952, Alfred Kroeber and Clyde Kluckhohn compiled a list of 164 definitions of "culture" in Culture: A Critical Review of
**Concepts and Definitions.** Nevertheless, the word "culture" is most commonly used in three basic senses:

a. excellence of taste in the **fine arts** and **humanities**

b. an integrated pattern of human knowledge, belief, and behaviour that depends upon the capacity for symbolic thought and social learning

c. the set of shared attitudes, values, goals, and practices that characterizes an institution, organization or group.

However Bourdieu (1983) includes any and all cultural resources available to any individual or group in any field. Capital is valued, or not, depending on the field it is located within. An example of this would be a person from a working class part of Cardiff, like Ely, who in the field of the classroom may speak in, what is perceived by the middle class, an inelegant way, and thus not possess the legitimate and valued linguistic cultural capital of that field, but in the field of the playground, surrounded by other people from Ely, this manner of speaking constitutes the most legitimate type of linguistic cultural capital. Therefore, cultural capital is not narrowly defined to include only ‘highbrow’ culture and it does allow for the existence and value of working class cultures in particular fields. It is, therefore, worth bearing in mind that culture can be viewed from different viewpoints and used or, at least, acknowledged accordingly. As a result of this, it may well be salutary to think about the aspirations of a community when considering any kind of local event and what may be considered to be valid in a predominantly working class community, may well be perceived to be of little consequence in a more middle class environment. Similarly, the ability to be able to plough a straight furrow is extremely important in a rural community and will constitute an important factor in certain rural events but will be of no value in an
urban environment and will have no relevance in any urban events.

2.2.3 Political Capital

Political capital is a theory used sometimes as a way of overcoming some of the problems of using social capital as a concept for explaining the importance of non-material factors in poverty but is hardly ever discussed in the field of events or tourism. For example, Booth and Richard (1998: p.782) argue that in order for associational activism to have political significance, it needs to go beyond social capital and "foster attitudes and behaviours that actually influence regimes in some way". Rakodi (1999 p.334) makes a case for political capital because of "the significance attached to powerlessness in the poor's own definitions of poverty" and defines it as "based on access to decision-making" in the political process (p. 318). Baumann (2000 p.6) states that political capital "is one of the key capital assets on which people draw to build their livelihoods". Claims and assets are defined as rights that are politically defended, and that "how people access these assets depends on their political capital". As such, political capital acts "as a gatekeeper asset, permitting or preventing the accumulation of other assets upon which successful poverty-reducing growth depends" (Booth et al. 1998) cited in Rakodi 1999 p 318). Political capital also helps to explain where local people are situated in terms of the balance of power in relation to other groups (Baumann 2000: p. 6) Bauman goes on to state that political capital "is one of the key capital assets on which people draw to build their livelihoods".

Claims and assets are defined as ‘rights’ that are politically defended, and that "how people access these assets depends on their political capital"

Whilst this concept has not been studied in relation to festivals and events I believe that it is still a concept that needs to be kept in mind when working with communities in planning
festivals and events and I will be examining how stakeholders regard its importance when I interview them.

2.3 Cultural and Social Capital in Events

Having examined the theory of cultural and social capital, probably the next step is to look at this in relation to events. Cohen (1993) proposes that carnival in places like London and Rio, with its image of sensuous frivolity, really masquerades as a dynamic meeting point for culture and politics. For instance, he details the transformation of a local, poly-ethnic London fair into a massive, exclusively West Indian carnival, known as "Europe's biggest street festival," which in 1976 turned into a bloody confrontation between black youth and the police and which has since become a fiercely contested cultural event.

Cohen (1993) contrasts the development of the London carnival with the development of other carnival movements, including the Renaissance Pleasure Faire of California. His analysis of these relatively little-explored urban cultural movements shows that it is possible to use both cultural and social capital to create an event that is distinctive and sustainable by involving fairly tight-knit communities like those from the West Indies which have considerable social capital that had been previously little used in these sort of events together with the cultural capital that included assets like music and food.

Despite their ubiquity and cultural prominence, academic study of arts festivals has, I believe, been rather neglected. Waterman (1998) demonstrates how cyclical arts festivals transform places from being everyday settings into temporary environments that contribute to the production, processing and consumption of culture, concentrated in time and place. Moreover, festivals also provide examples of how culture is contested. Waterman (1998)
argues that support for the arts is part of a process used by élites to establish social
distance between themselves and others. Festivals have traditionally been innovative and
have always been controlled. In the past, artistic directors were the controlling factor but
recent attempts by commercial interests to control festivals reflect a wider situation in
which agencies like the Arts Council, Visit Wales and Event Scotland are transforming arts
and culture into arts and culture industries, with the attendant commercial objectives and
the need for more competitive destinations, which can be viewed both as good and bad
developments. (Arts Council England 2013)

Richards and Wilson (2008) propose that destinations across the world are beginning to
replace or supplement culture-led development strategies with creative development. They
critically analyse the impact and effectiveness of creative strategies in tourism
development and chart the emergence of ‘creative tourism’. They pose the question why
‘creativity’ has become such an important aspect of development strategies and of tourism
development in particular. They also ask why this is happening now, apparently
simultaneously, in so many destinations across the globe, and are questioning what the
difference is between cultural tourism and creative tourism. They critically examine the
developing relationship between tourism and creativity, the articulation of the ‘creative
turn’ in tourism, and the impact this has on theoretical perspectives and practical
approaches to tourism development. They explore a wide range of examples from Europe,
North America, Asia, Australia and Africa and then look at the interface between tourism
and creativity including: creative spaces and places such as cultural and creative clusters
and ethnic precincts; the role of the creative industries and entrepreneurs in the creation of
experiences; creativity and rural areas; the ‘creative class’ and tourism; lifestyle, creativity
and tourism and marketing creative tourism destinations. Whilst one is tempted to postulate that there may well be a relationship here between social, cultural and political capital in relation to the creative industries and tourism, it would probably be unwise to go any further than this at this juncture, however, it could well be a subject for further study at a later date. At the same time, one would imagine that in a community situation, where people are notoriously conservative, probably creativity would come lower down on the list of reasons to participate in a community-orientated event than something related to local culture or tradition.

Nevertheless today, promoting arts festivals is related to destination promotion, and this encourages what is perceived by some to be safe art forms. This highlights latent tensions between festival as art and economics, between culture and cultural politics, which shows that there can be an unconscious dismissal of the social and cultural capital in a community that can cause tension, although not necessarily unsustainability, as events like the Edinburgh Festival have shown, which now have very little to do with the local populace but which have become extremely successful because of the media and the large budgets that they can command (Sunday Herald Scotland 2010).

A year before winning the election in 1979, Mrs Thatcher stated that:

... people are really rather afraid that this country might be swamped by people of a different culture. The British character has done so much for democracy, for law, and done so much throughout the world that if there is any fear that it might be swamped, then people are going to be rather hostile to those coming in.

(Thatcher 1978 p4)

Besides displaying a latent xenophobia that exists in a lot of people, in many ways, I believe some English people are equally frightened of Welsh culture. Even though it
obviously predates the Anglo-Saxon culture, they still perceive it to be alien and the Saxon word, *Wealas*, actually means foreign. It is my contention that by creating attractive festivals that utilise the social, cultural and even political capital as much as possible, it can not only make the festivals more successful but also more attractive to our neighbours.

Picard and Robinson (2007) argue that tourism has immense possibilities because it brings different cultures into contact and has an important role to play in facilitating a dialogue between cultures – especially as culture and heritage are elements of most holidays, to differing degrees. These are especially important, they argue, to many non-industrialised nations. However, they warn that in order to promote these aspects satisfactorily they need to be planned for and interpreted correctly.

In addition this can also lead to regeneration; in *Social Capital, Tourism and Regional Development: SPCC as a Basis for Innovation and Sustainability* (Macbeth, Carson, Northcote, 2004), it is argued that fostering innovation in regional development is much more than a process of community consultation. Instead, what needs to be factored in is what Macbeth et al. (2004) call SPCC – social, political and cultural capital and they propose that this works in both directions. Tourism development depends on a level of social, political and cultural capital in order to be a successful regional development tool (even in economic terms) while, at the same, time tourism development can be undertaken in a way that contributes to SPCC in the region by simply consulting with a broad range of groups before implementing policies.

Smith (1993) draws on post-modern perspectives to emphasise the importance of popular
cultural tourism, alternative or ethnic tourism, and that of working class heritage and culture. She focuses on the role that cultural tourism plays in the globalisation process and the impacts of global development on culture, traditions and identity, especially for regional, ethnic and minority groups. She argues that the future development and management of cultural tourism relies on a greater degree of mutual understanding between the sectors involved in its development, and on further communication, if it is to be sustainable, integrative and democratic, which confirms my point of consulting with relevant groups before implementing policies which directly or indirectly impact on them.

2.4 Towards a framework for events that use SPCC

Ritchie and Crouch (2003) provide a framework for understanding the complex and multifaceted nature of the factors that affect destination competitiveness. They provide guidance on how to create successful destinations by developing and presenting a conceptual model of destination competitiveness that recognizes the importance of sustainability for long-term success. I find it both theoretically sound and managerially useful, and as such, should be borne in mind by any destination, perhaps underlining the argument that for any event to have a sustainable legacy it should not just be a one-off occurrence.

Yeoman et al. (2004) look at the central role of event management in the cultural, tourism and arts industries and with international contributions from industry and academia they offer an in-depth understanding of the management of festivals and events and provide practical applications, models and illustrations, which will also assist me in putting together a theory because of their ability to assess systems not simply from a theoretic point of view
but also from a very practical one and because they examine small and medium events, as well as major ones.

Murphy and Murphy (2004) show how to combine principal functions of business management and stakeholder analysis and then how to develop a model of collaborative decision making. I would agree that strategic planning within a community framework is essential for tourism to reach its potential. Without mentioning social or cultural capital, this book combines the four principal functions of business management - planning, organising, leadership and control, together with stakeholder analysis, which is covered in this chapter, to develop a model of collaborative decision making and, again, makes it easier for me to construct a theory.

The links between social capital and the arts, particularly community-based arts have been widely examined through case studies of successful arts projects and initiatives in communities e.g., (Matarasso 1997) Better Together Report 2000). This may be attributed in part, of course, to the absence of systematic data on community-based arts – as well as the difficulties encountered in quantifying what are often quite informal activities (Peters and Cherbo 1998; Cooalter 2001). Nonetheless, this research does provide us with valuable insights into how different activities and/or organisational forms engender different types of social capital: whilst some have bridging effects, others are associated with the sometimes negative implications of bonding social capital.

We are still left with questions about the importance of attendance at arts events and other forms of cultural activity for the development of social capital. From a theoretical perspective, we seek to know more about how, and in what way (if at all) attending events
matters for building social capital. From the practical perspective, theatres, galleries etc. face the challenge of broadening their appeal beyond the stereotypes that have come to be associated with the arts. However, whilst they may not build social capital simply by attending, from what has been studied I feel that it can be argued that one can harness social and cultural capital in the creation of events.

To conclude, it is worth highlighting four key issues with regard to the notion of social and cultural capital, which I do below. The way in which the notion of the two concepts are used by the central writers Bourdieu (1972), Coleman (1988) and Putnam (2000), while offering some important insights, and a focus for data collection and analysis, they are not theoretically watertight, which appeals to me in many ways. This may simply mean that more work needs to be done, or that the concepts themselves are problematic.

Firstly, while working towards a conceptual framework, I am aware that the notions of social, cultural and political capital are obviously very important, yet I believe that we need to be aware of the dangers of the concept of capital. As Cohen and Prusak (2001 p.9) have commented, “not everything of value should be called capital – especially in these times of disappearing capital in the financial sector.” Personally, I feel that there is a risk of considering it possible to turn all social phenomena into an economic benefit and the next step could be that we will try to put a value on all these trends, as it will be very tempting to do in times of recession. Moreover, as I mentioned earlier, capital can only be used as a word that helps us with the concept because social capital does not increase without use, unlike capital that is invested in a financial institution, instead it diminishes due to the nature of human interaction.
Secondly, there has been a tendency not to locate exploration properly within an historical framework. Coleman (1988) and Putnam (2000) do analyse data and material over time - but fail to fully contextualise it. In a way they tend to look at it in a circular way; and one could almost simplify it by stating that privileged individuals maintain their position by using their connections with other privileged people. Skocpol (2003), by placing her work within an historical context, has been able to show just how some of the important assumptions made by Putnam (2000), for example regarding the maintenance of privileged status, need to be questioned.

Thirdly, much of the main work undertaken around social capital has failed to properly address the gender dimension of social capital in some areas. As can be seen in the work of Skocpol (2003), Bookman (2004) and others, the way in which women engage and create local networks, and have to manage caring often falls beneath the radar of social capital researchers and theorists. To give him his due, Putnam (2000) does address gender in terms of changing patterns of local involvement - but does not theorise it substantially, nor does he really connect with the sorts of concerns that Bookman (2004) has been subsequently voicing, concerning the way in which we think about networks of caring, for example, although this has little to do per se with events or festivals. However, it does mean that because of the responsibilities of child-care, which are often the charge of women, creating social capital outside the home does become significantly more difficult for women.

Fourthly, much of the discussion of social capital has treated it as being beneficial. Bourdieu (1972), at least, was interested in the notion as a way of explaining how some
were able to access resources and power, while others were not. In the context of Wales, there are quasi-secret networks like the Freemasons, discrete networks like schools that were attended (old school tie) and, obviously, political parties, which are areas that have not been examined, to my knowledge, and would be very difficult to appraise but very much worth bearing in mind.

In terms of developing a framework, the concepts of social, cultural and political capital have great significance as regards sustainability and success in festivals and events, as long as one bears in mind that they can, at times, have detrimental effects or be incorrectly interpreted. Whilst the concept of sustainability has not been dealt with in depth in this chapter, I believe that using SPCC can lead to sustainability tourism in its purest sense, in that not only will it have a low impact on the environment and local culture, but even significantly enhance these areas (at least culturally), while also helping to generate income, employment, and the conservation of local ecosystems.

2.5 A Sense of Place

The term “sense of place” has been defined and utilised in different ways by different people and organisations. To some, it is a characteristic that some geographic destinations have and some do not, while to others it is a feeling or perception held by people and not by the place itself. It is often used in relation to those characteristics that make a place special or unique, as well as to those that foster a sense of authentic human attachment and belonging. Others, e.g. geographer Yi-Fu Tuan (1977) have pointed to senses of place that are not inherently "positive," such as fear.
To understand sense of place, the geographic concept of space needs first to be defined. Geographic space is the space that encircles the planet, through which biological life moves. It is differentiated from "outer space" and "inner space" (inside the mind). One definition of place, proposed by Tuan (1987), is that a place comes into existence when humans give meaning to a part of the larger, undifferentiated space. Any time a location is identified or given a name, it is separated from the undefined space that surrounds it. Some places, however, have been given stronger meanings, names or definitions by society than others. These are the places that are said to have a strong "Sense of Place."

Cultural geographers, anthropologists, sociologists and urban planners study why certain places hold special meaning to particular people or peoples. Places said to have a strong "Sense of Place" have a strong identity and character that is deeply felt by local inhabitants and by many visitors. Sense of Place is a social phenomenon that exists independently of any one individual's perceptions or experiences, yet is dependent on human engagement for its existence. Such a feeling may be derived from the natural environment, but is more often made up of a mix of natural and cultural features in the landscape, and generally includes the people who occupy the place. The sense of place may be strongly enhanced by the place being written about by poets, novelists and historians, or portrayed in art or music, and more recently, through modes of codification aimed at protecting, preserving and enhancing places felt to be of value (such as the World Heritage Site" designations used around the world, the English "Area of Outstanding Natural Beauty" controls and the American "National Historic Landmark " designation).

Visit Wales has used Sense of Place extensively in its advertising and promotional
material, even using minor celebrities like Rhod Gilbert to ride mountain bikes through beautiful scenery. However I would argue that the tourist authorities in Scotland, and Northern and Southern Ireland have managed their promotions much more convincingly by showing interaction with visitors and the local communities in social situations in areas like pubs rather than showing the visitor in isolation. Companies like Guinness and Magners Irish Cider (both products made in Britain), reinforce the social nature of their drink by showing it in an attractive, idealised Irish community, thus complementing the work of the tourism organisations. From reading the literature (e.g. Tuan 1977;1990), it would appear that to have validity and credibility in a destination, it is highly desirable for an event to bring about a sense of place because of what it does.

2.6 A Sense of Community

Sense of community (or psychological sense of community) is a concept in social psychology - or more narrowly, in community psychology, as well as in several other research disciplines, such as urban sociology, which focuses on the experience of community rather than its structure, formation, setting, or other features. Sociologists like Bourdieu, social psychologists like Allport, G. W (1985), anthropologists like Firth (1972) and others have theorised about and carried out empirical research on community, but the psychological approach asks questions about the individual's perception, understanding, attitudes, and feelings about community and his or her relationship to it and to others' participation - indeed to the complete, multifaceted community experience.

In his seminal 1974 book (p. 76), *The Psychological Sense of Community*, psychologist Seymour B. Sarason proposed that psychological sense of community should become the
conceptual centre for the psychology of community, asserting that it "is one of the major bases for self-definition." By 1986 it was regarded as a central overarching concept for Community Psychology (Sarason, 1986; Chavis & Pretty, 1999).

It is my contention that by participating - especially in community festivals - visitors can gain an authentic experience that they could not possibly obtain from a simple sense of place experience by merely, for instance, looking around a castle, or walking a heritage trail. A good example of this is the Llangollen International Eisteddfod where competitors can stay with local families, compete in the various competitions and even got accepted back into the world community after the Second World War. This was the case with the Oberkirchen Children’s Choir in 1953, many of whom were war orphans from northern Germany, who went on to world fame with the song called “The Happy Wanderer” in English, after it was first performed in Llangollen. Germany had used up its social, cultural and political capital on a global scale during the Second World War and this was the first time that it had been able to take steps in regaining what it had lost. This surely must rate as one of the most successful Sense of Community experiences ever that led to much greater things, including acceptance back onto the world stage. In effect, choirs like the Oberkirchen Children’s Choir every year become co-creators of their experience, as do athletes who participate in mega-events and possibly this sort of participation has not been fully recognised or harnessed by organisers or the local community. There has to be a way of creating events in former war-torn areas like the Balkans where local groups can work together on festivals that share a Sense of Community in a way that is attractive both to local people and visitors (Schofield et al).
2.7 Identifying Stakeholders in Festivals and Events

In the traditional view of the firm, the shareholders or stockholders are the owners of the company, and the firm has a binding duty to put their needs first, to increase value for them. In older input-output models of the corporation, Freeman (1963) the firm converts the inputs of investors, employees, and suppliers into usable outputs which customers buy, thereby returning some capital benefit to the firm. By this model, firms only address the needs and wishes of those four parties: investors, employees, suppliers, and customers. However, stakeholder theory argues that there are other parties involved, including governmental bodies, political groups, trade associations, trade unions, communities, associated corporations, prospective employees, prospective customers, and the public at large. Sometimes even competitors are counted as stakeholders.

In the context of festivals and events, I would suggest that events’ stakeholders are those affected by the outcome of the event – both negatively and positively. They can also be those who can affect the outcome of a proposed intervention. For many events the government is often a key stakeholder perhaps providing sponsorship. There are many forms, from local government and town councils up to central government and their representatives like Adventa in Monmouthshire and capital region tourism in south-east Wales. Obviously, the major stakeholders are those who actively participate in an event. The stakeholder concept was first used in a 1963 internal memorandum at the Stanford Research Institute. It defined stakeholders as: "those groups without whose support the organization would cease to exist." (Freeman 1963 p 409)

The theory was later developed and championed by Freeman (1963) and since then it has
gained wide acceptance in business practice and in theorising relating to strategic management and most areas, of life. In *Festival Stakeholder Roles: Concepts and Case Studies*, Getz et al. (2007) research multiple case studies of various types of festivals in two countries and examine how festival managers work with stakeholders and who they are. Stakeholders’ roles are categorized as follows: - Regulator, facilitator, co-producer, supplier, collaborator, audience, and the impacted and link in very much with the work that I have done with community-orientated events. From this research Getz et al (2007) postulate that key stakeholders take multiple roles affecting the organisation, which also corresponds to my experience, when suppliers can also be stewards or local politicians can even be performers. Practical implications are drawn for event managers regarding the identification, evaluation, and management of stakeholder relationships. In his article *Why Events Fail*, Getz (2002) draws on resource dependency - meaning too much dependency on one income stream (possibly a grant or sponsor) and the stakeholder theories that have been looked at briefly, a conceptual model is presented that illustrates the conclusion that festivals and events are produced within and by a set of managed stakeholder relationships, which will always be the case, as any event or body is inevitably the result of the relationships and ambitions of those who are part of it, with the SPCC that they bring with them.

There is collaboration in the organisation of most events and these will involve relationships between stakeholders who interact with each other to bring about the successful completion of the festival or event. Bramwell and Lane (2000) look at each stakeholder who controls resources like expertise, knowledge, constituency and capital but who, on their own, are probably unable to achieve their objectives. This, they argue, is
due to the complexity of tourism issues and also the fragmented nature of the industry and they underline the undoubted benefits that accrue from collaboration between stakeholders.

Some of the benefits they emphasise, besides the success of an event, are that stakeholders can learn from each other and learn from the process itself, can develop innovative policies and respond dynamically to changing environments. So from this we can also argue that collaborations, if properly organised, can lead to more than the sum of the parts. Mitchell, Agle, and Wood (1997) derive a typology of stakeholders based on the three attributes of power (the extent a party has means to impose its will in a relationship), legitimacy (socially accepted and expected structures or behaviours), and urgency (time sensitivity or criticality of the stakeholder's claims). By examining the combination of these attributes in a binary manner, other types of stakeholders are identified along with their implications for the organization. These stakeholders include investors, employees, suppliers, and customers. However, there are other parties involved, including governmental bodies, political groups, trade associations, trade unions, communities, associated corporations, prospective employees, prospective customers, and the public at large and that stakeholders should be identified and brought on board as soon as possible.

2.8 Mega-events and their effect on community-led events

At the other end of the spectrum, mega-events have a completely different set of dynamics which have been studied from various angles. Hiller (2000) in his paper entitled "Assessing the impact of mega-events, a linkage model," maintains that mega-events are usually assessed in terms of the economic impact of the event itself with little attention
given to the event as part of a broader process that can be investigated longitudinally. He proposes an adapted political economy model because the mega-event is seen as essentially an economic initiative that distinguishes three kinds of linkages. Hiller (2000) describes these as Forward linkages, which refer to the effects caused by the event itself. Backward linkages refering to the powerful background objectives which justify or rationalise the event. Thirdly he says that there are parallel linkages, which are side-effects residual to the event itself and not directly under the control of event organisers. This longitudinal approach also distinguishes between pre-event, event and post-event impacts so that unintended and unanticipated consequences can be identified. Hiller (2000) applies the model to the issue of displacement as a parallel linkage and to other issues of housing and impacts on neighbouring communities to the mega-event site. He concludes that impact assessment ought to be part of every mega-event plan, and that impact equity and a mitigation plan to control adverse affects ought to be in place. Whilst this would be advisable in an ideal world, it seems to me highly unlikely that governments and local authorities, that are by their very nature short-termist, would be keen to take this on-board.

Mega-events are, by definition, short-term events of fixed duration. The high-profile nature of these events generates consequences like increases in tourism, urban infrastructural improvements, or the more intangible benefits like civic pride, boosterism, and international image building (Persson, Anderson & Sahlberg, 1998). Because of this, a mega-event, like the Ryder Cup, is very quickly seen as a special case or exception, or even as a diversion from normal processes and bodies like local authorities and government departments, such as Visit Wales, which are concerned with the event and its immediate impacts together with certain identified outcomes, often referred to as legacies.
Mega-event impacts are seldom submitted to more comprehensive analysis – by government bodies, at any rate. As a result of this, it is difficult to find any information relating to the effects that mega-events have on community-orientated events, positive or negative.

In a study specific to Wales but with wider implications for other mega-event host communities, in *Mega-events and host-region impacts: determining the true worth of the 1999 Rugby World Cup*, Jones (2001) defined the nature of the impact on Wales of the 1999 Rugby World Cup (RWC99), from an economic and social point of view, and qualitatively assessed the extent and nature of the impact of RWC99 in a number of areas. Jones concluded that there were considerable benefits for the region, although many areas of potential benefit were not maximised. This was due in large part to the structure of the bidding process and organisational inadequacies, which, in turn, led to relatively low spectator spend, mixed press coverage and non-engagement of local rugby fans in Wales because they felt alienated by the top-down organisation of an event that normally felt part of their community, through local club involvement. Following on from this, there have been various attempts to develop an event impact evaluation framework (for example, Hiller 1998; Ritchie 2000; Faulkner *et al.* 2003). The work by Ritchie (1984) on the Calgary Olympics is the earliest and most commonly cited example. This guide sets out the key frameworks used to analyse event impacts and guides readers through the range of impact analysis topics: -

* Physical infrastructure

* Environmental impacts
* Economic impacts (often linked with physical infrastructure)

* Tourism destination impacts

* Image enhancement

* Social impacts

* Cultural impacts

* Political impacts

* Urban renewal

The most recent literature indicates a new focus is emerging with an emphasis on leveraging positive benefits from an event (Chalip 2004; O’Brien 2006). This growing body of knowledge draws more on qualitative studies to analyse the equity of benefits and to explore the most productive strategies for enabling host communities to benefit from an event not only financially but also by encouraging a sense of community.

In an events context, impacts encompass a variety of positive benefits and negative impacts which might accrue as a result of an event taking place. These impacts and benefits may be apparent before the event takes place, during the event or after the event. They may be felt by a variety of stakeholders including participants, local businesses and the host community. An event will affect people in different ways. Thus, there may be inequity in the distribution of impacts and benefits. Typically studies focus on one or more of the following impact areas:

<table>
<thead>
<tr>
<th>Area</th>
<th>Some Authors</th>
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Environmental impacts (often linked with physical infrastructure) | Collins, Jones and Munday (2009)
---|---
Economic impacts | Matheson, V (2009)
                  | Faulner B. (1999)
Tourism destination impacts | Hunter & Green (2009), Haven-Tang and Jones (2009)
Image enhancement | Robertson and Guerrier, Schuster, Waitt (1998)
Social impacts | Roche (1994)
Cultural impacts | Getz (2007)
Political impacts | Hiller (2000)

Table 2: Some authors that have looked at the effects of mega-events

None look at the effects of mega-events on existing local community-orientated events but I feel sure that these impacts could be both positive and negative, but community organisers must be aware of how the mega-event is organised and if channels of communication exist.

However, Roche (2000) explores the social history and politics of mega-events from the late nineteenth century to the present. Through case studies of mega-events such as the 1851 Crystal Palace expo, the 1936 Berlin Olympics and the 1992 Barcelona Olympics, he investigates the impact expos and Olympics have had on national identities, on the marking of public time and space, and on versions of national citizenship and international society in modern times. Roche (2000) argues that mega-events provide power elites with 'flagships' and catalysts to promote their visions of society and of the future, but that they also provide ordinary people with opportunities to connect with and affirm or contest collective identities, although he does not offer any suggestions as to how these mega-
events can relate in a satisfactory way to community-orientated events. However, if we have an understanding of how decision-makers react to mega-events, it will always be easier to know how to go about approaching them in the case of community-orientated events.

2.9 Factoring in sustainability

In their chapter entitled *Critical Success Factors in Sustainable Events*, Haven-Tang and Jones (2009) examine critical success factors for events-led sustainable destination management strategies, based on one rural and three urban UK case studies exploring the extent to which the seven success factors for business tourism can be used with events-led tourism strategies. These factors are leadership, networking, branding, skills, ambassadors, infrastructure, and bidding.

a. Leadership - without a person or persons driving the event, it will never happen.

b. Networking - networking and social capital are almost the same concept.

c. Branding - a brand like the Eisteddfod or the Tour de France is simple to understand and attractive to adherents.

d. Skills - again skills and cultural capital are quite similar concepts and are crucial in any event or organisation.

e. Ambassadors - prominent people who can represent the event in a good light are extremely helpful in getting the message out.

f. Infrastructure is incredibly important in bringing about the success of any event and the annual success of the peripatetic Eisteddfod can often be affected by poor infrastructure, when it is held in a rural location.

g. Bidding against other locations is not relevant when an idea for an event in a specific location is being floated but the ability to pitch the idea clearly and concisely is key.
As opposed to mega-events, community-orientated events need to be relevant to the host community, they need to be sustainable to ensure this relevance and also contain the elements of SPCC that have already been highlighted. Haven-Tang and Jones (2009) propose some added factors that make this sustainability more likely. They point out that bidding and ambassadors are not normally used in community-orientated events; however, they are still activities that can be of crucial importance, as it always helps to have a member of the committee on a community event to act as an informal ambassador for the event and sometimes community events can be used as the basis for a mega-event. For instance, Wales would not have obtained the Rugby World Cup without the extensive community support that the game enjoys in Wales, and the idea of ambassador training has recently taken hold in the Valleys Regional Park, where volunteers are trained in customer care (World Host) and how to see the area through the eyes of a visitor. Both the Rugby World Cup and the ambassador training scheme are good examples of how social capital in different forms can help attract events and create customer care to the satisfaction of the visitor and local people.

Roche (1994) argues that the influence of planning, political, and urban contextual processes and factors on mega-event production shows through a discussion of comparative event research the important influence of contextual societal change, urban leadership, and nonrational planning in event production processes. These factors are important for understanding both event causation and also the potentially rational character of event policymaking. The strengths and limitations of ‘planning’ and ‘political’ approaches to understanding events are considered by Roche (1994) and leads me to
ponder how much the idea of a mega-event affects decision-makers on an emotional plane rather than on a rational level, leading to irrational decisions being made and the wrong event being chosen for the wrong location.

Foley, McGillivray and McPherson (2012) argue cogently for policies as well as strategies to be put in place to ensure an effective programme of events, which should ensure that the right event is staged in the right city at the right time, so that for instance, the Commonwealth Games in Glasgow don’t clash with the Edinburgh Festival. The Commonwealth Games take place between 23rd July and 3rd August, while the Edinburgh Festival take place between August 2nd and 26th, so there is a slight overlap of one day, which could even be seen as an advantage, in that visitors might well move from one event to the other. Being based in Scotland, Foley, McGillivray and McPherson (2012) have taken on board concepts like cultural capital and how certain events are relevant, or not, to cities like Glasgow but also examine trends on a global scale looking at cities like Dubai, which allows residents of locations anywhere in the world to feel that they have ownership of an event that means something to them.

Similarly, Smith (2012), I believe, with *Events and Urban Regeneration* has probably written the first book dedicated to the use of events in regeneration. It explores the relationship between events and regeneration by analysing a number of cities and a range of sporting and cultural events projects. It considers various theoretical perspectives to provide insight into why major events are important to contemporary cites and examines the different ways that events can assist regeneration, as well as problems and issues associated with this unconventional form of public policy. It illustrates arguments with a range of international case studies and one of these is the 1991 Sheffield Student Games that Smith (2012) assesses as a failure because the city of Sheffield over-extended itself financially and did not have the full backing of the UK Government. At the same time he
predicts that the London Olympics of 2012 will succeed in their aim of regenerating an area of London, having, for instance, examined what bodies are working together to bring about the regeneration and how well the plans are integrated into what the city has already decided is needed for the area. However, what Smith (2012) does not go into in any depth is what the costs of regeneration would be if a mega-event was cut out of the equation completely and the task of regenerating an area was concentrated on without the additional major cost of the mega-event. Also whilst mentioning communities, Smith tends to view the problem from the point of view of planners and decision-makers, rather than those who are impacted.

2.10 Constructing a Conceptual Framework

Having looked at the various components that I believe contribute to the success and sustainability of a community-led event, it will now be necessary to construct a conceptual framework to guide my research.

The methodology for assessing implications of the components presented in this chapter is based on the concept of social, political and cultural capital. In contrast to other types of capital, SPCC is a people-focused concept, which captures the status of what and who groups know and how they can engage politically. Hopefully, it will provide a construct for assessing possible areas for development and highlight the aspects that are essential for the survival and development of community-led events.

Moreover, since the concept of SPCC is predicated on how individuals and groups interact, it is well suited to the purposes of assessing how community-orientated events function, as these assessments ultimately seek to improve these events by maximising the benefits of the areas I have highlighted.
In a way, SPCC recognises a vital core of human activities and capabilities which perhaps have not been clearly identified as a whole, as being of importance to community-orientated events, just as much as financial capital. Since it is focused on actual living conditions, SPCC should be able to be assessed in events by measuring key aspects of these conditions in existing events.

This focus on multiple measurable dimensions of how people interact distinguishes SPCC from other concepts, principles and frameworks used for defining sustainability and success in community-led events. The conceptual framework I have constructed will work by establishing clusters of elements important to events, each of which contains a number of areas. The core cluster of five subject areas comprises groups of indicators of conditions related to human interaction and event management. The subject areas in this cluster are:

1. Social Capital
2. Cultural Capital
3. Political Capital
4. Sense of Place
5. Sense of Community

Together, I would argue, these five areas represent the core of successful community-orientated events because they lead to greater social cohesion, a feeling of ownership of the event, interaction with visitors and a “softer” legacy that could mean more to residents than the “harder” legacy of up-market gentrified accommodation. The indicators and groupings proposed here correspond to established concepts in social sciences, and I
hope will also serve me well in the field of events.

The second cluster deals with the systems which communities use to help with event organisation, which I have tried to use in the past - not always successfully because of lack of time, manpower and finance but I always had them in mind and checked with other community-orientated events like the Cowbridge and Abergavenny Food Festivals that these were also important to them. The subject areas of this cluster are:

1. Planning
2. Partnerships,
3. Finance
4. Evaluation.

These structures frame the environment in which outcomes that characterize the vital core are influenced. Most of this data will be at the level of groups of persons or communities.

These two clusters of subject areas — the core and systemic clusters — provide a template covering most of the necessary conditions for assessing community-led events.

Concluding the literature review, it can be argued that understandings and concepts vary significantly within the reviewed material. Definitions as well as suggestions differ within the literature. However, there is general agreement as to the meaning of social, cultural and political capital, although connotations may well change due to the view that society is taking as regards the direction that capitalism is taking the developing and developed world.

Various models have been discussed and furthermore, core components which were mentioned by authors like Getz (2008) as essential for sustainable community-led events,
were reviewed. Some of the arguments for these components are based on secondary research and individual experiences rather than primary research. A wide range of articles agreed to main facts for the effectiveness of cultural, social and political capital in other fields – especially sociology. Only a few researchers like Macbeth, Carson and Northcote (2004) underline the importance of all the components that I have highlighted in relation to events. These core components are mostly components which are important in other activities and because of this, it could be argued that general assumptions have just been translated to community-orientated events. Arguments and explanations are plausible and logical but seldom adequately proved. It can be argued that the lack of knowledge on the topic probably results from a lack of research. My methodology, therefore, I believe needs to include empirical and qualitative research to ensure clarity.

Furthermore, in relation to mega-events, although these, by their very nature, occur rarely and almost randomly, this will be factored into my framework, as their possible effects could be advantageous or deleterious, depending on how they are addressed.

2.11 Creating a model

Having read quite widely on the topics of Social, Political and Cultural Capital, and having organised a series of events over the years, I realised that for this work to have any real meaning for myself, it needed a theory so as to create a model that I could build as a result of research and fieldwork. In psychology and the social sciences, theories have two critical components (Macionis and Plummer 2005):

(a) the theory describes specific behaviour(s), and,

(b) the theory must make predictions about future behaviours.
By doing this I will be able to present the framework to place my research within the perspective of other studies in the same discipline. Hopefully, the model that I construct will provide support for my proposed study by presenting known relationships among variables, and setting limits or boundaries for the proposed study.

So what this means is (a) in this literature review I have cited previous researchers, (b) I have named theories presented by previous researchers, and (c) I have explained how these theories tie into my own problem and purpose statements.

It is my hope that this theory or, more correctly - model - will act as a springboard for new ideas and will provide recommendations for further study in specific areas, bearing in mind that the aim of this work is to develop an enhanced understanding of the contribution that social, cultural and political capital can make to community-orientated events and how these events can relate in a practical, tangible way to a mega-event that may be occurring at or around the same time. From my own experience and from observing other community-orientated events, I believe that the key attributes and issues that need to be considered when constructing the theory are:

* What are the main aims of a community-orientated event?
* What are the main aims of a mega-event?
* Are there areas of common interest?
* If there are areas of common interest, can they be reconciled?

These points will be addressed in the following chapters.

I decided that I needed to construct a diagram to help me visualise what I was researching and how it all fitted together, as I personally find it easier if I can in some way make a picture of a situation that is quite abstract. So in this way I knew that there are already
many practical guides of how to organise an event - I produced one of them when working for the Wales Tourist Board. However, time has moved on and I needed to produce something that could work in a very different world where the economy has become global and possibly more fragile and which could add to the existing how-to diagrams. So I started with the organising committee and decided that if there were members from both the mega-event and the community event on the committee they would bring differing amounts of Social and Political Capital to it. This could then feed into the respective events but with a changed and possibly envigorated form of SCPC in each case. At the same time, the mega-event would be bringing with it sponsorship, which most community events will have little of. Similarly, the community-orientated event would bring with it a sense of place and sense of community, which mega-events, as far as I can ascertain, do not have. Of course, if government money is given, there are normally key performance indicators and community involvement could easily be part of this. Ultimately, sustainable legacy is the desired outcome. Putting these concepts together led to the diagram that I devised to help me conceptualise my work.
If members of the organising committee can be linked to both the community-orientated and mega-event, the Social, Cultural and Political Capital can feed into both types of event. To ensure that both types of event can work together for mutual benefit, the organising committee can set key performance indicators that both types of event can be measured against. At the same time, the Sponsorship created by the mega-event and the Sense of Place and Community created by the community-orientated event can result in a Sustainable Legacy. However, the author is aware that this is a suggested model and will explore these assumptions in the following chapters.
# Chapter 3
## Methodology

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Chapter 3
Methodology

3.1 Introduction

In the previous chapter I finished by asking the following questions -
What are the main aims of a community-orientated event?
What are the main aims of a mega-event?
Are there areas of common interest?
If there are areas of common interest, can they be reconciled?

This chapter describes and explains the methodology I used in this study to try to address
these questions and the research methods which informed my choice of approach for what
is essentially a practical project, as this is a Professional Doctorate relating directly to my
work and that of others in the field of community-orientated events and even those
involved in mega-events. Obviously, the choice of a methodological approach is very
important, as it impacts on the processes and outcomes of my research. The main phases
relating to my approach to the research, identifying data requirements and subjects and
the techniques by which was collected and analysed, are examined. The decision to study
two events - Ryder Cup Wales and the Charles Rolls Centenary - in separate phases while
I developed the theory, I believe, can be justified here because of my involvement with
both events - organising the Charles Rolls Centenary and attempting to get Ryder Cup
Wales to work with us - and the development of my theory and the nature of the
professional doctorate with its direct links to professional practice and self-reflection.

Although I think that my wish to review the theory that I arrived at because of my work in
the light of another larger community-orientated event's involvement with a mega-event is
also justified in the case of the Thames Festival and its attempted involvement with the
Olympics (see Chapter 7).
The work described in this thesis derives its approach partly from Yin (2009) in its use of case studies, partly from Crotty (1998) and also from Cohen and Manion (1994) in the use of action research.

3.2 My Theoretical Approach

Chapter One introduced the subject of this thesis, i.e. to investigate the nature and impact of mega-events on community-led events. The focus is particularly on the significant factors that influence the full potential that mega-events could have through the development of community-orientated events working in tandem with them. I am interested in discovering what the main barriers are to organisers of local events who wish to work alongside organisers of mega-events. This is predicated by two factors: -

1. That the management team of the mega-event is open to co-operating with the organisers of community-orientated events and

2. That there is a communication channel between the community-orientated event together with the establishment of the concept of a forum for making joint decisions

This work then had to be “do-able within the time, space and resources available” (Blaxter, et. al., 1999, p.25) and was refined from my earlier, perhaps more nebulous aim, when I was looking at community-orientated events from a broader standpoint, prior to my experience with the organisers of the Ryder Cup Wale which led to me becoming more focused.

There are many models of the research process, most of them devised according to a series of stages. Cohen and Manion (1994) define action research as a "small-scale intervention in the functioning of the real world and a close examination of the effects of such intervention" (p. 186). Although the ultimate objective of this practical type of research is to improve practice in some way, Stenhouse (1979) stressed that action
research should exceed the improvement of practice by contributing to "a theory of education and teaching which is accessible to other teachers." (p. 98) Cohen and Manion identified tangible features of this approach:

* It is situational, concerned with the diagnosis of a problem in a particular context and attempting to solve the problem in that context;

* It is participatory. The researcher becomes involved, directly or indirectly, in implementing the research; and,

* It is self-evaluative. Within the ongoing situation, modifications are continuously assessed.

Rather than seeking generalisable scientific knowledge, as in the case of applied research, action research interprets the scientific method quite loosely by focussing on a specific problem in a specific setting. Cohen and Manion (1994) delineated the purposes of action research in the school and classroom situation into five categories:

1. It is a means of remedying problems diagnosed in specific situations, or of improving in some way a given set of circumstances;

2. It is a means of in-service training, thereby equipping teachers with new skills and methods, sharpening their analytical powers and heightening their self-awareness;

3. It is a means of injecting additional or innovatory approaches to teaching and learning into an ongoing system which normally inhibits innovation and change;

4. It is a means of improving the normally poor communications between the practising teacher and the academic researcher, and of remedying the failure of traditional research to give clear prescriptions;

5. Although lacking the rigour of true scientific research, it is a means of providing a preferable alternative to the more subjective, impressionistic approach to problem-solving in the classroom. (pp.188-198)
I considered the action research approach very helpful, even though I was not working in a classroom situation, as I was trying to “understand individuals’ perceptions of the world” (Bell, 1999, p.7).

Other representations of the research process which I found helpful, including one with five stages of research shown in diagrammatic form showing design, sampling, data collection, data analysis and the report are presented by Blaxter et al. (1999, p.8).

Johnson identifies the following “stages of activity which must be worked through in carrying out and completing an investigation” (Johnson, 1994, p.172).

1. Establishing the focus of the study
2. Identifying the specific objectives of the study
3. Selecting the research method
4. Arranging research access
5. Developing the research instrument
6. Collecting the data
7. Pulling out of the investigative phase
8. Ordering the data
9. Analysing the data
10. Writing up
11. Enabling dissemination

(Johnson, 1994, p. 172)

Probably this is a simplification of the process, or perhaps how the process ought to be in an ideal world. Because of the nature of my work, I agree with Blaxter et al. who acknowledge that the work of researchers is “anything but linear” (Blaxter et. al. 1999, p.7). They present some other models of research, including their own preferred research spiral which shows the process going through “a number of cycles, the effects of each one impacting upon the way in which successive cycles are approached” (Blaxter et. al., 1999, p.10). However, I believe that Johnson’s stages probably best suit my method of working and the research, as it goes through clearly defined small steps, which fit in well with the diverse nature of mega and community-led events. It also moves beyond the dissertation
being the final stage, through to dissemination of the findings, which I would ideally like to take on, in order to help others in both fields of mega and community-led events.

3.2.1 Epistemology

The theory of knowledge embedded in the theoretical perspective and thereby in the methodology ... An epistemology ... is a way of understanding and explaining how we know what we know.  

(Crotty, 1998 p.3)

Epistemologies are theories of knowledge that address questions such as `who can be a `knower', what can be known, what constitutes and validates knowledge, and what the relationship is or should be between knowing and being (that is, between epistemology and ontology).'

(Stanley and Wise, 1990 p.26)

Epistemologists generally recognize at least four different sources of knowledge:

a. Intuitive knowledge which takes the form of conditions like belief, faith and intuition. It is based on feelings rather than hard, cold facts.

b. Authoritative knowledge, which is based on information received from people, books, a supreme being, etc. Its strength depends on the strength of these sources.

c. Logical knowledge, which is arrived at by reasoning from point A (which is generally accepted) to point B (the new knowledge).

d. Empirical knowledge, which is based on demonstrable, objective facts (which are determined through observation and/or experimentation).

I believe that during this research I probably made use of all four of these ways of knowing.

1. It was intuitive when I came up with the initial idea for this research.

2. It was authoritative because of reviewing the professional literature.

3. It was logical when when I reasoned from the findings to my conclusions.

4. It was empirical when I engaged in the procedures that lead to these findings.
This led me on to the case study, which I believed would be useful since there was a contemporary focus within a real life context. In addition, I chose this method because, unlike more specifically directed experiments, a case study requires a problem that seeks a holistic understanding of the situation in question.

### 3.2.2 Case study

Firstly, the case study is an intensive analysis of an individual unit, e.g., a person, group, or event, stressing developmental factors in relation to context. The case study is common in social sciences and life sciences and I think fits in very well with my work involving events, as case studies can be descriptive or explanatory. The latter type is used to explore causation in order to find underlying principles. They may be prospective, in which criteria are established, and cases fitting the criteria are included as they become available, or retrospective, in which criteria are established for selecting cases from historical records for inclusion in the study.

Thomas (2011) offers the following definition of a case study:

> Case studies are analyses of persons, events, decisions, periods, projects, policies, institutions, or other systems that are studied holistically by one or more methods. The case that is the subject of the inquiry will be an instance of a class of phenomena that provides an analytical frame, an object within which the study is conducted and which the case illuminates and explicates.

(Thomas (2011. p. 511)

Rather than using samples and following a rigid protocol to examine a limited number of variables, case study methods involve an in-depth, longitudinal examination of a single instance or event - a case. They provide a systematic way of looking at events, collecting data, analysing information, and reporting the results. As a result, as Thomas (2011) points out, the researcher may gain a heightened understanding of why the instance happened, as it did, and what might become important to look at more extensively in future research. As Thomas (20110 also emphasises, case studies lend themselves to both
generating and testing hypotheses. He, furthermore, suggests that a case study should be defined as a research strategy, an empirical inquiry that investigates a phenomenon within its real-life context. Case study research can mean single and multiple case studies, can include quantitative evidence, relies on multiple sources of evidence, and benefits from the prior development of theoretical propositions. Case studies should not be confused with qualitative research and they can be based on any mix of quantitative and qualitative evidence. Single-subject research provides the statistical framework for making inferences from quantitative case-study data. This is also supported and well-formulated in Lamnek (2005): “The case study is a research approach, situated between concrete data taking techniques and methodologic paradigms.” (p 209)

According to Yin (2005) the case study design must have five components:

“1. The research question(s),
2. Its propositions,
3. Its unit(s) of analysis,
4. A determination of how the data are linked to the propositions,
5. Criteria to interpret the findings.”

My study used standard techniques for posing research questions and defining the unit of analysis.

3.2.3 Establishing the focus of the study

This was relatively straightforward, as it stemmed from my work in organising community-orientated events like the Charles Rolls Centenary and the Pontcanna Weekend and my inability to harness the power of the Ryder Cup. Blaxter et. al. (1999 p.15) see research as being “powerfully affected by the researcher's own motivations and values” and this is
essential for me in order to sustain my interest over a period of time, to be able to utilise strengths and prior knowledge and for the research to be useful in my professional life.

3.2.4. **Identifying the specific objectives of the study**

Cohen and Manion (1994) highlight the first stage in the research process as being identification and formulation of the issue. There may not always be a problem, as such, as the focus for research, but in this instance I think that there is. The problem that I identified is that although mega-events often declare beforehand that they are keen and able to work together with the local community to create wealth and a legacy, in my experience this rarely, if ever, happens for a variety of reasons - one of the main ones being that competitors and sponsors take up such a large part of their time and the local community will change with the next event that they organise.

Background reading and the literature review have been an on-going process. Initial reading influenced “formation of research objectives” Johnson (1994, p.173) and reading has continued throughout the research period. In the literature review I have attempted to “provide the reader with a picture …. of the state of knowledge and of major questions in the subject area being investigated” (Bell, 1999, p.93).

3.2.5 **Selecting the research method**

As suggested by Johnson (1994, p.174) I believe that selecting the right research methods was a “crucial element” in the research process. I have used a variety of complementary research methods which were largely qualitative through interviews with people who worked with me on the Charles Rolls Centenary, supplemented by interviews with stakeholders and leaders in the tourism industry in south Wales and observations and examination of documentary evidence.
Case studies were used to “follow up and to put flesh on the bones” (Bell, 1999, p.11) of the initial survey and to examine “participants’ perceptions and judgements” (Simons, 1996, p.229). The respondents in Phase 1 were all part of the committee of the Charles Rolls Centenary, they came from all walks of life and apart from the representative from Rolls Royce plc (Roger James) and the representative from the Rolls Royce Owners car club (Harry Jones) they all knew each other and had a similar amount of social capital in common. They were nearly all interviewed away from their place of work, some at home and others in cafes, where I believe they felt at ease both because of the environment and because they knew me personally.

3.3 Action Research

Following discussion with colleagues and thinking about the best way forward, I decided on action research. Action research or participatory action research – is research initiated to solve an immediate problem or a reflective process of progressive problem solving by an individual or people working with others in teams or as part of a community of practice to improve the way they address issues and solve problems (Noakes 2002). Action research cycles (Noakes 2002 p.32)
research involves the process of actively participating in an organisational change situation while conducting research. Action research can also be undertaken by larger organizations or institutions, assisted or guided by professional researchers, with the aim of improving their strategies, practices and knowledge of the environments within which they practice. As designers and stakeholders, researchers work with others to propose a new course of action to help their community improve its work practices. Kurt Lewin, first coined the term “action research” in 1944. In his 1946 paper “Action Research and Minority Problems” he described action research as “a comparative research on the conditions and effects of various forms of social action and research leading to social action” that uses “a spiral of steps, each of which is composed of a circle of planning, action and fact-finding about the result of the action” (Lewin 1944 p.267, see Fig2).

I believe that this is more or less what then happened during the first three phases of my work, even though I was not part of an organisation. After each set of interviews I realised that my model would have to change and that in the final part the idea of even how one acquires social, cultural and political capital would have to change.

Just to restate my aim which is to develop a theory that reflects an enhanced understanding of the contribution that social, cultural and political capital can make to community-led events and how these events can relate to a mega-event like the Ryder Cup or the Olympic Games that may be occurring at around the same time.

Using the Johnson model (1994), but bearing action research in mind, the remainder of this chapter describes and explains the methods I undertook during the period of the research in each phase.
3.4 Overview of my practical approach

Johnson (1994, p.183) notes that “qualitative methods are slow” and indeed meeting with the people from different backgrounds who worked with me on the Charles Rolls Centenary was a time-consuming process, but one which I felt was worth pursuing in order to obtain a better picture of the varied nature of the stakeholders and their respective needs.

3.4.1 Sampling strategy

Obviously, gathering information is not easy - it is costly both in terms of expense and time. I thus decided to take samples of information to help ease these costs and because it was impractical to try to collect data from a wide range of mega-events and community-orientated events. Following discussions with colleagues and background reading, I decided that sound conclusions could probably be drawn from a relatively small amount of data.

There are four primary sampling strategies:

• Random sampling - used in population sampling situations when reviewing historical or batch data. The key to random sampling is that each unit in the population has an equal probability of being selected in the sample. Using random sampling protects against bias being introduced in the sampling process, and hence, it helps in obtaining a representative sample.

• Stratified random sampling. Like random samples, stratified random samples are used in population sampling situations when reviewing historical or batch data. Stratified random sampling is used when the population has different groups (strata) and the analyst needs to ensure that those groups are fairly represented in the sample. In stratified random
sampling, independent samples are drawn from each group. The size of each sample is proportional to the relative size of the group.

• Systematic sampling. Systematic sampling is typically used in process sampling situations when data is collected in real time during process operation. Unlike population sampling, a frequency for sampling must be selected. It also can be used for a population study if care is taken that the frequency is not biased.

• Rational sub-grouping. Rational subgrouping is the process of putting measurements into meaningful groups to better understand the important sources of variation. Rational subgrouping is typically used in process sampling situations when data is collected in real time during process operations. It involves grouping measurements produced under similar conditions, sometimes called short-term variation. This type of grouping assists in understanding the sources of variation between subgroups, sometimes called long-term variation.

