CRITICALLY EVALUATE THE LONDON 2012 OLYMPICS’ IMPACT ON THE ECONOMY IN RELATION TO TOURISM AND THE LOCAL COMMUNITY.

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Declaration:

“I declare that this Dissertation has not already been accepted in substance for any degree and is not concurrently submitted in candidature for any degree. It is the result of my own independent research except where otherwise stated”.

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Date: April 2017.
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By Joshua Barrett

Abstract

Over the latter half of the 21st Century there has been an increase use of events as a platform to impact local communities and businesses. This dissertation considers the impacts large-scale events have on the economy in relation to tourism and how this can further impact the local community. A large part of the study carried out is to compare two businesses. The size and scope of the businesses are differentiating from the other with one being smaller and the other being much bigger. The event sector has taken over a lot of sponsorship and works closely with many worldwide brands. The topic is additionally taking both businesses and the local community into consideration to provide strong informative data. Identifying the positives and negatives of events in relation to the country is the baseline of the study. The supplementary information looks beyond the point and makes the topic differential to other studies. This dissertation aims to outline and critically evaluate the London 2012 Olympics’ impact on the economy in relation to tourism whilst taking the local community into consideration throughout. The question is whether the mega-events being hosted by countries are affecting large and smaller based companies and whether the increase in tourist rates benefits the local community.
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Abbreviations

**GDP** – Gross Domestic Product

**PESTLE** – Political, Economical Social, Technological, Legislation, Environmental (Ecological)

**Bigger Business** = BB1

**Smaller Business** = SB1

**General Business** = GB1

**LOCOG** = The London Organising Committee of the Olympic and Paralympic Games

**TFL** = Transport For London.
1.0 Introduction

This chapter will include: 1.0 Introduction, 1.1 aims and objectives and 1.2 chapter summary.

The main topic that will be evaluated is the London 2012 Olympics. It is however important to relate this to the economy and tourism. The investigation will be to provide and explain the impact, a large-scale event can have on the economy, tourism and the local community. Sporting events all around the world can create massive volumes of attention which will benefit the economy and result in more revenue overall for the City. “The media can also contribute to the event with free entertainment by broadcasting live and distributing products or merchandise” (Masterman, 2009: P251).

The project aims and objectives will be identified and discussed clearly.

A literature review is essential to discuss the research in my title field and identify room for improvement. The relevant access, validity/reliability and ethical issues will be demonstrated and proposed methods will be used to produce analytical data. Harvard referencing will be used to back up the evidence. In relation to the topic, there are amendments to be made and areas to consider when evaluating such as employment, economic state of the area, tourism’s impact on the city and stakeholders impacts on both the economic and tourism rates. Following on from this, the evidence will support the reasons why the factors are worth studying and evaluating. Reviewing the 2012 Olympics will relate to the impact on the local community and how sustainable London is to the present date. The research will also discuss the impact on tourism and economics.

“The economic impacts of a specific tourism demand shock are the overall increases in output, sales, value added, Gross Domestic Product (GDP), household income and employment” (Dwyer and Forsyth, 2010: P285).

The Olympics is internationally competed, therefore the chance to use the secondary research makes it much more accessible due to its high media
coverage. An example of this is ‘Guerilla Marketing’ and this refers to companies using stunts or experimental marketing to increase PR through a low budget for small organisations. “…guerilla tactics is based on creativity to design ideas which gain attention by creating a buzz” (Jackson, 2013: P144).

Primary research such as the interview is needed to compare the changes from 2011 – 2013 and investigate how this affected local businesses in terms of qualitative research. The interview will be conducted with a manager of a store in the proximity to London. The reason this is crucial is due to the need to research into the reasoning of what was changing during this period. Secondary research will be used to compare the general revenue figures of a smaller based business and a bigger based business. The data is set out, to show the outcome of statistical figures explaining the main reasons that larger events have a dramatic impact on the community and its finances. “For example, the economic analysis of large scale events is based on the principles of providing economic benefits to the local community” (Raj and Musgrave: P61).

This is the main focus but the interview can also provide qualitative answers to use as confirmation of what actually occurred over the period of time (2011-2013). Although the interview will produce an enormous quantity of results, an online questionnaire will be used to help explain the social, economical, environmental (Ecological), technological, political and legal impacts on the local community (PESTLE). “You can use PESTLE analysis to identify forces in the macro-environment that are affecting your business now and are likely to continue to do so in the future” (Partridge, 1999: P76).

Adams (2013) suggest that sport, recreation and tourism event management, is a growing industry. The public and the government are quite often supporting these events due to the publicity and pride in their athletes. The impact the government has on large events is massive and the support will benefit the event tremendously. Transport is one main contribution to large-scale events that has to be taken into consideration, especially the London 2012
Olympics. Transport links essentially need to be maximised in terms of efficiency and speed to prevent any shops from losing business due to lack of customers able to reach the store. The reasons the transport links need to be quick and efficient is due to the massive increase in population of tourists and visitors in the area. “London transport strategy is for 100% of spectators to travel to the Games by public transport, walking or cycling” (Mastrogiannakis and Dorvillé, 2015: P96).

Increases in levels of traffic can affect the deliveries that the shops may expect as the traffic around the area is a threat to the business. This may result in the stores losing out on vital sales. However, positively the amount of tourists should generate more money for the local businesses.

Altering the transport links would have been a tactical decision to make for the community. However, the overall outcome would be whether it has strategically benefited the local community. London 2012 would be the main focal areas in this study; other mega sporting events to consider alongside this would be events similar such as the rugby world cup because this is a mega sporting event.

Overall, the research into the study is to evaluate the success the London 2012 Olympics has had on the economy, by comparing two businesses in proximity to London to identify whether the large scale event financially impacted both small and big businesses around the area. The following sources will identify the main financial and social impacts on both businesses and the local communities everyday life:

- Interview.
- Online Questionnaire.
- Financial data from both businesses.

Looking further into secondary research to provide theory and literature on this topic is important to evidently show knowledge around the topic. Results
from the above primary research will be analysed and discussed with qualitative and quantitative data, to further the understanding on why or how the impact affected the area. To clarify, the last section will consist of a brief summary and an in-depth conclusion on the findings of the study.

Techniques are used to retrieve the crucial information and are termed ‘primary and secondary’ research. Primary research such as interviews are a main type of evidence that can be applied to the study due to the qualitative data that will be used to identify the managers view on the topic. Another source of primary data is questionnaires, the reason for this is to ensure that the impact on the local community is recognised and looked into further by providing more quantitative evidence.

1.1 Aims and Objectives

The aims and objective of this study is to critically evaluate the London 2012 Olympics and its impact on the economy in relation to tourism. Throughout this project, the research will be used to compare both a small-based business and a much bigger business. This will show where and how the large-scale event has generated revenue for the community.

1.2 Chapter summary

The introduction states clearly that the overall aims are to investigate the economic and tourism situation whilst taking both the sustainability and the local community into consideration. In order to do this, it is important to get the interview, online questionnaire and strongly research two businesses (one small and one big) to ensure that the explanation has been made with clearness.
2.0 Literature Review

Throughout this section, a critical review of the literature supporting the aims and objectives will be outlined and discussed, to show the relevance of the topic chosen.

The following chapter will be structured as: 2.0 Literature Review, 2.1 Tourism and Economic Impacts on Large Scale Events, 2.2 Predicting the Economic impacts of Tourism, 2.3 Stakeholders impact in relation to the London 2012 Olympics, 2.4 Transports affect on the Local Community, 2.5 The Legacy – The London 2012 Olympics, 2.6 London 2012 Olympics impact on GDP, 2.7 Political and Economical effects on events, 2.8 Sustainability before the event, during and after, 2.9 Chapter Summary.

2.1 Tourism and Economic Impacts on Large Scale Events

Large-scale events are highly covered by the media, meaning that the impact on attendance levels are positive with a steady increase. The population level on a rise sends instant increase to the income for the event and local community. Tourism is both positive and negative when comparing the local community in relation to finances. Wearing and Neil (2013) claimed that Tourism is a diverse and decentralized industry, which affects other sectors of local economies. This proves there is multiple pieces of research that link to the aims of this study such as finding the reasons behind local communities not wanting these events to take place.

Bowdin et al. (2013) explained that other impacts of events could involve noise or crowds, resentment of inequitable distribution of costs and benefits and cost inflation of goods and services that can upset housing markets and impact low income groups as also outlined by Getz (2005).

The study and its aims show that there is substantial room for investigating the reasoning behind how the event impacted the local community and whether it was a positive or negative. Another reason for the study is to discuss the impact
it had on the economics of the city and how tourism made a difference to the overall geographical area.

Public transport is very popular in big cities due to the volume of people, therefore the main forms of transport are buses and the tube which saves time commuting to work. Comparing this to the London 2012 Olympics, this is a prime example where it can affect the publics’ everyday life e.g. travelling to work. The local community may feel the need to leave earlier in the mornings that is negatively affecting the lifestyles of the local community. Bradley and Blythe (2014) brought up the issue of the bidding process for the Olympics to be held in London, this was the transport issue. The International Olympic Committees initial evaluation of the bid to host the games found this potential problem but stated that there would be a substantial amount of money invested into the transport links to support the London rail transport infrastructure. Following on from this, informative data that analyses the successfulness of the infrastructure would show whether the decision making to do so was appropriate. Further data will explain the reasoning behind the decision to alter the transport links and how it affects local businesses post event. The local area benefiting from the large-scale event can be the difference between a business being ruined and progressing in the market.

Employment rates are a critical point to consider when new events enter the local community. Rates of employment can change a person/persons opinion of the event due to the importance of jobs in the local community. The London 2012 Olympics provided lots of jobs over a period of time but this was only tactical and didn’t actually benefit London in the long-term. Temporary staff is the correct term to define the workers that are used for a short period of time. This is used to increase productivity in stores also in order to reduce the amount of complaints about the slow service (high demand meaning high amount of customers). Kollewe (2012) in The Guardian shows that the employment rates
after the Olympics had dropped due to the temporary job contracts coming to an end.

Temporary staff affects the unemployment rates for a period of time positively but the rates would rapidly drop after the event finishes due to the customer levels decreasing.

Poynter and MacRury (2009) debate that employment arising directly from the Olympics is typically temporary and short term industries such as construction, tourism, hospitality, catering and security - this supports the evidence above. Competition for jobs in the area provides negative views from the community as newly based tourists are getting jobs over the local community. The important question that needs to be answered is whether the jobs created have had a positive or negative impact on the community; this could mean in terms of finance or tourism e.g. busyness and social life. (Reuvid, 2016) shows statistical data that explains the unemployment rate in 2015 was 5.5 per cent meaning the London 2012 Olympics helped boost jobs available to the public by increasing this figure and lowering unemployment rates. The help from the international event has directly provided help in this department.

Information further into this study will help explain the reasons of re-hosting the event or reasons for not re-hosting the event. It is important to note that the foreign attendees around the world are an important factor to the economics of an international event and this impacts the overall local community.

Consequently, the event can cause uproar in the community although positively impact the finances and tourism rates. The issues this could cause is that it can result in the government ensuring all public transport links are available and help with any issues that can upset the community or cause eyesores.

The importance of keeping the community happy will reflect on whether the event will be able to repeat.

Tourism can attract multiple ways to make money in the area, mainly through hotels, transport, goods and services and this increases the economic levels for
the city/town. Raj and Musgrave (2009) identifies that the London 2012 organising committee has committed by operating very closely in the communities by allocating jobs for local workers and would create houses affordable for the local people. Cooper (2012) explains the affordable housing scheme and how it has been established. Problems relating to this would be that the cost would freeze people out due to the social housing policy. Judging by the evidence above, there’s room for discussion about what actually happened to the housing market during this economic time.

2.2 Predicting the Economic impacts of Tourism

‘Typically, forecasts are made to aid a decision, so it is natural to judge forecasts in that context’ (Hendry, and Ericsson, 2003: P9).

Main decisions to be made are to continue with the event or whether to leave the event behind due to the feasibility and weighing up the benefits and drawbacks. Predictions can be difficult because they can alter in a matter of time but it is usually completed near the end of the event and known as the post-event evaluation. Many methods can be used, including the post event evaluation but the direct link to the increase/decrease in economic income during the event period is unusual to recognise. Research supporting this can be used as long as there is an economic climate taken pre event. Recession is one aspect of the business cycle that could have affected the consumers buying behaviours and the impact in relation to profits and the revenue over that specific time.

Finding information can be difficult, this is the focal point in primary research as it is the most time consuming and the piece of work can be confidential to the business owners.

2.2a Small based business vs Big based business

Using both bigger and smaller companies as examples, will bring explanations together on whether or not it benefited either the businesses or just the one. The prediction of the economic income in terms of tourism could be measured by using public transport figures increasing, consumer spending increasing and
attendance at the event. Estimating the event can be risky due to the fact that it is not guaranteed. Narrowing it down to two types of tourism, there are leisure meaning traveling types of people who visit places such as the stadiums or the villages and the other types being sports tourists.

“The travel and tourism industry also encompasses a wide range of traveler types—leisure travelers, business travelers, those visiting friends and relatives, and those traveling for a range of other reasons” (Pedersen et al. 2011: P229).

Sports tourists have their mindset on one thing and that’s watching the Olympics. An example of this would be the 4 x 100m relay being one of the main events that the crowds want to see. There are many aspects to consider during a large sporting event as big as the Olympics. One main concern could be bomb threats as this can prevent people from having further interest in the event and reduce the chances of the attendance levels increasing. The impact on the event would be that the predictions would be put at risk.

Mason (2003) said impacts of tourism could be positive or beneficial, but also negative or detrimental.

‘The success of the plan and budgets should be compared and judged against forecasted results” (Tum et al, 2011: P94).

In further explanation of the reference above, this would provide information regarding the economics of the company and a statistical analysis.

2.3 Stakeholders impact in relation to the London 2012 Olympics

Attendees, the staff, suppliers, the community, the manager and the athletes must be taken into consideration, as these are the stakeholders of the event. Having the staff trained to a high level will enable the event to flow swiftly. Maximising the satisfaction for the crowds at the event, create more chance to have a successful process throughout. Checking the athletes’ mental and physical
state can also facilitate the event because it generally means the level of quality will be improved.

