

Evaluating the impact of mega-sport events: A case of EuroBasket 2022

PATRYCJA GULAK-LIPKA

Faculty of Economic Sciences and Management, Department of Business Excellence, Nicolaus Copernicus University in Torun, POLAND

Published online: January 31, 2024

(Accepted for publication January 15, 2024)

DOI:10.7752/jpes.2024.01025

Abstract:

Basketball is one of the most popular sports in the world, second only to soccer or as some in the US admit second to football. There are various ways to consume products of basketball from single games, tournaments, leagues and different merchandising products, to all kinds of mega events on a continental or global level. Despite the popularity of basketball quite recently International Basketball Federation noticed significant challenges in terms of finding host country for its mega events, mainly due to the rising costs of the venture. With a decreasing number of candidates to host international events it becomes crucial to comprehensively outline all potential impacts and benefits, that an event can bring to the local economy, community and natural environment. The outcomes of impact studies can serve as positive motivators for prospective hosts to join the bidding process, providing clear and justifiable rationale for the expenditures incurred during the event. Recent trend in industry of sport mega-events is to entrust the organization of an event to few locations whether on the national or international level. This study aims to portray sports mega-events as integral contributors to the creation of tangible benefits for the host country and cities across social, economic and environmental dimensions – factors that could significantly influence potential hosts. The article contains an analysis of a recent impact study conducted after the FIBA EuroBasket 2022, the European Championship in basketball, which discusses in detail the results related to the impact on economic, social, environmental, media and attendance aspects of the event.

Key Words: mega-events, event benefits, basketball, sustainability, legacy

Introduction

Mega-events are a real worldwide phenomenon today – both culturally and economically. By far, the main areas where the world's largest events are organized include culture and sport. The international sport events are enabling the rivalry of nations among themselves and have a special ability to arouse strong emotions on a global scale, the only ones possible to achieve in conditions of peace. To satisfy these emotional needs means, on the one hand, requires a great organizational and financial effort of the hosts of the event, and on the other hand, it creates an opportunity to obtain measurable and immeasurable benefits, mainly due to the increased demand for specific goods and services and the interest of international media. All these benefits can be reached on all the different levels: individual, local, regional, national and global. The most tangible of all benefits would be to see how it can potentially grow or develop regions where the mega event is hosted and how it is influencing local societies.

The aim of the article is to present sports mega-events as a component of creation of **real benefits for the host country and cities on a social, economic and environmental level, which could be a meaningful and decisive factor for potential host**. Majority of mega-events provide a **great opportunity to develop particular sport discipline in the given region** and thus can help showcase the best teams in different age and gender groups, providing a platform for the **achievement of wider social goals and ensuring a legacy plan** (Queiroz Ribeiro, et al., 2020).

With the growing costs of organizing major sport events we notice more often local communities and local governments opposing the decision to enter the bid for a host of big international sport event. The most recognizable example of organization that was facing this issue is undoubtedly International Olympic Committee (IOC) (Gulak-Lipka, Jagielski, 2020). Both IOC and host cities have been under growing pressure to justify the staging of the Olympics and the huge costs incurred subsidised by public spending, especially if large amount of money was directed into building new facilities and infrastructure. Since last decades it became an essential part of the IOC and respective event organizing committees to strongly implement the concept of legacy along with the concept of sustainable sport development (Schwarz, et al., 2017). It is evident that every event – from a local community gathering to a major sporting event like the Olympics – will have economic, social and environmental impacts (Purvis, Mao, Robinson, 2019). Variety of resources like water and energy resources are put under pressure, while significant amounts of waste and carbon emissions can be generated. At times events

can put a strain on local communities or wildlife and environment. Notably since 2005, practitioners within the events industry were becoming aware of the need for more sustainable practices (Maudli, 2010).

