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Sport as a strategy to diversify the touristic offer - With a focus on sports events in Germany -

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LIST OF ABBREVIATIONS

DMO	Destination management organization
EUH	Experience-use history technique
WOM	Word of Mouth

ABSTRACT

In recent years the market segment of tourism but also of sport have grown a lot. Besides the traditional tourism many other types of tourism have appeared like sports tourism. But what impact does sports have on tourism, how are sports and tourism linked or interdependent? What are the advantages of integrating sports into the sports tourism strategy of a destination? Does sports tourism offer the opportunity to diversify from the traditional tourism sector? This thesis will give answers to these and other questions by analyzing especially the situation in Germany with its sports city Riesa. It will demonstrate the risks and opportunities as well as the positive and negative effects of sports tourism in a destination and show how a destination can include it into its marketing strategy. In particular it will explain the economic effects of sports tourism and how it can be used as a diversification strategy. Sports tourism including sports events have a huge impact on the economic power of a destination whether it is a small city or even an entire country. It does not only generate profit and create jobs for proud citizens but also attracts a new segment of tourists.

1 INTRODUCTION

In this thesis the effects of sports in the tourism segment and the resulting sports tourism segment are to be analyzed and elaborated. The market segment sports tourism has been little researched so far, but the importance of it has increased enormously during the last two decades. Due to the social change towards an adventure society it will also become more and more important. That is why I was very interested in this topic. It is a niche market that is constantly growing and will become even more important in the future. Sports generate enormous revenues - most obviously in professional soccer or baseball in huge stadiums, in tennis with its sequence of major tournaments all over the world, etc. But also the amateur sport in the countless clubs is to be mentioned here. Not only the clothing industry with the matching jerseys, tracksuits and other sporty accessories is dependent on this, but also a large part of the shoe industry, as sports shoes are already part of everyday clothing. All this is known and already sufficiently described.

But what impact does sports have on tourism, how are sports and tourism linked or interdependent? What are the advantages of integrating sports into the sports tourism strategy of a destination? Does sports tourism offer the opportunity to diversify from the traditional tourism sector? In order to answer these and other questions, this paper analyzes sports tourism in Germany and, as an example, the sports city of Riesa in more detail. It should also be noted that this work was written before the Corona crisis and it is therefore not possible to make any statements about the time after the crisis. To do otherwise would only be speculation.

2 SPORTS TOURISM

Sports tourism is a growing segment of the tourism industry. In the last decade, the phenomenon of sports tourism has become increasingly important. A distinction must be made between amateur sports events and professionally organized (mega) events. Not only the number of large sports events have increased, but also the number of smaller sports events, such as running, cycling or obstacle races. From 1990-2013, the number of sports events like as running events has increased by 300%. (Newland & Aicher, 2018, pp. 131–132) Another trend in this area is, for example, events such as Tough Mudder and other adventure sports events. (Gibson, Lamont, Kennelly, & Buning, 2018, p. 86) But what is sports tourism exactly?

There is no standard definition of sports tourism in the literature. However, a distinction should first be made between active and passive sports tourists. The difference lies in whether the tourist visits the destination to actively participate in the sports event, or whether he is just a spectator at a sports event. (Gibson et al., 2018, pp. 83–85) From the point of view of sports tourism, sport is a voluntary, conscious and physical activity. Sport is not a "necessary" and "everyday" form of movement. Apart from sporting ambitions, other motives for sport are joy, health, sociability or prestige. In the tourism context, the choice of destination for sports tourists is decided on the basis of the sporting activities. A distinction is made between sports whose practice is a main motive for travel, sports which are only secondary to the choice of destination and sports which have so far had no tourist significance. The distinction between the different categories is not easy as it is not always clear how to differentiate between them. It is not easy to classify the sports that are relevant for travel planning because of the diversification and ever shorter life cycles that are subject to constant change. Furthermore, problems of delimitation must be taken into account, as there may be national or even regional differences in the definition of sports. Some sports, such as "flyfishing", do not exist in some countries or are not known there. This of course has an impact on the touristic importance of the sport. The planning and execution of a trip of sports tourists is, as with conventional tourists, the result of the travel planning, which is based on many partial decisions. Important factors are, among others, the timing, duration and destination of the trip. Sports tourists often make the latter decision based on the sports infrastructure offered by the destination. Less important in the sports tourism travel decision are prices, accommodation facilities, means of transport and the form of organization. (Spektrum.de, 2001) But where does sports tourism originally come from and how did this market segment develop? This will be explained in the following chapter.

2.1 Development and history of sports tourism

The first connections between sporting leisure activities and travel appeared in Greece in ancient times. Already at that time there were sporting competitions celebrated and visited by thousands of visitors. More than 2000 years ago, thousands of Greeks and Romans made a pilgrimage to the Olympic Games, although travel conditions were very poor compared to today. No other event of that time moved so many people to undertake such a long journey in order to participate in these mega sports events. Romans also liked to watch gladiator

fighters and visited Roman baths or thermal baths in the free time in between. In the Middle Ages the daily life of the inhabitants of Europe was controlled by the Catholic Church, religious reforms prohibited many sporting activities. However, not all sporting activities were banned, as Spanish, French and English monarchs were all too pleased to watch sporting competitions, such as knights' tournaments and crossbow shooting.

Dancing, wrestling, archery and golf - sports that are still popular today - were already popular sports in the Renaissance. The Dutch, for example, travelled to Scotland to learn the Scottish way of playing golf. (Schwark, 2014, pp. 15–16) In the 16th century a new form of tourism, the "Grand Tour", appeared in Europe. This new form of travel was carried out by young aristocrats and often took 2-3 years, it served to broaden education. Apart from linguistic, mathematical and scientific knowledge, the sporting ability should also be expanded and promoted. Through the centuries, travel became more comfortable and affordable for other classes of the population, such as the wealthy citizens. However, as the nobility wanted to stand out from them, bathing tourism emerged in the 18th century. Parallel to the industrial revolution in the 19th century, the combination of sport and tourism expanded more and more. Technical innovations, such as better carriages and later railways, cars and airplanes, were to make travelling much easier and now also more affordable for poorer people of the population. In addition, people's purchasing power increased, values and norms changed and sport became more and more part of everyday life in society. (Ueli Gyr, 2010) Sport and tourism have not developed simultaneously, but there is now a steadily growing range of travel opportunities with an ever closer link between sport and tourism, expressed in the form of sports tourism. The following definitions and the further content of this paper will help to clarify this aspect.

2.2 Definition of terms

In order to understand the whole concept of sports tourism, however, basic terms such as sport, tourism, destination and of course event should first be defined.

