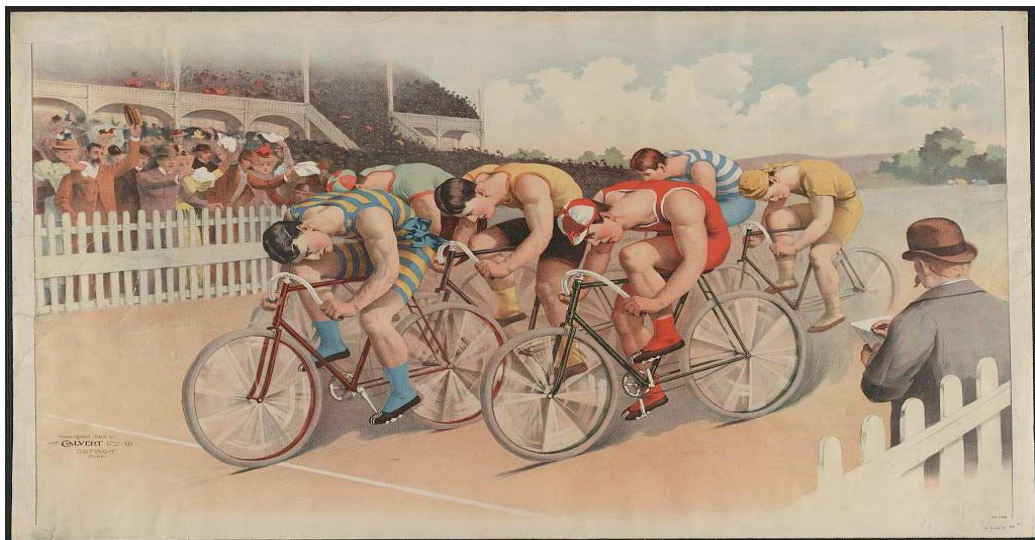




Norwegian School of Hotel Management

Master's Thesis

Bidding process for hosting the 2016 World Road Cycling Championship in Norway,
Case study



Author: Milica Milošević

Supervisor: Ph.D. Reidar J. Mykletun

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TITLE: Bidding process for hosting the 2016 World Road Cycling Championship in Norway,
Case study

AUTHOR		ADVISOR
Student number: 210712	Name: Milica Milošević	Ph.D. Reidar J. Mykletun

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“I learned a long time ago that there is no sound recipe for success and this is certainly true when bidding for international sports events.”

Shane Crockett (1994, p. 11)

“Is bidding to host a major sports event seriously a strategic corporate option, or does it appear vaguely familiar to a civic leader pursuing his/her dream, and purchasing a national lottery ticket on a Saturday night? ”

P.R. Emery (2002, p. 332)

“Winning events is much more than a formula that can be copied.”

Donald Getz (2003, p. 21)

“There is... no guaranteed formula for success.”

Dimitri Tassiopoulos (2005, p. 58)

Acknowledgements

I would like to dedicate this thesis to...

My dear parents, Milenko and Mileva, for the great support they gave me even though they are far from Stavanger, and their positive energy they were sending me all the time,

To my fiance Čedomir, and to my amazing friends, Laura, Krista, Rui, Riad and Silje, who were with me any time I need them,

To my advisor prof. Reidar J. Mykletun who was leading me through this tough but interesting journey,

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To all the personal of the Norwegian Hotel School, professors, administration and to the personnel in the University library.

Thank you all.

Abstract

The topic relates to the bidding process to host the major sporting event- the 2016 World Road Cycling Championship in Norway. The study has a case-study design with iterative approach.

Data were analyzed from the multiple perspectives by conducting the interviews with key experts that have been participating in the bidding process, and document studies. The purpose of the study is to deeply investigate the bidding strategies that three cities-candidates, Bergen, Stavanger and Drammen employed to run for hosting the 2016 Championship and to find out the factors that might be crucial in decision making process when it comes to awarding the host city. Furthermore, the motivational backgrounds of the cities involved in the bidding process and non-monetary benefits out of it are going to be described likewise.

The researcher identified the framework which includes the vital and supported key success factors (KSFs) for bidding process to host the major cycling event. The results confirmed the importance of having a spectacular event that will attract a lot of media's and spectators attention from all the world, by putting on aside the importance of the funding of the events and sport specific technical expertise. Furthermore, the results coincide with the findings of Ingerson and Westerbeek (2000), that bidding process is cyclical process, in which post-analysis of losing bid and formation of adjusted bid committee for the next bids.

The findings might be useful for the cities that have a pursuit and ambition to bid to host the major sporting events, in particular cycling events, and to help them better understand factors that might be critical in creating their bidding strategies.

Key words: bidding process, key factors for success, bidding strategies, non-monetary benefits, cycling, Norway

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The research topic is taken from sport event tourism and relates to the bidding process for hosting major sporting events. It is a case study of the World Road Cycling Championship (hereinafter referred to as Championship) taking place in 2016 in Norway. The Championship is an annually-held event that lasts between seven and ten days, it takes place in the last week of September and it is organized by the event owner- International Cycling Union (hereinafter referred to as UCI) (Dahle, 2011). The event attracts significant media and spectators' attention, tourists, and creates economic benefits. Therefore it is considered as major sporting event (Westerbeek et al., 2006).

There has been very little empirical evidence in the research about successful bidding process from the stage of preparation to the stage of submission of the bid. Much of the previous research focused on the economic impacts of events, post-event analysis and staging of events (Getz, 2005; Hautbois, Parent, & Séguin, 2012; Ingerson & Westerbeek, 2000; Persson, 2000). Critical factors that enhance chances of being awarded an event, such as media support, support from the municipality, community and local society, and formation of the network relationship have been omitted in the literature (Westerbeek, et al., 2006). Literature mostly refers to failures and success of bidding processes to host the Summer Olympic Games and the football World Cup as the most attractive ones (Atkinson, Mourato, Szymanski, & Ozdemiroglu, 2008; Booth & Tatz, 1994a; Feddersen, Maening, & Zimmermann, 2007; Lenskyj, 1996; Persson, 2000; Swart & Bob, 2004) or Winter Olympic Games (Chang & Singh, 1990; Hautbois, et al., 2012; Løwendahl, 1995; Persson, 2000). Such a relevant academic focus on the Olympic Games is understandable, as the event "is benchmark for sporting mega-events, and likely to have lessons for the bidding process for other mega-events" (Pomfret, Wilson, & Lobmayr, 2009-30, p. 10).

As the number of the cities that want to bid for hosting such big events has grown in recent years, there is a need to find the reasons of such a great interest. In light of this, Booth and Tatz (1994a) explained that “organized sport is a competitive relationship which emphasises prestige and superiority” (p. 4). The commercialization of major events has given cities new stimuli to bid for hosting them. Being a host of hallmark sporting events has political, economic, social and symbolic significance. Booth and Tatz (1994a) emphasized that “countries seize victory in international sports to display national accomplishments in ideology, economics, politics, science, diplomacy, religion and race” (p. 4). It is known that events add value to the destination image and have influence on the economy and social life of the states/cities. Great resources have been invested in the bidding processes and cities more and more seek how to take advantages over the competitors and how to implement winning strategies. Once a city makes breakthrough and wins the rights to host the major sporting event, the chances to gain other smaller or bigger scale events are much higher (Swart & Bob, 2004).

In an attempt to define the contextual framework for this research, to the best of the author’s knowledge and belief, no literature has been found about research previously conducted in Norway in terms of bidding processes for hosting the Championship. New research setting (Norwegian national bid), cycling as the “green” and environmentally friendly sport, and great wish and enthusiasm of Norwegians to host this event were considered very interesting factors for conducting this research.

The purpose of the study is to deeply investigate the bidding strategies that three Norwegian cities, Bergen, Drammen and Stavanger, employed to run for hosting the Championship and to find out factors that might be crucial in decision making process when it comes to awarding the host city. The aim is to describe the bidding process by identifying the

key factors that might have represented an advantage over the other factors, to understand why the strategy employed in Bergen was more successful than the others, and which stakeholders have been involved in the bidding process including their bidding strategies.

The secondary benefits associated with the bidding organizations that took part in the bidding process of the Championship are the second important theme considered in this research. The motivational backgrounds of the cities involved in the bidding process and secondary, or non-monetary, benefits out of it are going to be described likewise.

The two main research questions are:

1. What are the most decisive key success factors (KSFs) when bidding to host a major cycling event at the national level and what are the arguments for selecting the winner?
2. Why different stakeholders entered the competition to host major sport event when there is no evident reward for the second or third place? What are the secondary benefits of entering the bidding process?

Case study- World Road Cycling Championship 2016

The term “championships” is used to describe “play-offs within league play to select the winning team, or can be athlete focused and designed to select the top performers from members in a sport category” (Getz, 2005, p. 29). Championships are large sporting events that relocate around the globe each year (Tassipoulos, 2005).

The first World Road Cycling Championship was organized in 1927 at the Nürburgring in Germany (UCI, 1997-2012a). Road cycling is a popular sport in every part of the world, and particularly in Europe. It is arranged on existing roads and racing bikes are used (NorgesCykleforbund, 2009b). Nowadays “road cycling is a sport that is rapidly expanding. New

events are springing up all around the world, and an increasing number of organizers want to become part of the great family of international competitions” (UCI, 1997-2012c, p. II). In order to organize the Championship, “passion, desire and commitment are essential as well as a wide range of other skills” (UCI, 1997-2012c, p. II). The previous quote by Mr Philippe Chevallier, manager of Road department in UCI, revealed three essential “feelings” that organizers must show in order to be selected as a host for this event.

In the last 12 to 10 years cycling in Norway has become very popular because of the good performance that Norwegian cyclists have had at national and international competitions (NorgesCykleforbund, 2009a). Moreover, Norway is recognized as one of the most famous places for tourists cycling tours. The west coast is especially interesting due to the unique diversity of the terrain, in which fjords, mountains, islands, glaciers and exotic landscapes can be found. It offers various landscapes for cycling, from mountain routes along the fjords to historical routes (Norway.org, date unknown).

A crucial starting point for applying to host the Championship was the triumph of the Norwegian cyclist Thor Hushovd in the Championship held in Australia in 2010. The president of the Norwegian Cycling Federation (hereinafter referred to as NCF), Mr. Hans Harald Tiedemann, fetched the idea of bringing the event to Norway.

NCF is affiliated with the Norwegian Confederation of Sports and UCI. It was founded in 1910 and nowadays it counts 360 clubs with more than 40.000 members. In 2011, together with the member clubs, it participated in approximately 500 races of various cycling styles and surfaces. NCF is the Norwegian national body that had control over the bidding process and it is responsible for the communication with UCI and for submitting the bidding application. Its main task was to assess the best Norwegian candidate for hosting the event based on the specific

criteria and requirements for cities-candidates provided by the UCI. These criteria were at the very core of the NCF's selection criteria made for the evaluation of cities- candidates. All the cities that wanted to bid for hosting the Championship were asked to provide information specified in the NCF's invitation for bidding with specific requirements. NCF has established the steering committee of five people who made the final decision of the potential Norwegian representative for hosting the event. In order to "ensure an objective process for selecting the host city for Championship" (Dahle, 2011, p. 6) the NCF engaged Det Norske Veritas (hereinafter referred to as DNV) to assist with the development of the evaluation criteria and the facilitation of the evaluation and selection process based on the UCI's criteria for selection (Dahle, 2011). DNV made a Report which includes, inter alia, evaluation criteria ranked according to the level of importance and scores on those criteria for each city that had been participating in the bidding process. DNV is the independent company that was engaged as a facilitator in this process (NorgesCykleforbund, 2012).

The number of visitors for this major sporting event varies depending on the place where the Championship is organized (geographic region, country and city) and the possibilities for transportation and accommodation. In 2009 the event was held in Mendrisio, Switzerland. Statistics shows that there were presented: 96 nations, 667 participants, 580 volunteers, 1500 guards, police, military and medical assistants, 140 photographers, 150 radio/TV commentators, 316 accredited journalists, 328 hours of TV program and more than 200 million TV watchers (Dahle, 2011, p. 4).

Based on the list of the cities that hosted this event in last 14 years, one can see that the Championship has mostly been organized in Central, Western and Southern Europe. The wish of the event owner, UCI, is to spread this event to remote destinations worldwide in order to

increase the popularity of the sport and attract more spectators and TV viewers (NTB, 2011).

Table 1 shows a detailed list of the cities that hosted the Championship in last 14 years and that will host the event in next three years.

Table 1

Host cities of the World Road Cycling Championship over the years (UCI, 1997-2012b)

Year of Championship	Host city
1998	Valkenburg-Maastricht (Netherlands)
1999	Treviso, Verona (Italy)
2000	Plouay (France)
2001	Lisbon (Portugal)
2002	Hasselt-Zolder (Belgium)
2003	Hamilton (Canada)
2004	Verona, Bordolino (Italy)
2005	Madrid (Spain)
2006	Salzburg (Austria)
2007	Stuttgart (Germany)
2008	Varese (Italy)
2009	Mendrisio (Switzerland)
2010	Melbourne (Australia)
2011	Copenhagen (Denmark)
2012	Limburg (Netherlands)
2013	Florence (Italy)
2014	Panferrada (Spain)
2015	Richmond, Virginia (USA)

Literature Review

Concept of Major Sporting Events

Westerbeek, Turner and Ingerson (2002) presented the following characteristics of major sporting events:

1. Government involvement and support at local, regional and national level
2. National or/and international media support together with worldwide broadcasting
3. Superior technical expertise such as advanced facilities, skilled event staff and appropriate event location
4. Great support from stakeholders. The event should be supported by local community and broad public, local, regional and national government and business sector.

Major sport events are one of the most growing components of the event industry because of their “ability to attract tourist visitors and to generate media coverage and economic impact that has placed them at the fore of most government event strategies and destination marketing programs” (Allen, Bowdin, O’Toole, Harris, & McDonnell, 2006, p. 20). These have become more than just pure sporting competition- most are “festivals of sport” with many other events alongside the main event. According to the same group of authors (2006, p. 17), a major sporting event encompasses three of the following characteristics:

1. It involves competition between teams and/or individuals representing a number of actions.
2. It attracts significant public interest, nationally and internationally, through spectator attendance and media coverage.
3. It is of international significance to the sport(s) concerned.

The major sporting events are led by local authorities (who usually provide different facilities, infrastructure and event personnel), on behalf of national sport governing organizations (who usually provide technical expertise and subsidies approval) (Emery, 2002).

Getz (2003, p. 6) identified five key characteristics of biddable events:

- 1) biddable vents tend to be larger and offered at a national and international level
- 2) many biddable events are one-time only (or at least they are unlikely to return to a destination frequently)
- 3) the event owner has a considerable amount of discretion in awarding an event and does not usually base the decision solely on price
- 4) a bid requires special resources and expertise beyond that of normal sales efforts
- 5) there is a fairly high degree of uncertainty about the outcome of bids-it is risky business.