Parent and Chappelet (2015) mentioned the key responsibilities of an organising committees fall before and during the event. The stages prior to the event, should be used to offer extra help for the athletes to enable their performance levels to increase, meaning the attendees will stay for a longer period of time and spend more throughout, impacting the financial profits. The suppliers are able to increase prices as the attendance levels will be predicted high and due to the nature of the event being luxury means that the average spend per customer should be increased. However, the London 2012 being such an influential event could result in them sourcing their supplies elsewhere. Impacting the event financially will be due to prices and this will be because of the suppliers, profits must be made so the less expenditure per product means the lower the price per product.

The Government and the National Lottery supported the London 2012 Olympics organisers to have some lenience when deals are made due to the financial support. Contributions of £6.25 billion form the Government and £2.18 billion from the National Lottery alongside smaller interests from other sponsorships such as Sport England and other contributors (Rogers, 2015: P1).

A manager’s opinion and decision-making will increase the likelihood of success, as their opinion is crucial. Above data shows that stakeholders can impact the financial reports of an event and have strong relations with tourism rates, therefore it is possible to explain and evaluate.

2.4 Transports affect on the Local Community

Transport has a direct affect on many different aspects of large-scale events such as the London 2012 Olympics; this can vary from the delivery time to the busyness of the traffic. As promised, the London 2012 Olympics’ focus point is towards helping the local community and providing the area with affordable housing (Meredith, 2012). Encouraging public transport can impact the local community in a positive way by helping people communicate better with each
other. Public transport also provides a cheaper use of travel in many scenarios therefore if the speed and quality of transport is improved then it would have a strong impact to the environment. The congestion charge is an £11.50 daily charge for driving a vehicle within the charging zone between 07:00 and 18:00 Monday to Friday. Paying the charge can be enabled whilst registering for congestion Auto Pay. This can have a direct impact on someone’s decision to convert to public transport as this can increase the expenditure per day.

Accessibility is an important aspect of an event, especially the London 2012 Olympics due to the large international presence of the tourists. This can determine success or failure in terms of ticket sales, satisfactory of the public and ability to attend the event. An example of this would be that the staff must enable the entrances for the athletes and have a separate access that is fast moving for the stadium e.g. the fans. Enabling the opportunities for the crowd to quickly be getting to the stadium and be seated will help attendees returning to the area.

In order for the event to get this strong accessibility, the transport links must flow effectively and efficiently as it would prevent any crowding and problems getting to the stadiums. “Design for all’ will involve ensuring that all facilities (both Olympic and Paralympic) are accessible to, and usable by, as many people as possible without the need for ‘special’ adaptation or specialised design” (Going for Gold, 2006).

2.4a Public transport and the affect on the Local Community

Lower income within the community can limit the amount of disposable income for anyone but with the prices of the public transport increasing year by year, the ability for some people to make sure their disposable income decreases further. Results from Holdsworth (2011) show that as prices begin to slowly increase but around the 2011-2012 mark, the prices steeply rise in areas such as 1-day travel cards, 7-day travel cards and single tube journeys. The impact having the prices during his time would have had a massive impact on the income from public transport but would have affected the local community negatively because it alters their lifestyle. In terms of lifestyle, it would increase
the amount of money spent per month therefore costs in other areas might have to be made.

2.5 The Legacy – The London 2012 Olympics

Large-scale events are generally international competitions that can benefit lifestyles of many in and around the event-taking place. “...small communities always face the reality that the ultimate forces affecting them are rooted in national or even global events” (Murphy and Cunningham, 2003: P65).

Events can bring a lot of income to the economy by generating more financial profits for companies. This is affecting business owners in a positive way due to the increase in financial revenue. However this isn’t always the case. The local communities’ lifestyles being altered for a positive impact on their everyday life will be prioritised highly, as it can determine whether the event can take place again. Building work, housing changes, prices increasing and population increases can all affect the crowded areas in and around London, during and after the event. Further evaluating this point, companies from all around the world can make money off of the events being hosted in different countries meaning it will not be kept via the local economy. Large companies sponsor events and receive income from their stores all around the world due to the increased brand recognition. The local businesses in hosted cities often receive support and sales through tourism. However, the media can increase the popularity of the stores, e.g. purchase an item (event specified) and receive £5 off your next shop. These types of offers will bring customers back to the store and enable continuation of the sales, meaning money will be made after the event had taken place.

Looking beyond this point, large-scale events are generally hosted by the country to extend their chances of making money as a holiday destination. The reasoning behind this is to attract tourism to make more return on their investment.
The alterations made within the country should generate more money, better lifestyles and better opportunities for people living near. For example, people living near London will benefit from the changes such as the brand new stadium that is built, this can be used for future sporting events football again or it can be changed to host music events etc (Sale, Edwards, and Cass, 2012).

In reference to the above research link, West Ham managed to win the bid for the Olympic Stadium after the Olympics had taken place for a total of £429 million. The reason this is relevant to the topic is due to other local communities being impacted by the event. The football team managed to purchase a new stadium for the club and this will benefit the team and fans living in and around London.

2.6 London 2012 Olympics impact on GDP

Gross Domestic Product is an interesting aspect to consider when looking into success of a particular event. The table below shows the changes in many things, one being the increase of approximately 0.064% of jobs within the UK and 0.111% increase in jobs around London being the main impact. This evidently displays that the total number of jobs available to the public has had a massive impact on the local community and others within the UK.

The ‘number of jobs’ statistic of 2013-2016 changes drastically and this is supposedly due to the demand for these jobs being low again. An example of this is the people that were hired to build the new stadiums and make changes around London in 2011-2012, e.g. landscaping the Olympic Park. The figure has dropped by 0.063% back down to 0.009% in the UK. The change in London was very similar with a 0.152% decrease from 0.258% to 0.106%. Overall, the total GDP change from 2005-2016 in the UK was 0.010% and 0.106% in London. The figures show that although it had a direct impact on other areas of the UK, the impact was more noticeable in London as a host city.
Table 1: Macroeconomics

<table>
<thead>
<tr>
<th></th>
<th>UK £million or no. of jobs</th>
<th>%</th>
<th>London £million or no. of jobs</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in welfare (equivalent variation)</td>
<td>736 0.004</td>
<td></td>
<td>4,003 0.193</td>
<td></td>
</tr>
<tr>
<td>Discounted value of all future GDP</td>
<td>1,559 0.006</td>
<td></td>
<td>5,647 0.135</td>
<td></td>
</tr>
<tr>
<td>GDP 2005-2011</td>
<td>248 0.002</td>
<td></td>
<td>3,362 0.147</td>
<td></td>
</tr>
<tr>
<td>GDP 2012</td>
<td>1,067 0.056</td>
<td></td>
<td>925 0.258</td>
<td></td>
</tr>
<tr>
<td>GDP 2013-2016</td>
<td>622 0.09</td>
<td></td>
<td>1,613 0.106</td>
<td></td>
</tr>
<tr>
<td>Total GDP change 2005-2016</td>
<td>1,936 0.010</td>
<td></td>
<td>5,900 0.143</td>
<td></td>
</tr>
<tr>
<td>FTE Jobs 2005-2011</td>
<td>2,955 0.002</td>
<td></td>
<td>25,824 0.104</td>
<td></td>
</tr>
<tr>
<td>FTE Jobs 2012</td>
<td>3,261 0.015</td>
<td></td>
<td>3,724 0.105</td>
<td></td>
</tr>
<tr>
<td>FTE Jobs 2013-2016</td>
<td>1,940 0.002</td>
<td></td>
<td>9,327 0.066</td>
<td></td>
</tr>
<tr>
<td>FTE Jobs Total</td>
<td>8,164 0.002</td>
<td></td>
<td>38,875 0.092</td>
<td></td>
</tr>
</tbody>
</table>

(Dwyer, Forsyth, and Dwyer, 2010: P450)

2.7 Political and Economical effects on events

Billings and Hardin (2016) make it clear that the government strive to foster a modern positive image. Politically this shows that if the government has no interest in supporting the event and has priorities to promote other areas of income, then it can have an impact on the overall achievement. The UK government use this to benefit the economy and the lifestyles of others. Increasing amounts of tourism in the later years will impact how much money both the country and the public make. More money from tourists will influence the revenue of businesses/workers, which will benefit the public individually, but the tax made off of the wages will benefit the government’s figures. These figures that are increasing for the government then can be invested into other areas; an example of this would be the Olympic park. O’Toole (2011) says that there may be changes in terms of the government relating to legislations. This could have directly interrupted an event and the organising committee might have to re-plan their ideas.

Bellofiore and Vertova (2014) stated about the 2008 recession caused the GDP to decrease by 7% in the first 12 months of recession. In relation to this, it could have impacted this and affected the events success. By 2012, many people believed that the UK had a ‘double dip’ recession. BBC (2013) specified that the
UK economy did not experience a double dip recession. Although this didn’t occur, the increase in economical value of the UK’s financial status increasing is advantageous. This is purely on suspicion of the double dip recession as this indicates that many people thought the economy was lower than usual meaning the economic scale had decreased. Economically as mentioned throughout, it is essential to a host country to make return on investment.

“Obviously mega-events are not created because of tourism, but the relationship between them is undeniable”, (Reiter, 2010). Costs of supplies for businesses could be increased due to the recognition of the demand needed therefore some companies could source the produce elsewhere.

### 2.7a Previous Olympics Economic effects

Malkoutzis (2012) provides statistical data explaining how Greece (Athens 2004) spent around €9 billion (€11 billion in 2012’s exchange rate) and this didn’t include a new airport or metro system. It was the most expensive Games at that point; meaning return on investment must be high to make the money back in a short period of time. The GDP debt reached 110.6%, the highest in the European Union. In 2012, the debt had risen to 165.3% of GDP. Greece did become the first country to be placed under a monitoring process by the EU Commission in 2005 with public debt totalling #168 billion in 2004.

“Beijing 2008 is often referred to as the most expensive Olympics ever staged with the often-cited figure of $40 billion of infrastructure investment” (Gratton, Liu and Ramchandani: P43). This shows that the 2008 Olympics broke the spending record, meaning that it was very expensive but also an investment into the area. In reference to this, the overall benefits after the majority of large-scale events are that the economy improves, generally because of the employment rates increasing. Just after 2008, the unemployment rates started to rise with the highest point being in 2010. By 2017, the figure remains just above 4% meaning it has decreased massively, meaning the event has successfully produced more jobs (Trading Economics, 2017).
2.8 Sustainability before the event, during and after

*Sustainability can be seen as the latest example of profound change demanding transformation throughout society*” (Blowfield, 2012: P4).

Sustainability is a main consideration when planning a large-scale event. Positive effects to the local community post event will assist chances of redoing the event. Looking further into the sustainable aspects of a mega event is crucial to a successful event, as the influence on reoccurrence will be impacted. Mega events generally repeat if the event has had a beneficial impact on the economy, local community and caused minimal damage to the city overall. “*Sustainability, as we will learn, requires involvement of actors from the corporate, political, economic, and environment sectors*” (McNall, Basile, and Hershauer, 2011: P12).

The quotation responds to the realisation that theorists now believe sustainability is crucial to successful events through using political, economical and environmental sectors.

Scott-Cato, (2009) is an example of what will be considered throughout in relation to the title. Economically, this is a priority to the study and alongside this it is important to take into consideration the environment (sustainability e.g. transport) and the society (local community). In terms of this model, it is vital to relate back to this throughout the thesis and try to relate the topic back to the model to test what the middle of the model determines. In consideration of all 3 circles being positive, this could result in a successful event, as these are important to any event. Case (2013) states that the Global Reporting Initiative is an organisation that promotes sustainability and its vision is ‘a sustainable global economy where organizations manage their economic, environmental, social and governance performance and impacts responsibly and report transparently’. The reference supports the potential effect it can have on a person’s opinion of a business/event.
As a result of the literature review, sustainability and transport has not been researched into more broadly. It would be interesting to explore possible opportunities to investigate for problems during the time of the London 2012 Olympics and what the local community thought of this. This is why throughout this thesis, it is important to primarily extract this data and evidently provide clarity on this particular subject. With the primary research from the questionnaire and interview, this should be answered clearly with a definitive answer of what the local community participants thought. Secondary research will be identified to explain the financial progression of the smaller business and the larger business.

Although there are sources of literature on the rise of large-scale events, there are still many questions that are unanswered by the literature. There is a lack of research concentrating on the specific events and how they affect the local community and host cities holistically. There is still a need to examine in detail through research, how the events affect the comparison between the two smaller and larger businesses. The research available is very generalised, and out dated, therefore calls for a need to revisit this in detail. The relationship between the economy and tourism’s impact on mega events remains unclear. In addition, the research study will concentrate on: the economy, tourism, the local community and the influence this has on sustainability within a city as these were common
themes identified through the literature review. As mentioned above, sustainability and issues regarding PESTLE are taken into consideration throughout the thesis.
3.0 Methodology

3.1 Introduction

In this section, research methods will be taken into consideration in terms of interviews, questionnaires and secondary research. The aim of this methodology is to explain the methods that have been used and whether they are successful sources of research. The reliability and validity is essential to relate to throughout as this is generally one area that will define the effectiveness. Advantages and disadvantages of the study should be identified, as this will help to decrease the chances of this reoccurring in the future. Ethical issues should be reviewed and looked over as this could potentially jeopardize the study.

Lapan and Quartaroli, (2009) believed that the term qualitative implies observing things in the world whereas the term quantitative suggests locating the amount.

Code names will be used for each business used throughout the thesis. Smaller based business = SB1, bigger based business = BB1 and general business – GB1.

The following chapter will be structured as followed: 3.0 Methodology, 3.1 Introduction, 3.2 Quantitative and Qualitative Approaches (Theory), 3.2a Quantitative, 3.2b Qualitative, 3.3 Research methods, 3.4 Interview, 3.5 Online Questionnaire, 3.6 Reliability and Validity, 3.7 Ethics, 3.8 Limitations, 3.9 Chapter Summary.