With the involvement of many different stakeholders, including representatives from the event industry, to make it as much practical and useful as possible, ISO 20121 Sustainable Events Standard has been created. Standard contains a number of requirements and guidelines to help organize events in accordance with sustainable development structure. This framework can be used both for the organization of small local events, trainings and business meetings as well as for large mass events such as festivals, sports events or political summits of world leaders to help limit negative effect on resources, society and the environment. In addition to promoting more responsible consumption, this International Standard has been developed to relieve the strain on local infrastructure and utilities, reducing the potential for conflict in communities where events are hosted. As the topic of sustainable development became more of an issue it also became a concern of the event industry, what convinced many organisations to implement sustainability reports which enabled them to present wide range of effects that the event has made. All of the published sustainability or impact reports attempt to present in a very transparent way a wide range of practices implemented during the event as well as impact gained through the event can be presented.

Each international sport federation has its own set of major events that athletes and spectators are waiting for. One of their main responsibilities is to organize them in the most professional manner for all the stakeholders involved. While delivering the event, sustainability shall be included on all possible levels, such as the use of infrastructure, hospitality and the overall wellness of the participants (Holmes, Hughes, Mair and Carlsen, 2015). These days, it is also partly demanded from the participants themselves and also from the spectators. Many international sport organizations and federations, including FIBA, the International Federation of Basketball, serving as the main governing body in the basketball world keeps itself accountable when it comes to sustainability and measuring the impact of its events. At the same time, in recent years FIBA is noticing a decrease in number of federations or cities competing to stage the European level event. In their case decision to prepare the impact reports could be a great way to showcase the range of benefits, that stand behind a great spending required to host the major event. In case of FIBA events, winning the right to host an event, as an organization is stating, that they can deliver real benefits for the host country and city on a sporting, financial, promotional and social level. Economic impact can be created through visitor spending and commercial rights allocations. The media reach of FIBA events makes them a valuable place for branding destination marketing tools. Not to mention that choosing various destinations for basketball events allows to provide a great opportunity to develop the game and can help showcase the best teams in different age and gender groups, providing a platform for the achievement of wider social goals and ensuring a legacy plan. Some of the benefits for the event host, as highlighted by FIBA events are presented in a table below (Table 1).

Table 1. FIBA events impact and potential benefits for hosts

Type of impact	Potential benefit
Economic	<ul style="list-style-type: none"> • Economic impact and return on investment • Place branding on a global scale (advertising and sponsorship values) • Revenues opportunities (sale of tickets, hospitality, sponsorship packages and local broadcast rights) • Auxiliary events potential (associated events with economic value)
Social	<ul style="list-style-type: none"> • Support of wider strategic goals • Social responsibility campaigns (social, environmental and health) • “Green events”
Sporting	<ul style="list-style-type: none"> • Inspirational guests (the stars of the sport) • Legacy of basketball participation (involvement of fans and community) • Accelerated development of elite programs
Organizational	<ul style="list-style-type: none"> • Reputation and experience building in major event hosting (between NFs and public sector for example) • Partnership working and knowledge transfer

Source: <https://www.fiba.basketball/event-host/benefits>, [retrived on 26.04.2023]

Taking together , economic impact, social impact, and environmental impact are known as ‘the triple bottom line’ (TBL), all of which need to be assessed on their own merit, as well as their effects on both individual stakeholder management process (Gratton, Preuss, 2008). The idea of TBL refers to the need to supervise the process of using natural and social capital, similar to reporting the results of economic capital management. It also aims to include reporting of the results of management of natural and social capital and in fact in many cases is already a tool that directs the attention of economic entities not only to added economic value, but also to ecology and social values (Rok, 2004).

Winning the right to host a mega-event, which in practice is a long and comprehensive process, can deliver an exceptional experience for those who decide to participate in it or will be involved in the process of

running the event. Such events and their impacts do not only leave a mark among the sports related people or organizations, but more importantly have a profound impact on the life outside of the arena or stadium. Without deeper understanding of different dimensions and aspects of the sports events, one could miss the whole range of benefits measured with the impact the event makes on the local community, country and a sport discipline (Müller, 2015). Knowing that however, can help to design future events in a way to enhance those benefits. It is encouraging that sport organizations these days notice this potential and, together with the summary and settlement of each mega event, they also try to explore its potential impact on social, economic and environmental level.