The Championship “fits” in the previous classifications and descriptions and therefore can be considered as a major sporting event.

Bidding Process for Hosting Sporting Events

“A group of organizations or individuals usually owns the commercial and legal rights to an event (‘event owner’)” (Tassipoulos, 2005, p. 57). Depending on the size and complexity of an event, the time for bidding process often varies and it is set by event owners who seek for the most suitable location and event management team to realize their event. The bidding process is often put in proposal, which enables any number of competitors to apply for hosting an event. In order to make a realistic bid application and to compete successfully, demanding requirements and time frames set by the event owners must be understood, as well as who the competitors are and what are potential risk and benefits that may arise (Tassipoulos, 2005).

Westerbeek et al. (2006, pp. 32-33) divide the pre-event management stage on five sub-stages:

1. Idea and feasibility
2. Bidding process
3. Detailed planning and preparation
4. Organizing, and
5. Leading

For the purpose of this study, only first two sub-stages are going to be described.

Idea and Feasibility

The process of bidding for major sporting event begins with an idea or concept that is at the very core of the bid (Tassipoulos, 2005) . An idea of organizing such an event is often the result of political and personal belief rather than careful estimation of the project eminence (Emery, 2002). Hiller (1999) noted that the decision to bid for mega events is mostly a “political decision in which interest groups/elites become convinced of the importance of the project and then seek to obtain large-scale support” (p. 188).

The idea of citizen participation is, then, primarily merely responding to a (bid) plan conceived by others, and community hearings often become information session where planners impart the rationale and nature of the plan rather than deal with basic questions about whether the community even wants the event in the area (Hiller, 1999, p. 194).

The study of event feasibility should be carefully accomplished by using the analytical techniques and by comparison with organizational expertise and event owner’s requirements, as well as competitors’ proposals. This way the study will ensure better estimation of costs, potential risk and benefits, and help to define short- and long- term objectives (Westerbeek, et

al., 2006). Crockett (1994) argues that prior to the vying for an event, there is a need of making an assessment of the economic impact, which will indicate if the event organizer should run for the event and if it is well prepared for it. Any event organizer who wants to host a sporting event should be able to give grounds by finding the strategic match between current and future organizational expertise, as well as the environmental demands (Westerbeek, et al., 2006).

Besides the economy, in this phase bid organizations must think about necessary staff (especially key advisors for the process, volunteers, leaders, sponsors and other stakeholders), facilities, community infrastructure, whether the event “fits” the projected area, and the experiences from the past with regards to hosting similar events (Getz, 2005; Wilkinson, 1988). Catherwood and Van Kirk (1992) emphasize the importance of doing research in this phase by consulting the previous event promoters and obtaining the information about what went bad and good in the same event in the past. They suggested to take hints from the previous winning applications and, if possible, to repeat them.

Another important issue in the feasibility stage is developing the concept of the event: What are the advantages of the potential host city, how the advantages of the competitors can be built into the concept, how the facilities can be arranged, which additional events that are compatible with the sporting event can be organized, etc. The concept must rely on short and long-term vision in which are incorporated values, concerns and expectations of people involved and influenced by the bidding process (Tassipoulos, 2005). Getz (2005) suggests that the bidding organizations, beside answering on the questions asked by the event owners, must think about adding any value that would bring a competitive advantage. At the end of this stage, if the decision is to proceed the bid, the critical factors that will lead to success must be defined.

Bidding Process

Getz (2003) defines an event bid “as a formal attempt to attract an event, or win the rights to hold it, in a specific destination or venue” (p. 5), by going through the bidding process which is defined as “an exchange process between owners and sellers, including antecedent conditions and event selection criteria”(p. 1). The bidding process is one of the sub stages of the pre-event management stage and, if held successfully, consists of seven stages starting with the formation of the bid team and ending with the post- event analysis (Ingerson & Westerbeek, 2000).

One can claim that the bidding process finishes by completing the first four stages, which terminate with awarding the event to the host city. The study of Ingerson and Westerbeek (2000) explained that “the bid is cyclical, a continuous process throughout the event that becomes the starting point for future bids” (p. 239), and that “bid organizations will become more successful when repeating this cycle ” (p. 252). *Figure 1* illustrates cycling bidding process with seven stages.

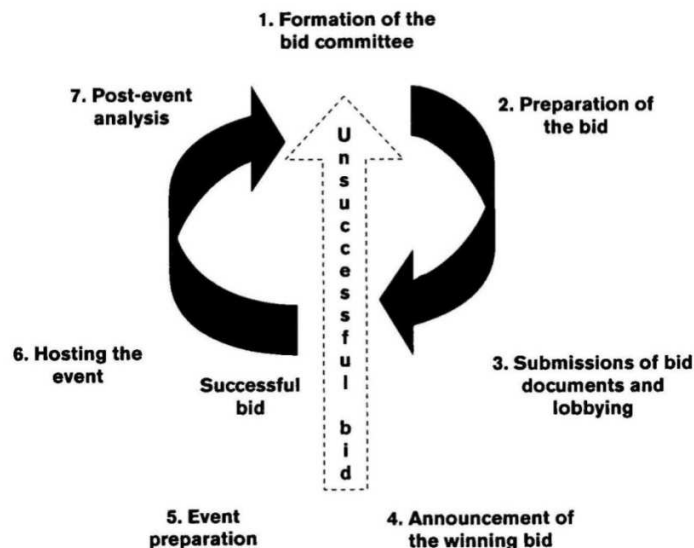


Figure 1: The cyclical bidding process (from Westerbeek, et al., 2006, p. 140)

While a great deal of research focused on the preparation of the event and the post event analysis, the first three steps, which encompass the formation of the bid committees, the preparation of the bid strategy, and the submission of the bid documents, have been neglected in the literature (Ingerson & Westerbeek, 2000).

Step 1- The Formation of the bid committee involves the “gathering” of the key stakeholders who will participate in creating the bidding strategy and preparing the bid documents. These people form a bid team that will identify the main features and competitive elements of the host city that have to be submitted to the event owner in form of bidding application (Westerbeek, et al., 2006). The stakeholders involved in the bid committees belong to different government levels, private sector, sporting, touristic, and other host community organizations. One of the important decisions for bidding success is the choice of a leader of the bid committee. That person must have a good reputation and credibility, good relationship with the other stakeholders involved in the process, previous experience, and great commitment to the bidding process (Wilkinson, 1988).

Figure 2 illustrates the basic major sport event’s organizational levels: local, national and international with multiple stakeholders’ relationships.

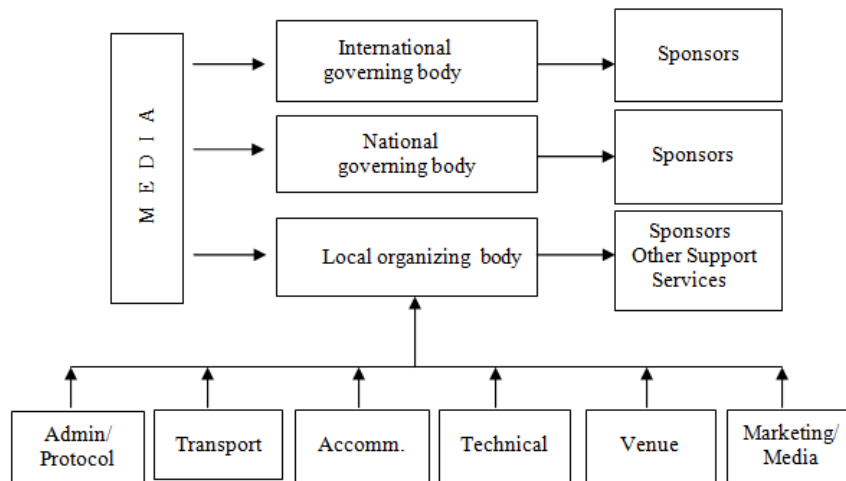


Figure 2: Major sporting event’s organizational levels (from Emery, 2002, p. 319)

Step 2- The preparation of the bid includes different steps that will ensure that all the bidding documentation meets the specific requirements set by the event owner. In this phase the network establishes by building contacts with the key partners and officers (Westerbeek, et al., 2006).

The most important bidding documentation is the bidding application. A bidding application to host an event “is a series of procedures outlining the steps you intend to take and the services you plan to provide to successfully stage an event. Such action must satisfy the requirements and conditions of the organization which controls the event”(Wilkinson, 1988, p. 37). The bidding application represents the city’s ability to host the event and must be documented in clear, realistic and concise manner. Catherwood and Van Kirk (1992) suggested that the writing language of the bidding application must be objective and that “adjectives and flamboyant prose do not belong in proposals. Factual writing is the language of winning proposal” (p. 41).

Step 3- The submission of bid documents and lobbying is the phase in which the bid application is finalized and submitted to the decision-maker and when the lobbying activities

start (Westerbeek, et al., 2006). The official submission and presentation of bid applications are usually part of the standard procedure. Bid teams usually submit the application on behalf of their cities or municipalities (Westerbeek, et al., 2006; Wilkinson, 1988). While the decision-maker evaluate the bidding applications, bid teams start lobbying activities. Lobbying consists of verbal presentations of the bid and various visits locally and out of the country to sell and promote the technical proposals and ability of city/country to host an event (Tassipoulos, 2005). Paradoxically, Catherwood and Van Kirk (1992) infer that “behind-the-scene lobbying is often more effective than a well-written proposal or bid” (p. 69).

Step 4- The announcement of the winner is the phase when all the candidates-cities, vying to host an event, find out the winner. In case of major events, the winning city will be offered a contract with the event owner (Tassipoulos, 2005).

Figure 3 illustrates the bidding process. Destinations seek for the event that will best “fit” their objectives while the event owners seek for the venues for their events that best “fits” their goals. Managing relations between different stakeholders is crucial in this process.

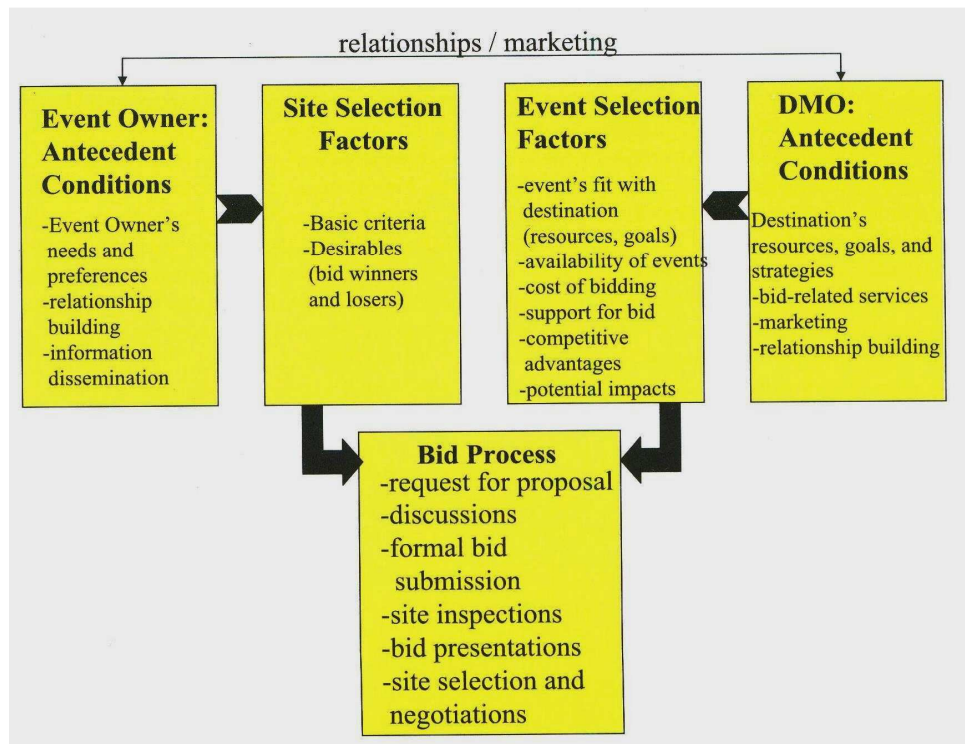


Figure 3: Event bidding process (from Getz, 2005, p. 142)

The Duration of the bidding process depends on the event owners' needs and requests, market demand and the available time for finalization (Emery, 2002). According to Emery (1997 cited in Emery, 2002, p.320), the bidding process undergoes three developmental stages:

1. Gaining the council approval;
2. A competitive bid to the national sport governing body, and hopefully acceptance as the winning national bid; and
3. A competitive bid to the international sports governing body, and hopefully acceptance as the winning bid to host the event officially.

In this research the focus will be put on the first two developmental stages, ie. national bidding process for hosting the 2016 Championship in Norway.

Unlike in the past when a simple proposal with informal character was sufficient, nowadays the bidding process for major sporting events has become very complex. The Olympic Games held in Los Angeles in 1984 were a milestone in transforming the event bidding process from informal to a strategically process of planning. As the Games held 1984 brought great positive economic impact to the city, the interest in the Games grew significantly in the following years. As the accountability of the event owners has increased due to the great financial investments, they transferred this accountability to the event organizer and the bidding standards for hosting the event notably raised (Ingerson & Westerbeek, 2000). Booth and Tatz (1994a) noted that it is “commercialization that has given cities new incentives to bid for the Games” (p. 7). Crockett (1994) argued that IOC “not only sold the Games commercially in the form of sponsorship and television, they also sold benefits of the Games to the host city” (p. 8). This change in the approach of organizing events had conveyed to the other smaller scale events as well.

If one place claims to host a major sport event, such as the Championship, the bidding process is inevitably requested. The majority of sports have governing bodies that are in charge of sending out the request for tenders to host their events (Getz, 2005). Tourist organizations, with the support of governments at different levels, are the ones who often bid for hosting sporting events in order to boost visitors to the region and attract positive publicity to a destination. Bidding organizations are faced up with increased resource liability, intensive bureaucratic negotiations at different levels, and suspense at each stage of approval process (Westerbeek, et al., 2006). Being awarded the major sport event gives to the host place a unique opportunity to be assigned for the event franchiser, unlike many sport events that always take

place at the same venue. It can be only one winner for hosting the event and the same group of authors (2006) argued that there are “rarely any benefits for second place” (p. 33).

In order for a candidate to host the event, there are many prerequisites to be taken into the consideration and cities engage into a complex process. A city that is vying to host an event must adhere to the requirements set by the event owner, which are different and specific from one case to another (Ingerson & Westerbeek, 2000). By defining the specific requirements to which bid cities must adhere, event owners create competitiveness among them and use that as a “levering device to ensure that the event secures the most favourable terms from the host city and from different levels of government” (Hiller, 1999, p. 182).

