

ASERS

Journal of Environmental Management and Tourism

Biannually

Volume VIII

Issue 6(22)

Fall 2017

ISSN 2068 – 7729

Journal DOI

<http://dx.doi.org/10.14505/jemt>

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ISSN 2068 – 7729

Journal DOI: <http://dx.doi.org/10.14505/jemt>

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DOI : [http://dx.doi.org/10.14505/jemt.v8.6\(22\).18](http://dx.doi.org/10.14505/jemt.v8.6(22).18)

Criteria and Provisions for Efficient Implementation of Macro-Projects of International Sport Event Tourism

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Suggested Citation:

Temnyk I.O. (2017). Criteria and provisions for efficient implementation of small projects of international sport event tourism *Journal of Environmental Management and Tourism*, (Volume VIII, Fall): 1307-1321. DOI:10.14505/jemt.v8.6(22).18

Article's History:

Received October 2017; Revised October 2017; Accepted November 2017.
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Abstract: In this paper, the problems of effective implementation of large-scale projects of international sporting event tourism are considered. It has been shown that large-scale sports events in the system of event tourism play a significant role and have a steady dynamic of development, that is why they form a circle of scientific interests both in the sphere of international tourism marketing and in the field of project management. The features of sport large-scale events and their management are analyzed, which, as it is defined, requires the use of a complex of measures and instruments within the limits of macro-projects of international sports tourism. The concept of macro-projects of international sport tourism is defined, the necessity of application of criteria of effective realization of data of macro projects in accordance with the system of requirements for their effectiveness is revealed and substantiated. Particular attention is paid to the necessity of searching for scientifically grounded ways of providing organizers of large-scale projects of sport event tourism with the fullest implementation of project tasks in the process of organizing sport events, as well as on the formation of a scientific basis for the selection of projects of sports event tourism of a certain group of large-scale projects (macro projects), management of which, based on their specificity, significance, scale and number of structures involved in the organization, has certain features. On the basis of the conducted study of the results of holding a large event in Ukraine, the Euro-2012, a comparative analysis of this event and sports events that were implemented in other countries, the author identified a list of factors that influence the effective implementation of similar to the Euro-2012 events, problems of realization and ways of overcoming them.

Keywords: international tourism, macro projects, efficiency criterion, prerequisites for effective implementation, Ukraine, "Euro-2012".

JEL Classification: L83, Z32, Z20.

Introduction

The leading trend in assessing the role and place of tourism in the world economy is the idea (Temnyk 2011), that modern tourism has become a dynamically developing industry, it has a significant impact on the economy, the natural and anthropogenic environment, the local population in tourist destinations and on the visitors of these tourist destinations themselves. In connection with this, there is a need to study various aspects of the formation of effective directions for the development of modern tourism, approaches to tourism management, taking into account the specifics and trends of the development of specific types and directions.

Defining priorities in the study of world tourism, which will be covered in this article, it is necessary to highlight sport event tourism as one of the most dynamic and requiring special attention from the scientific community and tourism management practitioners (UNWTO 2015). After all, when the Summer Olympics of 1984 in Los Angeles

brought a profit of 200 million dollars (which at that time was a tremendous success for the organizers of the tourism business), macro-tourism began to be seen not only as prestigious, but also as a lucrative event (Getz & Page 2015). With new sporting events, more and more candidate countries applied for participation in the large-scale sporting events. One of the most active areas of world tourism and project management is the large-scale events like football championships (Misener & Taks 2015).

In this context, the study of the problems of the effective implementation of large-scale projects of international sporting event tourism creates opportunities for solving a wide range of previously unresolved research tasks related to the interests of the organizers of these projects, the problems of optimizing the costs of organizing and conducting events tourism events, methodological provision for assessing their economic effectiveness, selection criteria, which will determine the effective (or ineffective) implementation of sports projects event tourism. At the same time, it is important to create a scientific basis for the selection of projects of sports event tourism of a certain group of large-scale projects (macro projects), management of which, based on their specificity, significance, scale and number involved in the organization of structures, has certain features. This will require the development of a conceptual-categorical apparatus for studying the problem, forming a new concept of "macro-project of international sports tourism".

The listed moments, along with the need to find scientifically based ways to provide organizers of large-scale projects of sports event tourism to maximize the full implementation of project tasks in the organization of sport events, determine the relevance of the subject of this article.

1. Materials and Methods

Methodological and theoretical basis of this article is formed on the basis of scientific developments of Ukrainian and foreign scientists on the management of tourism activities, evaluation of its results and increase the effectiveness of this activity in market conditions.

In order to ensure the reliability and validity of the results of this research, the following methods were used: a systematic approach in assessing the cost-effectiveness of large-scale event tourism projects; comparative analysis, generalization and concretization – in the process of comparing the world and Ukrainian experience of organizing large-scale projects of event tourism; project analysis – to study the project aspects of the effectiveness of planning, organizing and implementing macro projects for sporting event tourism at the planning stage and after the implementation of event events.

Also, the selection of the most effective of the existing in practice elements of the assessment system for the description of tourism events as a phenomenon in the modern economic environment were used, by comparing the results of the implementation of large-scale projects sports event tourism on the degree of their impact on achieving the goals of the organizers and visitors of events, analysis of differences in results (in particular, it concerns the comparison of the performance of the Euro-2012 with the results of similar championships organized and held in other countries with developed or underdeveloped basic infrastructure, economy, etc.).

In the process of work on the article the practical experience of organizing macro-project events of international sporting tourism in Ukraine in 2012 (Euro-2012) was studied.

The information basis for the study consisted of primary and statistical data published in periodicals and Internet resources, periodical and online publications, scientific conferences, normative and reference materials.

2. Literature Review

The study of the problem of achieving goals in the implementation of large-scale projects of sports event tourism, analysis and evaluation of its effectiveness, envisaged the study of various sources, covering both the theoretical plan work, analytical models and recommendations for the organization of tourism activities (Blut 2016; Sharma & Nasa 2016; Andriyansah & Aryanto 2017), and an empirical analysis of the conditions and results of organizing large-scale event tourism projects (Harada 2014; Jonsson & Lewis 2014; Knott *et al.* 2016). In particular, the author acquainted with experience of the projects of event tourism, implemented in Ukraine and Poland – the holding of sporting events on the example of the organization of the Euro-2012 (EURO-2012 in the media reviews, 2010; Project 2012, 2012; Government web-source "Euro-2012" in Ukraine).

One of the first works devoted to the topic of event tourism is the work of B. Ritchie on the analysis of the Olympic Games in Calgary (Ritchie 1984), primarily its content focuses on the economic benefits of the game. In general, most researchers focus on the economic aspects of event tourism. However, some authors, such as J. Carlsen and E. Fredline in their works (Carlsen 2003; Fredline & Faulkner 2001) state that more attention need to be paid to study the social, cultural, environmental impact of event tourism on the development of the venue.