The direct premise of the considerations undertaken in the article is the evolution of sustainable events concept among sports mega events. Sustainability has been at the heart of the major FIFA, FIBA and other organizations events from the start, premised on the idea that the preparation and delivery of a mega-sporting event can have a significant long term impacts and leaving a greener, more equitable place for generations to come. In this article the focus is on FIBA EuroBasket 2022 – men’s European Championship in basketball. It was a very successful event played in 5 different host cities in 4 different countries. The main attention is directed into impact this event has made in terms of impact and benefits it brought to those locations. Organization and coordination of a major event such as men’s EuroBasket is a challenging venture in terms of meeting all the expectations of various locations (all of them very diverse in terms of cultural diversity), yet the gathered materials and testimonies of all international federations involved shows it has been a huge success.

Material & methods

As it was already mentioned finding attractive Host Cities is a demanding challenge for event organizers. Many international organizations and the sports event industry has recently seen three major developments:

- increasing competitive pressure due to larger amounts of high-level sport events,
- growing event costs due to increasing eventization in sports and entertainment,
- unfavorable political pressure due to skepticism regarding public finances.

Thus, public sector decision-makers rely highly on thorough cost-benefit-analyses when choosing between applications for major sporting events. In order to carefully assess the impact of mega sport events author has analyzed a report created after the last major European basketball event for men – *Host City Impact Study, Assessment of the economic, social and environmental impact of FIBA EuroBasket 2022 on the host cities*¹. Material gathered in the report came from different data-sources in order to present wide picture of the event. Among them there were:

- On-site studies among visitors – which allowed delivery insight on consumption and visitors’ spending behavior at the event and in the Host City,
- Host and FIBA data – which revealed local organizational revenues and spending of the event organizer, energy usage and waste production as well as working hours of volunteers,
- National teams survey – which allowed to review local spending of the 24 national teams for additional services,
- Media data – quantified the media value which is generated by the event for the Host City due to exposure in media,
- Expertise – to ensure the highest possible validity of the data, the figures are solidified using benchmarks and Nielsen Sports expertise.

For the purpose of gathering most significant data FIBA Europe and Nielsen Sports has decided to run an evaluation of the impact of FIBA EuroBasket 2022 on its Host Cities Prague, Milan, Tbilisi, Cologne and Berlin, in which the potential benefits of hosting the event have been clearly revealed.

On-site study was directed to the visitors present at the FIBA EuroBasket 2022 (EB 2022), where their emails have been collected at the venues² in order to perform a follow-up survey after the tournament using online questionnaire (CAWI). Sample size consisted of 3,427 respondents. Number of responses in all host cities are presented in the table below (Table 2)

Table 2. Number of respondents in particular host city.

Prague	Milan	Tbilisi	Cologne	Berlin
650	1047	598	582	550

Source: based on *Host City Impact Study, Assessment of the economic, social and environmental impact of FIBA EuroBasket 2022 on the host cities*, <https://www.fiba.basketball/eurobasket/2022/economic-impact-study.pdf> [retrived on: 17.06.2023].

This entire report was a very comprehensive study, graphically very attractive was officially published on March 21, 2023 and it highlights the success of hosting FIBA EB 2022 across all five host cities.

¹ <https://www.fiba.basketball/eurobasket/2022/economic-impact-study.pdf>

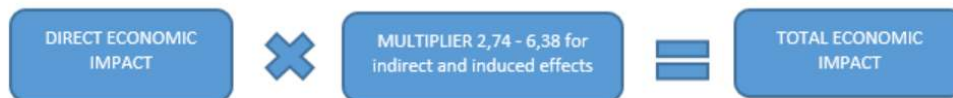
² Face-to-face recruitment of on-site visitors in general admission area and ticket database

Results

The total monetary impact of FIBA EB 2022 on the host cities was calculated at €270 million. In the process of assessment this total value was split into three different categories: economic, media and social. The largest part of the overall host city impact - €227 million - is attributed to the economic impact through the expenses of the attendees and event organizer, with the media impact generated by TV, OTT³, online and social media coverage for the host cities assessed to have been €39 million. Meanwhile, the social impact was calculated at €4 million having been assessed through the increased levels of physical activity and upskilling of volunteers as all five cities benefited from each of these areas. Based on this data economic impact of FIBA EB 2022 corresponded to 84% of overall impact, media impact at 14% and social impact at 2%.