Previous Research on Key Factors for Successful Bidding

Wilkinson (1988) made a list of factors that bidding application should contain in order to increase chances of winning the bid. These factors are presented in the Table 2 within three different categories: technical, support and cultural.

Table 2

Factors for successful bidding application (from Wilkinson, 1988, pp. 38-42)

Factor	Constituent items
Technical elements	<ul style="list-style-type: none"> -Site of the event (accessibility, transportation system to the site) -Facilities (size of the venues, technological equipment and support) -Budget (funding, sponsorship, expenditures) -Proposed dates (conflict dates and weather) -Promotional plans (how to promote the event) -Develop a “critical path” (planning, organizing and implementing the event) -Offer an invitation to the screening committee to visit the proposed site -Presentation aids (by showing the enthusiasm, visual appealing bids) -Evaluation (of the event for the future events)

Support elements	<ul style="list-style-type: none"> -Personnel services (support from government at various levels, local community, volunteers, etc.) -Local government approval (support in written form, including its financial contribution and the success of the community in managing similar events in the past) -The role of the city/community (the role of the municipalities) -Transportation services (airport, bus, taxi, and train distances and connections, parking space, etc.) -Accommodation (total number of beds, prices and banquets, protocols, VIP treatments, etc.) -Availability of officials -Media facilities (in or around the site and technological facilities) - Special services (recreational facilities, medical care, communication services, multilingual services, sightseeing trips, etc.)
Cultural elements	<ul style="list-style-type: none"> -The city or locale (size, population, climate, altitude, proximity of mountains, sea, rivers, etc.) -Television coverage (broadcasting rights, sponsorship contracts) -Ceremonies (opening/closing ceremonies, decoration. Etc.) -Demonstrations, displays, etc.

In order to consolidate all the important factors for winning an once-in-a-lifetime opportunity to host an event, the author concluded:

The preparation of the formal bid and its presentation to the screening committee is the most important thing you can do to win the right to host that event. As such, the bid must be imaginative as well as comprehensive, and should reveal on every page the total commitment of you and your community to the undertaking. Remember that you are trying to sell someone on an idea, and the more knowledgeable and self-assured you are about staging the event, the better your chance of submitting the winning bid. The screening committee must be convinced and satisfied that no one else can possibly match your organizational and administrative talents, and that you and your group are the only serious competitors (pp. 42-43).

A qualitative, explorative study, undertaken by Ingerson and Westerbeek (2000), is one of the few with the empirical evidence in which criteria, or key success factors (hereinafter considered to as KSFs) which are important in bidding for attracting hallmark sporting events to the cities, were identified. The interviews were conducted with six members of event bid committees who participated in the bidding process for hosting hallmark events. The model for coding data consisted of primary (political, economic, media, infrastructure and technical) and secondary (business and competitive environment and socio-cultural) criteria earlier identified in the literature, which the authors grouped within these two categories. While primary criteria, requested mostly by the event owners, are imperative in the bidding process when applying to host events, secondary criteria serve mainly for enhancing the chances of being awarded the event. Bid teams may consider secondary criteria when creating their strategies in order to differentiate their bid from other competitors. There is very little evidence in the literature that these factors were critical for successful bidding, thus they were classified as secondary criteria. The results of this study discovered new primary criteria (building relations, bidding brand equity, commitment, guarantee added value, legacy, bidding experience, bid team composition and creative statistics), which are not inevitably needed in the bidding process, but exclusion of some of them may cause the bid preparation and evaluation processes to be incomplete. At least six out of eight new primary criteria listed above “seem to be critically time-dependent. In other words, the more time invested in these areas, the more these criteria will be developed by the bid team to their advantage” (Ingerson & Westerbeek, 2000, p. 251). The research furthermore revealed that seven out of eight new primary criteria were directly connected to different abilities of the bid team members and the aspects that are highly dependent on them. The Table 3 presents the criteria that can be considered as KSFs even though “there is no evidence in the literature

that they are theoretical construct underlying the bidding process for hallmark sporting events” (Westerbeek, et al., 2002, p. 313).

Table 3

Key success factors when bidding for hosting major events(adapted from Ingerson & Westerbeek, 2000, p. 251)

Primary criteria	Constituent elements
Political	Processes, policies and government infrastructures Government support for bid Political stability of the city
Economic	Potential economic impact Financial stability of the city Ability to fund the event (public and private)
Media	Local media support Global media exposure access Portray positive image
Infrastructure	Location and accessibility Transport system Existence of facilities
Technical	Communication system Technical expertise
Socio-cultural	Image of the city Community support
New Primary criteria (critically time dependent)	
Building relations	Identifying the individual needs of voting members or important influences Invest time and effort in human contact Access to people in key positions
Bidding brand equity	Having established facilities, key target markets and visible power brokers Have a presence in the marketplace as a bidding organization

Commitment	Part-time versus full-time bidders Ability to start construction early (before announcement of the winning bid)
Guarantee added value	Great product knowledge in order to show how value can be increased Ability to do primary and secondary research (viability, attitudes, characteristics)
Legacy	Ability to show where tax money went Ability to generate goodwill for the event owner by showing the legacy
Bidding experience	Having the established networks (internal and external) Know what is considered important Awareness of timing and event-specific issues
Bid team composition	Mix of youth and experience Personal selling skills of the team (bidding people are marketers)
Creative statistics	To present those statistics the event owner wants to see Provide correct information but in a bid-favourable fashion
Socio-cultural	Image of the city City's living standard
<hr/> Secondary criteria <hr/>	
Competitive environment	Other city bid strategies Other events previously bid for Global competitors
Business environment	Ability to attract other business to the area

Preuss (2000) summarizes the influencing factors important for the quality of the bid. It is based on the Report of the International Olympic Committee (IOC) Evaluation Commission for bidding to host the 2004 Summer Olympic Games. They are presented in the Table 4.

Table 4

Factors that may contribute to the quality of the Olympics bid (adapted from Preuss, 2000, p. 92)

Influencing factors for the quality of the bid according to IOC Report for 2004 Games			
1.	National, regional and candidate city characteristics	11.	Olympism and culture
2.	Legal aspects	12.	Olympic Village
3.	Customs and immigration formalities	13.	Accommodation
4.	Environmental protection	14.	Transportation
5.	Meteorological and environmental conditions	15.	Technology
6.	Security	16.	Media
7.	Medical/Health service	17.	Finance
8.	Programme of the Games	18.	Marketing
9.	General sports organizations	19.	Guarantee
10.	Sports		

Even though these aspects are taken into the consideration when organizing the Olympic Games, most of them are presented in the Westerbeek's and Ingersson's (2000) classification except the factors that exclusively relate to the Games (factors 8, 11 and 12) and the environmental protection factor (4). The authors emphasized that usually more than one candidate is able to stage the Games and in such a situation the lobbying tactics plays the decisive role in winning the bid. Bidding committees try to increase the chances to win the bid by offering something "extra", such as free transportation or accommodation for the contestants.

Westerbeek et al. (2002) in their quantitative, exploratory study identified eight KSFs that might come into account when bidding for the hallmark sporting events from the perspective of 135 event owners and event organizers. They expanded the research of Ingeson and Westerbeek (2000) by using a bigger sample and statistical tests for analyzing the data. The factors that

showed to be statistically significant were divided in eight different categories or KSFs and referred to as “accountability, political support, relationship marketing, ability, infrastructure, bid team composition, communication and exposure, and existing facilities” (Westerbeek, et al., 2002, p. 313). The criteria from the previous research conducted by Ingerson and Westerbeek (2000) were mainly presented in the newly defined criteria, except secondary criteria that had not been considered as KSFs. The factors with constituent items descriptions are presented in the Table 5.

Table 5

Key success factors in bidding process (Westerbeek, et al., 2002, pp. 314-316)

Factors	Constituent item description
Accountability (supportive factor)	<ul style="list-style-type: none"> -The ability to identify key target markets to the event owners -To have an established and recognized presence in the marketplace as a bidding organization -To have a strong reputation (as a city) in hosting successful (sporting) events -Ability to show where tax money has been spent -Ability to show how the local community will benefit from the event being held in their city -Ability to generate goodwill for the event owner by showing the legacy the event leaves behind -Ability to show-case a broad range of excellent sporting facilities in a city -Sport-specific technical skills of bid team members -Ability to present those (event-technical) statistics the event owner wants to see -Ability to provide accurate information but in a bid-favourable fashion
Political support (vital factor)	<ul style="list-style-type: none"> -Policies of government that will clearly contribute to the quality of the event -Strong support (financial, physical, human resources) by the government for the bid -Political stability of the city - Political stability of the country -Potential economic contribution of the event to the local economy

	-Financial stability of the city
Relationship marketing (supportive factor)	<ul style="list-style-type: none"> -Personal interest/involvement of political leader -Political power on the bid committee -To invest time and effort in human contact with key decision-makers (event owners) pertaining to the event -To have access to people who are in key positions when deciding which city will be given right to host the event -To become “friends” with key decision-makers (event owners) -To offer (event-related) gifts to key decision-makers during the bid process -To have visible (local) power brokers associated with the bid -To host lavish functions for event owners and key decision-makers
Ability to organise event (vital factor)	<ul style="list-style-type: none"> -Sport specific technical expertise at hand (as part of the organizing team) to run event -Event equipment available to run the event (e.g. timing system, audio-visual facilities) -Event management (administration)- specific expertise at hand (as part of the organizing team) to run the event -Ability of the event organizers to fund the event (public and private) -To have a solid trail record in organizing similar events
Infrastructure (vital factor)	<ul style="list-style-type: none"> -Location (where situated in the city) of the proposed event site -Accessibility (ease of getting there) of the proposed event site -Transport system (means) to the event site -Visual (architectural) attractiveness of the (proposed) facilities -Population size in the catchment area of the event -Strong community support for the event
Bid team composition (supportive factor)	<ul style="list-style-type: none"> -To show the bidding organization has established external networks (regional politicians, corporate support) -To show clear awareness (empathy) towards what is being considered important by event owners -A mix of age and experience in the bid team composition -A mixture of males and females in the bid team composition -Personal selling skills of the bid team members

	-Networking skills of the bid team members
	-Visible proof of product experts (i.e. former athletes, high profile board members)
Communication (supportive factor)	-Reputation of the city as a major tourist destination
	-National media exposure of the event
	-Global media exposure of the event
	-Communication systems in place to run the event
	-Information technology (IT) support obtained for the event (before the announcement of the winning bid)
Existing facilities (vital factor)	-Existence of critical event facilities at the time of the bid
	-The pre-existence of established high quality facilities
	-Availability of overnight accommodation (for spectators) in the host city/region
	-To start construction of facilities early (before announcement of the winning bid)

The analysis showed that all the factors were considerably important, even though some of them were viewed as more important than others. The ability to organize an event was considered as the most important factor. At the next, second level of importance, was a group of three factors which includes political support, infrastructure and existing facilities. The ability to organize the event and the group of factors at the second levels showed to be vital for the event to be successfully hosted. The third level of importance comprises three factors: communication, accountability and bid team composition. The last factor, relationship marketing, was considered as the least important. The reason might be found in the content of the factor description, as it consists of some sensitive questions about relationship marketing tools (e.g. bestowing gifts to event owners/decision-makers) on which the respondents partially answered. Therefore, the groups of factors at the third level of importance together with relationship marketing factor were considered as supporting factors. “In other words, vital factors relate to the operational aspects of

organizing the event, whereas supporting factors relate to facilitating aspects of making the event successful” (Westerbeek, et al., 2002, p. 320). In that respect, most of the cities that are bidding for some specific hallmark event will probably equally fulfil the requirements with regards to operational (technical) aspects of hosting the events which are “tangible” proofs of the competence and easier to accomplish by the event organizers. The key differences between bidding strategies usually emerge within the supportive factors presented in different ways by the bid teams, which give the competitive advantage to one team over another. Thus, “the decision made over which of the bidding organizations will gain the right to host the event is likely to be the result of a competitive advantage in relation to one or more of the supporting factors” (Westerbeek, et al., 2002, p. 321). The same inference had already been given by Ingerson and Westerbeek (2000) who claimed that, in case two bids are matching in the technical aspects, there might be some other factors that are decisive in being awarded for the event. Booth and Tatz (1994a) support this claim by pointing out that technical and financial capability are two obvious selection criteria, but not the very crucial ones.

Criteria previously presented in the tables are definitely not exclusive and cannot be taken for granted. For any bidding process different criteria might appear to be critical in decision making process of awarding the event to certain city. Even though this sublimation of KSFs within different categories had been identified, “it is yet not known where, when, and why these factors are important” (Ingerson & Westerbeek, 2000, p. 245). The size and profile of the event, the media attention and the exposure it creates, and the type of the sport can strongly affect the criteria that are critical for the bid process (Ingerson & Westerbeek, 2000).

In a study with combined qualitative and quantitative methods, Emery (2002) examined 46 major sport event organizations within ten different countries. The aim of the study was to

identify present management practice employed in the bidding process and to identify KSFs in bidding process from the perspective of local organizing committee. The sample encompassed events of different size, which ranged from regional competitions to the world championship, including 25 different sports. The study revealed five KSFs:

1. Relevant professional credibility
2. Fully understanding the brief and the formal/informal decision making process
3. Not assuming that decision-makers are experts, or that they use rational criteria for selection
4. Customizing professional (in) tangible products/services and exceeding expectation
5. Knowing your strength and weaknesses relative to your competition.

All the factors mentioned above are already mentioned within the frameworks of Ingerson and Westerbeek (2000) and Westerbeek et al. (2002) except for factor number three, which will be discussed as a new component of the factor “Bid Team Composition”.

Getz (2003) tried to identify KSFs from the perspective of Canadian destination marketing organizations (DMO) that are very engaged in bidding on various range of events, especially within MICE sector, political and sporting events. The sample consisted of 20 people working as marketing and sales representatives at the Canadian Association of Visitor and Convention Bureaux who were addressed by a self-completion questionnaire. The results revealed that five most important KSFs are:

- 1) To have strong partners in the bid process;
- 2) To make excellent presentations to the decision-makers;
- 3) To treat every bid as a unique process;
- 4) To promote the trail record of the community in hosting the events, and

5) To assist other organizations to make better bids (p. 15).

It can be noted that most of these factors are politically and technically oriented with emphasis on the relationships between stakeholders and promoting the bidding destination.

Swart and Bob (2004) tried to explain why Cape Town's bid for hosting the 2004 Summer Olympics failed by using the matrix consisting of eight factors identified by Westerbeek et al. (2002). These factors were used in detailed analysis of the potential reasons for the failure of the bid, but no new criteria had been identified. The authors suggested that these criteria can serve as a starting reference point when creating the bid plan.