2.2.1 Sport

The term "sport" is an essential part of the terminology of sports tourism, but there is no clear definition of this term either. There are various possible definitions from different perspectives. In some countries, the meaning of sport is equated with that of competitive sport, i.e. the practice of sport is subject to fixed rules. (ScienceDaily, 2020) Other definitions assign a non-competitive character to sport. In these cases, sport is considered a general good for leisure, relaxation and health promotion. In summary, the term "sport" can therefore be understood to include professional competitive sport as well as an activity for personal enrichment. (Schwark, 2014, pp. 42–43)

2.2.2 Tourism

Since there is also much disagreement about the term tourism, the UNWTO has defined it as follows: "Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes." (Tugberk Ugurlu, 2010)

2.2.3 Destination

The destination is a geographical area in which the tourist consumes the touristic product, i.e. the service bundles of his journey. This geographical area represents the tourist's final destination, it can represent a place, a federal state, a whole state or even a continent. It is therefore a landscape feature that also includes socio-cultural, organizational and geographical units. Destination is a subjective concept, it arises from the point of view of the guest who chooses this place, based on the assumption that he will receive the best possible satisfaction of his personal needs there. (Berg, 2008, 294 f.)

2.2.4 Event

An event is a temporary and planned happening with a thematic program. Events have their own unique character, they are staged and therefore emotional as well as physical stimuli have an effect on the guest. Events should trigger experiences in the participant and thus remain in memory. (Berg, 2008, p. 531) Depending on the region, an event is considered large or small. In rural areas with a low population density, events with 100 or more people are considered large, while in urban areas they would be more of a marginal event. Therefore, the concept of size should be handled with care and it should always be critically considered where the event takes place.

2.2.5 Correlations between the terms

Leisure tourism is thus motivated by various reasons: to relax, to experience things and to break out of everyday life. The target location is the so-called destination. Reasons to visit it can be sporting motives, such as the interest in participating in or watching a sports event. Within science, sport and tourism are two independent areas in the service segment. But as already explained, there are also interrelations between the two areas. In that case sport, events (as part of the tourism segment) and tourism influence each other. Through these processes a new market has emerged: sports tourism. (Krüger & Dreyer, 2004, p. 329)

2.3 Distinction between active and passive sports tourism

In recent years, the importance of sport as an economic factor has increased significantly, and there are more and more sports events that show the connection between the individual economic sectors of sport and tourism. However, only 22% of trips made in Europe have a link with sport in the broadest sense. (Bezold, Thieme, Trosien, Gerhard, & Wadsack, 2019, p. 222) For some tourists, sport is the main motive for travelling, while another proportion of tourists tend to travel as passive sports participants. When defining sports travel, we are talking about travel made for the purpose of sports activities. The term sports tourism is extended to include the field of passive participants. Thus, the visitors of sports events are also an important component of tourism, since especially at large sports events, more passive participants, in other words the spectators, usually travel to watch the event. In addition, all persons who come into professional contact with sport and travel to sports events (sports journalists, sports equipment manufacturers, etc.) must be taken into account. (Dreyer, 2002, p. 22) Accordingly, sports tourism means any form of travel to participate either actively or passively in sporting activities.

3 CONNECTION BETWEEN SPORTS EVENTS AND THE DESTINATION

In this chapter, both the positive and negative effects of sports events on a destination will be discussed. What opportunities and risks do sports events present for a destination? What effects result from the increased number of tourist visitors? A destination can benefit from sports events in social, ecological and economic terms. The destination's management organization (DMO) can take advantage of the sports event from a marketing point of view. In fact, the DMO can use sport and sports events as constant core components to promote its destination and adapt its marketing strategy accordingly. Both large and small sports events can already change the quality of how a destination is perceived. This influences in turn the reputation of the destination and its attraction to tourists. (Hede, 2005, p. 188) In the following, first the opportunities and risks that sports events entail for a destination are discussed, followed by the effects of a sports event.

3.1 Opportunities and risks

When a destination is thinking about organizing a sports event and tries to convince all the necessary and important stakeholders for the implementation and realization, often only the positive effects are taken into consideration. However, besides all the opportunities that sports events provide to a destination, certain risks and negative effects cannot be ignored. A clearly observable effect of big sports events is that they attract large crowds of people. (Preuss, Kurscheidt, & Schütte, 2009, p. 29) In addition to the visitors and participants of the event, other event-related operators (i.e. other passive sports tourists e.g. journalists) also travel to the destination. This boosts the economy, and both active and passive sports tourists create increased demand in the service sector, as taxi services and delivery services, for example, are used more frequently and restaurants and accommodation facilities are operating at full capacity. (Wessolowski, 2019a) In this respect, it is of course important to ensure that the existing tourist accommodation capacities are sufficient. If this is not the case, it should be considered whether the development of tourist infrastructure such as tourist attractions and accommodation facilities would be profitable. Here, of course, consideration should also be given to whether the transport routes, i.e. the region's existing road network infrastructure, would need to be expanded. Accordingly, an event can quickly become an economic risk. If the municipality has miscalculated, it could get into debt if it cannot pay back its loans for the investments on time. (Preuss et al., 2009, p. 224) In addition, large sports events often have high security costs that need to be considered well in advance in order to avoid overspending during the event. Since the DMO or the tourism director of a destination does not have to consult with politicians or the city council in advance when considering the marketing concept, wrong decisions or misunderstandings can also occur. (Grantz, 2019) If a destination does not have much experience in planning large events, it should definitely seek advice from experts and regional scientists to avoid negative effects. (Sato, Gipson, Todd, & Harada, 2018)

New sports facilities are often built for large sports events, which offers the chance to make the destination more attractive, but also the risk that these sports facilities will not be used afterwards. This would mean dilapidation and the