J. DeLayne Stroud (2010 p.15)

Figure no.4
And Saunders, Lewis and Thornhill, 2009) have used a diagram that also helped me understand the process, although some of their classifications have different names.

However, I thought that the only one that suited what I wanted to do was purposive sampling and I decided simply to interview people who had been involved in the organisation of the two events - Ryder Cup Wales and the Charles Rolls Centenary. Besides being known as purposive sampling (Saunders, Lewis and Thornhill, 2009), it is also called judgmental sampling, and is one that is selected based on the knowledge of a population and the purpose of the study. This then led on to snowball sampling where interviewees suggested other people who would be of interest to me. (Babbie 2001) As regards, the sample size, I tried to interview a significant percentage of those involved in the organisation of the two events.

### 3.4.2 Reliability and validity

For such a broad field of interest I was aware that there was a vast number of ways to ask questions about the topic and even though my guiding principle was the specific purposes of the research, I knew that there would be better and worse questions that I could use. It was left to me to ponder the measures.

Two of the primary criteria of evaluation in my observations were:

1. Whether I was examining what I intended to examine.
2. Whether the same interview process would yield the same results.

These two concepts are, as far as I can see, validity and reliability.

Reliability is concerned with questions of stability and consistency, and validity refers to the extent I was assessing what I hoped to assess and what I thought I was assessing. To
apply these concepts to the research I was carrying out, I wanted to use tools that were both reliable and valid and these were questions that gave consistent responses when asked multiple times, which I believe is reliability. Similarly, I wanted questions that obtained truthful responses from respondents - and which I also consider to be validity. Of course, I was confronted with a dilemma here in that whether a qualitative approach like interviewing can provide reliability and validity, and I realised that this method does not necessarily provide definitive answers but it does raise awareness and increases insight into the area and was the simplest way for me to obtain data.

3.4.3 Arranging research access

My close involvement with the people who worked with me on the Charles Rolls Centenary is significant because it explains how I gained easy access to them. I had already prepared questions that I needed to ask these interviewees. This study has been “affected by the researcher’s own motivations and values” (Blaxter et. al., 1999, p.15) although it does not aim to investigate the particular needs of one individual person. This research, therefore, is as “open and transparent as possible” (Blaxter et. al, 1999, p.16). The first sample of interviewees was with people who were involved with the Charles Rolls Centenary but broadly representative, I believe, of those involved in community-orientated events from a range of communities, as they came from a variety of backgrounds. These interviews made up Phase 1 of my work in collecting information.

3.4.4 Ethics

I believe that I erred on the side of caution when it came to protecting the participant, especially as I knew most of them personally. I obtained proper ethical consent before the interview took place (see Appendix iv). I always respected their privacy by not asking questions that involved hypersensitive information I informed them that the data collected
would be anonymous and protected from any access by third parties, although none of them thought that this was important and were keen for their opinions to be known. I assured them that the information obtained during the interview would be reported honestly and accurately (i.e. reported verbatim without identifying by name unless this is waived by the interviewee)

**Timeline of my work**

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<th>Activity</th>
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<td>Organising Charles Rolls Centenary</td>
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<tr>
<td>October - December</td>
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<td>Interviewing Rolls stakeholders</td>
</tr>
<tr>
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</tr>
<tr>
<td>March - September</td>
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</tr>
<tr>
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<td>2012</td>
<td>Reviewing the theory</td>
</tr>
<tr>
<td>January - March</td>
<td>2013</td>
<td>Testing principles on a panel</td>
</tr>
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The following model demonstrates how these phases were aligned to my action research approach.

Figure no. 5
3.5 Phase 1 Fieldwork

Collecting the data from Rolls Centenary

I initially interviewed stakeholders in the Charles Rolls Centenary to ascertain how important the concepts of social, cultural and political capital were to them in the organisation of the event. The questions I asked were designed to be easily understood by the interviewees. The construct of the framework and questions were derived as a reflection of my background and experience in that this was approached as a mixture of both practical and theoretical orientation as required by the aims of a professional doctorate. A standardised approach was necessary as this facilitated cross comparisons between cases (Miles and Huberman 1994). Thematic analysis was used to ascertain the importance that each respondent gave to Social, Cultural (in the initial stages) and Political Capital.

Eleven interviews were carried out, so it was a relatively small amount and the interview transcripts can be found in Appendix iii. The people were chosen because they made up the members of the organising committee who attended committee meetings regularly (purposive sampling).

I interviewed most of the people involved with the Rolls Centenary in October and November of 2011, which was just over a year since the event had taken place, so everyone had had time to review the event and reflect on the effects it had had. It was important to gauge their experiences while they had some distance on the event but at the same time with it still being relatively fresh in their minds. I informed all the respondents of their ability to say that the information they gave me should be confidential, as laid out by the ethics committee of Cardiff Metropolitan University, but none of them took up this offer and all of them were quite happy to be recorded and photographed, except for David
Cummings of Monmouth Chamber of Trade, who did not wish to be recorded but who was happy to be named and photographed. So although confidentiality in the report was offered, every respondent was more than happy for their views to be made public, especially if they thought that what they said would, in some way, help other people.

The interviews (Appendix ii & ii) provided data that was subsequently analysed in a qualitative way, largely to do with how they perceived that Social, Cultural and Political Capital had played a part in making the Charles Rolls Centenary in Monmouth a success. The terms “social, cultural and political capital” were never used, as I thought that respondents may not be familiar with these terms, so I couched the questions in terms that amounted to the same thing.

The data from the interviews was collated and analysed and the findings can be found in Chapter 4. The interviews were designed to “gather data at a particular point in time with the intention of describing the nature of existing conditions”, (Cohen and Manion, 1994, p. 83). Following on from this, I then constructed a model that I believed would help my model in Chapter 5.

3.6 Phase 2 Fieldwork

Collection of data from Ryder Cup Wales

From these initial interviews with stakeholders in the Rolls Centenary, a sample of people involved in mega-events (Ryder Cup Wales) was identified who I could test the model that I had developed, and this I labelled Phase 2. I conducted interviews with these people mostly at their place of work, as opposed to the Charles rolls Centenary (a copy of each interview transcript can be found in Appendix iii). I support the view that “a major advantage of the interview is its adaptability” (Bell, 1999, p.135) and each interview was
“semi-structured”, although based on the same questionnaire schedule, differed according to the responses of the interviewees involved and their experiences set against differing aims e.g. Newport and Wales wishing to increase their profiles as a result of the Ryder Cup competition, while hotels were seeking to maximise profits.

Having worked with many of the people I was interviewing involved with Ryder Cup Wales, it was easy to organise interviews with them but it was also obvious that some were going to react guardedly for reasons like how they imagined the public would perceive the amount of money that had been spent on the event - it was impossible to obtain an absolute figure from interviewees, but it was anything between £60m and £100m and as none of those interviewed had overall responsibility for the budget there was little point in pursuing the question too far. Having carried out the interviews with stakeholders from Ryder Cup Wales, I set about reconstructing my theory and was then ready to carry out Phase 3.

3.7 Phase 3

Testing the model on other events

During this time it became clear that there was a pre and post-Ryder Cup Wales mentality, where some of those who had worked with the event significantly changed their views on the aims of the Ryder Cup Wales, explaining that the aims had been much broader than simply to attract golf players to Wales. As a result of this fieldwork a model which I have called the Roman Model evolved.

The fieldwork period was a most significant part of the research and the part in which I found I was “investing most in the study, by way of time and personal involvement” (Johnson, 1994, p. 177). I tried to avoid the “open-ended period of data
collection” (Johnson, 1994, p. 178) as I had intended to only take on two lots of interviews initially. However, because this stage was arguably the most interesting and rewarding, and I needed to test my model, I then took on a third group of interviews with two people who had been involved with the Ryder Cup Wales but who I hadn’t interviewed earlier on. These were Jonathan Jones, formerly Chief Executive of Visit Wales and Roger Pride who had been Marketing Director of Visit Wales at the time of Ryder Cup Wales, which resulted from a mixture of purposive and snowball sampling.

I also interviewed Adrian Evans, the organiser of the Thames Festival, a large community-orientated festival that took place a week after the end of the London Paralympics on 13th and 14th September 2012. I then interviewed Rhodri Jones, Director of Merthyr Rock, which is an off-shoot of the Hay Festival and which is a community-orientated event that is using the expertise of the Hay Festival to create an event that works for the community, as well as attracting a wider audience.

3.8 Constructing principles

The data collected from the interviews forms much of the substance of Chapter Seven, to help evaluate the specific experience of some event organisers in order to make generalisations regarding the principles for constructing a working relationship between mega-events and community-orientated ones.

The tension between the study of the unique and the need to generalise is necessary to reveal both the unique and the universal and the unity of that understanding. (Simmons, 1996, p.238)

The findings from my research are underpinned by my literature review. The initial interviews were analysed and the data is presented in Chapter Seven. This is compared with research from elsewhere, for instance Galal and Jones (2004). The data collected from interviews and observations from my own work organising festivals form the basis of
the case studies partly through quotations from those involved in the organisation of festivals and to make recommendations which can be found in Chapter Ten.

3.9 Phase 4 Fieldwork

Testing the model

The aim of this stage was that “the overall conclusions or ‘message’ of the research be summarised in an assimilable and memorable form” (Johnson, 1994, p. 179) and to communicate “the researchers empirical experience” to a wider audience (Johnson, 1994, p. 180). The information obtained from interviewees are “ideally suited to the needs and resources of the small-scale researcher” (Blaxter et. al., 1999, p.66). By now I had worked out a series of principles that had emerged from my reading, the various interviews and then re-thinking them. Once these principles had been constructed, I put together a panel of experts who I interviewed individually and they gave me their reactions. I had tried e-mailing people with questions but found that they preferred to be interviewed and have me record them rather than having them respond in writing, which would take them more time.

3.10 Reliability and validity

As mentioned earlier, the principles of validity and reliability are fundamental cornerstones of the scientific method. Together, they are at the core of what is accepted as scientific proof, by scientist and philospopher alike and I looked at how valid and reliable my principles were in Chapter Nine along with my personal reflections in the PDP annex.

3.11 Summary

It was important for me to research an aspect of event management that was topical and relevant to people both locally and internationally. I also felt that it was was a significant part of the research process that the findings and particularly the recommendations be
made available to a wider audience involved in attracting mega-events and those
potentially affected by them. Consequently, some of the findings, results and conclusions
will hopefully be used on courses and seminars but also be made available to local
authorities, tourism organisations and even bodies like Olympic committees. I feel that I
have a “duty to make dissemination possible” (Johnson, 1994, p. 180) to those involved in
event management in order to influence future developments and strategies. In fact, in
this final chapter I realised that not only should I make suggestions as to how the Roman
Model might work for those involved in events but by now I also felt that the situation
could be moved even farther to ensure sustainability from the point of view of decision-
makers like politicians.

It has been suggested that there is a strong ethnographic element in this work which, by its
nature, involved fieldwork in which I, the researcher, lived and worked with the population
being studied. Ethnographic fieldwork may last for an extended period of time; usually
over a year, and sometimes much longer, as my work has done. At the conclusion of the
period of fieldwork, the researcher writes about his or her experiences, together with a
discussion of these experiences and hopefully this thesis shows that a relationship
developed with the research participants over the period of study and that a human, if not
always sympathetic face, was placed on the findings and possibly captured my emotional
behaviour, as well as that of participants.

Perhaps the ethnographic element of my work made the social and political capital seem
even more immediate while I was carrying out the research, as was the wish to analyse
this as part of my aim to create the model, because it had involved me personally rather
than simply being witnessed by me in an emotionally detached way.
# Chapter 4
## Phase 1 of the Fieldwork Analysis

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Chapter 4

Phase 1 of the Fieldwork analysis

4.1 Introduction

Interviewing stakeholders in the Charles Rolls Centenary a year after the event was quite salutary. We had met regularly during the two years leading up to the event and I had never asked them their reasons for participating - the festival had seemed a good idea to me when I had come up with it and no-one had refused to participate when I approached them individually. Although, the first people I met from Monmouthshire County Council when I first floated the idea had thought that they had a member of staff who could take the idea and run with it and they seemed a little put out when I explained that because it was my idea, I thought that I should be the person who should be co-ordinating it.

However, what came through strongly was that everyone involved, including Roger James from Rolls-Royce plc were keen on helping the local community and working with people they knew in the community. Finance and political imperatives didn’t seem to be important to most of the stakeholders of the Rolls Centenary, all of whom were either already employed or retired, so money was not a problem and they were glad to give their time if they could. Probably because most of the stakeholders had had no connection with members of parliament or assembly members, they showed very little interest in them and were suspicious of anything that they could do, so political capital was given little importance and this will be discussed below. On the other hand, social capital was seen to be crucial in the organisation of a community-led event.
As outlined in the methodology chapter, interviewing stakeholders, I think, was the only real way of ascertaining how the event functioned and if it had achieved what they had expected. No-one declined to be interviewed and everyone answered all the questions spontaneously and as helpfully as they could. Of course, what came from the interviews was that everyone's aims were different as can be seen below.

Perhaps my questions could have been more hard-hitting but this could well have alienated the respondents, especially as they were mostly volunteers and I had come to know them personally, and I think that most of the stakeholders were not shy in saying exactly what they thought.

We have already looked at definitions of stakeholders in Chapter Two and in general they can be best described as people with an interest or concern in something. Sometimes, they may even be stakeholders without even knowing that they are, as with inhabitants of a city where there are events occurring throughout the year and these people may work in businesses like hotels or restaurants that service these events. (Getz and Andersson 2010)

Probably, by their very nature, those people who work in the community and who were on the steering committee of the Rolls Centenary are altruistic and their motivations are quite distinct from those of most of the people involved with a mega-event like the Ryder Cup. Throughout his work, Getz advocates that festival managers should consider the complete context surrounding and involving planned events. His model is designed to help festival managers consider event management as a system of "interdependent or interacting elements" (1997, p. 13). As Getz states: "Managers must understand the dynamics of the interdependencies, anticipate change, and adapt through various strategies" (1997, p.13.) Theoretically, this is sound but when one is acting voluntarily, with limited time and one has
to work within the aspirations of the organising committee, putting this into practice with a one-off event is a difficult task.

David Cummings, Chairman of Monmouth Chamber of Trade, clearly had commercial expectations for the Rolls celebration but these were also qualified by wider hopes for the community:

An increase in visitor numbers and a resulting increase in visitor spend.
Also I hoped that it would give Monmouth more of a brand identity, which I believe is something that Monmouth seems to lack. Probably the best known brand that Monmouth is linked to is the Wye Valley. Peter Cole, the Strategic Director of Capital Region Tourism, once told me that Monmouth could never be a brand and that it doesn't convey any product to the potential visitor but I dispute that. I know that places like Cardiff have the Millennium Stadium and the Millennium Centre but I'm sure that we could create a legacy with a stronger association with Charles Rolls in the future.

For Peter Cole, Strategic Director of Capital Region Tourism, the aims were broadly similar to those of David Cummings and not essentially commercial, instead they were that the profile of the area could be raised in a positive way:

In the short-term it provided a vehicle for part of the region to get involved with the Ryder Cup and from this there would be a series of events for the visiting public. In the long-term it chimed with our tourism strategy for the heritage and heroes of south-east Wales, which will focus on people, places and things that have made an impact on the world. Rolls was probably an unsung hero in the area. Hopefully, this will create a long-term interest in the region.

Peter Cole had also been expecting, as I had, that the Ryder Cup would get involved with our event and seemed genuinely disappointed that this had not been the case. I am not sure that the heritage of heroes has yet achieved any level of awareness in the consciousness of local people, let alone in that of potential visitors. Perhaps this will come at a later date. Moreover, the fact that Cole knew Rob Holt and presumably felt that because the Ryder Cup was taking place in the area supported by Capital Region Tourism, both his social and political capital were higher than they were in this case and Putnam (2006 p.97) is keen to point out that “in community decisions, social capital can often be
outweighed by another stakeholder’s political or financial capital or even that stakeholder’s greater social capital.”

Of course, taking part in church services is a classic form of creating social capital, as outlined in Putnam’s work in the 1950s and 1960s, and there were two church services held on the day of the centenary of Charles Rolls’ death. One was held mid-morning in the former family church at Llangattock-Vibon-Avel where members of the Rolls family are buried, including Charles, and then at mid-day in St. Mary’s Church in Monmouth, so naturally I asked John Winton, the director of Churches Tourism Network Wales why he had become involved. From the interview with him, I gathered that his involvement was altruistic, yet practical and the church services were an important part of the celebration on the day of his death, as well as being a means for the public to get involved. Winton explains,

> Apart from being involved with the two church services and enlisting the presence of the Bishop of Monmouth, I wanted to raise the profile of our organisation (CTNW) and gain acknowledgement of our areas of expertise.

John Winton could see further benefits to his organisation with a possible augmentation of his social and cultural capital and he then went on to use the contacts he made with the Bishop of Monmouth, who he had not known before through other church events and also used the Charles Rolls Centenary as a case study with other community groups planning heritage celebrations.

As part of the Monmouth Festival, which is an annual free arts festival, the Rolls Royce Enthusiasts Club, with members from all over the world, took part in the town carnival with over a hundred cars, which gave the festival an aspect that it didn't previously have. Jo
Hunt, the Chair of Monmouth Festival, is one of the people responsible for one of the largest free festivals in Britain, and she was thinking along the same lines as Mr. Winton.

A profile increase and an added dimension to the existing Monmouth Festival and perhaps reaching an audience that we didn’t already have.

However, here again, the very fact that this is a free festival, even though finances have to be balanced, means that Jo Hunt viewed their involvement with Rolls Centenary as an enhancement to the life of people in Monmouth and those attending her festival, rather than an outright money-spinner. Naturally, it meant an increased attendance and sales for the stall-holders but she did not benefit from this personally.

The local museum also played an important role in the event, in some ways becoming its focus, with an exhibition about Charles Rolls, using some material that had not previously been on view to the public. Rolls-Royce plc provided funding for a part-time worker to work with local schools, with the Nelson Museum being the base, which suited Rolls-Royce plc and the museum. Andrew Helme, Director of the Nelson Museum, Monmouth was very enthusiastic:

Initially we wanted to hold an exhibition which would present all the collections that we have concerning Charles Rolls. All the added-value activities were funded by Rolls-Royce plc at Bristol. At the initial meeting that you and I had with Roger James, he indicated that Rolls-Royce would be interested in educational and community activities, particularly if these activities were embodied in a person, in the shape of an education officer. This post doesn’t exist any longer at any of the museums in Monmouthshire. This idea bolted on to the exhibition appealed to us a lot.

Rolls-Royce plc has shown consistent year-on-year growth, even during one of the worst recessions that the country has experienced during its recent history. (Rolls-Royce Holdings plc 2011/2010/2009/2008 Full Year Results). It, therefore, has sufficient funds to invest in communities that are located near its production plants. For Roger James, Community Relations Manager, Rolls-Royce plc, the idea of the festival came at an opportune moment; his company were looking for a way of increasing awareness of a
brand which is already one of the best known in the world and, more importantly, recruiting engineers, technicians etc. into an industry that is keen to maintain its competitive edge:

Really it was an acknowledgement of what Charles Rolls had done and the commemoration of his untimely death and from that we set out to engage with the various towns that he was associated with.

It is interesting that this international mega-brand used a community-orientated event like the Rolls Centenary to recruit labour due to the difficulty it has in recruiting skilled workers. which demonstrates the heightened awareness that a multi-national is showing in community links, not simply out of a sense of altruism but out of necessity in cultivating a skilled workforce.

The town of Monmouth could possibly have made more use of the Rolls story over the years, especially as the former home of the Rolls family at the Hendre is now a golf club. Here again it shows that stakeholders all have differing aims and agendas. Sue Chivers, a Monmouth town councillor probably had the most altruistic aims:

I think that the basic aim of the Council was to celebrate the charitable work of the Rolls family in the town, Charles Rolls pioneering work and highlighting what a wonderful town it is Monmouth town seemed almost at a loss as to know what to do with the opportunity and was quite content with allowing others to have the ideas and went along passively with the event.

I had asked David Evans to be Chairman of the organising committee. I have known him since school and he has been involved with many of the events in Monmouth like the Monmouth Festival, and David was the most critical of how the town handled the event.

Personally, I was rather hoping that the town would embrace the event in a more holistic sense, using the event as a central hub. However, I'm convinced that we didn't achieve this. There was an absence of appreciating the relevance of the event at a county
and town level and they left it to others to bring something to the
party. I couldn't see any joined-up thinking at all from the local authority,
who seemed mesmerised by the Ryder Cup. Because of this, it
didn't fire up the public like it could have.

Robinson (2008) flagged up the potential problems with community-led events highlighting
some of them as being: -

1. Nature of politics: A large part of the population lacks political literacy and fails to
   understand how political processes work. Additionally there is a tendency to voice
   opinions at public meetings or by attending public sector led events, but a reluctance to
   become actively involved.

2. Apathy amongst citizens: Communities often feel there is little they can do to change a
   situation so are reluctant to become involved in local politics or projects.

3. Cost in relation to time and money: Successful participation requires time, energy,
   commitment and maybe even money. This is often an underpinning factor in apathy.

   (Robinson 2008)

At the same time, David Evans’ comments about the local authority (Monmouthshire)
being “mesmerised by the Ryder Cup” chime with my impression of their behaviour,
appearing to believe that the mega-event would solve all their visitor problems for that year
and probably the following ones.

4.2 Potential Weaknesses

At this juncture I had not interviewed the stakeholders in Ryder Cup Wales and, of course,
this needed to be compared with interviews with these stakeholders in order to gain a
balanced and holistic view of the situation. At this point in time I had no idea whether
social, political or cultural capital played a significant part in their roles as stakeholders but
I now felt that I needed to start constructing a model to explain how events might work
more successfully and co-exist and this may have been a weakness. However, I decided
that if I looked at what the Rolls Centenary stakeholders had told me, I could then interview the Ryder Cup Wales stakeholders, build on this and then consider my model once more.

The theory behind my model can be seen as an attempt to bind together in a systematic fashion the knowledge one has of some particular aspect of the world of experience (Honderich 1995; 2004). This binding together is seen as bringing with it:

a. explanatory power; and

b. the ability to make predictions.

By doing this it helps me to make sense of working with two distinct kinds of events; and to say what it is likely to happen if the same relationship applies. I was interested in working out how community-orientated events and mega-events function and, after examining the situation make predictions about what may happen in the future.

A classic form of this approach to theory is the notion of hypothetico-deductive systems (Godfrey-Smith 2003). Deduction involves beginning with a set of theories or a theory. From these are derived hypotheses. In turn these hypotheses are tested via prediction and observation. I would imagine that hypotheses, predictions and testing can be seen at the heart of this approach and I was conscious I was only using one example of a community-orientated event and one example of a mega-event but, because of my involvement with them, I hoped that I could gain an insight that an observer would not be able to achieve. Explanation is a matter of showing how thing happened because of the laws of the theory. Prediction is a matter of showing how things will happen in accordance with the laws of the theory (Honderich 1995).

Deduction can be set against induction. Induction begins from particular observations from which empirical generalizations are made. These generalizations, in turn, can form the
basis for theory building. They are then turned into hypotheses and tested - and the circle moves on. This is the classical view of science - but it has not gone unchallenged - for example in the work of Thomas Kuhn (1962). It could be argued that the actual practices of scientists differ from this model. The way we generate hypothesis can be extraordinarily haphazard. Rather than seeing 'theory' as the 'narrow province of "variables" through which the empirical problem is focused, and in terms of which the data or evidence are ultimately explained' (Layder 1993 p.14), we can approach it in a more informal way. In this sense theories can be seen as 'networks' or 'integrated clusterings' of concepts, propositions and world views. They are 'rather more than simple specifications of the way in which two variables relate to each other in the empirical world'. Understanding theory in this way, argues Layder, it helps to redirect our attention to the fact that theory construction in social research is always undertaken against the background of more general, underlying, assumptions. They are not grand systems of ideas that cover, in one move, a whole area of experience, but “sets of theoretical models which are given empirical meaning only inasmuch as they can be applied directly to certain limited areas of empirical reality” (Honderich 1995 p. 76). So bearing this in mind, I began to try to make sense of the data that I had collected.

4.3 Social, Cultural and Political Capital in the Rolls Centenary interviews

4.3.1. Social Capital

At this stage it was clear that in a community-orientated event like the Rolls Centenary that social capital was an important element in the smooth functioning of the group mechanics. David Cummings, Chairman of the Monmouth Chamber of Trade said,

It helps knowing people because it gives you credibility. If there is a sensitive issue and if you know people, they will support you. It takes a few meetings to get credibility with people you don’t know.

And Louise McGuinness of Adventa agreed:
Yes, most of it is about personality. That's why it's important that the links are made. There is time spent creating relationships with these things.

Roger James of Rolls-Royce plc was emphatic:

Absolutely, it is essential to build up a positive working relationship with other committee members.

The literature review in Chapter 2 recognises social capital as important to the efficient functioning of modern economies, and stable liberal democracy (Kenworthy 1997; Fukuyama 2001), as an important base for cooperation across sector and power differences, and an important product of such cooperation (Brown and Ashman 1996), and Lyon (2000) described the importance of social capital in shaping regional development.

The commonalities of most definitions of social capital are that they focus on social relations that have productive benefits. Social capital is about the value of social networks, bonding similar people and bridging between diverse people, with norms of reciprocity. It also refers to the internal social and cultural coherence of society, the norms and values that govern interactions among people and the institutions in which they are embedded. Social capital can probably be regarded as the glue that holds societies together and without which there can be no economic growth or human well-being.

From the literature review we have seen that there is growing empirical evidence that social capital contributes significantly to sustainable development but none of the interviewees seemed aware of this and this probably was something that I should have probed into with my interviews, as this is more likely to have been an oversight on my part, rather than a deficit in knowledge on their part.

4.3.2. Political Capital

As regards political capital, stakeholders were not so enthusiastic, or perhaps knowledgeable about this. As we have already seen in the literature review, political
capital is the influence that an individual or a group has with politicians and which they can use to have an effect on the outcome of an event. Political capital, as defined by Bourdieu, is the

\[
\text{sum of combining other types of capital for purposive political action or the return of an investment of political capital which is returned into the system of production (reinvestment).}
\]

(Bourdieu 1986 p.33)

This, more or less, means that if one has political contacts, then these contacts can be converted into certain outcomes if treated properly. Most of the Rolls Centenary stakeholders were disparaging about politicians. For instance, I think that David Evans was being naïve when asked if he thought that politicians could help with events. His thoughts were:

No. They do nothing but always turn up for the photo opportunity. It doesn't benefit anyone greatly in my opinion.

David Cummings, the Chairman of Monmouth Chamber of Trade was similarly dismissive of politicians for other reasons, although he would have contacted the local MP in a last ditch attempt to get something sorted out:

I'm not convinced that the councillors have much influence and I have given up writing to the AM and inviting him to events because he never turns up. I'm aware that David Davies, the MP for Monmouth is too busy with Parliament etc. and he wouldn't have been able to attend any meetings. Of course, I would have asked him for help if there was an issue that could not have been resolved.

He is, clearly, aware of the possibilities but does not possess the political capital to get an input into “the system of production”.

On the other hand, Roger James of Rolls-Royce plc. could see the value of PC:

Yes, it's vital. Sometimes it's a case of cold-calling, so you have to build up a relationship with them as swiftly as possible.

Unfortunately, Roger James didn't use any political capital in this instance that I was aware of but it may be that Rolls-Royce plc had achieved their main objective by paying for a person to work with the local schools to create links with them and the company.
From the interviews it would seem that a lack of contact, or at least a lack of positive contact with politicians at a community level meant that stakeholders were often disparaging and sometimes dismissive of the role of local and national politicians, which is probably a shame.

4.3.3 Cultural Capital

The term cultural capital refers to non-financial social assets that promote social mobility beyond economic means. Examples can include education, intellect, style of speech, dress, and even physical appearance. As we have seen in Chapter 2, cultural capital, which was conceived by Pierre Bourdieu (1977) refers to non-financial social assets; they may be educational or intellectual and in the case of events can help stakeholders achieve success where others might not. Parents provide their children with cultural capital by transmitting the attitudes and knowledge needed to succeed in the current educational system. This cultural capital then accompanies the children as adults into all spheres that they are involved with. However, in the case of organising the Rolls Centenary it is much more difficult to assess the role that cultural capital played in the success of the event.

Many feel that people who are socially privileged obtain better grades in school, perform better on standardised tests and earn higher degrees. And because education is often the pathway to economic success, one is forced to agree with Bourdieu that social privilege and academic success are closely linked. Whether this can be then translated to success in organising events is slightly doubtful in this case. Obviously, people often do not reach a certain standing in the community without the gravitas of a certain amount of cultural capital and, knowing the people on the Rolls Centenary committee personally, I was aware that most of them had been to university, except for the councillor, Sue Chivers. However, because of her enthusiasm and social capital, she was probably as influential as anyone
else on the committee. Nevertheless, because of the difficulty of assessing the importance of cultural capital, I have looked into some of the critics of this theory, one of whom is Sullivan (2000), who criticises Bourdieu's concept on several grounds, including a lack of conceptual clarity. Perhaps due to this lack of clarity, researchers have operationalised the concept in diverse ways, and have varied in their conclusions. While some researchers may be criticised for using measures of cultural capital which focus only on certain aspects of highbrow culture, this is a criticism which could also be levelled at Bourdieu's own work. Several studies have attempted to refine the measurement of cultural capital, in order to examine which aspects of middle-class culture actually have value in the education system. Sadly, this could take me no further to any satisfactory analysis of the significance of cultural capital in the successful organisation of a community-orientated event, apart from being aware that cultural capital must play a part in the organisation of any culture-related event.

Sullivan also suggests that Bourdieu looks at cultural capital in the light of the French educational system where the *Grandes Ecoles* are given preference over other educational establishments. However, if we look at the prestige that Oxford and Cambridge carry in this country and that of Harvard and Yale in the United States, perhaps this criticism does not hold water.

4.4 Key Findings re. Social, Cultural and Political Capital obtained from the Rolls Centenary interviews

a. Social Capital

Undoubtedly, as can be inferred from the interviews, the consensus of stakeholders is that social capital is an important factor in the organisation of community-orientated events.
Even those people on the organising committee came from different social stratas, they were comfortable about contacting each other if a problem arose, or a point needed clearing up and the closeness of the community obviously played an important part in everyone being able to work together so easily.

b. Financial Capital

Although this was not a specific question, at no time did anyone raise the factor of finance being a problem. Probably because Rolls-Royce plc. had financed various aspects of the event, the Rolls-Royce Enthusiasts Club had financed other aspects, as had Adventa (the rural regeneration body for Monmouthshire funded by the LEADER programme, represented by Louise McGuinness) and so on.

c. Political Capital

Most stakeholders were very dismissive of political capital, which demonstrated a lack of awareness of it and understanding of its potential.

d. Cultural Capital

It was extremely difficult to ascertain the role that cultural capital played in the organisation of the Charles Rolls Centenary despite most of the members of the organising committee being educated to degree level, while one of the most active and effective members had very few educational qualifications. From this I decided that I would still try and look at cultural capital vis-a-vis the Ryder Cup but was beginning to have doubts that this study would be able to shed any light on its importance in events of any kind.

4.5 Unexpected findings

a. Probably, a lack of communication with others outside their networks struck me after I had finished interviewing the Rolls Centenary stakeholders. Whether this was an unwillingness to communicate or simply not knowing how to, I am not sure.
b. A mistrust of politicians. Most of those interviewed who worked or lived in Monmouth a large part of the time seemed to think that trying to involve politicians from the local to the national level would bring few results and that they (the politicians) would be more likely to use the event to their own ends than the event gaining anything positive from their involvement.

c. Little interest in making money from an event. No-one mentioned money as being their reason for involvement. In all cases - even that of Rolls-Royce plc - a profit motive was never mentioned. This non-commercial attitude demonstrates a non-commercial motivation and a stewardship towards the local community that a community-orientated event can bring about.

d. A devotion to the community - even hard-bitten businessmen were prepared to work hard without pay to contribute to the well-being of local people.

e. Little thought of planning a related event for the future. No-one on the organising committee ever mentioned that the event could be repeated to bolster the town’s image and create a tradition that could be carried on to everyone’s benefit, which probably demonstrates a lack of awareness about the potential of such an event as a vehicle for various forms of development.

4.6 Summary

Having concluded my interviews with the Rolls Centenary stakeholders, I realised that there was a need to construct a model that could explain the functioning of community-orientated events and the possibility of their working in conjunction with mega-events. Mega-events are obviously important, as the 2012 Olympic and Paralympic Games in London have shown but these occur probably only once in our lifetime and, at the moment, do not relate to the host community, apart from the opening and closing ceremonies. So in an attempt to reconcile the two types of events, my next step was to
construct a model that I could then test by interviewing stakeholders from the Ryder Cup Wales event and looking at the role the different forms of capital I have highlighted relate in a practical, tangible way.
# Chapter 5
Development of the Roman Model

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Chapter 5
Development of the Roman Model

5.1 Introduction

Following on from the last chapter and the interviews with the stakeholders of the Rolls Centenary, and their perceived importance of social capital and disregard for political capital, I now wanted to construct a model that could explain why the Rolls Centenary (a community-orientated event) was unable to work together with Ryder Cup Wales (a mega-event) and how these types of events could possibly co-operate in the future. After all, good practice is based on theory and theory explains reality, allowing people to be aware of their world and its interactions. Explanation not only points out the relationships between phenomena, but suggests either implicitly or explicitly the reasons for the relationships.

5.2 Arriving at the model

I imagine that creating an effective model probably consists of at least three parts: -

1. A name or label
2. An explanation of how it is structured
3. A description of how it then operates

Bearing these components in mind, and because I am interested in history, I began to think about a society that relied on events not just for entertainment but also to keep its population engaged and subdued for nearly half of the year. This was Rome and for approximately 500 years it used live entertainment that often resulted in death to maintain
the status quo, with senators using a mixture of social, cultural, political and, of course, financial capital. Obviously, comparing the classical world and the modern one has its disadvantages - there would have been very few other events taking place at the same time and there were not the amount of distractions that we have today. At the same time, the mechanics of organising the events were more or less the same as today - providing the protagonists (a much more complicated exercise than anything staged today, when one considers the amounts of animals and people that were needed on a regular basis) providing a stage and then accommodating the spectators.

5.3 The Roman Model

In order for me personally to be able to visualise the processes involved as a whole, I began to think of the Forum Romanum in Rome and how it related to daily life in general and, more specifically, how it dealt with the events in the Colosseum and the Circus Maximus. This came about as a result of a course that I had followed on Egyptology during the Graeco-Roman period and I became interested in the physician/philosopher Galen who had studied in Alexandria and who then went to Rome to work at the Colosseum, where he managed to lower the mortality rate of gladiators so much that he became physician to the Emperor Commodus. The various buildings and system of decision-making were going around my head at the same time as I was working on the Charles Rolls Centenary and I imagine that the historic and actual became entangled and developed a life of their own.

As discussed by Beard (2009) there were a number of fora in Rome, ranging from the imperial fora to those specialised fora where wine and cattle were sold. However, the
Forum Romanum was the most important of all the fora and was very much at the centre of public life in Rome and, because of the cramped housing, for the majority of the population, most life was very public. Victory parades and funerals of important people passed through the Forum Romanum and within its boundaries were found spaces that were used for legal, recreational, religious and, sometimes, educational activities. In fact, all the activities that make up the social, cultural and political capital that have already been discussed in this and the previous chapter, which would include the relations created in social situations in the case of social capital, the knowledge gained formally and informally in cultural capital and the political levers that can be used with political capital.

The central area of the forum was kept clear of buildings to allow for public assembly, for voting, funerals and for spectacles (Beard 2011). Temples and sanctuaries helped to define the edge of the space. Commercial buildings for trade filled in the edges of the roads that lay beside it and sometimes shared buildings with the law courts. Over time government buildings were also constructed here to fulfill the needs of government and changes in these reflected the change from being a republic to being an autocracy. During the Republican period a senate house was built here, which created a definite focus for public business and under the principate, it also took on the role of advertising the beneficence and contributions of the emperor.

The Forum Romanum is, in many ways, the downtown of ancient Rome. Besides all the legal, commercial and religious activities, it serves in addition, the same role as the National Mall in Washington DC, to transmit lessons of the heroes and values of the people.

(Tuck 2009.p.67)

Bearing this in mind, this seems to be a nice analogy for the first part of our community-orientated event. The Forum Romanum was the place where most of the elements of
Roman life were discussed, examined and then decided upon. This was also where the timing of the events in the Colosseum was arranged and where the timing of the events in the Circus Maximus was also decided so that each could complement the other and Rome could gain maximum benefit from each. This was the furnace that moulded the social, cultural, political and financial capital that held not only Rome but the rest of the empire together. This is where the system of senators formed the basis for our present-day parliament.

Once the decisions relating to the games were made, the activities then took place within a short distance of the Forum Romanum, usually in the Colosseum, a spectacular building that could seat 50,000 people (Carcopino.1991). These were community-orientated events, ranging from the execution of criminals to the recreation of battles, par excellence, in that the community demanded them – and got them – and often for 150 days a year. It was the emperor, who normally paid for these very expensive activities but it was worth it to keep the populace in his pocket.

Spectacular entertainment, like that organised in the Colosseum, provided the people who watched them with a number of tangible and intangible benefits. Everyone in the Colosseum had an assigned place in the various rows, from the Emperor and senators to slaves, which demonstrated their assimilation into Roman culture.

As in other community-orientated events, in return for taking their place in the microcosm of the Roman world, spectators could expect certain benefits, as laid out by Carcopino (2010): -

* They could exercise a measure of control over the entertainment.
* They could win tangible prizes, including food, slaves, ships and villas.

* There was an opportunity for political interaction with elected leaders.

* They gained a sense of shared experience with their fellow Romans and the emperor.

In a way, the Colosseum served to reinforce social and political power through class-restricted seating and elite display. At the same time, it is probably one of the best examples of a community-orientated event that lasted for hundreds of years and which also took up a large part of the year. Bourdieu restates this:

> It is in fact impossible to account for the structure and functioning of the social world unless one reintroduces capital in all its forms and not solely in the one form recognized by economic theory.  
>  
> (Bourdieu 1996 p. 65)

Decisions were made in the Forum never to hold games in the Colosseum at the same time as the chariot races in the Circus Maximus. For sheer scale and audience no spectacle in Rome could compete with the chariot races held in the Circus Maximus, which was situated conveniently just down the road from the Forum and the Colosseum. At the Circus Maximus events were organised that created a common experience for a quarter of Rome’s population – 250,000 people (Potter and Mattingly 1999 p.237).

Chariot racing in Rome was the final stage of a very large and intricate system designed to support these massive entertainment festivals (Carcopino 1991). These were the mega-events that we would have difficulty organising today, especially in the centre of a major city. The chariot races were controlled by four factions, which ran their own stables, recruited drivers, imported horses and provided teams for these spectacles. The four teams – red, white, green and blue – competed over hundreds of years as the exclusive proprietors of chariot racing in the Circus Maximus. Each faction imported horses from...
Spain, Africa and the Near East. They kept separate stables and training facilities and they hired and trained charioteers. As with modern professional athletes, charioteers could change teams during their careers and could work for those who paid them the best.

The fan base was huge, intensely supportive and probably based on class. Violence between fans was never far from the surface, so that the races and the area around the Circus Maximus were always tightly controlled. Modern-day parallels can be drawn with mega-events like FIFA World Cups etc. However, in Rome the effect was even more dramatic in that when the races were taking place, they exercised such an influence on the rest of the city by sucking in such a large part of the population, that business in the city often closed down.

The poet Juvenal in Satires (circa 197 AD) wrote:

> All Rome is today at the Circus; these shows are for young men who like to shout and swagger and make bets with their girls friends at their side. Indeed, picture yourself watching the start: of a procession of chariots through the Processional Gate, beautifully groomed horses, colourfully garbed charioteers and statues of Jupiter, Mars, Venus and Neptune each riding atop a chariot. All around us are people wearing the colours of their favourite teams.

(Buchanan 1977 p.26)

Modern-day football and rugby supporters would not have felt out of place in an atmosphere that was a mixture of civic pride, individuals striving for identity in the biggest city in the world and a sense of competition and excitement that has only increased throughout the whole of the world.

Pliny the Younger (circa 112 AD) wrote with a different view of the races at the Circus:

> The Circus games don't interest me in the slightest! There is nothing new or different about them. If you've seen one, you've seen them all. I just can't understand why so many people want to see horses racing and men driving chariots again and again ... so childish! It
wouldn’t be so bad if they could judge the speed or skill in a race. All one cheers for is the colour of the tunic. If tunics were changed, the crowd probably wouldn’t notice that they were cheering for different teams. And it is not just the masses who do this; some sensible and important people are there also. In my opinion, it is a completely useless way to spend time.

(Buchanan 1977 p.118)

Again, the opinion that Pliny voices here rings a very contemporary note - that of a satirical magazine like Private Eye that suggests that if players changed their kit, the crowd probably wouldn’t realise that they were cheering for someone else. At the same time, both Pliny (early 1st century AD) and Juvenal (late 1st century AD) speak with the confidence and authority that comes from the knowledge that those who read their work belong to the same social strata as them and have, more or less, the same amount of social, political and cultural capital as they do.

Unlike the mega-events of today, the events in the Circus Maximus nearly always remained in the Circus, so that the local population was always aware of what the effects of these mega-events would be and were much better prepared than local populations today are for events like the Olympic Games, or the Rugby World Cup. The more the citizens of Rome lost their former political role and influence to the emperors, the more they were drawn to the races. It is no accident that circuses all over the Roman world were built close to the local palaces of the emperors or officials.

By using the edifices of the Forum Romanum, the Colosseum and the Circus Maximus as analogies for the three areas that I am examining in this exercise, I will attempt to show how mega-events can occur along-side smaller events and how they can complement each other.
Major and mega-events taking place continuously throughout the year, needing a permanent organisational structure. With a population of a million, Rome was dominated by these events and the buildings that housed them. Entrance was free in both venues but seating was restricted, with each class allocated a certain amount of tickets. Neither venue made a profit but were funded by the emperor and other politicians to curry favour with the masses and to ensure the population was kept subdued. Obviously, the entertainment had to be what the masses wanted, otherwise they would not have attended.

**Figure 6: Roman Model**

Colosseum  
*(Community-orientated event)*  
50,000 seater used approximately half the year  
Sense of Place  
Sense of Community

Circus Maximus  
*(Mega-event)*  
250,000 seater used approximately 57 days per annum  
Sense of Place  
Sense of Community

Forum Romanum  
*(Organising committee)*  
Responsible for both venues  
Planning Partnerships  
Finance Evaluation  
Social, Cultural and Political Capital  
Stakeholders clearly identified e.g. Politicians sponsoring, various gladiatorial schools providing the entertainment and the whole of Roman society attending.  
Sponsorship

**The Roman Model**
Organisation and planning – The Forum Romanum. This is where the elements of social capital, cultural capital, political capital join with sense of place, planning, partnerships, finance and evaluation.

The community-orientated event – The Colosseum. This is the venue where the event takes place in front of the community, its sponsors and its planners. It is here where no-one is left in any doubt as to the success of the venture or to its failure. Each sector of society was arranged according to its status in specific areas and there was never any dispute as to how all of the sectors felt as to the success of the games. Audience participation was part of the event. (Beard 2011)

The mega-event – The Circus Maximus. Even today, nothing can compare with this on a physical scale. 250,000 people brought to a constant fever pitch in one venue are an organiser’s nightmare and a sponsor’s dream. This has many and varied effects on both the Colosseum and the Forum. By examining these, I hope to clarify and facilitate the actions needed to be taken in the organisation of community-led events and their possible relationship with a mega-event.

As Winston Churchill said in an interview in Time magazine (Sept 1960): “we shape our buildings; thereafter they shape us” (p.26). I would like to think that these three major buildings could be used to shape our thinking in a conceptual framework. Not only are these buildings iconic but they have had such a powerful effect on our psyche that even today we talk about holding a forum to discuss important matters; huge objects and events are described as being colossal and the word capital derives from the Capitoline Hill in Rome, which lies between the Forum and the Campus Martialis. And, of course, we still have circuses, although the use of animals is being steadily reduced. The importance of
each building in Rome was so strong that they probably had an effect on the subconscious of its inhabitants far beyond anything we could comprehend today.

Rome was at the centre of its empire, both physically and ideologically. The governance of the empire was centred at Rome. The empire was conquered territory, but Rome was not, so Rome could not be subjugated in the same way. If the emperors were to survive and flourish, it was the hearts, minds, and egos of the Roman populace, from the lowest to the highest orders, that needed to be won over and persuaded in a way that had no need for a mass media or a literate majority and which made everyone feel part of a very large, yet tightly-bound community. If we thought that community-orientated events and mega-events were a modern phenomenon and that we are only now beginning to understand how they function and how communities interact with them, we are probably very wrong.

To summarise, mega-events and community-orientated events are, by their very nature, two different beasts and it is not simply one being much bigger than the other, the mega-event, much like a multi-national company has no allegiance to a country or community and, broadly speaking, its main concerns are those of the people participating in it, who are the football players in the case of the FIFA World Cup, or the athletes in the case of the Olympics and then the sponsors who constitute a large part of the funding. As soon as the event is over, the organisers of the mega-event are then obliged to start planning for their next event, leaving the venue to continue as it was before. From my literature review, I ascertained that the levels of social and cultural capital were probably low within the ranks of the organisers of mega-events, while political and financial capital was often extremely high.
In community-orientated events it is more likely that while social and cultural capital is high, financial and political capital is much lower, or non-existent. Community-orientated events cater, by their very nature, to the community and, therefore tend to attract little sponsorship beyond that of local businesses and, because of the low amounts of finance involved, also tend to attract very little political interest. It is my intention to ascertain whether these two very different types of events are reconcilable in the following chapters.

5.4 Using the model to address the mega-event

The literature review in Chapter 2 recognises social capital as important to the efficient functioning of modern economies, and stable liberal democracy (Kenworthy 1997; Fukuyama 2001), as an important base for cooperation across sector and power differences, and an important product of such cooperation (Brown and Ashman 1996), and Lyon (2000) described the importance of social capital in shaping regional development patterns. So, at this stage it was with these elements the development of the Roman Model in mind I then set out to talk to those involved with Ryder Cup Wales.

5.5 Summary

In this chapter I developed a model based on the arrangements in Rome where decisions were made in the Forum Romanum (Roman Forum) regarding all elements of government, including entertainment. It was for centuries the centre of Roman public life: the site of triumphal processions and elections, a venue for public speeches, criminal trials and the nucleus of commercial affairs. Here statues and monuments commemorated the city’s great men. The teeming heart of ancient Rome, it has been called the most celebrated meeting place in the world, and in all history.
The Colosseum occupied a site just east of the Roman Forum and even though it could seat about 50,000 people, I am using it as an analogy for community-orientated events, simply because it could only contain a fifth of the audience held in the Circus Maximus. However, both venues were ruled over, although not run, by the senators and because of this, each venue could complement the other, without attempting to compete.

In Phase 2 I will attempt to see if this concept could work with modern-day community-orientated and mega-events in a practical, tangible way, as expressed in my aim and objectives via interviews with key stakeholders involved in Ryder Cup Wales.
Chapter 6
Phase 2 of Fieldwork Analysis

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Chapter 6

Phase 2 of Fieldwork Analysis

6.1 Introduction

Following on from my interviews with stakeholders in the Charles Rolls Centenary and having conceived the Roman Model, I was keen to interview stakeholders in the Ryder Cup Wales event. I knew that their motivations would be different and that their aspirations would also be different. I was curious to ascertain if social, cultural and political capital played the same roles in the mega-event as they had done in the community-orientated event. Everyone interviewed regarding the Ryder Cup Wales was paid for their role in the event, although they obviously had different aims, but it meant that they could devote all their time to focus on their event, whereas the community-led event committee all had other roles to fulfil.

If the past is a foreign country, in the world of mega-events, the Ryder Cup Wales was also possibly a destination like Torremolinos that is visited by those who have no interest in the local culture, have very little wish to mix with the locals and who then have a hazy memory of what actually happened, except for the high spots.

6.1.1 A pre and post-event mentality

At least this was the impression I gained from most of the people I interviewed who were involved with Ryder Cup Wales. All respondents were more than happy for their interviews to be recorded and made public, and they were also happy to be photographed, having been made aware of Cardiff Met's ethics policy. Leading up to the Ryder Cup at the Celtic
Manor in Newport, promotion by statutory bodies like Visit Wales and local authorities like Newport Borough and Monmouthshire County Council had been quite bullish. However, two years had elapsed since the event had taken place and a post-Ryder Cup state of mind seemed to have developed with the stakeholders, which was quite different to the pre-Ryder Cup mentality. Gone was “the Ryder Cup Wales at all costs” ethos and in was “the Ryder Cup as enabler for other things”

Rob Holt had been employed as the Director of Ryder Cup Wales nine years prior to the event actually happening and in his presentations to the public and the trade in Wales in the lead-in, he had always emphasised how the Ryder Cup was his over-riding task. However, being interviewed following the event, he stated that,

“(the aims) can be best summed up as using the Ryder Cup as a tool for economic, tourism, golf development benefits for the whole of Wales. It was never about promoting the Ryder Cup, it was always about using the Ryder Cup to meet wider Welsh Government business objectives.”

Strangely enough, in pre-Ryder Cup Wales meetings that I had attended where Rob Holt spoke about the importance of the coming Ryder Cup, the only aims he had spoken of were those of ensuring that the Ryder Cup was a success. He had told some hoteliers that their accommodation was not of sufficiently good quality and had also made it clear that the Ryder Cup was a very exclusive brand. Likewise, with most of the other respondents, the legacy and the wider benefits of the Ryder Cup were highlighted.

In fact, Rob Holt had declined to work together with the Charles Rolls Centenary at the exploratory meeting I and some of the committee members, including Peter Cole, Strategic Director of Capital Region Tourism, held with him at the Celtic Manor Resort, the venue for the Ryder Cup. Roger James, the Community Relations Manager for Rolls Royce, had suggested various innocuous forms of co-operation, including the use of some Spitfire aeroplanes which could have flown over the resort at a mutually convenient time. We had
suggested that journalists’ visits could be organised to promote the Ryder Cup, which could tie in with the Rolls events, especially as the Rolls of Monmouth Golf Course is quite a prestigious course that is used annually by Rolls-Royce. Similarly, Roger Pride, the then Marketing Director of Visit Wales, had initially said that he was interested in the Rolls Centenary as a lead-in to the Ryder Cup but then never returned calls or e-mails following this. However, when interviewed by me two years later he said:

From a Wales perspective there were clearly a number of different objectives. Broadly, it was about raising the reputation of Wales as a nation in certain key markets in particular the US. There were specific objectives around tourism to turn Wales from basically an unknown golf destination to a much more successful golf destination. There were objectives around infrastructure to improve the infrastructure in the south-east Wales area and around Celtic Manor. There were objectives around participation in golf, getting more people involved in the game. Trying to get more people to move through the ranks to the elite level of golf. So around a major event like that there were a number of different work-streams linked to specific objectives.

Clearly, a Rolls-Royce related golf event was not one of the objectives, even though Rolls-Royce plc has a very high profile in the USA and it is also one of the most iconic brands in the world.

6.1.2 Perceived strengths and weaknesses

Golf development was one of the intended legacies of Ryder Cup Wales and Andrew Morgan, Chairman of Golf Development Wales also thought in retrospect that the event had much wider aims:

Using the Ryder Cup as a fulcrum to improve the stock and the quality and number of players in Wales. Working with schools to give children the opportunity to play. The Sports Council for Wales having already worked with us, had a scheme called Dragon Sport, which promotes various sports like soccer, tennis, rugby and cricket to schools and youth clubs and they added golf to this scheme. Additionally we wanted golfers to be involved and the tournaments did that. The golfers volunteered to be part of the event and we had a massive amount of volunteers for the Cup.