Feddersen et al. (2007) examined the probability of cities' bids success on the foundation of the quantified factors of a total of 43 bids form Summer Olympics between 1992 and 2012. The model involved the following determinants: climatic aspects (the average temperature and relative humidity), socio-economic (GDP, unemployment rate and rate of inflation), public support (measured by population size of the applicant country), average distance to the venue from Olympic village, completed venues, venues under construction, planned venues and accommodation capacity. The success of a prediction showed to be 97% in failed bids and 60% in winning bids. Three factors showed to have a significant influence (at ten % level) on the bid to be successful. These are: Unemployment rate (positive), the average temperature (positive), and the average distance from the Village to the sporting venues (negative). The unemployment rate showed to be the "surprising" factor of success, but by checking the rates of the cities that were awarded the Games in past (Barcelona (18%), Athens (19%) and Sydney (10.7%)), the results were acceptable just to certain extent as the r-squared were low. Lenskyj (1996) claimed the opposite by pointing out that the high rate of unemployment in Toronto, when it was bidding to host 2000 Games, was one of the reason for rejecting the bid. In both studies, one of the main

motives to run the bid was the chance to increase the job opportunities. Feddersen et al. (2007) concluded that the determinants they quantified must come into account when bidding for an event, but they are not sufficient .

Hautbois et al. (2012) tried to identify KSFs through the stakeholder approach. In their qualitative study of four French candidates that bid for hosting the Winter Olympic Games in 2018, 28 interviews were analyzed. The authors noted that the importance of stakeholders depends on the level of their involvement in the bid process. Some of them, who possess specialized knowledge, experience and negotiation skills, are usually invited by the bid leaders in order to increase the quality of the bid and the chances to win. Therefore, the authors confirmed the importance of the structure of the bid team and relationship marketing. Consistent with Westerbeek et al. (2002), they expressed that public officials usually play a main role within a bidding process as leaders. Besides the eight KSFs identified by Westerbeek et al. (2002) they determined a ninth KCF, which refers to the stakeholder salience and network governance.

Overview of the Key Success Factors

When it comes to applying for major events bid, a great number of criteria have to be met according to the event owner's requirements. These requirements have to adhere to the bidding committee's criteria in order to run a bid (Westerbeek, et al., 2006). In fact, in the course of a bidding process the capability of the potential host to meet all the criteria set by event owners to host a successful event is examined (Tassipoulos, 2005). The classifications presented in the previous literature review are neither exclusive nor comprehensive. For every particular bid there are usually specific criteria particularly important for the bidding process (Westerbeek, et al., 2006).

Studies conducted by Ingerson and Westerbeek (2000) and Westerbeek et al. (2002) appeared to be integrated as most of the KSFs from the former are presented in the latter. Therefore, all criteria will be presented by describing KSFs identified by Westerbeek et al. (2002) with the addition of the secondary criterion- "Competitive environment" identified by Ingerson & Westerbeek (2000) that were left out due to the statistical unimportance. Furthermore, the factors identified by other authors in the literature review that are not included within Westerbeek's et al. (2002) classification will be described separately, as they might be important for making a comparison with the results of this research.

Vital Factors

Ability to Organize an Event

It is expected from the city that is bidding to host a major event to deliver a superior quality, which means that all the requirements traditionally demanded by the event owner must be met. The specific technical expertise of the event management comes at the first place with regards to the venues, event equipment, and the capability of the event organizer to fund the event (Westerbeek, et al., 2002).

After the 1984 Games in Los Angeles, major events become politicized, especially because they usually demand significant public sector funding when it comes to preparing and staging the event (Hiller, 1999). In order to host an event, cities need financial support to be shared both from public and private sector sponsorships (Tassipoulos, 2005). Even though the funding of an event is one of the crucial prerequisites to hold the event, it is not always the case that the best bids in monetary terms are the winners (Getz, 2003). Besides the financial benefits, event owners are interested in other benefits such as hospitality, superb treatment of athletes and

federations, good risk-management and, of course, the great opportunities for popularizing their sport (Catherwood & Van Kirk, 1992).

The private sector is, besides the public support, one of the main engines for funding major events. Big projects such as hallmark events have great commercial value and “add to the city’s capabilities and competitiveness” (Ingerson & Westerbeek, 2000, p. 244). On the other side, organizing such events can also contribute to the better promotion and expansion of domestic businesses into other regions both on a national and on an international level (Ingerson & Westerbeek, 2000). During the 2000 Summer Olympics, business groups from Australia successfully networked with the business groups from Europe, resulting in newly-built opportunities for trade and new export contracts (Chmura Economics&Analytics, 2011).

The reliability of the technical expertise, which is usually acquired through the experience of hosting different events, is seen as very important indicator for the event owner to award the event to the bid team (Westerbeek, et al., 2002). Technical expertise must be gained through the collaboration with the people from local, regional and national sporting environment who have to be involved in the bidding strategy formation, as they can supply the information of great importance for the bid (Crockett, 1994). After submitting the formal bidding application in which all technical aspects are put on the paper, the next step is a visit on-site by the event owners. At the potential event location they are tried to be persuaded by the event organizer to support a bid. Therefore, “much of the final assessment to host an event is attributed to the technical competency of a bid city” (Ingerson & Westerbeek, 2000, p. 244). Conversely to this claim, the example of Salt Lake City, USA tells that even though the city was rated as first in technical capabilities, Nagano, Japan, was awarded the 1998 Winter Olympic Games. Nagano won the bid as it offered the greater expansion of the Games in Asia and moved it into the

oriental world which was unique. It was only the second time the event was held in Asia. This case is the proof that technically best bid did not "get" the event (Persson, 2000) and the "proof" that some other factors came into account in the selection process (Booth & Tatz, 1994b).

Political Support

Political support emphasizes the role of the government in the bidding process for hosting major events and its support from financial, physical and human resources perspectives. Long-term policies of the government can be an incentive for holding various events and influence their quality. In light of this, a good example is the speech of the Norwegian Prime Minister when Lillehammer was bidding to host the 1994 Winter Olympics. In her impressive speech, *inter alia*, she shared with the IOC delegates information about Norway's devotion to the struggle against apartheid which, afterwards, turned out as the main reason of winning the bid (Persson, 2000). A similar case occurred in Australia when this state was vying to host the 2000 Summer Olympics. The major event organizers realized that the country must become far more inclusive with regard to indigenous communities such as Aboriginals and Torres Strait Islander Australians by involving them in the bid and emphasizing the importance of their support for the Games (White, 2011).

Governments are becoming more and more supportive for attracting different events to the cities and, besides the role of the bid leader, which is usually assigned to some of the public officials (Hautbois, et al., 2012), they usually serve as the main financial support in backing the bid (Ingerson & Westerbeek, 2000; Westerbeek, et al., 2002). Without their help and support, either with regards to the investments in infrastructure and different facilities or direct cash inflow (Weed, 2008), it would not be possible to organize any major event. The money for bidding and for staging the event is taken from the public budget. Thus, event committees, which

usually involve government representatives, are under the great public pressure to justify such an investment. They must be able to demonstrate the economic contribution of the event to the host community which will, in return, ensure the community support (Westerbeek, et al., 2002). It is nevertheless true to say that governments at different levels encourage and support vying for hallmark events as they serve as sizable tax source (Hiller, 1999). A study of the economic impact on the host city enables “the quantification of the benefits to a community to be ascertained in order to justify the investment in the event” (Westerbeek, et al., 2002, p. 306). Such big profits encourage cities to compete for high status events. In spite of the economical benefits from the events, many cities usually face financial constraints that such events put on host communities. Therefore, organization of an event can be categorized as an investment that should ensure visible benefits and give-and-take effects to the host community (Westerbeek, et al., 2002).

Presumably, governments at local, regional or national level are very important in terms of formal power they possess (Freeman, 1984). Successful biddings “were also considered to be dependent upon in-depth knowledge of networks, processes and people- in other words external political support at the very highest levels of government sector” (Emery, 2002). Many of the bids failed as they did not have adequate political support (Bartlett, 1999; Emery, 2002; Swart & Bob, 2004). Wikinson (1988) noted that letters from political leaders of the region or state and mayors must be involved in the bidding application. This claim is supported by Getz (2003) who mentioned that, in order to increase the bidding cogency, it is highly recommended to obtain endorsement of the key politicians in written form.

Political stability at the national and the local level (of the city which hosts the event) is one of the main prerequisite for hosting major (sporting) events.

Infrastructure

Good infrastructure is one of the prerequisites for hosting major events in order to attract attention of the event owner. It refers to the specific location of the event site, the accessibility in terms of transportation (how to get to the event site), the visual attractiveness of the event facilities, the size of catchment area and intense community support for hosting the event. All the elements with regards to the infrastructure must be successfully combined and presented in order to show the ability of the event organization to be awarded for the event (Westerbeek, et al., 2002).

Event owners are responsive to geographical location of destination in which their event is hosted (Tassipoulos, 2005). Therefore, the event location appears to be one of the very important issues when it comes to selecting the host city. In order to attract more spectators and media, visibility might be a critical factor in choosing the event location, especially for open air events. For some sports, the routes, the start and finishing area and the transition points are very important as they can offer optimal broadcasting positions (Getz, 2005). The city of Melbourne, which bid in 1996 to host the Olympic Games in 2000, failed in this intent. The report, made by the International Olympic Committee (IOC), showed that Melbourne had very good technical aspects and venues, but that other factors, amongst others, such as different time zone and remote geographical location in the southern hemisphere, were the reasons for failure (Booth & Tatz, 1994a). Remote geographical location was one of the reasons why Cape Town failed in the bidding for the 2004 Summer Olympics as the city is located at the most southern point of the African continent (Swart & Bob, 2004).

One very important aspect of the bid is the way the event facilities are organized and connected to the event location. The organization of the 1992 Winter Olympics in Albertville

was criticized due to the bad arrangements for the Games (Persson, 2000). For instance, bad transportation system and scattered individual events and different activities over a too broad area. In the following years many cities decided to promote their bids as “a compact concept”, i.e. all the athletes were accommodated in the Olympic Village and the majority of sporting facilities were allocated close to the Village. The bid team of the 2000 Sydney Olympics proudly declared that, for the first time in the history of the Olympics, all the athletes would be lodged in one Village and would be able to walk to most of the event sites (White, 2011).

Another example relates to the 1994 Winter Olympics in Calgary, which lacked the proper Games atmosphere as Calgary is a big metropole. This example raised the idea that smaller cities might be better candidates for hosting the Winter Olympics, as demonstrated by Lillehammer in Norway. Even though Lillehammer is very small and the closest airport is about 200 km away, the town employed the "compact" strategy by placing the majority of the activities in the actual village. In the light of this, the IOC members commented that “they could accept a three hours drive from the airport to their hotel, but a daily one and a half hour’s drive to the venue of the alpine competitions, as had been their experience in Calgary, was not really acceptable” (Persson, 2000, p. 13). Besides the lack of event atmosphere, some other facts may come into account in favour of the compact concept of events, such as the proximity of the services that supply the event and less adjustments in the traffic system of the host city. Therefore, central city locations are more preferred over distant outskirts (Hiller, 1999).

Visual attractiveness (image) as an intangible asset and capacity of the catchment area of the event are usually taken into consideration by the event owners, as the host city will be visited by many people. Historical monuments, harbours, natural areas, boulevards and green areas can be a suitable ambience for certain events and could have a great influence in attracting

spectators. The capacity of the catchment area (“designed” capacity) is an important part of the event planning, especially for the outside events where attendees are more difficult to control (Getz, 2005).

Bearing in mind that a great amount of money is invested by the “public purse”, there is a need to have a strong support from the local community. Bid teams must take into account the characteristics of its residents and their wish to support the bid (Ingerson & Westerbeek, 2000). One of the prerequisites to win the bid is to have a strong community support. For instance, IOC awards the Olympic Games to the city that has enthusiastic supporters in the local community. Examples are the 2000 Games in Sydney (82 % to-90 %) and the 2012 Games in London (68 %) (Atkinson, et al., 2008; Lenskyj, 1996).

The bidding organizations must be committed to the event, either through frequent bidding for hosting hallmark events, or by developing strong infrastructure and public support (Westerbeek, et al., 2002). This is one of the ways for building brand equity, which is best achieved “if the bid organization’s name is immediately recognized, and brand identity can be leveraged” (Ingerson & Westerbeek, 2000, p. 248).

Existing Facilities

Existing facilities are vital for attracting different events and serve as the main support to the bid teams to show that the city/nation is able to host the event by meeting all the criteria and standards required by the event owner (Westerbeek, et al., 2006). This factor mostly refers to the legacy factor identified by Ingerson and Westerbeek (2000), but not in sense of the benefits left behind the event for the host community, but rather in terms of existence of crucial event facilities while bidding for an event. If the city has already been through the process of hosting hallmark sporting events in the past, the facilities that have been left out of it form a good base

for competing for future events. This factor, amongst others, includes the accommodation facilities, which are important for lodging great number of spectators.

Supportive Factors

Accountability

Accountability is characterized as the ability of the host city and the event management team to deliver high value services to the event owners and the stakeholders who are directly or indirectly involved in the realization of the event (Westerbeek, et al., 2006). It emphasizes the importance of presenting the bidding-related information to the event owners in a bid-favourable fashion by the event bid team in terms of generating a goodwill for the event owners (Westerbeek, et al., 2002). Even though the event owner supplies detailed criteria that have to be met in order to become the successful candidate, which facilitates the process to certain extent, it has become more difficult to differentiate own bid from the competitors' bids. In the case of the Olympic Games the right to host this event will be obtained by the city that is considered to have the most unique proposal comparing with the competitors (Persson, 2000). Crockett (1994) suggested that "the old principal of "give them what they want" generally stands you in good stead in this area" (p. 11). Emery (2002) expressed the same notation that "customized bids, focusing clearly upon the formal and informal client needs of the powerful decision-makers, obviously increased the likelihood of success" (p. 331).

The event organizer will get support from the local community by showing the legacy that the event holds behind. Good examples of legacy are newly built facilities, recovered infrastructure, better business opportunities and development of sport activities in the city (Westerbeek, et al., 2002). Showing the legacy is one of the ways to obtain justification by the event organizers, even though only certain groups will benefit from those improvements. This is

one of the reasons why hosting hallmark events is not considered as an attractive opportunity by everyone (Hiller, 1999). Most of the activities during the event involve partial involvement of the local community and the legacy outcomes are usually quite small (Atkinson, et al., 2008). Therefore, accountability deals with the issues with regards to fairness toward the local community, benefits from the event to be organized in their city and the use of tax money acquired during the event (Westerbeek, et al., 2002).

Furthermore, accountability stresses the presence and the position of the bidding organization in the marketplace, the reputation of the city as a host for hallmark sporting events together with showcasing the strong facilities. The sport-specific technical skills of event bid teams come here to the spotlight. Teams are the ones that create the bidding strategy and put emphasis on the information, which are of crucial importance for the event owners and/or decision-makers (Westerbeek, et al., 2002). The presentation of the bid, in form of bidding application or the verbal presentation, reflects straight on the ability to host an event, “so it needs to be the first class and appropriate to the audience” (Crockett, 1994, p. 11).