Karlsen focuses on the study of the impact of certain sports events on the urban environment, Fredline – Carries out a cluster analysis of the impact of the championship in motorsport on the reaction of the local population.

Recent researches are focused on the creation of tools that not only assesses the results of large-scale events, but also provides both scientific and practical recommendations for the formulation of productive strategies to benefit from an event in a specific location through specific tools (Chalip 2004; O'Brien 2006).

An important achievement in highlighting the role of event tourism is the study of a multiplier effect, both in assessing already implemented events, and in planning events. One of the most interesting works in this context is the work of B. Ritchie (Ritchie 2000; Ritchie 2004); in these works, attention is focused on sport tourism and the animation effect of events is explored, in particular, in chapter 12 of work (Ritchie 2004) presented "General model of the effect of the lever". Concerning the development of tools to maximize the positive effect of events, L. Chalip in his work (Chalip 2004) notes that such tools include certain "... processes driven by the organizers of measures that maximize the return on investment." Such tools, in his opinion, can influence the effectiveness of the event, both during and after its implementation.

T.D. Anderson work (Andersson *et al.* 1999) is a useful resource for the study of large event tourism events. In particular, the study of large-scale events in the context of developed and developing countries is presented here, which is useful for the study of event tourism in Ukraine, which belongs to the second type of countries. Anderson's work reveals: the impact of large-scale events on tourism development; on the labor market; provides an analysis of events in terms of economic outcomes; the connection of large-scale events and the development of tourism in developing countries; marketing approach to the analysis of macro sporting events; tourism statistics as a development tool; analysis of the impact of specific sporting events (Sydney, Seoul Olympics, etc.).

In the work of A. Blake (Blake 2005), the toolkit for event management is presented, in particular, in the second chapter of this work an overview of socio-cultural, political and economic factors of event tourism is presented. A similar problem is the work of D. Getz (Getz 2005), which is a synthesis of the methodology of event management, contains a toolkit of project management, adapted to the needs of the tourism industry.

An interesting research in terms of studying the multiplier effect of event tourism is the work of R. Kashman and A. Hughes (Cashman 1999), which studies the economic effects of the Olympic Games, in particular, in part five "Study of the hereditary effect" is considered. Its influence is also described in this paper.

Attention to the study of sports event tourism is due to the spread of the practice of organizing large-scale sporting events, which gained considerable experience in conducting grand events in the field of culture, sport and art (Liu 2015; Toneva 2017; Thomas 2015).

Also in the scientific literature materials devoted to finding ways to solve problems of increasing the efficiency of large-scale projects of event tourism are presented. Some researches (Andriyansah & Aryanto 2017; Aicher *et al.* 2015; Rose *et al.* 2015) conducted a study of the methodological basis of efficient organization of tourism activities in the field of realization of event tourism projects under current conditions, directions, models and approaches to its improvement.

Existing approaches to the evaluation of large-scale event tourism projects are based in most cases on expert determination of the significance of factors that determine the effectiveness of the participation of the averaged visitor in the scores and taking into account the specificity of the event (Crowther *et al.* 2015, Küçükaltan & Pinar 2016; Whang *et al.* 2016). Researchers suggest using a scale of performance indicators for event tourism projects such as (Moll-de-Alba *et al.* 2016): costs per visitor; costs for one promising contact; various options for returning investment, reducing the production cost by participating in an event; changing the profitability of sales through additional contracts through participation in the event. D. Getz examines the problem of assessing the impact of event events that can be carried out in a number of indicators, including the costs associated with organizing events and their results (Getz & Page 2016).

The analysis of scientific literature on the subject of research allowed to reveal a number of problems related to the increase of the efficiency of implementation of large-scale projects of sporting event tourism on the basis of optimizing the costs of organizing and holding events. In particular, the processing of data and the above-mentioned works allowed to identify the following unsolved aspects of the general problem of analysis of large-scale sports event: clarification of the concept of "macro-projects of international sports tourism"; definition of criteria of efficiency of data of macro projects in the system of international sporting event tourism; formation of recommendations for efficiency improvement on the basis of evaluation of large-scale sports events. An important scientific problem is the establishment of a criterion for the allocation of large-scale sports event tourism projects among tourism projects and the determination of the prerequisites for the effective implementation of large-scale sports event tourism events.

The research of scientific works does not give an answer to a number of theoretical, methodological and practical issues, especially as regards ensuring the economic efficiency of large-scale projects of event tourism. In this regard, the purpose of this article is to create criteria for evaluating the effectiveness of large-scale sports events and to develop directions for increasing this efficiency based on research on the implementation of specific projects (Euro-2012 football championship) in a particular country (Ukraine) and prospects for overcoming them and ensuring the success of large-scale sporting events in the conditions of countries similar to Ukraine in the future.

In addition, the author of this scientific article considers importance of highlighting other unresolved aspects of the general problem of studying large-scale projects of event tourism that will be addressed in the article, in particular: ensuring the interests of not only organizers of events, but also obtaining the social effect of holding an event for residents of the area, in which these measures are carried out, which is often not provided in the methodological approaches of modern researchers. An important problem of the methodological plan is also the definition of the most significant criterion for the allocation of macro projects of sports event tourism from among projects in the tourism sector.

The achievement of this goal is related to solving problems:

- identification of the essence and features of macro projects of international sports tourism as large-scale projects of event tourism, their main characteristics, on the basis of which it is possible to allocate tourism macro projects among other projects according to certain criteria;
- evaluating the cost-effectiveness of large-scale sports event tourism projects on the basis of research on the implementation of specific projects (Euro-2012) in a particular country (Ukraine) and the prospects for overcoming and ensuring the success of large-scale sporting events in countries similar to Ukraine in future;
- formation of directions for improvement of management of large-scale projects of event tourism, which will increase the efficiency of their implementation.

3. Results and Discussions

After the stage of the formation of tourism as a separate sphere of human activity and the part of the world economy, characterized by the birth of specialized enterprises for the provision of tourist services (XIX century.), as well as the formation of mass and social tourism (before the Second World War), in the second half of the twentieth century the rapid development of international tourism began. International tourism has become a mass phenomenon and requires appropriate optimization of approaches to its management and development. For six decades (1950-2010), the number of travelers in the world has increased significantly: there were 25 million international tourists in 1950 and 935 million in 2010. At the same time, since the 80-ies of XX century the growth of tourism slowed down, mass tourism was transformed into an independent one. At the present stage, there is a certain saturation of the world market of tourist services, which determines the need to find ways to preserve and increase the benefits of organizing tourism business.