3.2 Quantitative and Qualitative Approaches (Theory)

3.2a Quantitative

“Quantitative research is ‘Explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)” (Muijs, 2011: P1).

Quantitative data is all about finding the numerical information that can then be used in tables and charts for analysis. Quantitative data is generally the more popular of the two due to the easiness and higher chances of responses. Filling
out multiple-choice questions in relation to qualitative data is often judged as requiring less effort for the participant as it doesn’t take much time out of an individual’s routine. The questionnaire is neither qualitative nor quantitative orientated; it is mixed to generate a differential response. With both types of answers, the research from the questionnaires alone will produce many sources of data to explain and assess. Finding responses from the local community is essential to evaluate the opinions and likelihood of the event reoccurring. The local community supporting the event will allow the mega-event to flow more swiftly. Large amounts of negative interruptions will prevent the event from going ahead and could jeopardize the potential benefits it may bring to the local community e.g. economy, tourism and sustainability.

3.2b Qualitative

“Qualitative provides definitive market information regarding the opinions and behaviors of the subjects in the market research study” (Nykiel, 2015: P39).

Qualitative data is generally referring to another person’s opinions to produce a large amount of high quality answers to use as evidence. Using the information that has been created through the qualitative data will allow the person that has asked the questions to find out primary research to the questions that are not available secondary e.g. in books or online. Looking further into the questions, it allows the participants to thoroughly give an opinion without any extra guidance to what answer could be the social norm. The types of qualitative research in the thesis is mainly relating to the primary data in the interviews and the questionnaires. However alongside this, some secondary data from online books and journals can be used to support this evidence as the opinions of some authors can evidently provide structure to the reasoning of changes within the UK in relation to the London 2012 Olympics.
3.3 Research Methods

3.4 Interview

The main research that needs to be evaluated relates to both economic and tourism around London (see appendix 4 for more information). Priority is focused on the businesses in and around London, how they are impacted economically and how stores are affected by the large-scale event. An interview will be set up with a store manager from GB1, which will be kept unknown for confidential purposes. The aim of the interview is to get information from the store manager to support the secondary statistics that will be used throughout. The interview will take place in a formal office environment so the manager is able to answer the questions with no pressure from other surroundings. The interviewer must put all efforts into planning the interview to the high standard needed otherwise all research will be irrelevant. Interviews are generally the best way to get all questions answered without spending multiple hours searching for the research needed. Information regarding some areas will not be found online and therefore primary research such as the interviews and questionnaires are needed. Face to face Interviews according to Hollway and Jefferson (2000: P10) have become the most popular way to research for qualitative data to find out people’s experiences and the meaning they hold to the interview

3.5 Online Questionnaire

Conducting the questionnaire online is more likely to have a high response figure therefore an increase in data will boost the validity and quality of the research (see appendix 3 for more information). The questionnaire will include a number of types of questions, including both qualitative and quantitative figures e.g. multiple choice for evaluation figures and qualitative data to analyse and use to back up the thesis. The questionnaire will include a brief summary of what the research will be used for with confidentiality reassurance e.g. about the people involved will not be named and any answers will be kept private. Online questionnaires are reliable in terms of the content received. However the
probability of getting the people to fill the questionnaire out is medium/low unless the person knows of people who are likely to fill it out e.g. family members. To prevent the low respondents, it is essential to organise this beforehand. An online questionnaire will be prepared by using Qualtrics which is a website used to conduct primary research such as the questionnaires. In reference to this, it is a safe and reliable way to ensure many people can access the website. Sending this link of the website to people via email and social networking sites will enable a higher chance for the questions to be answered correctly. “87.9% of adults in the UK (45.9 million) had recently (in the last 3 months) used the Internet, compared with 86.2% in 2015” (Office for National Statistics, 2016). The reason this is relevant is because it shows the increase in Internet users in 2016 and how there are roughly 45.9 million people using the Internet in the UK. Internet users on the rise means there are more likely to be a higher amount of responses from the online questionnaires.

“The UK’s population is over 65 million, with a massive 92.6% of us having access to the Internet. Social media usage is through the roof, with over 38 million active social media users in 2016, which is 63% of the entire population” (May, 2016).

Following on from this, the above quotation shows that the social media usage is ‘through the roof’ and has 38 million active social media (63% of the population) meaning this is a great way to get questionnaire responses to increase. Publicising the questionnaire to members of the public by email, social media and other online applications can be a quick and easy way of reaching the correct people and get the correct responses.

3.6 Reliability and Validity

Having valid and accurate results are essential to a successful study. These two things strongly correlate to the possibilities of the work being used continuously. In order to ensure the research is carried out accurately, it is imperative to plan the questions in advance with follow up questions (interview), clearly outline the
Aims and objectives before using each research method and efficiently evaluate the data multiple times to guarantee the research is precise and valid to use.

Planning the questionnaires to tailor them towards the answers needed to provide clarity to the study will require the questions to be targeted towards the tourism and economy factors of the event. Online questionnaires are more likely to be successful as the amount of Internet users have increased. Open questions allow more explanation to the subject that is being asked e.g. whether the transport has affected the local community. “Internet communication affords qualitative researchers creative potential because of its geographic dispersion, multi-modality, and chrono-malleability” (Silverman, 2004: P120).

The interview questions were specifically directed towards the interest in the business, although some questions will be targeted to the manager and the impact on the social side of lives from the event. Interviews allow time to ask questions more clearly and any part of a question that isn’t answered will be able to be asked as a follow up question. Interviews offer an opportunity for the interviewer to get to know the person they are interviewing and what extra questions they would like to ask. The importance of a relaxed interview is key to allowing more room for extra questions to be asked if necessary. Going into an interview open minded is vital to allow more questions to flow better. To ensure the interview will flow well, practicing the questions beforehand will improve the quality of the research. The interview will be recorded by the interviewer, collected and then sent back to the organisation to ensure all the recordings are accurate and the business can then alter anything they believe could be improved on. This then makes the research more valid and reliable as it has been checked over twice before submitting for analysis. “Using research methods that ensure that the data recording is accurate and the interpretations of data are empirical, logical and replicable is important to increasing reliability and validity in qualitative studies” (Thyer, 2010: P355). As mentioned above in the quotation from Thyer (2010), it shows that the reliability and validity of results is dependant on accurate recordings.
3.7 Ethics

“Ethics is a field that not only looks at ethical and moral ideals that we should have, but also examines actual codes of conduct that people do indeed follow and use, whether consciously or unconsciously” (Mlizzoni, 2009: P5).

The above reference shows that ethics generally refer to code of conduct and how it is recommended to keep information private to the public when mentioning the business or people involved. The reasoning for this is to produce better answers from the participants e.g. most people are more honest if they know that the answers won't be traced back to themselves. Krishnaswamy et al (2009) clearly outlines that whenever human subjects are involved in the research, three aspects have to be carefully kept in mind. They are safety, confidentiality and anonymity. The author makes strong identification of the ethical concerns that businesses must take into consideration and sub categorised them into the three sections of safety, confidentiality and anonymity. In relation to the primary research, a brief summary explaining the interview and questionnaire was typed up to provide the business and the participants with reassurance of what will be taken place. Within this confidentiality agreement for the interview, this included that the business will be kept anonymous and the participant will be unnamed. In the online questionnaires, it was clear to the participants what the study was about and how they are kept safe, the information is kept confidential and how they will be kept anonymous.

3.8 Limitations

In reference to the limitations, both research methods have weaknesses, which can cause delays on reaching successful research quickly and efficiently.

An estimated 50 participants for the online questionnaires is a set target but it’s not guaranteed to be completed by that many people. Therefore if the amount of people that have been predicted are not the actual figures then this can affect the validity and reliability of the results. The more people that complete the
questionnaire will correlate with the chances of the research being influential. Honest answers are what can generate positive and real results so it is important to discuss the confidentiality and anonymity that the people have finishing the questionnaire. This relates that most people could speak their mind if they know it won’t affect the person’s image. This can affect the collaboration of results if the numbers of responses are low. It is important to look further into the cause of the responses being low in a particular area and where the research would be better off taking place.

Considering the interview, one weakness is not being able to contact the interviewee as this results in the research being put at risk, as the questions cannot be asked without the participant. To avoid this, multiple interviewee back up’s should be arranged so that the research doesn’t jeopardise the results. Also interviews can be very time consuming when having to transcribe the results and this can be seen as a huge disadvantage (Lapadat and Lindsay 1999). Companies worry that the business will be exposed and the brand reputation will be in danger, so it is crucial to reassure the person being interviewed. Recordings of the interview can withhold information if the sound is not completely clear so practicing the interviews will be beneficial for this reason.

3.9 Chapter Summary

The methodology shows strong explanation of what research will be undertaken and how the participants are answering two types of questions. These questions are going to be open and closed questions that will produce open (qualitative) or closed (quantitative) answers that can be used to evaluate/analyse. Ensuring the clarity of the study will support the preparation of what questions will be more effective. For example, any quantitative data will show a more reliable answer as more people agree with the statement therefore it is more reliable and valid to use as evidence. In summary of research methods, the interview and online questionnaire is explained in detail to state how the research studies are conducted and how to avoid jeopardising the research from being carried out. Clear identification of this can ensure that the contingencies
can be planned in case of the risks occurring such as the interviewee not being available. Although this was the main topic, it is important that the ethical issues, reliability and validity is considered as this can prevent people from participating in the study. Limitations of this are linked to this chapter and show numerous amounts of evidence to what to look out for when planning/conducting these studies.
4.0 Results/Analysis and Discussion

The following chapter will be structured as followed: 4.0 Results/Analysis and Discussion, 4.1 Introduction 4.2 The questionnaire survey findings, 4.3 Qualitative interview findings and discussion, 4.4 Secondary Research, 4.5 Chapter Summary.

4.1 Introduction

In this section, the discussion of the results will be displayed with clear evidence from the primary research. The primary research will include the interview and the questionnaire. The reason for this is to give answers to enhance the knowledge around the subject and provide a more definitive answer on the impact the event had for the country. The purpose of the interview and the questionnaire is to explain and give more detail about the local community and the impact of the public. Some of the vital points that will be discussed is; the tourism rates, the transport, the social side of the event taking place and economic value that the event had brought to the area.

However, secondary research will be used throughout this section to demonstrate and provide statistical analysis on whether the event had impacted more on the smaller based business (SB1) or the bigger based business (BB1). In terms of the secondary research, the key areas that will be discussed are the GDP, the amount of stores around London and the impact the event had on the revenue and profits for both SB1 and BB1.

4.2 The Questionnaire Survey Findings

In this sector, the questionnaire survey findings will be discussed. Although all the answers provide a lot of informative data, only the selected questions will be used as supportive evidence. The main aim of this questionnaire was that the local community could specify the positives and negatives of the London 2012 Olympics. As Scott-Cato (2009) stated, society, the economy and the environment are important aspects to consider if an event is looking to succeed and continuously repeat each year. 50 questionnaires with information on
transport, economy, sustainability and tourism-based answers all returned for analysis.

4.2a Question: What do you think about the use of the stadium as a sporting arena?

Answers relating to this question varied across the subject. The common answer was that it was a brilliant ‘investment into the future’ of sports. A statement followed this that the sporting arena must be used more than it has been used recently. With some references to West Ham Premier League football club winning the bid for the stadium. The replies from the question are beneficial to retrieve information regarding the local communities opinion on the newly built facility. “Overcrowding at a tourist attraction may induce some visitors to quit coming to the area, only to be replaced by another group who finds the experience quite satisfactory” (Mak, 2004: P176). The purpose of this quote is to back up the fact that the stadium being sold to a football club provides another group of people to enjoy crowds (watching the football). While the stadium has been purchased, the investment for West Ham football club is extremely important.

4.2b Question: Travelling to work, were you affected by the large-scale event?

As the main aim of the study was to look into the economy and how this impacted London, travel is important to consider. This will determine the amount of tourists around the area and whether it was dealt with quick enough in terms of speed and efficiency. 22/50 people believed that they were affected by the large-scale event travelling to work. Transport Matters (2013) published a link to a website (Gov) which says the transport was a vital role in the successful delivery of the London 2012 Olympics. With just over 40% of people in the questionnaire stating the negative role, there are still nearly 60% of people agreeing with the statement. Buses being late or not being able to get a seat when travelling around London influence negative responses. However, TFL’s aimed to improve the timings of the transport and to modernise and transforming the road network making it safer, especially for pedestrians and cyclists (TFL, 2011).
4.2c Question: How effective was the London 2012 Olympics to the local economy?

Stated above are the choices of people’s responses, this shows that a combined 39/50 people believed the local economy was affected very or extremely. Judging by the answer, this stipulates evidence to the belief that potentially business revenue increased over the period of time. Only 4/50 people chose slightly effective/not effective at all, meaning the local community are thinking positive about the 2012 Olympics. ‘Legacy’ has been the buzzword of London 2012. David Cameron (May, 2010) stated the following: “Let’s 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” (Vanderhoven, 2012). Not only do people believe it will affect the London city centre, it was believed to have affected East London, ‘one of the poorest parts of the country’.

4.2d Question: Do you feel the event-impacted London positively or negatively post event in terms of sustainability?
“We associate the term sustainability with forward-looking actions - and the related goal is being able to pass on a healthy environment as well as stable economic and social conditions” (Ehnert, 2011: P205). Providing future amendments to London whilst considering both the economic and social conditions is classed as sustainability. Analysing the responses, it is clear to see that 45/50 people believe it is positively taking sustainability into consideration. The majority of local community responses to the qualitative questions on long-term benefits included transport, facilities and economy. Previously, one question detailed that the London 2012 Olympics had 22/50 people say they were affected by the travel to work. Linking the question to the majority of people saying transport is a long-term benefit, it shows that post event the transport system has improved.

4.2e Question: What would your feelings be towards the event repeating?