Bid Team Composition

Bid team's members must be carefully chosen in order to achieve the capacity and the credibility to deliver high quality application. The team leader usually plays the most important role as and he/she is considered as “the vital ingredient to make or break any event bid” (Emery, 2002, p. 329). The team should be composed of skilled people who are able to cooperate with the event organizers and the event owners prior to and during the event. They must possess the right expertise for staging the event (Westerbeek, et al., 2002).

Intangible assets, such as experience and knowledge of the individuals in the bid teams, are very important when it comes to creating bidding strategies and could bring a significant

advantage to the teams. Ingerson and Westerbeek (2000) pointed out that the success of the bids for the Olympics in Australia can be explained by possessing bid teams that had an experience in the bidding processes from before. Experienced bidders are better negotiators and know how to build up good relationships, not just with an event owner and a decision-maker as key stakeholders, but with all the stakeholders that are directly or indirectly involved in the bidding processes. Powerful bid teams “are able to develop effective internal and external networks, which assist them in building alliances and increase their competencies” (Westerbeek, et al., 2002, p. 308). According to Crockett (1994) from year to year bid teams are more and more challenged to succeed in the bidding processes and have to become wiser. With previous experience, individuals bring knowledge and networks to the newly-formed bid committees. It is also important to have people with different experience, age and gender combined in the bid team (Westerbeek, et al., 2002) as well as different personalities that can complement one another (Tassipoulos, 2005). The case of Cape Town’s bid for hosting the 2004 Summer Olympics is a good example of how the lack of consistent bid team with little experienced team members and wrong bid leadership caused the failure in the bid process (Swart & Bob, 2004).

It is always challenging to build up the bid teams, especially as most of them are engaged in such a process on temporarily base. They face high tasks demands, the need of different adjustments, problem solving, negotiations and possible conflicts more than in the other permanent organizations’ teams. They must be continuously encouraged to try out to solve tasks step by step, with continuous learning process and exchange of the knowledge and experiences within the team (Løwendahl, 1995).

A topic that is gaining attention in tourism research is the structure of the event tourism network (Presenza & Cipollina, 2010; Stokes, 2006). Multiple actors in events tourism are

involved in network formation: Public sector, tourism organizations, event management agencies, local, regional, national and international event organizers, promoters, venue managers, and the broad community. Their businesses, social connections, and common interests of being involved in the network may influence the bidding strategy creation, where the leading position in the network often has the public sector (governments and tourist bureaus) (Stokes, 2006). The connections within the network give the opportunity to its members to share and transfer their knowledge and experience, which are important drivers of bid teams competitiveness and acting toward the same goals (Presenza & Cipollina, 2010). Diverse experiences and expertises of the bid teams and the external networks in which they are involved are a good starting point for creating a competitive bidding application that is convincing for the event owners in terms of staging and managing the event. Bid committees are a form of virtual corporation relationship where all the units are mutually interdependent. Different organizations come together in order to support the bid and ensure a high level of competence and the resources needed to benefit the bid. After the bidding process, these committees split up the relationship formed and seek new engagements (Westerbeek, et al., 2006).

Communication

The communication factor refers to the ability of the event organizer to promote the city as the host destination by using powerful media as a tool. Furthermore, the use of IT systems in the place and widespread communication are the necessary components to run the event.

Good media coverage prior and during an event ensures a good exposure of the host city by attracting the attention from around the world, which is equally important for both the city and the event organizers to boost brand equity of their “assets”. A good media coverage contributes to creating a feeling of being brought on the spotlight at a particular point of time. This

psychological effect is very important during the bidding process for generating the pre-event euphoria and inspires for the future bids. Media has a significant impact on creating a positive image of events among the community and brings a sense of pride on the city, athletes and inhabitants (Westerbeek, et al., 2002). Local media can give a great support in promoting the bidding city's offer to host an event. Successful collaboration with the media throughout the bidding process will provide excellent opportunities for addressing information about the city's ability to host the event globally, which, in turn, encourages revenue-creating opportunities from potential sponsors (Ingerson & Westerbeek, 2000).

Events are good “means” for promoting the host city/region in the most cost-beneficial way. The broadcasting is one of the most important means of financial return on investments for the event and it had expanded during the 1984 Olympic Games in Los Angeles (Persson, 2000). This way of commercializing the event usually leads to revenue-sharing, which may bring great benefits to the host city. Since the selling of the television rights has become very lucrative, as it is able to reach more people than any other media (Wilkinson, 1988), the competition for hosting major sporting events intensified and reached its peak in 1997 when 11 cities competed to host the 2004 Summer Olympics (Hiller, 1999). Besides the economic impacts, the sports that are categorized as television events are able to get considerable coverage and are “the best at promoting your region and should be targeted when bidding for an international sports events” respectively (Crockett, 1994, p. 9). Preuss (2000) noted that the important criteria for rotation of the Games is the “prime time” factor for media broadcasting” (p. 97) as the IOC’s aim is to satisfy the requirements of the television stations around the globe.

Relationship Marketing

This factor “deals with the power of the people in the bid committee (e.g. the involvement of political leaders) and with the consequential influence that this power is able to generate among key decision-makers pertaining the bid outcome” (Westerbeek, et al., 2002, p. 317). This power is the key for approaching the decision-makers/event owners in order to make smoother progress in establishing good connections and get “closer” to them. This creates the opportunity to come up with different event-related gifts for them. In doing so, personal relationship would be better fostered in good direction (Westerbeek, et al., 2002). Catherwood and Van Kirk (1992) emphasized the importance of offering incentives- certain number of rooms free of charge, free transportation, low cost tickets, etc. That is one of the ways in which wise bidding committees “with negotiating know-how and the ability to read the “implied” requirements excel and win the bid” (p. 63). Crockett (1994) noted that the golden rule, when vying for the event, is to know most of the people engaged in the decision-making process. Shrewd bidding committees must be aware of who decision-makers are and how to impress them (Catherwood & Van Kirk, 1992).

In general, building and fostering the relationships and effective communication with all the stakeholders is one of the most important prerequisites for a successful bid and the realization of the event (Westerbeek, et al., 2002). Especially with the key stakeholder (event owner/decision-maker) the relationship must be based on the mutual benefits for each side (Getz, 2003). In building the relations, team members’ skills come in the forefront. Westerbeek et al. (2002) noticed that “the better the relationship marketing skills of the bid team members, the greater the strength of relationships and the more likely that relations will be favourable for both

parties” (p. 309). The effectiveness of the communication between decision-maker and bidding committee can be increased if each party understands the other’s perception (Getz, 2003).

Other Factors

The term “other factors” refers to the KSFs found in the literature that might come into account when bidding for an event and that do not belong to the vital and supportive KSFs developed by Westerbeek et al. (2002).

Competitive Environment

It is well documented in the literature that major sporting events have a great economical impact on the host communities. Potential tax income and tourism overflows increase the competition among cities and countries that want to host such events. An illustrative example is Australia, which is constantly competing for hallmark sporting events of different size. It is one of the countries where the rivalry among cities is the most intense. As a result, a comprehension of the competitive environment is an important issue that must be considered in the bidding process. (Ingerson & Westerbeek, 2000). Establishing the competitive advantages at an early stage of the bidding process is highly advisable. In addition, “weaknesses need to be reviewed against competitors, and on the other hand, strengths relative to competition need to be fully appraised and exploited” (Emery, 2002, p. 331). Getz (2003) explained that bidding committees must ensure that all the criteria set by the event owners are met and, additionally, they must think of the competitive advantages, ie. “making a unique selling proposition” (p. 7). He also suggested that competitor’s advantages and image must be analyzed and it must be predicted how they can influence the event owner. This prediction is much easier if the competitors are known. Catherwood and Van Kirk (1992) pointed out that bidding organizations should never draw attention to a competitor’s weaknesses, but rather focus on their own strengths. A

mitigating factor about domestic competitors is that each candidate must play according to the same rules, set by the event owner, by using different benefits and defrays burdens of government. In this situation no one is in a competitive (dis)advantage.

Environmental Protection

Sporting events are continuing to expand in size and diversity, which implies that the related effect on the environment are also increasing (Dolles, 2012). The environmental factor has not been one of the central themes in most of the studies that were reviewed for this research. Preuss (2000) only mentioned it as one of the IOC's factors which is considered important when bidding to host the Olympic Games. In light of this, when Sydney was bidding to host the 2000 Summer Olympics, the bidding application stressed the importance of taking care of the environment and that was one of the attractive sides in favor of Sydney's bid. The plan was to organize the "Green Games" parallel to the Olympics, "where the most polluted place in Australia would be transformed into an environmentally friendly Olympic venue that would also attract birds and wildlife" (White, 2011, p. 1450).

Dolles (from the key-note 2012, p. 8) noted that "waste, noise, but also increased emissions of greenhouse gases from travelling spectators, media representatives and participants, the use of land and materials for the construction and modernization of arenas and sport facilities, as well as the high consumption of energy and water during the sporting events all have an adverse effect on the environment" (from the key note, p. 8). Issues related with environmental protection attract more and more attention and are part of the policies of many event organizations, event owners, and other event stakeholders.

Getz (2005) asserted that event managers must take the responsibility to organize events in an environmentally responsible manner. This implies not merely producing high profits of

hosting the event, but also maximizing the benefits for the local community and taking care of the natural and cultural resources.

Stakeholders Salience and Network Governance

According to Westerbeek et al. (Westerbeek, et al., 2002) the central role in the bidding process is usually assigned to the public officials and they often appear to be central in the stakeholder network. The results of the study conducted by Hautbois et al. (2012) showed that it is more beneficial if the stakeholder group is equally engaged in the bidding process and not subordinated to one single actor. In other words, the group as a whole has to be perceived as a bid leader.

The same authors state that, in the bidding processes for hosting sporting events, the decisive position has the “sport group”. Their salient role is the specific strength of the bid as the voting members (i.e. event owners), who are usually managers of international sporting organizations and former athletes, particularly pay attention to the role of the sport stakeholder group. Thus, “the sport group should have a key strategic position in the bid project in order to have positive impact” (Hautbois, et al., 2012). For instance, if former athletes who won medals in different sport competitions express a positive opinion about the bid design or give support to a specific city that can be the “big plus” in favor of bidding application.

Weather Conditions

The weather conditions are another important factor that was mentioned in a couple of studies. Wilkinson (1988) considered the weather as an important issue that comes into account when deciding about the site of the event. Catherwood and Van Kirk (1992) in their guide to special event management mentioned that one of the prerequisites for hosting The Super Bowl is

a certain temperature that the host city must have in January. Persson (2000) noted that weather conditions come into account to the certain extent when choosing the host city, especially in the outdoor sports such as skiing and cycling. During the 1994 Olympic Games in Calgary a few ski competitions were postponed due to the melting of the snow (Persson, 2000). Feddersen et al. (2007) used the local temperatures as one of the variables when predicting the likelihood of being selecting as a host city. The results showed that the average temperature during the event has positive influence on the chances of success in the bidding process.

Benefits of Hosting Major Sporting Events

There is a limited number of major sporting events and the number of cities that want to bid for them is increasing worldwide (Crockett, 1994; Feddersen, et al., 2007). That is “a critical issue that has emerged from the attractiveness of the sports” (Westerbeek, et al., 2002, p. 303) which leads to a “boiling over” situation among cities that are competing for hosting a specific sporting event. The events and outcomes of the events have dramatically changed over last two decades (Crockett, 1994). The consequence of such a great growth will presumably make the bidding process become even more exaggerate, costly and risky. In order to reduce the level of uncertainty when it comes to funding the event, in the future the bidding partnerships between different organizations and countries are likely to dominate. The negative aspect of this is that such partnerships are “likely to involve more stakeholders, which potentially means more politics, more uncertainty and less rational management” (Emery, 2002, p. 332).

Crockett (1994) argued that the majority of the events will never generate a profit and this is the reason why the financial support from sponsors, governments, and other parties for funding the event is of great importance. Even though they do not succeed in making profits, they can be profitable within the fields in which they are held. For example, the benefits of

hosting major sporting events from a tourism perspective are numerous with regards to the economical benefits (for hotel industry, restaurants, retailers and other industries), increased number of tourists, improved reputation, and exposure of the host city nationally and internationally (Ingerson & Westerbeek, 2000). Public sector improvements such as building new facilities, recovering infrastructure, and creating new jobs are the benefits from the community perspective (Hiller, 1999). Furthermore, the growth of the business networks and the strengthening of the positions in the market for the industries involved are important from a business perspective. All the factors listed above play a part in justifying the public money invested in those events (Atkinson, et al., 2008; Ingerson & Westerbeek, 2000).

Major sporting events are often used for marketing purposes in order to gather more media attention, entice event tourists and increase tourism growth, build image and become attractive for sponsorship. Some cities use marketing strategies to brand themselves, “so that consumers can give meaning to the attributes, values, benefits or activities which that city offers” (Westerbeek, et al., 2002, p. 305). A good example is Melbourne, which is branded as the “sporting capital of Australia” due to the great number of major sporting events it hosts each year, the great support from the community, and the good standards it offers with regards to the sporting facilities (Ingerson & Westerbeek, 2000). The city’s brand plays an important role, as it differentiates the city from other cities by its unique image. A successfully-organized event, combined with good media exposure, is crucial for building a good public image of event organization, host city and broad community, and event owner.

In case of major sporting events, profit is usually not the prime motivating force (Catherwood & Van Kirk, 1992). Atkinson et al. (2008) identified intangible benefits of hosting major events such as feeling of national pride, improving awareness of disabled people,

motivating children to play sports, environmental improvements, promotion of healthy living and organization of cultural and social events. In addition to these benefits Getz (2005) identified additional benefits such as increased interests for investments, civic pride and social cohesion, and offering a special experience.

Even though the organization of such an event can bring significant benefits to any place, on the other side, they usually require enormous use of resources and carry a potential risk (Emery, 2002). It may involve intangible costs such as overcrowding, increased number of thefts, security risk such as terrorism, traffic congestion, accidents, parking problems, environmental degradation, media over coverage, etc. (Atkinson, et al., 2008; Getz, 2005).

Benefits of Being Engaged in the Bidding Process

All the benefits previously mentioned are part of the post-event analysis because all the measurements of the impact of events are able to perform when the event is finished (Ingerson & Westerbeek, 2000; Pomfret, et al., 2009-30). Most of those benefits may be quantifiable (Hiller, 1999). It is well documented that the cost for entering the bid process are extremely high. For instance, London's bid for hosting the 2012 Summer Olympics had been estimated to be around £13 million (Swart & Bob, 2004). The question is, if such a great amounts has been spent just in the bidding process, how bidding committees justify themselves for the money being invested in such a process? What are the benefits of entering the competition?