When looking directly at the impact generated by the particular host city, Berlin generated a third of the Host City impact at €83 million having hosted the Final Phase of Europe's flagship event. This is pretty understandable, since final stage of any major tournament is usually delivering games at the highest level which outcomes allow to emerge the champion. Each of the Group Phase cities also profited from economic boosts: Cologne had the next highest at €63 million, Prague generated €54 million ahead of Milan on €45 million and Tbilisi at €25 million. Host city impact of FIBA EB 2022 consisted of the numbers which were based on the actual spending of spectators which was calculated at €40 million, event organizers spending at €23 million, spending of the teams at €2 million and another €2 million from spending of accredited attendees. The total of €66 million corresponded to the direct economic impact of the event. Total economic impact of the event has been calculated based on the following formula:

Figure 1. The host city total economic impact



Source: based on *Host City Impact Study, Assessment of the economic, social and environmental impact of FIBA EuroBasket 2022 on the host cities*, <https://www.fiba.basketball/eurobasket/2022/economic-impact-study.pdf> [retrived on: 17.06.2023].

Direct economic impact consists of spending in the host economy by collectively visitors and organisers which directly attributes to the staging of an event. It basically measures what is often called the 'first round' of spending and it includes direct transactions between those outside the host economy and those inside the host economy. This could include for example transactions between visitor and the owner of a local restaurant, travel expenses, shopping, merchandise, etc. Any direct spending contributes also to the indirect economic impact and induced effects. Indirect effects are the business to business purchases in the supply chain taking place in the region that stem from the initial industry input purchases. Induced effects are the values stemming from household spending of labor income, after removal of tax, savings, and commuter income, also referred to as an uplift of suppliers e.g., due to a higher demand. The induced effects, in other words is an uplift in personal consumption due to higher incomes, which are generated by the spending of the employed within the business' supply chain. In this report the multiplier is derived from the theories of British economist John Maynard Keynes. Calculation is based on the country-specific Marginal Propensity to Consume (MPC), representing the share of each additional Euro of disposable income that is spent on consumption. MPC can be estimated based on key economic parameters such as disposable income and private household consumption within an economy.

Another area reviewed in the report was the event attendance. FIBA EuroBasket 2022 was well attended across the five cities with over 650,000 spectators in total watching Europe's elite talent of participating teams, that included 37 players on active NBA rosters and those players were a true value added to this tournament. Nevertheless star players was a crucial aspect in attracting the audience to the venues. Of the 240,000 unique visitors, over half were made up of national residents, while almost 50,000 were international visitors. Consumer research conducted during the tournament in order to gather the perception on the cities through hosting FIBA EuroBasket 2022. 90 percent of a sample size of almost 1250 believed that hosting the tournament strengthened the reputation of the city. An impressive number of 40% attendees represented a group of people under the age of 30. Up to 72% of EB 2022 attendees were incomers from outside of the Host Cities, which automatically indicates that their spending was higher than from the locals. Out of the entire number of visitors 62% declared that they will recommend a visit to the Host City to their friends and family.

On the side of the media related data, the impressive digital numbers are also very meaningful to the success of the tournament, with 4.2 billion impressions generated on various social media channels and a worldwide audience of 303 million across the different broadcast partners with TV/OTT equating to 73 percent of the total media value. All of that mainly achieved by high quality of the competition, quality of the coverage and rosters full of international basketball stars. Total media impact was calculated at €39 million which was

³ OTT (over-the-top) is a means of providing television and film content over the internet at the request and to suit the requirements of the individual consumer.

generated by TV, OTT, online and social media coverage for the Host Cities. 73% of the media impact was delivered by the TV media rights primarily, additional 26% online, 1% social media and it all contributing to the visibility generated for the event which expressed in equivalence to cost to advertise in the program, article, webpage or post in which exposure was generated.