formation of ruins and would significantly devalue the townscape. Therefore, a long-term utilization plan must be drawn up in advance to avoid such demolitions. The long-term use of the sports facilities should be clear, and it is important to know what they can be used for afterwards. (Dreyer, 2002, pp. 269–270) Sports events increase the volume of tourism, which creates an increased economic demand, which leads to an increase in prices and, as a result, companies are able to pay higher salaries, which in turn leads to an augmentation of income. (Preuss et al., 2009, pp. 23–24) In the long term, however, this can also lead to increasing prices and can have consequences for the population living in the area, as not everyone benefits from the increase in income and thus increasing taxes. (Preuss et al., 2009, p. 56) If there are regularly repetitive events in this region, more and new jobs will be created. This, in addition to the improved experience and leisure activities, provides for an enhancement of the quality of life. When the quality of life increases, it also means that more people move to this area. This will continue to ensure an economic upswing. As a result, the region has the opportunity to re-network and enter into new trade relations. New companies, for example, are settling in the area. As they are looking for new employees, it can also happen that people change their employer. This poses a risk for smaller companies who may lose their employees to larger enterprises. The development potential of a destination associated with a sports event therefore has many economic advantages and disadvantages. The settlement of new companies and the influx of new residents will ensure a sustainable improvement of the economic situation and future. (Gans, Horn, & Zemmann, 2003, pp. 89–90) Hereby it becomes clear that synergy effects between the event and the destination are present. The destination provides the framework for the event, while the event attracts tourists. Accordingly, the event has a higher influence on the destination than vice-versa. Sports in particular represent a significant location factor in competition with other destinations, so sports events can be used to promote and advertise the destination. Sports or mega events are often broadcast on television. The focus of this broadcast is of course on the sports events and activities, but the transmission on television or perhaps on the internet also offers the opportunity to show more of the destination. This is called event-related destination marketing, this is a special and extensive advertising opportunity that should be used to convey positive impressions of the destination. (Hede, 2005) If the advertising film or scenes are filled with beautiful pictures and popular music, this will most likely create a good impression with the viewers. The destination marketing at the destination should also be coordinated with this. Here too, advertising films can be shown, flyers distributed or other proactive offers (such as a city tour or boat trip) can be made available. Sports events make destination more attractive as they can make it look younger and more dynamic. They help creating or improving the image of a destination. (Linne, 2019)

It is always important to consider which target group to address. If a destination wants to establish itself as a sports city, it may appeal to a new target group. The entire marketing concept should be designed with this in mind. If a new target group should be addressed, there is a risk that the previous target group will be frightened off and/or scared away. At events with well-known sports personalities, the sense of community that the athlete often has with his fan base can be used to create a local identity for the destination. This would go hand in hand with a strong emotional connection for the place and ensure that visitors might come

back more often. (Gibson et al., 2018) So there are also some social opportunities, parts of the population could be proud to be the venue for a major event. Sports events can therefore increase the growing identification with a destination. If the population has a positive attitude towards sports and sports events, this can also have a further positive effect due to the sense of community. Residents become more involved in social activities, especially in sports clubs, and thus become more active in sports themselves. There are also positive health effects on those who practice sport and can therefore have a positive effect on their working environment. Sports events also offer the possibility of integrating marginal groups, such as ethnic minorities. (Krüger & Dreyer, 2004, p. 206) But it also has social risks, for example, during a sports event the positive and exuberant mood of the visitors can quickly change into a negative and aggressive state of mind. This can lead to conflicts between the tourists and the local population and even lead to crime and vandalism. (Gans et al., 2003, pp. 98–100) A major sports event also brings with it opportunities and risks from an ecological point of view. If, for example, the transport infrastructure is improved, this could involve the expansion of public transport. Traffic concentrations would be better distributed and diverted and possibly less CO₂ would be emitted due to the reduction of individual car journeys. (Dreyer, 2002, p. 260) However, such a development and expansion of the structures also represents an intervention in the environment. Entire landscapes could thus be destroyed. In addition, the accumulation of crowds of people is a burden on the environment, especially when tourists arrive and depart, not to mention the waste problem that could arise from a large event. (Krüger & Dreyer, 1995, p. 302)

3.2 Destination marketing

The number of sports events has increased significantly in recent years. Sports events can be part of a destination's diversification strategy. The increased number of sports events has also led to an increase in the number of related trips and the number of sports tourists. The challenge for the marketing managers of a destination and the corresponding DMO is to recognize the various opportunities for diversification and to develop an appropriate marketing strategy tailored to the target group in order to exploit this competitive advantage. (Gibson et al., 2018) A common problem is that both active and passive sports tourists are combined as a common target group. But these are not only two target groups to be considered differently, the active sports tourists themselves can be further divided into different segments. (Sato et al., 2018) In addition to an appropriate marketing strategy for the passive sports tourists, a marketing strategy for the active sports tourists must also be created. For this purpose, the destination marketing managers should firstly understand the different active sportsperson profiles and secondly, the destination loyalty should be promoted. For the marketing strategy to be successful, everything about the target group should be known and it should be determined who belongs to the target group. (Hede, 2005) To do this, the first step is to find out which segments actually exist.

The paper “The relationship between sport tourists’ perceived value and destination loyalty: an experience-use history segmentation approach” from Shintaro Sato, Christina Gipson, Samuel Todd, and Munehiko Harada, summarized various studies on the destination loyalty and perceived values of athletes and identified four segments of active sports tourists using a market

segmentation technique. The market segmentation technique used was EUH, i.e. the experience-use history technique. This focuses on the past experiences, sports tourists were asked how many sports trips they have made in the past year. There is a strong link between the perceived value and the loyalty to the destination and thus provides information about the evaluation of the trip and about how the tourist perceived the circumstances of the destination and the event. EUH data is easy to obtain as visitor data is stored and collected in each DMO office. EUH analysis is often used in the tourism industry to find out more about leisure tourists and event visitors. When destination management ensures that destination loyalty is maintained, not only does it make tourists more likely to come back, but it also makes them tell friends and acquaintances about the destination and the event afterwards, this effect is called positive word-of-mouth effect (WOM). Destination loyalty is of utmost importance for the promotion and development of sports tourism, as returning tourists are more likely to spend more money in the destination than tourists who are there for the first time.

The EUH technology has been supplemented by the SERV-PERVAL model (service perceived value) to better determine the perceived value of the destination. For this purpose a Likert scale with 25 items was used, which measures the factors of perceived values (quality, emotional response, price [monetary - perceived price for product or service - and behavioral - non-monetary, i.e. how much effort is put into obtaining a product or service) and the reputation of the destination]. EUH examines the market for socio-demographic elements: gender, age, income and travel behavior in relation to sport. The following results were compiled, active sports tourists can be divided - as mentioned above - into four segments: Novice, short active, long active and Expert. For novice tourists, the perceived quality of the destination is the most important factor. Short active tourists attach great importance to the reputation and image of the destination, while for long active tourists the monetary price plays an important role. Short actives, long actives and experts are all equally interested in the emotional reaction to the destination and the event. This is probably mainly due to the fact that both leisure tourism and sports are hedonistic activities and due to the desire to experience fun at an event and on holidays in general. As a result, the marketing strategy is different for each target group. While short actives are still relatively young and have access to the internet, the evaluation of the destination or the event is especially important to them. Moreover, they often travel with a partner, so romantic packages could be put on offers that combine sport and romance. Long actives, for example, often travel with their family, so they attach greater importance to local prices, as sports equipment is usually very expensive. Thus it is clear that the choice of target group is crucial for the formation of the marketing strategy. (Sato et al., 2018) Once a target group has been selected, it is important to generate and implement concepts. This can mean to advertise in advance to promote the participation of famous athletes in the event. In addition, promotional videos can be uploaded to the website of the destination and the event, showing highlights from previous sports events and telling the stories of the athletes. (Newland & Aicher, 2018)