One statement made throughout the thesis is that in order to host a successful event, the local community must support this. “Local communities can become alienated and (passively or actively) resist the event” (Robinson, Wale and Dickson, 2010: P186). As the quote states, the local community often resists the event if it does not support the local community. London 2012 as mentioned throughout are looking to support the community by providing more facilities, better transport, more money for the economy and affordable housing. The support to the local community reflects on the event repeating as the results show in the questionnaire.
4.3 Qualitative Interview Findings and Discussion

In 4.3 Qualitative Interview Findings and Discussion, the research will be kept confidential with the Manager being referred to as ‘Manager 1’ and the business being referred to as General Business 1 (GB1). The interview took place in an office space to ensure no distractions would have affected the results. Conducting the interview around London was essential to reaching the correct information from the study. Questions throughout included tourism based, local community based, business based and economy based questions. Within the results, PESTLE analysis will be used as evidence into why it is important to consider many factors such as the economy and the environment. (Faarup and Aabroe, 2010: P89-90).

Below shows the PESTLE model that will be used throughout the section. Pestle is the easiest way to evaluate the external environment in a business and is often used in many organisations today.

![PESTLE model](image)

(Baines, Fill and Rosengren, 2017: P132).

**Key:**
Person 1 = Interviewer
Person 2 = Interviewee, also known as ‘Manager 1’ or Manager.

**Question:** Working in this store, did the London 2012 Olympics affect your overall financial figures from 2011-2013?

Manager 1 responded with “There was a noted increase during the Olympics 2012. After the event, then it decreased for a short period of time. However post event in 2013, the financial figures showed a gradual increase but slowly went back to its
original state of takings”. This shows that Manager 1 identifies there was an increase due to the London 2012 Olympics taking place as sales had increased. “How effectively a sales force responds to events can have a huge profit impact” (Lilien and Grewal, 2012: P525). This quotation refers to businesses doing extra to boost the sales of main products associated with these events.

Question: Travelling to work, were you affected by the large-scale event?

The aim of the question was to seek whether the increase in tourism was causing problems within and around the area of London. The respondent referred to the improvements made on the transport system and how it enabled Manager 1 to get into work on time. The positive affect of the alterations of the transport system was not the only thing. Due to the time the manager had to be in, it was less busy. The ODA invested £429m into the improvements of the transport with more than 900,000 spectators that used the park-and-ride, shuttle buses coaches and the new walking/cycling routes (Gov, 2017). This research backs up the answer and shows that the investment was believed to be a success to many people in London including Manager 1.

Question: Living In the area, did it have an impact on your everyday life?

Although the interview was set out to find out how the event impacted businesses, the social side of things helped find clarity on whether the local community benefited from the event. Manager 1 said that the population growth was recognizable and this affected the way each week was planned and what times different activities had to be carried out. Issues that arose in the store caused difficulty doing person shopping and time spent with family as urgency had to be acted upon when the manager was needed. “The local community and culture can experience changes due to tourism and these can have an effect on resident quality of life” (McCool and Moisey, 2009: P238). As referenced, the statement shows that the local community may experience changes due to the event and this can be positive or negative.
Question: The government stated that the transport system would be improved pre-Olympics to avoid too many problems relating to the local economy. Do you agree they did a good job or would you expect a better service?

Response from Manager 1 believed the new improved transport system benefited the local community due to the increase in staff and this was taking into consideration that London is a busy city on usual days. Nevertheless, another statement was made that staff began to struggle with the demand for the services. “This had a direct impact towards the amount of people making it to work on time” (Manager 1: Question 7). “…businesses were encouraged to ‘manage essential journeys’ in terms of rescheduling trips to avoid busy periods, re-routing trips to avoid busy locations, and using less busy modes of transports” (Bradley and Blythe, 2014: P38).

Question: Do you feel you had to plan ahead in terms of deliveries/orders for your store just in case traffic was an issue?

Delivery to the store on time is essential for the produce to be sold before the sell by date expires. Manager 1 answered yes with a brief example of when the delivery did not arrive on time. “The delivery window was actually 7am to 10am; they did not arrive until 2pm. This affects trade” (Manager 1: Question 11). Following on from the statement, the only way to ensure any problems do not occur as much is to increase volumes of products so there’s backup in the chiller and the frozen areas within the warehouse. “A late delivery can affect the buyer’s plan and eliminate sales when an item is out of stock” (Hisrich and Jackson, 1993: P120). As mentioned throughout, the aim is investigating whether or not the event affected SB1 and BB1. Therefore, the question is making judgment to why some stores did or did not make sizeable profits during the 2012 Olympics.

Question: Did any products not get delivered on time? If so, what products were late for delivery?

With regards to the previous questions, the follow up question was asked due to the response given by the manager. Responding with confidence, Manager 1 referred back to the chilled delivery including drinks, snacks, ready meals etc.
Out of interest, the follow up question again was an interest in whether meal deals was the area that the manager was referring to and the answer was correct. Edelstein (2011), states that ready meals are increasing with popularity as the years go on. This means that the loss on ‘meal deal’ sales would be a heavy impacted revenue loss for the company. “...most groups typically bring their own packed lunch and so food sales are very low” (Burgess, 2012: P116). Problems with more people taking ‘packed lunch’ to large-scale events is that the event organisers (LOCOG) will lose a substantial amount on food sales. As mentioned above, the London 2012 Olympics had massive amounts of money invested into it and return on investment is important to measure levels of success. All income adds up to the final figure.

**Question: As the sporting event was taking part, did it interest you?**

“Yes many sports I enjoyed but some I was not really interested in”(Manager 1: Question 13).

The purpose of asking a question as simple as ‘did it interest you?’ is to find information on whether the manager had more motivation at this period of time. As mentioned above, the manager was interested in selected sports that had been running over the course of the London 2012 Olympics. Someone with an interest in a particular subject they work on often puts more effort into jobs. “From research on students, we know that interest is related to motivated behaviors such as persistence in developing competence” (Middleton and Perks, 2016: P191). In comparison to the amount of sales in the business, this would be affected by the amount a manager does to increase these to the maximum potential. “Marketing the store and providing more details about events is essential to sales rising” (Manager 1: Question 13). Alongside what the manager said, another statement was made with an example of strawberries and creams being increased in stock during the tennis fixtures. Increasing sales in these particular products will ensure the store will not run low on what the customers demand. However, it is critical for the manager to make sure the stock is not too high, as the sell by date will result in a waste (no sale).
**Question: Do you feel the local community benefited from this event?**

Manager 1 responded with certainty and agreed it benefited the local community and specified that the event brought more income and trade into the area and benefited more small businesses within the area. Accommodation had been mentioned as being fully booked, the facilities improved and the transport system has had an impact on the overall GDP. Not only this, the government will benefit from the increase in transport users as they receive some of the profits. Daily Mail (2017) shows that some of the B&B’s owners had increased prices up to 300% more than the original value, as they knew that many tourists would pay for the service. “The London 2012 procurement team and business development partners had worked hard to encourage as many businesses as possible to become involved at some level in providing goods and services” (Kotler and Armstrong, 2010: P60-61).

**Question: In relation to the London 2012 Olympics, are there any long-term benefits?**

Sustainability/Legacy has been targeted in the interview due to the high amount of pressure for the event to benefit London post Olympics. Manage 1 commented on the affordable housing scheme being set up to help give back something to the people of London. Hill (2015) looked further into the ‘affordable housing scheme’ and came to a conclusion that there was a 50/50 affordable market split with half of the affordable allocated to people on low incomes. Accommodation in London is not classed as ‘cheap’ and it looks good next to the average affordable yield from private developments in comparison to recent years (34%). Manager 1 mentioned ‘Boris Bikes’ and how there had been an increase in the amount of people using public transport since this campaign took place in the time of 2012. Volunteers is another area revealed by the manager and how it has helped the future of many people by updating more high quality experience to many CV’s around the UK. “Important cost-reducing strategies include using volunteers” (Berman, 1998: P186). While this supports many students/young workers that may be looking for experience, it also provides a lower labour cost.
to the event. Linking this to profits, the decrease in expenditure will increase the net profit/loss figure over the time of 2012.

**Question: Economically, how did the London 2012 Olympics impact the business?**

Manager 1 provided some statistical analysis on how the financial reports had been affected over 2011 to 2013. The revenue for the business included as followed:

- 2011 - £7.3 billion.
- 2012 - £7.4 billion.
- 2013 - £7.2 billion.

Although the figures gave strong evidence of the 2012 figure increasing by £0.1 billion, it is vital to take other businesses into consideration to provide comparisons. Manager 1 then added that due to the figure decreasing in 2013, this would be that the tourists are leaving to go back home. “*Tourists who are drawn to an area by an attraction will spend money on accommodation, food and drink, entertainment, travel, gifts and souvenirs*” (Hayward, 2000: P282). Since tourists leave the UK, the sales of many businesses will decrease, as less people will be spending.

**Question: The environment is becoming more focused in many countries in the 21st century. Did the London 2012 influence the environmental aspect in the local area?**

The manager responded with many interesting facts, one being about the ‘Go Green’ scheme that was to help the country promote and sustain the country’s environmental side of the event. Although business waste was mentioned to be very important and kept up to date, the person use has been stated to be a priority also. Manager 1 felt that the area had increased the amount of bins located in and around London to promote the ‘green’ attitude. A note was made that “Making the country more sustainable is more of a longer-term strategy” (Manager 1: Questions 23). “*The natural environmental factors, and cultural and*
historical values of the destination areas are major criteria for tourists” (Kozak and Kozak, 2011: P4). The reference provides information that supports the manager’s opinion of the environmental aspects being important and it can be major criteria for tourists. Bristol has been named the 6th ‘Greenest City’ in Europe and the ‘Greenest City’ in the UK therefore London had to set the standards high for the Olympic Games (Phillips, 2017). Linking these points to businesses, Manager 1 did make a statement saying “Recycling within the business and ensuring the waste was put into the right bins was essential to avoid waste being left behind on pick up days” (Manager 1: Question 23). So overall, the manager had taken a lot of effort to be green as a business and in personal times.

Question: During the time of the event, did you change the layout of your store to meet the demands of the customers? For example did you stock more London 2012 Olympics merchandise at the front of the store?

Directing the question towards the layout of the store was to seek information on whether some items took priority over others in terms of deals and popularity to increase sales. Sales to the tourists are all about making that critical impact to the economy over this period of time.

“Yes, the merchandise had to be thoroughly restocked on a daily basis and beforehand, as a team we decided to re organise the store by stocking more snacks such as crisps and chocolates near the front of the store and the alcoholic offers at rear near the tills to ensure they got recognised” (Manager 1: Question 26).

As mentioned in the interview (above), it is clear that the manager of the store had to think about what products would be better advertised to the public. The manager offered more information by detailing that meal deals and soft drinks were increased in advertisements as the popularity was above normality. “An effective layout guides customers though the store, displaying various types of merchandise items and is an effective marketing tool” (Madaan, 2009: P192).

As Madaan said, it is essential to market the store because it can be a simple and free marketing tool.
Question: Did your staff experience any issues arriving to work on time over the time the Olympics was held?

The aim of the question was to seek whether levels of traffic affected day-to-day business. Definitive answer from manager 1, “Yes, multiple amounts of staff have experienced struggles with making it to work on time buy my staff that were working on the shift before were very understanding” (Manager 1: Question 29). The manager then continued to discuss that recommendation to the colleagues to ride to work/take public transport to avoid being late due to the traffic. Following on from this, the manager advised the person working would get in contact with the person taking over the shift to ensure the colleague turned up on time. This was to ensure the first employee left on time. Referring back to the aim of the question, there is clear evidence for staff lateness, which provides clarity that transport, caused an issue.

Question: Labour costs are high on expenditure for a business. Did you have to increase the amount of workers/hours someone works over this period of time?

Targeting labour costs to search for the effects of large demand was crucial in order to provide clear judgment on workers being over worked. An employee having to work harder than a usual shift in the store is showing that the event had an effect on the local community negatively. “I did have to increase hours of the colleagues over this period of time and just before the Olympics I employed temporary colleagues that would take up the strain of the increased business” (Manager 1: Question 30). The answer to the questions shows respect for the colleagues by hiring extra colleagues for temporary employment over the time of the Olympics and supports the idea that employment rates increased over the 2012 period (Kollewe, 2012). “Labour Costs did increase extremely over this period of time but due to the sales increase, this did not have a negative effect on the business and its profits overall” (Manager 1: Question 30). The manager understood that the sales would increase dramatically over the period of the Olympics so the increase in labour costs weren’t priority and extra staff employed to keep the quality of the service high is priority to the business.
4.4 Secondary Research

In this section, two businesses will be compared with strong theoretical data to explain economical changes during the period of 2011-2013. The reason for this study is to generate an understanding of whether the event impacted both small and big businesses or if one was more superior. Throughout the section, the smaller based business will be referred to as SB1 and the bigger based business will be referred to as BB1.

BB1’s revenue is much more superior than SM1. The revenue figure for BB1 in 2011 was £40.77bn with 2715 stores and a massive 292,676 employees (Tesco, 2011). Judging by the figures, the business is highly popular in demand and requires high expenditure costs on labour in order to keep up with the demand. “A firm’s capacity to match supply and demand is a function of its reactive capacity (i.e. its ability to respond to market signals)” (Gattorna, 2002: P171). It is clear from Gattorna (2002) that supply must be met by the demand to respond to market signals and this determines whether the business has the ability to become market leader.

BB1 had a massive increase in revenue during the 2012 period reaching a substantial figure of £42.8bn meaning BB1 had made a £2.03bn extra revenue. While noticing the change in revenue, stores increased from 2715 to 2878 with a 163 more stores being added to the UK. Employees had risen to 300,373, which is a 7697 increase from 2011. Meaning the supply and demand as mentioned above is important when keeping up with the revenue figure (Tesco, 2012). “Previous Games’ had significantly positive effects on visitor numbers and tourist spending” (House of Commons, 2009: P30). Tourist spending increasing due to the Olympics would have increased revenue in and around London. 306 BB1 stores are estimated to be located in London; this does not take into consideration the stores around London that would have been affected by the London 2012 Olympics. Out of the 2878 stores, there are 306 stores located in London meaning this is roughly 1/9th of the revenue across BB1 in the UK (Foskett, 2017).
In 2013, the revenue figure had only increased by 0.8% to £43.6billion which suggests that the tourists have now decreased and headed back meaning 2012 is the main area impacted by the event. The amounts of employees have increase by 13512 to 313,885, showing that there must have been more stores built around the UK. In reference to this assumption, there has been 3146 stores estimated to be located in the UK in 2013 meaning that the amount of revenue increase would be impacted by this. From 2011 – 2012, the increase in stores was 264 whereas the increase from 2012 – 2013 was 167. This shows that although there had been more stores built from 2011-2012, the revenue change is still substantial in comparison to the revenue change from 2012-2013 (Tesco, 2013). Owen (2010) referred to the marketing behind BB1 sponsoring elements of the Olympics such as the canoeing and kayaking events. Brand recognition is important as mentioned throughout; this will be supporting evidence into the sales change. Sales change can be massively influenced by the amount of marketing produced at a given time. “If local advertising, sale promotion, and public relations are included, this figure rises much higher” (Lamb, Hair and McDaniel, 2009: P415).