Lynne Richards, Tourism Officer for Newport City Council thought that it had succeeded in some areas, but perhaps not in others and displayed a certain disenchantment with the
expected ultimate outcomes that Roche (2006) picks up on in the wake of similar events like the Olympics in Athens and the FIFA World Cup in South Africa:

We certainly achieved the major objectives which was to have a successful event on the world stage, we achieved our product development, the ambassadors, community events. Increased economic benefits because of all the people coming to stay with us, As with everything, from the inward investment point of view, the association between golf and inward investment is a very difficult one. They say deals are done on the golf course, but how many years down the line does that happen? We did bring key organisations in for corporate hospitality. There has been an improved understanding and links with some of the businesses. It would be brilliant if we could say that these companies moved in directly as a result of the Ryder Cup but that I don’t think has come forward. Engaging businesses and the inward investment side is a difficult one.

Calvin Jones, of Cardiff Business School, puts this even more strongly:

Nobody is going to invest in Wales because of the Ryder Cup. I’m sure that there will be arguments that there have been discussions held at the Ryder Cup that can lead to investments. But, frankly, the likelihood is that those discussions are just as likely to lead to investments in China or India as they are to investments in Wales. Just because the Ryder Cup happens in Wales doesn’t mean that people at a high level are going to get around a table and discuss the possibility of investing here. What they may discuss is where to invest to get the best return on their money.

Victor Matheson (2006) in his paper, Economic Multipliers and Mega-Event Analysis comes to the conclusion that “mega-events may lead to inflated multipliers and exaggerated claims of economic benefits.” (Matheson 2006 p. 3)

And this is what happened prior to Ryder Cup Wales and to a lesser extent with the Rugby World Cup in 1999; promises were made at briefings that those staying in Wales would be big spenders and that this would encourage inward investment. In fact, the reality was that many spectators even chose to stay in England and no-one could ever point to any inward investment that came about as a result of the two events.

Ffion Lloyd, Head of Continuing Learning and Leisure at Newport City Council, appreciated that the community aspect could probably have been developed better.

I suppose, as with all events, maybe start the community engagement side of it much sooner. We probably started with fifteen months or so to go to the events, whereas in reality
it would have been easier to have picked up some of those issues two and a half years before, particularly with the Newport Festival, in terms of planning and arranging that – getting sponsorship and things. These things always take longer than you originally planned.

However, my intention was to assess to what extent Social, Political and Cultural Capital had played a part in the organisation of the Ryder Cup in Wales and if the Roman Theory was an appropriate way to understand how these events function.

6.2 Potential Weaknesses

As with the Rolls Centenary stakeholders, I knew many of the respondents personally and realised that if I asked questions that appeared to be critical, it would be difficult to obtain a harmonious interview. I had, by now, started developing the Roman Model but was unwilling to propose it at this stage to respondents because I believed that it would sound more complicated than it was and that it may even appear pretentious. Instead I asked questions which put respondents at their ease while, at the same time, were linked to the construction of my theory. Obviously, not mentioning the theory directly could be conceived as a weakness and with two years having elapsed, memories can add an agreeable haze to any event.

Nevertheless, because the Ryder Cup had been perceived to be successful, especially as Europe had won in such a spectacular fashion at almost the last minute, those involved with the event could be at the same time bullish and magnanimous when answering my questions. As can be seen from the New York Times, the event itself had spectators biting their nails up until the last moment:

With the U.S. as the defending champion, Europe won by a score of 14½ to 13½ and regained the Cup, its sixth victory in the last eight competitions. The event was plagued by bad weather with play having to be suspended twice. Having taken a 3 point lead into the singles matches Europe faced a U.S. fightback and the conclusion of the Ryder Cup 2010 went right down to the anchor match between Graeme McDowell and Hunter Mahan. Eventually McDowell defeated Mahan 3 & 1 to regain the Cup for Europe. This was an unprecedented fourth consecutive victory at home by Europe.

(New York Times. 4 October 2010)
So from the point of view of sporting success, it can be said that Wales did very well, and the feel-good factor amongst stakeholders was still able to influence the way that they regarded the event. Of course, my role was not to criticise the event in any way but simply to adhere to my stated aim of trying to ascertain the part that social, cultural and political capital play in the organisation of mega and community-orientated events.

6.3 Results from the Ryder Cup interviews

6.3.1. Social Capital

The commonalities of most definitions of social capital are that they focus on social relations that have productive benefits. Social capital is about the value of social networks, bonding similar people and bridging between diverse people, with norms of reciprocity; it also refers to the internal social and cultural coherence of society, the norms and values that govern interactions among people and the institutions in which they are embedded. Social capital can probably be regarded as the glue that holds societies together and without which there can be no economic growth or human well-being. From the literature review we have seen that there is growing empirical evidence that social capital contributes significantly to sustainable development.

Following on from Pierre Bourdieu, Robert Putnam has become one of the most influential exponents of the importance of this form of capital. He was the focus of seminars hosted by Bill Clinton at Camp David in 1995 and Tony Blair at 10 Downing Street in 1999. His ideas have been discussed in speeches by George W. Bush and William Hague. The decline of civil engagement in the USA over the last 30 years or so, which he charted in Bowling Alone (2000), has worried a number of politicians and commentators. Robert Putnam’s marshalling of evidence with regard to this shift; his identification of the causes; and his argument that within the new circumstances new institutions of civic engagement can arise made him the centre of attention.
If one accepts the empirical evidence put forward by Putnam that social capital affects the well-being of people and the sustainable development of events, the question of investing in social capital naturally follows. The history of development is one of investing in physical and human capital in order to enhance economic and social growth; a priori it would seem obvious that investment in social capital should be made as well. However, given the current stage of knowledge and the economy, the case is not clear. While studies have shown that no country has reached high levels of development without adequate development of its human resource base and without solid investment in human capital, the same empirical case has not yet been made for social capital. This partly reflects the difficulties of measuring social capital. The case is further complicated by the fact that, as economic development proceeds and markets develop, substitution takes place between different types of social capital. Typically, local and indigenous forms of social capital are replaced by more formal and larger-scale networks and institutions like those of the mega-events, which are unlikely to visit small countries like Wales and which, because of their transient nature, offer very little to the community, or at least, the majority of the community when, like the Ryder Cup, they do come to Wales.

Calvin Jones of Cardiff Business School, has carried out research into a number of mega-events and when I interviewed him he was quite passionate about how the host community comes second to the event in the minds of the politicians who bid for these events.

It's always the cart before the horse. You have the intervention, which is the event and then you think about how you can use the intervention to push forward your objectives, rather than thinking of your objectives and how best to achieve them. So that discussion about what to do with the money never happens. Of course, this isn't just true of Wales, it's true of the Olympics. Once they got the Olympics they said they were using it to regenerate East London. They didn't sit down and think, “Let's have a master plan for East London – let's have the Olympics, that would be the best thing to regenerate this place.” £10bn would have done a lot for East London without the Olympics. So there's always that cart before the horse.
problem. That's endemic in the way major events are bid for by governments.

Roger Pride, the former Marketing Director of Visit Wales, surprised me by his attitude to social capital. When I asked him if knowing people was important when organising events, he thought that the emphasis was elsewhere,

I think that knowing the switches you need to press is important. Knowing what and not just the publically declared criteria or objectives, but also knowing the things that are less obvious and maybe linked to particular people's aspirations. But I think in terms of the Ryder Cup it became clear that actually whilst you had to put forward a very professional bid and set of proposals, the financial side of the Ryder Cup was really, really important to the European tour and to Ryder Cup Europe. The Ryder Cup was fast becoming one of the main revenue-raising activities for the European Tour, so money, as well as all the other things. Money first and foremost.

Roger Pride had always been astute in his dealings with politicians and civil servants, moving quickly up through the ranks of the Wales Tourist Board, and he could see that social capital was not so important in this case and that in the world of mega-events financial capital was of over-riding importance.

Jonathan Jones, on the other hand, thought that social capital was important.

Yes, to start with, you need to know the right people in the local authority, the right people in the police, in the ambulance service, in the transport departments because these major events can go terribly wrong if you don’t get the right men and women involved.

Rob Holt, Director of Ryder Cup Wales, asserts that he made great steps to involve the local community and increase his social capital,

Where do you start? Everything in terms of golf participation, legacy, bringing young people into the sport of golf. We had 10,000 tickets for the first two days for community groups and schools for the practice days of Tuesday and Wednesday. At a very early stage we decided to go out to a group of charities and ask them to pitch to us. We wanted one charity for the duration of the project, an all-Wales charity and one that could make the most of it. Tenovus stepped up to the plate and made the best pitch. We worked with them for over eight years and they made over a million pounds off the back of it, which they used to buy a mobile unit that goes into the community and allows people to have treatment there instead of having to travel to places like Velindre. We worked with skills organisers wherever we could and employment agencies to put them in touch with people who needed the work. If people came to us, if it was local people who wanted information, local suppliers, we wanted to work with them. But when you're delivering an event, certainly as it comes nearer, you haven’t got that time to go out.

So, even if involving the local people in the structure of the event had not been a feasible part of the event, it was seen important by the local organising group to try and create
some social capital by attempting to involve them in a formal way. However, when he was asked how the local communities reacted to these overtures he replied,

Mixed. We had a concert at the Millennium Stadium and there were opportunities for local communities to access tickets and the concert went extremely well. There were opportunities for them to come to the event itself. If you're asking was there a full community approach? Then, no, because there were just pockets of people who wanted to get engaged, who like golf and like sport. There were others who thought it was a waste of time but local councillors in Newport were fully engaged, so were local schools in Newport and Cardiff. There's not one community and anybody who goes out to service the community with an event is going to be disappointed.

A fundamental question is whether social capital can be increased in the short term. This question is further complicated by the debate over whether social capital can be measured, as without measurement, change cannot be determined. According to Putnam (1993), social capital is largely determined by historical factors; it can thus not be enhanced in the short term. Onyx and Bullen (2000) believe that the development of social capital requires the active and willing engagement of citizens within a participative community. Social capital building exercises initiated by the state have been identified as weak due to distant ties, therefore social capital building must occur through outsourcing by government, so it probably can work if it was considered important enough to involve the community. But as this was an exercise to increase the profile of Wales in overseas markets, then involving the local community and using any form of social capital was not a major priority.

Of course, one can exaggerate and quote social capital as the key to potential success in a myriad of issues, from education, aging, and mental health to the battle against inner-city crime and the rejuvenation of the South Wales Valleys. In the international arena, strong social capital supposedly explains East Asia's economic success, while inadequate social capital explains the failure of the former Soviet Republics. In his book, Trust: The Social Virtues and the Creation of Prosperity, Francis Fukuyama (2008) argues that the most successful nations in the new free-market world will be those with religious and cultural underpinnings that promote voluntary associations and help prepare people to work cooperatively in large organisations. And in two articles in The American Prospect, Robert
Putnam (1996) argues that what residents in American ghettos, poor farmers in the Third World, and parents everywhere need is a healthy dose of social capital. However, in the world of the mega-event using social capital to help construct the event is not seen to be important, although the creation of a legacy that brings the community together afterwards is now considered to be important.

6.3.2 Political Capital

Political capital as defined by Bourdieu (1986) is the sum of combining other types of capital for purposive political action or the return of an investment of political capital which is returned into the system of production (reinvestment). This, more or less, means that if one has political contacts, then these contacts can be converted into certain outcomes if treated properly.

As opposed to the community-orientated event, stakeholders in the Ryder Cup Wales event were unequivocal as to the importance of political capital in their event. When asked if he thought that politicians were a help in putting an event like the Ryder Cup together, Roger Pride answered:

> Yes, absolutely, I think you need to have the commitment of the politicians. Because something on the scale of the Ryder Cup and bigger events like the Olympics, it's absolutely essential that government is behind it. Because government not only needs to fund it but also make sure that all the machinery of government is behind making the whole thing a success.

Jonathan Jones, former Chief Executive of Visit Wales was in complete agreement:

> Yes, absolutely. Politicians generally control the budgets, whether it's at national government level or local authority level. Unless you get the right amount of budgets voted to do the job, then it's not going to happen. So it's very important right at the beginning to get political support and once you get that and it's cross party then it takes all that political wrangling out of it and at the moment I think there is cross party support in Wales for the fact that major events can bring prosperity and raise the profile of Wales.
Clearly, Sir Terry Mathews, owner of the Celtic Manor Resort, and Wales' only billionaire, could see the benefit of political capital, as Andrew Morgan, Chairman of Golf Development Wales, explained in the beginning of his interview:

The idea was first thought up by Terry Mathews as a way of promoting the Celtic Manor and Wales as a nation. He approached Rhodri Morgan, who agreed with him. They contacted Tony Lewis, the then Chairman of the Wales Tourist Board, the Chairman of the WDA, the Chairman of the Sports Council of Wales, the leader of Newport City Council and myself representing golf. Within six months we had submitted the bid. That was in 2000, we were six people who had a certain amount of executive authority.

There seems to be quite a lot of political capital here, put into motion by the richest man in Wales and this is possibly an excellent example of how political capital works, and Andrew Morgan's assertion that they had a “certain amount of executive authority” could also be seen as code for a lot of political capital.

However, two years following the event, with a change in politicians and new goals set for Visit Wales, the political capital of some of the people involved in the Ryder Cup has probably evaporated along with the slipstream of the aeroplane that took the Ryder Cup executives to their next destination, while, the political capital of people like Sir Terry Matthews has probably remained as solid as his financial capital.

6.3.3 Cultural Capital

As we have seen in Chapter 2, cultural capital, which was conceived by Pierre Bourdieu (Outline of a Theory of Practice 1977) refers to non-financial social assets; they may be educational or intellectual, which might promote social mobility beyond economic means and in the case of events can help stakeholders achieve success where others might not. Parents provide their children with cultural capital by transmitting the attitudes and knowledge needed to succeed in the current educational system. This cultural capital then accompanies the children as adults into all spheres that they are involved with.
Bourdieu has made the theoretical claim that cultural capital is a source of social power, and that it is “crucial in the battle for relative standing within the community” (Swartz, 1997 p.77).

According to Swartz (1997 p 89 -92), cultural capital can be defined in the following terms:

- Cultural capital accrues from the strength and quality of networks connecting members of ethnic, religious/faith and minority groups together (e.g. in extended family structures). This includes beliefs and practices etc. that are passed down through generations.
- Cultural capital is the set of values, norms, traditions and behaviour which individual group members and groups as a whole can develop into assets or resources to leverage economic, political and social gains. For example, through being converted into other forms of capital or leading to infrastructure that promotes social cohesion through cultural production and consumption, such as festivals, ethnic market places etc.
- Cultural norms, values etc. are a continuing source of cultural capital stocks.

Following interviews with those people involved in the Ryder Cup 2010 in Newport and the Charles Rolls Centenary in Monmouth, some of whom I have already quoted, I have been led to ask the question - is there a link between social class, cultural knowledge and participation in successful community-led event?

What are the means – including but not limited to cultural participation – through which educated parents produce cultural capital in their children, and could participation in community-orientated events help to level out the playing field for children with less cultural capital? At present, I would be unable to answer this but it would be helpful to study the effects of participating in and volunteering in community-orientated events on children and young people.

Much research has focused on the link between cultural consumption and educational attainment. For instance, Ganzeboom (1982) even distinguishes between two key strands in the literature on cultural reproduction, the 'status-seeking theory' of cultural consumption, and the 'theory of information processing'. And I think that we saw with the involvement of a person who worked with schools in the Monmouth area, who was funded
by Rolls Royce for a year, that cultural capital can be successfully increased as part of a micro-event like the Charles Rolls centenary and that this could perhaps be an aim of some festivals.

As regards both mega and community-orientated events, it is much more difficult to assess the role that cultural capital plays in their success. Many, like Bourdieu, feel that people who are socially privileged obtain better grades in school, perform better on standardised tests and earn higher degrees. And because education is often the pathway to economic success, one is forced to agree with Bourdieu (1971) that social privilege and academic success are closely linked.

However, whether cultural capital has any bearing on mega or community-orientated events has been very difficult for me to identify in this study and, as a result, I decided that it could play no further part in my model, although it was always in the back of my mind and I felt that it should be a topic for further investigation if one could devise a better way of assessing its use in events.

6.3.4 Outcomes of the data obtained from the Ryder Cup Wales interviews

a. Social capital

The interviews with the Ryder Cup stakeholders probably illustrate well how the idea of social capital was not taken into account at all prior to the event. If we look back at the literature review, we see that social capital is about the value of social networks, bonding similar people and bridging between diverse people, with norms of reciprocity. (Putnam 1995)

Perhaps the animosity displayed towards the Ryder Cup by a large portion of the local population on the TV and in the press was due to the fact that hardly anyone felt that they had ownership of the event. And, of course, this would have been difficult to do, considering the fact that only a small percentage of the population in Wales actually plays golf, as demonstrated by a declining market share.
On 28th September 2010 BBC Wales On-line published an article that said that:

Golf clubs in Wales are battling a long term fall in membership with a warning some may not survive. The profile of the sport has never been higher with the Ryder Cup teeing off at the Celtic Manor in three days time. But many clubs are increasingly looking to visitors to keep going due to an ageing and declining membership. Around 40 new nine and 18 hole courses have opened in Wales in the last 20 years with fears there are now too many chasing too few members. The Golf Union of Wales said it was working with clubs to help them tackle the problem and to increase participation in the sport. Last year it undertook a major survey on the health of Welsh clubs and said it remained a fair reflection of 2010. A total of 107 of the 159 affiliated clubs took part with 69% reporting falling membership and just 13% saying it was increasing. Only 8% said they were not actively seeking new members and only 8% had a waiting list. Almost a third said annual income had decreased since the year 2000.

Smith (2008 p.3) in her paper entitled When the Games Come to Town, flags up the dangers of not involving local communities and states, “The host city’s population often comes last in a group of Olympic related winners and may find themselves to be losers.”

Although social capital was seen to be of importance in organising the event to Jonathan Jones, the then Chief Executive of Visit Wales, for Rob Holt and Roger Pride it was seen not to be as important as having the financial capital in place. On the other hand, it was considered important to try and create social capital by involving the community once the event had been organised, using some local people as volunteers with activities like parking, or inviting local schools to attend the golfing events at the Celtic Manor in the days prior to the event, so that they would feel involved and that they would, in this way, form part of the legacy.

b. Political Capital

Unlike the community-orientated event, stakeholders in the mega-event thought that political capital was of the utmost importance because it was the politicians who control the budgets. For this high-profile event, the inference was that politicians, both on a local and
national level, were keen to be associated with an event that had the potential to bring attention to their part of the country and to themselves, although the interviewees were unwilling to say this during recording.

c. Cultural Capital

As with the organisers of the community-orientated event, it has been difficult to assess the importance of cultural capital in the success of this mega-event. However, it does seem that mega-events now see the benefits of creating cultural capital with local people by training volunteers and providing them with skills that they can perhaps use in future events. Although, with the community-orientated event, the education officer working part-time for Rolls-Royce plc was able to provide potential employees with a much more concrete prospect of employment in one of the most prestigious companies in the world.

Nevertheless, because of the difficulties of assessing and evidencing Cultural Capital, it was decided to take this form of capital out of the mix and leave for a later study when perhaps another way of assessing it could be found.

6.4 Unexpected Findings

a. A Post-Ryder Cup Mentality

I think that most stakeholders had become aware of the high expectations created pre-Ryder Cup and that these were not fulfilled. This may have been one of the elements that brought about a post-Ryder Cup mentality.

Heledd Williams, formerly with Ryder Cup Travel Services, was the person who I considered spoke most honestly about all aspects of the Ryder Cup, possibly because she was the one person who had day-to-day contact with hotels and transport.
I think expectations were a massive barrier, they were so high, expecting the Ryder Cup to be a massive cash cow that was going to set them right financially. In reality it's just an event, OK it's a major event but it's not that big when you put it into the context of 40,000 people going into Celtic Manor every day versus 72,000 coming to one event at Cardiff city centre.

Gwilym Evans of the Major Events Unit at Visit Wales, which was created post Ryder Cup, stated,

As far as I'm aware, the only host city that has made a real success of the catalytic nature of a mega-event like the Olympics is Barcelona, and they had the sustained use of those facilities from subsequent events.

Howard Williams, owner of the Allt-yr-Ynys Hotel, and who hosted Ryder Cup spectators, also worked as an hotel consultant involved with the Olympics in Barcelona and the Ryder Cup in Ireland, goes even further.

I don't think the Ryder Cup fulfils its expectations anywhere. Anyone living within a hundred miles of the Ryder Cup thinks they will be able to rent their house out for thousands of pounds. It just doesn't work like that. It didn't in Wales and it didn't in Ireland either. Based on my experience in Ireland I was sure that the house renting wouldn't happen in Wales, even more so because of the proximity of so much accommodation in England. There were hotels between here and Birmingham that were all offering very low-rate deals because there was so much accommodation on offer with quite a finite market. And the other expectation that people are going to come for weeks and weeks. The Ryder Cup is a three day event and with the economy as it was and still is, gone are the days when people come on junkets a week before an event like this and then stay on for a week afterwards. They're all in and out quickly. Everyone thought there was going to be a good solid two week booking but it just didn't turn out that way.

Howard Williams mentions expectations and people who had paid to have their houses on a web site to rent them out at extremely high prices but it seems that none of this actually happened and the prices that were being charged were far more than people could pay to stay in luxury hotels in Cardiff, Bristol or London. Again, Howard Williams repeats the point that others have made that the Ryder Cup doesn't really last much longer than an international rugby match and probably a lot more money is spent in the community at a rugby international and most local people feel that they have ownership. Shopkeepers in Cardiff complain that shoppers tend to stay away on international days but as Dermot Keegan, manager of the Holiday Inn, Cardiff, pointed out in his interview,

Shopkeepers seem to accept this with the knowledge that other sectors of the economy like accommodation and hospitality are benefitting and that some of these benefits will eventually be passed on to them.
Lynne Richards, Tourism Officer for Newport says, looking back at the event,

> What I'd like to see is that we tie in the event organiser very early on into what our needs are. Because sponsorships are closed down. How do we get our message out? We should be able to provide Welsh food at these events and on their media we can give out images. This won't affect their sponsors but they should agree to our impact on their event to promote Wales and a sense of place.

This sounds like frustration with being unable to influence the organisers and Mark Lloyd, Tourism Officer for Monmouthshire County Council echoes this.

> We found that the Ryder Cup brand is a closely guarded brand. This is probably as critical as anyone in a local authority can get.

Rob Holt’s view was,

> A major event will always have an impact on a local community. There are always going to be conflicting views. If you’re a non-golfer you could well say that it’s bringing nothing to my area, while others were very pleased and wanted ownership, saying it was happening in Ringland.

Clearly, when one has experienced an event and after it was so long in the planning, as Roger Pride pointed out, the reality rarely matches the expectations but surely common sense could have told stakeholders that an event of this kind that lasts less than a week would never achieve the benefits that some were claiming for it.

b. Falling Participation Figures

Those involved with the event must have known well in advance of the event that golf figures were stagnating, if not dropping.

Sartori (2012 p.2), in a report for the Golf Business Forum said:

> While the growth of golf started to slow down after 2005, last year was the first time there was an actual decrease in registered golfers. The decline can be attributed to two factors: the reduction in the number of golfers in some of Europe's largest golf markets, especially the UK and Ireland, and the lack of dynamic growth in Europe's emerging markets, specifically Eastern Europe and the South-East Mediterranean.

Obviously, the contract for Newport had already been signed and perhaps the argument for the competition could be that this was helping Wales to be more attractive and competitive in a market that was becoming increasingly adversorial.
Hopefully, participation figures in other sports relating to other mega-event will be on the increase in most other fields but I imagine that it would be salutary to investigate the popularity of an activity before investing in it so heavily.

c. Inward Investment

Although hosting a mega-event is supposed to bring inward investment, none of the stakeholders could point to anything that had come into Wales as a result, and Calvin Jones also argues that potential investors were just as likely to meet up and discuss where they would obtain the best return for their money, which would more than likely be the Far East. And to reiterate what Calvin Jones says,

> Just because the Ryder Cup happens in Wales doesn't mean that people at a high level are going to get around a table and discuss the possibility of investing here. What they may discuss is where to invest to get the best return on their money.

Even Jonathan Jones, at the time Chief Executive of Visit Wales, casts doubt on the financial benefits to Newport itself,

> Many people in Newport itself feel that it didn't bring the prosperity they had been promised. What, in fact, happened was you had a lot of people watching the games and then coming to Cardiff because Cardiff is a much nicer city than Newport at the present time. And, of course, we were in a recession anyway, so instead of shops opening in Newport, they were probably closing.

In fact, the event seems to have had no effect on inward investment at all, as highlighted by the Western Mail in June 2012.

> Wales suffered the biggest fall in foreign direct investment into the UK last year, according to new research published today by Ernst & Young. The professional advisory firm's annual UK Attractiveness Survey show that Wales only secured nine foreign-sourced projects in 2011 – creating 1,090 jobs, compared to 19 in 2010, creating 1,797 jobs. Its share of overall projects into the UK of just 1.3%, represented a decline of more than 50% on 2010.

At least no-one is now promising that the 2015 Rugby World Cup will be bringing inward investment to England, but there is time yet for that. At the same time, even though there was much said about inward investment as a result of the 2012 Olympics, there have been no pronouncements about any successes from the government.
d. Lead-in Time

Roger Pride looked back and thought that the lead-in time was too long for the event.

I think that ten years is a very long time to build up to a golf tournament. It’s longer than the gestation period for the Olympics. I think that that’s too long to be honest. It’s very difficult to maintain momentum across ten years.

It certainly would have cost a lot less in terms of paying a team of people to prepare the scene here in Wales and the long lead-in time required for mega-events underlines a weakness that smaller events like community-orientated ones can claim an advantage over every time, in that they require a much shorter lead-in time because they are, by their nature, less complicated and ambitious which doesn’t mean that they are any less important to that particular community.

However, if we look at the process involved in the lead-in to an event like the Ryder Cup, it is easy to see why it does take so long because the preparation for the competition itself is a complex process. It entails composition of a speculative bid document, promotion of the proposals to members of the international Ryder Cup committee, amendment of initial plans once the bidding phase is over, establishment of legal provisions and structures for the event administration (in this case Ryder Cup Wales), and the co-ordination of various construction projects, which are under pressure to run on time and on budget. This transition can result in dissonance between the initial concept put forward by people like Terry Mathews, the owner of the Celtic Manor venue and eventual project delivery. This accentuates risks and the anticipation of crisis scenarios. The potential for slippage in construction schedules is very problematic because of the global profile of the Ryder Cup and other mega-events and an immovable programme of competition means that postponement or relocation of any events would constitute a critical failure. For instance, with the Rugby World Cup in Wales in 1999, there were fears that the Millennium Stadium, where some of the competition would be taking place, would not be completed on time.
and within budget. In fact, this was achieved and the Millennium Stadium has become one of the most iconic stadia in the world, but it led to much anguish with the Welsh Rugby Union and not a little cause for mischief in the media in the months prior to the event. It is thus easy to see why community-orientated events can be much more flexible, do not need such a huge lead-in time, neither do they need to suffer the stress of being in the international eye for a sustained period.

e. Public Sector Involvement

Heledd Williams thought that too much involvement with the public sector and having them continually present at meetings had slowed decision-making down a lot.

I'd change the amount of public sector involvement in trying to get things done and decisions made and things to move forward....The problem is, the bigger the event, the greater the people around the table. Everyone has an opinion, everyone needs to look after their own interests, their electorate, or whatever and people lose sight that it's an event that needs to happen. So having meetings to discuss meetings is not going to change that event – it has to happen and be put in place.

Perhaps this was due to Ryder Cup Wales being a one-off event that nobody in Wales had any experience of previously and the public sector was behaving cautiously, as a result.

On the other hand, Elfed Roberts, the organiser of the National Eistedfod, permanently works very closely with all the local authorities in Wales - out of necessity because his event occurs annually in a different part of Wales and he is very positive,

Working with the local authorities in Wales, we are able to locate potential sites for future eisteddfodau and make all sorts of contacts that we wouldn’t have without them. As far as we are concerned their assistance is invaluable. We have a very good understanding with a whole range of public bodies.

Likewise Tim Powell of Orchard PR and Media, who organises events like Merthyr Rock and Brecon Jazz.

Local authorities are fine if they know what you are working towards and that it is of benefit to the people living in their area, because if it’s a success it reflects well on everybody. They don’t want an event that they’re involved with to be a failure any more than we do. But you have to be clear about what is needed and where and when.
This also highlights the fact that local authorities probably feel more secure with local events that occur on a regular basis and where they know exactly what is required of them and the people they are dealing with.

f. The Importance of a Regular Series of Events

Dermot Keegan, former General Manager of the Holiday Inn in Cardiff during the Ryder Cup pointed out the preference of the hotel sector for a regular series of smaller events, rather than one mega-event that never comes back, emphasising that they are more sustainable over the long-term and can even extend the season effectively.

I was part of a focus group for Cardiff and what we all agreed on was that we needed a lot more smaller events like the Cheese Festival and the Big Weekend which we can define and events like the RHS Flower Show. They are quite small but if we've got lots of those it keeps it ticking over and, more importantly, there are no massive spikes, with no massive hikes in room prices etc. It is then perceived as a great value destination, or an added value destination. At the end of the day, there's nothing wrong with the mega-events, or the smaller ones, as long as they are managed properly. But given the choice if I'd want fifty two small events or one massive event, I'd prefer the fifty two smaller ones.

Calvin Jones has already emphasised the importance of the regularity of an event if it is going to be of worth to a community.

Any intervention, if it only happens once, it can have very little effect. Whatever, it is - rehab, or the Olympics. It has to happen on a regular basis to have any effect.

Events like Brecon Jazz and the National Eisteddfod seem to back up Jones’s statement and also seem to indicate the value of destination-inspired events, which have a more sustainable approach in terms of ownership, operation and future development.

6.5 Summary

Because of the nature of the mega-event, the organisers’ view of social and political capital was, on the whole, quite different to those of the organisers of the community-orientated event, but so were the aims and objectives.
There had been a significant change in how nearly everyone viewed the Ryder Cup event following it taking place and this was probably one of the reasons for setting up the Major Events Unit, which now looks at funding events much more strategically,

One of the interesting outcomes of the research was that the hotel sector prefers a regular series of smaller, possibly community-orientated events that occur every year, so that they can be planned for and do not cause the spikes that accompany a mega-event.

This then led me to evaluate the model so far and it seemed reasonable from the responses that I had obtained to conclude that:

a. If a mega-event is taking place in a country that the organising committee could be comprised of some organisers of community-orientated events,

b. That representatives of the community events could bring a sense of place and community to the mega-event together with social capital.

c. That representatives of the mega-event could bring sponsorship and financial capital to the event together with political capital.

d. This more rounded mix of social, political and financial capital could conceivably bring about a more sustainable legacy in the shape of community-orientated events that were more robust due to the added impetus given by the mega-event.

e. When a country agrees to subsidise a mega-event, it should be able to specify that there are certain actions need to be taken by members of the mega-event and these can be measured by Key Performance Indicators.
Chapter 7
Phase 3
How does the Roman Model relate to other contemporary events?

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Chapter 7
Phase 3

7.1 Introduction

Following my interviews with stakeholders in a community-orientated event (the Charles Rolls Centenary) and a mega-event (Ryder Cup Wales) and having considered the results in relation to the Roman Model, it was now necessary for me to take my findings out of the Ryder Cup/Charles Rolls Centenary bubble and consider them in relation to two unrelated events. The first was Merthyr Rock, which started off as an off-shoot of the Hay Literary Festival and a community-orientated event that lasts a weekend at the end of August/beginning of September. The festival aims at local people and those from farther afield but with a substantial budget of £250,000 and a grant from Visit Wales. The second was a much larger event, The Thames Festival, which also only lasts a weekend in September, but which is also community-orientated with a budget of around £1.5m.

I had further developed my model following interviews with stakeholders in the Ryder Cup, as explained in the summary of Chapter 6 and had realised that the aims of a mega-event and a community-orientated event were different.

At this point I was still not certain if my model would prove to be correct, but it was a starting point and I hoped to refine it further after interviewing Rhodri Jones of Merthyr Rock and Adrian Evans of The Thames Festival. From here I planned to take it further by interviewing a group of people involved with mega-events and community-orientated events in both a practical and theoretical way to see if they were in agreement. Having done this I was aware that I would probably have to modify my model even further.
During the course of my research some people asked me why I needed a model at all. One respondent suggested that because this was work that was of a practical nature that all I needed in these circumstances was to record the facts and then simply present them at the end of the study. However, I felt that if I could form a model that could encompass my work, it would help me to focus on my investigation. And, in fact, as I progressed I noticed that a lot of information was coming out which was extremely interesting but which really had nothing to do with my study and I felt that my hypothesis was helping to ensure that I stayed on course in my investigation.

Initially I thought that organisers of events - large or small - needed a mixture of Social, Cultural and Political Capital to ensure the success, or otherwise of an event and that it should also be possible for a mega-event and a community-orientated event to co-exist and feed off each other, even if they had different goals and bring about a form of co-creation. Co-creation, in the view of Prahalad and Ramaswamy (2000), not only describes a trend of jointly creating products. It also describes a movement away from customers buying products and services as transactions, to those purchases being made as part of an experience.

However, I found that this was rather optimistic and that even though events could be occurring geographically in the same place and some of the aims could possibly overlap, the overall ethos of a mega-event was financial, while the ethos of a community-orientated event was normally the well-being of the community. Of course, this is not always the case and Mathesson (2006) cites the effect of South Africa hosting the Rugby World Cup in 1995 and the president of South Africa wearing a South African rugby shirt as he presented the captain of the winning team which also happened to be South African. Mathesson argues that this was a powerful image for the inhabitants of the new rainbow
nation as well as the rest of the world, demonstrating that they could compete, win and be accepted on the world stage. However, this then contrasted starkly with the 2010 FIFA Football World cup, where critics inside and outside of the country questioned the wisdom of hosting the event.

Obviously, the event will reverse stereotypes of the “dark continent” besides South Africa remaining in global consciousness for years. While such intangible benefits are priceless, South African taxpayers will be paying for this World Cup for decades. And, examined closely, the psychological “feel-good factor” is not as significant as wrestling the vast, serious and more urgent socio-economic challenges facing the 16-year old democracy. Cynics are also asking whether Pretoria could have spared the $1 billion (Sh81billion) spent on the 10 swanky World Cup stadia on socio-economic projects, had it been denied hosting rights.

(The Citizen, 2010)

Soccer did not have the grass roots support in South Africa that rugby had and I had become aware that mega-events can be embraced by the local community, if the event that is being celebrated actually means something to the host community, as with the Rugby World Cup in Wales in 1999.

As a result of the first two phases of research with people involved with the Charles Rolls Centenary and the Ryder Cup Wales event, my proposal was that if, as with events in the Colosseum and the Circus Maximus in Rome, representatives of the community could be involved in the decision-making as regards both types of event, then this would ensure their continued success. Of course, Rome was a dictatorship when both buildings were being used but this in no way affected the smooth functioning of events in the Colosseum or the Circus Maximus. Because of the intrinsic static nature of the buildings, both venues held events that remained in Rome and which ensured a stability and the populace’s contentment with the regime.
7.2 Merthyr Rock

Merthyr Rock began in September 2011 and BBC Wales described it as staging “possibly the best bill of Welsh bands ever put together”, which was something of an achievement, as Merthyr Tydfil was struggling to shrug off its post-industrial wasteland image. The festival was an off-shoot of the incredibly successful Hay Literary Festival.

I interviewed Rhodri Jones, the then director, a few months after the first Merthyr Rock festival had taken place. I had heard of the event taking place in an unlikely town like Merthyr Tydfil but reading the critical reviews before I interviewed him, I found that it had been rapturously received in both England and Wales by the rock press. And when I asked Rhodri how it was perceived in the town of Merthyr itself, he was extremely enthusiastic,

> No exaggeration, it was overwhelmingly positive. Because a large proportion of the audience is quite young, social networking was very important. We were monitoring Facebook and Twitter all the way through it, as well as the standard feedback forms. I was quite worried because I'm used to social media being used to slag things off but there wasn't one bad comment. There was something about Cyfarthfa Park being close to some residential properties and there was one person who wrote, “My Nan's vase just fell off the mantelpiece, can you turn it down a bit?” But generally it was alarmingly positive. We didn't even want it to be like the Hay Festival when it comes to town. We wanted Merthyr to have ownership and it was great when the Blackout got involved and they almost treated it like their own home-coming gig.

7.2.1 A new form of social capital

Rhodri Jones had clearly learned from the Hay Festival that social capital is important in allowing local people to feel ownership of an event and perhaps social media is one of the most recent forms of building social capital and a form of social capital which has not yet been studied by experts like Bourdieu (1986) but which is affecting many areas of society including the events sector.
7.2.2 Increasing cultural capital

The festival also played a part in creating cultural capital with its outreach work and its decision to take on interns. So, clearly, for a community-orientated event like this, Social and Cultural Capital contributes to its success and the fact that the organisers want it to run regularly every year.

The strength was that it really changed a lot of people's minds. We had a lot of comments from people from Merthyr saying “It's the first time I've been proud to say I'm from Merthyr” and a lot of people have started to realise it's not a scary place and is quite a nice place to go. It was a real triumph in that respect. We did a lot of outreach work. For example, we took on six interns from the local area to work on the festival as part of our mission. It's what we do at Hay. The idea of the festival was, because we had the chance to build it from scratch, when we took on Brecon Jazz there were certain expectations from it. But with this we could be idealistic and one of the reasons we got major events support was because it crossed over many of the areas that they wanted to achieve. What we wanted to do was buck the trend that often happens in Wales, which is to have a production team from outside Wales come in like the circus coming to town with a big production team coming and they set it up and it's great but it doesn't have a knock-on effect for the town. Especially with it being Merthyr, it gave us a real opportunity to make the most of what there is. There are no venues, there's nowhere really to catch live music and a lot of my planning was looking at it as if I was a sixteen year old kid who was into rock music these days and to use the festival as a first step up in a career in the music business.

One could also surmise that the organisers were trying to initiate a bottom-up approach by involving the grass roots and giving local people ownership of the festival. Whilst I had decided that Cultural Capital was now no longer to play a part in the Roman Model, I felt that it was significant in respect to any further study that I might be carrying out in the future, such as using social media to acquire Cultural Capital.

7.2.3 Sustainability of the event

This idea of sustainability and an annual event which has been initiated by the organisers of Merthyr Rock backs up Calvin Jones’ assertion,

One-off interventions have very little effect, whether it's drug rehabilitation. Rehab doesn't work if you do it just once, likewise it's very hard to change the trajectory of anything long-term by just doing something once. If someone volunteers to help at the Olympics, they go there they meet loads of new people and maybe develop their personal skills, and they have a great three
weeks. If they then go back to their old way of life in East London, doing the same things they did before, then their lives will have the same outcomes. You have to intervene at regular intervals. Actually changing outcomes for people, communities, or economies, requires more than one intervention.

Even the official magazine for volunteering, The Third Sector, expressed doubts about the legacy for volunteers of the 2012 Olympics.

The potential for an Olympic legacy in volunteering rests on several factors, including the ease with which Games Makers can find new volunteering opportunities and the stories they tell to family, friends and colleagues about their experience.

(Griggs and Pudelek 2012 p.1)

Of course, Merthyr Rock, as Rhodri pointed out, had to perform well in certain areas that the Major Events Unit - the body set up to attract events to Wales after the Ryder Cup - had deemed were important post-Ryder Cup and these include,

**Economic** - *To stimulate new enterprise and business growth.*

*Promote tourism in key markets.*

Merthyr Rock was, indeed, a new enterprise, using the grounds of Cyfarthfa Castle as its base with the attendant merchandising and catering during its three day period.

**Socio-Economic**

*Widens access to, and encourages sustainable participation in the arts, sport or physical activity. Provides Welsh audiences with world class experiences. Promotes, supports and makes use of the Welsh language.*

The festival created internships at the festival and when I contacted Rhodri three months after the interview he assured me that several of the interns had then gone on to secure jobs in the music industry both in Wales and in England. Some of the groups that performed are on the national circuit and the event has been lauded in the music press and on national radio. There was, however, no mention or use of the Welsh language and
no Welsh language groups have performed at the festival but presumably there is the opportunity for this to be incorporated into the festival in the future, which might see positive Welsh socio-economic impacts and the development of home-grown talent.

**Environmental**

*Raises awareness of sustainable issues. Minimises waste through reduction, reuse and provision of on-site recycling facilities at the event venue.*

I was assured that there were separate bins for recycling but Rhodri admitted that the people attending the event showed little thought for the environment and it was a problem with most pop festivals.

**International Profile and Reputation**

*Promotes the Wales brand in key overseas target markets.*

Initially the festival was aimed at an audience based in Wales and England but already in the first year there were visitors from Germany and Holland and because of the use of internet marketing, promoting to the right audience has become less of a problem. The only question now is if the offer is attractive enough and whether the distance is an obstacle.

I agree that these factors are extremely important and, looking at other events that I examined in this work, including my own, I realised that most of the points would be quite easy to implement if discussed in the planning stages. And because of the massive advance planning, Ryder Cup Wales could probably say that it met most of the key points outlined above, even with the use of bilingual signs in important areas, which was not the case with Merthyr Rock.
7.2.4 The Roman Model and Major Events Unit Framework

Even though the model is based on events that came to an end 1500 years ago, it still sits very comfortably within the requirements of the Major Events unit of Visit Wales in that it proposes a sustainable framework where community-orientated events run regularly in tandem with any mega-events that can be attracted because both sets of events are being run with the involvement of the community. Because of this, local communities have an interest in their environment, their culture and the socio-economic questions that both micro and mega-events bring up.

7.3 The Mayor’s Thames Festival

The Mayor’s Thames Festival is London’s largest outdoor arts festival. It is a celebration of London and the River Thames and is free and open to all. Launched in 1997, the festival takes place every September and is delivered by the Thames Festival Trust, a not-for-profit charitable trust with an independent board of trustees.

Despite the fact that it is a very large festival and it has a small amount of financing from the Mayor of London, Adrian Evans, the Director, was clearly frustrated by his inability to manage to get his festival to work together with either the Olympics or the Paralympics.
And even though Boris Johnson, the Mayor of London, was involved both with the
Olympics and with the Mayor’s Thames Festival - the festival is named for him, Adrian
Evans clearly felt that he had chosen not to use his influence to support the community-
orientated event and that Adrian’s political and social capital was probably outweighed by
other ambitions that Johnson may well have had:

Well, the mayor at the moment gives less than 4% of the annual
budget so he’s involved and in as much as he’s visited us once
in his recent tenure, there is a sense of value but I wouldn’t
over-emphasise it.

Adrian Evans then went farther when I suggested that it was difficult for a mega-event and
a community-orientated event to work together.

They’ve spent a lot of time and money developing their brand
and they don’t want it diluted and they want it protected. Their
brand is going to be in your location for a while but then it’s
going to be somewhere else. I totally agree that trying to work
together with a mega-event from the point of view of one like
mine is going to be extremely difficult.

Adrian Evans clearly felt let down that a high-profile like his that ostensibly had the backing
of Boris Johnson still carried no weight with the Olympic committees and illustrates the
power that the committee of a mega-event has in relation to the politicians and the
destination management organisations, which of course, led me to ponder once again how
a community can be represented effectively in the embrace of a mega-event.

7.4 Predictions

An important part of any model is that one can predict certain behaviour as a result of
having made the research and I began to think that various patterns could be predicted as
regards relationships between mega and community-orientated events. For instance,
1. Social capital will not be considered important by the organisers of mega-events
   because they rely heavily on the local organising committee to deal with the basic
arrangements on the ground and, unless properly briefed, local committees will meekly follow the wishes of the over-arching body and the ambitions of politicians who wish to further their careers.

2. Social capital will remain important to community-orientated events, probably because budgets are small in these types of events and good-will becomes crucial to get things done. However, without encouragement from the host government, a mega-event will not wish to get involved with the host community directly, preferring to use local organisers to do this, but it might be possible to use those people already involved with community-orientated events as a conduit for this..

3. The cultural capital of volunteers will be created by training and used more and more by mega and community-orientated events in an attempt to reduce organising costs.

4. Organisers of mega-events will continue to groom politicians because, as Jonathan Jones rightly pointed out, politicians hold the purse strings. At the same time, community-orientated events will continue to have little political involvement; firstly because most organisers of local events have little political capital and secondly, these sorts of events are considered to be relatively unimportant to politicians.

5. Western governments may slowly become aware of the unsustainability of mega-events and their negative effects, like a communal hangover that they bring about once they have left. But developing nations will still vie to outbid each other for what are perceived as high status events, in an effort to put themselves on the world stage.

However, having given these predictions some thought, I was aware that repetition is probably the only reliable source of scientific knowledge and that the repeated observation of phenomena is understood through accepted hypothesis. And I was, by now, also aware that accepted hypotheses, after they are repeatedly tried, are referred to as models.

We have no other notion of cause and effect, but that of certain objects, which have been always conjoin'd together, and which in all past instances have been found inseparable. We cannot penetrate into the reason of the conjunction. We only observe the thing itself,
and always find that from the constant conjunction the objects acquire a union in the imagination.

(Hume, 1740: 93)

7.5 Summary

Of course, over 1500 years have passed since Rome ruled the known world but it would take until the 19th century before another city would reach the same size of about 1m inhabitants, and London was that city. Since then other cities all over the globe have rapidly increased in size up to the point where we have no real idea how many people live in them. Nevertheless, from my discussions with Rhodri Jones of Merthyr Rock and Adrian Evans of the Thames Festival, it is clear that communities from towns of all sizes still want and need to feel involved in whatever is happening in their area and that if we are to move forward, community leaders should be involved in whatever size events affect their communities.

It can be seen from the Major Events Strategy, put together by Visit Wales (see Visit Wales website) following the Ryder Cup, that Visit Wales has seen that communities in Wales and the rest of Europe are now demanding more meaningful involvement and more responsible and sustainable tourism practices. Local communities today have a very important voice in the way in which tourism is developed and resources allocated. Tourism and events provide entrepreneurial opportunities for small operators and these activities can foster balanced development and empower rural communities.

Charles Rolls Centenary, Agincourt Square, Monmouth
The tourism industry itself now demands more meaningful involvement and more responsible and sustainable tourism practices as laid out in the former Wales Tourist Board’s strategy paper called *Achieving our Potential* (2000), probably because of the ease of communication that has developed over the past twenty years. Because of this we have a social capital that has increased throughout the sector due to non-traditional processes, or perhaps it is a new form of social capital.

The local community, as in Rome, wants to be involved in everything that a festival-goer demands when attending an event, and this includes all aspects of the hospitality industry, making the tourism value chain extremely important and, clearly, as hoteliers have pointed out earlier on in this study, they would prefer to have regular, controllable business that they know is going to come back year after year, rather than a massive event that comes only once, causes upheavals and then departs leaving a lot of the community unfulfilled. Moreover, in Rome the street vendors and local accommodation providers were always part of the continuing programme of events and were in no way sidelined from what was happening in the respective venues - in fact, they were an integral part of the show, rather than kept out of the picture because they were competing with sponsors. Tourism Queensland highlights this in a guide to festival organisers and the travel trade,

One of the core elements of sustainable tourism is that the tourism industry takes into account the views and aspirations of the host community. Their support for tourism development and promotion is essential and genuine community involvement can enrich the visitor experience. When a community is involved in the direction of tourism development it is more likely to become an active partner and take a particular stake in the development of the destination.

*(Tourism Excellence 201*
The Roman Model (Phase 3)
The Roman Model following interviews with stakeholders in the Ryder Cup Wales and the organisers of the Thames Festival and Merthyr Rock. Even if there are representatives on both organising committees, as was the case with Boris Johnson, unless these joint representatives are motivated by Key Performance Indicators set out by the government, which is paying for the event, then the community-orientated event tends to lose out, as in the Thames Festival.

It was with the recent interviews in mind and having modified the Roman Model as in the diagram above, I then went in search of my final group of respondents.
Chapter 8
Phase 4 Testing the principles of the Roman Model on an expert panel

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Chapter 8
Phase 4

8.1 Introduction
I had originally thought that I would now test my model against a group of seven people but three of the seven I had chosen - Gwilym Evans of the Major Events Unit in Visit Wales said that he didn’t have enough time to answer my questions and Peter Cole of Capital Region Tourism, and Adrian Evans of the Thames Festival, chose not to answer at all when I wrote to them this time, which left me with four people - Professor Terry Stevens, an independent consultant specialising in events and stadia, Tim Powell, an organiser of a wide range of events, Elfed Roberts, the organiser of the National Eisteddfod and Professor Calvin Jones of Cardiff Business School. However, I think that four was enough, in that their standpoints were all quite different and I had only interviewed one of them, Professor Calvin Jones, before. Calvin Jones has done a lot of research into mega-events, including the Rugby World Cup of 1999, which took place in Wales, and he has also studied the 2012 London Olympics to a lesser extent. The other three people I tested the model on were Terry Stevens, who has studied a range of major events and the stadia that they are held in over more than twenty years. The third person was Tim Powell, who is a director of Orchard Media and PR, a company that organises a large number of events each year, including Brecon Jazz, one of the leading jazz festivals in Britain, The Great British Cheese Festival in Cardiff Castle and now they have also taken over Merthyr Rock. The fourth person, Elfed Roberts has run the National Eisteddfod of Wales, a peripatetic annual festival that began in its present form in 1861 and is the largest folk festival in Europe, with an attendance of over 150,000 people during the week that it is run annually in different parts of Wales and which costs £3.4 million to stage every year and is probably a very good example of how a major event uses social, cultural and political capital to
excellent effect in regard to a minority culture in the face of an increasingly globalised world. Elfed Roberts, the eisteddfod organiser, described it as follows:

The National Eisteddfod is the highlight of the Welsh cultural calendar. Its reach and appeal is second to none. Media-wise, it is the BBC’s largest outside broadcast after the Wimbledon tennis tournament, and is broadcast on TV, radio and online, in both Welsh and English for 150 hours during the week.

As such, it is one of the longest-running events in the world and I was very glad that Elfed Roberts was willing to share his experience with me.

I interviewed three of these four people face to face, as I had done with the people I interviewed previously. The fourth, Elfed Roberts, I interviewed on the phone and they all reacted favourably, yet differently to the questions I put to them.

8.2 The Roman Model

All four accepted that in an ideal world, if one could have representatives from the community or from a community-orientated event on the committee of a mega-event, it would have a beneficial effect on the community and probably on the mega-event. Elfed Roberts, director of the National Eisteddfod was quick to point out the effect the Olympics in London had had on his organisation:

Possibly, if we had had some form of representation on the Olympic committee, we would not have lost our Lloyds TSB sponsorship to the Olympics. It was quite disheartening, especially as Lloyds was originally a Welsh bank. And to add insult to injury, the large screens in the centre of Cardiff only showed what was happening in the Olympics and didn’t touch on anything, as far as I know, from the Eisteddfod, which was taking place a few miles from Cardiff, near Cowbridge.

Tim Powell has no doubts about the importance of having local people on the organising committee. The Brecon Jazz Festival is one of the events his company organises and is a major event on the national and international jazz scene:

Brecon Jazz is a good example of that. Next year it will have been going for thirty years. It’s been a bit of a roller coaster with good and bad times but the idea of a world-class festival emanating from a small Welsh market town, you probably wouldn’t see that
happening nowadays. That’s a legacy of thirty years ago but it developed out of the community - it was local people who developed it bringing expertise from the outside - very much locally owned and the stakeholders around that table were and continue to be local people. And that’s something that has been very important to us in the past couple of years, especially since we’ve taken it on as operators and we have to engage with the local people and very closely with your chamber of trade, your local businesses, your pubs, everything because you can’t just drop festivals like this rom the sky, they have to be an intrinsic part of that community. The more you are part of the community, the more buy-in you get from l ocal people, the more tickets you sell, the more you engage those people in supporting and pushing your event, the better.