Apart from its natural features, the destination can also be associated with abstract connections, for example with scientific projects in which the city is involved. This could be of particular interest to amateur athletes or passive sports

tourists, who often have other, possibly professional, interests besides sports. (Linne, 2019) Other (touristic) operators should coordinate with the DMO so that they could also organize smaller events, for instance a noodle party. (Wessolowski, 2019c) The marketing communication strategy should focus on the emotional aspects of the event as these are better remembered. For example, the special mood and atmosphere of the event could be highlighted, as well as the unique selling point of the destination. This can lead to guests staying longer than just for the duration of the event. (Hallmann, 2010, pp. 62–63) It should not only be advertised before and during the event, but also after the event, contact with the tourists should be maintained. E-mails and updates about future events can be sent. In addition, there should be a hashtag during the event and afterwards, which gives athletes the opportunity to spread more information and experiences about the destination and the event in addition to WOM. (Newland & Aicher, 2018)

In another paper “Exploring sport participants’ event and destination choices” from Brianna L. Newland and Thomas J. Aicher, the active sports tourists were differentiated according to the type of sport. For example, it was noted that triathletes are more interested in a relaxed spa stay and at the same time, like cyclists, in the highlights of the competition. While runners prefer to look at nature and the environment. So different types of sports also reveal something about the athletes, some are more interested in the requirements and implementation of the event and others more in the nature and destination. Again, the marketing strategy should be tailored to the target group. Both segmentation techniques do not exclude each other, so it would make sense to combine both to find out more about sports tourists. Before planning a sports event, the DMO should be aware of which athlete segment it wants to attract and tailor the sports event and marketing accordingly.

3.3 Effects

This chapter considers both the microeconomic aspects of a sports event, such as the revenues and costs of the event, and the macroeconomic perspective, i.e. the advantages and disadvantages for the population and local businesses. The short, medium and long-term effects are to be assessed differently, some of them positive and others negative, they can have a social, ecological or economic component and can be indirect or direct. The effects are influenced by the following factors: number of active and passive sports tourists. This number is an indicator of the size and importance of the event, because the bigger the event, the more revenue is generated and the more money flows into the regional economic system. The settlement structure including its economic structure is also relevant, because depending on how good or poor it is, the money circulates in the regional cycle and remains within the community. It is also important to consider whether this is a one-time event or a regularly repetitive event, because accordingly, the sustainability and longevity of the facilities should be ensured and it should be considered whether further construction and expansion of sports facilities is necessary. The duration of the event has an impact on the overnight stay rate and thus on the hospitality and gastronomy industry. (P. Preuß, 2004, p. 170) In the following, the social and ecological effects of events will be discussed first, followed by their economic effects on the destination.

3.3.1 Social and ecological effects

Sports events, especially large ones, cause an employment effect in the destination. New jobs are created in the construction industry, in event logistics, in the hotel and catering industry and generally in the entire tourism sector. Some of these jobs also arise at smaller events. (Thöni & Philippovich, 2008, p. 27) In addition, new sports clubs may be founded. However, most of the jobs are only short-term and therefore the employment effect is not long-term and only provides a temporary positive impulse. Another short-term effect is higher wages which are paid out during the event in some areas, as foreign visitors bring money into the region. If the sum of the benefit increase exceeds the sum of the benefit decrease, an improvement of the general welfare is achieved. (H. Preuß, 2010, p. 19) The resulting income effect leads to an increase in purchasing power and local businesses generate more turnover. In addition, the municipalities collect more taxes, and this money can then be reinvested in the expansion of infrastructure or the beautification of the landscape or townscape. This improves the quality of life of the local residents. By means of an attractive sports landscape, the residents commit themselves to the city or region. If this gives the destination a good reputation, the residents are also proud of it, identify with it and report elsewhere about their home. (Gans et al., 2003, 98f.)

However there can also be negative external effects, no matter how big the sports event is. One example is the noise generated during the event (from music, crowds, moving cars and the construction and dismantling of the event site). Another example is the garbage and air pollution caused by the cars arriving at the event. All this affects the environment and nature. Another indirect effect that affects the environment is the high energy and water consumption of an event. (Kuhn, 1996, p. 45) During a sports event, negative reporting can also occur, for example, when false impressions of the destination are created. This can lead to a loss of image, and citizens may no longer want to identify with the destination. (Hede, 2005) Care should therefore be taken to ensure that the image is not damaged, because proud citizens develop a sense of community and belonging, which can also help migrants to integrate. Destinations that host sports events usually also have a wide range of sports on offer, which is not only attractive for young people, but also, in view of demographic change, interesting for older people. Regions that offer sporting leisure activities and demand-oriented sports facilities for senior citizens but also for families have a high attractiveness as a location. Sports and sports events therefore have a health and socio-political character. In this context, it should also be said that sport helps to prevent violence and promotes voluntary commitment, there are often a lot of active members in voluntary positions in sports destinations. (Sportstadt Köln e.V., 2015)

3.3.2 Economic effects

Sports events can cause a crowding-out effect, which means that in the high season regular guests no longer come to the destination, either because they are not interested in sports events, the prices have become too high for them, or they generally prefer to avoid crowds. As a result, the destination loses regular guests who migrate to other destinations. It must be carefully considered whether this migration causes an economic deficit (especially in the long term) or whether the new visitors to the sports events compensate for it or even exceed it. (Hallmann,

2010, 53f.) Another effect of sports events is the multiplier effect, i.e. indirect economic effects generated during the event. Thus, as already mentioned, there is an increase in demand (additional demand for goods and services), which is the result of the induced effect, the increased expenditure of the population due to the increase in income, and the indirect effect, i.e. the pre-payment of companies. Thus the gross turnover of the destination is increased and this generates an economic multiplier effect. (P. Preuß, 2004, p. 189) The gross value added of the region is augmented due to the increase in income and the employment effect of the sports events. In addition, the public sector benefits from the indirect economic benefits of the sports event in the form of increased tax revenues (including income tax and multiple spending of money in the destination). The multiplier effect can be reduced by excessively high direct or indirect taxes, as this reduces purchasing power. (Schwark, 2004, p. 10)