Pomfret, Wilson and Lobmayr (2009-30) addressed the question of investing the large amounts of public money in uncertain bidding processes, which often generates little economic benefits. Even though the series of ex post research showed that major events generated minimal social benefits, the governments, at different levels, continuously fund bids for future sporting events. The model for analysis included three interest groups: Lobby group (which directly

benefits from the bid process from marketing activities or bring benefits for particular sporting organization), the government (which benefits from lobbying activities and aggregated welfare in connection to the bid), and the public (who bears the costs). The results suggest that the collaboration between lobby groups and governments may lead to a bid that is not of the public interests. Information on how the bid money is spent is often vague and not available to the public. Published information is usually presented in a way in which the benefits are overstated with the aim to gather broad public support and to justify the money spent in the process. The results of this study emphasize that the lobby, or interest groups, such as local or regional sport organizations that often receive funds from the governments, or construction companies that benefit from future bids, are usually very supportive in the bidding processes (Pomfret, et al., 2009-30).

In this paper the emphasis is put on finding the secondary, non-monetary benefits (Turco, Riley, & Swart, 2002) out of the bidding process. Even though the bid committees failed at winning the right to host major events, the benefits, even not quantifiable, still exist and are considered to be of great value for them.

If bid teams failed in being awarded an event, the process of preparing for the next bid starts with post-announcement and re-assessment of losing bid and formation of adjusted bid committee for next bids (Ingerson & Westerbeek, 2000). The expertise and the knowledge that have already been acquired in the bid teams during one bidding process can be re-employed in the future processes. Westerbeek et al. (2006) expressed that, whether the bid application is successful or not, “the outcome will be recreated and the formation of a team with key knowledge and expertise in bidding will remain interact ” (p. 141). Persson (2000) noted that the secondary benefits of being involved in the bidding process are improved skills and, new, unique

experience that people gathered throughout the process. Experiences of the people who already participated in bidding processes become precious resources for the future bid teams (Ingerson & Westerbeek, 2000). When Norwegians lost the bid for hosting the 1992 Winter Olympic Games in Lillehammer, they claimed that the process was “invaluable learning experience and immediately began working on their next bid” (Persson, 2000, p. 12). They succeeded in that pursuit two years after, in 1994, when Lillehammer was awarded to host the Games. Furthermore, some of the established relationships or networks during one bidding process might be served as a prerequisite to keep them up for another process (Emery, 2002).

The advocates of the bidding process usually claim that the benefits of such process are numerous and that refer to better marketing opportunities and promotion of the city/region, especially with regards to the attraction of potential tourists as the information about the bidding process are usually presented in the broad public through the media (Swart & Bob, 2004). Furthermore, the process may enhance the image of the bidding organizations, serve as marketing for existing facilities and human resources competence, generate temporary job opportunities, and help improving the skills of bid team members. It may help create better opportunities and collaboration between the private and the public sector and produce a sense of pride of the local communities (Swart & Bob, 2004). Wilkinson (1988) noted that the bid team members, by entering the bid process, get the opportunity to test their skills and abilities against the other competing teams. This situation may challenge them to work harder and do better in the future.

Crockett (1994) noted that, by choosing the sports to compete for, the mission to win that specific event is a unique process that can rarely be transferred to another bid process. Still, the

process of learning from the bidding processes enables different improvements and development of the bidding strategies for future bids (Westerbeek, et al., 2006).

Methods

Study design

This research has a case study design and analyzes the Norwegian national bid for the 2016 World Road Cycling Championship. The case study approach is found to be appropriate when the research topic is under-researched and when the topic must be described from multiple perspectives in order to create an in-depth understanding (Hesse-Biber & Leavy, 2011). In light of this, an iterative approach was used in order to get detailed qualitative data and acquire an in-depth understanding of the research topic. Data were analysed from multiple perspectives by conducting the interviews and document studies. Furthermore, the focus was put on the comprehensive and detailed examination of the internal features of each city-candidate that have been involved in the bidding process: Bergen, Drammen and Stavanger (Neuman, 2011). Thus, different bidding strategies that cities-candidates have used were analyzed by:

- 1) comparing their official bidding applications,
- 2) conducting the in-depth interviews with people who actively participated in the bidding process,
- 3) reviewing the online newspaper articles that covered the bidding process, and
- 4) reviewing a decision-maker documents of different types.

In order to supplement and enrich these primary data and complement data triangulation, secondary data, such as different reports, brochures, presentations and web sites were used in addition.

This study employed a traditional management approach by using the framework of Westerbeek, Turner and Ingerson (2002) who identified eight KSFs or criteria when bidding for hallmark sporting events. This study was found as the most recent and comprehensive one to date within this field. Even though these KSFs were identified for bidding processes at the international level, they were used in this study as the starting point for comparison of three national bids. Therefore, instead of developing own codes, their study served as the model from which all categories for comparison in data analysis are taken.

Methods of data collection

In this study a total of ten in-depth, semi-structured interviews were conducted with experts from the field, which helped the researcher gather more precise and detailed information about the bidding process of each city-candidate, and provided further insight and better clarification of the research questions (Kumar, 1999). Literature was collected at multiple points of time. Most of it was read prior to the interviews, especially the literature that was of the great importance for creating the interview questions. As throughout the interviewing process new ideas and themes emerged, an additional literature research was needed.

Most of the interview questions were formulated through literature review on a bidding processes and influences of major sporting events on host destinations. In addition, some of them were created through reading the bidding application of the three cities-candidates. The questions were defined in a way such as to enable to get detailed and rich data and gain better understanding of the KSFs that were looked for. The respondents had “the opportunity to share their story, pass their knowledge, and provide their perspective” (Hesse-Biber & Leavy, 2011, p. 105) on the research topic. Each interviewee was asked 23 basic questions. Some of the questions were additionally addressed and adapted, depending on the role that each respondent

played in the bidding process. Questions were developed in a way such as to be convenient for the comparison in order to find common categories that were identified during the data analysis afterwards. The interview questions covered five main themes:

1. Factors of successful bidding
2. Motives, benefits and interest to run for the Championship
3. Stakeholders involvement in bidding process and roles they played
4. The role of political bodies in running for the event
5. Decision-making process

For the list of the interview questions see Appendix A. As the researcher had to adapt them to the flow of conversation, only the main questions are listed.

Two out of three bidding applications were collected prior to the interviews. All the applications were written in Norwegian and thus, were translated in English language. Going through the applications before the interview helped gain better insight of how the cities presented “emotional” and technical parts of their respective bidding applications and gather more general information about the potential host city and stakeholders involved in the process. One of the cities made a video which presents the “emotional” part of its bid. On-line newspaper articles were collected and read in order to prepare for the interviews and gather more information that can enrich research data. Most of the on-line newspaper articles were collected in Norwegian and translated, while the interview data were in English. Data in Norwegian were translated by native Norwegian speakers as the author was not able to translate it on her own.

Sample

Data were collected directly from the population of interest. A purposive sample was chosen to be appropriate, as the aim was to interview experts from the field that already have

specialized knowledge about bidding processes. Not everyone played the same role in the process, which enabled to gather data from multiple perspectives and different points of view (Hesse-Biber & Leavy, 2011). As the approach to the people who were supposed to be interviewed was undetermined, snowball sample technique was employed. Dattalo (2008) defined snowball sampling as “sampling from a known network” which “is used to identify participants when appropriate candidates for study are difficult to locate” (p. 6). Initially, three persons with important knowledge were known and they were interviewed first. They met the criteria of being interviewed as they participated in the creation of the bidding strategy for hosting the Championship, they had experience in bidding processes from before, they had successful and unsuccessful bidding experiences, and they are residents of Norway. As one contact led to another one, those experts recommended the others who meet the same criteria, except for two persons who were involved in the bidding process for the first time, but they were considered important as they had significant role in the process (Hesse-Biber & Leavy, 2011). The respondents, three females and seven males, belong to different organizations, such as regional governments, municipalities, regional tourism organization, regional cycling clubs and infrastructure, and private consultant companies. They were all just temporarily engaged in creating the bidding application and most of them did that on their spare time. Eight out of ten respondents had bidding experience from before, either in bidding for major sporting event or different local and regional events. They were interviewed over a period of two and a half months, starting from the end of February until the middle of May 2012. Six face to face interviews were conducted in Stavanger, two in Bergen, and two with respondents from Drammen on the phone. The highest number of respondents was from Stavanger (five), then comes Bergen (two), Drammen (two) and finally the NCF- decision-maker (one).

Data processing

Nine out of ten interviews were conducted with the people who participated in the bidding process, of which five from Stavanger, two from Bergen and two from Drammen. One interview was conducted with the member of NCF Board (the decision-maker). Prior to each interview the biography of respondent and, for a few of them, newspaper articles were read. All the interviews were face-to-face, except for the two interviews with the respondents from Drammen, who were interviewed on the phone. The length varied from 35 to 150 minutes, and the shortest were the ones conducted by telephone. As semi-structured interviews allow the interviewer and the respondent some latitude to talk, an interactive approach was used through verbal support, commenting, and asking the questions that were not previously planned, encouraged by new information and topic that some of the interviewees addressed in addition. This approach enabled to actively engage in the conversation and the interaction was reciprocal (Hesse-Biber & Leavy, 2011). All the interviews were audio recorded and stored on the computer together with the interview transcripts.

Data analysis

Interviews

Guidelines from the Hesse-Biber's and Lensky's (2011) framework were used to structure and proceed the data analysis. After each interview, firstly the transcript was done. Each interviewee was assigned different number with the capital "I" in front, except the one member of the NCF's Steering committee that was assigned with "DM" (decision-maker) marks. Secondly, the reflections of the interview in form of memos have being written which helped researcher to better understand, compare and initially analyze some of the research data. Writing up the memos has helped to summarize the data, highlight the key quotes and get ideas of how to

interpret the research data (Hesse-Biber & Leavy, 2011). Thirdly, in doing so, the data were organized into different categories which made them comparable with the categories of other studies conducted before. Fourthly, when all memos were written down and all categories were defined, the process of looking on the linkages between different categories had started. The study of Westerbeek et al. (2002) who defined eight KSFs served as the main model for comparison, while the categories of few other studies (Emery, 2002; Ingerson & Westerbeek, 2000) and the DNV's key evaluation criteria (see Table 6) were included in addition. This process of comparison enabled to firstly identify, and afterwards to match and integrate some of the categories found in this study with the previously defined factors of other studies.

Document studies

The documents used in the data analysis consist of the following:

- 1) bidding application of each candidate city (Bergen, Drammen and Stavanger respectively),
- 2) electronic newspapers with regards to the ongoing bidding process at that time,
- 3) electronic brochures from the event owner's (UCI's) web site,
- 4) PowerPoint® presentation graphics program within which the summary of the Report, made by DNV, was presented. In this document researcher got insight into the decision-maker's evaluation criteria. This summary was procured from the decision-maker (NCF).
- 5) "Invitation to apply for being the host city" (Dahle, 2011) with requirements for the bidding process. This invitation was procured from the Stavanger's bid team. Detailed list of the bidding requirements is in the Appendix A.

Requirements were read first in order to gain a better understanding of the bidding applications and of the solution of each city on the analytical part of the bid. This reading helped the researcher reduce redundant questions in the interviews later on. Bidding applications were very detailed and they varied in length: Bergen 70 pages, Drammen 24 pages, and Stavanger 74 pages, plus many Appendices. For this reason, in this study just the main points will be presented.

The documents found on the website of the event owner (UCI) helped gather a better understanding of the type and size of the event as well as the UCI's policies with regards to cycling events. It was used to describe the bidding process.

The summary of the Report (made by NCF as the presentation) contributed to a better understanding of the decision making process and of the factors that were considered important by the event owner. This report served as the main "support" and "complement" to the claims of the one member of decision-making Board team who was interviewed for this research.

Electronic newspapers helped the researcher gain a better understanding of how the process in each city proceeded, who was involved in it, and how much the bid teams were presented in media. Furthermore, some of the interviews of the bid team members in the newspapers were compared with the interviews that the researcher conducted. That was a good way of checking the consistency of the claims. This section will not be analysed separately, and it will serve just an additional source in describing the bidding process and claims of some of the interviewees.

Changes to the Main Model for Comparison

Although the Westerbeek's et al. (2002) framework is identified as the most comprehensive and up to date one, it had to be further developed in order to analyse data. First,

there were some KSFs found in other studies which were not identified by this group authors. In order to make sure that all the KSFs are covered, the researcher included those factors in the main model for comparison. They will be presented in the Results chapter within “Other factors”. Second, the Westerbeek’s et al. (2002) model is created mostly for international bidding processes and it consolidates many different major sporting events. Thus, the model had to be further developed in order to “fit” the context of cycling event at the national level of bidding. The cause of this mismatch might stem from different population, setting and specific sporting event employed in this research. All previously mention changes include the following:

1. Two vital factors “Infrastructure” and “Existing Facilities” were considered as one vital factor named “Infrastructure”. The researcher deemed that there was no need to make a distinction between these two factors as existing facilities are inseparable part of infrastructure in city. The same classification show Westerbeek and Ingerson (2000) in their study (see Table 3).
2. “Trails for races” is introduced as the new constituent item of the factor “Infrastructure” as it was considered by DNV (NorgesCykleforbund, 2012).
3. Strong community support (one of the Westerbeek’s et al. (2002) constituent items of the factor “Infrastructure”), were not considered as the “infrastructure” by the researcher, despite the author’s idea, borrowed from Catherwood and Van Kirk (1992) that infrastructure concept moves “beyond the availability of merely physical, inanimate facilities” (Westerbeek, et al., 2002, p. 318). The researcher considered that the host community members are “human beings” and that should be treated separately as a component of “Socio-Cultural Factor” already defined by Westerbeek and Ingerson (2000) (see Table 3). Still, the meaning and importance of the

- community support were kept as it was already described before within the factor “Infrastructure”.
4. New constituent item “To predict what are the rational criteria for making a decision of the host city”, described by Emery (2002), is introduced in the factor “Bid team Composition”.
 5. Within category “Other factors” are presented all the factors that were not identified in the Westerbeek’s et al. (2002) framework:
 - a. Factor “Weather conditions” is introduced as the new factor as proposed by the DNV in the key evaluation criteria (Table 6) and previous research (Feddersen, et al., 2007; Persson, 2000; Wilkinson, 1988).
 - b. Factor “Environmental protection” is introduced as proposed in the previous research (Dolles, 2012; Getz, 2005; Preuss, 2000).
 - c. Factor “Competitive environment” is introduced as proposed in the previous research (Ingerson & Westerbeek, 2000).
 - d. Factor “Stakeholders salience and networking governance” as proposed in the previous research (Hautbois, et al., 2012).

Results will be discussed and compared to the literature in the discussion chapter.