Terry Stevens was in total agreement:

It’s absolutely fundamental to any event of whatever scale, there has to be the buy-in of the leaders of the local community.

Gurdoy and Kendal (2006) address this in their article *Hosting mega events: Modeling Locals’ Support* in which they assess key factors on residents’ perceptions of the impacts of the 2002 Winter Olympics as a mega tourism event and how these perceptions affect their support. The model is based on previous literature and uses data collected during the event. They argue that community backing for mega events is affected directly and/or indirectly by five determinants of support: the level of community concern, ecocentric values, community attachment, perceived benefits, and perceived costs

Calvin Jones agreed that locals’support should be important to mega-event organisers but thought that bringing in representatives of the local community to the organising committee of a mega-event was not feasible in the way that mega-events like the Olympics are run at the moment.

Yes it would agree that it’s a good idea but again there’s a key reason why this doesn’t happen and that is the organising committee in the case of the Olympics has one client and in the case of the Olympics it is the IOC and there’s a very clear line of responsibility from Locog to the IOC and other stakeholder and other groups are in reality utterly subservient to the needs of the games. So when it comes to planning processes, closing roads to make sure athletes can get there, when it comes to weather the event is organised to benefit the locality or the IOC, t’s always the IOC that wins. An example of that might be the mountain biking in Wales which never happened. Clearly, it would have been better in Wales but because it was too far away from London in the view of the IOC, Locog took that message, delivered it to the Nations and Regions Committee and Welsh Government and said you can’t have it, t’s going to be in Essex. So if you introduce local stakeholders into that organising committee, Locog in that case, you immediately raise the prospect of diluting that one way responsibility to the IOC. What tends to happen in the Olympics
is they set up other committees which do not have any responsibility - like the Regions and Nations Committee of the Olympic Games 2012, which have an advisory role into Locog but which can’t actually influence anything when it comes to these key tensions. So why would the IOC do it?

And, of course, Calvin Jones is probably right, in that if there are no incentives for the organisers of a mega-event to take into account the local community, then they will not do so for the reasons that we have already discussed, like priorities regarding sponsors and participants, time constraints and the personal ambitions of politicians. However, this does not mean that the host country cannot factor this in when the bid is being made, especially if politicians were made aware of the long-term benefits both to themselves and the community.

In the case of the Eisteddfod, this happens every year. There is a central organising committee but as each Eisteddfod has a two year run-in period, there are always two committees in various parts of Wales working towards the arrival of the Eisteddfod in their part of Wales and, of course, there are always the local eisteddfodau that feed their winners into the national. So with so much grass roots involvement and a sustainability that probably beats any other event of similar size, the National Eisteddfod of Wales possibly could be used as an international example of how a major event can be run to the fulfillment of the community.

8.3 Social Capital

Following on from the interview with Rhodri Jones, who created Merthyr Rock, it had become apparent that social capital in its traditional form had changed very rapidly due to the phenmoenal growth of social media. For instance, writes Robert Williams in the Independent Newspaper (October 2012):

In the beginning of 2009, Mark Zuckerberg (founder of Facebook) proudly stated that if Facebook was a country it would be the 8th largest country in the world. As of 2010 It would stand as the third largest country in the world, right behind China & India and ahead of the United States.
Not only does social media attract huge numbers, they it has spawned communities of interest that stretch across countries and frontiers, and advertisers and organisers of events have learnt very quickly how to take advantage of this.

Tim Powell is quick to sing the praises of social media:

> It is a form of publicity and a way to promote the show but it's also a way for like-minded people of similar tastes, say in music, to link together. You are suddenly pulling out a reason to form a community, very effectively and very quickly that can pull together an audience of like-minded people who can feed back into what you're planning. So in terms of audience development it's a brilliant tool. .... It's evolving daily. When people tweet from your event, saying what a fantastic time they're having, that's the best recommendation you can ever get. It's instantaneous, of the moment, experiential.

No longer do organised offices of major events have to worry about using the social capital of those on the ground to attend the event or to work as volunteers, they can create it on-line and pick and choose who they want from anywhere in the country. Terry Stevens pointed out the dangers inherent in this strategy as regards volunteers:

> The critical issue for volunteering and, having spent a lot of time with volunteers for the Olympics, is that they become like a badge for the organisers, rather than given to much consideration for what they are doing as volunteers. So for example, seven events in Cardiff, volunteers for events in the Millennium Stadium were drawn from all over Britain. They had to pay their own expenses, their own hotel fees, had to pay their own food. All they were given was a crap fleece jacket and a badge, but Coe and others then say that volunteering is a great success. A great success on the back of good will and a lot of financial output. If we are really going to respect volunteering, they have to be elevated to a core part of the delivery mechanism and treated with respect and treated accordingly. Then you have every ability to go back to them and ask them to share their knowledge. At present I don't feel we have any right to go back to them. There's a real tension coming with volunteering, in the good old days a community football club puts on an FA Cup match, you could go out and ask for volunteers to do the stewarding and so on. Health and Safety means that those stewards have to be trained, they're not automatically volunteers because, for example, in stewarding a football match a steward is not allowed to watch the match, whereas the volunteer was volunteering because it gave him a free ticket. So we have a real potential divergence of motivation, which we somehow have to tackle and I think the only way to tackle it is to properly incentivise volunteering.

Calvin Jones echoed this, but added,

> My concern is that it significantly diminishes the amount of geographic social capital we have. You have a certain amount of time you can spend in the pub or wherever and then you are spending time on Facebook. You can't increase the number of leisure hours there are in a day and what that means is and goes back to the communities of interest against geographic communities and I
suspect communities of interest are almost stratifying and coalescing and becoming like a rainbow. In terms of major events hosting, that might be a good thing.

And Jones went on to flag up his apprehension about the situation:

In terms of community development, I suspect that it's probably a bad thing. In some cases community interests overlap. For example, you've got a small market town that wants an events strategy. The tourist visitation in that town may be very strong. The way you might market the town might be co-operative and when you get people to that town you start being competitive and social media can enhance that but the problem is the poorer places which are already lacking in social capital and people don't have to go to the pub any more they can stay in the house and arse around on Twitter, then you can see that the potential for generating local social capital is diminishing. It's very interesting, I've seen nothing formal on it but I genuinely think it's a transformational change. Events may be a good way of narrowing on this because it's such a huge area. Thinking about community events and that sort of hierarchy and how social media affects these would be very interesting and bringing volunteers from communities of interest across the country and they then go away again. All those potential local benefits disappear and if you're an event organiser you want those white middle-class people who are interested in golf or whatever. You don't want to train up a group of scruffy oicks from Newport. So in terms of local community regeneration you could argue that it's going to have an adverse effect.

One of the few studies I have found regarding social media and social capital is in a short article by Cuesta (2012) entitled Does Social Media Create (or Destroy) Social Capital?, in The World Bank Voices blog:

As the numbers of users increase, social media allows interpersonal relationships that otherwise might not have been initiated, resumed, or developed in its absence. Clearly, belonging to social media platforms is an increasingly popular and powerful form of inclusion, communication, and connection among individuals, regardless of distance and circumstances. But social media's forms of exclusion can be just as powerful. Argue with your friend and you may well be blocked from his or her social network -- a socialized punishment larger than simply not answering your phone calls. More disturbing are the recent cases of a Dutch teenager killed for allegedly posting derogatory comments of another in a popular social media platform and a Canadian teenager who committed suicide after years of cyber bullying.

In fact, Cuesta does not come to any conclusions in the article, simply setting out the situation as he found it in Colombia when he and another academic, E. Alda, studied the effects of crime on social capital - where he states “victims trust less” (p.1). I think, as does Calvin Jones, that this radical change in social capital due to social media has yet to be appreciated in many areas of life - not least, in event organisation and attendance.
As an organiser of a large number of events, Tim Powell is emphatic about the importance of social media:

> We do three hundred concerts a year of various sizes in various venues. We have to use social media very effectively to build up audiences. We use other forms of media but social media is key and every one of those concerts is flogged hard on social media and engaging audiences and linking audiences together.

Elfed Roberts was equally as enthusiastic about social media:

> We use social media like Facebook and Twitter a lot to publicise updates and what we will be doing and it is extremely effective. We have a limited budget and this allows us to do what we could never afford with advertising. Also we reach people all over the world now that we could never have reached previously. It has certainly changed things for us. And, of course, young people use it more than older ones and tell their friends if they are having a good time. But social media at the moment doesn’t take the place of traditional contacts who work with us and help us consistently over the years. We have a massive network like that. But we are relying on social media more and more for promotion.

Obviously, social media can also work well for the community-orientated event, in that it costs very little to carry out but the event needs a person who is conversant with social media and how it works and the event must be able to compete with all the other events that are vying for the attention of potential spectators and volunteers in the country, if not the world.

### 8.4 Cultural Capital

Although I took cultural capital out of the model because it is difficult to assess at present, I still wanted to bear it in mind because cultural capital refers to non-financial social assets that promote social mobility beyond economic means, and examples can include education, intellect, style of speech, dress, and even physical appearance. And training as a volunteer clearly increases cultural capital, as Tim Powell stressed in regard to Brecon Jazz, a local event that has become a major one and which is repeated annually:

> I think that surge of good will and what you can do with that is immeasurable and a lot of the stewards and volunteers are local people. It’s giving them ownership of those buildings and facilities that they use on a regular basis and they are part of the fabric there and they are eager to do it. They love doing
it, they love being part of it. They then become ambassadors for your event and have very positive things to say because events today don’t begin and end on a weekend, they need a year-long legacy and I’m sure that the experience of the Olympics will shape many events in this country.

At the same time, Jones and Stevens have pointed out that because of the social media used by major events, volunteers don’t always come from the area hosting the event, so the cultural capital gained in the host area doesn’t necessarily get used in that area, if it is ever used again, because those who have gained it may not live there. Moreover, because of the gargantuan nature of mega-events, volunteers’ expectations that they can use the cultural capital gained at a mega-event at another similar event can be misplaced, whereas if it was gained at an event that took place in the same location every year, as with Brecon Jazz, cultural capital could be retained in the area and it could be used repeatedly for the benefit of those who have gained it and for the benefit of the community-orientated event and, by extension, the community.

Calvin Jones also pointed out that allowing volunteers to gain cultural capital that will be of no use to them, unless the event is repeated on a regular basis, in the long-term, could be detrimental to the community.

You can make positive use of the cultural capital earned by volunteers if you can develop repeat opportunities for those volunteers to remain involved. There’s a lot of evidence when you have single interventions in people’s lives it’s very difficult to change things in the long-term so you can have somebody who may volunteer at a major event who was previously unemployed, giving them training and so forth. If you just put them back where they came from with no support mechanisms, the evidence I’ve seen, and this isn’t really my area, nothing changes. Whereas if you have, as was tried in the Commonwealth Games in Manchester, a pool of volunteers which is an on-going resource for a number of events of different scales and different places, that does then engage individuals over the longer term and may encourage them into behaviours and develop skills. So yes, if it’s an on-going process or structure, not something you warp up after the event. You can’t send people back into their communities expecting them to be changed people.

So, on one hand, it is now easier for mega and major events to find the right people as volunteers and spectators because of social media and then increase these people’s
cultural capital with training, which is obviously to everyone’s benefit. But on the other hand, it is debatable whether this cultural capital will ever be used again because mega-events are few and far between and this could well lead to a backlash from volunteers who end up feeling exploited, if they are expecting the mega-event to be a stepping stone to other things.

Nevertheless, the peripatetic National Eisteddfod trains volunteers in areas like stewarding and customer care with very satisfactory results. Roberts said:

The National Eisteddfod is very dependant on the support and the invaluable contribution of volunteers, both during the months prior to the event and during the festival itself. Stewards have an important role during the week - in many instances, the stewards are the public face of the National Eisteddfod, and their contribution helps the event to run smoothly. We couldn’t exist without volunteers and we wouldn’t want to. It ensures that we are always a part of the community. As a result, we have a large amount of volunteers who help us year after year...I know a lot of people have helped us for at least four or five years.

Not only do volunteers work at the event but they also raise money towards it, as Roberts explains,

Over a period of almost two years, local residents work to raise money towards the local fund, which has a £300,000 target. The catchment area is divided into wards and each of these wards has its own financial target. The local committees fundraise by organising and holding events and activities, collecting money from house to house or through street collections, selling merchandise, speaking to local businesses about support and sponsorship opportunities, and much more. The local fund contributes around 10% towards the cost of the Eisteddfod annually, and with less than 25% of the cost coming from the public purse, we are very dependent on the support of local people.

So because the Eisteddfod is felt to be part of the community, volunteers are also able to raise money to fund it, which could only be a dream for the organisers of mega-events.

Elfed Roberts is also very positive about the legacy left by the Eisteddfod in the areas of Wales it visits.

We find that hosting the National Eisteddfod leaves different sorts of legacies. For instance, in rural areas people often tell us that they socialise more before and after the event because they have got involved with something new and they make friends that they didn’t have previously. Another legacy, we have found that in anglicised areas where the Eisteddfod has been, like in Newport in 1988, there was a huge increase in the demand for Welsh-medium education following the Eisteddfod, which has not decreased since.
So possibly the way cultural capital is being acquired and used, like social capital itself, is now also changing.

8.5 Political Capital

Political capital is essentially the access a person or group has to politicians and the influence they can then bring to bear on decision-making. Following the interview with Adrian Evans of the Mayor’s Thames Festival, I became aware that although people or groups may have access to politicians like Boris Johnson, who was involved with both the Mayor’s Thames Festival and with the Olympics, because of political ambitions, the politician in question may feel that the wishes of his electorate clash with those of the mega-event. Terry Stevens was very circumspect:

For the mega-event at the macro level the politician is effectively only important for delivering significant funding and kind of ipso facto shaking the hands of senior influencers who make the decision as to whether an event goes to a particular country. I gave expert opinion to the London Legacy Committee and what you saw there was a huge vacuum between the delivery of an event in which the politicians were heavily engaged and the disengagement and almost disinterest to what the legacy would be afterwards...until the media started raising horror stories about it. So I think it's horses for courses at every level the right level of political involvement is essential to the success of an event. Event organisers need to know what they want from their politicians and actually build an agenda accordingly.

He suggested that politicians will only get involved with making decisions about the less glamorous aspects of a mega-event, like legacy building if really pushed. Calvin Jones reiterated this:

The problem with politicians is you have to be very careful of what you call the capture of elites by event organisers. Typically with big sports events, the infrastructure that goes with them appeals to a certain strata of society. If you look at spectator sports events it's typically middle class people. Even football, which is one of the better cases, because it's expensive to go and watch it. The problem is that politicians who are working as an interface between the major sports event and the local community, you can’t treat them as neutral because from the research that I've done in Wales, major events are seen for instance with the Rugby World Cup in Wales, as a step-up on the national stage. There was a particular politician in Cardiff who was looking for a seat in Parliament in the mid-90s and the Rugby World Cup was part of that drive to get his face in the newspapers and on the telly. To be fair to him, politicians have careers the same as the rest of
us but you can’t expect a politician sitting on a planning committee to represent the views of his constituents in a neutral fashion when he has put a lot of face behind something like the Rugby World Cup and the same might be true of Boris Johnson and the Olympics, or members of the Assembly. Because this happens all over the world and you get capture of the political elite by the peripatetic event, in a way that dilutes their responsibility to their own constituents, for that period at least and when push comes to shove and the event organising says if you don’t get this planning application through for this stadium then we can’t possibly think of holding this event here, what planning committee is going to say that Mrs. Biggins down the road is going to lose light? So he idea of a neutral politician enabling access is problematic.

But as an event organiser, Tim Powell was very positive about politicians:

At varying levels politicians can be very useful in terms of funding and underpinning events because companies like us, as an independent promoter, we struggle with the idea of risk, you know, frisking our mortgage on an event that could be at the vagaries of the weather. So the more we can underpin that and that needs politicians’ buy-in. We have to hook in politicians for that and a good way to project images for politicians is provide people with access to events on their doorstep that they don’t have to travel for is a good vote puller.

Jonathan Grix (2012) in his article *Do the benefits justify the budgets?* also pointed out the growing attraction to mega-events of developing countries:

It is worth reflecting on the increasingly political use of sport by a wide variety of states throughout the world. In recent years, there has been a shift from advanced capitalist states to developing, small or ‘emerging’ states who have queued up to stage a sporting mega-event.

The National Eisteddfod receives a grant from the Welsh Assembly and is visited every year by politicians who wish to raise their profile and the Eisteddfod also has a very close relationship with local government, as Roberts explained:

The Eisteddfod works in partnership with the Welsh Local Government Association to plan the festival’s locations over a number of years, and we work closely with the local authorities in the catchment area for at least two and a half years before the Eisteddfod is held. We announce the decision to visit an area two years in advance, and the committees and fundraising structures are put in place and the local work begins.

Clearly Roberts and the National Eisteddfod, over the years, have seen the benefits of keeping both local and national politicians on board right from the very beginning of the planning process.
8.6 Summary

Perhaps not all changes are obvious, especially when one is taking part in the change, so I was a long way through this research before I realised that Pierre Bourdieu’s theory regarding social and cultural capital probably needs to be re-appraised in the face of the changes caused in the last ten years due to the incredible growth of social media. This new media has enabled movements like the Arab Spring and, on a less dramatic level, event organisers have embraced it to promote their events and recruit volunteers more efficiently and considerably more cheaply. Similarly, the ease of access to social media can break down barriers between unconnected parties, for instance, the Olympic cyclist, Sir Chris Hoy, was a prolific Tweeter during the London Olympic Games. This level and type of two-way communication can promote feelings of ownership, civic pride and involvement amongst interested people, leading to the possible greater acquisition of social capital on the part of the Olympic participant, the competition and those who follow the Tweets.

We thus have to approach social, cultural and political capital in a different way because individuals and organisations are now acquiring all these forms of capital without the behaviour that originally engendered them. No-one has to meet face-to-face any longer to form interest groups or to influence someone - it can now be done painlessly on-line in huge numbers, across geographic and political boundaries. How this will impact on traditional forms of social, cultural and political capital is hard to say at this point but impact on them it certainly will and I will expand on this in Chapter 9. Consequently, I decided that it was necessary to include social media as an integral part of my model, if I was aiming to compete in the world as it is today, not as I may have wanted it to remain.
Figure no 98  Roman Model Phase 4

- Forum (Joint organising Committee)
- Social Media
- KPI
- Continued use of Social Media
- Circus Maximus Mega-event
- Colosseum Community-orientated event
- Sustainable community-orientated events
In Figure 9 in the Roman Model (Phase 4) we see the addition of the use of social media to acquire social and political capital on a continuing basis, together with the use of key performance indicators, so that the organising committee is kept aware of the aims and objectives that the government has set the committee in return for the funding it has given the project. As we have seen from the interviews with the panel of experts, events that are embedded in the committee have a greater chance of being sustainable and successful.
## Chapter 9
### Conclusion

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Chapter 9
Conclusion

9.1 Introduction

Trzeciak and Mackay (1994) observe a number of useful "ingredients" that form part of a conclusion and I have used some of the elements they mention to conclude my work in an ordered fashion, which I hope reflects the way that I have tried to go about this thesis, although, I think that I have reluctantly come to the conclusion that I am, by nature, an intuitive person rather than an analytical one.

Having come this far, the journey has seemed to me to be worthwhile and I believe that it will help me to work in a more analytical and structured fashion in the future with some of the projects that I have in mind. Obviously, there is no point in having carried out a substantial amount of work without achieving what I set out to do and I hope that the preceding body of work has shown this to be true and I will briefly revisit my aims and objectives to underline this.

9.2 Key findings/objectives revisited

a. The aim

The aim of this study was to develop an enhanced understanding of the contribution that social, cultural and political capital can make to community-orientated events and how these events can relate in a practical, tangible way to a mega-event like the Ryder Cup or the Olympic Games that may be occurring at or around the same time. As I read through my literature review and as a result of interviewing stakeholders in the Charles Rolls Centenary, Ryder Cup Wales and then refining my thoughts by interviewing organisers of events like The Thames Festival, Merthyr Rock and the National Eisteddfod plus interviewing people like Professors Terry Stevens and Calvin Jones, who have studied events like the Rugby World Cup and the Olympics, I arrived at the Roman Model which
looks back 2000 years to when the Colosseum and the Circus Maximus were governed by the same people (the senators, led by the emperor) but were run extremely successfully by separate bodies because of the social, cultural and political capital that the organisers had in common. This relationship worked seamlessly for hundreds of years until the downfall of Rome in the 5th century and my investigations found that although this sort of arrangement should work today, because mega-events and community-orientated events currently have different organising committees and different aims, a successful working relationship is very difficult, even when there are representatives like politicians from the local community on both sets of committees, simply because the aspirations of politicians like Boris Johnson appear to align better with the aims and objectives of the mega-event rather than those of the community-orientated event.

However, this doesn’t mean that any future thoughts of the Roman Model being able to function in today’s society should be seen to be impossible. If politicians can be made aware that short-termism is, by its very nature, not sustainable and will not be a vote-catcher in the future, then I am sure that eventually mega-events and community-orientated events will be able to work together in harmony. Of course, it may take a few decades to allow developing countries to demonstrate that they too can successfully stage international events like the developed countries and then realise that the clothes the emperor had promised they could wear when he left, didn’t exist all along.

b. The objectives

1. To undertake a critical review of relevant literature to develop a conceptual framework appropriate for consideration of the social, cultural and political capital underpinning community-orientated events.

The literature that I reviewed provided me with an extremely useful guide to social, cultural and political capital and because I had limited time to conduct my research, the literature review give me both an overview and acted as a stepping stone to where I wanted to go as regards community-orientated events and mega-events. However there was nothing that could keep me up to date with what is current in the field as regards the use of social
media in acquiring social, cultural and political capital, although I realise that for academics, the depth and breadth of the literature review emphasizes the credibility of the writer in his or her field. At the same time, I hope that my literature review also provided a solid background for the investigation that I carried out, as I was constantly aware that a comprehensive knowledge of the literature and the conceptual framework of the field is essential.

2. To develop case studies (Yin 2003) of two events, a community-led event - the Charles Rolls Centenary of 2010 in Monmouth, and a mega-event - the Ryder Cup Wales 2010. The case studies gave me an opportunity to learn about the types of problems that many companies and industries encounter. I also had an opportunity to look at how stakeholders in community-orientated and mega-events viewed their particular event. This gave me an insight into how all these people really felt in retrospect, something which I would have had great difficulty in extracting from them normally, even though I knew most of them personally. And I now probably know more about how Social Cultural and Political Culture can help all kinds of events than most event organisers.

3. To construct and explore how the Roman Model attempts to examine the role of social, cultural and political capital from the mega-event organisers’ point of view.

I think that by using what I have called the Roman Model, it will help me understand that large events can easily work together with smaller ones simply if the interests of both types of event are shared by the organisers. It would be useful for the organisers of mega-events to realise that it is possible and necessary for the event to be taken on board by the local community and for it to be woven into the fabric of the community for it to have a real legacy.

4. To develop a model for linking community-led events to mega-events to exploit the raised profile of the mega-event.

Following Phase 3, it became apparent that the social media has completely revolutionised how events of all types can attract spectators, volunteers and political support more easily
than any other period in history and at almost no cost. Obviously, this needs further investigation but I believe it is an extremely interesting part of event organising today that has many ramifications.

Perhaps, for me, the most noteworthy finding was that the concepts of social, cultural and political capital have been changed by the use of social media. According to Nielsen (2012), internet users continue to spend more time with social media sites than any other type of site. At the same time, the total time spent on social media in the U.S. across PC and mobile devices increased by 37 percent to 121 billion minutes in July 2012 compared to 88 billion minutes in July 2011 (Nielsen 2012). For content contributors, the benefits of participating in social media have gone beyond simply social sharing to building reputation and bringing in career opportunities and monetary income, as discussed in Tang, Gu, and Whinston (2012) and, of course, promoting events and recruiting volunteers for these events. It is now clear to me that the traditional forms of social, political and cultural capital are being superceded by new virtual forms of SPCC that are turned very effectively by the organisers of mega-events and professionally-organised smaller ones into reality and the financial capital, which seems to have a higher value in our society than the other three - perhaps because it is easier to quantify and exchange. although it is now possible to quantify the number of contacts one has on-line in a way that was, traditionally, much more difficult.

9.3 Contributions to professional practice and theory

I believe that this study has addressed three topics that, as far as I can ascertain, have not been examined in any depth before.

1. Firstly, in the research that I have carried out, no-one has asked the question why mega-events and local ones cannot harness each other’s differing trajectories and if certain elements were in place, how this might be possible.

2. Secondly, the economic effects of mega-events have been carefully studied but the softer considerations of social, cultural and political capital have not previously been addressed.
3. Thirdly, the change in how social, cultural and political capital is acquired - and used - by events of all sizes, but especially mega-events, due to the use of social media is a phenomenon that, I believe, needs close scrutiny. To a lesser extent and because it was not within the scope of this study, I still think it is important to ask the question what will happen to our society if we continue to spend more time with social media in the virtual world instead of physically socialising? There are bound to be ramifications with the economy, if people are not visiting cafes and pubs as much because they are on-line, and additionally physical and emotional ramifications due to the lack of face-to-face contact.

Having examined what I have explored, I need to ask what contribution this has made to professional practice? And I imagine that one must ask the question as to what professionals expect from research? Professionalism involves some key elements:

1. Knowledge
2. Value and
3. Control

As regards knowledge, I would argue that the Roman Model clarifies why host communities feel alienated by mega-events and how this can be overcome to the benefit of the community and the event organiser.

As regards the value they provide to competitors, spectators and the host-community, an understanding of the aims and aspirations of all sectors is vital for a sustainable event, even if it is globally peripatetic.

And, thirdly, control. The ability to contact all layers of society globally through the social media must surely aid in exerting a control beyond the wildest dreams of the most skilled marketing professionals, who until a few years ago were simply talking in terms of “above the line” and “below the line” promotion” and it went no further.

Furthermore, besides simply adding to the understanding of the situation, I would argue that this work can add to the successful legacy of community-orientated events working together with mega-events, in a pro-active, rather than in a passive, way.
If one can describe how an event should function, principles emerge which largely transcend the size of the event and even the economic climate. These principles are, however, not universal and a reasonable range of scenarios exist; and it is often not knowing what those scenarios are, and thus, not knowing what to expect, that becomes the major cause of stress in the organisation of events of all sizes. However, I think that having identified the elements that make up the Roman Model, I believe that by integrating them into the organisational frameworks that already exist a sustainable legacy is much more likely to emerge. This can be brought about in the following ways: -

a. Sponsors

Sponsors should be made aware that they can get a better deal by actually getting involved with the local community and community, rather than alienating them. Perhaps a local representative could be employed on a short-term basis to ensure that the aims and objectives of the sponsors could be achieved both in a local and international setting. This would then avoid the alienation felt by small businesses like the Greek restaurant in Cardiff that was told it could no longer have Olympic burgers on its menu at the time of the 2012 Olympics or the cafeteria mentioned below in Philadelphia.

Three decades after it burst from the starting block, the Greek eatery Olympic Gyro has received a cease-and-desist email from the USOC, the nonprofit corporation responsible for training and funding U.S. teams. The June 7 notice demanded deletion of the word "Olympic" from the food shop's title, claiming copyright of the word under a 1978 law. (Philadelphia Daily News, July 2012)

b. Competitors

Naturally, competitors have a wonderful time at most of the Olympics, but it would give them and the local community a sense of community involvement if there were one or two occasions when the community was allowed to welcome them in a setting that belongs to the community, which would give the competitors a real sense of place and the community a sense of worth and ownership.
c. Politicians
Whether national or local, politicians can be alerted to the fact that mega-events are, by their very nature, short-term, while communities, hopefully, are there for the long-term. It, therefore, makes sense to keep local communities on-board, even when the glittering lights of the mega-event draw them like moths.

d. KIPs
Any organisation that is in receipt of government money should be given key performance indicators and even though the IOC is not equipped to provide a sustainable legacy, it would be a simple measure for the government to appoint a person who is specifically responsible for this and who had real power that is linked to the finance being provided.

9.4 Personal opinion
Obviously, I have worked hard with this research to put facts before opinion because I discovered early on in this work that the body of knowledge I was amassing was of more value than my unsubstantiated opinions. As a result, I have been trying to add to the collective body of knowledge by the way I have organised the information, what I included and perhaps some new, factual data. I soon realised that any claim I made in the thesis would have to be verifiable. So, until now, I have tried to rein in my personal opinion. Nevertheless, at this point it would be nice to take a few sentences and say that, for me, the organisation of events has taken on a new dimension because I realise that the dynamics are rapidly changing due to the rise of the social media and that if one is aware of this, one can harness these changes to the benefit of the event being organised and, if one is interested in one's locality, to the benefit of the local community as well. We now have a tool in the form of social media that is completely democratic and which can overcome the traditional problems of the cost of advertising and PR, as long as we know exactly what we want to achieve and how to use the social media. It can help the community-orientated event work with the mega-event to the mutual benefit of both and,
ultimately, if properly used, I think it could influence the mega-event to work more closely with the host community and any local events it may be staging.

9.5 Limitations and suggestions for future research

Although I believe that this research has achieved its aims, I am aware that there are also some unavoidable limitations.

1. Due to time and the pressure of work, I didn’t manage to interview the wider circles of people who could possibly have shone more light on the subject. For instance, I would have liked to interview the organisers of the Tour de France, which developed from the desire for L’Auto newspaper to increase its circulation figures. Nevertheless, this is now a true mega-event that is owned by its home nation and which, like the National Eisteddfod, moves certain stages every year to ensure that it is embedded in France and even neighbouring countries. However, the main focus is always France and is probably an excellent example of a mega-event developing from a much smaller one that is closely linked to a range of communities and, consequently, has a tremendous home following even through the ups and downs of doping.

2. I didn’t immediately realise the importance of social media, which emerged during fieldwork undertaken in the later stages and, I therefore missed the opportunity of interviewing the Ryder Cup Wales stakeholders about this. They were obviously already skilled at its use, as they had volunteers turn up to help from all over Britain and the rest of the world, as well as from Wales itself - 40% from Wales, 50% from the rest of Britain and 10% from the rest of the world (IPM Sorts Marketing Survey 2011).

3. Due to the qualitative nature of my research, I only explored one mega-event, Ryder Cup Wales, which because of its proximity ensured the proximity of research participants. I would have liked to have interviewed stakeholders in the 2012 London Olympics but realised that it would have been difficult to interview key decision-makers.
4. This was qualitative research with a relatively small sample, which some aspects difficult to generalise.

5. Over the duration of the research the focus changed slightly due to my realisation of how the social media has changed the acquisition of social, cultural and political capital.

9.6 The Future

As this is a Professional Doctorate thesis, I am glad that what I have studied should help me personally in a number of projects that I want to work on in the future. The most immediate is a promotion of the River Taff that I would like to make a continuous piece of work with a period in the summer when a number of events will be organised to focus people’s attention on the river. The Taff is probably not a river that would spring to most people’s minds as worthy of attention, but if one considers that it rises in the Brecon Beacons National Park, runs through towns like Merthyr Tydfil and Pontypridd that helped create the Industrial Revolution, passes castles like Cyfarthfa, Castell Coch and Cardiff, the oldest cathedral settlement in Britain - Llandaff Cathedral, perhaps the most iconic rugby stadium in the world, three universities and terminates in Tiger Bay, which was once the biggest coal-exporting port in the world, then it does have a certain cachet that hasn’t really been exploited yet. There is a wealth of potential SCPC to be contacted along most of its course which will be a pleasure to contact. Added to this, it also has a cycletrack/pedestrian path that goes beside it all the way between Brecon and Cardiff, making it a very green promotion at the same time.

As regards further study, I would be very interested in looking at how and when the Tour de France developed into the extremely important event that it has become, how it relates to local communities and how sustainable it is. Here again, because the event is firmly focussed on France, the potential to assess the use of SCPC is great and. I imagine, be something akin to how the National Eisteddfod works in Wales, with different stages of the event moving to different parts of France each year.
9.7 Summary

I believe that this thesis has found an approach to integrating professional and academic knowledge in regard to mega-events and community-orientated events in a way that I have not previously seen. According to the UK Economic & Social Research Council (2012) students undertaking a professional doctorate are expected to:

.... make a contribution to both theory and practice in their field, and to develop professional practice by making a contribution to (professional) knowledge.

And I hope that both academics and those involved with event organisation will find this to be true in the case of this piece of work.
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Appendices
## Appendix i

### Charles Rolls Centenary Interviews

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Roger James
Community Relations Manager Rolls-Royce plc

What did your organisation hope to achieve from this event?
Really it was an acknowledgement of what Charles Rolls had done and the commemoration of his untimely death and from this we set out to engage with the various towns that he was associated with.

Why did you participate in the event?
I'm the Community Relations Manager for the South-West and the Bristol Factory isn't that far from the Hendre, so I was chosen to liaise with Monmouth on a purely geographical basis.

Who did you consider the event to be aimed at?
It was basically two groups that we were aiming at. Firstly the people who lived in or near Monmouth, where we hoped to raise the profile of Charles Rolls. Secondly, we aimed it at the employees of Rolls-Royce.

Which aspect of the festival was most successful in your opinion?
I think it was pretty much of a success all round. On July 12th the whole day’s programme was pretty full and well-attended, starting with the morning service at Llangattock-Vibon-Avel, through the second service at St. Mary’s Church, which was held because of HMS Monmouth. The reception in the Shire Hall was very successful, as was the cavalcade of vintage cars. Of course, the golf competition throughout the day for the employees went very well.

Which aspects were least successful?
The fact that the Spitfires couldn’t come because of the bad weather in the east of England was very unfortunate. This had been promoted and then people were disappointed but it was beyond all our control.

How much did your organise contribute to the event?
To the event itself, about £15,000 and to the part-time education worker plus materials £40,000. So a total of £55,000 all in all.
Did you get value for money from your contribution to the event?  
It’s difficult to quantify, but I think so - especially with the awareness of Rolls-Royce in the community and we hope that the education programme will bear fruit eventually.

Could the event have worked better in tandem with the Ryder Cup?  
In retrospect the Ryder Cup is so huge that a relatively local celebration probably would not have been on the radar of the Ryder Cup organisers.

Were you happy with the organisation of the event?  
Yes, there was a lot of work. We started two years before it happened, so that helped. Rolls-Royce needed someone from outside to act as a catalyst, so I’m not sure what we would have done if you hadn’t contacted me initially. We would not have made the first move and the company would not have organised the event in the town without local help.

Was it publicised adequately?  
I think so, but that is a matter for the town rather than for the company.

How many people did you know already on the committee?  
I’d had some dealings with Andrew Helme from the museum several years ago but apart from him I didn’t know anyone.

Do you think that knowing people helps when organising something like this?  
Absolutely, it is essential to build up a positive working relationship with other committee members.

Is knowing who to contact politically a help when organising events like this?  
Yes, it’s vital. Sometimes it’s a case of cold-calling, so you have to build up a relationship with them as swiftly as possible.

What would you say are the success factors for being a member of committee?  
People who have a common aim. There have to be clearly defined objectives and possibly people from diverse backgrounds who bring different skills to the party. You also have to involve everyone who has a stake in the event.
What did your organisation hope to achieve from this event?
We wanted to celebrate the centenary of the death of Charles Stewart Rolls, without him there would have been no Rolls-Royce marquee and none of the wonderful cars and aeroplanes that we have today.

Why did you participate in this event?
The Rolls-Royce Enthusiasts Club is broken down into regions and as Chairman of the Welsh region, where the event took place it was given to me to organise things from our club’s point of view.

Who did you consider the event to be aimed at?
It should have been aimed principally at the inhabitants of Monmouth itself, because the younger population aren’t really aware of the contribution that Charles Rolls made to aviation and motoring. He was a pioneer in both fields and the first man to fly the English Channel both ways in one go.

Which aspects of the event were most successful in your opinion?
I think the rededication of the plaque on the statue in Agincourt Square and the church ceremonies caught the moment of the centenary and were very well organised and focused on Charles Rolls’ life.

Which aspects were least successful?
It wasn’t apparent that people living in Monmouth were fully aware of the significance of the event. There seemed to be a lack of communication somewhere as to how important this was. Even after the liaison with the schools I saw very little evidence of school children at the events on the dedication day.

How much did your organisation contribute to the event?
Including the plaque and the overnight stays taken by the club members about £100,000.

Did you get value for money from your participation in the event?
We definitely got value for money.

Could the event have worked better in tandem with the Ryder Cup?
No, the two events are quite diverse and the Ryder Cup would have detracted from the celebration of Rolls’ life.
Were you happy with the organisation of the event?
Yes, they were excellent. Jo Hunt of the Monmouth Festival organised the road closure for major parade of the cars on the Sunday and liaised with the police so that it worked perfectly.

Was it publicised adequately?
Not in my opinion, although to be fair, I didn’t see the local papers.. But I didn’t even see any posters or banners in the town, which seemed a shame.

How many of the committee did you know already?
None.

Do you think that knowing people helps when organising something like this?
Yes, definitely.

Is knowing who to contact politically a help with events like this?
Yes, definitely.

What would you say are the success factors for being a member of the committee?
You have to know exactly who is responsible for what on the committee. I couldn’t have organised the parade through Monmouth without Jo Hunt and her work with the Council and the police.
David Cummings
Chairman Monmouth Chamber of Commerce

What did your organisation hope to achieve from this event?
An increase in visitor numbers and a resulting increase in visitor spend. Also I hoped that it would give Monmouth more of a brand identity, which I believe is something that Monmouth seems to lack. Probably the best known brand that Monmouth is linked to is the Wye Valley. Peter Cole, the Strategic Director of Capital Region Tourism, once told me that Monmouth could never be a brand and that it doesn't convey any product to the potential visitor but I dispute that. I know that places like Cardiff have the Millennium Stadium and the Millennium Centre but I'm sure that we could create a legacy with a stronger association with Charles Rolls in the future.

Why did you participate in the event?
I got involved because I thought that this was an opportunity for local businesses, which was very important. I think that this was a unique opportunity – perhaps the best in one hundred years. As Chairman of the Chamber I thought that I should take a role.

Who do you consider the event was aimed at?
It was a target for the Town Council to demonstrate an active role in promoting the town. It was an opportunity for Rolls Royce to promote their aerospace brand and ultimately it was aimed at improving the experience of the visitor and local people.

Which aspects of the event were most successful in your opinion?
Some links to existing events were a bit tenuous. The Rolls Revue was good and the carnival procession was good. The day of inauguration of the plaque on Rolls’ statue on the centenary of his death which started in Llangattock Church was excellent. I know that there wasn't enough room for everyone in the newly refurbished Shire Hall and there were some adverse comments regarding the non-appearance of the Spitfires because of the bad weather in East Anglia. But it definitely enhanced the carnival, the exhibitions and lectures in the museum were very well received and the engagement with the schools and the projects created were excellent.

Which aspects were least successful?
It's difficult to find any negative aspects. Although I think that the Festival of the Air organised by Adventa, they piggybacked on the event but it destroyed the clarity of the offering. As well, with volunteers, you can't really be critical or be over-demanding.

How much money did your organisation contribute to the event?
We didn't contribute anything financially but we worked on improving it with the Monmouth events site and using Twitter.
Did you get value for your money from your contribution to the event?
I've heard nothing from the businesses, so I'm not sure if it was successful from their point of view yet. I hope that people made the most of the opportunities given to them. I think that the Town Council has acquired its civic pride again and I think that this has come about because of the Rolls centenary and the newly refurbished Shire Hall.

Could the event have worked better in tandem with the Ryder Cup?
No, the Ryder Cup is a for profit business and their main interest is to make money by selling franchises. Charles Rolls is much more important for Monmouth than the Ryder Cup.

Were you happy with the organisation of the event?
We met early enough to develop a clear strategy and the input from Roger James of Rolls Royce was excellent. Some of the town councillors seemed to panic and they also seemed to view the event as an impediment. I was disappointed that Monmouthshire County Council didn't put it into their main publication, especially when they were part of the committee. It seemed a bit of an unfair commercial advantage to have the Celtic manor featured everywhere in the Monmouthshire brochure. I don't really think that they needed that extra publicity.

Was it publicised adequately?
It had a link to the Monmouth Events site. Prior to the event, the coverage was adequate but following it there was adverse coverage from The Beacon in the editorial and the letters page about things like the non-arrival of the Spitfires, which wasn't our fault.

How many of the committee did you know already?
I think I knew about 50% of the committee when it was at full strength. People like David Evans, Jo Hunt, Nicola Smith and the councillors like Sue Chivers and Sue White.

Do you think that knowing people helps when organising something like this?
It helps knowing people because it gives you credibility. If there is a sensitive issue and if you know people, they will support you. It takes a few meetings to get credibility with people you don't know.

Is knowing who to contact politically a help with events like this?
I'm not convinced that the councillors have much influence and I have given up writing to the AM and inviting him to events because he never turns up. I'm aware that David Davies, the MP for Monmouth is too busy with Parliament etc. and he wouldn't have been able to attend any meetings. Of course, I would have asked him for help if there was an issue that could not have been resolved.

What would you say are the success factors for being a member of the committee?
Being influential in the community or in business and they should be able to enable some course of action at each meeting and by doing this they can provide a clear route to actioning the objectives of the group. I suppose the opposite of this and the sort of person you don't want on a committee is someone who is negative and who doesn't do or say anything. Additionally, an ideal member will have experience of meetings and know how to behave positively and make the meeting more effective. Roger James from Rolls Royce was very good in the meetings and he gave a sense of urgency to the event.
Andrew Helme
Nelson Museum, Monmouth

What did your organisation hope to achieve from this event?
Initially we wanted to hold an exhibition which would present all the collections that we have concerning Charles Rolls. All the added-value activities were funded by Rolls-Royce plc at Bristol. At the initial meeting that you and I had with Roger James, he indicated that Rolls-Royce would be interested in educational and community activities, particularly if these activities were embodied in a person, in the shape of an education officer. This post doesn't exist any longer at any of the museums in Monmouthshire. This idea bolted on to the exhibition appealed to us a lot.

Why did you participate in it?
Because we had a substantial Rolls collection that isn't normally on display. In 2004 we had celebrated Rolls meeting Royce and in 2006 the founding of the company. These had been relatively small-scale affairs but we had got a lot of interest. This was going to be bigger, to last longer and would use the whole collection. The theme was not just Charles Rolls but the Rolls family and their involvement with Monmouth.

Who did you consider the event was aimed at?
This was a local exhibition with an eye on local people.

What aspects of the event were most successful in your opinion?
The exhibition happened more or less the way it was planned. We had very good visitor numbers. The education post, which was subsidised by Rolls-Royce has completely changed our relationship with local schools. We organised a series of workshops with local schools, which are still on-going. And we have created a resources web site related to the Rolls family which we hope will be used a lot by schools. The legacy aspect is very important.

Which aspects were least successful?
I suppose some of the activity days which were aimed at families didn't get as many people as we may have wanted and this was because of the low-key promotion. You see we don't have much room in the museum and we were worried that if we promoted the activities too much then there wouldn't be room for everybody.

How much money did your organisation contribute to the event?
I haven't worked that out. There were things like my salary, the use of the museum and our collections but these would have been used in any case. The exhibition was low cost and the ancillary stuff was paid for by Rolls-Royce.
Did you get value for money from your contribution to the event?
Absolutely. We ended up with an extra member of staff for a year and a relationship with schools that is developing. We have established loan boxes which put Rolls in context, taking in things like the Victorian way of life, relevant costumes, flying goggles etc. for visiting children.

Could the event have worked better in tandem with the Ryder Cup?
The Ryder Cup was an irrelevance and far too much money was spent on it. I think that it was way over the top.

Were you happy with the organisation of the event?
There were creaky groans all the way but this was inevitable with so many bodies involved. A lot of amateurish decisions were made and there was a lack of marketing nous. Take the Shire Hall incident but this was inevitable with the calibre of decision makers involved. This alienated Rolls-Royce plc with its selfish door-stepping by community leaders. This could also have left a bad impression with local people. However, I’m not sure how it could have been avoided. With these sort of occasions, the civic aspect should be an adjunct not the core.

Was it publicised adequately?
No, because there was an emphasis on a private event at the Shire Hall, which was divisive. The civic leader said that they didn't want children involved at one stage.

How many of the committee did you know?
About 50%

Do you think that knowing people helps when organising something like this?
Yes, because it stops a cold start. The time-scale is always too short whatever time you start.

Is knowing who to contact politically a help with events like this?
Probably. With events like this, if you can get support from local councillors like you did, it helps a lot because they know where to go for things like parking and road closures.

What would you say are the success factors for being a member of the committee?
One of the problems was a lack of structure – the committee kept changing. There was a big mis-match between the county council and the town council. At the committee the town was fielding councillors while the county was sending officers. That really skewed what was going on. It seemed to me that it was the town council that was taking control, while in my opinion it was the county that should have been calling the shots.
What did your organisation hope to achieve from this event?
Personally, I was rather hoping that the town would embrace the event in a more holistic sense, using the event as a central hub. However, I'm convinced that I didn't achieve this. There was an absence of appreciating the relevance of the event at a county and town level and they left it to others to bring something to the party. I couldn't see any joined-up thinking at all from the local authority, who seem mesmerised by The Ryder Cup. Because of this, it didn't fire up the public like it could have.
Some of the positives that came out of it are:-
The contribution that Charles Rolls made to the world and what his family made to Monmouth.
The Charlie Rolls musical was a huge success.
The Museum also did a very good job. And the work they carried out with schools which was funded by Rolls-Royce was very successssful.

Why did you participate in it?
When you phoned me to discuss the idea, I thought that it was admirable that someone out of town could look at it objectively and think that we should do something. Over the years I've been involved in quite a few community events here, like the Chartist's trial, Border Town and the 600th anniversary of Henry V's birth. Privately, I harbour a lot of ambition for the town and I want to show visitors and locals what the town has experienced. If you look at a town like this that has been here at least since Roman times and probably before that, there are normally quite a lot of stories waiting to be told. But, unfortunately, with such a wealth of history and experiences that take in Geoffrey of Monmouth, the Normans, Henry V, Owain Glyndwr and Sh aespeare mentioning it, Nelson visiting the town you'd think you'd have enough material for enough events etc. to last for quite some time. But no-one has yet scratched the surface.

Who did you consider the event was aimed at?
I hoped that we would reach people who were totally unaware of Rolls involvement with the town. And I thought that it could also be a chance to involve people who had been denied an opportunity. For instance, there could have been largish spectacle that included youngsters who are often overlooked. There could have been a series of things – engineering workshops, cycling – things that don't cost anything, except people's time and imagination.

What aspects of the event were most successful in your opinion?
The museum exhibition and the activities around it, the cavalcade of cars for the carnival, the Charlie Rolls musical at the Hendre, which was an opportunity for a community group. Those events showed what can be done when there is a catalyst.
Which aspects were least successful?
Although I was away on holiday, I understand that the event on July 12th had some problems. Decisions were taken when the Spitfires couldn't make it and decisions were then taken that alienated the public, so some people missed the parade of cars on that day because they changed the times around. It's an endemic problem in the town. There are small groups of people who assume responsibility and who don't always chime with the public.

How much money did your organisation contribute to the event?
I contributed my time, which is worth about £500 or £600.

Did you get value for money from your contribution to the event?
I enjoyed the experience of working with Rolls-Royce and it was rewarding working with Roger James. On the other hand, the committee meetings were tedious and non-productive. We just kept going over the same things and there was rarely anything new.

Could the event have worked better in tandem with the Ryder Cup?
No, not for one moment. The Ryder Cup doesn't engage the community does it, or have I missed something?

Were you happy with the organisation of the event?
Only from certain quarters. The commitment by yourself, Harry Jones and Roger James should have been mirrored by the people in the town. I saw no advantage in the £20k that Adventa spent on the Festival of the Air, it was too obtuse and I have seen no evidence of a successful response to this. The Rolls Revue in the Girls' School was a brave attempt but could have done a lot better.

Was it publicised adequately?
No it wasn't. There was no funding for it, so there were no posters, not much press coverage and no generation of word of mouth excitement.

How many of the committee did you know?
About 50%. I was never really sure if we had a committee.

Do you think that knowing people helps when organising something like this?
Absolutely.

Is knowing who to contact politically a help with events like this?
No. They do nothing but always turn up for the photo opportunity. It doesn't benefit anyone greatly in my opinion.

What would you say are the success factors for being a member of the committee?
Someone who doesn't wait to be asked to do something and who isn't looking for a gong. Someone who thinks about things between meetngs so they can bring something fresh to it.
Jo Hunt
Chair of Monmouth Festival and owner of Monnow Valley Studios

What did your organisation hope to achieve from this event?
A profile increase and an added dimension to the existing Monmouth Festival and perhaps
reaching an audience that we didn’t already have.

Why did you participate in the event?
I enjoy running Monmouth Festival and thought it would be good to get involved with
something I’d be good at.

Who did you consider the event to be aimed at?
Mainly Monmouth residents, vintage car enthusiasts and some out of area interest.

Which aspect of the festival was most successful in your opinion?
The level of people who attended. I was very pleased with the crowds. The local
newspaper The Beacon got the number of cars expected wrong for July 12th. There was
only ever going to be twelve vintage Rolls-Royce cars on the parade to celebrate the
unveiling of the plaque on the Rolls statue. People expected the large numbers of cars on
that day, so when we had the parade in the festival we under pressure make sure
everyone was happy. And they were, Harry Jones organised his side very well with the
large number of vintage Rollers.

Which aspects were least successful?
The back end, with road closures, policing and politics at County Hall. I don’t think that the
public was aware of these problems, though, nor the vintage car owners. In the end the
pl;ice didn’t close the roads although they’d promised it, so we had to employ stewards
from a private company and then some of them were assaulted because they’d closed the
roads off. That was very unfortunate.

How much did your organise contribute to the event?
About £7,000 with the parade and the Balloon Glow. This was grant funded by Adventa.

Did you get value for money from your contribution to the event?
Absolutely. I’m not sure whether people would have paid to attend the events but we
definitely achieved what we set out to do.

Could the event have worked better in tandem with the Ryder Cup?
No, the Ryder Cup wouldn’t have made any difference to us. I didn’t see any extra visitors
here during the Ryder Cup. Actually, I’m not sure where they went. People said they’d
seen the stars here there and everywhere. Someone saw Tiger Woods in a MacDonald's
in Cwmbran and somebody else saw George Clooney buying sausage rolls in Caerleon. But the people hiring houses etc. didn’t happen around here, as far as I know.

**Were you happy with the organisation of the event?**
Yes, apart from the issues I mentioned and the logistics.

**Was it publicised adequately?**
With hindsight we could have done more, but it’s difficult when you’re relying on volunteers and we did get enough people attending. If we’d had any more there would have been problems. We could have had more national coverage.

**How many people did you know already on the committee?**
Two or three.

**Do you think that knowing people helps when organising something like this?**
Yes, because people already have each other’s respect and trust. It’s hard to achieve this when you’re working with people you don’t know.

**Is knowing who to contact politically a help when organising events like this?**
Yes, absolutely. We had been promised that Monmouth Bridge would be opened for the parade, then at the last minute Highways said no but the Head Of Monmouthshire County Council got involved and reversed the decision.

**What would you say are the success factors for being a member of committee?**
It depends on what level. I had a set project so I knew what I had to do. Some achieved more than others. You need cross-platform skills with an event like this and some people need to delegate. Just because you’re good at one thing doesn’t mean you’re good at something else.
What did your organisation hope to achieve from this event?
I think the basic aim of the Council was to celebrate the charitable work of the Rolls family in the town, Charles Rolls pioneering work and highlighting what a wonderful town it is.

Why did you participate in the event?
You don't get many volunteers from the Council and as a child I lived in a tied house that was owned by the Rolls family, so I felt that I should be involved.

Who did you consider the event to be aimed at?
I wanted to get as many local people involved as possible. There are a lot of incomers living here now who don't know anything about our history, which is partly our fault and partly theirs. I know that many of them didn't know anything about Charles Rolls and this was a good opportunity to show what a pioneer he was.

Which aspect of the festival was most successful in your opinion?
I think the education of the children involved in the scheme that was run by the Museum and funded by Rolls-Royce. From this a lot more people realised what the statue of Charles Rolls was there for.