Another factor influencing the multiplier effect is the location where citizens spend their money. If the money is spent in other destinations, it flows into another economic cycle. (Fontanari, 2001, p. 103) This can be prevented by the DMO ensuring that guests find accommodation close to the sports events (enough capacity should be available in the region). In addition, there should be sufficient shopping facilities in the destination. (Wessolowski, 2019b) It should be remembered that although sports events are short-term, they have long-term consequences. One of the long-term location-related effects is that the subsequent use of the buildings and infrastructure must be guaranteed, as otherwise the high investments could have been used for other alternative projects or buildings. The construction projects change the cityscape or even the landscape, for example, if fallow land is built on. In the case of mega-events, such as the Olympic Games, it must be borne in mind that sports villages and newly created accommodation capacities should continue to be used afterwards. (Albers, 2006, p. 358) If this can be guaranteed, the townscape will be upgraded, which will make the region more attractive for tourists and thus promote the business location. (Kronthaler & Franz, 2003) Finally, it should also be kept in mind that if a sports event takes place in the low season, it firstly should ensure that the income from sports tourists covers the costs and expenses of the event. And secondly, that in addition, the region could generate large revenues despite the low season and thus benefits from the sports events.

3.3.3 Measuring methods and evaluation

Before an event is held, the benefits, especially the economic ones, must first be weighed up. Furthermore, the question should be asked whether there is an alternative to this project. In addition, it should be looked at how high the opportunity costs are. These are lost revenues and benefits that would have resulted from other uses of the resources. A decision must be made whether or not to carry out the event. This principle is called the do-it-or-leave-it principle. Here, the state of project realization is compared with the state of not realization. It must be noted that not only the business perspective of the organizer, but also the overall business perspective must be taken into account. The assumed economic benefit of the event should be greater than that of an alternative project, only then is it reasonable to hold the event. Moreover, the effects should be measured within a defined region (the destination) and a defined period of time. (P. Preuß, 2004, 170f.) Further considerations to be made in advance: the size

of the event should be defined, taking into account whether the destination is designed for it, i.e. whether the social structures, capacities of the catering and accommodation facilities and infrastructure are sufficient. Otherwise the destination could be overloaded. The organizer, that is, in the case of the destination, the municipality and the DMO, should be aware of how high the investment for such an event is and how much organizational effort is required. To do this, a maximum cost for the event should be determined in advance. A distinction should also be made between events of a supra-regional character or events of regional importance only. Supra-regional sports events often attract large numbers of spectators, which would increase the employment effect in the hotel industry. Regional events have less influence on the number of tourists, so there are hardly any effects in the hotel industry but social effects in the population. However, regular smaller events could attract more tourists if a well elaborated marketing concept makes the event known nationwide. In order to be able to plan a sports event well and then implement it successfully, a qualified management is needed. That means people who have knowledge of the sports and tourism sector. They should also have a good knowledge of the market conditions. (Linne, 2019)

The analysis and measurement of costs and benefits should be carried out before the decision to implement the sports events. In the following two possible methods to measure the effects and economic benefits of a sports event are presented. First, the cost-benefit analysis, this is a very commonly used method. It involves target-oriented measures that are made transparent in order to be able to assess the usefulness of the event. By estimating the positive and negative effects of a project, the probability of its success is determined. Scarce resources should be used sensibly and the greatest possible benefit for society should be achieved. The monetary effects of the event are recorded and evaluated. The following costs should be considered: direct costs, such as working time and materials, indirect costs, such as electricity, rent and management costs, and intangible costs, such as the impact on sports tourists and employees. Furthermore, opportunity costs and possible risk costs must also be taken into account. In addition to the costs, the benefit side must also be analyzed: here the focus is on the increase in turnover, the intangible benefits, such as satisfied sports tourists and employees, and the competitive advantages for the destination. The forecasts must be formulated precisely, otherwise the results will be distorted or impaired. The results must be quantitatively evaluated and then compared. The benefits should be greater than the costs. The result is a total monetary benefit, which, however, does not take into account the non-monetary effects. (Will Kenton, 2019) Secondly, there is the utility value analysis, which also provides a basis for decisions on the realization of projects, such as sports events. This is a non-monetary valuation method. All intangibles services and intangible assets are valued and a monetary value is attributed to them. The objectives of the events are defined and arranged in a hierarchical system in order to weigh them. The resulting costs and benefits are used to produce a scale of utility value. Benefits as well as costs are given the same units, so an overall benefit can be calculated. (Vitalo, 2004) However, the utility analysis does not indicate the usefulness of the project, as it is not clear whether costs or benefits prevail. But, the total benefit serves as a comparison with other alternative events

or a zero alternative, i.e. not realizing events. (Gans et al., 2003, p. 249) Thus the usefulness of the event is determined.

So both analyses could be used to measure the effects of a sports event. But it should be started with the utility analysis, to see whether the realization of an event is worthwhile at all and then continuing with the cost-benefit analysis, which calculates the monetary results. By combining both analyses and unifying them into one, it would be possible to measure not only measurable monetary effects, such as tourist turnover, but also non-monetary effects, such as the media value of the event, the increase in awareness of the destination, the image effect, the satisfaction of tourists and citizens and the willingness to recommend the event to others. This analysis could be called the cost-utility value analysis.

4 DIVERSIFICATION STRATEGY SPORTS TOURISM

What is the real significance of sports tourism, i.e. not only sports events, for a destination and what are the advantages over conventional tourism? In this chapter, the economic upswing in Germany through sports tourism will be discussed first, followed by an assessment of the diversification possibilities of sports tourism, using the sports city of Riesa as an example. Which real macroeconomic impact did sports tourism have in Germany, considering the last years? As already mentioned, sports tourism consists of two cross-sectional disciplines, the tourism industry and the sports industry. Therefore, it makes sense to look at both sectors and to compile and analyze the figures and data. Sports tourism does not only occur at sports events, but also in other forms due to the scenic conditions of the destination. Sport, tourism and thus sports tourism are promising market segments in Germany, due to the ongoing economic situation. In addition to culture and the experience of nature, sport is an essential aspect of the quality of leisure time. Sport also symbolizes the will to perform, independence and personal responsibility and thus influences the economic attractiveness of a location for companies. (Sportstadt Köln e.V., 2015) Thus, sport is conducive to the economy.