Social impacts of FIBA EB 2022, which have been calculated at €2 millions have been regarded from several perspectives, that includes the following:

- Volunteering: expressed in an increased human capital of the volunteers in view of enhanced skillsets and inter-personal connections. To express these benefits, the labour cost equivalent of all volunteering have been calculated (total hours of volunteering work provided by the organizer);
- Sport participation: analyzes whether residents will increase their participation as a result from visiting or watching the event;
- Pride: as one major output, hosting a sporting event brings a sense of pride to the Host City/nation. This is directly connected to the life satisfaction of their residents;
- Image and satisfaction: overall satisfaction levels of all attendees with their event experience as well as enhanced reputation of the Host City potentially leading to further tourism revenues.

Final, yet very important variable has been presented in the EB 2022 impact report focuses on the environmental costs of the event with CO2 compensation expenses presented as a environmental impact of the event. The methodology presented in the report enables the understanding of the environmental costs of hosting the event by calculating CO2 compensation expensed for the used energy and water, produced waste and distances traveled by participants and visitors (Mascone,2014). All figures provided by the organizer allowed to calculate:

- The total energy consumption of the event was converted into the equivalent CO 2 emissions,
- Total waste produced by the event was reviewed to understand the amount which was taken to landfill vs. recycled. Furthermore, CO 2 emission equivalence was calculated,
- The total energy consumption of the event, which was converted into the equivalent CO 2 emissions, total waste produced by the event was reviewed to understand the amount which was taken to landfill vs. recycled. Furthermore, CO2 emission equivalence was calculated as accumulated domestic and international travel distances (plane, car, train) from all event attendees were calculated, followed by estimations of total emissions from these transfers.
- The total water consumption of the event was converted to equivalent CO 2 emissions.

Like any major event, FIBA EuroBasket 2022 had an impact on the environment. The total event environmental impact, i.e. burden equivalent accumulated to a total cost of €643,000. Travel to, during and from the event constituted to a €620,000, generated waste up to €15,000, energy consumption to €6,000 and water consumption to €2,000. Travel has been identified as the highest impact factor for environmental costs of the event, and like any major event, FIBA EuroBasket 2022 had an impact on the environment 21,400kg CO 2 emissions caused by FIBA EuroBasket 2022.

Dicussion

As the landscape of the mega events is still shaping, each of the events is setting new standards for the future raising the bar in many different aspects. Organizations that run major sport events are committed to growing and delivering the best possible product to all the stakeholders. In case of the FIBA EuroBasket 2022, there was another example of applying a multi-host city concept which in case of FIBA was first used in 2015. Again it proved to be successful concept which allowed direct access for the audience in 4 different countries. Worth noting was an exceptional follow-on effect in all host cities and across the 4 host countries, which will be felt years to come, elevating the popularity of the sport and at the same time creating legacy for the development of the sport. This has been proudly admitted by presidents of all 4 basketball federations of all 4 host countries, where they noted growth in the popularity of basketball in their countries, while the number of fans attending the event itself also proved it. Table 3. shows the distribution of the number of event visitors the event in each of the host cities, while total FIBA EuroBasket total attendance was 651,400.

Table 3. Number of event visitors by host city

Tbilisi, Georgia	Cologne, Germany	Milan, Italy	Prague, Czech Republic	Berlin, Germany
55,850	236,515	91,059	101,769	166,207

Source: FIBA Host City Impact Study

On average host city residents attended 2.03 days of the competition, while residents of the host country 1.85 and international visitors 2.43 days. This shows that international fans stayed longer with the competition due the commitment they made by travelling to another country. The difference between the length of visit of host city residents and host country (but not host city) can be justified with a much easier way to attend the games without additional arrangements like accommodation. These data can lead to the conclusion that the event had 237,923 unique visitors, which express the amount of unique individuals that visited the event. It accounts for the fact that spectators visited several games on the same day as well as several game days over

the entire course of the event. Therefore, the total attendance figure does not reflect the total amount of individual (i.e., unique) visitors. Meanwhile not every day during the competition was a game day, so on the game-free day visitors could enjoy some other local attractions adding up to the local economy.