4.4b SB1’s financial position 2011-2013

SB1 expect to have lower revenue in total than the bigger based business, however in terms of percentage increase from previous statements, it is important to compare. SB1’s revenue in 2011 reached £804.8m with 1263 stores and 11,715 employees (McColls, 2011). The figures already are significantly lower than BB1, the comparison and aim of the study will show the facts of how much money was actually produced to these businesses over the period of 2011-2013. The interest in this will produce more simplicity of the changes and whether or not the large-scale events affect both types of stores. Gad (2009) stated that in order for earnings to grow, a company must increase revenue and maintain costs. The relevance to this is that although SB1 have lower revenue, the profit made over the quantity of products sold will determine success in terms of financial net profit.
2012, the amount of revenue grew immensely, reaching £844.7m. The increase from 2011-2012 was £39.9m; this shows that the London 2012 Olympics must have made a huge impact to the company’s figures. The amount of new stores being built around the UK was only 1269, meaning there was a 6-store increase (McColl's, 2012). Therefore, revenue must have been boosted elsewhere. Although 6 stores would create revenue to SB1, the increase is suspected to be from the London 2012 tourists affecting the sales figures. With the majority of stores of SB1 averaging at 6 per city, this shows that places such as Reading, Oxford, Brighton, Portsmouth, Bath, Cambridge, Canterbury etc are the likely cities to have made the figure increase extremely (McColl’s, 2015). With an increase of 285 employees during the 2011-2012 period, noticeably extra colleagues would be employed for the new stores. However, 285 colleagues for 6 stores seems quite large meaning the stores located in London possibly hired temporary staff to meet the demand of the customers. $12,000/1269 = 9.4$, so by estimate, 9 people per store.

In 2013, the revenue increased to £869.4m, a £24.7m increase from 2012. Comparing the increase to the 2011-2012, the figure is almost half. As mentioned above and throughout, the figure was probable to plateau after the event due to tourism decreasing. Stores slightly increased to 1273, 4 more stores built around the UK to develop further into a larger company. 19,064 employees recorded to be working at SB1 in 2013, which is a substantial amount (McColl's 2013). More temporary employees/part time staff is a potential to cause this. Part time employees work less hours, so increased staff will almost double in numbers to fill the hours. The amount of money spent on labour costs remains the same due to the amount of working weeks being equal to the original budget. Focusing directly on the revenue, the London 2012 Olympics have had a direct impact to increase the figures over the period of 2011-2013.

4.4c Summary of SB1 vs BB1

Overall, the London 2012 Olympics had affected both SB1 and BB1 with revenue figures increasing noticeably more in 2012 due to the amount of tourists. Shortly
after in 2013, both the figures remain increased in revenue but there has been a much less increase and this was predicted throughout. Business managers essentially should increase employees if the amount of demand by customers is high. The reasoning behind this is to keep the customers happy and provide the high quality, quick service to keep customers interested. Showing through the annual reports, the employee rates did increase over the 2012 period to counter the demands for products and services. To conclude the section, working out the percentage of increase would be more relevant to the study as they are two different sized companies.

**BB1 – Percentage of Increase in Revenue**

\[
\frac{42.8-40.77}{40.77} \times 100 = 4.9\%.
\]

**SB1 – Percentage of Increase in Revenue**

\[
\frac{844.7-804.8}{804.8} \times 100 = 4.9\%.
\]

Concluding the comparison between the large-scale event affecting smaller stores or bigger stores more, it is clear from the results that it has evenly affected both stores with a 4.9% increase between the years of 2011-2012 with a slight plateau taking place in 2013. Due to the size and scale of BB1, it is predicted that the profits will be higher as the supplies are cheaper to purchase as a bulk buying method. “Purchase of products by a firm in a large quantity at low prices. Also known as Bulk Purchase” (Kothari, 2008: P54). Bulk buying method is generally a technique that large firms use to supply the stores of the organisation by searching for the cheapest supplies. The reason behind this is to cut out the competition and increase market share for the business.

**4.5 Chapter Summary**

Throughout this chapter, the primary and secondary research has given an insight into the reasoning of the changes in business revenues. The main aim of the study was to compare both SB1 and BB1 and the equal increase from 2011 to 2012 shows that they have both been evenly affected by the large-scale event.
GB1 also backs up this evidence with revenue increasing more from 2011-2012. In this section, the detailed information from the questionnaires and interview gives data that makes it understandable to how the local community had been affected and whether the event is positive or negative.
5.0 Conclusion and Recommendations

The research carried out as part of this dissertation intended to create an insight into the impact that the London 2012 had on the economy and the local community in relation to tourism. The increase in tourism was clear to the people of London. Walker (2013) suggests that UK population grew more than any other EU country in 2012. The increase in population in the UK would have been affected by the London 2012 tremendously and this shows in the statement by Walker (2013). The evidence in the study provides knowledge into the economical aspects the large event had on the local community and the impact on business sales. The objective of this research study was to evaluate and compare the financial increase between two different sized stores post London 2012 Olympic Games. The variations have been demonstrated throughout with a detailed analysis into the financial changes to both businesses. The findings presented an equal change in revenue that was a high increase from 2011. Overall, the study has been successful by labeling both SB1 and BB1 with the same 4.9% increase and this means the local businesses have been positively affected by the London 2012 Olympics. “…events have an important role to play within both the national and local community in the context of destination planning, enhancing and linking tourism and commerce” (Raj and Musgrave, 2009: P60). Financially, the study has shown the increase in revenue whilst associating this to the amount of stores located around London. Correlating this, the explanation for this is increased numbers of tourists and this was identified in the early stages of the thesis.

“Our marketing and promotion of Britain as a great place to visit will ensure we are well positioned to deliver continued growth through 2013 and beyond” (Nicholls, 2013).

In reference to the above quotation by Nicholls (2013), this provides a brief summary that the aim of the London 2012 Olympics was to create a positive tourist reputation by marketing and promoting Britain efficiently. The local community has been referred back to throughout with strong information in
relation to the positives and negatives of the event occurring. The primary research evaluates how the event had been affecting the local community during the games and post event. Further looking into the aims, the increase in tourist rates has caused many of the positives and negatives in the proximity of London.

“Both the public and private sector have emphasised the positive effects of tourism in terms of the increased volume of international arrivals and, to lesser degree, the benefits of domestic tourism” (Sharma, 2004: P132).

Domestic tourism refers to the tourists from the country travelling to the event in that country. In simpler terms, it is beneficial to the country, not just the local community. The domestic tourists are impacting the London 2012 tourist figures but this doesn’t affect the overall UK population figures.

Recommendations to further evaluate the research area could involve additional detail on the age group that has been mainly affected and why. Comparisons to other sporting events and taking into consideration the different demographic profiles will add extra contrasts to the beliefs (positives and negatives) in relation to the area. Future research has the ability to look into the crime and the specific issues for businesses and the local community in more detail during large-scale events taking place with high volumes of primary research such as interviews.

Following on from this, the primary research (specifically the interview) brings out strong information about the life of a store manager and how the event affected both the personal and business life of the individual. This helps provide qualitative data into the reasoning behind changes during the busy time of the Olympics. Not only this, the research does give detail on changes that have affected the local community and the businesses around the period of the 2012 Olympics. The overall research into this topic is important to identify and critically evaluate the impact the London 2012 Olympics has had on the economy in relation to tourism and the local community. The unemployment rates
temporarily being impacted by the event has been essential in bringing out positive figures of a country's GDP due to the economy improving massively. “One indication of increasing global economic integration is the growing importance of trade in the world economy” (World Bank Publications, 2005: P325).

To conclude the thesis entirely, it has been evident that the research into the topic has been successful and provides strong analytical facts that the large sporting event strongly helped both businesses excel further financially with strong revenue growth. Tourists helped this in many ways and sponsors gained a better brand image and reputation whilst believing the profits would increase, as more people are aware of the business. One high quality sponsor is Adidas and sponsoring Jessica Ennis reflected the £320,000 plus bonuses deal they offered to the athlete if she received gold for the heptathlon (Pagano, 2012). With reference to the affordable housing schemes and the event taking the local people into consideration, the London 2012 Olympics is thoroughly positive to the people of London. Points have been explained about how the event benefited the transport system, the facilities available for use post event and the economic impacts the event has had. The study has compared the differences in SB1 and BB1. Adjacent to this the qualitative results explaining the impact to the local community has provided clarity into how these people's lifestyles changed in order for the businesses to see the confident results in their figures.

13,903 words.
6.0 Appendix

1. Revised model of PESTLE (Manger 1 2017).

**Political**
- Government investments into the facilities and transport system had been noticed.
- More security hired to provide safety at the event for locals and tourists.
- Support of the event can provide healthier lifestyles and appropriate role models.

**Economic**
- **Statistics of the Business:**
  - 2011 – £7.3 billion
  - 2012 – £7.4 billion
  - 2013 – £7.2 billion
- **In relation to the Local Community:**
  - More jobs.
  - Increased demand for products and services.
  - More money available for future infrastructure development.

**Social**
- Interaction with new languages and cultures.
- Strengthens communities.
- Educational experiences.
- Encourages involvement and pride.

**Technological**
- Social media offering informative data.
- Internet websites made easily accessible about information or directions to the event.
- Interactive maps were setup.

**Legal**
- ‘Think 25’ was the guideline which is where employees must ID someone if they look younger than 25.
- Smoking in Public Houses.
- Drinking age - different in other countries.
- Company and government laws must be up to date (Online learning service for employees).

**Environmental**
- ‘Go Green’ to help sustainability.
- Businesses had more pressure on recycling and waste.
- More bins located around the area.
- Competitive with Bristol being ‘Greenest City’.
2. Ethics Form.

CARDIFF METROPOLITAN UNIVERSITY
APPLICATION FOR ETHICS APPROVAL

DEVOLVED ETHICS APPROVAL APPLICATION SUMMARY

Student Name: Joshua Barrett
Student Number: ST20061392

Module Name: Dissertation
Module Number: HLT6009

Programme Name: Events Management
Supervisor Name: Andy Roberts

<table>
<thead>
<tr>
<th>To be completed by student and supervisor before submission to Ethics Approval Panel</th>
<th>Student Signature:</th>
<th>Supervisor Signature:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application for ethics approval</td>
<td>[X]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Participant information sheet</td>
<td>[X]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Participant consent form</td>
<td>[X]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Pilot Interview/s</td>
<td>[X]</td>
<td>[ ]</td>
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<tr>
<td>Letter/s to participating organisation/s</td>
<td>[X]</td>
<td>[ ]</td>
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<tr>
<td>Focus group questions</td>
<td>[X]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Questionnaire</td>
<td>[ ]</td>
<td>[X]</td>
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</table>

First Submission: [X]  Re-submission: [ ]

Date: __________

For use by the devolved ethics approval panel:

Panel Members
Module Leader: Name: [Signature]
Supervisor: [Signature]

CSM Ethics Committee Representative: [Signature]

Date: 25/11/16.  Date of Reassessment: __________

Project Approved: [Signature]
Project Approved in Principle

Comments for projects not fully approved:

[Handwritten notes]

The original to be retained by the module leader and a copy given to the student.
The original to be retained by the module leader and a copy given to the student.

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency (e.g., NHS), you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project. The document *Ethics application guidance notes* will help you complete this form. It is available from the [Cardiff Met website](https://www.cardiffmet.ac.uk). The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.

Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.

**PLEASE NOTE:**

Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.

**PART ONE**

<table>
<thead>
<tr>
<th>Name of applicant:</th>
<th>Joshua Barrett</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor (if student project):</td>
<td>Dr Andy Roberts</td>
</tr>
<tr>
<td>School / Unit:</td>
<td>Cardiff School of Management</td>
</tr>
<tr>
<td>Student number (if applicable):</td>
<td>ST20061392</td>
</tr>
<tr>
<td>Programme enrolled on (if applicable):</td>
<td>Events Management</td>
</tr>
<tr>
<td>Project Title:</td>
<td>Critically evaluate the impact the London 2012 Olympics has had on the local business economy in relation to tourism...a case study involving two local businesses and the local community.</td>
</tr>
<tr>
<td>Expected start date of data collection:</td>
<td>1st December 2016</td>
</tr>
<tr>
<td>Approximate duration of data collection:</td>
<td>3-4 Months</td>
</tr>
<tr>
<td>Funding Body (if applicable):</td>
<td>N/A</td>
</tr>
<tr>
<td>Other researcher(s) working on the project:</td>
<td>N/A</td>
</tr>
<tr>
<td>Will the study involve NHS patients or staff?</td>
<td>N/A</td>
</tr>
<tr>
<td>Will the study involve human samples and/or human cell lines?</td>
<td>N/A</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Does your project fall entirely within one of the following categories:</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper based, involving only documents in the public domain</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Laboratory based, not involving human participants or human samples | N/A
---|---
Practice based not involving human participants (eg curatorial, practice audit) | N/A
Compulsory projects in professional practice (eg Initial Teacher Education) | N/A
A project for which external approval has been obtained (e.g., NHS) | N/A

If you have answered YES to any of these questions, expand on your answer in the non-technical summary. No further information regarding your project is required. If you have answered NO to all of these questions, you must complete Part 2 of this form.