Which aspects were least successful?
The timing of the procession on July 12th. The Spitfires couldn't come because of the weather and then the cars started off early and the local newspaper, the beacon, got the numbers wrong for that day, so some people were disappointed.

How much did your organisation contribute to the event?
I was allowed a budget of £1,000 and went over it by £340, which was for the hospitality at the newly refurbished Shire Hall on July 12th.

Did you get value for money from your contribution to the event?
Yes, I think so.

Could the event have worked better in tandem with the Ryder Cup?
No.
Were you happy with the organisation of the event?
Sometimes it was difficult to coordinate plans and to contact people like Harry Jones of the car enthusiasts and Roger James of Rolls-Royce. There were too many people on the committee and a lot of them were useless. You’d get one person coming from an organisation and then another would turn up next time. I was never sure what their remit was.

Was it publicised adequately?
It was publicised adequately but not accurately, which was the fault of the local press, who got the facts wrong.

How many people did you know already on the committee?
About five.

Do you think that knowing people helps when organising something like this?
Yes, I think so because you know what their capabilities are and if they’re up to the job.

Is knowing who to contact politically a help when organising events like this?
Are they any help? No.

What would you say are the success factors for being a member of committee?
You’ve got to be able to work as a team, to be able to negotiate. The committee can’t have one dominant figure, it must be a proper team or it won’t work.
John Winton
Churches Tourism Network Wales

What did your organisation hope to achieve from this event?
Apart from being involved with the two church services and enlisting the presence of the Bishop of Monmouth, I wanted to raise the profile of our organisation and gain acknowledgement of our areas of expertise.

Why did you participate?
Because we were invited to and for the above reasons.

Who did you consider the event to be aimed at?
Everybody – the whole public.

Which aspects of the event were most successful in your opinion?
That's quite difficult to say as I only attended the two church services.

Which aspects were least successful?
It didn't get the full support of the public authorities, who didn't seem to embrace it. They complained that they were constrained by a lack of financial resources, which then seemed to restrict other help which doesn't cost anything. They displayed a huge lack of imagination, which is a great shame, as the received wisdom is that events are the pegs to hang a lot of things on.

How much money did your organisation contribute to the event?
About £500 in my time.

Did you get value for money from your organisation’s contribution to the event?
Yes, both services were very successful in a rural and urban setting and it was good to make contact with organisations like Rolls-Royce.

Could the event have worked better in tandem with the Ryder cup?
Yes, I'm sure that we could have carried out at least a small amount of joint-marketing and carried out some work together. After all, Rolls-Royce is a much better known brand than the Ryder Cup. Although, Rolls-Royce is committed to working in the community, whereas, I'm not sure what the Ryder Cup's commitment is. It would be interesting to know what legacy they leave behind them. After all it is trumpeted as being one of the
world’s major sporting events – do they have to ensure that there is a community factor, as with the Olympics?

**Were you happy with the organisation of the event?**
Yes.

**Was it publicised adequately?**
No.

**How many of the committee did you know already?**
Three.

**Do you think that knowing people helps when organising something like this?**
No.

**Is knowing who to contact politically a help with events like this?**
Yes, you’re always looking for people who can influence wider issues.

**What would you say are the success factors for being a member of the committee?**
Roger James of Rolls-Royce is a good example of that – knowing what you can do and then doing it.
What did your organisation hope to achieve from this event?
Primarily the main objectives were to bring visitors to the town to enjoy the events and at the same time making a contribution to the prosperity of the town and surrounding area. As a result of this we hope that they will make return visits.
Some of the positives that came out of it are:

Why did you participate in it?
For the reasons I've already highlighted. We wanted to support a series of events that had the backing of a large number of stakeholders, like the town council, chamber of commerce, Rolls-Royce plc and the car enthusiasts.

Who did you consider the event was aimed at?
To a large extent people with an interest in local history, Rolls-Royce car enthusiasts, local people and people who have links with the town.

What aspects of the event were most successful in your opinion?
I wasn't present at all the events. Personally, I thoroughly enjoyed the commemoration day of July 12th. I enjoyed the service at St. Mary's Church, the spectacle of the parade of the cars and the reception at the Shire Hall.

Which aspects were least successful?
I suppose the non-appearance of the Spitfire. I know a lot of people were disappointed as they had come specially to see the fly-over – but that was out of everybody's hands. There was a lack of communication when Rolls-Royce plc learnt that it wasn't coming. Someone should have communicated this to the public, I imagine that this will be a lesson learnt.

How much money did your organisation contribute to the event?
In monetary terms, nothing. However, we provided promotion in our publications and our time at the meetings.

Did you get value for money from your contribution to the event?
Yes, it was worth being involved and meeting the stakeholders. I learnt a lot.
Could the event have worked better in tandem with the Ryder Cup?
There could have been potential for pre-game PR and journalists visits. But we found that the Ryder Cup brand is a closely guarded brand.

Were you happy with the organisation of the event?
Yes, July 12th went very well but it was a shame about the Spitfire but that couldn't be avoided. Everyone worked well together, it seemed to me and there were lots of things to take into consideration like road closures and parking.

Was it publicised adequately?
I'm not sure. Perhaps Monmouthshire County Council could have done more. We're open to comment on that. But I think the web site you produced and the flyers and the programme really reflected the idea of quality, which we wanted to promote.

How many of the committee did you know?
Practically all of them because of previous dealings with them.

Do you think that knowing people helps when organising something like this?
Initially it does but then when the group has been going for some time this is no longer important.

Is knowing who to contact politically a help with events like this?
Probably. With events like this, if you can get support from local councillors like you did, it helps a lot because they know where to go for things like parking and road closures.

What would you say are the success factors for being a member of the committee?
All the group having objectives to work towards and that each person addresses their own objective.
Peter Cole  
Strategic Director Capital Region Tourism

**What did your organisation hope to achieve from this event?**
In the short-term it provided a vehicle for part of the region to get involved with the Ryder Cup and from this there would be a series of events for the visiting public. In the long-term it chimed with our tourism strategy for the heritage and heroes of south-east Wales, which will focus on people, places and things that have made an impact on the world. Rolls was probably an unsung hero in the area. Hopefully, this will create a long-term interest in the region.

**Why did you participate in it?**
We've sought to develop events across the region and we've tried to support existing ones. We also run an events co-ordination project and calendar that can be accessed by the public and the trade. We see events as fundamental to what we offer the visitor.

**Who did you consider the event was aimed at?**
A number of markets. Some events were reasonably local and this festival has changed my view of events. Some events in Wales have not been relevant to the local populace. My view now is that an event should be for locals, then others. This will then allow visitors an insight into our heritage and a sense of place. A lot of community events start off with an individual who is motivated and then it takes off. Animation of an event is important but then getting people to buy into it is vital. Some of the people around the table on the committee didn't take full advantage of the opportunity.

**What aspects of the event were most successful in your opinion?**
What happened at the Hendre was good. The service at Llangattock was good. Perhaps the event in the town itself was a bit civic, perhaps it could have been more celebratory.

**Which aspects were least successful?**
Possibly the civic service in the St. Mary's Church in Monmouth.

**How much money did your organisation contribute to the event?**
£ 3,000.
Did you get value for money from your contribution to the event?
Yes, this was the kind of amount that we'd give to one event, so we got very good value for money and excellent leverage, considering what bodies like Rolls-Royce plc went on to spend.

Could the event have worked better in tandem with the Ryder Cup?
Yes, I think so. It would have been helpful if there'd been some sort of tie-up leading to the Ryder Cup tournament. But the Ryder Cup was narrowly focused on delivering one thing, while there were a number of quality events like the Rolls celebration happening leading up to it.

Were you happy with the organisation of the event?
Yes, of course, the PR links could have been better.

Was it publicised adequately?
It was fine. It's always a compromise with so many partners on board.

How many of the committee did you know?
About half of them. I was a resident of Monmouth.

Do you think that knowing people helps when organising something like this?
Yes, it helps you get through the door but people can also bring baggage with them, which might not be relevant to the event.

Is knowing who to contact politically a help with events like this?
Yes, I guess so. You are hoping that you collect the political buy from the word go.

What would you say are the success factors for being a member of the committee?
If you're sitting around a table, there can't be too many people. Each person needs to be given a job to do and there has to be an expectation that the job will be done within a given time. Chairing is key and communication between the meetings is just as important, or more so, than during the meeting. If I can be critical of the committee, we were all of a certain type and a certain age.
What did your organisation hope to achieve from this event?
It is written into our business plan that we want to increase footfall into Monmouthshire and
we saw this event event as doing this plus it increased awareness, it informed and it
educated. So it was an ideal vehicle for us.

Why did you participate in it?
As I have already said, our business plan had initially envisaged a Festival of the Air, which
would celebrate Monmouthshire's air. To do this we decided to work with existing festivals
who wanted to add the either the Rolls aspect or the Festival of the Air. By doing this we
could spread the money much wider.

Who did you consider the event was aimed at?
As we were supporting more than one event, we had some very different markets. But
our main aims were to increase the offer for tourism, increase footfall into Monmouthshire
but at the same time acknowledging locals and the educational side of the event.

What aspects of the event were most successful in your opinion?
I think it was the Monmouth Show, it gave a lot of added value. Actually, the liaison
between all the festivals we supported has increased. I believe that they have discovered
that they can work better in partnership than in isolation. They are not competitors, are
they? As a result, Monmouth Show, Monmouth Festival, the Rotary Club event, the
Women's Festival and even the theatre groups all collaborated.

Which aspects were least successful?
Probably for me, the amateur dramatics show, the Rolls Revue. They didn't bring in many
visitors but they raised awareness of the event and the society recruited a lot of new
members as a consequence.

How much money did your organisation contribute to the event?
£20,000

Did you get value for money from your contribution to the event?
Yes, the collaborative working really paid off and it left a legacy for the future. It is now
something we are using as an example of good practice. Our feedback was that visitors
and locals really enjoyed it.

Could the event have worked better in tandem with the Ryder Cup?
No.

Were you happy with the organisation of the event?
Yes, of course, you can always learn from these things. I wasn't just involved with this
committee. Because we were grant-aiding other events, I attended other committees as
well. It was good making links with the private sector – companies like Rolls-Royce. Probably the main committee could have been more efficient.

**Was it publicised adequately?**
Some events were better publicised than others. Some events had better databases than others.

**How many of the committee did you know?**
90% of them and 90% of the other groups.

**Do you think that knowing people helps when organising something like this?**
Yes, most of it is about personality. That’s why it’s important that the links are made. There is time spent creating relationships with these things.

**Is knowing who to contact politically a help with events like this?**
Yes, it has to, if you know who to speak to, it will smooth things out a lot.

**What would you say are the success factors for being a member of the committee?**
Each person should have something useful to offer the group, rather than talking and doing nothing. However, we all need willing volunteers who can take on tasks but they should normally go on sub-committees. Everybody must have a purpose.
# Appendix ii

## Ryder Cup Interviewees

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Rob Holt  
Former Chief Executive of Ryder Cup Wales

What were the desired outcomes of the Ryder Cup for Wales?
There were a number and can be best summed up as using the Ryder Cup as a tool for economic, tourism, golf development benefits for the whole of Wales. It was never about promoting the Ryder Cup, it was always about using the Ryder Cup to meet wider Welsh Government business objectives.

Were you involved with the bid?
No, I came in later but I know the bid well. I said that it was business objectives but it was wider than that, it took in a wide range of things. It was a very comprehensive bid and the fact that a team was put in place from the very beginning with Tony Lewis in the chair, bringing together the private and public sector, set the tone and it was that teamwork from beginning to end that allowed the event to be such a success. Without that team approach, it wouldn't have worked.

Do you have a copy of the bid?
I do but it's not in the public domain but the value of the bids have gone up and up. They've just announced that the 2018 Cup is going to France and there is speculation that the value of that bid is over 200m euros. So there's a lot of effort that goes into the bid process and a lot of money that is associated with the bids for major events these days.

Who were the competitors in the bid?
At that time England – Slaley Hall, Sweden, Scotland. Sweden dropped out. Scotland had five different courses in the frame.

So were they competing against each other?
There was a Scottish bid but five courses on offer. So they all wanted it but there was no decision in Scotland to promote one course and I think that was the bid advantage for Wales. Effectively, Wales went in with a bid that was Celtic Manor, this is the commitment, this is the way we'll work together. It's much more difficult when you've got a pot of four or five golf courses. I think there is another argument in that why would you bid. If you're the home of golf, what added value can the Ryder Cup bring to it? As opposed to an effectively undiscovered golf destination that the Ryder could add value to.

Could you go over the reasons why you think Wales won the bid?
There were a range of reasons. We met all the financial commitments that were required and set by the European tour. The commitment to run golf tournaments over ten years, the commitment to an annual rights fee, the commitment to a £2m legacy fund. All those
were met in full by the Welsh bid. They had a coherent approach so it wasn't just about
golf, there was golf tourism, there was the Golf Union of Wales, Visit Wales, the business
angle from the WDA, ministerial backing from Rhodri Morgan at the very top, the backing
of Wales' first billionaire in Sir Terry Matthews who was willing to commit to a Wales Open
not just in 2010 but up to 2014. The presentation that they gave was, by all accounts, very
well received. There had been rehearsals for it, which included the First Minister, so it
was a slick coherent presentation. The other bids were in confidence so I don't know what
sort of backing the others had, but it also helped that Wales had hosted the Rugby World
Cup and hosted FA Cup finals. Successfully hosting events helps you in your bids for
other events.

If you get it right, your reputation is enhanced.

**What were the important elements that had to be in place leading up to the event?**

Outside of the week of the event itself, we said we'd use it for all Wales benefit. And that's
exactly what we did. So every year from 2001 to 2010 we ran six golf events – Wales
Seniors, Wales Ladies Challenge Tour, three PGA events, and the Celtic Manor ran the
Wales Open. Those events, bar the Wales Open at the Celtic Manor, were taken all over
Wales. So you would have the ladies that went from Porthcawl to Conwy, the Seniors
Royal St. David's to the Vale and Challenge evets from Northop to Nefyn, down to the Vale
and all around Wales. Then the PGA tour events, whether it was in Cradoc, whether it was
in Borth – all across Wales there was an opportunity for clubs of all sizes to host top class
golf events. So there was that element of it.

Then there was the £2m legacy fund. We invited bids from golf clubs, local authorities
with the aim of encouraging more public play faculities. There are now forty golf facilities
that are open to the public across Wales that weren't there when we started the process.
We said we'd use it for tourism. You go up to North Wales and you look at Nefyn now and
you'll see that they're bringing in well over £300,000 in in green fees – significantly up
from when they started. This is sustainable and it's not just the fact that it's the golf club,
but the Nanhoron Arms Hotel benefits. The Royal St. David's, if you talk to the pro there
who'll tell you that if it wasn't for the fact we had used the Ryder Cup for golf tourism, he
would have gone out of business years ago. So it is about using the event to raise the
profile of Wales as a destination, and we took advantage of all the opportunities using the
European Tour events to ensure that the profile of Wales was the thing and not the Ryder
Cup. Wales was the host nation, Celtic Manor was the host venue and Newport was the
host city. Putting all those things in place, the legacy actually began before the first ball
was struck at Celtic Manor. I can go to courses anywhere in Wales, those who wanted to
engage with us, I can go to North Wales and be welcomed at various clubs there because
we said we'd bring benefits to the whole of Wales and we delivered. On the anniversary of
the Ryder Cup we did a BBC Wales interview and the journalist openly said they'd been
trying to find somebody who would say that there hadn't been any benefits but she
admitted that she couldn't find anyone.

There's no point in promoting Wales as a golfing destination and not changing attitudes. If
one thing has changed more than anything, it's the attitude of golf clubs, for a number of
reasons. Membership is down, as it is all round Europe, so they have to look at other
income streams, and tourism is vital. They now realise that every tee-time is a perishable
product, so if they don't sell their ten past eight tee-time, they can't get it back. So if
members aren't using it, week in week out, then they need to sell it whether it's a
discounted rate or not. There's no point in raising the profile of Wales as a golf destination,
if those who become interested then can't get any information about individual clubs. So
we made funds available for clubs to improve their web sites and their IT management
internally. There's no point in getting people to come to Wales and then not giving them a
good welcome or not being able to get on a golf course. Training was given to golf courses on marketing and promotion - Welcome Host - on using Welsh food and how to deal with visitors. All of that was in place before the event and it was a sea change in attitudes. Golf is different to virtually every other sport. Swansea in the premiership is fantastic, and you can promote Swansea on the back of it and that's right. However, you can't come to Swansea and play at the Liberty Stadium. You can't come to London and run the Olympic track after the Games. You can come to Wales and play the Ryder Cup course and other courses in Wales. Golf has an advantage over most other sports in that regard.

**What were the major objectives of your involvement?**

My job was to bring things together. It was to ensure that all the commitments that were made in the bid were being delivered. Whether that was in terms of golf tourism, golf participation, infrastructure, delivery of events, trying to get benefits for business, looking at the education side, working with our local charity to develop charitable benefits in terms of social responsibility, to ensure sustainable development was put into the programme. My job was to bring all these things together and to understand if something happened in one place, in terms of golf participation, it could well have a knock-on effect somewhere else. So it was to either deliver directly on the legacy fund, the golf events etc. and then to ensure delivery in other places, to be the link between the private sector in the Celtic Manor, the public sector whether it was the Welsh Government or Newport City Council and the European Tour, who owned the rights to the event. It was also to try and attract sponsors to offset some of the costs. Sponsorship for the European Tour wasn't as good as they'd hoped it would be, simply because of the economic downturn. Sponsorship for our events was better than we'd hoped because we set up a corporate club, which allowed businesses to buy in at a low level in return for Ryder Cup tickets. But at the end of the day, securing major sponsors in Wales is virtually impossible because there are very few headquarter companies in Wales. You're all fishing in the same pool – Principality, Brains, Admiral – everyone goes to them and they haven't got the budgets that people think.

However, the job was really about the co-ordination and making sure that people understood their roles, delivered them and put everything in place for the week of the event. A good example would be the rail network. How does that fit with the park and ride services? How does the development of Newport Station fit? Was it on time, was it on target? Would it be in place? Are there any works on the Severn Tunnel? Luckily it also involved putting in place a contingency plan for if it went into the Monday. So all that fell within their overall purview reporting to Ryder Cup Wales board with all the partners on it and into a wider First Minister-led steering group with both the public sector partners and the private sector and the European Tour. Bottom line, there's always a rights holder with these events – you have to abide by their rules and work with them if you're going to make the most of it.

**What legacy issues were identified in the bid?**

The legacy was always to establish Wales as a golf tourism destination, to increase participation, and essentially legacy starts the day after you've won the bid. If we hadn't had the event in 2010 for whatever reason, we would still have been able to say that the legacy was the improvement of facilities and the creation of other events. A lot of what is said about legacy is a fallacy because sometimes you are looking to develop things just for the sake of meeting the god of legacy and often there are not tangibles. We are lucky here in that we have the tangible of increasing golf tourism and the legacy fund but they were put in place well before. They were not things that were put in place afterwards, we just needed to hand them on to other people, whether it was Visit Wales or Sport Wales in
terms of participation, along with Golf Union Wales. Everyone talks about the legacy of the Olympics, I've yet to see what that actually means in practice.

**What did the Ryder Cup cost?**

We are talking in terms of the published figures of £60m. That includes all the rights fees, but also things like the road infrastructure, the improvements to Newport Railway Station, which would have happened anyway. The economic impact study by SMS, we commissioned just for the week of the event, we are looking around £82m. That doesn't take into account the golf tourism benefits. The golf tourism monitor we commissioned SMS to do as well, it showed an estimated 30,000 visitors and £7m. Last year there over 200,000 golf visitors and £42m. It doesn't take account of any advertising equivalent values, in terms of PR, and if you really want to do economic benefit of an event, you probably need to start again on the day the event was announced it was coming to you. Immwsiately there is a profile value as soon as that announcement is made. But it's not possible for any event organiser to start calculating on day one.

**Do you think the profile of Wales has improved?**

Certainly as a golf tourism destination. If you compare it to the Commonwealth Games which were on at the same time, Has Wales handed over the Ryder Cup in an enhanced form? As a result of Wales hosting it, has the value of the Ryder Cup gone up? I think the answer to that is yes, as evidenced by the fact that of the strong bids made to hold it in 2018. Have the brands of Newport, Wales and Celtic Manor been enhanced? The Celtic Manor, it's tangible in that the course is fully booked. Look at Wales as a golf tourism destination and the numbers have gone up. It's not easy to sustain it in the current circumstances but I can guarantee that the 2011 figures are a lot better than when we started in 2004. Look at Delhi and the problems they had at the beginning and the media coverage they had, and look at are the Commonwealth Games enhanced when they go to Scotland? And having talked to my Scottish colleagues, the answer is no. It's at a lower level now than when it was taken to Delhi. The one worry was that because of the weather the image of Wales would be hit. Talking to people on the stands as we go round Europe or America, it doesn't seem to be a factor. It's almost, it rains in Wales, what's new? At the Belfrey, there was an earthquake just before they started, they nearly lost the whole event in Ireland because of the rain as well. Louisville was hit by a hurricane while we were out there. It certainly hasn't hit the image of Wales. And we managed to get through the Monday without any problems. The infrastructure worked as well as it could have done, the feedback we had from the public travelling to and from the event was extremely good. These contingency plans all worked because of the team approach involving everyone, the police, the European Tour, the caterers, the volunteers, the government, city of Newport, ambulance services, fire services. Because we knew each other and we had those working relationships, when it became difficult and I led on the contingency plan because of the relationships there were no issues and we got on and did it.

**How do you think it was viewed by local people before the event?**

It was mixed. A good example would be the community meetings we held in Caerleon, The residents had a real concern that the traffic etc. would snarl up the whole of the town and cause huge problems for them. With the police and the City of Newport we worked hard to ensure that wasn't going to happen. That's why park and ride sites were put in place. People couldn't fly-park and there were exclusion zones. And it was all put in place. Just before the event we had our last community meeting in the evening in Caerleon and
the people there were up in arms because we were stopping all the people coming to the event from going into Caerleon. So there was always that balance between trying to get local benefits and ensuring the day to day activity of the area was able to continue. A major event will always have an impact on a local community. There are always going to be conflicting views. If you’re a non-golfer you could well say that it's bringing nothing to my area, while others were very pleased and wanted ownership, saying it was happening in Ringland. One of the things to remember, in the context of the Ryder Cup, is that Celtic Manor employs 700 – 800 people in that local community and the surrounding region. It is probably one of the biggest private sector employers in South-East Wales. And the question we need to ask here as well is, is it helping to sustain, in the longer-term, the Celtic Manor and the area? I think the answer is yes.

**How did golf societies and clubs interact with the bid?**
As much as they wanted to – or didn’t. Some complained that they got no benefits from the Ryder Cup – I'm not allowed to say who. The fact that I sat in the office of the secretary of one club and laid out all the events that if he was interested we could bring to his course. He said that he would take it to his committee and I know for a fact that he didn't and that club didn't participate in any of the training programmes like Welcome Host and Golf and IT and made no bid to the legacy fund. They then complained that they didn't benefit and didn't have any visitors. I also know that some were approached by hotels and said no that their members wouldn’t allow it during Ryder Cup week. Yet there are others like Royal St. David’s, Nefyn, Cradoc, Llandrindod Wells and Ashburnham who took it on board, engaged and benefitted. You can only work with the willing.

**When you started, what the major tasks that confronted you?**
The major tasks were to analyse what we'd promised to do, what were the commitments we'd made?
How are we going to deal with those commitments? We looked at it and thought should we have a Welsh Government lead or a joint lead with the Celtic Manor? So after a lot of discussion, we set up Ryder Cup Wales for a host of reasons, which looking back, was one of the best decisions we made because it meant we were compliant with government regulations but were able to act in a streamlined way. We had the backing of ministers from the outset, and with the First Ministers firmly on board, that made a huge difference. We ensured very good relations with our partners, the Celtic Manor and the European Tour. Our job was to get everything right off the golf course. Celtic Manor was to get everything right on the golf course and the European Tour was to come in and stage the event, using everything which had been put in place. I would say to any events organiser to look into the future and ask what does success look like? If you were writing a final report now, what would you want to see in it? If you've got that in the back of your head, you can then set up the structures to deliver this. Don't assume that everyone is going to work together. For instance, there were some well documented issues with a farmhouse at the Celtic Manor – that was a planning issue. But while that was going on we were all working together with the Welsh Government to find a solution to the problem.
Understanding what your event can do to provide a legacy is important but it can't be legacy, legacy, legacy. That's all well and good but if you don't get the event right, all the good work you do beforehand turns to nothing, because you have to get the event right. Beyond that, one of the most difficult things for any event to deliver is business benefits. Welsh suppliers did well out of it, both the development at Celtic Manor, the infrastructure works, supplying the event with food, etc., etc. But the most difficult thing is to turn that raised Wales profile into a wider inward investment benefit. The host and guest list to the event was strong and ministers worked their socks off talking to relevant people. But turning that into actual wins like a businessman going home and saying I've been to Wales...
and I loved it, I want to build a factory there, is very, very difficult. But you do need to take advantage of developing the relationships. You don't know how many jobs were safeguarded by hosting people who have already located in the country and cementing those relationships. Also, the other element is the economic downturn and it is very difficult to do that during these circumstances. That's probably the biggest challenge when hosting a major event.

**Were your tasks clearly defined in the different teams?**
Yes, they were. We knew what we were doing and largely knew where the boundaries were. But because there were three different groups, there was always some overlap. But it was never an issue. It was better we had an overlap than things fell through the gap.

**What was your hardest task?**
Probably pacing it. Roger Pride and I spoke a lot in the early days about do we start promoting Wales as a golf destination right away or do we get the product right first and then do the promotion? In the end we decided to do the marketing and product development at the same time but that pacing it and keeping the product fresh and keeping the interest levels high, I think we managed it but it was one of the most challenging things for an event when you've got that much of a lead-in time. When do you go big? You're not the next host nation, so you can't do too much. It's trying to get that balance right between increasing interest without going too far. Another thing was at the beginning it was quite difficult to persuade people that I needed the staff in place. People asked me why I was trying to build an empire eight years away from the event. There were two of us at the beginning. Of course, we were working with a lot of partners but it would have been better having people in place and keeping them there because the knowledge you gain from doing 2002, 4, 6, 8 makes a huge difference to the overall approach. I should have got a team in place earlier and ignored the criticism. If there's one thing I would have done differently, it would be that. Actually, the hardest job was putting in the contingency plan over that weekend and handing it down to silver command and me not knowing if it would work on the Monday.

**What was the easiest job?**
Enjoying it. It is one of the best jobs in the world. To be able to go round Wales and sell a product, not the Ryder Cup but golf in Wales on the back of it, which you believed in and could actually see making a difference, when you're talking to clubs whose membership has fallen but they're making up for it with golf tourism. Of course, working for Ryder Cup Wales was so focussed, that was good.

**When the event started off, did everything go as intended?**
No, it was never going to go like that but you have to have the systems in place to react. We had so much going on from the Tuesday, youngster coming to the course, Prince Charels President Barroso, events in the Millennium Stadium etc. But we knew the crunch day was the Friday when the match started and more and more people tried to get in. We kept telling people that and on the Friday morning, human error meant that one of the lanes leading into the park and ride in Llanwern wasn't opened, even though they had been told and told. But one person must have thought that we didn't need it Monday, Tuesday, Wednesday and Thursday, so we won't need to open it today. And we had queues onto the motorway. It was quickly rectified but that shows how one link in the chain can cause a problem. You need to have the communication channels right by then. And, of course, the weather. We had the contingency in place and that involved taking a decision on the Saturday to rehire 400 coaches for the Monday for all the park and ride.
services. It involved talking to all the volunteers and making sure that they could be there on the Monday. Talking to the caterers to make sure they had enough staff because a lot were only contracted until the Sunday. We talked to the hoteliers, and even those people who'd booked a conference at the Celtic Manor on the Monday. It involved talking to the police – a lot of them had booked leave for immediately after. The level and speed of reaction was key to it. Did it go perfectly? No. Did we expect it to go perfectly? Absolutely not. Were we in a position to react? Yes.

What opportunities were there for local communities to get involved?

Where do you start? Everything in terms of golf participation, legacy, bringing young people into the sport of golf. We had 10,000 tickets for the first two days for community groups and schools for the practice days of Tuesday and Wednesday. At a very early stage we decided to go out to a group of charities and ask them to pitch to us. We wanted one charity for the duration of the project, an all-Wales charity and one that could make the most of it. Tenovus stepped up to the plate and made the best pitch. We worked with them for over eight years and they made over a million pounds off the back of it, which they used to buy a mobile unit that goes into the community and allows people to have treatment there instead of having to travel to places like Velindre. We worked with skills organisers wherever we could and employment agencies to put them in touch with people who needed the work. If people came to us, if it was local people who wanted information, local suppliers, we wanted to work with them. But when you're delivering an event, certainly as it comes nearer, you haven't got that time to go out. We had ambassadors from Newport who volunteered to help welcome visitors and businesses around Tredegar Park park and ride to supply marshals. So whenever people came to us with ideas, certainly in the early years, we tried to engage with them. When it comes to the event, it becomes more difficult because your focus changes.

How did the local communities react to the opportunities?

Mixed. We had a concert at the Millennium Stadium and there were opportunities for local communities to access tickets and the concert went extremely well. There were opportunities for them to come to the event itself. If you're asking was there a full community approach? Then, no. because there were just pockets of people who wanted to get engaged, who like golf and like sport. There were others who thought it was a waste of time but local councillors in Newport were fully engaged, so were local schools in Newport and Cardiff. There's not one community and anybody who goes out to service the community with an event is going to be disappointed. But there was an educational module and Newport had a festival for the first time in 2010 that was linked to the Ryder Cup. It happened again this year, it's happening again next year and long may it last a legacy.

Could other events have taken place?

It's difficult to know. You only do a community event if there's a demand. We worked hard to ensure that the European Tour put a large screen in John Frost Square. However, with the weather, it wasn't well utilised. There was a group that wanted to put on Golf - the Musical in the evenings in Chepstow. The chances of any of the spectators from the golf course attending that were pretty limited. Our advice to them was, if you think there is a market for this, it's going to be a local market and if you think tha this market is interested, you're better off doing it at another time. We did a lot of work analysing the type of spectators that attend the event and they weren't going to visit an art gallery in Newport after a day's play. Their wives didn't tend to travel with them and go out shopping in town centres. And the hotel rooms were limited and mostly filled with golfers. There was an element of community disappointment with them not being able to rent out their houses for
vast amounts of money but we made it clear from the start that this was going to be pretty unlikely. We said on the One Show that the only people who were likely to make money out of this were the people who had the websites and who were being paid to put the accommodation up there. There are a lot of myths around events and you've got to cut through them. The reality is that very few people who go to a Ryder Cup want to rent out a house.

**Did you achieve your major objectives?**
I think so – it's for others to judge. When Monty says, “The world was watching and Wales delivered.” That's a nice third party endorsement. When the president of the PGA America says it's the best Ryder Cup ever, that's a great endorsement. When you look at the golf tourism figures – absolutely yes. Where Wales has come from originally in terms of its profile. Ireland recently did a SWOT analysis and had Wales as a competitor. That would not have happened in 2001. So in terms of visitors we get coming to Wales - yes. That's not to say that there aren't challenges. The golf market is a very difficult one. You've got to keep your profile, which is one of the reasons we've succeeded in bringing the British Seniors Open to Wales – another result of the legacy of holding the Ryder Cup. As I said earlier, golf membership is a challenge, not just in Wales but right across Europe, and not just in golf, in sports.

**What percentage of the population plays golf?**
I don't know, but as regards golf membership, people haven't got the time to go out and play for four or five hours regularly and if they're paying £700 and only playing four or five times, they're better off being a golf visitor. The fact that they stay in Wales to be a golf visitor is better than them travelling over to Ireland or Bristol, so that helps. But there are major challenges, you have to keep working on the product and golf participation.

**And the evaluation was done by SMS?**
Sports Marketing Services did an independent economic impact survey, which was published and is on the web. It was subject to great scrutiny from outsiders. It was a joint study with the European Tour but we funded it along with the City of Newport and Events Scotland. It will cover 2014 as well and it will ask in 2014 did you go to Wales? Have you been back to Wales since? We've had a longitudinal study and that's the first time it's happened and we wanted to be sure that it was subject to outside scrutiny. And we've had no queries in relation to the figures.

**Do you think anything could have been done differently to make it more successful?**
Getting staff on board earlier. But sometimes more of a reality check of what an event can actually do. In terms of, for example, internal (inward?) investment, in terms of the people attending. The third biggest sporting event in the world. There are a lot of them about. The Rugby World Cup, the Commonwealth Games, The Ashes. They all claim they're the third biggest sporting event in the world. But as regards the reality check as to what is possible, we got to 95% of what was possible and everyone talks about it as an event to break into the American market. But I don't think there's such a thing as the American market. There are fifty two different countries in America. I was in Detroit in 2003 and it was wall-to-wall Ford celebrations. Everywhere you went it was the 100th anniversary of Ford. I flew to Chicago, nowhere was the 100th anniversary of Ford mentioned. And then you realise you're dealing with 52 different countries. As one American businessman told me, “If you want to make an impact in America, you need to save your marketing budget.
for the next hundred years and then buy yourself a major basketball or baseball team and call it Wales.”
I think that realistic targets and aspirations and an understanding of your event is key to anyone looking to deliver an event.

**What improvements could be made to attract major events? What major events are there that Wales could bid for?**
There is a government commitment to look at a feasibility study for the Commonwealth Games, which is one of the things I'm working on. But the cost of these games are significant and you'd have to look at what the benefits are. You look at the Olympics and the Commonwealth Games in Glasgow and a huge amount of this is about a regeneration project, rather than a sports event, which is right, as there needs to be a balance between long-term regeneration benefits and economic benefits. I think there are different levels of event. There are the big ones that Wales can bid for, like the Rugby League World Cup, which we've got, WOMEX in the art world, which we've just got as well. The Ashes are coming back to Wales, the British Seniors Open is coming back, and that may lead to further talks to the Open coming to Wales at some point. Then you've got new events which you can build up in Wales and growth events. Look at the Hay Festival and that has grown and gone all over the world.

**What does that do for Wales?**
It means that the Hay brand goes from strength to strength.

**Half the time they say that Hay is in Hereford.**
But you've then got other events that can't grow any more. Whether it's the Cardiff Food Festival or Abergavenny Food Festival, they're space bound. So there's an element there. So you have to ask what can Wales bid for? What are the growth events? What are the new events? What Arthur Emyr and his team have done, they now have a budget which allows them to compete with Events Scotland and others in a way that Wales has never competed before for events. They have a much more systematic way of looking at bidding for events and looking at the objectives of those events and they've been successful.

**Have you pin-pointed events you'd like to bid for?**
Major events unit have. I'm not in charge of that but they've got a list of events in their remit they'd like to have here. In the same way I'm on the board of UK Sports Major Events Panel and we've been asked which ones we'd like to go for and it's much more scientific approach – which sports are relevant to them in terms of elite athletes, in terms of participation, and economic benefits. And it isn't just because an event becomes available that we make a bid. There's a much more scientific approach than there ever has been. Its very, very competitive market.

**What can the decision-makers in the Welsh Government take on board as a learning experience from the Ryder Cup?**
A project of this scale having a dedicated organisation to lead on it, to bring everyone together to make sure that partnership works between the key players. That's the strongest lesson. It meant that if there's an issue, everyone knew who to go to – a limited number of people and if one of them didn't know the answer, then someone else would and the access to the First Minister, to the European Tour and Terry Matthews meant that no problem was insurmountable and the delivery was aimed at a specific target.
Is there a growth potential for home-grown events?
Absolutely. Wakestock, The Green Man Festival. They are certainly growth events and it's vital that you look at a mixture of external events you can bid for. Always recognising that there will be issues relating to those events, like paying more money because it's a bid process, they'll have sponsors, which reduces your capacity and brand rights. Then there are the much smaller but internationally recognised and the smaller events again, like the Cardiff Half Marathon, which has grown a lot in a short period of time, bringing a lot of people into the city. Bedrooms peak during the Cardiff half Marathon not just during internationals. Look at the Iron Man in Pembrokeshire, there's mountain biking and sailing. We need to take these events right across Wales and work out how the venues marry with the events out there. There's no point bidding for an event if you haven't got a good venue. Events rights holders don't come back if you don't get things right.

In a mega-event what is the hierarchy?
It depends on the event. If you look at the Olympics and see the scale of that regeneration project. Forget the financial figures, the land mass which is being developed and which was wasteland. The housing development. You'll probably see the same if you go to Glasgow with the Commonwealth Games. It's phenomenal. They are of such a different magnitude to virtually all other events and the useability afterwards must be based on regeneration. By at the same time, the costs are so huge. Look at Greece now and one question I would ask is how much did hosting the Olympics contribute to the national debt? What benefit did they get from it? Go to Portugal and there is a soccer stadium that is standing empty just up from the airport. Different events have different challenges and the hierarchy in an Olympic event is way bigger than anything you'll ever see.
Heledd Williams
Conference Executive Cardiff & Co.

When did you get involved with the Ryder Cup?
I started in January 2007 with Ryder Cup Travel Services. My background is in tourism and event management. RCTS is owned by a company called Byrom plc in Manchester and they have a contract with the European Tour and Ryder Cup Ltd. to manage the accommodation and transportation for each Ryder Cup, home and away. What they tend to do is base an office in the home nations i.e Europe and they put a local representative in to be a project manager on the ground. I did basically four years with the company and my role was to specifically project manage the accommodation – contracts with all the hotels in Swansea, Cardiff, Newport and Bristol, together with the surrounding regions and then put in place the transport plan for all of the infrastructure for aeroplanes to get charters in for the team, getting private jets in, local flights co-ordination, flights coming into Bristol, Cardiff and Heathrow and all the transportation in terms of coach transportation from the place of origin of accommodation in and out to the Ryder Cup every day.

How many people were working on that?
The team for Ryder Cup Travel Services alone is six. I was the only one based in Cardiff, the other five were based up in Manchester.

Was there any overlap in roles?
They were defined. I was the liaison on the ground and the face of the company in Cardiff and I was responsible for being the day to day contact with all the hoteliers and transport operators. The managing director, John Parker, he was down every week to have meetings with the hoteliers associations or with transport providers, as was John Braithwaite, the logistics director.

Had they done the original deals with the hotels?
For Wales, which was a unique case. The Welsh Assembly Government was involved, Wales Tourist Board was also originally involved with the original bid. So ten years before the event happened, WTB was instrumental in gauging reaction to the event and rates etc from the hotels and they had some memorandum of understanding with the hoteliers that they would play ball if the event came. Contracts were originally drawn up for 2009 but 9/11 happened so it was deferred by a year, so we had to start from scratch again, whatever was in place beforehand was null and void and it was our responsibility to rebuild the relationships with those hotels. The way Ryder Cup Travel Services work is that they have a maximum inventory from an hotel of 89% and a minimum of 20%. Because they are the sole and official accommodation package provider for the event itself they have a monopoly on being the body who people should
work with. So by having inventories of 80% in each hotel, the bulk of the accommodation was secured.

Some of the hoteliers have complained that they agreed a tariff below market rate so that Wales could win the bid and then when new hotels opened, they weren't tied in to this. Wales was perceived as the dearest Ryder Cup in history at the time. The problem was and still mis with any major event and Cardiff is renowned for it. When you bring in budget properties like Travel Lodges who usually sell a room for £19.99 a night but when an event comes along they tried to charge £289 per night for the same room and they can't warrant it and it displaces the whole business right across the board. This happened with the Ryder Cup and we refused a company to work with Travel Lodge purely because they were charging close to £300 per night for a minimum of five nights stay. The way Ryder Cup Travel Services has always worked is by offering 3, 4 or 5 night packages but the problem we had in Wales was a lot of smaller bed and breakfasts and guest houses had given rates without really thinking that this was going to happen nine or ten years down the line. When new properties did come on board, the original contracts became null and void, so we did start from scratch but the process for us was very laborious and we had to go back to someone like the Vale, You originally quoted £89 for your accommodation per room per night and they may have wanted to charge something like £300 per room, so we had to renegotiate to bring sense to the situation and a level playing field across the board. And that is what Cardiff & Co has achieved with the Cardiff Commitment – any major event that comes to the stadium, for example, we apply the Cardiff Commitment, where 20% of the bed stock goes to the event organiser at normal rates – not inflated events-driven rates. That then means three, four and five star hotels would be tiered and comparable across the board. An element of that did happen in Ryder Cup but it took a lot of time and a lot of meetings, a lot of cajoling, a lot begging and pleading with hoteliers to see sense. Some hoteliers ended up charging £500 – £600 per night. Needless to say their rooms didn't sell and their occupancy was very low during the Ryder Cup. Those who were sensible had good business. Those who weren't so sensible didn't have a great Ryder Cup experience. I can't say who they were because of data protection reasons but some of the budget ones, as mentioned before, didn't get the rate they wanted and certainly didn't sell all their rooms. It was also ridiculous that people expected to rent their homes out for so much. The problem for the whole rental market for the houses was fuelled by Alix Popham, the ex-international player who there would be money to be made and historically there was but unfortunately whoever started that ball rolling hadn't taken into account the advantage the Celtic Manor has because of its situation, which is phenomenal in relation to Newport, Cardiff, Swansea and Bristol – even London. Therefore, because people had been greedy and charging extortionate rates for hotels, we had a lot of corporate clients who had historically stayed in local hotels but decided to stay in London and charter trains like the Orient Express every day and they brought the clients in every day by train, entertained them on the train, took them straight to the golf and then straight back to London every day. They did that for the four days. That is one example of a major corporate client who decided to do that. Other clients were being helicoptered in because it was cheaper in the long-run to do that. Birmingham was accessible by car and because of Celtic Manor's location, there was a wealth of accommodation options around, which meant that private housing was not an attractive choice.
What happened in Ireland?
In Ireland the K Club is in the middle of nowhere and the distance to downtown Dublin was further and longer. In Dublin it worked well because some houses were rented out because of where the K Club was positioned. The Smurfit family own the K Club, and a lot of houses around that area are beautiful, and people did pay reasonable rates to rent houses. Around Newport we had the likes of Mr. Darlowe’s mansion and he wanted a six figure sum to rent it out for three or four days and I took a client to see a property in Chepstow and they were looking for close to six figures just for a week. Now this corporate client asked what he would get for his money and he realised that he would get better value by getting an hotel for £25k with a team of staff for ten people. It was a no-brainer, they went for the hotel option. A lot of people had this expectation that they would make £68,70,80k for a normal house, which was never going to happen. We kept telling people that they were charging too much but they still kept wanting to do it and it never materialised.

What were the biggest barriers for you?
I think expectations were a massive barrier, they were so high, expecting the Ryder Cup to be a massive cash cow that was going to set them right financially. In reality it’s just an event, OK it’s a major event but it’s not that big when you put it into the context of 40,000 people going into Celtic Manor every day versus 72,000 coming to one event at Cardiff city centre. In the cold light of day, it wasn’t a mega-event. It was an event that happened, yes it was great for the economy in October, it was great for the hotels and we managed to position Cardiff as the corporate hub for every single corporate supplier to the event were based in Cardiff. So for Cardiff it was a phenomenal success in terms of revenue – food and beverage, meeting events and so forth.

Why not Newport?
Newport was positioned as a media hub and had a bout 2,000 media from all over the world based in Newport in the Holiday Inn, in the Hilton, in the Expressway Holiday Inn, and those were earmarked specifically for the media because of the close proximity to the media centre. So that was never really an option for Joe Public or the corporates because it was already earmarked. Bristol was then considered a secondary hub for some of the corporates. The only corporates who didn’t stay in Cardiff were Rolex and they chose to go to Thornbury Castle because they could have the whole place to themselves but everyone else came here. From a positive viewpoint for Cardiff, a lot of major companies positioned themselves here for the first time. They’d never been to Cardiff, never experienced it. You had your Club Cards, your Toros, your Mastercards, and they were all based here and it was a good opportunity to showcase the city.

Coming into Cardiff & Co, do you see any effect that this has had?
It certainly changed the perception of Cardiff for the business traveller, for the corporate, even for the leisure traveller to a certain extent. Certainly from a corporate point of view, Cardiff was seen in a far more positive light. Cardiff is seen as a city that is good at holding events here in the stadium and that’s about it but once they’re here and see the wealth of buildings, the attractions and its close proximity to London, the commercial side of the city, the investment side, they leave with a very favourable impression but we have to keep pushing that and making sure it’s on the agenda with those corporates to say we can deliver a lot more as a city.
During the event, what was the feedback that you received?
The feedback was very good. What was very disappointing was the Welsh media being so negative about the rain and they focussed on the weather. Regardless of the weather, the event kept going on and the transport kept working. If somebody looked at the map across the UK during that weekend, it was blue across the whole of the UK, not just Newport and Cardiff. But the Welsh media just concentrated on that, while Jim McKenzie, the head groundsman of Celtic Manor, is the unsung hero who made that event happen. It was a shame it rained but by the Monday the sun was shining and we couldn't have asked for better. What I could measure was the reaction of the Americans specifically – a lot of them had never heard of Cardiff, let alone been to Wales – so the fact that this was their first experience of Wales and that it was a different country to England and how close it is. Every American that I met from the PGA said how friendly people were and how warm the welcome was and I don't think we play to our strengths here and realise how important that is and that was a great response. In terms of perception, it's nice, it's quaint it's quirky, it's small, it's very friendly, yes we'd come again, we should have known more, why don't we know anything about this country? Also they realised how accessible all the courses are here in Wales, going to Harlech or West Wales to play as well. That was their feedback. Their expectations were met. But from a local point of view, local people's expectations were set so high, I wonder whether those expectations were met at all.

Who was responsible for causing expectations to be so high?
It's the media – especially when the public purse is used to fund it, people tend to think actually that's my taxes and I should be getting something out of this. I remember reading in the Western Mail about how much it cost the Welsh tax-payer, the bid and the staging.

How much was it?
I think it was over £100 million £100 million of public money went into it but then more than £140 million came back into the economy. So you could argue black and white that whatever was put in we covered the investment and got back a little bit more. Sir Terry Matthews put a lot more money in there than the public purse but he benefitted as the resort of the Celtic Manor. But I think when public money is involved people do believe that there should be something in it for them. Now the fact that there's a ticket ballot and how that works is not the easiest of systems and you have to bid for your tickets and then you may get selected means it's a pure lottery. Some people really wanted it because it was on their home ground and it was a once in a lifetime opportunity but they may not have had the chance to go because of not having a ticket. That was detrimental to the event from the word go. But what people didn't realise that this is an event that happens every two years regardless and the same procedure happens every two years, whether it is the USA or Europe. That is the system that works for the Ryder Cup and will continue to work, I should imagine. From a local point of view, the legacy, as Rob Holt will tell you, is making golf accessible to everybody and making golf tourism a viable product in Wales. That's the legacy that Ryder Cup Wales had to work on for ten years and that momentum needs to continue.

What do you think could have been done better in retrospect?
Every event differs but the basis is the same. You need to know what you're planning, what to tick off to make an event happen. I'm very proud of my role in Ryder Cup and I'd
love to have the chance to do it all over again and if I did, would I change anything? I'd change the amount of public sector involvement in trying to get things done and decisions made and things to move forward.

How would you do that?
Not involve them as much. The problem is, the bigger the event, the greater the people around the table. Everyone has an opinion, everyone needs to look after their own interests, their electorate, or whatever and people lose sight that it's an event that needs to happen. So having meetings to discuss meetings is not going to change that event – it has to happen and be put in place. The bigger the event, the bigger the expectation from the organiser that the public purse will pay. Look at Wales Rally GB, which has just been given £1.4 million of funding for 2012 by the Welsh Government. How is that possible? £1.4 million when that event started off ten years ago with something like £250,000 funding to help maintain that event. Ten years on that event is still not able to sustain itself, which in the real world shouldn't happen. You don't keep ploughing money into something that doesn't yield anything back. I find it slightly incredible that the Welsh Government is ploughing all that money into an event that has been on the circuit all those years. Yes, it may bring in additional bed nights into Brecon or Builth but it has no impact on Cardiff whatsoever. Maybe it's not Cardiff's turn to have an event and maybe Llandudno did well out of it this year because it was a stage of the rally. But traditionally rally people don't spend money on hotels, they sleep in their cars in the forest, so how are hoteliers making money out of that? They're not. I question why the public is paying money for an event that doesn't seem to be able to wash its face.

Why do you think they're doing it then?
It must be because they're playing the political game. Then when you have events that do warrant assistance and do warrant a bit of public funding to help them mature that event, they could well be denied the opportunity because it's going to a big beast like Wales Rally GB. The stadium is good in terms of its shows, the flexibility that that venue can hold anything from a pop concert to a rugby match to a monster speed jam event to an equestrian event, to a water-based event. A lot of companies can now see the viability of coming to Cardiff and bringing their events here – even major American sporting events. They've tried the O2 and they see that the stadium is a better fit for them. From an accommodation perspective the city can accommodate from a transport perspective but sometimes they need that help from the public purse to kick start something off. But if that money's not there to help them, then the whole of the city loses out, or the whole of Wales loses out.

Your job is to attract conferences and events to Cardiff and the feedback I get from hoteliers is that they'd prefer regular events that are smaller than the one-off mega-events.
The problem with Cardiff is feast or famine – everything happens at once or nothing happens. You have a ten year wait for the Ryder Cup to come – I remember sitting with Cardiff hoteliers last year saying In a year's time you will be damning the Ryder Cup because you won't hit budget in 2011 and they all laughed. Of course, in 2010 they hit budget and beyond but 2011 it's a different story of where they were a year on. Whereas business was buoyant last year and the revenue from the Ryder Cup was phenomenal, this year it was the complete opposite and people were struggling from a meetings and exhibition, food and beverage point of view and bedroom point of view. They are down in all those areas and there are not the internationals in Cardiff due to the World Cup, so they've lost out there as well. What they do is when the Six Nations or the speedway
come they get excited and there is a tendency for rates to go up due to demand. But that's when we get the delicate position where we have to be responsible as a city to make sure it's open, welcoming and friendly and it's not offering bedrooms that are more expensive than Bristol or a quarter of the price. That's why some hoteliers are good and some are not. At the moment the problem with Cardiff is too many hotels and there's not enough demand for hotel bedrooms and we've got hotels opening left, right and centre. Cardiff City Council can give planning permission without questioning if it's a 2, 3, 4 or 5 star property and we've seen Premier Inns and Travel Lodges popping up everywhere. They have planning consent, get built and that's it. As a city, my personal opinion is we need more 5 star product, we don't need any more budget product because that's detrimental to what we need.

What's the legacy of the Ryder Cup?
If you ask any hotelier or restaurateur who delivered for the Ryder Cup, it's been and gone, it's done. There is no legacy for them because they have to look at it in terms of money. That money's not coming in this year, so Ryder Cup hasn't benefitted them in 2011. In terms of golf tourism, it might benefit somebody in Aberdyfi or Aberystwyth and maybe those sort of reas will benefit due to the legacy of the Ryder Cup but certainly for Cardiff as a city it's been, it's done and gone. Let's focus on getting the next events in, let's try and win other events on multi-year deals. A good example is the speedway, where they've signed a five year deal with Cardiff and we know that event will happen every year for the next five years. Hoteliers know there's a major event coming in and can act accordingly. The major events unit in the Welsh Government have a role to attract events, nurture those events to make them sustainable and able to wash their faces after so many years. Their role is to introduce Wales as a nation and as a destination for events. Cardiff can play a vital role because of the Millennium Stadium, Cardiff City Stadium, the Swalec Stadium. We've got all these different venues but we've got to make sure that the events don't clash. We have got a major issue in 2012 in August when we've got the Olympics, speedway and potentially two other events that always come at the same time, Cardiff won't be able to accommodate but if the came in a week before or after we could accommodate it all. There's responsibility for all of us working in events to talk to one another, share calendars and data with each other, so we don't find ourselves in the position where Cardiff is open one minute and closed the next from an accommodation perspective.