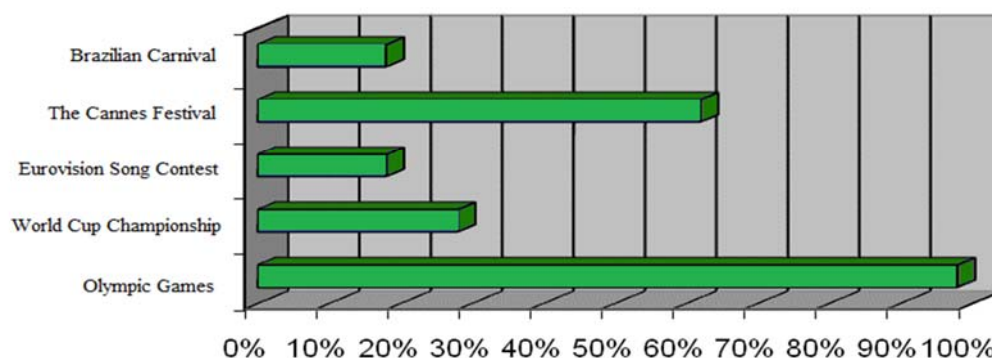


Figure 1. International tourist flows for some major event tourism events

Modern tourism becomes a lifestyle of a large part of the world's population: the tendency to expand the range of tourist services intensifies, new recreational facilities emergence, especially popular become special types of tourism (Babkin 2008, Gerasimchuk, Polishchuk 2010; BBC World-wide; Getz, Page 2016), which are completely or partially characterized by such features as (Babkin 2008): very rare types of tourism; labor-intensive to create a final tourist product; capital-intensive types of tourism; tours that combine signs of different types of tourism; new types of tourism, caused by the secondary needs of the person; types of tourism using non-traditional sources of funding.

The event; business; religious; health-improving; ecological; skiing; extreme; cruise tourism also can be specified as special types of tourism (Babkin 2008).

In the modern international tourist market, there is a significant increase in the number of travelers who choose event tourism as a means of entertainment and recreation. The special development of the study of event tourism took place in foreign countries at the end of the last century – at the beginning of our century, due to the need to study the impact of large-scale events on the economy of the country in order to justify the costs of their organization (Holmes *et al.* 2015), as well as the need to create a toolkit to enhance the impact of tourism events in a specific place (Buultjens & Cairncross 2015).

Event tourism is the type of the tourism characterized by its association with a variety of significant public (cultural, artistic, sports) events, as well as rare natural phenomena, which due to its uniqueness attract the attention of many tourists. The trends of tourism development in the world are characterized by the fact that a large event is becoming more and more interesting for potential investors, given the potential for high revenues from participation in its organization. In this sense, event tourism is seen as a promising business.

Fig. 1 shows the proportional distribution of visits to some large-scale events (Reisinger 2009). As can be seen from the picture, sporting event tourism has a special place in the system of event tourism today.

Sport is not only about games. It has a unique ability to influence society on a wider scale, so the positive potential of international sporting events is becoming increasingly important in a globalized world. In a global context, the goal of large-scale sports events covers the positive aspects of sport that can be borrowed from other countries: cultural traditions, quality of life standards, principles of effective public administration, high indicators of infrastructure quality, etc.

Sporting large-scale events have different long-term financial and social benefits for different communities in the host country. At the same time, international and sporting events are characterized by both positive and negative effects (Wamblach *et al.* 2015). Sporting events attract people because they are never the same in content and results of events (participants, winners), although they are more likely to have certain standards of organization and service for visitors. Planned sports events are created for the implementation of specific goals and to a large extent are the subject of activities of professionals and entrepreneurs. The reasons are obvious: sports events are essentially investment-risky, require significant investments, at the same time, they meet numerous strategic goals and are potentially highly profitable (given the high demand for sports spectacles and the personal presence of spectators at them, even if they are conducted abroad).

Participants in sporting event tours have increased expectations regarding accommodation facilities (hotels), transport (convenient delivery to the venue), public catering establishments, and the services of guides-translators. That is why the implementation of sports events at a high level requires the appropriate effective management, organization, control, formation of a certain highly effective organizational environment

Effective investment in the provision of large-scale sports events of international tourism, both from external and internal sources, requires the search for adequate organizational tools, the forms of interaction of all interested participants in the organization of the event on mutually beneficial conditions (minimum costs with maximum profits) in order to provide the necessary for the implementation of sports Infrastructure level events. The organization of large-scale sports tourism events at the international level in modern conditions requires planning and clear coordination of activities. In this context, it is important to use the project approach when planning, organizing and assessing the effectiveness of large-scale sports events.

Exploring the prerequisites for the effective implementation of large-scale projects of international sporting event tourism in a particular country should determine the criteria of effectiveness (with the Greek-Greek κριτήριον – the ability to distinguish, means of judgment, measure), which are the features, basis, specific conditions for making a decision on the assessment of large-scale international projects sports event tourism to meet the requirements of efficiency.

There are common features for all projects (including sports tourism events) (Mazur & Shapiro 2001):

- changes as the main characteristic of the project implementation;
- time-bound purpose;

- time limit of the duration of the project;
- project budget;
- limited resources required;
- uniqueness;
- novelty; complexity;
- legal and organizational support;
- delimitation.

The author of this article proposes to use the concept of "macro-project of international sports tourism", which had not previously been used in work on the development of tourism, but is relevant due to:

- the need for the creation of a scientific tool for organizing large-scale events for sporting event tourism (for example, World and European Championships in football, etc.);
- the need to use the project approach as the most effective way to organize financing for large-scale sports tourism events, as well as control over the use of resources;
- orientation towards the goals of development of international tourism.

It is proposed to determine the next criterion for assigning tourism projects to macro-projects of international sports tourism – the involvement of its participants in several countries, reflected in the organizational structure of this project, and requires effective coordination of joint actions of territorially separate participants for an international event in a designated place.

Given that the criteria for the effectiveness of large-scale sporting events as phenomena of event tourism should be based on certain requirements for the effective organization of a sporting event, the author of this article believes that effective implementation of macro-projects of international sports tourism should be done in the way it described in the Fig. 2.

Successful implementation of the sign event in accordance with the project approach is related to the achievement of the project objectives in the event of compliance with the established limitations on: the duration and terms of completion of the project; cost and budget of the project; the quality of the work performed and the requirements specification of the results.

The introduction of macro-projects of international tourism contributes to the following objectives: job creation; promotion of education and culture; facilitating communication between people and their inter-ethnic rapprochement; promotion of active relaxation (return to physical activity, to nature, changes in feelings and impressions); promotion of small and medium business development.