The share of the sports economy in the gross domestic product amounts to 2.3 %, that is 70 billion € (as of 2016). A total of €120 billion is spent on sports-related services and goods. Besides voluntary work, 1.3 million employees are attributable to the sports industry. In addition, the economic relevance of sport can be seen from the annual expenditure of € 24.5 billion, of which € 4.5 billion is spent on sponsoring, media rights and advertising in the field of sport and the rest on the construction and operation of sports facilities. (BMWV, 2020) Alongside their function as advertising media, service providers, as already mentioned, such as hotels and restaurants, also benefit from sport. The tourism industry has also been in an economically stable situation for years. The study by the German Travel Association called "the German travel market" reveals facts and figures about travel behavior and the German tourism industry from 2018 (status 2019). 78.1 % of the German population travels on average 1.3 times a year. 27 % of Germans listed Germany as their main travel destination. Of 1.4 billion tourist arrivals worldwide, Germany records 39 million visitors. The most popular city travel destinations in Germany, both for domestic and foreigners, are Berlin (13.5 million guest arrivals), Munich (8.3 million), Hamburg (7.6 million), Frankfurt am

Main (5.9 million) and the sports city Cologne (3.7 million). The top five German federal states for domestic holiday destinations are Mecklenburg-Western Pomerania (5.3%), Bavaria (4.7%), Schleswig-Holstein (4.3%), Lower Saxony (3.6%) and in fifth place Baden-Württemberg (2.2%). (Deutscher Reiseverband, 2019) Although the study does not provide a breakdown by individual leisure time areas, a look at the homepages of the respective federal states reveals that the sports program is primarily in the foreground especially in ranks 1st-3rd. Due to the various geographical factors, it can be assumed that a large proportion of the sports-motivated travelers also have these federal states as their favorite destinations in Germany. The top five offer many possibilities for sporting activities, such as hiking in the mountains of Bavaria or in the Black Forest in Baden-Württemberg, water sports on the North or Baltic Sea in Schleswig-Holstein or in Mecklenburg-Western Pomerania as well as on the Mecklenburg Lake District. Or cycling tours starting in the lowlands of Lower Saxony and ending in the mountains, forests and lake landscapes of Southern Germany. The German tourism sector employs 2.9 million people, which represents 7% of all German jobs. (Deutscher Reiseverband, 2019) This is mainly due to the well-developed tourist infrastructure, because the German cities and municipalities, which are organized in tourism associations, have, among other things, almost 46,000 tennis courts, (Zeppenfeld, 2020b) 7000 public swimming pools, (baederportal.com, 2020) 730 golf courses (Zeppenfeld, 2020a) and 500 climbing forests. (BMWI & BISP, 2017) In fourth place among the most popular types of holidays in Germany is hiking, that is why there are 550 hiking trails in Germany. (Statista Research Department, 2019b) In addition, the long-distance cycle path network connects all regions of Germany, it is 40,000 km long. In 2018, the Weser Cycle Path was the most frequented cycle route in Germany. It runs through four federal states (Bremen, Hesse, Lower Saxony and North Rhine-Westphalia). (Statista Research Department, 2019a)

In 2018 there were 477.6 million tourist overnight stays in Germany. (Deutscher Reiseverband, 2019) Apart from the geographical and cultural aspects, mega sports events are tourist magnets, which therefore have an economic effect on the entire country. Sales in the sports events segment amount to € 590 million in 2020, putting Germany in eighth place in a global comparison (top five: USA - with 9,672 million €, Great Britain, China, Japan and Canada). (Statista Marktprognose, 2020) The FIFA World Cup, which took place in Germany in 2006, generated € 1.265 billion in tax revenues and a total effect of outbound tourism revenues (including accommodation costs, consumer spending, tickets and tourist transport) of € 1.5 billion. (Deutscher Fußball-Bund, 2007) And 1,300,000 tourists visited the World Cup. (Liebsch, 2018) But there are also reports of even more recent sports mega-events. For example, the Handball World Championship took place in Germany in both 2007 and 2019. In 2019, however, only half of it took place in Germany, the other half was held in Denmark. 750,000 spectators watched the Handball World Championship on site in 2007, in 2019 there were a total of 906,281 spectators, 536,744 of them were in Germany. (Handball-world, 2019) In 2007 the total budget was € 6.9 million and the profit for the German Handball Federation was € 750,000. (FAZ, 2007) Whereas 2019, the German Handball Federation benefited from almost € 3 million profit. (DHB, 2019) 2019 also hosted "the Finals", a mega sports event in Berlin, which hosts the German championships in ten sports disciplines for 48

hours. It is similar to the Olympic Games, but only national. 3300 athletes took part, (rbb24, 2019) 178,000 spectators were on site and 20 million watched the 20 hours of live coverage on TV. (Herold, 2019) However, there are no concrete figures on turnover, costs and profit yet. In addition, non-event sports tourism is also enjoying constant and increasing popularity. One of the most popular sports tourism segments in Germany is bicycle tourism, which generates an annual turnover of 5 billion €. Hiking tourism is the strongest in terms of turnover, generating € 7.5 billion annually, which also includes pilgrimage, trekking, Nordic walking, climbing and geocaching. (FIS, 2018) In the following chapter, the diversification advantages compared to conventional tourism will be demonstrated on the basis of the sports city of Riesa.

4.1 The sports city of Riesa

With 29,812 inhabitants (November 2019) (Statistisches Landesamt des Freistaates Sachsen, 2019) Riesa is the second largest city in the district of Meissen, in the federal state of Saxony. (Stadtverwaltung Riesa, 2020b) Saxony is one of the top ten most popular destinations in Germany for a stay of five days or more. In the category of short holidays, the destination is even in third place in Germany. (Deutscher Reiseverband, 2019) The former steel industry city holds the title Sports City since the mid-1990s. The first major sports event took place on "International Challenge Day" in 1994. This was followed by the Sumo World Championship in 1999 in the newly built SachsenArena in Riesa. At the end of the 20th century, with the decline of the steel industry, a new concept had to be developed to create a new image for the city. This was mainly promoted by the mayor. The aim was to make Riesa known nationwide and to increase the attractiveness of the city so that not only the residents but also guests would feel at home in the city. In the long run, this should also contribute to the creation of jobs. (Stadtverwaltung Riesa, 2020a) But what exactly is a sports city?