How do you interact with the major events unit?
We have regular meetings with them and we are regular contact with them and we work closely. It's also our responsibility to meet with the hoteliers once a month and go round the table to find out what we've won and what we've lost and why. Every quarter we have a meeting with the venues, all the stadiums to find out what's going on, have they got peaks and troughs, if we can help them deliver, whether it's conference, exhibition or major event into those times when they need them.

Are we getting major conferences in Cardiff now?
We've had quite a few successes. This year alone we had the Inner Wheel Conference, which is the female version of the Rotary and we had 2,800 blue rince brigade, lovely ladies here for four days in April at Motorpoint Arena, formerly the CIA with accommodation scattered across the city from budget to five star. Social programmes, shopping around the city, excursions, the castle and museum had discounted rates. That was a big event for us. We've had the Conservative Welsh Spring Conference, major sporting events like the speedway. From a corporate point of view the numbers are smaller, from say 250 to 500 delegates. It's not massive in terms of numbers but that is...
more consistent and they spend more. Interestingly in the UK we spend a lot less trying to attract major conferences than they do in the rest of Europe and the United States with subventions. So it's no surprise that a lot of conferences want these very high subventions – it's a very big incentive. What we managed with the Inner Wheel was a subvention in kind by working with the venue and the accommodation close to £30,000, which we could then give back to the organiser as an incentive and that went back to pay for a drinks reception and a dinner. So subvention does work in its place.

**Does the local community realise the importance of events?**

Residents of Cardiff are spoilt because Cardiff City puts on so many events free of charge, so there is an expectation that these things should be free. When events come into the city and hotels are slightly more expensive, or restaurants have put a £5 cover on the table, local people don't realise the economic benefit of having these events. A good event is Cardiff Festival and people don't expect to pay for any of the events. When the Great British Cheese Festival comes in September to the castle. It's a paid event, around £8, to go into the castle, local people complain. They don't think this is a British event happening in Cardiff, with people coming from all over Britain, a lot from England. That opens a new demographic who may never have thought of Cardiff before.
Andrew Morgan
Chairman of Golf Development Wales

For you, what were the desired outcomes of the Ryder Cup for Wales and the local community?
The idea was first thought up by Terry Mathews as a way of promoting the Celtic Manor and Wales as a nation. He approached Rhodri Morgan, who agreed with him. They contacted Tony Lewis, the then Chairman of the Wales Tourist Board, the Chairman of the WDA, the Chairman of the Sports Council of Wales, the leader of Newport City Council and myself representing golf. Within six months we had submitted the bid. That was in 2000, we were six people who had a certain amount of executive authority. Initially the Ryder Cup should have taken place in 2009 but it was put back a year because of 9/11. So the aims were to promote business and investment in Wales, improve the image of Wales to the outside world, to promote tourism to Wales. Of course, I wanted to encourage golf development, improve golf courses and promote them. The government was keen on promoting golf because it's a healthy sport. We used some consultants to help us to put the bid together. We were actually given a document by Ryder Cup Europe to bid against. In that documented they demanded certain things. For instance, they demanded £1m each year be paid into the tour, for ten years and we were obliged to run certain tournaments – the Wales Open was already running, and is a European event that attracts the upper echelons of golfers and we were obliged to run that for a period of time, and we were obliged to run an event for the next tier down, a challenge tour event, another event for club professionals on the third level down, a ladies tournament and a seniors tournament. That was the structure we were obliged to run for the tour. They were useful because the gave Wales a profile in their own right. We had to put in additional money on top of the million to promote these events but they had some sponsorship as well, which offset that. Those tournaments were run over a ten year period and some will still run. Those tournaments were used to market Wales. We ran a promotional series called Golf as it should be, which won a huge number of awards and the number of golfing tourist to Wales expanded quite rapidly. A golf accessories company, Asbi Golf started up during this period and because of the Ryder Cup, they have gone from being a small company to being a major player. Whenever we had a tournament we used to local companies for marquees, catering etc. The WDA used the Ryder Cup brand because golf is perceived as a businessman's game and a lot of deals are done on the golf course. When we went to other countries where the Ryder Cup was taking place, we had the ability to sell Wales in places like the Belfry in England and Detroit in the USA, Dublin, Louisville Kentucky. At all these locations Wales had a profile and was selling itself in a big way. At the same time, the European tour gives Wales a chance to promote itself in countries like Spain, Germany and Switzerland – wherever the tour took it. And as Chairman of Golfing Development Wales, the aims were simply this - more golfers and better golfers – that was our slogan. We went into schools to encourage young people to get involved and, in fact,
part of the bid was that we would use £1m as a legacy fund to golf. The money came from WAG.

**When the bid was put together what important elements did you stress? Who did the bid go to and is it possible to see a copy of the bid? What guidance was given, if any, about local issues?**

As I set out previously, the main areas were golfing development, tourism business and the health of people in Wales. As far as I was concerned regarding golf, the element that I wanted stressed was the £1m legacy fund for golf that was set up by WAG. Together with the Sports Council we set up a special committee that every local authority in Wales could make a bid to for grants. They came up with a whole variety of ideas like development schemes as small as adapting school fields, while at the other end of the spectrum, some clubs wanted to build driving ranges and junior courses. But it was all about public access and not a members only thing. These facilities have been publicly applauded as a great success. There have been some excellent developments in areas like the Rhondda and north-east Wales. Areas of deprivation were targeted. Another element was the advantage it would give the tourism business. And with this in mind, we changed the name of the Welsh Open to the Wales Open because of the pejorative connotations “to welsh” has in the United States.

**Who were the competitors in the bidding process?**

Scotland, the North of England and Sweden. It quickly turned out that only Scotland and Wales were the only serious contenders and although Scotland didn't win it then, it will be going to Scotland in 2014.

**Why do you think that Wales won the bid?**

It came down to who had the better bid and Scotland was very confident, being the home of golf but Terry Matthews is a very astute businessman and we had a very well-structured bid. After the bid was submitted, we presented it to the tour and a few months later we learned that we'd been successful.

**What were the important elements that had to be in place leading up to the event?**

We had to have been running the golf tournaments that I mentioned. There had to be around 5000 committed bed spaces available, there had to provide a transport plan and, of course, the M4 and the Coldra roundabout etc. were developed accordingly. We needed an emergency plan in case of an accident on the motorway. We needed a park and ride system, where we used Llanwern and Tredegar Park and that worked very well. The American team came into Cardiff Wales Airport, which was good for Wales. The Celtic Manor provides a certain required standard and is within easy access of 40% of the population of Britain. The golf course that was used at the Celtic Manor was rebuilt several times to a higher specification before the championship. It is like setting up a mini town preparing for it all.

**What were the major objectives of your involvement in the event?**

Using the Ryder Cup as a fulcrum to improve the stock and the quality and number of players in Wales. Working with schools to give children the opportunity to play. The Sports Council for Wales having already worked with us, had a scheme called Dragon Sport, which promotes various sports like soccer, tennis, rugby and cricket to schools and youth clubs and they added golf to this scheme.
Additionally we wanted golfers to be involved and the tournaments did that. The golfers volunteered to be part of the event and we had a massive amount of volunteers for the Cup.

**What has been the legacy?**
There have been economic impact studies carried out and the one by SMS shows that there was an £82m profit, which is a good legacy in itself. On top of that it's tourism and business investment. As far as golf is concerned, we have a £1m worth of additional facilities. There are some forty facilities around Wales that weren't there ten years ago. For instance, the legacy has influenced players. A golfer called Rhys Davies, who was a very talented amateur who turned professional because he'd won some of the tournaments that we'd organised as a lead-in to the Ryder Cup. This a good example of the direct effect that the Ryder Cup had on our players. We decided early on that we wanted a charitable arm and we initiated a bidding process to charities and we eventually awarded that to Tenovus, the Welsh-based cancer charity, and they made over £1m through the link with the Ryder Cup. They now have a truck that goes around Wales giving advice and actually administering chemotherapy to people near their homes, which is a tremendous legacy for Tenovus. We got golf onto the curriculum so that children could use subjects like geography to see where golfers came from and where golf is played around the world.

**How do you think it was perceived by local people before the event?**
There was a lot of scepticism initially because golf isn't played by a lot of people and even in government, in some cases, there was an unwillingness to recognise the impact and the hugeness of the Ryder Cup experience. It is one of the most highly viewed sporting events in the world. It's not far behind events like the Olympics and the Soccer World Cup. I think that post the event, they all realise how big it is.

**How did golf societies and golf clubs interact with the bid?**
They bought into it pretty quickly. Together with the PGA we hired a helicopter and went around to every golf club in Wales in a week with the Ryder Cup on the helicopter, which was something of a publicity stunt. It was also on behalf of Tenovus, so we raised a lot of money for charity. All the local dignitaries appeared at each club in places like Nefyn and the Royal St. David's. And we needed clubs to host the tournaments that we were organising, so over eight or nine years there were forty five events split between one hundred and sixty clubs and they got very involved. Clubs like Nefyn, St. David's and Conwy will all tell you that the number of visitors has gone up considerably since the Ryder Cup.

**What opportunities were there for local communities to get involved?**
We took stands at community events like the Royal Welsh, the Urdd Eisteddfod and the National Eisteddfod. And a direct response to that was one young lady who came to the Royal Welsh Show, she had never played golf and had no connection to the game whatsoever and had a go at our stand. The professional who was there told her to go to her local golf club because he could see she had some talent and five years later to the very month she was playing for the GB and Irish ladies in Europe and two years on from that she turned professional. It's incredible that from visiting our stand at the Royal Welsh and knowing nothing, she became professional in seven years.
What opportunities were there for schools to get involved?
As I've already mentioned, we went round to schools. Some added facilities to their locations and golf was put onto Key Stage - I'm not sure what level. There was a big environmental aspect to it. We worked closely with Ryder Cup ltd. To ensure that the environmental impact was kept to a minimum. A lot of studies were done before and after on the golf course, everything was done with an eye on the environment – waste disposal, etc. The River Usk runs through the course and is tidal, so work had to be carried out at certain times of the year. There were Roman remains, which had to be excavated before the golf course could be worked on. The cultural and environmental aspects were all looked at very closely, which brought the community into things.

Do what extent did you achieve your objectives?
It was extremely successful. The actual week itself was a huge success. It was an extremely wet week but the positive side of that was that all our planning paid off. We had plans to cope with that and we did. The golf course staff at the Celtic Manor couldn't cope on their own, so we dragged in staff from golf clubs all over Wales, so there were 160 golf course superintendents and workers from all over Wales who were there for the week working all hours of the night and day to make sure the course was in as a good a condition as it could have been. And they received huge praise for the way they worked and responded to the conditions. The week ended on a massive high. On the Monday the sun shone, there were blue skies and Europe won by one point. Through the week we had organised a lot of events outside of the golf. We had a dinner and concert in the Millennium Stadium with the roof closed. It was fantastic – even the Americans were impressed. We had a reception in Cardiff Castle when the First Minister spoke and he was followed by the chief man from the USA and the chief man from Europe whose jobs entail a lot of travel and they both stood up and said that this was the best ever. They were both clear that it was one of the best golfing events that they had ever seen staged. We also went to the Millennium Centre and saw a performance by the Welsh National Opera and we had dinner on the stage with all the props around us, which was spectacular for the senior officials and the teams had dinner in the grounds of Cardiff Castle with Prince Charles. Prince Charles came to the event itself and was introduced to numerous people. So there was a palace involvement, which was good too. We undoubtedly achieved our major objectives. We encouraged tourism, certain businesses definitely expanded because of the Ryder Cup and golf development has been a huge success.

Was there an evaluation study and is it in the public domain?
Yes, the one by SMS. We were worried because the recession hit us just before the tournament started and things went down pretty rapidly. We didn't sell as much of the hospitality that we had initially hoped that we would. That wasn't our problem, that was the European Tour's problem but that reflected on the whole experience but at the end of the day, it was very successful and did very well. The impact study is all there and is very positive. It looks at Ireland and looks at Wales and it is also going on to look at Scotland, so it will link in over a period of time.

What is the legacy for Wales and local Welsh communities?
It's part of the policy of the Assembly that is using major events to increase the profile of Wales, which I think has proved to be very successful. Cricket, rugby, golf – it's all part of the same situation. The major events unit has been set up to further that. As far as golf's concerned, we've just secured the senior open, which is the best tournament in the world for professionals and is coming 2014 to the Royal Porthcawl and it will come again to
Porthcawl again before 2018. And it could come again to Wales for a third time before 2022. This again is a direct result of our involvement with the Ryder Cup. And all our golf development is a physical legacy. And the Tenovus legacy is huge and they have now gone on to link with football. I was President of the European Golfing Union, which involves forty countries in Europe and they know me as a past President but also because of the Ryder Cup and Wales is known in Slovenia and Slovakia and places where it never had a profile before.

**How was the Ryder Cup perceived by local people after the event?**

They very much came on board because they realised the importance of the tournament. Some people complained it was a lot of fuss for just one week in the year but it wasn't just one week in the year. The whole point was, it was eight years leading up to it and what is happening after it. Other people say that it was a shame about the weather but Terry, a typical businessman, is very happy because the Celtic Manor is marked out for ever more because it's the first hotel to have an extra day.

**Could anything have been done differently?**

I'm sure that some things could have been done differently but I think that everyone involved has a quiet satisfaction that we did a pretty good job. I have had a lot of letters saying it was the best ever, and so have other people. There will always be small things but tourism and golf did very well.

**What improvements could be made involving large events like this?**

The advantage we had, is that Wales is a small country and we could pull decision-makers into the planning process early on and we didn't have to go through the hoops that some might have to in other situations. That was hugely beneficial, because when we were organising this we had the ear of the First Minister, the Chairman of the WDA, the WTB and the Sports Council. So we had government on our side, so we could make things happen early on. We had to do that because we had such a short time to put the bid together and submit it. Then when we'd won the bid, we decided that Terry would do his bit on his own and we took over running the Ryder Cup from the private purse point of view and we formed a company which was Ryder Cup Wales Ltd., which has since been disbanded and Rob Holt was seconded from the Welsh Government and that looked after all the public finance bits. Of course, there were regular meetings between the two. We had to deliver a clean site to Ryder Cup Europe and from that day they took over and from there on it was their baby. Obviously, it doesn't quite work like that but that's the essence. There was Ryder Cup Wales, Ryder Cup Europe and the Celtic Manor and we worked closely together for a successful event.
Lynne Richards
Tourism Officer, Newport

What were the desired outcomes of the Ryder cup for Newport?
It started a long time ago and we asked what do we want from this if we want to be part of the bid? We realised that we had to improve the place as a platform for a major event, so we needed to improve the infrastructure – get some of the road connections right, deal with the peak traffic, improve the railway station, improve certain gateway features, so we knew that this was an opportunity to improve the infrastructure and the look of the place through applying for funds saying, “Yes, we'll co-operate, we want to be part of this but we are going to have to improve ourselves, so are you going to be able to help us out? We had a combination of the private sector, the Celtic Manor, as the venue, because in a bid scenario in Scotland, for instance, you had different places, destinations bidding for it, against one another. Whereas Wales was one location, one venue, a one country bid. Most other places have a big internal fight for who's going to bid. Edinburgh will always bid, say against somewhere like Gleneagles, so there's a lot of internal wrangling and destinations in Scotland fight amongst themselves and that was the case on this occasion. So anyway, we needed to improve the physical infrastructure, and we had what we called a city enhancement framework project, which was a list of projects which had been identified by us that needed to be brought together. That included lighting Newport Castle, dressing the castle and the city, lighting it up, making it look more welcoming, gateway landscape, improving key iconic buildings, landscaping some of the intersections. Also, to get the profile to use it as an inward investment tool, to get the marketing and PR benefits. You have to get your own house in order and it cost the council a considerable amount of money, which was probably not foreseen in the beginning. For instance, we had to reorganise staff to deal with the local people, local residents, so a whole team of staff had to be pulled in, money had to be put to one side to deal with journalists, PR, and manage that side. A key thing for the council was to make the local communities become involved. Because of the perception that this was all about rich American golfers and their lives were going to be disrupted, for what benefit? There was an awful lot of what I call member services PR, PR exercises and also effort to create events to involve the community in it. So an awful lot of money had to be found to make the community feel involved, to have a whole host of events throughout the year and to make the year enjoyable, and the Ryder Cup was just one event in that year. So it was the Festival of 2010. By creating events for the community they could become part of the place and that was the Newport Festival 2010.
How did that work? Was it successful?
It was successful in that it established a system, as it was the first. With all these things it takes momentum. They created a People’s Panel from the community and allocated grants towards events so people could bid for their own events. Again, staff had to be found for this and money and sometimes people don’t realise the resources that are needed for one single event. The Ryder Cup didn’t put any money into what we were doing. We had to manage the park and ride and the community. Local people were saying that our taxes are going into this event, so a lot of effort had to go into answering that. There was also the community art programme through the Superdragons. This was a massive project that was very successful. Of all the things that were brilliantly successful there were two key things and the Superdragons was one of them. It was like these projects, you have the cows in London, the pigs in Bath and the lions. So you have a mould of a statue and a local community group, a school, a local artist designs and paints them. Usually with a local theme, or something they want to say about the area. Then they are placed around the city - all the schools had one, the local community groups, we also had a dragon’s den in the city centre and this went on throughout the year. This was part of creating a sense of place, because we know that Newport doesn’t have a sense of place. And these were sold for charity at the end of the day. People got so attached to these things that they didn’t want them to be sold off. But the deal was they be sold for charity. They make money and the cost is underwritten. The other aspect was that the place should be pulled together locally for the visitor experience, so we managed to find some money for a training programme for local ambassadors. The ambassador programme splits itself down into what you would call willing volunteer residents who want to volunteer their time, who are very passionate about Newport and who could be used either as welcoming in the park and rides or in the city centre. So there was that ambassadorial programme. They were identified by shirts and they were passionate about what they were doing as opposed to somebody who is just doing it as a job. They build a capacity for the local community. So now we’ve actually got a legacy of people that we are in contact with, who we know have a passion for Newport and they’ve learnt a lot more about Newport and how it works together and we use them again at events. We used them recently at the Newport Food Festival, if we’ve got a cruise coming in – other events when we know that the public are coming into the street or the public realm, as opposed to closed events. These are the open events. They like to be part of it and they can help. After the event they contacted me and said that they wanted to be involved more. So if we’ve got open door events with Cadw, or things like that, we call them up so they can work at weekends and we’ll give them a fact sheet but they are quite happy to meet and greet and show people around. They’ve been through all CBR checks and we know who they are and we’ve got them as a network – that’s an effective part of the legacy. Then the other ambassador programme which we worked through we go the funding through Peter Cole, was for developing a module for businesses which was built around the Ryder Cup, so it explained to them what the Ryder Cup was, the nature of the event. In other words, golfers get up at a silly hour, so their staff are going to have to come in at 4.30 to get breakfast for 5.30 because they like to be out there from 7 onwards. Perhaps key points about Americans in Newport, again selling the place to them and raising their awareness of the place. This was aimed at the trade, front line businesses like taxi drivers, guest houses, B&Bs, hotels. We vrolled out that programme and it meant that we all connected better as a destination because this was acting like a catalyst. It was like a Welcome Host built around the Ryder Cup, bringing in some other elements too. The Welcome Host is for the accredited but we needed to look at the front-line non-accredited because it needed to be delivered in a short time, which maybe didn’t tick some of the European factors, we would look at alternative methods of delivery, so we did an on-line
What important elements did Newport stress in the bid?

It was our capacity to deal with the event on the ground – our infrastructure, the railways, the transportation. You have to think what does the event organiser need to know? It was if we could do it in terms of number crunching, the logistics. There were commitments to upgrade, park and rides. That was all that the event organiser was really interested in. We sat there firmly next to Terry Matthews, with the leader of the council, the First Minister, all sitting there together saying that we've got the nation, the local authority and the venue – Team Wales. There were commitments from a funding point of view, from WAG. It would also look at a legacy because the event organiser wanted to know what we were going to do for the local people. It was important to them how we developed sport, grass roots. Caerleon Golf Course actually benefitted from the legacy fund to upgrade that course. It is an open access course and has had considerable success in engaging with school children and getting a range of people involved with golf. A key element of what we did achieve was the educational aspect involving the Ryder Cup and golf in education. The educational pack and the way we worked with schools has now been picked up as a key model to be used elsewhere. The European Tour actually sponsored it when they saw how it was being developed and that was Newport City Council's work. We did try and make the case that it should be a WAG project but Newport City Council took it on.

So the factors were the venue and the course had to be right, Newport would support the transport, health and safety and logistics of the event like traffic liaison, police, security. We dealt with sport, tourism, liaison with the trade and areas like that as well. Of course, the original bid was for 2009 and it was then postponed to 2010, so I had to deal with the hotels and accommodation and explain that the contracts no longer could be honoured. It's managing the greed of the hotel, who obviously want to make as much as possible, with trying to get realistic prices for the event. It's getting that balance and a lot of hotels did lose out because they held out too long with too high prices and not all the tickets were sold. A lot of people came for the day, or came in from London as opposed to staying here, which was what I was trying to tell them. An American coming from London, that's nothing for them. So beds and rooms were released back onto the market later in the day and if anything, that was probably a problem for the event organiser, having enough rooms, so they worked with Cardiff and Bristol as well. Newport itself didn't have enough bed space right next to the venue anyway. We were supposed to be getting a couple of new hotels in the city centre as a part of the city centre development but because of the economic downturn, it didn't go ahead. In Detroit where they're going to next, hotel rooms aren't a problem.

Why do you think that Newport won the bid?

Again, it was the team approach that I was talking to you about. You had the government, the venue and the local authority all joined together. You had the funding backing, and the venue, which ironically was not an obvious one because it was not established and not well known. The course itself needed to be re-addressed. In a sense, it was a bit of an act of faith that everyone would do what they had promised. But it was a team approach. Also the organisers could say that they were spreading the benefits instead of going back to the Belfrey again. If the Belfrey makes a bid, it's just the Belfrey nobody else, and because it's sitting next to the airport and the NEC, you'd need the local authority on-side for a few days to manage the roads but you've got all the transport next to it, it works, it's been there before. Without the funding, I don't think we would have got the go-ahead but if we'd been disjointed, we wouldn't have got it either. So it was money and the joined-up
approach that won it. But that was also a problem because the event organiser then needed to go through so many public bodies before a decision could be made that they may well consider not going down that particular road again. I would imagine that they'd prefer to give it to somewhere like the Belfrey and ask them to get on with everything like hospitality etc.

**What were the main objectives of Newport getting involved?**
Apart from the improvements in infrastructure and the opportunity for funding? The profile it would gain for inward investment, improvements for sports facilities, and obviously the economic benefit from the event itself. There was this perception that this would bring in money, which it did and it supported jobs. You've got figures for the number of visitors, it was also the pre- and post events that made the money throughout that year. It did bring in a lot of money, so we do have that to justify our involvement. And at the end of the day, the disruption, the perceived disruption to the community didn't happen. Half our problem was dealing with perception rather than the reality. Everybody thought their roads would be clogged up because it had suffered from a previous event like the European summit where because security was so tight all the roads were closed and people local to the Celtic Manor were inconvenienced. There always a few people with very loud voices and that would ripple around to others. The FA Cup Final logistics is far greater but with them people thought that they were channelled down the M4 whereas these would all be milling around our roads. From a numbers point of view it wasn't huge and the transport plans put in place proved that. And I don't think that people really understood that everybody had moved and gone before they'd woken up and come out of their houses. We called an inset day for the schools on the Friday to try and reduce the traffic numbers but in hindsight that may have been an error or unnecessary because what happened was most of the traffic to the event had gone before school had started and also because children were at home, a lot of people had to take the day off work, so a lot of the hospitality staff couldn't work, which meant they had to call in new staff and that had a ripple effect on the work force.

**What legacy issues were identified in the bid?**
Apart from the sports. Actually, sports was the key one. Sports, improvement to lifestyle, support to trade and jobs. We did also say links to education and those were all delivered by and large. I think the bid promises were delivered and we had additional things that weren't part of the bid.

**How did local people perceive it before the event?**
It was fairly negative. Some who work and live here saw it as a potential benefit and there are quite a high number of golfers in this area compared to Inner London, for example, so they did associate it with success. But mostly there was a disconnect of what can it do for me and I think there was also the thought that, Is my tax going to pay for these American golfers? As opposed to the care home for my elderly mother.

**How did you find that the golf clubs and societies interacted with the bid?**
Part of the bid was to improve golf tourism and they did become far more open to business and working with journalists, where before perhaps it was just members we told them that if you want to work with accommodation to sell golf packages and increase revenue, you have to be more fluid and more accessible on booking. You can't wait for the secretary's meeting and come back to us in a week's time. So there was a lot more connection with these golf courses, not only from a trade point of view but form youth sports. It opened their eyes to other ways of making money. There has been a definite knock-on effect to
the golf courses and definitely caerleon Golf Course, which benefitted considerably from the legacy fund.

**To what extent did everything go as intended?**
In a sense it did go as expected. Obviously, Plan A was that the weather would be terrible and that was factored in through the design of the course and the planning. I think all of it went well, the community involvement. And from our point of view, the Monday was an additional day which made more money. The traffic worked well, there was no congestion. One thing I had to deal with during the event was that although we had dealt with the taxis, the perception was that they would make a lot of money running people from the station up to the venue but, of course, the transportation system was in place and Ryder Cup travel were actually on the trains selling tickets for the buses before people got to Newport. So the taxis really didn't get a lot of business, or as much as they'd expected.

**How did the communities get involved?**
Superdragons, the events, the Ambassadors. The schools had tickets to be involved. There was a Junior Ryder Cup and the schools got involved in it. There was also constant communication with local communities to let them know what was going on, transport etc. There were the educational modules for the schools as well.

**To what extent did you achieve your major objectives?**
We certainly achieved the major objectives which was to have a successful event on the world stage, we achieved our product development, the ambassadors, community events. Increased economic benefits because of all the people coming to stay with us, As with everything, from the inward investment point of view – the association between golf and inward investment is a very difficult one. They say deals are done on the golf course, but how many years down the line does that happen. We did bring key organisations in for corporate hospitality. There has been an improved understanding and links with some of the businesses. It would be brilliant if we could say that these companies moved in directly as a result of the Ryder Cup but I don't think has come forward. Engaging businesses and the inward investment side is a difficult one.

**Afterwards how was it perceived by local people?**
There was research and I think it was perceived as not having the problems that had been anticipated, people were proud that Newport had staged it, people had seen themselves on Sky Sports in Newport. They enjoyed the involvement of the Superdragons and the events, which were linked to the Ryder Cup. The other side was that there was a lot of fuss and noise for years and it was all over so quickly and a lot of people didn't even see anything because the traffic etc was gone before a lot of people had got up. Engagement with local businesses was always going to be a problem because people didn't go into the city centre because they thought it would be too crowded. We tried to mitigate that by having a city centre screen so the public could go and watch.

**Could anything have been done differently?**
You can always say that, can't you? The local authority pulled things together very well, the inward investment and business side could have perhaps been handled a little better from the local authority perspective – to know which sectors to target, identifying the right decision-makers, and managing the corporate hospitality side differently.

**From your experience how could other major events learn from this?**
We've proven that we can deliver them, what I'd like to see is that we tie in the event organiser very early on into what our needs are. Because sponsorships are closed down.
How do we get our message out?  We should be able to provide Welsh food at these events and on their media we can give out images. This won't affect their sponsors but they should agree to our impact on their event to promote Wales and a sense of place.
What were the desired outcomes of the bid?
I wasn't involved when the original bid was put together, I got involved in 2009 really and at that time it was decided that we needed to increase the input that was given to the local impact of the Ryder Cup. So all the infrastructure works, transport planning and the event planning was already underway. When I joined at the end of 2008 beginning of 2009, it was looking at what sort of legacy we wanted in terms of the residents of Newport. It was at that time I was nominated as Programme Director to look after those aspects of the programme that affected the local community in Newport. So what we were looking at was a wide range of strands. The first was to ensure that we had a sporting legacy from it in terms of the residents of the city. We'd already been successful in getting money from the Ryder Cup legacy fund for improvements at the golf club at Caerleon, which is a municipal golf course that is now run and owned by Newport City Council. It was also developed as a juniors and beginners course. That gave us good access into being able to get people playing golf and also become members and paying golfers. Also Llanwern Golf Club had had some legacy money funding. But one of the things we wanted to ensure was children and young people, in particular, had an opportunity to try golf. That was done through a variety of means, through programmes like Dragons Sports which is after school activities in all the primary schools. We delivered that in 100% of the schools in Newport. So there was an opportunity for children to try golf after school and that was very successful. One of the schools actually went and applied for a grant and have devised a little golf course as part of their school grounds. So even now children can go out and play golf at lunch time, or during break. So that's been a nice legacy for that school.

Which school was that?
St. Andrew's School.
And also through the community sports development team we gave opportunity for people out in their communities to try golf and that was a programme through Golf Development Wales as well. And then there was a community membership from those communities into the course at Caerleon that gave us an opportunity to take children and young people particularly from Communities First areas, some of the most deprived areas in the city, to Caerleon on an annual basis. Those communities would come together and have a golfing competition between the communities. It was trying to break down people’s perceptions of golf, so that it's not an elite sport, that everybody can play it – women and girls as well, children, young people and we had an ideal opportunity by having the municipal golf course giving access to everybody at an affordable price. So that was one of the strands. Another strand we were looking at was the golf development and getting
young people engaged and enthused in golf. That really culminated with the event itself where hundreds of young people from Newport schools and out in the community were given the opportunity to go up on the practice days to see the Ryder Cup course and see the players practice. So besides being able to try their hand at golf themselves, they were given a once in a lifetime opportunity to see the course and what was happening. Another strand of it was that the Ryder Cup was a very big event for Newport but we were very conscious of the fact that only a small number of the residents of Newport and of Wales would have the opportunity to go and see the Ryder Cup itself, as a major event. So we wanted to be sure that everybody had the opportunity to engage with the Ryder Cup and the benefits that it brought in different ways. So during the Ryder Cup itself we set up an event in John Frost Square at the centre of town where we had a live link into the Ryder Cup so that people could come down again, try a bit of golf, have a family day out and watch the golf live on the square because it was televised on Sky as well. That gave people access just by going to the square to see it. Throughout the year then, we wanted to create a year of celebration so that people in Newport could enjoy a number of different events, even if they weren't interested in golf or didn't have the opportunity to attend the Ryder Cup. So we created the Newport Festival 2010, which the Council funded and there was also funding from the Welsh Government for a major project. We had a whole range of events throughout the year that people could participate in. And one of the most successful projects was Superdragons, where there were sixty fibreglass dragons created and we set up an arts competition to create the different designs and then we placed the dragons at different tourism venues across the city to try and get the residents of Newport to be tourists in their own city, to really discover things they'd forgotten about or never knew were there. So from Tredegar House, the Museum, the Art Gallerly, the River Front Theatre, the Wetlands and Caerleon, we scattered the dragons around and it gave people a real interest to explore the city again. We also had forty smaller dragons in all the primary schools in Newport. They were able to design and create patterns for them and they all went on display in indoor venues like shops around the city. People had a printed trail and you could see families going around the city ticking off the dragons that they'd seen. That was a real community cohesion project and it brought people together. One of the designs was around the Ryder Cup which had a European flag on it and the American flag. That one was actually signed by Colin Montgomery. He also came round to an event at Newport Library where he read one of his favourite books to children from Newport. He read an extract from a Harry Potter book at the library in Newport and children were invited in to hear that and he signed the dragon as well. Again it was trying to bring the Ryder Cup into the city. The festival was a great success and the council has continued investing in that now and as a result of that, a central events team has been created in the council. This probably wouldn't have happened if it hadn't been for the Ryder Cup. That's given us the chance to carry on doing events that appeal to residents and also trying to bring more day visitors into the city. For 2012 we are looking to do a follow-up to the Superdragons project because it was so well received. The original dragons were auctioned off at the end of the year, so we'll have a new model and new projects starting next year. One of the other legacies was to get all the school children in Newport engaged and it was the first time ever we linked an educational project to the Ryder Cup and the schools had learning material so they could do maths sessions, technology sessions, language sessions around things to do with the Ryder Cup.

Why do you think Newport won the bid?
I wasn't involved when the original bid was put together, so it's difficult to compare with other areas.
How do you think it was perceived by local people before the event?

In terms of my involvement, there were concerns about the traffic congestion. That was the issue that was most live, particularly just being off the M4. Part of the lead-in to the event was going to talk to as many communities as possible and explain the traffic management plans. We made it clear that people would either arrive by train and be bussed up or would go to either one of the park and rides and be bussed from there. We put a lot of effort into communicating with the local population where the park and rides would be, where the traffic flows would be, what would be the peak times. We had cooperation from the schools in readjusting their discretionary days and the vast majority of the schools closed on that Friday to reduce the amount of traffic that was on the road. That was the key concern but I think we were able to address that through on-going communication. The feedback afterwards was that it was probably easier to get around Newport during the Ryder Cup than it was normally. What we thought was a major problem didn't materialise. But a huge amount of planning had gone into ensuring that it wasn't going to be a problem. The other concern was probably, what benefit will it be to me? It will happen, it will go away but it won't benefit me and will be a bit of a nuisance. The traffic problems didn't happen and the benefits to me were tied up with what we did outside the Celtic Manor. On the back of the Ryder Cup we had £3.8m from the Welsh Government to do a number of key projects in the city that brought the transporter bridge back into operation, did a lot of environmental works around the city centre. That was an ongoing legacy that was for the people who come into Newport every day to improve their quality of life and it had a lasting benefit. Also a lot of the reason for doing the festival was so that people could feel they were participating. We set up community grants where communities across Newport could apply for up to £2010 because of 2010 to do an event in their community that would celebrate their community and the Ryder Cup and give people the opportunity to come together. That was very successful because we had seventy projects right across the communities in Newport funded by the Ryder Cup legacy fund that we'd put together.

Did everything go as planned during the event?

The rain on the Friday, I don't think anyone could have predicted that amount of rain but the planning that had been put into place worked very well and even the rain turned it into a positive in the end, because of having the extra day and having something special to remember it by. Some of the additional things that we'd done, like ensuring there were ambassadors from Newport, who were volunteering at the train station and park and ride sites came into their own when we had things like that that were unexpected. At least there were some smiling people who knew the locality that visitors could ask. The important thing when things go wrong is that people are given information at the right time. Some of those extra things we'd done did actually help. Looking back, the only key thing that didn't go to plan was the rain. But everybody coped with that.

So the community got involved with the Ambassadors and events. Was there anything else?

The business community got involved on a number of fronts. Some local businesses were involved in infrastructure. Roadcore is a major manufacturer in Newport and actually constructed elements of the bridge that was needed to go between the main course and the practice ground. So there had obviously been some business spin-offs, obviously for tourism and hospitality businesses within the city. There was an impact there but more importantly, hopefully a longer-term impact for them because of Newport now being on the map with people coming back and visiting the city. It's too early to tell in terms of the statistics to know exactly what the growth has been but certainly the anecdotal evidence of
the impact on the Celtic Manor and places like that has been very positive. The longer-term impact on tourism businesses is something we'll monitor into the future. Every business thought that they might gain from the Ryder Cup but I think they needed to be realistic about the sectors that would benefit and those that wouldn't. Not everybody was going to.

**After the event how did local people perceive it?**

Having spoken to the Ambassadors and council staff who live in the city, there was a sense of pride that Newport had hosted the event and had done it so well. That was one of the things that came out and there was no negative feed-back in terms of the impact of the traffic. So there was a feeling after the event that we've done it and we've done it really well and coped with the weather.

**Is there anything you would have done differently?**

I suppose, as with all events, maybe start the community engagement side of it much sooner. We probably started with fifteen months or so to go to the events, whereas in reality it would have been easier to have picked up some of those issues two and a half years before, particularly with the Newport Festival, in terms of planning and arranging that — getting sponsorship and things. These things always take longer than you orginally planned. But with such a big event, the key impetus was getting all the infrastructure right - the big projects and starting with people engagement came at a later stage. Having said that, there was nothing that really suffered because we hadn't started that engagement earlier.

**From your experience of this, is there any advice you could give to major events?**

It depends where the events are located. Different locations will have different priorities that they are trying to achieve. The first thing to do when a place has won a major event is to take a look at what you want to gain from it as a city. Be very clear about what the objectives are. We focussed very much on getting children and young people involved in part of it and it was something they would always remember and be proud of by giving them opportunities to engage with things and making sure as far as possible that the whole city was behind it in different ways. That was so the residents of the city gave a good impression to people coming in that they were proud of the event and weren't against it. Make it clear what sectors you think will benefit so that people don’t have unreal expectations. How will you use a major event to attract new businesses to the city that might not otherwise have come? And the important thing is getting the welcome right and that you use everything you can like signage, messaging, the way the city is dressed and Ambassadors to create this.
What was your role in the Ryder Cup?
Twofold, I suppose. I was on the board of Ryder Cup Wales, which is the company that was set up to deliver the Ryder Cup for Wales - I was the tourism representative on the board. My main work responsibility in the run-up to the event was to develop a golf tourism strategy and deal with the marketing of Wales from a golf tourism point of view. And closer to the tournament I had the overall job of branding Wales around the tournament and the exploitation of the tournament from a marketing point of view.

What were the aims of the Ryder Cup?
From a Wales perspective there were clearly a number of different objectives. Broadly, it was about raising the reputation of Wales as a nation in certain key markets in particular the US. There were specific objectives around tourism to turn Wales from basically an unknown golf destination to a much more successful golf destination. There were objectives around infrastructure to improve the infrastructure in the south-east Wales area and around Celtic Manor. There were objectives around participation in golf, getting more people involved in the game. Trying to get more people to move through the ranks to the elite level of golf. So around a major event like that there were a number of different work-streams linked to specific objectives.

Were the objectives achieved?
Well, the economic impact report of the tournament was very encouraging. There were lots of good numbers in terms of the actual spend in Wales as a result of the event and certainly it was a number that met the target that was set. When it comes to golf tourism, we grew the numbers of golf visitors coming to Wales from I think it was about 30,000 a year to 140,000 a year in the year of the Ryder Cup.

Has that continued now?
My understanding is that the year after the Ryder Cup it was maintained at that level, or thereabouts. I'm not sure what's happened in 2012 but in 2011 it was maintained. But there has been a step change in terms of Wales' performance as a golf destination and clearly there were infrastructure improvements in south-east Wales. There were a lot of legacy projects in terms of golf facilities around Wales - public access and so-on. So, yes,
I think it was generally a successful exercise. But, you know, when you invest the amount of money it took to bring the Ryder Cup to Wales.

**How much was that?**
I can’t remember the exact numbers to be honest but I think when you build everything in, probably £70 - £80 million. When you invest that kind of money, you can’t look at it just as a golf tournament. You can judge return on investment through golf alone. You have to believe that there are bigger and wider objectives as a catalyst to bring about change.

**What other things? Inward investment?**
That was one of the things that was talked about, but I think it was more about the reputation and profile of Wales in certain markets. Certainly, and I don’t have the numbers in front of me, but the media exposure in the US market during the Ryder Cup year, the number of times Wales was covered and exposed across the media was much more than had been the case before. Its reputation as a golf destination, in particular, was enhanced dramatically. It would be difficult, maybe impossible, to actually pinpoint a specific inward investment project that came about as a result of the Ryder Cup. I think it was much more about the background level of awareness and it’s about how you then turn that into business, rather than being able to say that company X came to Wales because we held the Ryder Cup in Wales. The economic impact of the spend in Wales during the tournament certainly was certainly measurable.

**How much was that?**
I don’t have the figures to hand.

**Who were the major players in getting the Ryder Cup to come to Wales?**
In essence it was a joint effort between the Welsh Assembly Government at the time and the private sector, in the shape of Sir Terry Matthews. It had been an ambition of his to host the Ryder Cup at his resort. He encouraged the Welsh Government to work with him in a bid. It had to be a nation bid, not a facility bid, so the Welsh Government had to be involved and they brought with them key partners like the Sports Council, the Tourist Board, the Welsh Development Agency. 

**Golf Development?**
Golf Development Wales. But the two main parties were the private sector through Terry Matthews and the public sector through the Welsh Assembly Government.

**Do you think that knowing people helps in putting something like this together?**
I think that knowing the switches you need to press is important. Knowing what.. and not just the publically declared criteria or objectives but also knowing the things that are less obvious and maybe linked to particular people’s aspirations. But i think in terms of the Ryder Cup it became clear that actually whilst you had to put forward a very professional bid and set of proposals, the financial side of the Ryder Cup was really, really important to the European tour and to Ryder Cup Europe. The Ryder Cup was fast becoming one of the main revenue-raising activities for the European Tour, so money as well as all the other things. Money first and foremost.

**In what way?**
Well, guaranteeing that there were income streams generated for the European Tour through rights fees, through legacy projects - part of the bid was that the Welsh Government had to fund a number of events in Wales in the ten years leading up to the Ryder Cup. So, in addition to an annual rights fee, in effect, the Welsh Government became a sponsor of three or four major golf tournaments a year. The Seniors’ Tour, the
Wales Open and the Ladies European Tour. The bid consortia had to commit to funding those events for ten years.

**Within Wales?**

Yes, within Wales. Basically, the Celtic Manor was the primary sponsor of the European Tour event but the Welsh Government were the sponsors of the European Ladies event of the European Seniors event and various other PGA tours around Wales.

**How did that benefit the Ryder Cup?**

It benefitted the owners of the European Tour. The European Tour depends upon sponsorship for a range of tournaments throughout the year and they also depend upon generating income through the Ryder Cup itself. So as a result of the bid for the Ryder Cup, essentially what they had secured was sponsorship not just the rights fees for the Ryder Cup for ten years but they’d effectively gained sponsorship for four tournaments a year to be held in Wales. Those events wouldn’t have been held otherwise. The tours depend on having a range of events and are incredibly profitable.

**Do you think that politicians help in putting something like this together?**

Yes, absolutely, I think you need to have the commitment of the politicians. Because something on the scale of the Ryder Cup and bigger events like the Olympics, it’s absolutely essential that government is behind it. Because government not only needs to fund it but also make sure that all the machinery of government is behind making the whole thing a success.

**What’s the legacy of the Ryder Cup?**

In the area that I was responsible for one of the obvious legacies is that Wales is a golf destination and it wasn’t before and that is manifest through the level of money that is spent in Wales by golfers. We grew the number of golfers that have come in from 30,000 to 140,000 and alongside of that we grew the value of golf tourism in Wales hugely over that period and whilst that isn’t a legacy of the Ryder Cup, it’s a legacy of the work that went on to market Wales because it was hosting the Ryder Cup. I don’t think golfers keep coming to Wales because we held the Ryder Cup, golfers come to Wales now because they’ve heard of Wales as a golf destination and they wouldn’t have, had we not put a marketing programme together to exploit our hosting of the Ryder Cup.

**How do you know who’s a golf tourist?**

We do an annual golf monitor. About thirty golf clubs in Wales were involved. Basically people were interviewed when they came off the golf course and then also we had responses from all of the golf clubs who sent us their golf figures on a monthly basis.

**Do you think that the Ryder Cup managed to involve the community?**

I think that at a number of levels it did. First of all, the legacy programme through Golf Development Wales ensured that there was a Ryder Cup sponsored legacy project in each of the counties of Wales. I think there were a lot of efforts to embrace the golf community around Wales. And I think that when the event was actually held one of my particular objectives was to create a sense of occasion so that a lot of people in Wales felt proud of the fact that Wales was hosting the Ryder Cup and a lot of my sponsorship and the TV broadcast was focussing on Wales and getting this whole sense of occasion going. Probably one area where people might say they weren’t as engaged as they might have been is in Newport and south-east Wales itself. In the economic impact, perhaps one of the areas where it wasn’t as positive as one might have hoped was in Newport itself, which was the host city. Although, I have to say that Newport Council at the time put in a lot of
effort round the city to create that sense of occasion. So I’d like to think that after the event, the people of Wales felt quite proud of the way that Wales hosted the event. Whether that means you engaged with all the communities in Wales, probably not.

**Do you think it brought about a sense of place?**
Certainly that’s what I tried to achieve. It’s difficult to measure that. When we set up the marketing strategy and the brand around the Ryder Cup, our over-riding thought was this was going to be a Welsh Ryder Cup, not a Ryder Cup in Wales, so we tried to create a sense of place. One of the ways we did that at the communications end was during the booking journey and the physical journey and we thought about how we could use those various stages to give what I call a little cwtch from Wales. I don’t know if you’ve heard of Carlsson’s moments of truth?

**No.**
Carlsson was chief executive of Scandinavian Airlines and many years ago did some research into in the customer journey what were the occasions when their passengers started to form an opinion of how good or otherwise Scandinavian Airlines were. These were the moments of truth, so at check-in, as you board the plane, as you take your seat - those sorts of things. So we tried to look at that customer journey from a Wales perspective and we tried to find ways that we could get a message or a little signature/cwtch from Wales on all of those journeys, so when they arrived at the airport, when they came across the Severn Bridge, when they opened their ticket wallet, when they got to the carpark. We tried to give them a little message from Wales that made them smile on the buses going to the course, when they picked up their food at the golf course on the menus and so on. We certainly tried to do that.

**In retrospect, is there anything you would have done differently.**
I think that ten years is a very long time to build up to a golf tournament. It’s longer than the gestation period for the Olympics. I think that’s too long to be honest. It’s very difficult to maintain momentum across ten years. We would have tried to make sure that the weather was better when the event was taking place. And although the way Wales handled the weather and the way the Celtic Manor handled the weather was seen to be positive, there’s no doubt that when Wales was on the world stage, it rained and that does sometimes reinforce perceptions. The fact that it rained all over Britain and the fact that Gleneagles was closed on the same day doesn’t matter because it just reinforced the perception. What else would I have done differently? I think I would have tried to find a way that we made the golf courses in Wales more self-sustaining in terms of their marketing. We should have thought about that earlier because they became heavily dependent on Visit Wales doing the marketing for them.
Dermot Keegan,
General Manager, Holiday Inn, Cardiff

I see that Holiday Inn are one of the official sponsors of the Olympics and you must be involved with major events all the time in Cardiff.
Yes, we are involved directly and indirectly with major events throughout the year, whether it's bidding for them, like the Ryder Cup or just benefitting from whatever happens in the stadium and whichever one of those it is, whether it's the Millennium Stadium or the Swalec, or whatever.

What sort of major events have you been involved with here in Cardiff?
Whatever has happened here in the last ten years, so in descending order – the Rugby World Cup, Ryder Cup, Ashes cricket, speedway, Rally GB, equestrian events, cricket, horse riding in the stadium, Songs of Praise in the stadium when we had sixty thousand people, concerts like Take That and Madonna.

So events are a big part of your business?
Events are a crucial part of our business and one can see changes both in guest profile and revenues etc, as events change, or don't happen, or as they don't repeat.

Is there a pattern? Are you getting more, or bigger ones?
I would say that it does fluctuate and we have peaks and troughs in terms of concerts and which big concerts will sell out the stadium. We've just had two days of Take That at the stadium but we don't expect to have many concerts for 2012 because the Olympics and the pitch and the stadium won't be operating their normal arena/stadium swich-over mode.

What's that?
Normally twice a year the stadium goes into an arena mode where the pitch is totally taken out and becomes an arena which is when they host things like conferences, or speedway,, or concerts – anything that doesn't need a pitch. Then it goes back into stadium mode where they do need a pitch for things like football, six nations, the autumn internationals or whatever. Next year for the Olympics, instead of having a gap from May to the autumn internationals, where they take the pitch out, the pitch will remain in because they've contracted to deliver the Olympics football right through until the middle of August.

Will that be good business for you?
Olympics is good business, we are the official hotel provider to the Olympics.
What does that mean exactly?
In return for becoming a sponsor, we are the preferred supplier of accommodation throughout the UK. It also gives us benefits for our colleagues – Holiday Inn staff. Hopefully it gives benefits to our customers, particularly our loyal customers, with Priority Club. And one of the offspring is that we will be running the Olympic Village in London. We will staff and run the Olympic Village, which is certainly a big challenge.

Which event would bring in the most money to this hotel?
It's spread evenly. You've got rugby events, primarily the larger ones – particularly England, Ireland and France bring in a huge spike in day revenues because you have accommodation, you have hospitality, fans drinking throughout the day. Probably in order of ability to pay there's England, Ireland, France and then the other two blues. That's a huge spike. In terms of consistency, a thing like the Ashes, which is over five days was great, even though it's not a massive spike, but it was consistent over five days and for any hotelier consistency in delivering room nights is a god-send.

Do events like the Ashes clash with your regular business?
Yes it does and no it doesn't. It's a balancing act you have to make, providing you give people advance warning as we do with our major clients that we are going into an event period, we may have to restrict your capacity to book with us. If they know that well enough in advance, it's fine. Things like the Ryder Cup, which were over five or six days, the Ashes, which were over five or six days, are great. They don't pay a much on the day but they certainly spread over those days and make business more profitable for you.

How did the Ryder Cup compare with the regular events that you have, like the international rugby matches?
Personally for us as one of the subscribed bid hotels, no it wasn't. We were tied into a contract ten years ago at prices which were not market rate. Some of the newer hotels that came in here were not tied or constrained by that and could therefore charge market rate at the time. Whether that's good or bad, that's neither here nor there. And if given the choice again we'd do it again because if we're going to bid for large events like that we need to be able to go head to head with competitor cities and we can't just worry about what we're doing for the hotel.

So how were you involved with the bid?
We had to guarantee x amount at x price. In some cases it was up to 80% of bed stock.

It was going to happen in 2009 and then it was put forward to 2010?
That was fine. They renegotiated it and pushed it a few weeks back, which gave us the weather issue but it was such a big deal that nobody was going to buck it and there was no other major event on the books that was going to clash with it. Even though there were legalities attached to it, there was a fairly easy process for people to disagree with and it wouldn't have happened but nobody wanted that.

So you were asked if you could put up a certain amount of rooms and you agreed. Was there any more involvement than that for you?
It was basically getting the commitment from the hoteliers with the amount of bed stock they would have available and it was written into the contract along with a few other things like function rooms and things like that, and that was it and we got on with life.
What was your perception of the Ryder Cup beforehand?
As I'm a golfer, and as I was fortunate enough to work at the Belfrey in 2002, I was also able to go out to Valhalla in 2008 working as a sub-contractor with the hospitality. Obviously, I knew the history. Valhalla was pure pleasure, although I was slightly linked to Cardiff going out there. Because of that I knew what to expect and in terms of hospitality, I think Wales delivered and matched that at Valhalla, which was extremely good. In terms of logistics and flexibility, which was my biggest concern, we delivered. There were one or two minor issues, but you'll always get those. I think the biggest challenge for Wales was one they overcame, was obviously the weather.

To be fair, I think it nearly got rained off in Ireland, didn't it?
Yes, the Kay Club was a swamp. They had a hurricane in Louisville. When we got there a quarter of the population was still without power.

During the event did you attend it at all?
Yes, I did. Most of the days, bar the Monday. I'm sure there were some minor gripes when you're moving forty thousand people, somebody's going to be displeased, you can't please everybody but, overall, the reaction was great for Wales.

What is the legacy for the Ryder Cup in Wales?
It depends on how you're judging it. I'm sure that Rob Holt and John Jerome will have statistics. In terms of us, yes we have had more enquiries coming through our golf channels, particularly people who want to play the 2010 course, but that's primarily UK and Ireland driven rather than the States of Europe. Has our golf market grown? Personally, no it hasn't – just the enquiries change. In terms of people knowing where Wales is, in selected audiences like golf, yes they do. At least they recognise the name Wales, particularly out in the States, whereas beforehand, a lot of people thought it was just outside London. In terms of golf becoming more popular, only time will tell.

Has it affected general tourism at all?
Unlike the Olympics, which tends to replace in whatever host city it's going the normal tourist traffic, be it the winter or summer olympics. I don't believe Cardiff was unduly affected and the reason I say that, is that Cardiff is not got a massive inbound tourist market. It's growing and we need it but the date and the period was a commercial one and it was over the weekend, so it didn't unduly affect our normal tourists. And like I said, we were primed ten years previously what was going to happen and we built our schedules around it.