In fig. 2. It is shown that the focus in the implementation of macro-projects of international tourism determines the completeness of the performance criterion of the effectiveness of macro projects on the results, that is, the organization of projects primarily aims at obtaining benefits from the point of view of the organizers, at the same time, it is important to encourage economic actors and people at the site of the event to interact on the way of effective implementation of the project's intentions. Therefore, environmental safety (the condition of the indignity of local residents and the authorities for the reception of guests), the development of infrastructure and business as an incentive for hospitality and good service of visitors to sporting events are also important.

The implementation of macro-projects of international sports tourism requires the provision of tourist services (hotels, transport, organization of tours, etc.) and sports facilities (stadiums, sports complexes, halls, etc.) of the host country's infrastructure to provide the appropriate services. Particularly relevant is the provision of security in the events whose place of change is changing, and the category of visitors is demanding to the level of service quality, for example – the World and European Football Championships, the Olympic Games. The provision of world-class services for such sporting events of world scale requires substantial investments, which, on the one hand, ensures the organization of a specific event, on the other hand, it raises the quality of the tourism business of the country (region) of the event to a level which should be maintained further, increasing national competitiveness. in the international market of tourist services in general, as well as in organizing large-scale sporting events in particular (the presence of sports infrastructure and the potential of visiting visitors from the se hurra tourism). In this sense, investments in the implementation of macro-projects of international sports tourism are an instrument that not only contributes to the success of a particular event and stimulates the development of tourism in the country (by bringing the level of tourism and sports infrastructure and the quality of tourist services to the level of measures of international importance), but also significantly affects the development of the economy in general.

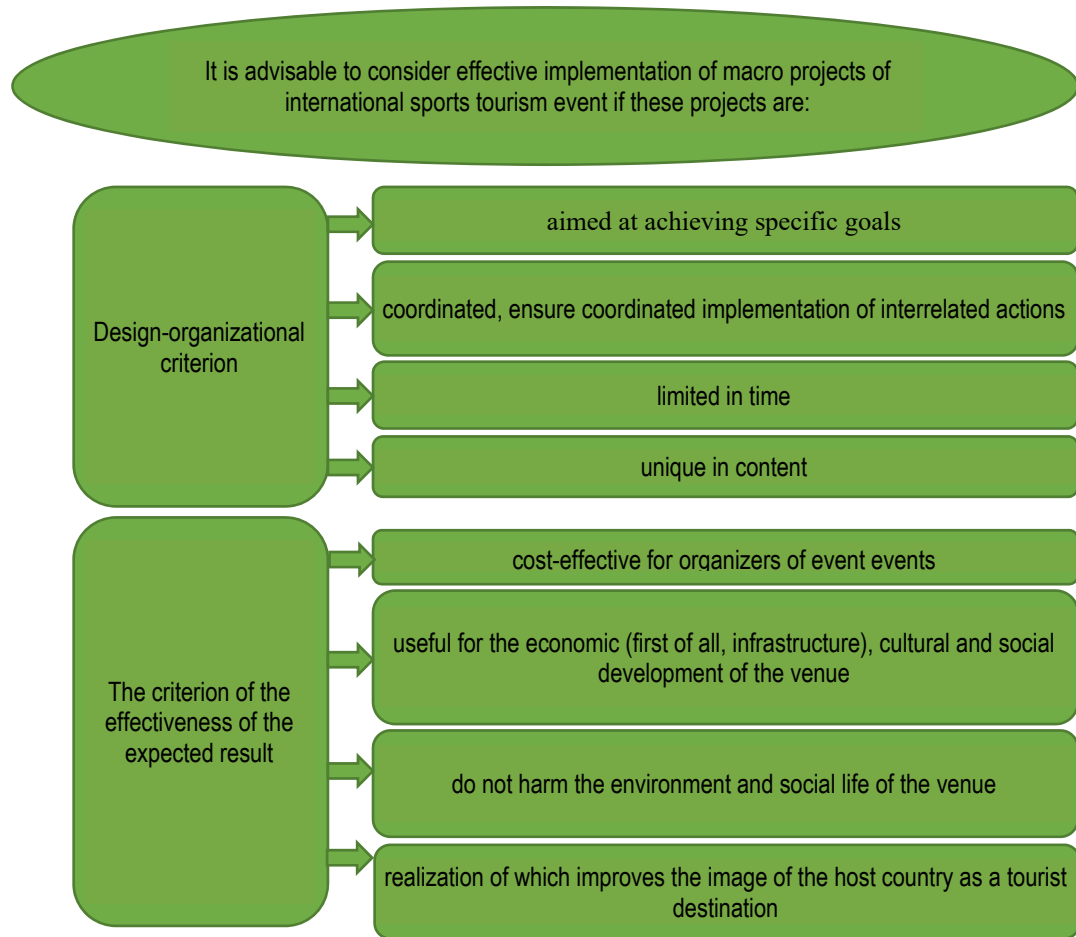


Figure 2. Requirements for the implementation of macro-projects of international sports tourism

The indicated impact is the implementation of infrastructure solutions (airports, roads, transport, stadiums, etc.) that will be used not only for the purpose of carrying out a specific event and other similar events in the short, medium and long term, but also for the effective functioning of the economy and the improvement of the level life. The active dynamics of tourist progress also causes a significant increase in the inflow of investments to countries that develop the tourism industry, thus implementing the economic potential of the territory, promoting the introduction of new management methods, creating new jobs and conditions for the development of depressed regions, improving the balance of payments of the country, promoting spreading leading world experience, knowledge, influencing various sectors of the economy, which in general affects the socio-economic development of the host country.

Macro-projects of international tourism in this context are an effective means of increasing the demand for tourist services in a specific region, the country where it is being implemented. Interested in visiting the country due to the need to visit a large-scale event, in particular sports, the tourist is witnessing events in a particular environment, which in itself may become for him in the future to re-visit the country. Similarly, a tourist who has visited a certain event and has become acquainted with interesting tourist objects of the host country, can inform his relatives, friends, interested them in visiting the country as well. But for this purpose, appropriate conditions must be created in the country, first of all institutional ones.

It should be emphasized that the criteria for the effectiveness of international tourism projects are not only quantitative indicators (for example, the level of budget revenues or the number of visitors), but also image (the image of the country).