Quality of Data

During the data collection process, the researcher experienced certain resistance of the interviewees to answer calls and emails that were sent to them. Therefore, getting all the respondents for the interviews turned out to be the biggest challenge. One of the reasons might be the engagement in their permanent jobs. The process of getting in contact with them and

agreeing on the date and time for the interview took more time than expected. Economic and geographical constraints were the reasons that influenced the quality of some of the data gathered from the interviews to certain extent. The thesis was financed on researcher's own funding and therefore, the travel to Drammen for the interviews could not be realized. For this reason, the interview conducted by telephone produced slightly less rich data from Drammen if compared to richer ones from Bergen and Stavanger.

All the interviews were conducted in Norway, in English language. This is another constraint the researcher had faced, since all the interviewees are native Norwegian speakers and they might have face some difficulties in giving the explanations/answers to the interview questions. The researcher was asked by most of the respondents to send the interview questions beforehand. Besides that, bearing in mind the possible language barrier, the researcher decided to send the questions by e-post to each respondent prior to the interview. This might be a double-edged sword as they could prepare the answers in advance instead of being "surprised" or in unpleasant situation caused by the uncomfortable questions. The second threat was the possible "hiding" and unwillingness of respondents to share certain information with the interviewer (Marshall & Rossman, 2006). Thus, the trustworthiness of some of the answers can be questioned as a threat to dependability of the results and researcher's consistency of interpretations.

Even though all the interviewees were temporarily engaged in the bidding process for hosting the Championship, most of them had bidding experience from before, which was of the great importance for this research. In this case study, the researcher was able to analyse data collected from the interviews from different perspectives, as the interviewees played different roles in the bidding process and they belonged to the different bidding organizations. The interviews and

document studies, complemented with secondary data, ensured the data triangulation and consistency of the results. Detailed examination of the case, by using two different methods enabled the researcher to build up richer and comprehensive explanations about the research phenomenon- KSFs, which is a particular strength of this study (Neuman, 2011).

Although the study focuses on the specific case at a single point of time with relatively small number of interviewees, it provides better insight in what may be taken into the consideration when entering the bidding process. Further research with empirical evidence is needed, especially with regards to cycling events, which will enable the new comparisons, quantification and better clarification of the KSFs.

In terms of limitations, it is important to mention that, at the time of writing this research, the international bidding process was still in progress and that might be excuse that some of the data with regards to the Report made by DNV were not possible to be obtained from the NCF due to the high confidentiality. The researcher does not exclude some other cause of this unwillingness to share the information presented in the report, which could lie in the background of politics and different lobbying activities.

Results

Bidding as a Process

The process has started in March 2011 when the Steering committee within the NCF was selected. It consisted of five people who have long experience in the cycling sport and they all had been involved in the 1993 Championship held in Oslo (DM). In the same year in May the requirements were sent to all the cities that had previously expressed a wish to host the Championship. For a detailed list with requirements description see the Appendix B.

After the deadline, which was set to be on 9th of September, seven Norwegian cities applied in total: Trondheim, Stavanger, Bergen, Kristiansand, Drammen, Sandefjord and Lillestrøm (Fredagsvik, 2011). After the evaluation process of the cities, on 28th of October three of them were chosen to go in the final round as possible venues for the event: Stavanger, Bergen and Drammen. Each candidate was given the opportunity to verbally present its respective bid to the decision-maker (NCF Steering committee). The decision-maker had organized visits to each of the cities-candidates and inspected the event venues. Finally, on 21st of November NCF chose Bergen as Norwegian representative to host the Championship in 2016 (Aarre & Nilssen, 2011). According to NCF, Bergen has had the best concept with regard to the implementation of DNV's evaluation criteria (Tomasgard & Gjesdal, 2011).

UCI had established a procedure of how the process of international selection should be organized. Three years prior to the event the international applications of each country-candidate should be submitted to UCI's Road Department. Three cities qualified as candidates for hosting

the Championship in 2016 are: Bergen (Norway), London (United Kingdom), and Paris (France) (NTB, 2011). After receiving the final applications from these three cities, the plan of UCI's inspection team is to visit individual host candidates and carry out venue assessment (Dahle, 2011). The final decision of the host city will be made in September 2013. The timeline for the international bidding process is shown in the Figure 4.

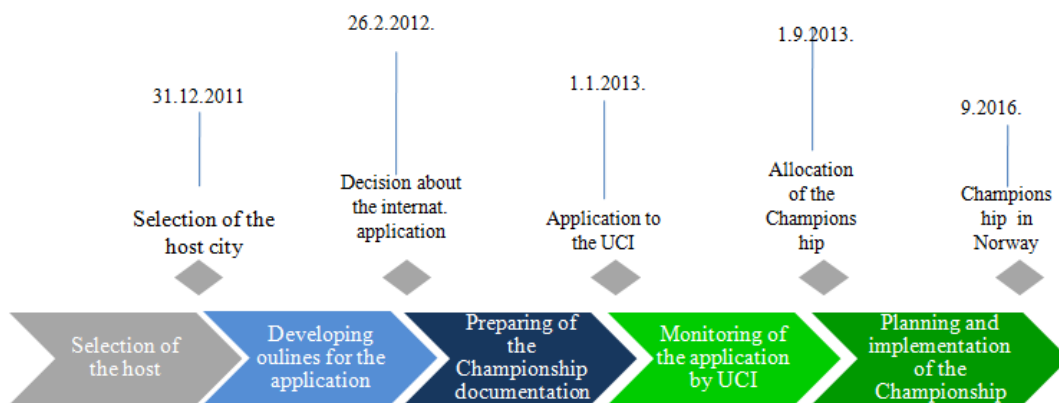


Figure 4: Timeline of the application process

UCI's department for road cycling, the Road Commission, developed fundamental criteria that comes into account when hosting the Championship. These are:

- 1) dynamic sporting spectacle that is highly suited to TV coverage,
- 2) an event that is open to a very large number of spectators,
- 3) a worldwide competition from Juniors to Elite categories,
- 4) the annual gathering of the family of cycling,
- 5) an event that generates economic returns and
- 6) high-quality organization respectively (UCI, 2009, p. 105).

It is clear what UCI emphasizes when organising the event. Each city-candidate, that enters the competition, should take these statements into account when planning the bidding campaign.

Who Were the Cities-Candidates?

In the following paragraphs, the information of the each city-candidate will be presented briefly as their geographical position, terrain, size, different climate conditions and attractions that altogether played an important role in the selection process.

Bergen

Bergen is, after Oslo, the second biggest city in Norway with the population of approximately 250.000 residents (2009). It is the biggest city on the west coast and it played a traditionally important role in the north of Europe as one of the most occupied trading ports. It was a capital of Norway in 13th century. It is well known as “The city between the seven mountains” and because of the same mountains, when the clouds cannot get over easily, it is called “The city of rain” due to the heavy rainfall throughout all year (BergenFjords, date unknown-a). In the vicinity of the North Sea and surrounded by mountains, the weather is constantly changing between Sun, wind, rain, sprinkle and clouds (BergenFjords, date unknown-c). It is “The gateway to the fjords” (BergenKommune, 2011). One of the most famous sites in is the ancient wharf called “Bryggen” or “The harbour”. The building is historically important place as it has represented the main harbour of Scandinavian overseas trade. It is included in the UNESCO’s World Heritage List since 1979 (BergenFjords, date unknown-b). City has developed oil industry, as well as offshore operations. Its harbour is used to host big cruise ships, small vessels, cargo vessels and it is place for anchoring of many fishing vessels (BergenFjords, date unknown-a).

Drammen

It is ninth biggest city in Norway, with the population of approximately 64.000 (2011) inhabitants. It is located in the eastern part of Norway, 40km away from the Norwegian capital to

the south-west. It is a multicultural city “which puts colourful and diverse mark on the cityscape” (DrammenKommune, 2011, p. 4). It has a beautiful Drammen river which is used for kayaking, driving the motor boat and boat transportation. Many green parks are situated in the city. The place where river flows into the fjord is known as Fjord Park. Cycling is popular in the town and bicycle trails are developed throughout the city. It has the most beautiful theatre house in Norway (ElvebyenDrammen, date unknown). Drammen is a centre of the region, thus it has very good infrastructure for any mean of public transportation. Its proximity to Oslo gives the good opportunities for accommodation (DrammenKommune, 2011).

Stavanger

Stavanger is located on the southwest of Norway, approximately 210 km from Bergen to the south. The Stavanger’s region has been growing fast form year to year and it is one of the most international regions in Norway. I is cosmopolitan city with the population of about 120.000 (2011) inhabitants. Its stunning landscape full of contrasts and the nature is one of its best sides: fjords, lakes, sand beaches, waterfalls and mountains. The region has great culinary offers and it is one of the leaders in gastronomy thanks to the mild climate which enables local breeding of huge variety of food. Each year it hosts the biggest Scandinavian food festival, Gladmat. The city centre is small and cosy, where everything is within reach. The most famous Norwegian hiking tours are located in the city neighbourhood (TheStavangerRegion, 2012). The city is oil capital of Norway, but it is very strong in agriculture, aquaculture and finances (StavangerKommune, 2011).

DNV’s Evaluation Criteria

All the cities had the same timeframe in terms of deadlines for submitting the applications, and the same goals- to win the bid nationally and become a Norwegian candidate for bidding internationally to host the 2016 Championship.

The applications from the cities were coming in one by one to the NCF between 9th and 20th of September. The Steering committee realized that it is not able to define evaluation criteria on its own and that would need help from an external body. Thus, NCF engaged the DNV who was the facilitator of the process through developing the evaluation criteria (Table 6) which served as the main tool for evaluating the candidates, and besides this, DNV did the external quality check of each of the cities-candidates.

Table 6

DNV’s evaluation criteria with constituent items(adapted from NorgesCykleforbund, 2012, slide 10)

Criterion	Description of the main criteria	Sub criteria	
K1	Total Concept	Merchandizing of the UCI, TV images, “Celebration”, commercial potential	} Event concept
K2	Trails for races	Technical suitability, technical cycling X-factor, access for the public	
K3	Start and finish area	Quality of premises, logistic, adventure concept and infrastructure	
K4	Conference centre		} Ability to perform
K5	Cycling environment	Number of cycling members, level of competence with regard to cycling	
K6	Experience and expertise	Host city’s experience with large events	

K7	Services in the host city and facilities	Medical and other services and facilities before, during and after the event	} Logistics and physical conditions
K8	Climate conditions	Lighting, chance for snow, rain, temperature, wind, Sunshine	
K9	Inbound transportation	Total capacity (over four hours), Travel time from “Europe”, robustness in the transportation to country	
K10	Internal transportation	Total capacity and needs (compact arrangements)	
K11	Accommodation	UCI’s hotel, capacity and proximity to accommodation, types of accommodation	
K12	Catering	Proximity of the space for meals, quality and type of offers	

Furthermore, DNV scored the evaluation criteria according to the level of importance (Figure 5), but these were not presented to the candidates until the decision about the winning city was made. Instead, these criteria were presented and discussed with each of the cities-candidates at the meeting organized by NCF in February 2012.

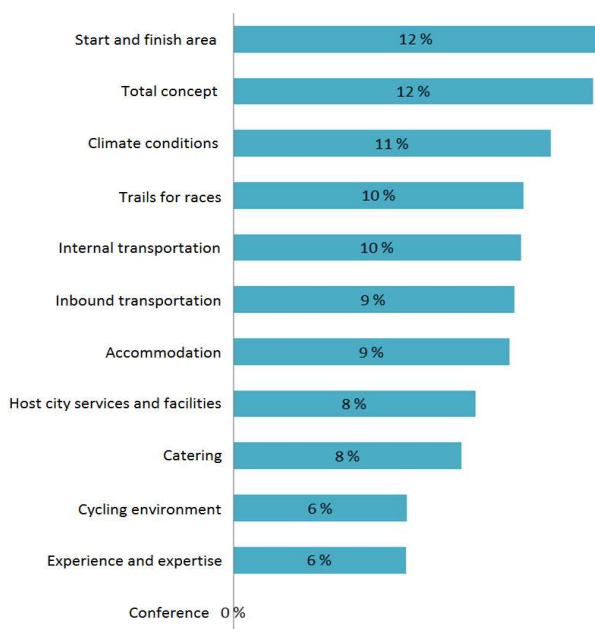


Figure 5: DNV’s key evaluation criteria with scores (adapted here from NorgesCykleforbund, 2012, slide 13)

The figure shows that the three most important factors turned out to be: start and finish area, total concept, and climate conditions. Those factors are followed by the factors with high importance: trails for races, internal transportation, inbound transportation and accommodation. Factors with some importance are: host city services and facilities and catering. Furthermore, factors with the lowest importance are cycling environment and experience and expertise. Finally, factor conference is not of any importance as, according to the decision-maker (NCF), event owner (UCI) is not going to organize a traditional exhibition in 2016.

The entire evaluation criteria together with the scores of each city-candidate were included in the Report, made by DNV. The way that the DNV got the scores for the key evaluation criteria is unclear and unidentified by researcher and cities-candidates. The explanation is that the decision-maker (NCF), who was the only one that had the access to the Report, was not willing to reveal the entire information from it, thus, the researcher could not find grounds for judging the differences in the levels of importance between factors. In order to obtain more information with regards to this issue, DNV was contacted by the researcher, but they argued that they were facilitators and not the decision-makers in this process, and suggested to contact NCF for the Report. Therefore, the interview with one of the members of the NCF Steering committee was conducted in order to get better clarification of the key evaluation criteria and how the decision of the winner was made.

By going through the DNV's evaluation criteria the researcher noticed that two of them are overlapping in certain elements.

First, the criterion "Start-and finish area" which, according to the DNV, includes facilities and their capacities respectively: office space for event management and press, accreditation centre, commercial areas (exhibition space for sponsors, restaurants and other

facilities with regards to serving food & beverage), VIP area and catering, space of press and public, power supply for TV production, large screens and PA system, fun zone, and anti-doping facilities, toilets and parking, etc.) is overlapping with the criterion “Services in the host city and facilities” which includes medical and other services and facilities before, during and after the event (NorgesCykleforbund, 2012).

Second, the criterion “Total concept” which was depicted by the DNV in the Figure 6, integrated the parking space, inbound transportation, internal transportation, accommodation and public space for “parting”. On the other hand, transportation towards country, internal transport and accommodation are presented as separate criteria in the Table 6. Therefore, the “total concept” is overlapping with all these criteria. Even though the term “compact concept” exists in the literature as the way of integrating the infrastructure and faculties (White, 2011), it cannot be treated as the separate factor.