Is there anything we can learn for other major events?
Maybe not from the Ryder Cup but certainly going forward. A city Cardiff's size, the one thing we do need to learn is to get pre-warning, whether it is from Cardiff &Co. or Visit Wales, is to ensure that we don't have large events that clash. There are one or two instances going into the future where we have got large events coming in, for instance, next year on August Bank Holiday, we have speedway and at the same time we have the 20/20 cricket final. They are both just across the road from each other, as well as being Bank Holiday and the issue with that is whilst it's great for the city, it will cause another spike in our demand. As hotels and our yield, what you'll get is demand for that one day and hotels charging extremely high prices, and getting negative publicity as a result. Whereas, if we'd been able to spread it from one week to the next, the prices would have come down, and the value to the people coming here would have been enhanced. If there's one thing we need to learn when operating big events, because Cardiff is still a small place, is to try and coordinate it. I know that sometimes it can't be helped, and we
recognise that. In that case we just have to manage it and go further into the city region but that's one thing we need to do when running large events. The other thing is major infrastructure work at the same time.

**What are you thinking of there?**
When we did the pre-site visits for the Ryder Cup, earlier in the year, all of Castle Street and right the way up North Road was dug up but fair dues to the Council, they rebuilt it for the Ryder Cup and restarted after it. Similarly with rugby internationals, you've got work on the rails and yet they know there's this huge event taking place just down the line. I know it's something we could improve on. I think that the welcome and what we've got to offer is great and visitors enjoy it.

**How competitive do you think south-east Wales is with the rest of the British Isles and Europe?**
Depending on what we're bidding for. We've had the link with Wembley and delivered large finals, and we've leaned and improved on things. Hosting large finals we've done well but we're not competitive enough when it comes to major champions league or a major convention centre. Something like that on the back of the stadium would certainly help, plus hotel accommodation. In terms of most things we're fairly competitive but there are some areas like major league finals for football and conferences where we could up our game. I was part of a focus group for Cardiff and what we all agreed on was that we needed a lot more smaller events like the Cheese Festival and the Big Weekend which we can define and events like the RHS Flower Show. They are quite small but if we've got lots of those it keeps it ticking over and, more importantly, there are no massive spikes, with no massive hikes in room prices etc. It is then perceived as a great value destination, or an added value destination. At the end of the day, there's nothing wrong with the mega-events, or the smaller ones, as long as they are managed properly. But given the choice if I'd want fifty two small events or one massive event, I'd prefer the fifty two smaller ones.
Does the hotel get involved with many major events?
It depends how you define a major event. For us major events can range from things like the Abergavenny Food Festival up to things like the Ryder Cup. Everything in-between would include stuff like the Rally GB, events in the stadium in Cardiff, rugby and football. That was very significant for us. When Wembly was being rebuilt we had a lot of fans staying here. We are probably on the edge of the catchment but it's an hour to get to it on a match day and we're pretty close to train lines, so that helps as well. Rugby can be big. Typically, it's Irish fans. Big Heineken Cup games bring people to us and Wales/Ireland is always a good weekend. England/Wales not so much because most of them just travel home. They don't need accommodation. France, to an extent, but not as many travelling fans. Again Scotland, not so significant but still important. It does make a difference to us if there are three games in the Six Nations, as opposed to two in the stadium. It obviously adds a nice, busy weekend, but the football, if we had two London teams like Chelsea and Arsenal playing, that would be fantastic business for us – huge business, top end, high-spend business. Contrary to popular belief - the football fans that stay here are different to the average perception of a football fan. On a local level, I get involved as much as possible with anything that increases the foody offer in and around Abergavenny. The Food Festival is significant but there are more and more spin-off events from that. They won't necessarily benefit the hotel directly but they raise the reputation of the area and that, in turn, puts you on the map as a tourist and food tourist in this case, destination. So it will benefit us eventually. With the Abergavenny Food festival, we could fill the hotel many times over, but we tend to have a wedding or two on that weekend, which is more lucrative, so we tend to take the wedding. However, I still put a lot of time and effort into the Food Festival because in the shoulder periods of the year you've got people travelling for two or three nights who come to the area to eat here, at the Hardwick, the Walnut Tree and see producers. That wouldn't have happened without the Food Festival, so you have to take a bigger picture view.

Are there sufficient events throughout the year to keep you ticking over, or would you like to see more?
Wales has a significant major events budget now and it's more about how Wales is perceived on the world stage than making money out of it directly. If you take the Rally as an example of that, it costs substantial sums in terms of the government budget. But you have to measure its outputs in terms of economic benefit during the three days of the rally, although more importantly you have to think of the images, profile and the footage which is syndicated world-wide and those are the real benefits. The jury's out for me whether subsisidising the rally and getting it to come to Wales during the coldest, wettest time of the year is a good idea. If you're measuring outputs in terms of images and PR value,
then showing the world muddy, wet, misty forests is exactly the image we're not trying to portray. I would have thought that if you're going to subsidise this event, let's try and push for it to happen during a slightly warmer time of year and hopefully get some images of a sunnier Wales and get those around the world. The rally is a big enough draw, like the Ryder Cup, to attract public money wherever it goes.

Talking of the Ryder Cup, how was it perceived locally before it happened?
Way too much hype. I think the lead bodies were guilty of that in order to justify the cost of the bid. Then when it came down to it, people were a bit anti-climaxed by what actually happened. There were stories about over-pricing and people renting out their homes and that never manifested itself and was never going to. It probably took a year before Rob Holt and the powers that be started telling another story and said hang on guys, this is not the case, you've let this run away, it's not really going to happen like that. As an hotel we did very well out of the Ryder Cup, which you would expect us to do, as one of the leading four star hotels ten or twelve miles away from the venue. If we hadn't done well, we would have been doing something stupid. So it was a good week for us, but it was always going to be a good week. What we've tried to do here is say that was a nice week's business but we can do a week's business like that in the summer easily. It's one of fifty two weeks in the year but we've now got a data base of golf tourism, potential clients and we're hitting them all the time with golfing breaks. Unfortunately, Monmouthshire's golfing offer isn't quite as good as those with links courses and we battle with that because that's what all the golf tourists want to play. We get very few people who come to us and say we want to play at the Rolls and I want to play at Celtic Manor or St. Pierre. Some do but really, as part of their golfing holiday, they want to play courses like the Royal Porthcawl, St. David's in Harlech or Nefyn, those kind of courses. It's quite hard justifying saying come and base yourself in Monmouthshire but then you're going to have to travel an hour and a half if you want to play the nearest classic links golf. The golf offer in Monmouthshire is a tough one, even though there are a lot of golf courses.

During the week of the Ryder Cup what sort of feedback did you get?
From the customers, it was very good, actually, despite the weather. Most of our business was corporate and virtually every client was being entertained and they didn't have to worry too much about the money and all had very nice passes and tickets to the Ryder Cup car parks and so on. In that respect the transport worked well and everybody said great things about the hospitality, the course. They loved the hotel. We majored as hard as we could on local produce and we've just won a True Taste award, a silver, for best eating out, which is about sense of place. I think that's very important in a visitor's experience. Because of that we built some new client relationships on the back of it. They won't come to us regularly because they don't, but one of the clients who came to us for the first time then is now coming to us for hospitality for the Six Nations and has booked the hotel out for that. So that's a nice follow-up.

Did you put together golf packages for the Ryder Cup?
No, we were looking for a corporate client to take most, if not all, of the hotel on an exclusive use basis for a week and that happened with clients like Club Card and Ingersoll Rand. Of course, they had hospitality at the course, so they weren't going to eat or drink much here, they were going to be away first thing in the morning and out for dinner in the evening and that's exactly what happened. Yes, they drank a little bit when they were here but really we were looking at bed and breakfast for a group of people and a lot of it was about logistics and getting them in and out of airports, to the course and back here in the evening.
From a local resident's point of view, do you think local people got much out of the Ryder Cup?

No, I don't think so. No, actually they did, however, it depends how you measure it. On a civic pride and cultural level, yes definitely and they were all proud that the Ryder Cup was in our neck of the woods. In terms of economic benefits, the hype was a big mistake and if the powers that be had managed expectations better, there wouldn't then have been the level of disappointment as to the financial benefits. Lots of people were hoping to rent their house out for a week and go and live in the South of France. Obviously, none of that was going to happen and yet there were all sorts of people jumping on the bandwagon and there were web sites extracting money from gullible people. In that respect, no but anecdotally there are lots of reports of local pubs in the Usk area doing quite nicely and, certainly, the hotels did well. From a community perspective yes, very good. That legacy is definitely there.

Now you mention legacy, what do you think is the legacy of the Ryder Cup?

With my hotel hat on, golf tourism is something we are now chasing but that probably happened more before the Ryder Cup than after. Before, Wales the brand was talking it up, Golf as it should be, and lots of people came to have a look. After the Ryder Cup was delivered, people really had a sense of place when they came and that was successful, because of the marketing and the PR surrounding it. So even with the weather that went well. Whether in this corner of south-east Wales golf tourism is going to make a significant difference, I don't know. I certainly haven't seen it hugely yet, I'm sure it will take time and we're certainly trying. Monmouthshire's marketing used to be hung on the Brecon Beacons and the Wye Valley. Those were the two big draws and that's still true. However, there is an increasing reliance on this golden triangle foodie destination but it's not up there as brand awareness like Tintern Abbey or the Brecon Beacons National Park, but it's coming. Golf isn't. If you're in West Wales or North Wales, perhaps that's where you need to be, because they don't have those other things. Legacy-wise, in terms of the kids etc. I don't see a lot of evidence of that.
Having worked with major events and accommodation yourself, what was your perception of the Ryder Cup?

I knew the Ryder Cup very well because I did a lot of consultancy work with the K Club in Ireland prior to the Ryder Cup, and that was in the back of everyone's mind. It was a marketing exercise because the board of Smurfit, who owned it, were not happy that they were losing money hand over fist due to the aspirations of the owner, Michael Smurfit. He'd envisaged the K Club as being very up-market and they weren't prepared to discount or go for bulk business, he just wanted the crème de la crème. This was a few years before the Ryder Cup. The other issue with the K Club was that they were about to embark on a huge expansion and our job was to ascertain whether that level of investment could be justified and what they needed to do to realign the property to maximise the business potential. Essentially, that's what we did. It came down to pricing, more that anything else. They were hugely over-priced and they positioned themselves up against some of the top golf destinations in the world, which is all very well if you're talking about the west coast of America, or some of the more exotic locations where the sun shines every day but when you're talking about the middle of Ireland and it's pissing down with rain for half the year, then you're not going to attract people who spend five or six hundred pounds a night for a hotel room. That was the bottom line, but in conversations with them about the Ryder Cup and because of other work I did in Ireland leading up to the Ryder Cup, I kind of knew, in a sense, what the impact was likely to be, or what was likely not to be. There's a huge amount of hype in the build-up to it. You get these property owners who think they are going to let their homes out for £10,000 a week. Having said that, we had the approach from the Tourist Board like everybody else did and rejected the approach like everybody else did because we just wouldn't have got the rates through them that we thought we ought to get for the Ryder Cup. We then made the same mistake that a lot places did, we registered with agents who charged three or four hundred pounds to be on their web site. One of them was called Accommodation for Events, which is quite a prominent web site offering accommodation for things like the Ryder Cup, but we got absolutely nothing out of that. In the end we got very little at all. Probably because we'd left it so late and also possibly because we were perceived to be too far from the Celtic Manor.

Did it fulfil it's expectations in Ireland?

No, I don't think it does anywhere. Anyone living within a hundred miles of the Ryder Cup thinks they will be able to rent their house out for thousands of pounds. It just doesn't work like that. It didn't in Wales and it didn't in Ireland either. Based on my experience in Ireland I was sure that the house renting wouldn't happen in Wales, even more so because
of the proximity of so much accommodation in England. There were hotels between here and Birmingham that were all offering very low-rate deals because there was so much accommodation on offer with quite a finite market. And the other expectation that people are going to come for weeks and weeks. The Ryder Cup is a three day event and with the economy as it was and still is, gone are the days when people come on junkets a week before an event like this and then stay on for a week afterwards. They're all in and out quickly. Everyone thought there was going to be a good solid two week booking but it just didn't turn out that way.

Was there a legacy in Ireland?
I think the legacy is really only for the venue itself. The K Club always was and still is a very attractive venue and a prime venue for trophy golfers and there are golfers who travel around the world picking up trophy courses and a lot of people will go to the Celtic Manor simply to say that they had done the Ryder Cup course but the benefit is to the Celtic Manor, not to anyone else. You might get the odd one or two who stay on and visit other courses in the area but more often or not they'll do the Celtic Manor and then move on to another well-known club. OK, there are intangible issues involved with the business of legacy. It certainly raised the profile of Wales amongst the golfing fraternity and it also confirms the idea that Wales can stage that sort of event, which is a good thing for any future events. However, both the K Club and the Celtic Manor staged the event because of the owner's folly or aspirations. Michael Smurfit has a huge ego and, unlike Terry Mathews, he didn't build up the empire, his father did. The K Club was his monument and it cost him 2m Euros to stage the Ryder Cup and get it to come there.

You were also involved in the Barcelona Olympics.
The Olympic Village, which I was looking at primarily was originally built for residential apartments. That's in Barceloneta on the sea front and, in fact, you could argue that that part of Barcelona was changed out of all proportion. It was very colourful with all the little restaurants down on the sea front and they served the most wonderful seafood. But as part of the Olympic development they went in one day and bulldozed it and they could do that because all the cafes and restaurants were illegal, none of them had permits, so the authorities were within their rights to knock them down. It was part of the whole upgrading of the area. We did the feasibility study for the Ritz-Carlton Hotel. As far as the Olympic Village was concerned, the intent was to sell them on when the games were finished and, in fact, I think they pre-sold all the units in the Olympic Village for accommodation even before they were built. The main Olympic Stadium at Montjuic has been used regularly for all sorts of sports and cultural events. The Catalans actually have a reputation for being savvy with money and this is proof of it. It was very similar to Seoul, where they created massive infrastructure and I stayed in the accommodation the two months I was there and that had been pre-sold for residential apartments. I wouldn't have liked to live there because they were pretty grotty but they built fantastic facilities there but I don't know if they've been used since. Seoul was a very successful games.

I'm trying to look at what legacy mega-events have. Initially I thought that if a mega or major event happened regularly in the same place, it might have a legacy. But if you look at events like Glastonbury, I don't think that you have more guitarists or rock stars in Somerset than anywhere else.
That's a good point. What impact do events like Glastonbury have on the local community? It lasts for a week and, hopefully, some of the local shops and pubs will do some business from it but I think that they have plenty of catering and retail outlets there who probably come from miles away, or people bring their own. Then they have the massive clean-up and the hassle of the build-up before hand. There's little feed into the
local economy. And it's very similar with the Ryder Cup. It's such a short snapshot of an event and people around here were left wondering what the point of the Ryder Cup was. The only people to benefit are the television, the players and the organisers. In fact the huge build-up is ridiculous for a three-day event. I haven't seen any promotion of Wales as a golf destination on the back of the Ryder Cup.

I think that's part of the legacy, that Wales is getting more golf tourists because of the Ryder Cup.
Oh, I haven't seen anything of that. There's no doubt that golf is a good product to push and it should be pushed and I hope that the other courses are feeling the benefit of the legacy. Wales has some phenomenal courses.

Do you think that mega-events create a sense of place?
Why should they want to create a relationship with the local community? It's not in their interest. Of course, they'll glad-hand the right people and attend the right functions. It's all part of the promotion of the event. As far as a lasting legacy is concerned, it's the intangibles. You hope that you create awareness of the product that you can build on and then you've got to keep promoting it and perhaps the Wales Tourist Board haven't done enough to capitalise on what is a mega-event.

But we get more business from rugby in the Millennium Stadium than we have from the Ryder Cup or the Rally GB, or any other over-hyped event. I think that rugby must have a major impact because there's spending in the bars, in the restaurants and the hotels. Rugby fans actually want to be in Cardiff for the sense of place that people talk about but which is so difficult to define – probably more so than any other rugby venue in the world. It's the Mecca isn't it? Most fans want to go there at least once in their lifetime and that's our own, more or less event and the internationals occur with regularity plus the WRU have ownership. I don't know how ticketing works, it's all through Ticketmaster these days, which is obviously not a Welsh company and they take their commission, I guess but everything else feeds back to the WRU. You have 70,000 people spending say on average £60 a head, while there were only 40,000 spending in the Ryder Cup. And the Ryder Cup ticketing, where does that go? It certainly doesn't go back into the local economy. I know that on the day people don't like shopping when there's an international on, so the shops will suffer, no doubt about it but the bars, pubs and restaurants will do well I think that these sort of events are what we should be looking to replicate, rather than the mega-events that don't belong to anybody except the organisers. The community has ownership of them, more or less, the community may even organise them, like the Abergavenny Food Festival down the road. These mega-events, they just drift over, they don't touch many people and for people locally, from what I can gather, it was just pure hassle. Mega-events are more concerned with image than anything else. Why does London want to raise its profile with the Olympics? It's already one of the most visited tourist destinations. It's great that we're getting the Olympics but you'd have to question the reasons for it.
Are major events important to a destination?
I think they are incredibly important and increasingly important as competition between countries becomes greater. You get new, developing countries coming into the market who decide that tourism is one of the industries they can develop and the best way to raise the profile of the country is to have a major event which the concentrates the media's attention on that country through that event. For example, we saw what the Olympics did for Barcelona and what they did in a very positive way for London this year. The Ryder Cup, what that did for us. We held it in Newport, just outside Cardiff in 2010. The Commonwealth Games, World Cup Soccer. All these sort of things give you a huge opportunity, as long as you maximise that opportunity. If you just allow the event to come and go, that will be it. It will be just another event. You've got to use all the tools at your disposal to raise the profile of that event in the country during that period of time.

What was your role when the Ryder Cup was here?
I was Director of Visit Wales at that time and I was on the committee of a number of people chaired by the First Minister, bringing the public and private sector together to make sure that everything worked because it is a major operation - transport, health and safety, police, ambulance. And, of course, we had terrible weather - some of the worst weather we've ever had in that period and the systems worked. And we were very lucky to have a brilliant final day on the last Monday when the event went almost to the last putt, the seventeenth hole and Europe won, so my role was to make sure that the tourism element was maximised by having the Ryder Cup here.

What were the aims of bringing the Ryder Cup to Wales?
There were a number of aims. Not putting them in any order of precedence - the first probably would have been to raise the profile of Wales. Wales is not as widely known overseas as England, Scotland or Ireland for the historical reasons that you are aware of. So we needed something that a large number of people around the world would watch and we researched this and found that the Ryder Cup was watched not only by golfers but many people who simply wanted to watch an exciting game of golf between golfers from the United States and Europe. And you don't even have to understand golf to enjoy the game. It's a very simple thing to understand. So that was the first reason. It would raise
our profile because it would be watched by people in our major markets, which are Europe, North America, Canada, South Africa - anywhere where golf is played really.

The second objective was to regenerate that area of Newport. The jury is still out, depending on your personal point of view, whether the money was well spent. It regenerated certain parts of Newport; the station was regenerated, new access roads were built. But many people in Newport itself feel that it didn’t bring the prosperity they had been promised. What, in fact, happened was you had a lot of people watching the games and then coming to Cardiff because Cardiff is a much nicer city than Newport at the present time. And, of course, we were in a recession anyway, so instead of shops opening in Newport, they were probably closing. The contractors would say, “Well, it was the fault of the businesses in Newport themselves, they didn’t do enough to capitalise on the fact that you would have all these people and media milling around Newport at the time.”

The third one was the Welsh Government’s view that we need to try to get people more active to improve their health. Golf is one of those sports that you don’t have to be terribly active, it’s a nice long walk in the countryside for three or four hours and we also wanted to make sure that we cracked this horrible image in Wales that golf was for rich people only and we worked very closely with golfing unions to make sure that men and women were treated equally, that old people and young people were treated equally and, in fact, you will find that in the run-up to the Ryder Cup, I think that Wales was one of the first countries in the world to combine the male and female golfing unions, which is why in Wales we have the one golfing union. We worked very closely with Sport Wales and the golf clubs around Wales to encourage youngsters. We went to schools, there was a wonderful scheme in Gwynedd - From Street to Green - which was getting young teenage boys and girls off the streets and helping them to start playing golf with free lessons, free membership of the courses and all the rest of it. So those were the three main ambitions really.

Do you think that they managed to involve the community?  
I think so. If you look at, the community around Wales they certainly did, because a lot of people were saying that this another event that is only benefitting south-east Wales. We worked hard with the 122 golf clubs around Wales and there were benefits to golf clubs all around Wales, where there was a budget put aside for golf development. We had ladies’ tournaments held in south-west Wales, we had men’s senior tournaments held in Aberdyfi, in Harlech, in Conwy in north Wales. One of the most photographed courses during that whole period was the beautiful seaside course in Nefyn on the Llyn Peninsula. So in that way it worked, whether it involved the community sufficiently in Newport, I think you can only ask the community itself. Certainly, in terms of volunteers that they had to look after the car parks and all the rest of it, those people came from all over Britain to volunteer and they enjoyed it. I’d like to think that the community in Newport felt involved but you’d have to ask them about that.

When you put an event like this together, do you think that knowing people helps?  
Yes, to start with, you need to know the right people in the local authority, the right people in the police, in the ambulance service, in the transport departments because these major events can go terribly wrong if you don’t get the right men and women involved. An interesting aspect of this was the torch relay that came around Wales for four or five days and which went off extremely well and the police decided with the local authorities that in all their groups and sub-groups that they held around Wales to make sure that this happened it was role not rank that was important. They needed the right men and women irrespective of their seniority in the
local authority, fire, police or ambulance. Their rank wasn’t important but the actual job that they did was. So you had chief constables rubbing shoulders with junior secretaries simply because both of them knew what they were doing and their roles were important. Following the Olympic experience in Wales, those teams are now in place if we ever have another major event that substructure can be brought back into being very quickly. So knowing the right men and women, not in the forms that the people who have the power because they will decide to get involved off their own bat but as an organiser you do need to know where to go for the right advice etc.

What about politicians, can they help?
Yes, absolutely. Politicians generally control the budgets, whether it’s at national government level or local authority level. Unless you get the right amount of budgets voted to do the job, then it’s not going to happen. So it’s very important right at the beginning to get political support and once you get that and it’s cross party then it takes all that political wrangling out of it and at the moment I think there is cross party support in Wales for the fact that major events can bring prosperity and raise the profile of Wales.

What’s the legacy of the Ryder Cup?
I mentioned the equality issues in Wales where you will find that any club that is affiliated to the Welsh Golfing Union will have policies showing that men and women are treated equally, young and old people are treated equally and that more people are actually playing golf. If you looked at the membership of golf clubs, that may be static or going down but that’s a product of the recession and the cost of joining a club but if you look at the number of men and women who are actually playing golf, I think that research will show that those numbers have gone up. More and more people are playing and just paying a green fee as opposed to paying a lot of money to join a club. So the legacy is very much getting more people involved and whenever the Ryder Cup is mentioned now, people will remember the great victory and the final day’s victory. Yes, they’ll remember the rain but it is eclipsed by the amazing victory for the European team.

Do you think the Ryder Cup brought about a sense of place?
We tried very hard to work with the organisers to see that there was proper use of the Welsh language. In Newport you’re very close to the English border, it’s a very anglicised area, not Welsh speaking over the last hundred years. We did our utmost to make sure that the signage and the advertising we did in the locality used both English and Welsh. Certainly, as far as the hospitality was concerned, in the hospitality tents we worked very hard to ensure that it was Welsh wine, Welsh cheese, Welsh food. In the sports tents where they were selling goods and services, we had Welsh manufacturers of sporting goods there. So, I’d like to think that all those Americans and Europeans that came to Newport to watch the Ryder Cup would have realised that they were in Wales. And, of course, we did organise a major evening performance here in the Wales Millennium Stadium, Cardiff, where we brought together the likes of Catherine Jenkins, Catherine Zeta Jones, Dame Shirley Bassey and a message from Sir Tom Jones. We had all those people on the stage and nobody who was in that audience and we’d invited all the media people from Europe and America. Nobody in that audience could have gone away not knowing that they had been entertained in Wales by Welsh people.
What are the main aims of the major events unit?
Primarily to develop a portfolio of events which does two key things
1. Enhance its international reputation, so you're looking at big events like the Ryder Cup and the Ashes to do that
2. To enhance well-being in all its forms and in that respect we look to support a balanced portfolio of events, which covers those big sporting events and primarily local and regional events that have the capacity to grow to become signature events for Wales – we don't do the smaller events unless they have the ambition or potential to grow.

How do you ascertain that?
We work with local authorities, community arts organisations, the Arts Council to identify those smaller events they think have the potential to grow. Then it's a dialogue with the owners and organisers of those events to see what their plans are and we go through an assessment process from there which basically determines the strategic case for us getting involved in it. If the case for it is proven, we work with them on a long-term business plan to achieve those goals. The basis is to try and deliver outputs across a range of portfolios. Primarily, it will be economic impact, profile and increasingly, particularly in terms of the events industry in Wales, we look at smaller events from the grass roots up, from a volunteer base and we are doing a lot of work with FE and HE organisations at the moment developing skills. It's that lower tier of events that can grow organically over time, certainly in terms of community engagement. That's where the focus of our work will lie.

Is there an ideal mix for organising a local event?
It's a broad balance of political, certainly social capital, trying wherever possible to create the environment for community and social enterprises. Some of the festivals we are supporting at the moment take in contemporary music like the Merthyr Rock Festival. The there are smaller festivals like Beyond the Borders Story-telling Festival.

What do you want to get from supporting smaller festivals?
Basically it's to build the industry from within Wales because up until now a lot of the biggest events have had to import the skills to deliver them here. And while going forward we'll still have to do business with companies across the UK and internationally, using the growth events fund we've established. Although with time, we hope that it will become the exception rather than the rule. It's about developing a robust, sustainable, strong events industry in Wales and we can deliver those events without having to spend Welsh taxpayers' money on importing skills from elsewhere in the UK.
How do you define a major event?
In the strategy we've attempted to put them into three categories. Set aside the mega-events like the Commonwealth Games, the Olympics and we'd be lucky to get one every couple of decades, simply because of the resource required. You've probably heard that Cardiff has ambitions to bid for the Commonwealth Games in 2020. That's fine, we support the ambition but there has to be a sense of realism when you think that Scotland is spending well over a billion pounds on 2014. In the current economic climate, ministers have made it clear that this isn't a realistic proposition.

Is Cardiff going to go ahead with the bid?
It wouldn't be able to without a feasibility study, which we are working with them on, because one has not been done before. This would look at the costs, the challenges.

What's the legacy of the Commonwealth Games?
If you look at why Glasgow bid, it was primarily as a hook to bring about the regeneration of a huge part of Glasgow – the same with Manchester, that was the policy rationale, similarly with London 2012. If you're going to bid, you have to be absolutely clear why you're bidding for it, which may sound strange to some people, because it isn't always clear. It's all about this term legacy, although a lot of people think about legacy after the event but, of course, you need to be very clear from the start.

Do you think that they did that with the Ryder Cup?
They did because when the bid was won it was a requirement of the Ryder Cup that they had to ring-fence an amount for a legacy fund. There are quite a few local projects that have been funded out of that to help increase participation and make the sport more accessible. It's something we want to replicate, although there is an issue about who should resource the legacy. Should it be the Sports Council? Well, we're not a sports development agency, we're a major events unit. The legacy as far as we're concerned is to create an outstanding destination for major events. Events will drive a certain amount of sport development legacy but that has to be down to sport itself to drive that. Similarly with the arts, with cultural events.

They talk about the legacy of 2012, what is that?
Regeneration of the eastern part of Stratford and the area around there, also to further build London's reputation as a major events destination.

Do you think that's realistic? If you look at Sydney, they've got stadia there that they haven't filled since.
I'm sure you're aware of the dialogue going on about the future use of the Olympic Stadium at the moment and in so far as London is concerned, in terms of building infrastructure, the approach is slightly different to years gone by where the focus is on modular buildings that can be uprooted and taken elsewhere. For example, the basketball arena, Cardiff could arguably make a pitch to have that and relocate it to Cardiff, because there's a huge gap in Cardiff in terms of the lack of a multi-purpose arena. Likewise, quite a number of the other facilities that will be used.
I wondered whether if you wanted to regenerate an area, why you can't just do it exactly as you want and miss out the event. That might well be the case. As far as I'm aware, the only host city that has made a real success of the catalytic nature of the Olympics is Barcelona, and they had the sustained use of those facilities from subsequent events. Of course, London could be in the same position having just secured the 2017 World Athletics Championship. We work closely with UK Sport in trying to attract major sporting events here and there will be a strong focus on using the Olympic venues and, indeed, the Commonwealth Games venues in Glasgow to make sure there's a legacy. There's an issue if the focus is going to remain with London and Glasgow, we're going to take a double hit, basically and we will be left to bid for the smaller events.

I've been talking to hoteliers and I'm not sure whether these mega-events are quite traumatic and they cause spikes and I think many of them would prefer more regular, smaller events.
Yes, one of the things we're trying to do is create a balanced portfolio and that means spreading event opportunities geographically but also across the calendar, because there will be spikes and clashes. There'll be a clash next August with a test match and the speedway.

And I think also some Olympic events.
So what we're trying to do as part of that strategy is a web site that we are constructing now, which will be a key resource for event organisers and built into that will be the national events calendar to avoid clashes but also to identify gaps, which we can talk to Cardiff & Co. about how we might position events more effectively.

I also wonder about the relevance of these mega-events. For instance, talking to people from the Gwent area, a lot of them saw no relevance to themselves of the Ryder Cup. Even the trade said it was a nice week's business but it was a lot of hassle and a lot of hype in beforehand.
Yes, we now have a commitment in our plan to a fund to help the growth of local events. We haven't formalised that yet but we're still supporting quite a number of growth events, particularly in North-West Wales – there are quite a few growth events up there – even Mid-Wales. Things like Machynlleth Comedy Festival. There's the Llandudno 10k race. It's getting that balance between them. We have the Rugby League World Cup in 2013, the Ashes Test in 2015. Each year there will be the big-hitters but that needs to be balanced out with more regional events and to drive those softer benefits like social and cultural impact.

What are we achieving out of the Wales Rally GB?
The rationale for getting involved in it initially and we're going back to 2003, I think, was because there was an advanced automotive sector strategy in place. So the rationale was to link the rally with high precision engineering. In a number of years that strategy was gone, so the policy rationale virtually disappeared. We've been in discussion with them for quite a while now and it has been announced that we will be supporting it for one more year to 2012.

What's that costing?
£ 1.4 million, which is significantly less than we've been putting into it previously but it's still a huge whack of cash and we've got a budget of £ 4.8 million, so our room for
flexibility is severely constrained. What we've got to do now is work with the rally organisers to get a much result for our investment than we have to date.

What do you want to get from it?
It will be about profile. We need to increase profile. At the moment they show it on Dave, I think it is and you get one or two news items, but in terms of a £1.4 million investment, you ought to be having live TV coverage on terrestrial.

Even if you had 24 hours live coverage, it would be up in the forest in the mud and the mist. Is that the profile we want?
We would prefer it to be held in the summer months but the rally organisers say they want it in the winter months because that is the most challenging environment for the drivers. That's fine, the drivers have got to be satisfied. Otherwise they won't take part. Equally, we need spectator numbers and who's going to watch a rally in Mid Wales in the pouring rain? We'll see what the numbers are like when we get the report. I think they were OK in Llandudno when it started on the Great Orme because of the location, but we need to work with them more closely. Of course, they want to discuss 2013 and beyond.

As regards profile, the number of golfers has dropped since the Ryder Cup and was dropping prior to it. And Rob Holt himself said the American market is so difficult to break into.
Golf tourism has increased over the period, but the numbers playing are dropping are they?

How do you view events like the Eisteddfod when you're not bringing people into Wales?
That's a different kind of animal because that's an institution that's funded year on year by another department within the Welsh Government. I think the money for the National is channelled through the Welsh Language Board, as long as it remains in existence, which is not very long no. It was one of the victims of the bonfire of the Quangos. We have very little to do with the National Eisteddfod. We do a bit of work with the International Eisteddfod in Llangollen, which was one of the Arts Council's clients. To support them, they'd have to be doing something different to enhance the offer or to target new audiences. There would have to be a strong developmental element for us to get involved because they're getting their core funding from elsewhere and as we said in the strategy, we're not going to be covering another revenue funding body. We like to think that our investments or grants are strategic and, therefore, time-limited. We would typically look at three, four, maybe five year deals, at the end of which the event will either naturally move elsewhere or be able to stand on its own two feet. That in itself is a big challenge because Wales doesn't have a multitude of headquarters and only one billionaire. We were fortunate that Sir Terry had that vision. So events like the Eisteddfod we are supportive off but we're not putting any cash into them.

At the same time, I would say that money that is kept within Wales is as good as money you bring into it.
That's the point I was making about importing skills. Particularly with sporting events, you'll find that a lot of international sports federations and even UK and governing bodies are contracted to certain event management companies. You do business with a governing body and we accept that in the medium-term but in the long-term there's no point in us, for instance, we gave Nova International significant six figure sums for the Great Wales Triathlon in Swansea in 2003, which we supported and the Great Wales Run
in Cardiff. Between the two of them we probably gave a quarter of a million. That money goes straight back out and that's not a smart way of using Welsh tax-payers' money, so over time we're hoping that we can grow an industry in Wales. There's a lot of enthusiasm and a lot of committed individuals. We've just finished a series of three seminars around Wales about encouraging event organiser skills and we've actually got a placement with us at the moment from Glamorgan a couple of days a week who is studying event management. There are loads of people doing these courses but they're not getting the practical experience that they need. That's another thing we're trying to do with our events programme is to make sure, as far as possible and within the constraints of the employment law, that event owners who get money from us should employ student placements to give them that experience. That will probably be one of the action points coming from these workshops. The end-product is meant to be a skills action plan. We won't cut across stuff that is happening elsewhere in education but it will be what we can do as a major events unit to create those new training and job opportunities.

One of the benefits of having a London 2012 remit is that we have Arthur Emyr, who is the nations and regions co-ordinator for Wales and he's been able to foster close working relationship with the Tier1 sponsors, the likes of Deloittes, Lloyds TSB – not the big ones but the ones that sit below them. A positive outcome from that is Lloyds TSB will be sponsoring the Cardiff Half Marathon. It's not vast amounts but it wouldn't have happened without that relationship and it's enough to help grow that race. Deloittes are getting involved but it's relatively small amounts of money.

**How do you see the future then?**
The whole purpose of the conference we had last week was to get a few international people and we got some from Switzerland over. Are you aware of Sport Accord?

**No.**
Sport Accord is the world's biggest gathering of all the international sports federations under one roof. That happens every year at their international convention and we've been for the last three years and hope to go next year and we had positive feed-back from them towards the pro-active approach we're taking. Before, people would just wait until somebody knocked on their door with a begging bowl and say they'd like to bring a sporting event here.

**How did it look in the past then?**
For a start it was a complete mish-mash of organisations and individuals in those organisations. There were several different policy departments dealing with events, several different budgets reporting to several different ministers and all had different aims. Now we've got one unit, which is a positive. We going through our budgets at the moment and we'll probably have to take a modest cut but we'll still be left with a healthy amount.

**How many of you are in the major events unit?**
There's a dozen of us here and that includes a couple of people on secondment from Sports Wales dealing with Olympic stuff. We also co-fund the Arts Council creative programme for the Cultural Olympiad, a guy called Gwyn L. Williams, who used to be the Director Llangollen. In terms of a visible legacy, that will probably be one of the success stories. That probably starts around May time, when the torch relay starts to kick in. You've got a couple of really good projects, one involving valleys' kids with links to South Africa. There are other projects which are taking in Cadw's historic sites across Wales. So that will be something good coming from the Olympics for us. What we are doing with Gwyn is looking at the Cultural Olympiad and seeing what legacy we can drive from that in
terms of events. Each of the nations has a different theme and here it's called The Power of the Flame and it's funded partly by UK Legacy Trust money, which is part-funding Gwyn's post.

I cut across you before. How do you see the future of events in Wales?
Still a very positive dimension to Welsh Government's work going forward and will still be providing valuable outputs across a range of policy areas, but the key thing is they are going to play a valuable role in the Wales and the World agenda, which is to enhance Wales’ reputation, not just as a place to visit but a place to do business and a place to come and learn etc. All the pointers are because the First Minister has taken responsibility for major events that it has a high profile in the cabinet and as long as that remains, I think we'll have a pretty healthy future.

I'm worried about mega-events to be honest with you.
For the first five years of that strategy we're not focussing on mega-events – a, because we haven't got the money – we are committed to doing a feasibility with Cardiff re. the potential Commonwealth Games bid. That in itself will give us an independent piece of research that will help inform our thinking going forward and certainly not in my lifetime are we going to see another Ryder Cup, simply because the costs now are so high. If you look at other mega-events, like the Rugby World Cup 2015, Wales took a decision pretty early on that it was going to bid, simply because of the sums involved. The IRB are now asking for something between £80 million and £120 million underwrite, so we'd be better off, as we're doing with 2015, where the WRU has negotiated with the RFU to host a pretty significant package of matches. This is where we're going to have to look beyond our borders if we're going to work with England to jointly host the Rugby World Cup and look at other events out there that we could jointly host. Arguably, there's a better fit with England than there is with Scotland and Ireland, just because of the geography. We'd never be in a position to bid for a European Football Championships but we do have a EUAFA five star stadium and some five star accommodation that is suitable, so it's looking to work collaboratively beyond our borders. With cricket as well, we're working with Glamorgan because cricket is the biggest played summer sport. We hold our hands up and say that the money we put into the last Ashes didn't have the impact it should have but it will next time because with three years lead-in time we can work with Cricket Wales to ensure there's a long-lasting benefit in terms of legacy.

What I've found that if an event just happens once it has very little effect.
That's why we've built into the plan that we'd like to have two or three big international events and at the other end of the spectrum we'll have these growth events and in-between working with existing signature events and find what they need to grow, because if they don't grow, over time they'll wither on the vine. So we need to know what new audiences they should target, should they meet rapidly-changing consumer demands, all that kind of stuff. It will be a balance over time but year-on-year, so it's not just that one big hit every seven or eight years. If you're going to develop an industry you need that critical mass that happens on a regular basis. As you know, there are a lot of kids doing these event management courses and, at the moment, there are not enough opportunities for them.

I'm not sure that if a country's profile is raised, that people go there necessarily.
No that correlation hasn't been proved.
As well as that, from what I have found, the man in the street in Pontypridd or Abersychan may well feel alienated by events like the Ryder Cup while they could get excited about smaller events that actually mean something to them and cost very little to stage.

I agree with you there and it's up to us to identify the right events. If you look at one event we've been involved in, the Green Man Festival in Glan Usk, it's probably reached capacity in terms of numbers but the number of committed organisations that they involve in the festival, like Cwm Du Infants School and twelve local charities who are given stands there to do more or less as they want and the money generated goes back into the community. Cwm Du Infants have been doing that for the last four or five years and they or another charity regularly make twenty grand out of it. So it's using those kinds of events...another one is Merthyr Rock. It was a pilot this year, hopefully they're going to do it again but its impact on the community is going to be key.

So how do you see the approach changing in getting events?

More co-ordinated. We are working smarter in targeting our money. The skills agenda is a really exciting one because after a few years, if we can at least demonstrate we've created a few jobs and we've taken some of those kids on courses in university into employment, then in my view, that's a win situation. In terms of raising our profile, we will continue to seek to attract events which contribute to the wider drive of Wales in the World being led by Roger Pride. I know that with mega-events the owners like the IOC will not relinquish any control, so it's very difficult for the host country to get what they want out of it. What we have to do is look at the major events category and try and get as much benefit out of that, be it commercial, economic impact, profile, community engagement as we can. But we have to think much harder and be more focussed in what we're doing.
Do you think that the future holds more mega-events for Wales?
A few years ago there was talk of making a joint bid for the Commonwealth Games; that never really happened. There was talk of attracting the European Football Championship – that didn’t happen either. They were two events that Wales could possibly have been involved in as a partner. Similarly, the Rugby World Cup, when we had a few matches in 1999. But in terms of sole-hosting anything of a significant size, that isn’t going to happen. Possibly the European/Heineken Cup, potentially if the stadium was approved for it, but in terms of global mega-events, there’s nothing that is really on the scale of the Ryder Cup. I also think that the experience of the Ryder Cup and the Rally GB have shown the Welsh Government that if you don’t integrate these things into your day-to-day service provision, you don’t get as much out of them as you might expect, so whilst you get the plaudits and all the good PR, when you compare what you spend on them to what you get back, there’s a very small return. And, of course, with budgets being effectively constrained for, at least, the next five years and probably ten or fifteen, there’s no spare money floating around and it’s now clear that we’ll have to do things differently.

What about the legacy of these events? The people involved seem to think that there has been a marvellous legacy.
When you agree to host a major event, there’s very little discussion of opportunity costs. Firstly, the policy tends to be reactive, We won the Ryder Cup and what we then found was the legacy became a post hoc justification for hosting the event. So they didn’t think, “What would be best for Newport? Let’s have a big golf tournament.” Instead, they saw the opportunity to get the Ryder Cup, they grabbed it and then thought how they could justify it in terms of their wider policies, which is all about health and social inclusion etc. It’s always the cart before the horse. You have the intervention, which is the event and then you think about how you can use the intervention to push forward your objectives, rather than thinking of your objectives and how best to achieve them. So that discussion about what to do with the money never happens. Of course, this isn’t just true of Wales, it’s true of the Olympics. Once they got the Olympics they said they were using it to regenerate East London. They didn’t sit down and think, “Let’s have a master plan for East London – let’s have the Olympics, that would be the best thing to regenerate this place.” £10bn would have done a lot for East London without the Olympics. So there’s always that cart before the horse problem. That’s endemic in the way major events are bid for by governments.
How do you feel that people perceived the Ryder Cup as being integrated into their lives?
You have to remember that it was bid for when Wales didn't have a major events strategy. I remember seeing a draft one in about 2000. I think that had been pulled together by Terry Stevens but it was never published probably due to inter-departmental reasons. This meant that what happened regarding the Ryder Cup and the Rally GB effectively happened in a vacuum. We looked at the synergy between the rally and, for instance, automotive engineering, the educational offer in Swansea University and tourism that came off the back of it. When these events occur, they may then get someone in to trace connections to wider policy but what we have now because I suggested to Visit Wales that we have a matrix of scale of event, by type of event. For instance, you have an event which is economic/touristy where the Ryder Cup fits in, then you have a smaller event with a cultural bias, like the eisteddfodau, then you have smaller events like community events that you may want to support for social inclusion reasons. Then you try and build a hierarchy in the matrix of different sorts of events, which fulfill different criteria. What you hopefully get from that, as well, is a good spacial distribution, because at the moment in Wales most events happen in the east because of purely logistical issues and where the infrastructure is. But at the same time, you hope that you could have a maritime event like the yachting event on the Llyn. And you would hope that the strategy also gives you a good mix of stuff. But that didn't exist at the time of the Ryder Cup or when the Rugby World Cup was bid for. Now there is a list of transparent rules which are guidelines for the Events Unit to support an event or not. This strategy is available to be downloaded from the web site and is very sensible. They consulted widely on it and it is a reasonable broad-brush policy document. The problem is, as an academic, I know that there is not a single piece of proof that major events have a long-term effect on anything. I'd like to believe that they did but there's no evidence at all. There is absolutely no evidence that the biggest events matter three years down the line. Certainly not thirty years. But perhaps that doesn't mean we shouldn't be staging big events, as long as they are relevant to us. Take the Rugby World Cup, it is culturally relevant to Wales, as it is to New Zealand, 80% of the visitation was local when it was held in Wales. So the economic impact becomes far less relevant. You might argue that Rally GB, in the best case, that it has knock-on benefits because it is a long-established sport in Wales. With other events it's less easy to make that cultural link. We did a study of the Heineken Cup – Munster v. Biarritz in the Millennium Stadium in 2006. WAG put in about 20 grand and we did a study and on that weekend the Irish fans spent about £20 million that weekend, and the event was a massive money-maker. Then it doesn't matter whether it's culturally relevant or there's a legacy, because the money spent here pays a hundred thousand times over the money that was put in. So you can justify events on a short-term expenditure basis but you can't do it then these legacy impacts are far harder to judge and more difficult to pin yourself to. And with the Ryder Cup where the economic impact and the spending is probably about one to one, you then have to make the legacy argument a very strong one and say that tourism has increased, golf has increased and improved and wales overall is better for the experience – softer arguments. The problem is, that is virtually unprovable.

What about the increased profile in places like Slovenia and Slovakia?
Well, this is where it falls down again. You can have surveys showing that visibility and recognition increases but there's no established link between increased visibility and behavioural change on the part of potential tourists or companies. For example, nobody is going to invest in Wales because of the Ryder Cup. I'm sure that there will be arguments that there have been discussions held at the Ryder Cup that can led to investments. But, frankly, the likelihood is that those discussions are just as likely to lead to investments in
China or India as they are to investments in Wales. Just because the Ryder Cup happens in Wales doesn't mean that people at a high level are going to get around a table and discuss the possibility of investing here. What they may discuss is where to invest to get the best return on their money.

There's a more fundamental point here. One-off interventions have very little effect, whether it's drug rehabilitation. Rehab doesn't work if you do it just once, likewise it's very hard to change the trajectory of anything long-term by just doing something once. If someone volunteers to help at the Olympics, they go there they meet loads of new people and maybe develop their personal skills, and they have a great three weeks. If they then go back to their old way of life in East London, doing the same things they did before, then their lives will have the same outcomes. You have to intervene at regular intervals. Actually changing outcomes for people, communities, or economies requires more than one intervention. The problem with major events is that they tend to be one intervention. There's no doubt that benefits will arise from important people coming to Wales, the problem is that, are the benefits worth £50m? They spent, for instance, £6m on the junction at A449, that they are probably never going to use again. That's a large amount of money to justify. As well as that it is right on the edge of Wales and a lot of the supply chains were in England. Compare that to Ireland where the supply chains were almost totally based in Ireland.

How do you feel about the public's expectations prior to the event?
The problem with major events is that they are so tied to civic boosterism you them whip up a momentum and expectations which the event then cannot possibly fulfill. If you look at the Ryder Cup web site, it promised so much and to be able to deliver that is very hard, especially for a sport like Golf which is upper-middle class white dominated and expensive. And the aims of the Ryder Cup were to make golf more accessible but it's not that culturally close to the majority of the population of Wales and it was on the edge of Wales, it has a huge international focus, which you don't own at least the WRU had a fair amount of control over what happened with the Rugby World Cup events in 1999, and with Rally GB there is also some local control, but with the Ryder Cup Rob would not have that many levers to pull in terms of getting the event to have more of say an economic impact in Wales, or a social profile because he doesn't own it. They are given a package and told that this is what the event must look like and around the edges Wales can do this or that. Local people can have very little influence on these things. If you are a peripatetic event organiser – say FIFA, for instance, you've got a hierarchy of people who matter most to you. The people at the top are the members of FIFA and the athletes who are directly involved in the sport, then the next down are the co-sponsors, who follow FIFA around the world, giving the money whether it's Coca Cola, Visa or Hyundai. It's Guinness with the IRB and a core set off people whose relationships are key to your financial viability. And below that you have your audience, your customers who watch the event, and below that you have the host region or country who are putting the event on for you. You won't be going back to them for a long time, if for ever, so what is the point of establishing a long-term relationship with them? When the event finishes, you pack your tents and leave. It's perfectly rational be for these organising committees to understand which side their bread is buttered to ensure that the commercial interests and you saw this with the South African football world cup, where the commercial interests of people like Heineken absolutely dominated any local considerations. Also in London there is a local brewery called Fullers who were really keen to be involved and called the partner beer of choice, but it had to be Heineken. They did the last one and they'll do the next one following on from London as
well. It's the same with the catering who follow them around from country to country. So if you think where local people sit in the hierarchy of interests with the people who own the event then they are very low down on the scale and that is true of most commercial events. These things are very time-limited and very complex to organise anyway, So what tends to happen is that you off-load the logistics to the local partners to make sure that people are fed and housed, because they are very good at that.

But in terms of how the event actually works, whose logo you see on the TV when a goal is scored, that stuff is so far away from the control of the Welsh government or Cardiff City Council they would never get any high-level input into that. So it is then very difficult to make the event something that has local relevance.

But apart from the economic welfare which interests me, I can't forget that there's this psychic income or psychic well-being, which is this sense of well-being, as well. If you look at the American case where local communities have to pay for stadiums out of local taxes. They have a referendum and the stadium usually gets built because the locals say yes. And they say yes because they want to have NFL teams in town, and they are prepared to pay for that, even though all the evidence shows that there is no economic benefit to having a football team. So there is something about this status both on the part of residents and certainly on the part of politicians. Because we have to remember that in any place there are elites who hold certain levers of power. Look at how certain sports people walk into positions of power in the BBC or other bodies, and these elites can also be cultural as well as sporting, they will have particular views and values which are reflected very strongly in public policy. For example, you have an opera house in the Bay because upper-middle class people who tend to go into politics also tend to go to the opera, pr think they should go to the opera. That's why you have an opera house in the Bay but not a basketball hoop for the people from Butetown. Because the people who make the decisions don't play basketball. Bias is just inherent in the way politics works and you can't divorce yourself from the whole political economy. It's not corrupt, it's just the value set that people have will clearly be reflected in the way they implement interventions to increase levels of welfare which they see as being being deposited in a certain way.

Do you think that bodies in Wales have the confidence to support home-grown events?

In part it's confidence but major events have been seen through a tourism lens. So naturally it's been about bringing people in to spend money. If you look at most major events, the primary justification is economic, and through a tourism and visitation justification, so things like the National Eisteddfod, which does bring people from outside but a lot less, clearly if you support that, you can't support it on the basis that is giving you a big bang for Welsh tourism. You have to support it on a cultural basis and because we've had twenty years of best value in Britain, it's hard to justify because they are good things to do. You have to default back to to the Treasury green book cost benefit analysis – you make up your numbers – but you justify it by saying that we are going to get 20,000 people to watch this and they are paying £100 so Brecon Jazz can have a £1m to carry on. Rather than saying Brecon Jazz is fabulous and we are going to put £200,000 in because it's something Mid Wales should have and the people of Mid Wales will enjoy it. It's not necessarily a Welsh problem but it's something about Welsh industries and the word industry implies that you must have an economic rationale and the same sort of problems arise in Scotland. Yje fringe festivals have the same sort of problems in Edinburgh they need to demonstrate the economic bias because it's not seen as a celebration any more, which probably it was fifteen to twenty years ago. And it's now more
of a tourism, city status thing. Of course, there are home-grown events like the Hay Festival show that they can work well, so there is always hope.
Appendix iii

Refining model with Thames Festival and Merthyr Rock

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Adrian Evans
Thames Festival

How did the Thames Festival start?
I started working on a project in April 1995 and at that time there was the London GLC which was city-wide government and which was disbanded in 1986 and there were various reports into what the city lacked after the demise of the GLC and one of the things that this report popped up with was that it didn’t have a city-wide festival. They said it needed something that wasn’t principally about heritage but which needed to bring the people of London together in the spirit of celebration and the Thames might be the axis around which it could be organised. There was an attempt actually before I started work on it to get a festival off the ground, but that failed and I picked up the concept of doing it and started working on it in 1995. The first event that happened under the banner of the Thames festival took place in 1997, so it took me two years to gather the money and the permissions to do the first event. The first event was a high-wire walk across the River Thames from the north to the south bank. In fact, it involved two walkers, one starting from the south and the other walking from the north to the south and they met and then crossed in the middle. It was an emblematic event to bring the two sides of the river together. It was also emblematic in so far as it followed the borough boundaries of the city of Westminster in the north and in the south Southwark and Lambeth - and of course, there’s a river authority too. It was something that symbolically tied the river together and joined north and south bank and it also critically involved some major permissions, not least closure of the river to install the wire and then remove it and also the closure of Victoria Embankment, one of London’s busiest roads. Getting the money to do the events actually took less time than it did to obtain the approvals for that difficult installation and that was the first lesson if you like in doing something like this on a metropolitan river.