In order to substantiate the expediency and ability to implement the macro-project of international tourism at the stage of its development, analysis of the main aspects of the project during its realization and the final assessment of the achievement of the objectives of the project, comparison of its actual results with the planned, it is proposed to use a number of characteristics similar to those used in practice Project Management (PMBOK Manual 2004). The most important of them are technical and economic and other indicators of the results of the implementation of the macro-project of international tourism, namely: scope of work; terms of execution; cost,

expenses, cost, profit; quality; commercial risk, reliability; viability; competitiveness; social and social significance, etc. The objectives of the project should be clearly defined: they should have a clear meaning, the results obtained when they are achieved, should be measurable, and the specified restrictions and requirements – feasible.

In the management of macro-projects of international sports tourism, the area of admissible risks of bands for achieving goals is limited by time, budget frameworks, allocated resources and the necessary quality of the results (quality of tourist services). Ideally, the goals of implementing macro-projects of international tourism should coincide or be consistent with more general goals and objectives of socio-economic, cultural and other character of the place of celebrations (Djaballah *et al.* 2015). It is important to determine how implementation of the international tourism project will contribute to the implementation of existing plans for the region's development, how long will the effect of the implementation of the macro-project take place at the local level. For example, the community on whose territory it is planned to implement a sign event requires the expansion of the tax base, increased employment, the development of transport infrastructure, the improvement of educational programs, and the improvement of the quality of life, however, the implementation of one-time sports event events may partially activate only certain effects that immediately after measures are leveled, often creating even some problems, for example, the problem of employment, which was involved in the work on the organization of the macro project, the problem of The construction of hotels (Getz & Page 2016), the problem of ensuring the functioning of sports infrastructure (Temnyk 2011).

It should also be noted that the goals of realization in Ukraine of the macro-project of international tourism "Euro-2012" as a whole were consistent with more general goals and objectives of national development: expansion of tax base, increase of employment, infrastructure development, improvement of educational programs, improvement of the international image of the national tourism industry and country as a whole. At the same time, it remains relevant to address such issues as the implementation of macro-projects similar to Euro-2012 as the effectiveness of the organizations that provide leadership and must coordinate actions; balance of the role of public and private sectors in the organization and implementation of the macro project; marketing support questions before, during and after the implementation of the macro project.

According to the results of the events of this championship (Griber & Risnyk 2012; Biba & Chmyr 2012; EURO 2012 in the media reviews, 2012; "Project-2012"; "Euro 2012" in Ukraine), total costs in Ukraine and Poland became record in the history of football championships. This is evident from the fact that the holding of Euro-2012 cost its organizers 40 times more than the previous Euro-2008 (in Austria and Switzerland) and 7 times more expensive than Euro 2004 (Portugal) (UEFA; Griffin & Cutter 2012; Biba 2012).

Despite the spending of host countries, UEFA revenues far exceed the income of host countries. Interesting in this case is the dynamics of income growth for the main organizer of the event "European Football Championship" – UEFA (Fig. 4, UEFA data).

Table 1 – Costs and Profit of host countries of the European Football Championship (official information)

Indicator	2004 Portugal	2008 Austria- Switzerland	2012 Ukraine- Poland	2016 France
Costs	5 billion €	750 million €	35,9 billion €	1,7 billion €
Country Revenues / UEFA	400 million €/ 0,855 billion €	500 million €/ 1,350 billion. €	1 billion €/ 1,391 billion €	1,26 billion €/ 1,900 billion €

Analyzing the costs of conducting Euro Championships, we see that Austria, Switzerland, France spent much less money than Poland and Ukraine, as countries with developed transport, sports, tourist infrastructure and expenses for bringing this infrastructure to the requirements of the continental football championship are essentially lower. It is clear from the table that the expenses of host countries of the Euro-2012 championship significantly exceed their revenues, therefore it is obvious that, even taking into account the potential for the growth of tourist flows and loading of transport and sports infrastructure, the holding of this championship will not pay off for Ukraine, as and for Poland.

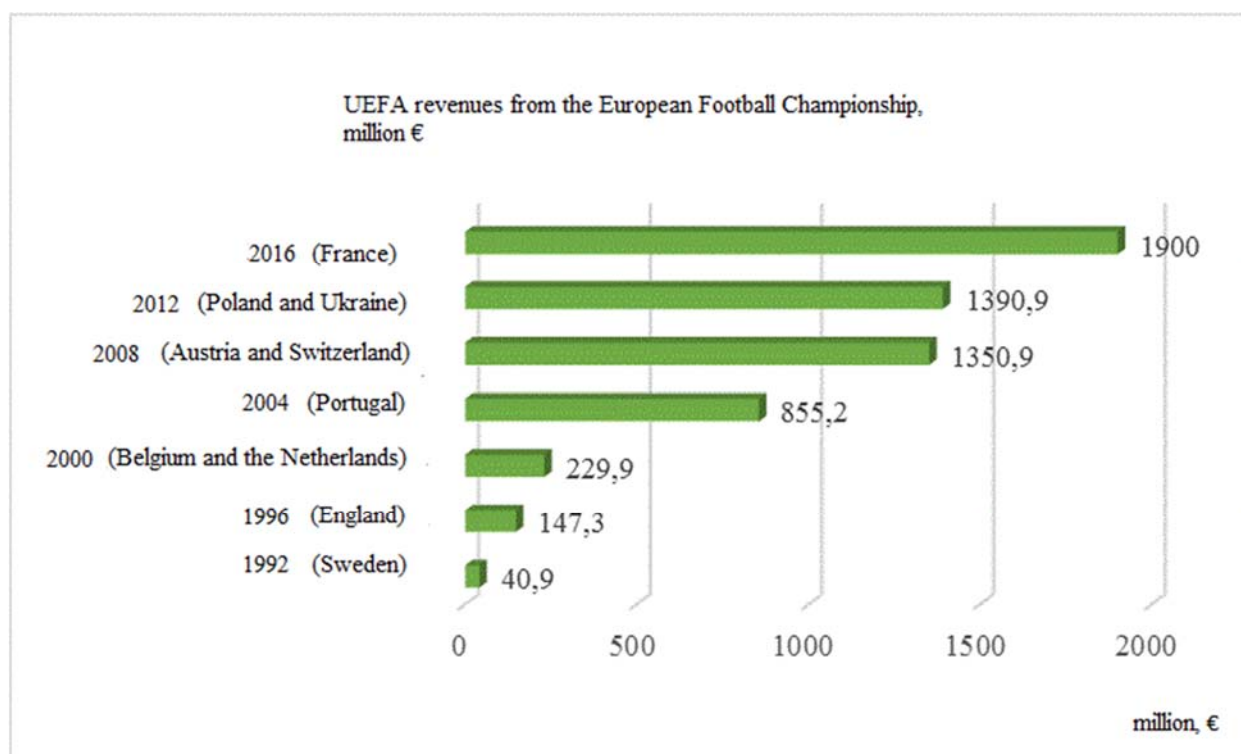


Figure 3. Dynamics of revenues of the organizer of the European Football Championship (UEFA)

In the structure of spending on Euro 2012, Poland's spending (€ 22.9 billion, accounting for 4-5% of the country's GDP) was higher than the cost of Ukraine (€ 4 billion, accounting for 4% of the country's GDP), whereas in Poland, these expenditures were only provided by the state budget by 60%, while the remaining 40% was financial assistance to the European Union. In the very beginning of the preparations for the championship, Ukraine planned to work under the scheme of 80% (extrabudgetary funds) by 20% (budget funds), but the real investments received did not meet expectations, therefore Ukraine directed 90% of financing of budget measures, investing only 10% of external sources, mainly domestic investors.