In no more than 150 words, give a non-technical summary of the project

Critically evaluating the impact the London 2012 had on the economy in relation to tourism is the main aim of this study but the impact it had on the local community will also be discussed throughout. During the study, two stores located in the proximity to London 2012 Olympics main arena will be used to compare financial data. The financial data will include figures such as profits across the space of 3 years (2011-2013) to evaluate the changes before, during and post event in relation to economic impact. Tourism is another main aspect and this must be taken into consideration when comparing the two stores. The reason two stores are going to be used is due to the fact that one will be a much larger store and one will be a local smaller shop. Reasons for this are to further look into the impact and whether the tourism had impacted just big stores or smaller stores also.

DECLARATION:
I confirm that this project conforms with the Cardiff Met Research Governance Framework

I confirm that I will abide by the Cardiff Met requirements regarding confidentiality and anonymity when conducting this project.

STUDENTS: I confirm that I will not disclose any information about this project without the prior approval of my supervisor.

Signature of the applicant: Date: 29/10/2016

FOR STUDENT PROJECTS ONLY

Name of supervisor: Date: 29/10/2016

Signature of supervisor:
PART TWO

A RESEARCH DESIGN

A1 Will you be using an approved protocol in your project? N/A

A2 If yes, please state the name and code of the approved protocol to be used 1

N/A

A3 Describe the research design to be used in your project

The research methods used in the project will consist of both primary and secondary research. Primary research would include questionnaires that will be used to find out more about how the event had an impact socially. Mainly on how the local community was affected e.g. busyness of the location etc. Interviews are the main type of primary research that can be used for this current project due to the high amount of open questions that can be asked. Open questions will lead to the qualitative data that is needed to explain and evaluate the impact the London 2012 Olympics had on the economy in relation to tourism with opinions of the public.

The semi-structured interviews will be set up with a business owner to enable the chance for some open questions to be answered. The location of the interviews will be in the store office to prevent any chances of the owners backing out last minute. The interviews will then be written out word for word for the chance to use throughout the assignment with reference to the appendix where the screenshot of the interviews will be. The interview will be between 30 minutes and 60 minutes to maximise data responses. One interview for a manager will be conducted to get a business’ point of view on the situation. These have been chosen due to my close contacts with people living in the area.

Questionnaires are a great way to get an overall view of how the community are feeling about London as a City and whether the London 2012 Olympics has

---

1 An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here
positively affected the area. In regards to this, the research can be used to evaluate the opinions of the public and compare this to the economics and tourism figures. The research combined will provide the study with clear evidence as to why specific parts of London are changing e.g. transport, percentage of shops opening/closing due to the economic climate, cost of goods and customer spending habits. The minimum amount of people in the questionnaire will be 30 people to allow some differentiation in the answers. The focus group participants will be chosen in the location of London to allow validity of the research to be maximised.

Secondary research will be used to provide the evidence to why and how much revenue has increased for the bigger business to seek comparisons. The relationship between the two businesses will enable an explanation whether the large-scale event had impacted both big businesses and smaller based businesses or whether it was just bigger businesses. The main type of sources available for the secondary research would be online articles, journals, books and other sources such as printed books in libraries. The large media coverage of the bigger stores has enabled the topic to be quickly researched to allow more time to search and evaluate the primary research. Purposive sampling will be the type of sampling method for both of the businesses because the target audience for the interviews and focus groups need to be people in the geographical radius of 15 miles around the Olympic park.

All of the above primary research will remain confidential and will protect the participants/business from being revealed to the public. In reference to this, the forms must be signed before any of the study is to be continued with. Participants and the business will have different names to refer to throughout the project to avoid confusion of the reader.

- Research methods  - Primary research (Face-to-face communication, Questionnaire and Semi-Structured Interviews)
- Secondary research (Online, books and library)

| A4 Will the project involve deceptive or covert research? | N/A |
| A5 If yes, give a rationale for the use of deceptive or covert research | N/A |
| A6 Will the project have security sensitive implications? | N/A |
| A7 If yes, please explain what they are and the measures that are proposed to address them | N/A |

| B PREVIOUS EXPERIENCE |
| B1 What previous experience of research involving human participants relevant to this project do you have? |
Over the past 5 years of my higher education, I have learnt how to conduct and evaluate both Interviews and questionnaires. Not only this but I have also had to carry out a lot of secondary research for my A Level subjects, especially in Applied Business Studies.

### B2 Student project only
What previous experience of research involving human participants relevant to this project does your supervisor have?

N/A

### C POTENTIAL RISKS

<table>
<thead>
<tr>
<th>C1 What potential risks do you foresee?</th>
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<tbody>
<tr>
<td>Not being able to get participants for the questionnaire would be an issue; this is why having close contacts would be important. Following on from this, the questionnaires can be sent out to many people therefore preparing other contacts to take part would provide the topic with plenty of options. Not being able to contact a small-based shop that has figures available to use would be an issue but having close contacts and consent forms signed, it is clear to recognise that this is a strong connection. However, if the business isn’t available for the interviewing stage, it is crucial to have a back up business. Not finding a small-based store to provide the project with some financial evidence from 2011-2013 is the main negative impact that could cause issues but having many stores available to get in contact with will decrease the chances of this study from progressing. Running out of time to find the primary and secondary research on the study involved could result in the project being re-designed rather than being successfully carried out. Conflict from the participants in the focus group would be a big issue to the research.</td>
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</table>

<table>
<thead>
<tr>
<th>C2 How will you deal with the potential risks?</th>
</tr>
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<tbody>
<tr>
<td>I will ensure that all participants are aware of what type of research they are involved in and what will be used to research and evaluate. They will be told beforehand that they can withdraw at any time.</td>
</tr>
</tbody>
</table>

Contacts that are agreeing to take part in the questionnaire will enable some guaranteed results to analyse; this allows me to reduce the risk to having low attendance levels.

Both primary and secondary research will be completed as quickly and effectively as possible to allow time to summarise and stay ahead of the task ahead. Being organised and managing the time of the project will allow more time to focus on other aspects of the study.

No identities will be revealed during the study and consent forms and interviews must be signed before any interview is conducted. Preparing this is important to find more time after this for the participant to complete the interview.

Make sure that the research and meeting is made before the start date to enable, this will avoid any issues that could result in problems. To avoid the main issue of not having a small-based store to back up the research can be prevented by getting two small-based shops, to have on as a backup plan. This must be acted
upon quickly to avoid any confusion or problems nearer the time. To ensure the project is successfully carried out then research must be carried out as soon as possible.

When submitting your application you **MUST** attach a copy of the following:

- All information sheets
- Consent/assent form(s)

An exemplar information sheet and participant consent form are available from the Research section of the Cardiff Met website.
Critically evaluate the London 2012 Olympics’ impact on the economy in relation to tourism.

**Project overview**
The purpose of this study is to compare and review the financial data for both a smaller and bigger based business to see how negatively/positively the large-scale event has affected their revenue from 2011-2013.

**Why you have been asked to take part**
You have been asked to participate in this project as you have a retail business in the area that may affected over the time of 2011 – 2013 and whether the London 2012 Olympics has affected your everyday life. Throughout the interviews, you will be asked a series of questions relating to this and any data will be appreciated and thoroughly evaluated. The reason that you have been chosen to participate in the study is due to your location and interests. In reference to this, the study will help explain how the economic impact has affected the public living in/around London. In relation to this, the interview will help explain whether the businesses that were affected were only big companies or whether it was smaller based businesses also.

**Are there any risks and will I be mentioned?**
There are no risks of taking part in this interview; if the participant does not feel comfortable answering any of the questions then they have full control to refuse to comply. All members of the study will remain confidential and names will not be mentioned of both the businesses and the people involved. At the end of the project, all interview recordings will be destroyed to avoid any confidential parts of the interviews being revealed. All data will remain within the study with no further detail on where and who provided it to support the project. In this study, the privacy and protection is guaranteed to be secure and safe. The university and myself will only have access to this meaning it is kept hidden. As said above, the names are kept confidential to avoid any facts and figures being leaked.

**How we protect your privacy**
The participant will have full control to withdraw from the study at any point.

A COPY OF THIS SHEET IS AVAILABLE ON REQUEST FOR YOU TO KEEP AND LOOK OVER AT ANY POINT.

If you require any further information about this project please contact:

Joshua Barrett, Cardiff Metropolitan University, ST20061392@cardiffmet.ac.uk
INTERVIEW PARTICIPANT CONSENT FORM

Cardiff Metropolitan University

Student Number: ST20061392

Title of Project:
Critically evaluate the London 2012 Olympics’ impact on the economy in relation to tourism.
Name of Researcher: Joshua Barrett

Participant MUST complete this section:
Please tick each box.

1. I can approve that I have read and agreed to the information on the study and to answer questions regarding the topic to support the project.

2. As a volunteer to the study, I have full control to refuse to answer questions at any time if I feel uncomfortable.

3. I am 18+.

4. I can confirm that any recordings and quotes are available to be used to help the study, as long as it is confidential and identities are not revealed.

5. I would like to take part in this study.

6. I can confirm that the business names will be kept anonymous.

_______________________________________  _____________________
Participant Signature                             Date

_______________________________________  _____________________
Name of Participant                                Date

_______________________________________
Signature of Researcher
Ethics Committee

Letter to Organisation regarding participation in this study

Dear Sir/Madam,

I am a current student in Cardiff Metropolitan University looking for completion of my dissertation in year 3 (final year). I am required to take on a research project and provide new relevant data in relation to my course. In order to do this, I am looking for some primary research to maximise my opportunity to reach my target grade.

The research question I have decided to further evaluate is ‘To critically evaluate the London 2012 Olympics’ impact on the economy in relation to tourism’ and I will be looking to compare a smaller based business within proximity to London Olympics Park to a bigger based business in the similar location. The purpose of this is to recognise the correlation difference in size of the business in relation to the economic figures. Therefore the study will state whether the large-scale event impacted both bigger and smaller businesses or whether it was mainly impacting the more publicised stores. Once the study is completed then the results can be provided to yourself if this interests you.

Finally, I would like to state that any data would be kept anonymous and confidential to both the university and myself. Names of both the people and business involved will not be mentioned. I am looking forward to hearing back from you and thank you for any support and guidance you can provide me with.

Yours faithfully,
Joshua Barrett
Cardiff Metropolitan University
Email: ST20061392@outlook.cardiffmet.ac.uk
Hi, first of all I'd like to thank you for taking part in this interview that will be contributing to my dissertation for my final year in university. The research topic is 'To critically evaluate the London 2012 Olympics' impact on the economy in relation to tourism.' All data provided in this interview will be kept confidential in terms of naming the business and people involved to protect the business.

1. How long have you been the shop owner of this particular store?
2. Working in this store, did the London 2012 Olympics affect your overall financial figures from 2011-2013?
3. From 2013-2016, were the financial figures positive negatives?
4. Travelling to work, were you affected by the large-scale event?
5. What time did you have to be in for work?
6. Living in the area, did it have an impact on your everyday life?
7. The government stated that the transport system would be improved pre-Olympics to avoid too many problems relating to the local economy. Do you agree they did a good job or would you expect a better service?
8. Tourism is a big part of London; did you notice any sudden changes in the time of the London 2012 Olympics taking part?
9. Did you find this information out in work or in your social life?
10. Learning about different people and different cultures interested you then?
11. Do you feel you had to plan ahead in terms of deliveries/orders for your store just in case traffic was an issue?
12. Did any products not get delivered on time? If so, what products were late for delivery?
13. As the sporting event was taking part, did it interest you?
14. Do you feel the local community benefited from this event?
15. Did you see any improvements on litter around London after the Olympics or just during the event?
16. In terms of the local community, do you feel it was more beneficial or negative towards everyday life (e.g. Busyness and socially)?
17. In relation to the London 2012 Olympics, are there any long-term benefits?
18. Politically, how did the London 2012 Olympics impact the country, the people of London and your business?
19. Economically, how did the London 2012 Olympics impact the business?
20. Socially, how did the event impact your life in terms of lifestyle and business?
21. Did the event involve more technological aspects than the public would have expected?
22. Legislations are different around the world depending on where you live. Did this affect your business and your colleagues due to different rules elsewhere?
23. The environment is becoming more focused in many countries in the 21st century. Did the London 2012 influence the environmental aspect in the local area?

24. On a scale of 1-10, how positive would you describe the increase in customers to your store in 2012?

25. Judging from your answer, did this impact increase/decrease to this current date and why?

26. During the time of the event, did you change the layout of your store to fit the demands of the customers? For example did you stock more London 2012 Olympics merchandise at the front of the store?

27. In repeat of this event, what would you do differently to encourage more sales?

28. Looking into the crime rate did this increase over this period of time and did it affect your sales more than usual?

29. Did your staff experience any issues arriving to work on time over the time the Olympics was held?

30. Labour costs are high on expenditure for a business. Did you have to increase the amount of workers/hours someone works over this period of time?
Critically evaluate the London 2012 Olympics’ impact on the economy in relation to tourism.

**Project overview**
The purpose of this study is to compare and review the financial data for both a smaller and bigger based business to see how negatively/positively the large-scale event has affected their revenue from 2011-2013.

**Why you have been asked to take part**
You have been asked to participate in this project as you live in the local community and may have been affected over the time of 2011 – 2013 and whether the London 2012 Olympics has affected your everyday life. Throughout the questionnaire, you will be asked a series of questions relating to this and any data will be appreciated and thoroughly evaluated. The reason that you have been chosen to participate in the study is due to your location and interests. In reference to this, the study will help explain how the economic impact has affected the public living in/around London.

**Are there any risks and will I be mentioned?**
There are no risks of taking part in this study; if the participant does not feel comfortable answering any of the questions then they have full control to refuse to comply. All members of the study will remain confidential and names will not be mentioned of both the businesses and the people involved. At the end of the project, all interview recordings will be destroyed to avoid any confidential parts of the interviews being revealed. All data will remain within the study with no further detail on where and who provided it to support the project. In terms of confidentiality, the privacy and protection of the participants are high priority meaning it is guaranteed to be kept safe and secure throughout and post study.

**How we protect your privacy**
The participant will have full control to withdraw from the study at any point.

A COPY OF THIS SHEET IS AVAILABLE ON REQUEST FOR YOU TO KEEP AND LOOK OVER AT ANY POINT.