According to the Cologne Sports Agenda, there is no uniform definition for the term sports city. The development process towards a sports city differs from city to city. However, there is general agreement that a sports city is suitable for sports and promotes physical activity and has the following aspects: a sports-related supply structure, a spatial infrastructure as well as organizational structures of sport and the combination of the primary function and secondary function of sport into an overall concept. In addition, the city should be a place worth living in with a networked space for movement and offer physical activity for all age groups and areas of life. Here, a broad understanding of sport and movement is meant, i.e. both free and individual sports activities and club-related sports activities. According to experts from the German Sport University and the German Olympic Sports Federation, there are nine criteria that should be used as a reference point for a city suitable for sports: firstly, the creation of sports, play and exercise areas. Secondly, the provision of sports facilities and rooms for club sports. Thirdly, the existence of comprehensive municipal sports promotion, beyond the sports facilities. Fourthly, implementation of cooperative processes in which the players were involved and thereby create a dialogue, for example between schools, kindergartens and clubs. Fifthly, focusing on school sports: Local authorities have a responsibility for providing school sports facilities, for ensuring that they are available when and where they are needed, and for ensuring that the curriculum is also sports-oriented. Sixthly, concentration on competitions and competitive

sports events under the criterion of sustainability. Seventh, a dialogue-based approach and networking of sport in all areas of local politics. Eighth, the organizational anchoring of sport in the form of a sports office as the central contact for clubs and all sports issues. And ninthly, the political anchoring of sport: credible political commitment to sport that is established on a permanent basis so that sport is also perceived in the municipality. (Sportstadt Köln e.V., 2015)

In Riesa every sixth inhabitant is a member of a sports club, SC Riesa is the fifth largest sports club in Saxony. Riesa has 26 sports clubs that offer 38 sports for all age groups. (Riesa-Lokal, 2020) The concept of the sports city of Riesa includes that there are often large sports events with international character. Since 1995, Riesa has hosted a large number of world and European championships in various sports with athletes from over 60 nations. For example, the tap dance world championship and the show dance world championship take place almost every year in Riesa's SachsenArena. In 2015 Riesa hosted the European Championship in Sports Acrobatics and Super Enduro Indoor World Championship. (F. RiesaV.G. mbH, 2015) The city has 52 sports facilities, which is 17.5 sports facilities per 10,000 inhabitants. In addition to sports facilities for classic sports disciplines such as athletics and swimming, there is also a boxing hall, an artistic gymnasium and also a double bobsleigh track. The SachsenArena offers space for up to 13,500 spectators. In Riesa there are three stadiums, a sports center and a sports complex. These are also used for concerts, theatre and other cultural events and offers. (Stadtverwaltung Riesa, 2020c) The city is represented by its athletes at the Olympics, among other things, and has "produced" some top athletes who are internationally renowned in their sport, such as: Harald Czudaj (bobsledding), Marc Huster (weightlifting), Jens Kruppa (swimming), Heiko Meyer (water jumping). The cheerleading club, founded in 2002, has already won several European and World Championship titles. In addition, a complete educational path with a sports profile is possible in Riesa. The targeted support begins in kindergarten and continues until the end of school. The sports club SC Riesa has also founded a boarding school that promotes sports talents from all over Germany. The athletes are supported not only in their schooling but also in their professional development by the city's sports clubs, municipal associations and local companies. (Stadtverwaltung Riesa, 2020a) Besides the sports facilities, the destination offers many natural conditions for doing sports. For example, Riesa is situated on the Elbe and its two tributaries, the Jahna and the Döllnitz. These are especially suitable for water sports such as canoeing or jet skiing. But it is also possible to swim in them. The swimming club "Otter", founded in 1908, first used the Elbe for training. In addition, the Elbe cycle path is particularly interesting for bicycle tourists and the ecumenical pilgrimage route for hiking tourists. (Stadtverwaltung Riesa, 2020c)

4.2 Sports tourism - an advantage over traditional tourism

The motives for tourism are, for example, the search for something new and new friendships, or the discovery of new places and the desire to break out of everyday life. So by travelling one fulfils these inner desires and satisfies these needs. Tourists are influenced by push, i.e. intrinsic motivations, and pull, i.e. external influences that affect motivation. In sports tourism, the push factors come from the athletes, so their inner motivations and the pull factors come from the destination and/or the event. Core components of the motivation of active tourists

are social identity, participation in events in a social environment, having experiences and/or creating a sports heritage. (Newland & Aicher, 2018) In this chapter the push and pull factors that apply to active sports tourists are first examined and applied to Riesa as far as possible.

The push factors of sports tourists include breaking out of everyday life, an adventurous experience, making social contacts, self-realization or further personal development. A sports event is not necessary for all these points, for example, the latter only requires sport in a natural environment. (Newland & Aicher, 2018) The athletes also often want to learn something new, this works very well in Riesa, because there are many different kinds of sports and the possibility to try out sports. (Riesa-Lokal, 2020) Furthermore, the athletes want to achieve something and possibly be rewarded, the latter is an extrinsic motivation, at a sports event you can win a cup, a certificate or a medal in addition to recognition and fame. For the sports tourists it is all about having fun at the event and the competition, proving themselves and thus simply feeling good. This can be supported by pull factors such as winning high prize money. Other pull factors are the attractiveness and the offer of the destination, including the location, the natural and artificial attractions, the marketing offers and, in the case of sports events, also the length of the track, the requirements of the track and the natural conditions of the destination. (Newland & Aicher, 2018) Many sports tourists also come in addition to the sporting activity because of the landscape, culture and natural conditions. For example (marathon) runners attach importance to the beauty of nature and what the surroundings look like. In fact, nature is also seen by many athletes as a challenge that can be overcome. (Gibson et al., 2018) Riesa is a bit hilly with 111 m above sea level, (topographic-map.com, Not Dated c) which makes running a bit more demanding compared to for example Berlin (49 m) (topographic-map.com, Not Dated a) or Hamburg (25 m). (topographic-map.com, Not Dated b) The running course along the Elbe or through the Jahnatal (valley) has a lot to offer visually. The latter is also an attractive destination for hikers or cycle tourists. (Robert Schmidt, 2007) Unique landscapes create a connection to the athlete, because sport changes the perception that the tourist has of nature, as it is now a hurdle that has to be overcome. The sportsperson can then identify with the route he or she has covered and this can lead to a revisit of the destination. (Gibson et al., 2018) Besides the sporting offer, the active sports tourists also want to experience more at the destination. Riesa therefore offers the opportunity for a wellness stay in winter and for children the "Kinderland". A 2000 m² hall for children, which is equipped with an electric kart track, an 8m climbing landscape, obstacles, ball cannons, slides and a spider climbing tower. (Olympia GmbH, 2020) Furthermore there is a 2 km long pedestrian mile which invites for shopping and a few bars and nightclubs. (Stadtverwaltung Riesa, 2020b) There are also other cultural and historical sights such as a 12th century monastery with an adjacent zoo, a castle, several churches or even museums like the pasta museum. (Stadtverwaltung Riesa, 2020c) These attractions alone may not have attracted many or even no tourists, but in combination with sports tourism they complement the touristic offers.