The costs of Ukraine and Poland for sports facilities according to the cities of the championship are shown in the table 2 (Grubik & Cutter 2012; Biba & Chmyre 2012; Project – 2012).

Table 2 – Costs for sporting objects "Euro-2012" in Ukraine and Poland

Ukraine		Poland	
Kiev	440 million €	Warsaw	460 million €
Kharkiv	40 million €	Gdansk	207,4 million €
Donezk	150 million €	Wroclaw	204,7 million €
Lviv	176 million €	Poznan	126,5 million €
Total Expenses	806 million €	Total Expenses	998,6 млн. €

The higher costs of sporting facilities in Poland can be attributed to the fact that in Ukraine construction of only the stadium in Lviv was underway, and a significant reconstruction of the Olympic in Kiev, while in Poland they built new stadiums in Warsaw, Gdansk, and Wroclaw.

At the same time, at the moment, when the time of Euro-2012 has passed five years, it should be noted that the expected outlook for the use of sports facilities of the championship has not been realized. Thus, the NSC "Olimpiysky" in Kyiv still has to pay off debts for reconstruction (property under arrest under the suit of "Kyivmiskbud" company on a debt of 32.4 million USD). "Arena Lviv" only in 2015 went to a break-even level thanks to the fact that FC Shakhtar was forced to move from Donetsk to Lviv.

Therefore, taking into account that hosting countries in the organization of sporting events of global or continental importance should meet the basic criteria for service of large-scale sports events tourism, including appropriate sports, transport and tourist infrastructure for the reception of visitors of events. At the same time, the

provision of high-quality infrastructure for large-scale events of sporting event tourism, as shown by Ukraine's example during the organization and holding of Euro 2012, requires from developing countries large investments compared to developed countries (on average, as practice shows, in five times larger than in developed countries) (Matheson & Baade 2003).

Table 3 – Investment costs of countries for large-scale sports events

Host countries with well-developed general and sports infrastructure				
Sporting Events	Year	Venue	Investments, billion dollars USA	Revenues, billion dollars USA
Summer Olympics	1996	Atlanta	0,6	5,1
	2000	Sydney	2,5	6,5
World Championships	1994	USA	0,03	4,0
	1998	France	0,5	n/a
	2006	Germany	n/a	10,5
European Football Championship	2008	Austria/Switzerland	0,75	0,5
	2016	France	1,7	1,26
Host countries with less developed general and sports infrastructure				
Summer Olympics	1992	Barcelona	9,4	n/a
	2004	Athens	7,0	n/a
	2008	Peking	20,0	n/a
World Championships	2002	Japan/South Korea	6,5	24,8 / 8,9
	2010	South Africa	-	6,0
European Football Championship	2004	Portugal	4,4	0,4
	2012	Poland/Ukraine	19,0/14,0	1,0

In spite of the general, in general, not enough positive evaluation of the results of the Euro-2012 for Ukraine, tourism is perhaps the only one of the main areas, which feels and feels in itself the most positive effect of Euro-2012. According to the government of Ukraine, the number of tourists visiting the country during the "Euro-2012" is 2.62 million. At the same time, each spent an average of 380 dollars. Thus, revenues amounted to about \$ 1 billion. USA (the main economic effect that appears in the evaluative judgments about the effectiveness of Euro-2012 for Ukraine). So, as it was predicted before the event, the tourist business of Lviv won the most from Euro-2012. The flow of tourists to Lviv has sharply increased, during the first 10 days of the championship of Lviv were visited by 150 thousand tourists, and the revenues to the budget amounted to about 20 million euros.

It can be expected that positive feedback from Ukraine on football fans who visited Ukraine during Euro 2012 will somewhat improve the perception of Ukraine as a tourist country. The basis of the country's GDP growth as a result of Euro-2012 is to increase the productivity of the infrastructure, improve the image of the country among tourists and investors, and improve the transit attractiveness of the country.

The reasons for investor losses from Euro-2012 are most often the lack of an adequate business plan for infrastructure development and high-quality advertising of the host country. In the end, only one third of all costs can be repaid at once, the rest – after Euro-2012 as the objects are exploited, as well as from the image of the country. Due to the holding of European championship Ukraine also managed to achieve significant image success. Many foreign fans were pleasantly surprised at the high level of culture and service in domestic hotels and catering establishments, as well as the hospitality of Ukrainians. This gives an opportunity to talk about improving the international image of Ukraine and a positive signal for development, in particular, the tourism industry (Biba & Chmyre 2012).

Thus, the effect of the preparation and holding of Euro 2012 from the material point of view can not be considered positive. At the same time, Ukraine will not be able to fully exploit the potential of the Euro to push for development through the constant change of interests of championship participants, for whom new benchmarks will appear in the next few years – visiting countries where sport events are held. Therefore, such an event may not only justify the economic expectations of its organizers in Ukraine (while the international organizer – UEFA,

has already received a tangible positive financial effect), but also prove to be a very substantial burden for the weak economy of the country, making it even poorer (which does not contribute to growth tourist potential).

Based on the generalization of the main problems hindering the organization of competitive international events in Ukraine (for example, Euro 2012), a model for the formation of conditions for the effective implementation of macro-projects of international sports tourism was developed (Fig. 5).

The logic of the implementation of the prerequisites for the successful organization and implementation of macro-projects of international sport tourism in Ukraine and similar to the problems of tourism development in developing countries is as follows: state regulation and programs determine the priorities of development of macro tourism projects (including sports) and create an institutional basis for realization of the resource potential of the country, what will be promoted by:

- the existence of identified and artificially created competitive advantages around which tourist interest is created and tourism demand is intensified;
- adequate and effective political and legal environment, safety, availability of proper health care system and high level of comfort;
- attractive environment, ecological safety;
- developed infrastructure of transport, hotels, services, hospitality;
- availability of professional operators on the market (tour operators and travel agencies);
- price availability of tourist services, open borders;
- technology and computerization of the tourism industry;
- positive image of the country.