If you require any further information about this project please contact:

Joshua Barrett, Cardiff Metropolitan University, ST20061392@cardiffmet.ac.uk
ONLINE QUESTIONNAIRE PARTICIPANT CONSENT FORM

Cardiff Metropolitan University

Student Number: ST20061392

Title of Project:
Critically evaluate the London 2012 Olympics’ impact on the economy in relation to tourism.
Name of Researcher: Joshua Barrett

Participant MUST complete this section:
Please tick each box.

1. I can approve that I have read and agreed to the information on the study and to answer questions regarding the topic to support the project.

2. As a volunteer to the study, I have full control to refuse to answer questions at any time if I feel uncomfortable.

3. I am 18+.

4. I can confirm that any recordings of my results are available to be used to help the study, as long as it is confidential and identities are not revealed.

5. I would like to take part in this study.

_______________________________________  __________________________
Participant Signature                          Date

_______________________________________  __________________________
Name of Participant                          Date

_______________________________________
Signature of Researcher
Letter to person/persons regarding participation in the Online Questionnaire

Dear Sir/Madam,

I am a current student in Cardiff Metropolitan University looking for completion of my dissertation in year 3 (final year). I am required to take on a research project and provide new relevant data in relation to my course. In order to do this, I am looking for some primary research to maximise my opportunity to reach my target grade.

The research question I have decided to further evaluate is ‘To critically evaluate the London 2012 Olympics’ impact on the economy in relation to tourism’ and I will be looking to compare a smaller based business within proximity to London Olympics Park to a bigger based business in the similar location. The purpose of this is to recognise the correlation difference in size of the business in relation to the economic figures. Therefore the study will state whether the large-scale event impacted both bigger and smaller businesses or whether it was mainly impacting the more publicised stores. However, my interest in how the local community was affected will be an important part of my evaluation.

Finally, I would like to state that any data would be kept anonymous and confidential to both the university and myself. Names of people involved will not be mentioned. I am looking forward to hearing back from you and thank you for any support and guidance you can provide me with.

Yours faithfully,
Joshua Barrett
Cardiff Metropolitan University
Email: ST20061392@outlook.cardiffmet.ac.uk
1. How long have you been living in London?
2. Have you ever experienced a sudden rise in costs?
3. Living in London, did the costs affect your disposable income during the time of the London 2012 Olympics?
4. Travelling to work, were you affected by the large-scale event?
5. Living locally, did it have an impact on your everyday life?
6. The government stated that the transport system would be improved Pre-Olympics to avoid too many problems relating to the local economy. Do you agree they did a good job or would you expect a better service?
7. Tourism is a big part of London; did you notice any sudden changes in the time of the London 2012 Olympics taking part?
8. As the sporting event was taking part, did it interest you?
9. What do you think about the use of the stadium as a sporting arena?
10. Do you feel the local community benefited from this?
11. In terms of the local community, do you feel it was more beneficial or negative towards everyday life (e.g. time of transport, busyness and socially)?
12. In relation to the London 2012 Olympics, are there any long-term benefits?
13. How effective was the London 2012 Olympics to the local economy?
14. Tourist rates were increased in 2012 due to the London 2012 Olympics. Did this cause any inconvenience to your usual routine?
15. What would your feeling be towards the event repeating?
16. Do you feel the event impacted London positively or negatively post event in terms of sustainability?
17. Did you experience a rise in costs in the local area during the period the London 2012 Olympics took place?
18. Population increased when the London 2012 Olympics took place. Did this make your work life more stressful?
Participant Agreement 1

Hi Josh,

Good to hear from you. Reading over your dissertation title makes me interested to know the results of your findings. Anyway, I am more than happy to participate in your study and to fill out any of the questionnaires. Just send them over and let me know when you need them filled out by! Speak to you soon.

Kind regards,
Andrew

Participant Agreement 2

Hi Josh,

Brilliant news to see your interests are coming together nicely. Yes it will be perfectly fine to fill out some questionnaires. Give me a time you need them back by and I’ll get them done. Try give me 2 weeks notice though if you can! Any more help then just give me a call.

See you soon,
Q!
3. Online Questionnaire.

Hi, I'm a student from Cardiff Metropolitan University. The reasoning behind this questionnaire is to find out how the London 2012 Olympics really impacted the local community in relation to both the economy and tourism. However, participating in this survey further explains how the local community have been affected by this socially. All data will be kept confidential and names will be kept unknown. Thank you in advance for taking time to complete the questionnaire and all data is much appreciated.

1. How long have you been living in London?

2. Have you ever experienced a sudden rise in costs?

3. Living in London, did the costs affect your disposable income during the time of the London 2012 Olympics?

4. Travelling to work, were you affected by the large-scale event?

5. Living locally, did it have an impact on your everyday life?

6. The government stated that the transport system would be improved Pre-Olympics to avoid too many problems relating to the local Economy. Do you agree they did a good job or would you expect a better service?

7. Tourism is a big part of London; did you notice any sudden changes in the time of the London 2012 Olympics taking part?

8. As the sporting event was taking part, did it interest you?

9. What do you think about the use of the stadium as a sporting arena?

10. Do you feel the local community benefited from this?
11. In terms of the local community, do you feel it was more beneficial or negative towards everyday life (e.g. time of transport, busyness and socially)?

12. In relation to the London 2012 Olympics, are there any long-term benefits?

13. How effective was the London 2012 Olympics to the local economy?

- Extremely effective
- Very effective
- Moderately effective
- Slightly effective
- Not effective at all

14. Tourist rates were increased in 2012 due to the London 2012 Olympics. Did this cause any inconvenience to your usual routine?

- Extremely inconvenient
- Slightly inconvenient
- Neither positive nor negative
- Somewhat
- No opinion
- None at all

15. What would your feelings be towards the event repeating?

- Extremely inconvenient
- Slightly inconvenient
- Neither positive nor negative
- Somewhat
- No opinion
- None at all
16. Do you feel the event impacted London positively or negatively post event in terms of sustainability?

- Extremely positive
- Moderately positive
- Slightly positive
- Neither positive nor negative
- Slightly negative
- Moderately negative
- Extremely negative

17. Did you experience a rise in costs in the local area during the period the London 2012 Olympics took place?

- Definitely yes
- Probably yes
- Might or might not
- Probably not
- Definitely not

18. Population increased when the London 2012 Olympics took place. Did this make your work life more stressful?

- Yes
- Didn't notice a change
- No
4. Interview Questions.

Interviewer = Person 1
Interviewee = Person 2

1. How long have you been the shop owner of this particular store?

Person 1: Right so first of all I’d like to thank you for taking part in this interview that will be contributing to my dissertation of my final year in university. The research topic is to critically evaluate the London 2012 Olympics’ impact on the economy in relation to tourism. All data provided in this interview will be kept confidential in terms of naming the business and people involved. So on to my first question... how long have you been the shop owner of this particular store?

Person 2: I've been the owner of this store for 8 years.

2. Working in this store, did the London 2012 Olympics affect your overall financial figures from 2011-2013?

Person 1: Okay so Working in the store, did the London 2012 Olympics affect your overall financial figures from 2011-2013?

Person 2: There was a noted increase during the Olympics 2012. After the event, then it decreased for a short period of time. But however post event in 2013, the financial figures showed a gradual increase but slowly went back to its original state of takings.
3. From 2013-2016, were the financial figures positive negatives?

**Person 1:** Right okay, so as you mentioned it went down so obviously it went back to normal but from 2013 – 2016, were they still positive or did they go negative? Or just back to normal?

**Person 2:** They went slightly positive due to the financial situation in the country.

4. Travelling to work, were you affected by the large-scale event?

**Person 1:** So travelling to work was always what people said would be the tough part of the Olympics as the government said that was part of the reason what they needed to improve before hosting the event. So travelling to work, were you affected by the large-scale event?

**Person 2:** The big increase in tourism was expected to make a dramatic impact on the publics everyday lives however due to all the improvements and amendments on the public transport, this didn’t affect my travelling time. Another reason this didn’t affect my transport journey to work is because of the time I have to be in to set the store up and bring in deliveries. My travel to work is not much longer than I usually take, as I am aware of the rush in the mornings in and around London.

5. What time did you have to be in for work?

**Person 1:** So what time did you have to be in work? Just out of interest.

**Person 2:** 7.
General Conversation

Person 1: Right okay, so obviously there's not many people. Well obviously it will be a normal working day but at the same time, the people that had to come in I'm guessing for the Olympics, I think it started around 9 I think properly for the main events.

Person 2: Yes, yeah people were in from 7 and then we got everything rolling and the trade started heavily by 9.

6. Living in the area, did it have an impact on your everyday life?

Person 1: Yeah, okay so living in the area, did it have an impact on your everyday life?

Person 2: In terms of my life I did recognise population growth within the area and this affected the way and what times would structure my working week. For example, any shopping that had to be done would be difficult if I planned to do this in an hour spare throughout the day. I liked to plan my day so that I had a day to get it all done and didn't have to focus on my store. Sometimes problems arose in the store that meant I had to be called in and my days were cut short. In this scenario, I had to do my personal shopping when I had any time free. This cause home life more difficult and time spent with my family more limited.

7. The government stated that the transport system would be improved pre-Olympics to avoid too many problems relating to the local economy. Do you agree they did a good job or would you expect a better service?

Person 1: Right okay so as I said before, the government stated that the transport system would be improved before the Olympics had taken place so to avoid, this is to many problems relating to the local economy. So do you agree they did a great job or would you say they, you'd expect a better service?
Person 2: With the transport system being improved, I did notice a slight increase in standards at the beginning of the Olympics but as the event went on, the volume of people made it harder to cope with. The transport in and around London has always been busy for most times of the day therefore the standards being improved was noticed. Recognising an increase in the staff from security and railway/tube stewards, it did make a difference but as population figures began to raise, staff began to struggle with the demand for the services. This had a direct impact towards the amount of people making it to work on time.

8. Tourism is a big part of London; did you notice any sudden changes in the time of the London 2012 Olympics taking part?

Person 1: Okay so tourism is a big part of London as many people know but did you notice any sudden changes in the time of the Olympics? So were there more people coming into your store? Were there? Was it like busy when you went out to do your...say your shopping you said about. Did you notice a lot more people?

Person 2: Yes, the increase in tourism started at the beginning of summer and decreased at the end of August. However, some tourists stayed longer to visit trademarks of London and finish their travels.

9. Did you find this information out in work or in your social life?

Person 1: Right so is that is that...out of interest was that people coming into your store to ask obviously when you ask them were they just saying they've got longer time over here or was it socially you met them?

Person 2: When they come into the store, they would ask like what how could we get here? And some were going to Madame Tussauds. Some were going to the tower of London. Others wanted to visit Buckingham Palace and that it was still quite high volume of people wanting to visit the capital.
10. Learning about different people and different cultures interested you then?

**Person 1:** So it’s interesting to find out about all the different people coming over to view the Olympics?

11. Do you feel you had to plan ahead in terms of deliveries/orders for your store just in case traffic was an issue?

**Person 1:** So do you feel that you had to plan ahead in terms of deliveries and orders for your store just in case traffic was an issue?

**Person 2:** Yes very much so as availability is key to sales. And due to heavy traffic and time scales, our dairy products were delivered four hours outside the delivery window. The delivery window was actually 7am to 10am; they did not arrive until 2pm. This affects trade. Loyal customers understood the issue but non-regular customers made informal complaints about the availability. Although planning ahead is the main concern, the only way this can be done is through increase volumes of products so that there is backup in the chiller and the frozen areas within the warehouse. This is to ensure that any problems that do occur with deliveries arriving on time can be coped with for the remainder without the stock.

**Person 2:** Yes, yes it was.

12. Did any products not get delivered on time? If so, what products were late for delivery?

**Person 1:** So you mentioned that stock was key during the time of the Olympics, which is always on an everyday basis. But did you have any stock that didn’t come in on time? Was that like the milk I’m guessing? Probably would’ve been
more of an everyday purchase but I’m guessing something around that time must not have delivered on time?

**Person 2:** We sell a lot of chilled drinks, snacks, crisps, chocolate, ready meals, things they could pick up and go to the Olympics with that they could watch and have a snack at the same time.

**Person 1:** So like a meal deal kind of thing?

**Person 2:** Yes, meal deals.

**General conversation**

Person 1: Right okay, so they didn’t come in on time and that affected your over sales for the week I’m guessing?
Person 2: Yes, we noticed a big decrease in the ready meal, snack line sales due to this delivery being late.

**13. As the sporting event was taking part, did it interest you?**

**Person 1:** Right okay, so out of interest did the sporting event that was taking part, which is the London 2012 Olympics, did it interest you?

**Person 2:** Yes, many sports I enjoyed but some I was not really interested in. Recognising of the times the sport events took place was key to ordering the right stock in for customer demands. An example of this was making sure that there was enough strawberries and creams in for the tennis as this has sudden increases and strong correlation with the event. Marketing the store and providing more details about events is essential to sales rising. In order to do this correctly, promotions of specific products must be associated with certain events. Cold drinks and meal deals were a main source of revenue during the
time of the Olympics as tourists saw this as a cheap and quick way of starting the day.

General Conversation

Person 1: Right, so in terms of marketing, I’m guessing you had to change your store around a bit more in terms of like a few London 2012 banners to put up and different ways to promote the event as a whole?

Person 2: Yes, we had a lot of displays around the 2012 with energy drinks, um high-energy bars and um basically the stuff to promote the sport, and that anything to do with that was on the promotions.

Person 1: So anything related to it, so it’s like the merchandise.

14. Do you feel the local community benefited from this event?

Person 1: Right okay, so the main focus, one of the main focuses in terms of my assignment is whether the local community was benefited from the event so do you feel the local community was benefited from the London 2012 Olympics?