Furthermore, the quality of the event is important to sports tourists. (Newland & Aicher, 2018) Since Riesa has been hosting sports events for over 20 years,

the city has been able to prove itself with the quality as a sports city. Sports tourists often spend a lot of money on travel and in the end they want to take something home with them and identify with their performance. That's why merchandise is a popular souvenir for sports tourists, Riesa has a large selection and a whole collection of merchandising articles. (Spreadshirt, 2020) So the sports tourists continue to advertise Riesa after their holidays and the city remains in their memories. Sports events are products to show diversification, i.e. variety and difference to other destinations and to appear more interesting. This increases the competitiveness of a destination. (Fontanari, 2001, p. 110) This is why Riesa has declared itself a sports city, in order to shed the old image of the steel industry city and thus reposition itself. In the nineties, of the last century, the term adventure society came up more and more and the change began. This is also the time when Riesa decided to become a sports city. Since almost one third of the population of Riesa became unemployed after the decline of the steel industry, this was the right time to reinvent itself. (Müller, 2010) The development from the work ethic of the 20th century to the current equilibrium ethic came due to the increasingly poor working conditions, as it was the case in Riesa in the steel industry. With the reduction in working hours and the resulting increase in leisure time, a change in attitude also occurred in the population. Leisure time should be used more sensibly, because in today's society the basic needs are mainly covered and income has increased. (Nörpel & Wagner, 2013, 28f.) Sport is a meaningful activity, because besides having fun and socializing, people also do something beneficial for their bodies and health. As the economy has become more and more service-oriented and people are more mobile, event tourism has also increased, which is also part of sports tourism. The fascination for sports, the entertainment that a sports event creates, the excitement of competition for both active and passive sports tourists, and thus also the sense of community and identification with other athletes are in the focus and attract visitors. There are now also tour operators that offer incoming sports trips and draw tourists' attention to sports events. (Baader & Baader, 2018)

The quality and variety of the sports events is crucial, as it improves the destination image and influences the selection process of the tourists. "The event environment produces a feeling of "existential authenticity"". (Gibson et al., 2018, p. 85) In the course of social change, the urge towards individualization also emerged. That is, to be able to develop one's own possibilities, to realize one's own potential and possibly to gain a new identity. (Nörpel & Wagner, 2013, p. 34) This is possible in sport, because it is possible to prove and show how good or unique a person is. Event visitors consume sensual and emotional experiences as a product of the event - this increases the quality of life. (Rudolphi, 2007, 11f.) This applies to all levels of society, so sports events attract a wide range of tourists. Due to the emergence of adventure worlds, the attraction of the natural destination is decreasing more and more, so new strategies have to be developed to survive in the market. Therefore, it makes sense to organize sports events. Tourists primarily come to see the event, but they also visit the natural surroundings. (Rudolphi, 2007, p. 20) In the end they connect the memory with the venue. Sports events can thus be integrated into the destination marketing strategy, as Riesa has done successfully by becoming a sports city. Otherwise it would be just an ordinary town in the east of Germany and probably would not attract attention, but this is how it has created a unique position.

As already explained in the previous chapter, synergy effects arise from the sports events. Riesa, which is located in the center of Saxony, has a catchment area of around 5 million people: from the entire federal state of Saxony, the outlying areas of Saxony-Anhalt and Brandenburg to Berlin and part of the Czech Republic to Prague. Through sports events such as a World Cup, Riesa achieves national or international media presence in sports circles. Local companies that are involved in the construction or organization of the event acquire references and achieve national recognition. In addition to the creation of jobs and the utilization of hotel capacities - Riesa hotel beds were already 100% occupied at the first eleven events - money is also generated through parking fees and the sale of merchandise. This money can be reinvested in other areas. Riesa benefits not only from incoming sports tourism, but also from outgoing sports tourism. Since the athletes are often sponsored by local companies, or the city itself, they promote Riesa worldwide. Sports arenas have a kind of "lighthouse function". They are usually nationally or even internationally known and have a high marketing value. (Müller, 2010, 42f.) Furthermore, well-known and successful sports clubs can shape the whole region and attract thousands of spectators - this is often the case with soccer clubs in Germany. Large soccer clubs, such as "FC Bayern München", can influence the economy of the entire country. Some countries or cities advertise past sports events, sometimes for years. For example Melbourne with the Grand Prix, Dubai with the Dubai Cup or France with the Tour de France. (Hede, 2005) Riesa does not have a nationally or internationally very successful soccer club, but, as already mentioned, a few sports celebrities. Especially for unknown, otherwise possibly never visited, second destination, like Riesa, such sports events and sports celebrities can be beneficial, as otherwise the tourists would never have come to this location. (Wright, 2018) If they liked it, they can become re-visitors and they do positive WOM, so it has a snowball effect function. If, as in the case of Riesa, apart from a few other smaller attractions and sports facilities, the tourist offer in Riesa is limited for a longer stay, several cities can join forces and work out a joint marketing offer. As Riesa is not far from Dresden, the connection to it could be further developed so that both cities benefit from sports tourism, for example by offering organized tours with neighboring cities.

5 CONCLUSION AND OUTLOOK

As already mentioned in the introduction, the field of sports tourism has not yet been fully researched and there is a gap between research and practice. Nevertheless, it can be said that this area has great potential and that sports enrich and positively complement tourism. Sports tourism appeals to a broad mass, and there is a place for almost everyone. For example, even if someone is not sporty, they probably like to watch their national team. Sport and sports tourism makes people happy and promotes health and community. Every tourism organization should therefore consider bringing a form of sports tourism to its destination and integrating it into its program. And not at least because of the positive economic effects shown in this paper. Unfortunately, as this paper also shows, actual life cycle assessments for sports events are still missing. As far as can be seen, this has been ignored in conventional cost-benefit analyses. In the future this aspect should be considered in particular on a regular basis. Most studies in the published literature, as far as recognizable, focus entirely or largely on the participant or demand perspective. In my opinion, however, it should also be investigated how new supply formats could be developed from the DMO perspective. In this way, further attractive unique selling points of the destination could be generated in sports tourism.

In addition, I think that many studies suffer from the fact that they are based on the unreflected expectations of white men from the middle class. The special expectations and needs of women and lower-income, possibly younger people, are often not taken into account, which means that opportunities are missed in the tourism sector in general and in sports tourism in particular: Men and women practice sport quite differently and have different preferences and expectations. In the future, therefore, there should also be more opportunities for access and equality in this sector. The perspectives of women and young people in sports tourism should be explored. Every professional DMO should take this into account. So there is still pioneering work to be done in this field.

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