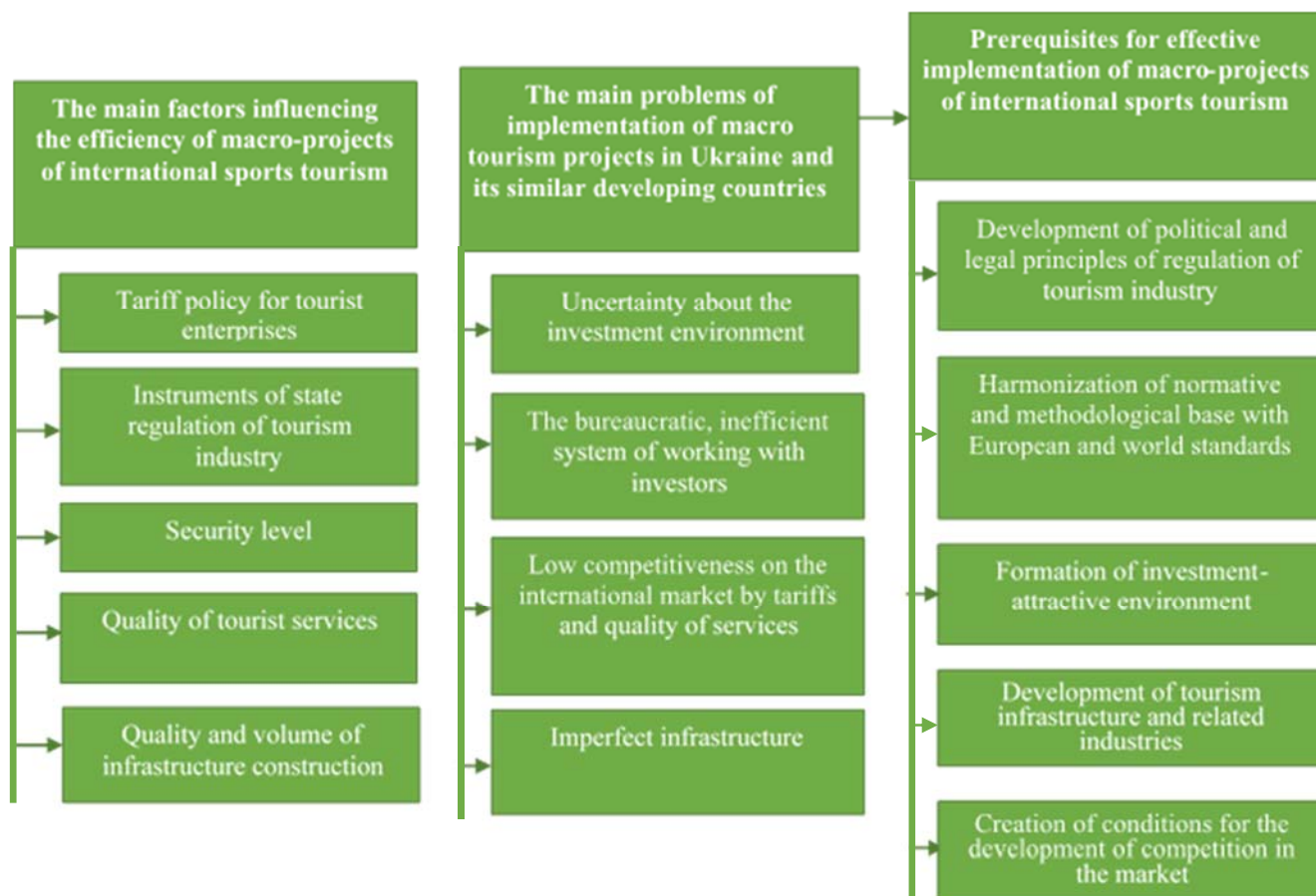


Figure 5. Model of conditions for effective implementation of macro-projects of international sports tourism in Ukraine and similar in the list of problems of tourism development in countries

Based on the analysis of the situation in the tourist industry of Ukraine that hosted Euro-2012, the problems and prospects for implementing large-scale events of international event tourism in the country (such as Euro-2012), the author determined that the application of the project approach with the adaptation of positive experience

foreign countries (for example, Poland, which partially implemented the project "Euro-2012" in their own territory) will allow to some extent overcome the negative impact on the success of the sporting event of such external and internal factors as an unstable economy; deficit and limitation of resources; inflation and increase in the value of goods and services; increasing competition in international markets; social problems; problems of the consumer market; increasing demands on the quality of works, services and goods.

The economic essence of international tourism is the exchange of services provided by the tourism industry. In this sense, large-scale sporting events of international tourism create opportunities for stimulating a steady demand for tourist services in the international market for goods and services that are formed as purely economic (pricing, quality of services, etc.) (Birenboim 2016) as well as social (Havard 2014).

Particularly important function of sports events is manifested when creating with them the acquired / artificial competitive advantages of tourism in a certain country, in particular, sports events tourism. Thus, large-scale sporting events as an instrument for the development of international tourism, the successful implementation of which is possible primarily through the impact of globalization, create the competitive advantages of a particular country, thus showing an effective direction of the spread of globalization tendencies.

The economic benefits of large-scale sports events have become the main factor in the development of such events in recent decades, the growth of their scale, time, frequency and geography. For example, in the United States in the last two decades, the organization of sporting mega-events has become an effective business (largely due to the development of the media market and telecommunications), under the influence of globalization and the financing of large-scale sports events. At the same time, according to the author of the article, it is a great omission to ignore the role of sports mega-events as part of the general tendency of world tourism development. Therefore, the organization of projects for international sporting event tourism should be considered as an element of entrepreneurship, that is, in the context of the dynamics of entrepreneurial activity and as an element of the marketing mix (Chu & Chiu 2013). The inability of the tourist business of the country, which is the place for macro-projects of international sports tourism, to use all the tools of project management and international marketing, and the reluctance to spend the power and funds for their mastering, according to the author of this article, significantly reduce the effectiveness of the implementation of macro projects and the return on its investments.

The implementation of macro-projects of international sports tourism is associated with the involvement of a large number of economic entities of different levels and marketing and project management tools, the coordination of which contributes to achieving maximum returns not only in the economic, but also in the image, social and cultural sense, which is equally important to tourism. At the same time, the establishment of criteria for the effectiveness of such macro projects, as well as the definition of the preconditions for their effective implementation on the basis of analysis of existing problems and solutions to them, carried out in this paper, is an important scientific problem.

The implementation of international sport tourism macro-projects as a large-scale event should ensure satisfaction of this event participants' interests (teams participating in the championships), its organizers and visitors. When studying the interests of visitors to large-scale sports events, it is especially important to consider and evaluate the possibility of maximizing the full range of travel services they can use and also to estimate the optimal ratio of projected income that is expected from these services to the cost of their implementation (Qiu & Chen 2014).