FIBA mega events such as EB 2022, are a brand on its own. Social interest reflected in the 4.2 billion social media impressions is an outstanding result. A two-week event had over 971 million video views across the competition, while 45% of them occurred on FIBA's owned channels, so the interest of many was there. Another impressive value was generated via many different broadcast partners across the world, which summarized to over 303 million viewers. However this should not be of any surprise, when the product itself is of a good quality.

The host city evaluation assessed the effects of FIBA EB 2022 on its host cities across five critical areas, which is a well-adapted way of looking at the most impactful aspects of the mega event. Those included: economic aspects (direct, indirect and induced economic impact), social aspects (focusing on human capital and event experience of different participants, enhanced reputation leading to further tourist revenues), attendance (from simple demographics and residence, to likelihood that the visitors will return or recommend a visit to the host city), media (viewership, attained media value, but also focus on the quality) and environment (calculating environmental cost of the event itself, but also generated by its participants) (Gratton, Shibli, Coleman, 2005). This approach will allow to know, review and understand in full detail variety of impacts the event can generate. This can give a lot of information to the potential hosts of future events, to make most suitable decision.

Knowing the impact of the event can also improve planning and organization of any similar future events. However, majority of impact studies only focus on positive effects and highlighting the benefits rarely present possible challenges in above mentioned areas. For example, in terms of economic aspects it is never good to only associate them with the financial result. This is a debatable approach, because estimating the impact solely based on the financial calculation does not allow taking into account a much broader spectrum of economic legacy: impact on GDP, changes taking place in the labor market, different perception of a given area by foreign investors, etc. After all, the event may generate a financial loss, but at the same time give an impulse to economic development and, as a result, contribute to a positive legacy (Preuss, 2019). The reverse relationship is extremely rare - there are few events that bring profit. The reason for this state of affairs is primarily the increase in expenditure in recent years in connection with the implementation of numerous infrastructure projects.

Most official reports on assessing the impact of a sporting event refer selectively to heritage issues. This is a significant problem that undermines the credibility of published estimates. However, it is difficult to expect that studies prepared on behalf of sports federations will take into account the negative and difficult to predict effects of sports events, which would demotivate potential hosts from applying to organize a sports event in the future. Similar reservations can be directed towards reports published at the request of host cities/countries. Public opinion is usually widely informed about positive, planned and easy-to-measure variants. At the stage of applying for the exclusive right to organize an event, any reports of possible threats are perceived as bad will.

Also impact studies rather do not take into consideration the opinion about the event from non-users. This would be a variety of people that do not incur any expenses related to the consumption of the event (Balduck *et al.*, 2011). Their insight could be valuable in terms of determining whether they will be a future user of the infrastructure used or built for the mega event or their interest would shift toward the particular sport discipline. In the context of the topic discussed, it may be an opportunity to spend free time at a sports facility that remains after the event, however, for some people, the mere fact of the existence of certain goods is important, even if it does not involve the intention to consume them. Some non-users also feel satisfied with leaving a legacy for future generations. In this case, the motivation may be altruism and a sense of responsibility towards future generations.

Conclusions

The evolution of the event market points the importance of carefully evaluating impact of the mega events. Publication of impact studies provides a certain level of transparency, give a bigger and deeper picture of entire event and its outcomes, which is a kind of necessity in terms of the different stakeholders expectations. With all the visible positive effects presented in the impact studies or similar reports it can influence some decisions to host the mega event and could influence a higher acceptance of local communities and governments. Expanding the study on non-users and also reflecting on some imperfections would complete the picture of the event leaving it more reliable for future hosts.