Who funded it?
There was a new entity which was established after the demise of the GLC and it was called Cross River Partnership. and it tried to look after issues that city-wide governments usually do, like transport and cross-border issues.

So you were pushing at an open door?
Yes, I was pushing at an open door and they were very encouraging and provided the seed-funding for me to get sponsorship and to do the event itself. The Thames has been crossed by wire recently only twice, I think and the last time it had been done was by this madcap engineer who, in his retirement, started to run a storage business called Vanguard Engineering, so I phoned him up. I said, “I heard you did this thing twenty years ago, are you up for another adventure with a wire across the Thames?” He met me the next day and he was really up for it. Without him it wouldn’t have happened and without
the Cross-River Partnership it wouldn’t have happened either. Critically, what the wire-walk did, it provided - it was on the front page of all the national newspapers - it provided a benchmark that I was then able to use to obtain a range of sponsorships - private and public money - which allowed me to start the Thames Festival in 1998. It started very, very small within the geography of Waterloo Bridge and Blackfriars Bridge and started with two principal events - a night carnival. So having closed the Victoria Embankment, I then extended the closure to allow for a night carnival across the bridge and the road and a small fireworks display, with music on the South Bank. The next year I did the music on the South Bank and the night carnival and the fireworks and I added a children’s choir and following years I added other events and so on. I built on it incrementally year by year, also it grew geographically year on year. First it was from Waterloo to Blackfriars then the next year it extended a little further south from Hungerford to Blackfriars and then Westminster to Blackfriars and so on. It was able to grow with the resources that me and my team were able to attract to the event. But I’d say that the first ten years of the Thames festival were - it really was kind of struggling to get enough money to put the event on. It was a real struggle.

Even in somewhere like London?
It was a struggle because everything was done free and in the public realm. And the problem with doing things free and in the public realm is that year on year the authorities decide that they want more toilets than the year before, or more security guards, or better clear-up of the streets. So you stand still and the costs escalate. I was finding it difficult because it’s free to attract sponsorship at the right level, so I ran out of public funding. Even at that time, the climate was not for public funding, so I was able to get some small amounts of funding from the local authorities to pay for inclusion of their schools. In fact most of the early money came from what was called the Single Regeneration Budget, which was principally directed towards socially deprived areas and usually aimed at building projects but I was able to argue that you just didn’t need building projects but you also needed social engagement and fortunately I was able to win that argument and most of my early funding came via the SRB. However that programme finished and I needed to replace this with bits of sponsorship and then six years ago I had the luck to have two projects running, both of which attracted significant sponsorship - I had HSBC who came in as a supporter for an international project called Rivers of the World, which I’ve just embarked on and

What are the aims of the festival?
The festival grew without there being a principal client, so there was no major entity that was saying what they wanted, that didn’t happen at all. I just took on the idea for an event and I worked on it speculatively and created something - you could say, almost like an artist, an artist working in that environment because I felt it was the right thing to be doing, because no-one was telling me. Likewise the accumulation of the events occurred in the same fashion. I was designing projects and finding the finance to deliver those projects without an over-arching client. So the Mayor of London didn’t exist at that time and ultimately I thought that this festival when the mayor’s office was established in the year 2000, we changed our name from the Thames festival to the Mayor’s Thames Festival and I thought “Brilliant, we will now have a client who take responsibility for funding the event but also to say - what we want to do is this - these are the aims, this is what we want to achieve from this event.” But, in fact, the mayor’s office didn’t pick up on this. After we’d changed the name, the mayor’s office granted us some money but it was a very troubled relationship certainly in the early years. So the aims have been self-defined and now I can say that the aims are to celebrate London. to celebrate the river, to re-awaken an awareness and appreciation of the
waterfront. For a lot of people it's London’s largest open space but they aren’t aware of it apart from that, so we do a lot of work with children both at primary and secondary level to try and put the river and particularly the Thames onto the curriculum and we try and do a celebration, in the way that if you throw a party and do it in the right way, the guests walk away feeling better about themselves and the place in which they live. So there is a lot of that - the gift of giving at a large event where everything is free. Most of the projects integrate public participation. So whether it’s the mass choir with eight hundred kids, or it’s the night carnival with two and a half thousand people on the street. We used to do a lot of al fresco ballrooms, social dancing to encourage people to dance or whether we closed Southwark Bridge for the feast on the bridge so people sit and eat together. In a city environment those things are actually very important. But it wasn’t defined in that way. It’s an interesting challenge to ask what the aims are, because it wasn’t set up with any aim other than me thinking that it would be quite a good idea to do this.

Can you estimate the overall cost?
Annually we spend one and a half million on doing it but we now with the loss of our sponsorship last year, Barclaycard, the headline sponsor, tailed off for us in 2011 and we weren’t able to replace the headline sponsor, so our budget went from £1.5 to £1.1 million as a consequence and how we’re developing 2013 is a major challenge.

What do you think the effects of the festival are?
I think the people feel better about the city in which they live. I think people, whether they’re more aware of the river, I don’t know, but that’s what I’d hope. But I certainly think it has a great feel-good factor - it enriches London’s life. That’s the effect.

How do the media pick up on it?
We’ve had a kind of problematic relationship with the media because, broadly speaking, we occupy a popular arts kind of segment because we’re free, because we’re London and because we’re on the weekend, we tend to fall outside a lot of the standard media and I’d say that our media profile is not very high, certainly not as high as I would expect an event like ours to be, given the attendance that we regularly have and the situation. I think journalists find it problematic to decide what they’re talking about.

Do you learn something every year?
Oh, eys, very much so. It’s very much the challenge of moving forwards year on year is greater and it doesn’t get easier and certainly now I would like to occupy a much broader footprint than we currently occupy but I’m sort of stuck a little bit in the ..how we deliver the festival, requires an awful lot of money and in a climate where it’s hard to get an awful lot of money, the festival itself needs redefining. And that’s the process I’m going through at the moment, trying to redefine it.

What plans have you got for next year?
I’m interested that you’re talking about a month-long event because that’s what I’m aiming for. I’m aiming for a month-long event through September and for it to occur along the whole of the length of the Thames in Greater London. That’s a 17 mile route from Hampton Court in the west to the Dartford Crossing in the east. There are plenty of historical sites. That’s the critical thing and that’s why I think what you’re trying to do with the Wye works. In London and I suspect the Wye is an immensely rich resource. All you’re trying to do is switch people’s attention onto it, encourage them to discover it and once they’ve discovered it, there’s an enormous reward in that process alone. So for me working with partner organisations, simply encouraging people to walk or cycle along the foreshore, or sail, or row. Because all these clubs and boating organisations, they want to
recruit but actually there’s a barrier of knowledge that the public has and they think you have to go to Oxford or Cambridge to row on the Thames and, of course, it’s not true. So there’s an immense resource that’s already there and that’s what I now want to redefine the Thames Festival as being.

My research is looking at how mega-events impact on community events. How did the Olympics and Paralympics impact on what you did?  
It didn’t have the effect I thought it was going to. I thought it would be easier for us to attract a sponsor and we actually changed our dates by a week in order to coincide with the closing of the Paralympics and from an early time we were positioned as London’s party to close the Olympic season but, in fact, the sponsorship proved a lot more complicated than we thought and we didn’t get it. But what we did do was there were a number of projects that were commissioned through the Olympic process and many of those were commissioned for places that simply weren’t suitable. I’ve seen so much of it. People say, “Let’s commission this huge thing.” They put it in the this midle of nowhere place and, of course, it doesn’t work. The middle of nowhere place might not want the work that’s being created for it and the artist ultimately may take the money but feel really frustrated with the way that the work was displayed in this place. So I was finding that actually a number of projects came knocking at my door saying, “Listen can we find a way we can show these projects at the Thames Festival?” And they were able to benefit from getting other work commissioned and find a performance space in London.

What is the legacy for you of the Olympics?  
The only legacy is to do with the confidence, in London terms is that the city can do extraordinary things and that volunteering has become much much more valued and valuable and that infrastructurally the licensing authorities have become a lot more confident in themselves of stepping outside of the norm of what they normally do. I’d say that is the legacy. There’s no financial thing.

With Boris Johnson’s involvement with the festival....  
Well, the mayor at the moment gives less than 4% of the annual budget so he’s involved and in as much as he’s visited us once in his recent tenure, there is a sense of value but I wouldn’t over-emphasise it.

He’s involved with this and the legacy of the Olympic Park  
Yes, the park is going to be magnificent for east London. It goes up the River Lea, there’s a lot of water and the planting has been fantastic. As it develops it will be a major asset for east London and has encouraged the regeneration of the lower Lea Valley, is astonishing really. So in those terms, yes, the legacy is very impressive.

Do you think that knowing people helps when you’re organising a festival?  
Of course it does. There’s no question about that.

I see that Simon Hughes is involved.  
Yes, he’s the chair of the trust.

Do you think that having political connections helps?  
I’d say that knowing people helps - no doubt. Simon has been a fantastic chairman actually and he’s been with it really since it started. He’s seen it grow and he’s seen it develop and he knows its trial and tribulations. Very early on in the Thames Festival it was very important to fight a political battle. if you like, to allow the event to take place and become rooted in London and Simon and indeed Kate Hoey, the other MP who is on the
board, have been very significant in that. You know, things change as you grow and develop and now as we face the need to raise 60 - 65% of our annual budget through corporate sponsorship, what you want on your board are people who can help you to get that money and a politician isn't necessarily the correct person to do that.

**What about using Boris Johnson's name, does that help?**
Theoretically, we've yet to see the results of that. Theoretically he's one of the most powerful people in London and theoretically his offices are very enthusiastic that we don’t fail, so but I've yet to see the material result of the relationship.

**Do you think that this festival helps with a sense of place?**
Yes, I do. I think that's a very good question and I think that's right. Sense of place in that much broader context and you can interpret that in any number of different ways is really significant and I think that it does help with sense of place. It helps both establish sense of place and appreciate sense of place. And yet, certainly something which I try to draw out with the projects we commission, it's really important that the event is rooted and has integrity as far as a sense of place is confirmed.

**Now as well as that, they talk about a sense of community does this festival have that?**
Yes, it did in its early years. There was a lot of effort that went into establishing community, both in the immediate area here. We did a lot of summer school projects and local community projects to engage with the local community and our principal objective was to work with primary and secondary schools in the local area. I actually found that over the years now that our constituency needs to be much wider than the people who happen to live close to where we put the event on. For us when we consider community we think of a target of rings going out, but I think actually what I’d like to do is extend that target to include all of London, because I think it’s a London event. Villages have got their village fetes and in those fetes they try to bring out the crafts, the community feeling of that village and I always thought that the Thames Festival is London’s equivalent of that in that it celebrates creativity, it tries to re-engage its public with its raison d’être. It is a very complex proposition. London has multiple communities - it’s enormous, with its day-time population it is well over 10 or 12 million people. It’s a huge proposition and dealing with the community in London is much more complex.

**Would there be an ideal mix of events for this festival?**
What we try to do is mix both events which are artists' commissions with events which are about collaboration, events where people dance and events where people eat - events which are about community cohesion but also events which are true to the river context, events which look at the river and its foreshore and its environment. The river is either used to transport people, so we worked with the river operators on various projects. We also worked with river races and exploring the foreshore, looking at the archaeology of the foreshore. But a river doesn’t start and stop at the geography you choose to put your festival on, so to that extent what I'm now trying to do is open that geography much wider and look at the differing environments and communities and landscapes that the river has.

**Let me test something on you. The aims of a mega-event are totally different to those of a community-led event like yours.**
They've spent a lot of time and money developing their brand and they don’t want it diluted and they want it protected. Their brand is going to be in your location for a while but then it's going to be somewhere else. I totally agree that trying to work together with a mega-event from the point of view of one like mine is going to be extremely difficult.
Rhodri Jones
Merthyr Rock

What's the history of Merthyr Rock?
I work for Hay Festivals, and have been doing so for four years, and the idea of Merthyr Rock came up in a meeting we were having with the Welsh Music Foundation, talking about Brecon Jazz and other projects we were doing and thinking about where a music festival might be wanted. A small acorn was planted there and I went off and did a bit of research and we were so encouraged by the grass roots support and from the Council and government level that it really took off as an idea.

Do you think they supported it because it was part of the Hay Festivals?
It gave them a certain level of security because although we haven't before this summer delivered a specific rock music event, we have twenty five years' history of delivering large-scale productions.

Is it common knowledge what sort of support they give you financially?
I'm not sure..it made up a fifth of the total budget.

What's the total budget?
Somewhere in the region of £250,000.

How long has Merthyr Rock been going?
This was the first year.

It's happening next year?
Yes, I think so. We've just done the post-match analysis and the de-briefing.

What were the strengths and weaknesses?
Of the entire festival? From the perspective of Wales, the strengths were very much that you were battling with the very bad press that Merthyr has, so we were fighting the stigma attached to the town and its inhabitants. The strength was that it really changed a lot of people's minds. We had a lot of comments from people from Merthyr saying "It's the first time I've been proud to say I'm from Merthyr" and a lot of people have started to realise it's not a scary place and is quite a nice place to go. It was a real triumph in that respect. We did a lot of outreach work. For example, we took on six interns from the local area to work on the festival as part of our mission. It's what we do at Hay. The idea of the festival was, because we had the chance to build it from scratch, when we took on Brecon Jazz there were certain expectations from it. But with this we could be idealistic and one of the reasons we got major events support was because it crossed over many of the areas that they wanted to achieve. What we wanted to do was buck the trend that often happens in
Wales, which is to have a production team from outside Wales come in like the circus coming to town with a big production team coming and they set it up and it's great but it doesn't have a knock-on effect for the town. Especially with it being Merthyr, it gave us a real opportunity to make the most of what there is. There are no venues, there's nowhere really to catch live music and a lot of my planning was looking at it as if I was a sixteen year old kid who was into rock music these days and to use the festival as a first step up in a career in the music business.

**What response did you get from local people?**
No exaggeration, it was overwhelmingly positive. Because a large proportion of the audience is quite young, social networking was very important. We were monitoring Facebook and Twitter all the way through it, as well as the standard feed-back forms. I was quite worried because I'm used to social media being used to slag things off but there wasn't one bad comment. There was something about Cyfarthfa Park being close to some residential properties and there was one person who wrote, “My Nan's vase just fell off the mantlepiece, can you turn it down a bit?”
But generally it was alarmingly positive. We didn't even want it to be like the Hay Festival when it comes to town. We wanted Merthyr to have ownership and it was great when the Blackout got involved and they almost treated it like their own home-coming gig. John from Swn Festival got really involved with it. There's a need for this sort of festival in Wales because we don't really have one that is purely music, it's not for profit and this year the big USP was the ticket price, which was £45 for the weekend and £20 for a day ticket. To see any one of our top bands would cost that to see them in a club. It is serious value for money and we took a bit of a hit in year one because that's what festivals do and in the first year it's hard to get corporate backing, or TV when people don't really know what it is. One of the problems was we were working within a seriously short time frame. The funding was crucial and we only got confirmation in March and the TV needed more notice than that because it happened in September. It takes a while to get the bands on board, especially with a new festival and with the reputation that South Wales has for festivals that don't happen. Most famously there was one called Fflam Festival in Swansea in 2007, which had all these bands like the Manics, Supergrass and Feeder signed up and it just didn't happen, which was embarrassing. Although it's unfair to be wary of a region, booking agents do then get a bit careful.

**Did you get many people coming from outside to the festival?**
We did get some people, surprisingly from Germany.

**Where did they stay?**
I think they stayed in hotels.

**That's one of the problems, there's not a lot of accommodation in the area.**
No, there's not. We had an affiliate camp site that we used but it wasn't ideal and we had to run a bus from it because it was too far to walk. So there's room for improvement on that and it's just having time to work on it.

**What was the weather like?**
We had enough good weather for people to enjoy it. We did have some downpours but we had the main stage in a tent with a few thousand capacity, so there was always respite.

**How many people came?**
Over the weekend about 5000.
And what sort of numbers would you like ideally?
The way we ran it this year, I think the maximum we could have would be 4,000 a day. But there are opportunities to organise the layout differently. When they had the Donnie Osmond concert there they sold 14,000 tickets. They had a big open-air stage so all those people fitted in and there is that option but it would change the feel of the festival.

And you had plenty of help from Merthyr Council?
Yes, it was really refreshing, actually because we've worked in some places where there's quite a bit of friction. Every month I'd have a meeting with the ESAC (Events Safety Advisory Committee) which has the police, the Council, environmental health, St. John's Ambulance – about twenty people around the table and everyone did what they could to make it happen, which is really encouraging when you're trying to set something up. The more people that have ownership the better, as there are more people making it happen. We are not for profit, so we don't have the motivating factor of trying to rinse everyone and if they're happy with it, that's the success, really.

How do you see the future development?
In year two, fine-tuning what we did in year one and changing small things, like having a covered area for drinking. There were no problems with drunkenness, not a single arrest. We didn't have a problem at all and that was one of the stigmas of Merthyr, and there'd be fighting. We had quite a strong police presence and I don't think it was necessary because we had mounted police, which were quite high profile. Of course, because it was the first time you don't know what to expect.

Did you get feed-back from the people who came from outside?
Yes, it's surprising how much data you can get off Twitter now. Even though it's not as in-depth as an exit questionnaire, people do say what's on their minds. And the important thing was, there were so many comments saying that they hoped it would happen again next year.

So how do you see it in the future?
What caused me to design the stage as I did was I am constantly aware of when I go to big festivals, I'm not a big fan of the classic format. When I go to somewhere like Reading and see my favourite bands on the main stage, I'm thinking all the time that I wish I could see them in a club. That massive stage in the open-air with a hundred thousand people just gives me a disconnected feeling. Unless there's a band with a massive light-show that embraces the whole thing, it leaves me slightly cold. So I don't really want it to get too big. I think it fits with Wales. I'd like it to get big enough so we could attract some big names because the first year we wanted to showcase Welsh acts but the intention is show that we can also host the bigger bands and that fits in with the major events strategy, showcasing what we can produce but also Wales as a place.

How do you find the major events unit strategy?
I think it's great. Their main focus is building a sustainable events industry in Wales and they want to create a talent base here. Not just staging the events and bringing the team in but having the talent here. Things like Womex coming to town is really important we prove that we can do this and the last thing we want is that if you're going to do something in Wales, you're going to have to bring a team in to make sure it's a success. That's probably why they like Hay because we're all basically from the area.
Appendix iv

The panel of experts

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What sort of events have you been involved with?
A whole range of events - large scale events like the Tsunami Relief Concert at the Millennium Stadium, the Welcome to Wales Ryder Cup event at the Millennium Stadium and the ones we’ve done for years and years, like Ponty’s Big Weekend, Brecon Jazz, which was involved with and which we now operate as part of Orchard - food and drink events like the Big British Cheese Festival, RHS events in Cardiff and Chelsea Flower Show - a whole range of stuff really.

Obviously events don’t happen in a vacuum. Do you think that knowing people helps when organising an event?
Absolutely. You need those stakeholders lined up, partnerships, you need media and sponsorship partners, you need access to all those parties to get to the public. But I think that the nature of events is changing. There’ll always be the large-scale signature events like Glastonbury and they’ll continue to thrive based on reputation but increasingly I think, for a number of reasons, including companies not wanting to take on too much risk, weather implications, we’ve seen so many festivals fall on their face in past years. Things like technology are driving events in different ways. It’s no longer just a case of having a vast amount of people in one place at one time, but using technology to reach as broad an audience as possible in a more concentrated way.

With mega-events like the Olympics and the Ryder Cup, do you think that if you had a representative/s from the local community on the organising committee it might help with legacy building?
Brecon Jazz is a good example of that. Next year it will have been going for thirty years. It’s been a bit of a roller coaster with good and bad times but the idea of a world-class festival emanating from a small Welsh market town, you probably wouldn’t see that happening nowadays. That’s a legacy of thirty years ago but it developed out of the community - it was local people who developed it bringing expertise from the outside - very much locally owned and the stakeholders around that table were and continue to be local people. And that’s something that has been very important to us in the past couple of
years, especially since we’ve taken it on as operators and we have to engage with the local people and very closely with your chamber of trade, your local businesses, your pubs, everything because you can’t just drop festivals like this from the sky, they have to be an intrinsic part of that community. The more you are part of the community, the more buy-in you get from local people, the more tickets you sell, the more you engage those people in supporting and pushing your event, the better.

In an event like the London Olympics would you think that if you had a representative from the local community on the organising committee it might help with legacy building?
Absolutely. A lot of what happens has to engage the local community, so you need voices from within that community and you need ways of attracting that community and it’s best to use those local people.

People involved with organising mega-events believe that politicians can play an important role in facilitating and, of course, hosting mega-events. Organisers of community-orientated events do not have the same confidence in politicians. Do you feel it might be useful for politicians involved with mega-events to involve a group of their constituents in certain aspects of the organisation of the event?
I think so. That’s a good way of building bridges between the two. At varying levels politicians can be very useful in terms of funding and underpinning events because companies like us, as an independent promoter, we struggle with the idea of risk, you know, risking our mortgage on an event that could be at the vagaries of the weather. So the more we can underpin that and that needs politicians’ buy-in. We have to hook in politicians for that and it’s a good way to project images for politicians is provide people with access to events on their doorstep that they don’t have to travel for is a good vote puller.

Volunteering was a great success in the London Olympics and to a lesser extent in the Ryder Cup in Wales. Are there ways of harnessing this knowledge for everyone’s benefit afterwards?
I think so, I think that would be - I think it surprised everyone, that volunteering element was something that caught people by surprise and was bigger for that. I think that surge of good will and what you can do with that is immeasurable and going back to Brecon, a lot of the stewards and volunteers are local people. It’s giving them ownership of those buildings and facilities that they use on a regular basis and they are part of the fabric there and they are eager to do it. they love doing it, they love being part of it. They then become ambassadors for your event and have very positive things to say because events today don’t begin and end on a weekend, they need a year-long legacy and I’m sure that the experience of the Olympics will shape many events in this country.

If we use traditional ways of assessing the sustainability of a tourism initiative, some of the questions we ask are:
How will this decision affect regular visitors?
What are the implications for local industry?
How does this affect the community?
What will be the impact on the destination’s environment and/or culture?
Traditionally, if positive answers cannot be given to all four questions, it is thought that the right balance has not been found and the proposition is unlikely to be sustainable. Do you agree? Should this be taken on board when considering to bid
for a mega-event and could there be ways of ensuring that these questions are addressed to ensure that sustainability is achieved in tandem with a mega-event? Again Brecon is a good example of that. We commissioned Cardiff Business School back in the year 2000 to look at the economic impact on Brecon of the festival just to make sure that everyone was clear how important it was. This was just before the foot and mouth, which decimated a lot of businesses in Mid Wales and we showed £2m going into a very local economy that was invaluable. Undoubtedly that year kept some businesses, mainly pubs, in business. Now I’m sure that some people who love walking in the Beacons will choose any weekend bar Brecon Jazz Festival because they want access to accommodation and quiet - all the things they love about Brecon but through attracting a much broader audience to the beauty of Brecon and what they see behind it we hope and believe adds to an accumulation of tourist numbers in the future.

It is evident that the effect of a mega-event is not sustainable, simply because of its transient nature. Do you think it is desirable for a community-orientated event to attempt to work together with a mega-event to attempt to bring some sustainability about as a result? If so, would you agree that there should be a representative from the local community event on the mega-event’s committee?

Yes, when the circus leaves town. There’s always that danger, you have a circus like the Olympics or the FIFA World Cup and once that’s gone. I’ll never forget the Garden Festival of Wales. On the days that the steam rollers came in, there were protestors lying in the way to stop them coming in. On the day they left there were protestors on the road to stop them going. You create that sense of civic pride you create jobs, very nice jobs, People have gone on from the Garden Festival and have learnt skills that they never thought they would have and gone on to do really interesting jobs. There was such a buzz and local people really bought into it.

I’m looking at social capital and before social media events treated social capital quite differently. Have you become aware of these things like Facebook and Twitter?

Yes, we have to. We do three hundred concerts a year of various sizes in various venues. We have to use social media very effectively to build up audiences. We use other forms of media but social media is key and every one of those concerts is flogged hard on social media and engaging audiences and linking audiences together.

So it’s another form of publicity?

It’s broader than that because it is a form of publicity and a way to promote the show but it’s also a way for like-minded people of similar tastes, say in music, to link together. You are suddenly pulling out a reason to form a community, very effectively and very quickly that can pull together an audience of like-minded people who can feed back into what you’re planning. So in terms of audience development it’s a brilliant tool.

Sociologists talk about social capital but the media is so new they haven’t really examined this new media, as far as I know.

No absolutely. It’s evolving daily. When people tweet from your event, saying what a fantastic time they’re having, that’s the best recommendation you can ever get. It’s instantaneous, of the moment, experiential. So they refer to this now, when you think of the paid, owned and earned media. Owned media means the channels that control the message – your company blog, twitter account, and website. To come extent, your Facebook and YouTube pages can also be owned, depending on how locked on the pages are to outside comments. Paid media is
pretty easy to understand – it’s any media you paid for, like advertising. I would argue it also includes trade show booths, sponsorships and advertorials on other websites. Earned media refers to favourable publicity gained through PR as opposed to advertising. Earned media often refers specifically to publicity gained through editorial influence, whereas social media refers to publicity gained through grassroots action, particularly on the internet.

Should there be representation to organisers of mega-events or to governments suggesting that there be stronger community links in the interests of sustainability? Do you think it would be useful to investigate the relationship between recent mega-events and local communities and preparing studies for future mega-events? Definitely. There was a lot of adverse stuff in the run-up to the Olympics about how neglected the East End had been, how little they’d been engaged in the whole process. It would be interesting to return to that now and see whether that was true and whether that changed at all as a result of what happened.

Could a working group be set up that is independent of government bodies to investigate this? Yes, that would be interesting. If you want a legacy or an event to be annual occasion, you have to get under the skin of that community, otherwise forget it.
Obviously events don’t happen in a vacuum. Do you think that knowing people helps when organising an event? If so, should there be a mechanism for introducing the organising committee to local people?
I think the key is always to get someone to own something. And if the key to delivering something within an event depends on local community involvement you have to find the community leader. It doesn’t necessarily mean you have to buy in their society but there are certain people in the community who inevitably make things happen. They are either on your side in the tent pissing out or outside pissing in.

In an event like the London Olympics would you think that if you had a representative/s from the local community on the organising committee it might help with legacy building?
It’s absolutely fundamental to any event of whatever scale, there has to be the buy-in of the leaders of the local community.

Taking an event like the London Olympics would you think that if you had a representative/s from the local community on the organising committee it might help with legacy building?
The Olympics in London was not necessarily a good example of the question you’re asking, because where I think the London Olympics succeeded was at the micro level of the communities that touched the Olympic Park. However, being as this was presented to the UK as a UK Olympics, then the Olympics failed to engage at that macro level other than with a few luminaries who benifitted greatly from it. So I think that mega-events have to identify what is happening at the micro, midi and macro in terms of who they need to connect with.

People involved with organising mega-events believe that politicians can play an important role in facilitating and, of course, hosting mega-events. Organisers of community-orientated events do not have the same confidence in politicians. Do you feel it might be useful for politicians involved with mega-events to involve a group of their consituents in certain aspects of the organisation of the event?
For the mega event at the macro level the politician is effectively only important for delivering significant funding and kind of ipso facto shaking the hands of senior influencers who make the decision as to whether an event goes to a particular country. I gave expert opinion to the London Legacy Committee and what you saw there was a huge vacuum between the delivery of an event in which the politicians were heavily engaged.
and the disengagement and almost disinterest to what the legacy would be afterwards...until the media started raising horror stories about it. So I think it's horses for courses at every level the right level of political involvement is essential to the success of an event. Event organisers need to know what they want from their politicians and actually build an agenda accordingly.

Volunteering was a great success in the London Olympics and to a lesser extent in the Ryder Cup in Wales. Are there ways of harnessing this knowledge (cultural capital) for everyone's benefit afterwards?
The critical issue for volunteering and having spent a lot of time with volunteers for the Olympics, is that they become like a badge for the organisers, rather than given to much consideration for what they are doing as volunteers. So for example, seven events in Cardiff, volunteers for events in the Millennium Stadium were drawn from all over Britain. They had to pay their own expenses, their own hotel fees, had to pay their own food. All they were given was a crap fleece jacket and a badge but Coe and others then say that volunteering is a great success. A great success on the back of good will and a lot of financial output. If we are really going to respect volunteering, they have to be elevated to a core part of the delivery mechanism and treated with respect and treated accordingly. Then you have every ability to go back to them and ask them to share their knowledge. At present I don't feel we have any right to go back to them.

There's a real tension coming with volunteering, in the good old days a community football club puts on an FA Cup match on, you could go out and ask for volunteers to do the stewarding and so on. Helath and Safety means that those stewards have to be trained, they're not automatically volunteers because for example in stewarding a football match a steward is not allowed to watch the match, whereas the volunteer was volunteering because it gave him a free ticket. So we have a real potential divergence of motivation, which we somehow have to tackle and I think the only way to tackle it is to properly incentivise volunteering.

If we use traditional ways of assessing the sustainability of a tourism initiative, some of the questions we ask are: -
1. How will this decision affect regular visitors?   2. What are the implications for local industry?
3. How does this affect the community? 4. What will be the impact on the destination's environment and/or culture?

Traditionally, if positive answers cannot be given to all four questions, it is thought that the right balance has not been found and the proposition is unlikely to be sustainable. Do you agree? Should this be taken on board when considering to bid for a mega-event and could there be ways of ensuring that these questions are addressed to ensure that sustainability is achieved in tandem with a mega-event? They should be considered in that light but we are clearly entering a period of turbulence with the economy where new business models have got to be found for all aspects of life. As long as we measure the success of events purely on traditional metrics, then we are never going to open our minds to say what else can we achieve and what can we do to achieve this? The Eisteddfod in Wales is a classic example of that. If you measure it in terms of visitors going, if you measure it in terms of subsidy, it's all negativity. If you look at it in terms of process of stimulating the culture in parts of Wales which never considered the Welsh language, then it's a great success. But until we get the rubric right, we are always going to judge against criteria that are not going to be relevant in the future.
It is evident that the effect of a mega-event is not sustainable, simply because of its transient nature.

Do you think it is desirable for a community-orientated event to attempt to work together with a mega-event to attempt to bring some sustainability about as a result? If so, would you agree that there should be a representative from the local community event on the mega-event's committee?

I think that’s a really good idea actually. I think of failures - the Ryder Cup and the so-called impact on golf in Wales, you know it fails because we haven’t put in place that infrastructure. Classic example, Bonnie Tyler owns a company that put in an application for a golf resort on the outskirts of Swansea eighteen years ago. It was given momentum because the Ryder Cup was coming, it’s still not had planning permission. Where we say an event brings legacy, that legacy is never delivered if the structures behind the rhetoric aren’t in place. So in the absence of things like that happening, you’ve got to get community involvement, so that the community at least begins to pick up some of the stimulus of a major event.

Would it be possible to have a community-orientated event that is related to the mega-event prior to the mega-event occurring? During? Post?

Yes, I think that kind of symbiotic relationship could very well be the only justification for an investment in a mega-event in the future. I mean, what is the point of say having a tall ships event coming to Wales, if we disrespect the maritime heritage like we do now? There’s no point in bidding for events against the rest of the world, we’ve got to identify those events that make sense for our brand, our position...so on. The city of Lausanne is a perfect model for the sort of work you’re doing. It has made a decision never to bid for another event. They go with a proposition and say to event organisers, “You’re synergistic with us, we have the capacity that you need. This is what we can provide. Do you want to be here. Not. how much do you want to be here?

Should there be representation to organisers of mega-events or to governments suggesting that there be stronger community links in the interests of sustainability?

Do you think it would be useful to investigate the relationship between recent mega-events and local communities and preparing studies for future mega-events? Could a working group be set up that is independent of government bodies to investigate this?

I’m not sure how we’d structure it but unless we do it, all we’re doing is pissing in the wind. We are driven by egotistical desires to see an event taking place here, rather than understanding of true legacy.
Obviously events don’t happen in a vacuum. Do you think that knowing people helps when organising an event? If so, should there be a mechanism for introducing the organising committee to local people?

Notionally yes, certainly networks are important. The only issue is that incentives for organising committees particularly to get involved with local people is limited and it’s particularly true of peripatetic events. For example, look at something like the Rugby World Cup which you had in 1999 in Wales. Or the Olympics in London, when you have organising committees, events rights holders who are extremely time-limited - they’ve got other jobs as well. They’ve got a limited amount of time and political capital. If you’ve got local stakeholders who are only going to be interacting with the organising committee once probably in a generation, what’s the incentive for organisers bothering to build high trust relationships with local stakeholders, as opposed to say Coca Cola who they are going to be potentially interacting with for decades? So you have to look at incentives. Obviously, this is different for repeat events and peripatetic once-off events. The research that I’ve done on stuff that has been happening in Wales over the last fifteen to twenty years certainly suggest that where you have these relationships developed suggest you can have both a better event and eventually a better locality geared up to doing this kind of stuff. It’s very patchy because the incentive just isn’t there. Particularly the bigger events, which have very well established commercial relationships which demand quite a lot of their attention.

In an event like the London Olympics would you think that if you had a representative/s from the local community on the organising committee it might help with legacy building?

Yes it would but again there’s a key reason why this doesn’t happen and that is the organising committee in the case of the Olympics has one client and in the case of the Olympics it is the IOC and there’s a very clear line of responsibility from Locog to the IOC and other stakeholder and other groups are in reality utterly subservient to the needs of the games. So when it comes to planning processes, closing roads to make sure athletes can get there, when it comes to weather the event is organised to benefit the locality or the IOC, it’s always the IOC that wins. An example of that might be the mountain biking in Wales which never happened. Clearly, it would have been better in Wales but because it was too far away from London in the view of the IOC, Locog took that message, delivered it to the Nations and Regions Committee and Welsh Government and said you can’t have it, it’s going to be in Essex. So if you introduce local stakeholders into that organising committee, Locog in that case, you immediately raise the prospect of diluting that one way responsibility to the IOC. What tends to happen in the Olympics is they set up other committees which do not have any responsibility - like the Regions and Nations Committee of the Olympic Games 2012, which have an advisory role into Locog but
which can’t actually influence anything when it comes to these key tensions. So why would the IOC do it?

People involved with organising mega-events believe that politicians can play an important role in facilitating and, of course, hosting mega-events. Organisers of community-orientated events do not have the same confidence in politicians. Do you feel it might be useful for politicians involved with mega-events to involve a group of their constituents in certain aspects of the organisation of the event? Again, notionally, yes it’s a very good idea. The problem again is politicians you have to be very careful of what you call the capture of elites by event organisers. Typically with big sports events, the infrastructure that goes with them appeals to a certain strata of society. If you look at spectator sports events it’s typically middle class people. Even football, which is one of the better cases, because it’s expensive to go and watch it. The problem is that politicians who are working as an interface between the major sports and event and the local community, you can’t treat them as neutral because from the research that I’ve done in Wales major events are seen for instance with the Rugby World Cup in Wales, as a step-up on the national stage. There was a particular politician in Cardiff who was looking for a seat in Parliament in the mid-90s and the Rugby World Cup was part of that drive to get his face in the newspapers and on the telly. To be fair to him politicians have careers the same as the rest of us but you can’t expect a politician sitting on a planning committee to represent the views of his constituents in a neutral fashion when he has put a lot of face behind something like the Rugby World Cup and the same might be true of Boris Johnson and the Olympics, or members of the Assembly. Because this happens all over the world and you get capture of the political elite by the peripatetic event, in a way that dilutes their responsibility to their own constituents, for that period at least and when push comes to shove and the event organiser says if you don’t get this planning application through for this stadium then we can’t possibly think of holding this event here, what planning committee is going to say that Mrs. Biggins down the road is going to lose light, so the idea of a neutral politician enabling access is problematic.

Volunteering was a great success in the London Olympics and to a lesser extent in the Ryder Cup in Wales. Are there ways of harnessing this knowledge (cultural capital) for everyone’s benefit afterwards? Not really my area, but certainly yes, if you can develop repeat opportunities for those volunteers to remain involved so. There’s a lot of evidence when you have single interventions in people’s lives it’s very difficult to change things in the long-term so you can have somebody who may volunteer at a major event who was previously unemployed, giving them training and so forth. If you just put them back where they came from with no support mechanisms, the evidence I’ve seen, and this isn’t really my area, nothing changes. Whereas if you have, as was tried in the Commonwealth Games in Manchester, a pool of volunteers which is an on-going resource for a number of events of different scales and different places, that does then engage individuals over the longer term and may encourage them into behaviours and develop skills. So yes, if it’s an on-going process or structure, not something you warp up after the event. You can’t send people back into their communities expecting them to be changed people.

If we use traditional ways of assessing the sustainability of a tourism initiative, some of the questions we ask are: - How will this decision affect regular visitors? What are the implications for local industry? How does this affect the community? What will be the impact on the destination’s environment and/or culture?
Traditionally, if positive answers cannot be given to all four questions, it is thought that the right balance has not been found and the proposition is unlikely to be sustainable. Do you agree? Should this be taken on board when considering to bid for a mega-event and could there be ways of ensuring that these questions are addressed to ensure that sustainability is achieved in tandem with a mega-event? Yes, absolutely. Events strategies, when they do exist have tried to move towards that towards social, economic and environmental benefits, which is a good thing. There is a German chap called Holger Preuss who has come up with a model of visitation but what tends to happen is you can develop strategies that include all this but you get politicians who come in and say we are going to bid for this. The Commonwealth Games, for example, 2026, where has that come from? That’s not what you do with a blank sheet of paper of the things that Wales could host. All the time you’re trying to create these proactive, thoughtful strategies, you have the reality of the politicians who need a quick win and who intervene in this way and you retrospectively fit that into your strategy, which dilutes the viability of your strategy. Rally GB is a good example of this. Frankly you wouldn’t ave given more money to it last year but the department of events did, you might argue because the politician in charge needed a quick win. You can have all the strategies in the world but unless you have complete buy-in from the politicians, they rapidly become depreciated and lose credibility.

It is evident that the effect of a mega-event is not sustainable, simply because of its transient nature. Do you think it is desirable for a community-orientated event to attempt to work together with a mega-event to attempt to bring some sustainabllity about as a result? If so, would you agree that there should be a representative from the local community event on the mega-event’s committee? That would be welcome but that would need the mega-event in question being appropriately embedded in what the locality cares about. The Rugby World Cup is a great example a series of smaller events like the Under 20s which happened in Wales. which happened after the World Cup. You can see that kind of hierarchy taking place. But the gulf between elite and grass roots sport is so great and the structures are so different that the people involved in the two are increasingly distanced from each other. And where they do overlap, there are dysfunctions on both sides. Although it’s a good idea, you have to ask yourself if the person who is going to represent the community going to be a geographic community or a community of interest? So is it mountain-bikers Wales you care about or Coed y Brenin?

Traditionally social capital has been one thing but that has been blown out of the water in the last ten years or so because of social media. Suddenly now it’s all changed. You can create social capital without knowing anybody any more. Absolutely. I haven’t looked at it but I expect intuitively you are completely correct. My concern is that it significantly diminishes the amount of geographic social capital we have. You have a certain amount of time you can spend in the pub or wherever and then you are spending time on Facebook. You can’t increase the number of leisure hours there are in a day and what that means is and goes back to the communities of interest against geographic communities and I suspect communities of interest are almost stratifying and coalescing and becoming like a rainbow. In terms of major events hosting, that might be a good thing. In terms of community development, I suspect that’s probably a bad thing. In some cases community interests overlap. For example, you’ve got a small market town that wants an events strategy. The tourist visitation in that town may be very strong. The way you might market the town might be co-operative and when you get people to that town you start being competitive and social media can enhance that but the problem is the poorer places which are already lacking in social capital and people don’t have to go to the
pub any more they can stay in the house and arse around on Twitter, then you can see that the potential for generating local social capital is diminishing. It’s very interesting, I’ve seen nothing formal on it but I genuinely think it’s a transformational change. Events may be a good way of narrowing on this because it’s such a huge area. Thinking about community events and that sort of hierarchy and how social media affects these would be very interesting and bringing volunteers from communities of interest across the country and they then go away again. All those potential local benefits disappear and if you’re an event organiser you want those white middle-class people who are interested in golf or whatever. You don’t want to train up a group of scruffy oicks from Newport. So in terms of local community regeneration you could argue that it’s going to have an agverse effect.

**Should there be representation to organisers of mega-events or to governments suggesting that there be stronger community links in the interests of sustainability?**

**Do you think it would be useful to investigate the relationship between recent mega-events and local communities and preparing studies for future mega-events?**

**Could a working group be set up that is independent of government bodies to investigate this?**

This suggestion cuts to the heart of the problem of the major events policy. There’s no one area I can think of in all the work I’ve done where academic consensus is so different from what the politicians want. There’s no academic worth his salt who will say mega-events constitute a long-term economic benefit to the host community. There’s no evidence for this at all. So when you have a notionally neutral organisation outside the process saying that these benefits should be maximised and those minimised the natural tendency of the group will be to say don’t have the event and this is a fundamental problem. What happens is you have the event and make the best of it. If you had that sort of body in Wales they would be presenting to the Welsh Government and saying that the Commonwealth games 2026 is a nonsensical idea. Why would you build more stadiums in Wales? You’ve already got 100,000 seats in Cardiff - don’t be stupid and we don’t like athletics in Wales either. That’s not the sort of voice that’s going to fit very well into a policy process that values these big hits, reactive PR orientated interventions. It’s a good idea but who’s going to pay for it?
How long has the eisteddfod been in existence in its present form?
The eisteddfod has a long history, which can be traced back to 1176. But the modern day Eisteddfod began in 1861 - in Aberdare. Some people are surprised when they find that out.

What is the average attendance every year?
We get about 160,000 visitors throughout the week.

What has ensured the continuing popularity of the eisteddfod, even when language figures are a bit disheartening?
We have to be aware of how Welsh society is changing and we try to respond to that and we try and make the event as accessible as possible to non-Welsh speakers, without affecting the very Welsh nature that it is all about.

What are the benefits of being peripatetic?
At the moment the government is discussing the possibility of having the eisteddfod on two permanent sites, and this concerns us greatly. We feel that this would halve the influence and contribution the festival makes and this would be a disaster in our time. Not only would the time the festival travels be halved, and so its influence and contribution, but there is a real danger that the eisteddfod faithful, who attend the event regularly, would get fed up attending the same place too often. As we face one of the most challenging times for the Welsh language ever, the role of the travelling eisteddfod is more relevant for us as a country than it was in the past.

What are the disadvantages?
Finding suitable sites and setting up the temporary buildings and then taking them down when it’s all over. But having worked on it for so many years, I know the benefits outweigh the disadvantages.

How are your organising committees put together?
There is a central organising committee but as each Eisteddfod has a two year run-in period, there are always two committees in various parts of Wales working towards the arrival of the Eisteddfod in their part of Wales and, of course, there are always the local eisteddfodau that feed their winners into the national.
Do you use volunteers?
Oh yes. The National Eisteddfod is very dependant on the support and the invaluable contribution of volunteers, both during the months prior to the event and during the festival itself. Stewards have an important role during the week - in many instances, the stewards are the public face of the National Eisteddfod, and their contribution helps the event to run smoothly. We couldn’t exist without volunteers and we wouldn’t want to. It ensures that we are always a part of the community. As a result, we have a large amount of volunteers who help us year after year...I know a lot of people have helped us for at least four or five years.

Do you expect helpers to have special skills?
It is great if they do but it’s not always necessary.

Do you train volunteers?
Yes, we do train quite a lot of volunteers in areas like stewarding and customer care and we are usually extremely happy with the way it works out.

Where did they come from traditionally?
A lot of the regulars come from the traditional Welsh-speaking areas but we then get a huge amount from the area that the eisteddfod is being held in. We find that creates a lot of good will.

Do you use social media?
We use social media like Facebook and Twitter a lot to publicise updates and what we will be doing and it is extremely effective. We have a limited budget and this allows to do what we could never afford with advertising. Also we reach people all over the world now that we could never have reached previously. It has certainly changed things for us. And, of course, young people use it more than older ones and tell their friends if they are having a good time. But social media at the moment doesn’t take the place of traditional contacts who work with us and help us consistently over the years. We have a massive network like that. But we are relying on social media more and more for promotion.

Do politicians get invovled with the organising?
The Eisteddfod works in partnership with the Welsh Local Government Association to plan the festival’s locations over a number of years, and we work closely with the local authorities in the catchment area for at least two and a half years before the Eisteddfod is held. We announce the decision to visit an area two years in advance, and the committees and fundraising structures are put in place and the local work begins.

What about funding?
We receive around £500,000 annually from the Welsh Government. But we have to raise a substantial sum as well. Over a period of almost two years, local residents work to raise money towards the local fund, which has a £300,000 target. The catchment area is divided into wards and each of these wards has its own financial target. The local committees fundraise by organising and holding events and activities, collecting money from house to house or through street collections, selling merchandise, speaking to local businesses about support and sponsorship opportunities, and much more. The local fund contributes around 10% towards the cost of the Eisteddfod annually, and with less than 25% of the cost coming from the public purse, we are very dependent on the support of local people.
Do you have sponsors?
As one of the world’s largest cultural festivals, we have regularly attracted a substantial level of corporate sponsors, which have, in the past, included BBC, Natwest, The Principality, HSBC, Boots, Kellogg and Classic FM. We give sponsors different opportunities that combine competitive, ceremonial and social aspects, and these seem to appeal to businesses of all types.

Was there conflict with the Olympics in 2012? I saw that the city of Cardiff was showing the Olympics on the big screens in town but hardly any mention of the eisteddfod in the vale.
Yes, we sent them enough information but perhaps because it was in a neighbouring county and there were Olympic events taking place in Cardiff itself, they may well have considered the Olympics were more important. It was a shame. We lost one of our sponsors to the Olympics as well.

Who were they?
I’d prefer not to say. A well-known bank.

Is there a legacy from an eisteddfod being in a particular place?
We find that hosting the National Eisteddfod leaves different sorts of legacies. For instance, in rural areas people often tell us that they socialise more before and after the event because they have got involved with something new and they make friends that they didn’t have previously. Another legacy, we have found that in anglicised areas where the Eisteddfod has been, like in Newport in 1988, there was a huge increase in the demand for Welsh-medium education following the Eisteddfod, which has not decreased since.
Appendix v

Ryder Cup: Interview Questions

For you, what were the desired outcomes of the Ryder Cup for Wales and the local community?

When the bid was put together what important elements did you stress? Who did the bid go to and is it possible to see a copy of the bid? What guidance was given, if any, about local issues?

Who were the competitors in the bidding process?

Why do you think Wales won the bid?

Pre-event

What were the important elements that had to be in place leading up to the event?

What were the major objectives of your involvement in the event?

What legacy issues were identified in the bid?

How do you think it was perceived by local people before the event?

How did golf societies and golf clubs interact with the bid?

During the event

On reflection, to what extent did everything go as intended?

What opportunities were there for local communities to get involved?

How did the local communities react to these opportunities?

What opportunities were there for bodies like schools to get involved?

To what extent were there other local community events that could have worked with you during the event?

Post-event

To what extent did you achieve your major objectives?

How were these measured? Was there an evaluation study and, if so, is this in the public domain?

How was the Ryder Cup perceived by local people after the event?

What is the legacy of the Ryder Cup for Wales and for local Welsh communities?

In your opinion could anything have been done differently?

From your experience what improvements could be made involving large events like this?
Appendix vi

Mega-events and Local Communities – Participant Information Sheet

Project summary
Mega-events have been in existence for at least 2000 years. The purpose of this research project is to establish best practice as regards these events and how they can benefit the local community. Your participation will enable the collection of data which will form part of a study being undertaken at Cardiff Metropolitan University.

Why have you been asked to participate?
You have been asked to participate because you played an important part in the Ryder Cup’s organisation and delivery.

A consent form is attached to this information sheet, which must be signed and returned to the researcher, and will act as agreement to participate.

If for any reason you wish to withdraw from the study, please inform the researcher in writing or via email stating: “I no longer wish to participate in this study”, including your name, signature and the date.

Project risks
The research simply involves you responding to a number of questions either in a face-to-face interview or by e-mail and this will then be used for later analysis. This study will ultimately lead to a broadening of the legacy of major events. However, if you do feel that any of the questions are inappropriate then you can indicate why you consider them to be so. We feel that this is an opportunity for you and us to contribute to working with local communities at a time of economic and also cultural hardship.

How we protect your privacy
All the information you provide will be anonymous. We have taken careful steps to make sure that you cannot be easily identified from the interview responses; however, people who are familiar with the management structure of some regional mega-events may be able to distinguish comments as being attributable to you. Nevertheless, we will not directly attribute comments unless you provide express written permission allowing us to do so.

Your personal details (e.g. signature on the consent form) and your interview responses will be kept in secure locations by the research team. When we have finished the study and analysed all the information, all the documentation used to gather the data will be destroyed.

YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP
If you require any further information about this project then please contact:
Paul Barrett, Cardiff Metropolitan University Tel: 029 20 226680

**UWIC APPLICATION FOR ETHICS APPROVAL**

All Principal Investigators (PI) undertaking a research project which involves human participants should complete and sign this application form.

The document Guidelines for obtaining ethics approval gives full details of how to complete this form and is available via the research pages of the UWIC website. You should refer to this document in order to avoid unnecessary delays with your application.

As a PI, you are responsible for exercising appropriate professional judgement in this review and for operating within UEC (and any School and professional) guidelines in the conduct of the study.

Participant recruitment or data collection must not commence until ethics clearance has been obtained.

<table>
<thead>
<tr>
<th>Project investigator</th>
<th>Paul Barrett</th>
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<tr>
<td>Supervisor of student project</td>
<td>Dr. Claire Haven-Tang</td>
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<tr>
<td>School</td>
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<tr>
<td>Type of researcher</td>
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<td>Professional doctorate</td>
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<tr>
<td>Project title</td>
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**PART ONE – ETHICS REVIEW CHECKLIST**

| ERC1: Will the study involve NHS patients or staff? | No |

If YES, you do not need to complete Part Two of this form. Instead, an application for ethics approval must be submitted to the appropriate external NHS Research Ethics Committee. Complete Declaration A overleaf and forward a copy of your NHS application plus Part One of this form to your School Ethics Committee for information.

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<th>ERC2:</th>
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<td>Does your research fall entirely within one of the following three categories:</td>
<td>No</td>
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<tr>
<td>Paper-based, involving only documents in the public domain</td>
<td>No</td>
</tr>
<tr>
<td>Laboratory based, not involving human participants or human tissue samples (eg electronics, chemical analysis)</td>
<td>No</td>
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</tbody>
</table>
Practice-based, not involving human participants (eg exhibitions, curatorial, reflective analysis, practice audit) | No

**UWIC APPLICATION FOR ETHICS APPROVAL**

If YES, you do not need to complete Part Two of this form. Instead, complete Declaration B overleaf and send the completed form to your School Ethics Committee for information.

If NO, you must complete Part Two of this form and submit your application (Part One and Part Two) to your School Ethics Committee for consideration.
Appendix vii

PARTICIPANT CONSENT FORM

Participant name:

Title of Project: Mega and Local Events Working Together in Harmony

Name of Researcher: Paul Barrett

Participant to complete this section - please initial each box:

1. I understand that my participation is voluntary and that I am free to withdraw at any time by emailing the researcher (paulpontcanna@hotmail.co.uk), without giving any reason.

2. I confirm that I have read and understood the information sheet provided for the above research study. I have had the opportunity to consider the information, ask questions and have received satisfactory answers.

3. I agree to take part in the above study.

4. I agree to the interview being audio recorded

Either:
5a. I agree to the use of anonymised quotes in publications

Or:
5b. I give permission for my name to be used throughout the study

________________________________________   ___________________
Signature of Participant  Date

________________________________________
Name of Participant