Person 2: Yes I do because it brought more income and trade into the area and benefited more small businesses within the area. Hotels, BnB’s were fully booked during the time of the events and I believe this would have had a massive impact on London’s growth as a city. As I mentioned before, transport has been improved meaning the overall income for the country would have been benefited. The reason for this is that the system is quicker meaning more people would use public transport. In terms of myself, I think that seeing a raise in sales for the business I work at, it makes it clear that other businesses have had a similar if not more of a revenue increase. Jobs around London increased for a temporary time and this helped unemployment rates during that stretch but as the event came to an end, the unemployment rates started to rise again.
Stadiums for sporting events have been improved and built such as the Olympic stadium in Stratford. This will benefit many people in and around London, especially football teams. As an example of this is West Ham as they have recently won a bid for the stadium.

15: Did you see any improvements on litter around London after the Olympics or just during the event?

Person 1: Right okay, so just another question. In terms of the way that London was appeared so people before sometimes saw a lot of litter around London and etc so they hired a lot of people to get rid of this litter. Did you see this impact over a period of time or was this just during the Olympics? Did they continue this?

Person 2: No, they've continued it and it's actually made the capital a lot tidier place to visit as it always look clean and tidy going around the capital, they have made a big improvement in that way of the Olympics 2012. They have actually kept the cleanliness and the transport going so it eases all the tourism coming in and out of London to um be able to give.

Person 1: So they’d be able to visit the place?

Person 2: Visit the place and also give good feedback about London.

Person 1: So it’s looked at more as an attractive destination now? Rather than just a place to visit, it has litter everywhere and you know, it’s more attractive for the tourist to come and visit?

Person 2: Yes.
16. In terms of the local community, do you feel it was more beneficial or negative towards everyday life (e.g. Busyness and socially)?

**Person 1:** Right okay, so in terms of the local community, do you feel it was more beneficial or negative towards everyday life? So for example the busyness like I said about, I know I've mentioned transport but was it too busy at some points? Or were you? Or did you notice a different much because you've been in this area before? Socially, so did it impact you? Did you, did you meet many people? Were they very polite coming into the store?

**Person 2:** My everyday life was affected massively. Socially, I found that I had learnt a lot about different people and socialised with more people around the area. There were many people from different countries that visited London for the event and making conversation with them increased my knowledge on cultures and languages. Learning about the tourism was interesting to myself, as I love travelling so this became very fascinating. Although it was busy, there was always something going on in and around the city. Mainly, the tourists were very polite and made it easy for locals to make conversation and get along as a community. Having more security around London made the area busy but overall, the safety of the community made it more comfortable on a day-to-day basis. For myself, feeling safe in the city was essential during this large-scale event, especially due to increased risks in terrorist attacks in a crowded area.

17. In relation to the London 2012 Olympics, are there any long-term benefits?

**Person 1:** So, in relation to the London 2012 Olympics, are there any long-term benefits?

**Person 2:** Yeah, many long-term benefits have impacted the community. The economy has been the main concern with the city due to the country wanting to make their money back on investment. Affordable housing is a scheme that has
been set up after the event to help the local community and give something back to the people of London. Boris bikes were introduced during the time of the 2012 and this has now impacted the amount of people using public transport and driving into the capital. With the big event-taking place, impact on volunteers were needed to help the guidance and stewarding, this will have a massive impact on the volunteers' futures because they'd have more high quality work experience to go on their CV. More housing being built for the Olympics, made the availability of living in London cheaper. The facilities existing in 2012 were later used for local people such as the Olympic Park being a new trademark. Tourists re-visiting have impacted the local businesses such as hotels, local supermarkets, convenience stores etc. Music events can be more frequently accessible due to the stadiums availability; this meant that there was more events taking place, which had a direct impact on more people visiting the area.

**18. Politically, how did the London 2012 Olympics impact the country, the people of London and your business?**

**Person 1:** Okay, so for my dissertation, I’ve come up with two models to introduce and compare to the event. So one of them is PESTLE and in terms of PESTLE, there is Political, Economical, Social, Technological, Legislations and Environmental. So I’ve just got a few questions regarding these topics. So in terms of Political, how do you think it affected the country, the people of London and I guess your business as well?

**Person 2:** In terms of political, it is important for the country to work together and the government in the main impact in this section. The government working with the sporting events to make transport links better, build better stadiums, provide more security etc will enable a more effective and efficient event. Safety of others must be looked after to ensure the country is seen to be an attractive holiday destination. If the country isn’t then the economy can be at risk and the weakened financial position in the world can have a domino effect on exchange rates and other things such as trade within the countries. The national lottery
players had invested over 2 billion pounds into the event to make it a success; this shows only 2 areas of income that made the occasion possible. The government supporting the event and increasing the likelihood of success can influence the overall role models that younger generations look up to. In my opinion, this could have a straight impact on children's lives to prompt healthy lifestyles.

19. **Economically, how did the London 2012 Olympics impact the business?**

**Person 1:** Okay, um so economically how do you think this impacted your business?

**Person 2:** The economy as mentioned above has been impacted massively over the course of the Olympics, mainly 2012 alone. The revenue for the business are...
2011 it was 7.3 billion pounds, for 2012 it was 7.4 billion pounds and for 2013 it was 7.2 billion pounds. As you can see from this, the London 2012 Olympics, it must have had an impact on the overall figures in the UK for just food and beverages in the business. This means that from 2012 being 7.4 billion pounds of revenue, then reducing to a 0.2 billion pounds drop to 7.2 billion...it has had a massive impact from the majority or tourists leaving the country to go back home.

20. **Socially, how did the event impact your life in terms of lifestyle and business?**

**Person 1:** Okay, so in terms of social, how did this have an impact on your life in terms of lifestyle and business?

**Person 2:** Socially, the languages and the culture made is nice for me because I've learnt more about other people from different places without having to go travelling. Learning more about different places and countries made it easier for
me to plan my travels because I learnt more about places I wanted to visit. Within the workplace, socially some employees did find conflict due to the busy times we had. This has to be dealt with urgently to ensure speed of service was kept to a high standard and sales were not decreasing. To avoid this from reoccurring, the increase in staff is essential. Increasing staff will be make other members of the store have an easier time and enable themselves to focus on other areas of the store e.g. putting more stock out.

**General Conversation**

**Person 1:** Right so, in terms of the public getting lost, did you get a lot of people coming in asking where to go?

**Person 2:** Yeah we still got that as some people came from further outside of um the Olympics and they would come in and we’d direct them to the nearest bus or train station where they’d be able to pick up a map to follow to where they wanted to go.

**21. Did the event involve more technological aspects than the public would have expected?**

**Person 1:** Yeah okay, so technological is the next section and just out of interest, did you think that in terms of the Olympics, they used the technological aspect more than usual.

**Person 2:** There was a lot of pressure with communicating to the public about the London 2012 Olympics, an example of this is their social media platforms to get points across and enable more people to learn more about the event and any changes made to timings. Social media and the Internet made it simple to check timings of the whereabouts, train times and issues can be reported throughout the businesses. Interactive maps were set up around London and paper copies were given out to ensure tourists didn’t get lost and they knew where to go.
Links via the social media pages and the London 2012 website made it better for tourists to locate around the area.

22. Legislations are different around the world depending on where you live. Did this affect your business and your colleagues due to different rules elsewhere?

**Person 1:** Right okay, so the next section of PESTLE is legislations. So in terms of legislations of the business, was there a massive impact in other people coming over to the country.

**Person 2:** In terms of legislations, it is important for security to make it clear what is illegal and legal within the country. For example in some countries it may be legal to smoke in pubs and clubs therefore clear signage and pictorial messages should be widely spread around Think 25. It’s the company guidance that we used for checking underage customers. The idea of it is that if the person looks under 25 then they have to be checked for ID because they might be underage to buy cigarettes and alcohol. Any people from other countries that don’t know the law might cause a scene about this issue so it is important to teach my staff to be able to deal with the situation. Company and government laws must be up to date when big events are being hosted nearby, it is important to do their online learning process about legislation and policy.

**Person 1:** So the online learning, is this something that is updated regularly or is this so they have to do it every certain amount of months?

**Person 2:** They have to do it once a month and it’s a wide range of healthy and safety, Think 25, legal issues, everything.
23. The environment is becoming more focused in many countries in the 21st century. Did the London 2012 influence the environmental aspect in the local area?

**Person 1:** Right okay, so onto the final point of PESTLE, it’s environmental. Did you notice any impact that the London 2012. So in terms of London 2012, how did the environmental aspect impact the local area?

**Person 2:** London did use the ‘Go Green’ marketing campaign to promote and sustain the country’s environmental side of the event. Recycling within the business and ensuring the waste was put into the right bags was essential to avoid waste being left behind on pick up days. Not only in terms of business, but the personal side of my recycling had to be kept up to date also. I felt more bins were put in place around the populated areas of and around London to ensure litter wasn’t spread across the city to cause it to look an eyesore. Making the country more sustainable is more of a longer-term strategy to help the area but if it impacts the event short term and how the tourists look at the country. If the country was seen as a bad area then it might limit the tourists returning to the country because also, London is trying to reflect on Bristol winning the greenest city in Europe.

**Person 1:** Do you feel they had to compete with this because it was near the time I think?

**Person 2:** Yes, it was. Yes I feel London did try and compete with Bristol to be the greenest city within Europe.

24. On a scale of 1-10, how positive would you describe the increase in customers to your store in 2012?

**Person 1:** So on a scale of 1-10, how positive would you describe the increase in customers to your store in 2012?
I’d say an 8.5, this is because the store was much busier and the staff all recognised. However, if it was 10 then the staff and myself would not be able to cope. Sales went up by a huge proportion and a lot of back stock was used for the flow of the customer. The warehouse was cleared up and the stock in the back was regularly rotated as more products were sold. Extra deliveries were ordered meaning it did impact the business positively but it also meant that the staff had more pressure over a period of time to get things completed quicker. In some circumstances, extra hours were offered to the staff to enable the service to remain a high quality. There were less waste in some products such as sandwiches, chilled items as they didn’t reach their sell by date, this is a bonus to my figures for the store and benefits the annual EBITDA, which benefits my bonus and the colleagues bonus’. I made this clear to my employees that it would financially benefit them also which acts as an incentive for them to work and be kept motivated at all times. On an informal view, the day did go a lot quicker as more had to be done.

25. Judging from your answer, did this impact increase/decrease to this current date and why?

Person 1: Okay, so judging from that answer did this impact increase/decrease to this current date and why?

Person 2: Yes the customers decreased back to normal after but not instantly and I got back to helping the loyal customers from the local area. I did enjoy it whilst it lasted, as it was interesting to test my ability to cope with the increase in store capacity. Although this did decrease over a period of time, the sales did stay a little more increased in comparison to before the event. Since the event, the increase in customers is due to the event having stayed with us, more people that come to London want to visit trademarks such as the Olympics Park, having the increase on sales in the store. The decrease in sales was mainly in alcoholic beverages, meal deals and Olympic merchandise. Our chilled stock began to be wasted off again on some of the days due to less demand.
26. During the time of the event, did you change the layout of your store to fit the demands of the customers? For example did you stock more London 2012 Olympics merchandise at the front of the store?

**Person 1:** So, moving onto question 16, did you change the layout of the store to fit the demands of the customers? Did you stock more London 2012 merchandise at the front of the store?

**Person 2:** Yes, the merchandise had to be thoroughly restocked on a daily basis and beforehand, as a team we decided to re-organise the store by stocking more snacks such as crisps and chocolates near the front of the store and the alcoholic offers at rear near the tills to ensure they are recognised. These products are where the businesses makes the most money due to the higher amount of alcoholic drinks being brought as it is summer and it’s an international event. Meal deals and cold soft drinks are also advertised better as described briefly before because this is seen as a quick pick up and go meal.

27. In repeat of this event, what would you do differently to encourage more sales?

**Person 1:** So obviously as you said about the layout, but um in repeat of this event, what would you do differently to encourage more sales?

**Person 2:** In repeat of this event, I would organise a meeting with the staff to explain the changes of what needs to be done differently. At this current time, making staff aware of the importance of restocking when chances became available would make it easier for the remainder of the day. At some points restocking became a problem and the time to restock was limited therefore we had to get our staff to do extra hours and restock the shelves. As a store, we got this done quickly and luckily the sales were not impacted.
28. **Looking into the crime rate did this increase over this period of time and did it affect your sales more than usual?**

**Person 1:** Okay so, obviously as you said the um customers increased over the period of 2012. Looking into the crime rate, did this increase over this period of time and did it affect your sales more than usual?

**Person 2:** As there were more tourists in the stores, local customers must have thought it would be easier to steal products from the store so the only way to prevent this from happening is checking the cameras regularly, stock counts to take place. Expensive stocks such as alcohol, cigarettes and meats have to be either protected behind tills, security packaged on them or a reoccurrence of updating the stock to avoid them all being out at once. Regular meetings with our store watch advisor has to take place to ensure I am keeping up to date with the potential problems within the store. Regular stock counts from myself and duty managers must be kept up to date to recognise the scale of stock leaving the store unpaid.

29. **Did your staff experience any issues arriving to work on time over the time the Olympics was held?**

**Person 1:** Okay, so when obviously the event was very busy. Did you staff experience any issues arriving to work on time over the time the Olympics was held?

**Person 2:** Yes, multiple amounts of staff have experienced struggles with making it work to work on time but my staff that were working on the shift before were very understanding. If they had to leave on time then I did recommend they get in contact the person taking over their shift to ensure they get here beforehand. My colleagues did realise that either walking, riding a bike or getting public transport was a better idea of getting to work on time than driving due to the massive amounts of built up traffic.
30. Labour costs are high on expenditure for a business. Did you have to increase the amount of workers/hours someone works over this period of time?

Person 1: Okay so I’ve got one last question, which is um, …Labour costs are high on expenditure for a business. Did you have to increase the amount of workers or hours someone works over this period of time?

Person 2: I did have to increase hours of the colleagues over this period of time and just before the Olympics I employed temporary colleagues that would take up the strain of the increased business. The colleagues that I had before the temporary employees appreciated me doing this and had a lot of respect towards me as this would help them a huge amount. Labour costs did increase extremely over this period of time but due to the sales increase, this did not have a negative effect on the business and its profits overall. Due to the fact that when sales go up, we receive extra budget for the employment figures.

Okay thank you for your time. That’s the end of the interview.
7.0 Bibliography