Mega events of the European or global range require humongous financial expenditure and some visible benefits are attained, e.g.: creation of new jobs, arrival of tourists, launching of new investments or promotion of the city and country and its heritage (Viehoff, Poynte, 2015). So impact can be truly notable on social, economic and environmental levels, but also in terms of media visibility, levels of attendance. Nevertheless it is worth remembering that impact generated by any activity can bring both positive and negative outcomes and both should be discussed.

There is also a clear benefit of conducting impact studies as compared to legacy studies. Impact studies are not based on perceptions or predictions, but real data. Legacy requires a longitudinal analysis and it is nearly impossible to accurately measure whether there has been a positive or negative legacy from a major sporting

event and it's a long-term concept which measurement will take 15-20 years to identify. In reality, many of the studies that claim they have measured legacy in fact, often actually are measuring impact because researchers are looking at the benefits and deficits within. Nevertheless, any notable heritage that symbolizes long-term effects is leading to the sustainable development of the location where the event took place.

References:

- Balduck, A.L., Maes, M., Buelenes, M. (2011). The social impact of the Tour de France: Comparisons of residents' pre- and post-event perceptions. *European Sport Management Quarterly*, No. 2(2), pp. 91-113.
- Gulak-Lipka, P., Jagielski, M. (2020). Incorporating Sustainability into Mega-Event Management as Means of Providing Economic, Social and Environmental Legacy: Comparative Analysis, *Journal of Physical Education and Sport*, vol. 20 suppl. 5, pp. 2859-2866.
- Gratton, C., Preuss, H. (2008). Maximizing Olympic impacts by building up legacies. *The International Journal of the History of Sport*, 25(14), 1, 922-1,938.
- Gratton, C., Shibli, S., Coleman, R. (2005). *The economics of sport tourism at major sports events. Sport Tourism Destinations, Issues, opportunities and analysis, pp. 233-247.***
- Holmes, K., Hughes, M., Mair, J., & Carlsen, J. (2015). *Events and Sustainability*, Routledge.
- Mascone, A. Waste Not, Want Not: A Student Manual To Create Zero Waste College Campuses. *Sustainable UMass*, University of Massachusetts, 2014.
- Maudli, L. (2010). Event Organizers Getting Ready for the Sustainable Event Standard, *Tourism Review Online Magazine* 8 / 2010.
- Müller, M. (2015). The Mega-Event Syndrome: Why So Much Goes Wrong in Mega-Event Planning and What to Do About It, *Journal of the American Planning Association*. Volume 81, 2015 - Issue 1, pp. 6-17.
- Preuss, H. (2019), Event Legacy Framework and Measurement. *International Journal of Sport Policy and Politics*, 11(1), 103-118.
- Purvis, B., Mao, Y., & Robinson, D. (2019). Three Pillars of Sustainability: In Search of Conceptual Origins. *Sustainability Science*, 14, 681-695.
- Rok, B. (2004). Responsible Business in an irresponsible world. [Polish] *Akademia Rozwoju Filantropii w Polsce, Forum Odpowiedzialnego Biznesu*, Warszawa.
- Queiroz Ribeiro, L. C., Bignami, F., Soares Carvalho, A. P., Meza, H., Cuppini, N., dos Santos Junior, O. A., (2020). The legacy of mega events. Springer, Berlin, pp. 55-71.
- Schwarz, E. C., Westerbeek, H., Liu, D., Emery, P., Turner, P. (2017). *Managing Sport Facilities and Major Events*, Routledge, pp. 279-292.
- Viehoff, V., & Poynte, G. (2015). *Mega-Event Cities: Urban Legacies of Global Sports Events*, Routledge.

Internet sources:

- FIBA, Host City Impact Study, Assessment of the economic, social and environmental impact of FIBA EuroBasket 2022 on the host cities. <https://www.fiba.basketball/eurobasket/2022/economic-impact-study.pdf>.
- FIBA, Benefits. Winning the right to host a FIBA event will deliver real benefits for the host country and cities on a sporting, financial, promotional and social level. <https://www.fiba.basketball/event-host/benefits>.