The full value of the analysis of the effectiveness of the implementation of macro-projects of international sports tourism and individual sporting events largely depends on the systematic and consistent methodology for collecting and processing information, which will allow assessing and making sound conclusions about the effectiveness of macro projects in general, will help ensure the success of their implementation and increase the effectiveness of conducting.

The theoretical substantiation and practical implementation of the approaches proposed in the article gives the opportunity to increase the competitiveness of the tourism business of a particular country, in particular Ukraine, for example, which analyzed large-scale sports events at the level of the European Football Championship. That is why in Ukraine and similar countries, which are preparing to organize large-scale sporting events, the project approach to managing tourist activities in the field of event tourism should be developed as it will systematically contribute to the development of the level of infrastructure services and tourism of the country as a whole.

Conclusions

The article focuses on the formation of a scientific basis for the selection of projects of sporting event tourism of a certain group of large-scale projects (macro projects), management of which, in view of their specificity, significance, scale and number involved in the organization of structures, has certain features. The concept of

"macro-project of international sports tourism" was determined, the special significance of the active use of the toolkit of the project approach in the process of preparation and realization of data of macro projects was noted.

The criteria and requirements for the effectiveness of international sports tourism macro-projects are determined, which allow identifying a macro project as effective or ineffective. Synthesis implementation of macro criterion of effectiveness of international sports tourism is, according to the authors, completeness achieves project objectives with mandatory definition of priority for certain groups of beneficiaries (the main organizer, for example – for the UEFA European Football Championship, the economy of its image, country tourism business, etc.). The main problems from the host country's point of view, which impede the realization of the tourism potential of macro-projects of international tourism, similar to Euro-2012, are summarized, and the ways of their solution are formulated through the creation of appropriate conditions (Fig. 5). The aspects that characterize the significance of Euro-2012 and other potential macro-projects of international tourism for the country's economy and society as a whole are determined.

The results of this study are aimed primarily at solving tourism management problems in the context of achieving a balance of marketing goals and interests of the organizers of large-scale projects of event tourism and tourists that these events are visiting, as the research issues identified in the scientific world have not been resolved. This is especially true for countries with economies in transition, in particular Ukraine, the practice and level of organization of tourism activity, which at present significantly differ from the existing in developed countries regarding standards, scale of activity and level of efficiency of tourism business. The proposed approaches and economic evaluation on the example of a concrete measure can be supplemented and specified on the basis of further analytical research and improvement of the methodology of analysis, as well as conducting further expert-marketing work. Policy Studies advisable to focus on the study has not yet solved problems associated with the organization and management of exhibition activities, management decisions in this area of marketing principles.

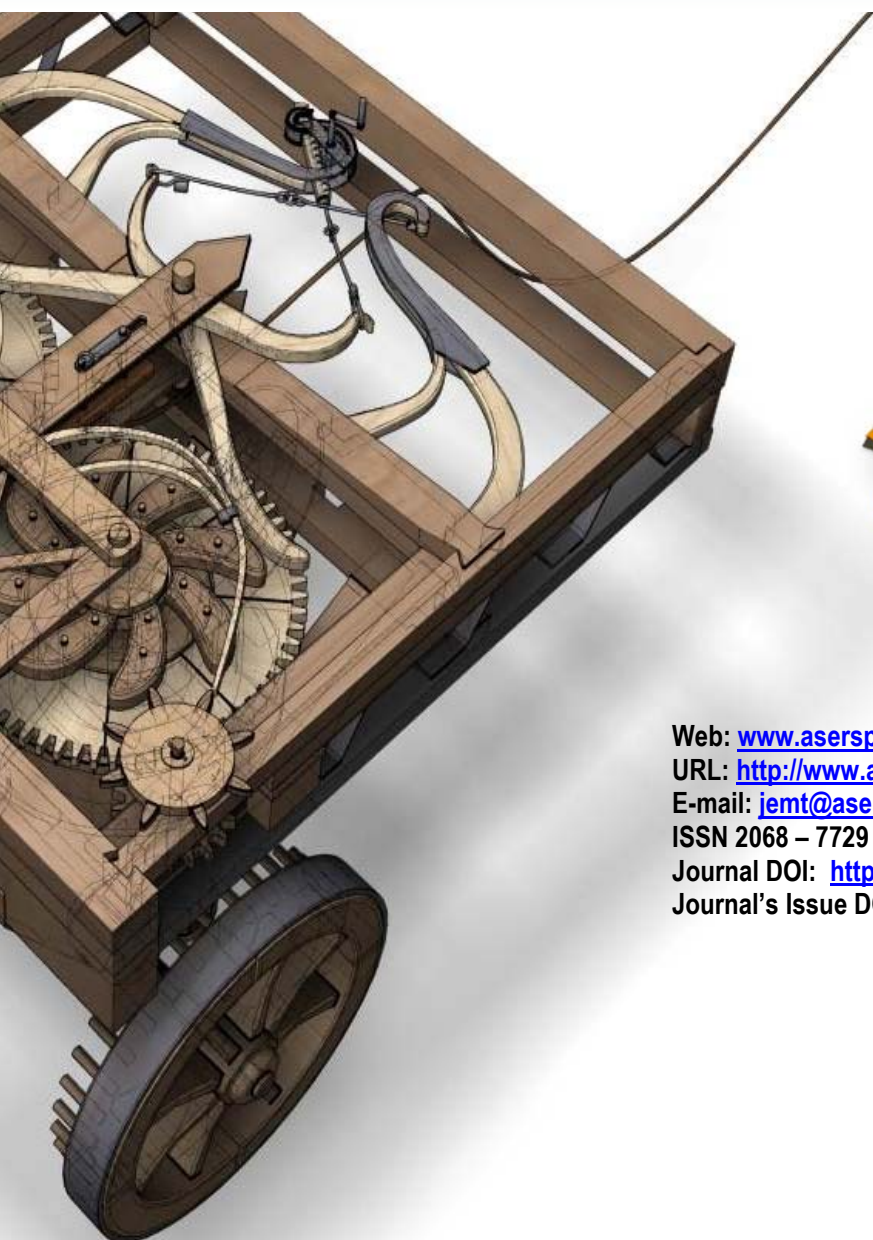
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ISSN 2068 – 7729

Journal DOI: <http://dx.doi.org/10.14505/jemt>

Journal's Issue DOI: [http://dx.doi.org/10.14505/jemt.v8.6\(22\).00](http://dx.doi.org/10.14505/jemt.v8.6(22).00)