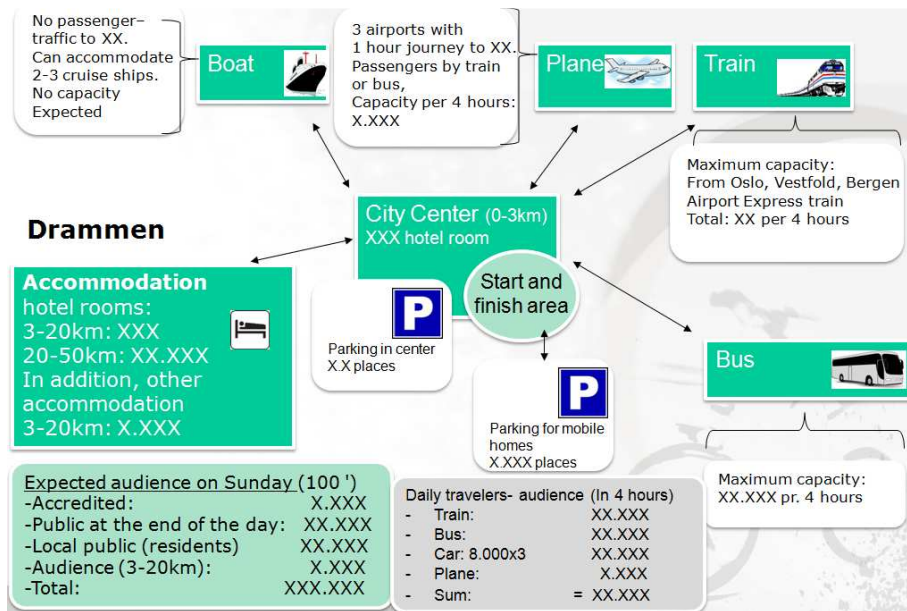


Figure 6: Example of the total concept (adapted from NorgesCykleforbund, 2012, slide 18)

Since the categories, in order to be compared are supposed to be mutually exclusive, two criteria (start and finish area and total concept) in sense that was described by the DNV were not used in data analysis.

The Matter of the Transparency of the Decision-Making Process

In addition, DNV made the scores of each city-candidate on each evaluation criterion. Each city was shown just the own scores on each evaluation criteria, and they could not see the competitor's scores and make any comparisons. During the interview, the decision-maker (DM) was asked by the researcher why all the scores were not shown to each city candidate and the answer was that two cities, Bergen and Stavanger were very close in scores or "foot to finish". So, the question of transparency in the decision was questioned by the bid team of the Stavanger. One of the members of the bid team working group declared for the newspapers "Stavanger Aftenbladet" that the suspicions from the Stavanger are the sign of the "poor sportsmanship" which means that they are "bad losers" (de Lange Gjestal & Tollaksen, 2012). On the other hand, one of the leaders in Stavanger's bid team declared for the same newspaper that is strange that the NCF hides figures: "I don't want to be a curmudgeon. But for us it is essential to know what was bad in our application in order to address this and make it better when we are competing for other events in the city" (de Lange Gjestal & Tollaksen, 2012). She claimed as well that she does not suspect the decision, but it is normal to put forward the questions when the "things" are kept hidden (de Lange Gjestal & Tollaksen, 2012).

What others said about the transparency of the process:

In Drammen:

We were very pleased with the way that the bidding process was designed. (I 6)

I didn't think this regarding the transparency made any difference (...). I don't think it influenced the bidding process for us. (I 7)

In Bergen:

It was very transparent and made precedence for the future process of this kind. NCF deserves every credit for the way they handle the process. I think they used around 1.2 million NOK to finance the process together with DNV for quality check for all the numbers for all the bids. It cost 1.2 million but it was worth it. Stavanger and Drammen said the same: that this was such a good process, we want to give full support to Bergen, to Norway, this we will win together. (I 8)

In Stavanger:

You can always want more information. They have this meeting with us afterwards and they shared a lot of information, they answered our questions. Somewhere it's a limit, how much you were expecting to get and it's not everything that is easy to answer because sometimes you just have to make the decision and choice. I think they did it in a professional way and I'm satisfied with the way they handle it. (I 5)

I would like to have some more openness from the NCF but I don't have anything to criticize them on, they did follow the procedures and they answered emails. We had a quite good process with them. But maybe a little more openness through the process would be good. (I 3)

I don't think it was fair and transparent enough. (I 4)

Of course that we want that Report from DNV and we were a bit annoyed that they didn't want to give us that Report. So, of course we thought that maybe there is something that they don't want to show us (...) We worked a lot on this process and we want to get better- to know what was good and what was not good done. (I 1)

Decision-maker:

By engaging the DNV in the process as a facilitator, we had good developed criteria and we had a good process.

We haven't told them about exactly points. We told Bergen, Stavanger and Drammen if they were lower or higher on the score, but not exactly numbers. That's because it was very close between Stavanger and Bergen. And we told them that is was just "foot to finish". In the meeting I felt like they understood why they lost the competition.

The previous quotes shows that the opinions with regards to the transparency of the process were divided, but most of the interviewees claimed that it was a fairly good process. Even though it is unclear why the scores of each city were not presented to each city-candidate, the investment of 1.2 million NOK to engage DNV is a sign that NCF wanted to have fair process with no partiality. At least, none of the cities-candidates did not get the score, even the winner city itself. Thus, in each bidding process exist small or big secrets and the rationale for making decision is often irrational. This factor will be more discussed in the next chapter within the factor "Bid team composition".

Key Stakeholders Involved in the Process

In each city were formed steering committees or working groups for the bidding process which include high number of various stakeholders, each with the different level of involvement and importance. Since this was the national bid, the main role in the process have the governmental bodies at the local and regional level as the main financial support for the bid, political leaders followed by local cycling organizations and people who were working on the bidding strategy and creating the application. The process was extremely demanding with regard to answering on all questions and very intensive with regard to the short period of time for

delivery. That situation required activation of all stakeholders that are relevant for every aspect of the bidding application. According to the interviewees, there were involved about 30 to 40 people at the different levels, everyone with own expertise (I5, I6, I8). In each city were involved approximately the same stakeholders which are presented on the simplified map in the Figure 7. Term “Other Regional/Local community” includes the organizations for roads and traffic, police, fire guards, hospitals, risk assessment organization, volunteers and inhabitants.

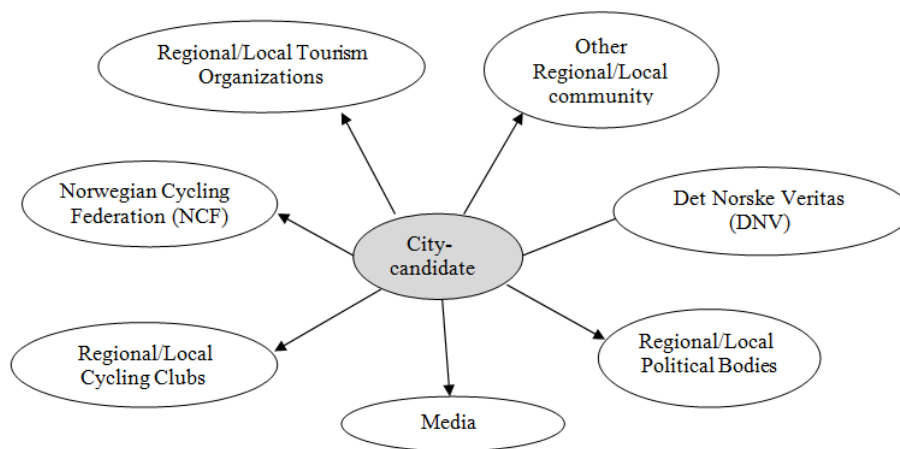


Figure 7: Simplified stakeholder’s map

Key Success Factors for Bidding to Host 2016 World Road Cycling Championship

In this chapter data collected from the interviews and bidding applications are presented and analysed. Complete bidding applications are not presented as the content is very comprehensive and detailed. Thus, only the main aspect will be discussed which were considered important for detecting the KSFs for bidding to host the World Road Cycling Championship. The adapted main framework for analysis is borrowed from the Westerbeek’s et al. (2002) study with already predefined categories (KSFs) for comparison. As it was already described in the Data analysis chapter, the main framework is adapted to “fit” the data by inclusion of the factors that was found in the previous research and some of the key evaluation criteria of the DNV framework.

Therefore seven basic KSFs are presented very briefly within this chapter within vital and supportive KSFs. Four factors identified in other research will be analysed in addition within subchapter “Other Factors”. However, not each constituent item of Westerbeek’s et al. (2002) framework is going to be discussed as they did not show to be of importance for this particular case.

Vital factors

Ability to Perform

This KSF focuses on sport specific technical expertise (in this case expertise regarding the cycling sport) of the event management team to run the event, the experience gained through hosting sporting events in the past (primary cycling events), and the ability of the city to fund the event.

Sport Specific Technical Expertise at hand to run the event

Bidding application is the main “proof” of the city’s ability to host the event. All the cities recognized the importance of delivering all the documentation specified in the requirements. In the most cases through the literature reviewing, the technical or operational part of the bidding application is being emphasized as the primary condition to run the event. Unexpectedly, in this case, the technical part of the bid was important, but not the crucial at this initial phase of the national bidding process when it comes to the choice of the host. This claim is confirmed by the decision-maker and the Stavanger’s and Bergen’s bid team members.

In Bergen

Of course (that) we must answer on all questions, show the facts that are reliable and we must be able to verify them. We said that we have technical competence for the sports.

Stavanger's application is much better than Bergen's in some areas with regards to technicalities, but (the question is) what are the most relevant issues someone trying to make? They (NCF) are not interested in technicalities; those are in the next phase when the event is placed. (I 8).

In the next step we must do good technical work. We will get visitor from ICU and we know they will come up with all technical stuff so we have to be prepared on that level. (I 9)

In Stavanger

When you get the bid documents you need to make sure that you are answering the correct on all the questions and you need someone to write the application, that's the number one. (I 3)...

Bicycle is the new event on this level, but we still have the competence how to run cycling races (I 9).

We have made very good analytical work, but in this case, for the bicycling Championship it wasn't crucial to be analytical (...) We have made a technical draw of the area and routes, all details because we were told that the technical arrangements were the most important. We made a very professional bid with everything on place (...) and then in the final round we were told that is really important to include the centre of the city in the race as start and finish area and to make spectacular event. (I 2)

I called the leader of Bergen to congratulate him for won and he said to me that they need help from us and the specification of start and finish area...We had all plans lined-up, it is so well documented bid...They didn't document the technical part well (...) Our doctor did the analysis regarding the risk of injuries and accidents. In Bergen they didn't have it (...) We have back-up plan for unexpected stuff you must count on, and we have several scenarios. So you have to plan for unknown (...) And all this tells something. We are

more capable to do arrangements for cycling. I was shocked that we didn't get it. In Bergen they have more interesting city centre, it's bigger, but technical parts related to the sport were better in Stavanger's bid. (I 4)

Decision-maker

The competence is in Norway. For this big event we will choose people we know they can do their work. It's not necessary to have them in here, in any particular city. (DM)

To have a solid track record in organising similar events

All the cities have the experience in organizing different sporting and cultural event (See Table 16 for Bergen, Table 14 for Stavanger, and Table 15 for Drammen in Appendix C) but not all of the candidates have the same level of experience in organizing the cycling sporting events. While Bergen and Drammen were involved in organising the national cycling races and championship, Stavanger hosts annual events called Rogaland Grand Prix which is international UCI's cycling 1.2 event. However, this factor was surprisingly scored as 6% on the total score of the key evaluation criteria. That is the lowest score among all key evaluation criteria. Still, the decision-maker claimed that it is not important how many cycling members are in area because they "they will take the best people from whole Norway" (DM).

In Bergen

The cycling environment is less strong than in Stavanger and Drammen, mainly due to the configuration of terrain as the city is located between seven mountains. Still, the bid members claimed that they have the expertise to run for the Championship.

We have over 50 cycling clubs in the region, but less comparing to Stavanger and Drammen. Two cycling clubs that brought the idea are probably organizing the best

Norwegian Cycling Championship in 2008 and it's going to be this year as well. They have expertise, reputation and the experience of doing this. (I8)

In Stavanger

The cycling environment is the strongest in this city. As the city hosts annual 1.2 UCI's Pro Tour event Rogaland GP, that has helped to some of the bid team member's to gain technical expertise for this sport particularly.

We have Rogaland GP and another big race in Sandnes. They (Bergen and Drammen) don't have UCI's race. We thought that we have a good base for starting this Championship...We have quite a lot of expertise here and we were building our status step-by-step. (I4)

We have the experience from couple of years ago and the background of doing this...So when this came it was easy to get started again, we know what to do and which approach to use. (I5)

The cycling environment here is very strong, best in the country, both in BMX and road races. So off course when you are going to do something like this you need to see if there is strong environment for that in your region. (I 3)

In Drammen

Even though Drammen has strong cycling environment, the lack of expertise was one of the main problems which was confirmed by the Drammen's team itself, the decision-maker and the Stavanger's team members.

This is the one of the biggest bidding processes Drammen has ever done. We lost maybe because of the lack of international competence of having the bicycling event of this level. (I7)

Drammen is trying to demonstrate that they are able to do things but they are in shadow of Oslo... And they don't have that much experience. Bergen and Stavanger have much more experience. (I5)

In Drammen they understood why they lost... because they haven't experienced such a big event. (DM)

Ability of the Event Organiser to Fund the Event (Private and Public Sources of Funds)

The organization of major event seeks for significant public and private financial support. In this case, the decision-maker did not include the financial construction into the requirements. This was a surprising factor since the NCF suffered from a big depth of 12 million NOK from the 1993 Championship (StavangerAftenbladet, 2011).

Instead, the cities were told how much the organization of such an event will costs. So, everyone who was thinking that is able to finance this event by obtaining between 80 and 90 million NOK, could apply for being the host (DM). They were told as well that the NCF will not be participating in funding the event. While in Bergen and Stavanger a rough financial plan was made and in Stavanger they were even ready to even give the guarantees, in Drammen there was not much thought about financial construction.

Bergen used the strategy of identifying the costs for the race before and during the event. They have preliminary sketches of how much money would be needed, how much they potentially can get from the city council, from TV rights and potential sponsors, but final financial construction was not made.

The right way to start is to define the actual costs. In the cost analysis we have measured each parameter with risk assessment. And I wanted to make sure that the figures we have

are close to the worst case and it is taken into account what might happen. We have done it at each aspect and at the moment we have that information for UCI. And what is shown is that this event is economically sustainable with same amount of sponsors as it was in 1993. And today we can get much more sponsors. But we didn't use that approach and we are just focusing on the costs if we stay in the limits of budget which is 20 million NOK. Besides this, we have sponsorship and TV production will be both from the income and cost sides that would be maybe around 15 to 16 millions NOK. What we see is that leftover needed from sponsors will probably be around 30 million NOK. We already have a lot of worldwide companies that want to be a part of this and want to have a meeting with us but we said that we have to wait until the right moment and then we can present the possibilities (...) We have to present a new case for the City Council in October 2012 and then the total budget and total economic impact will be set for them, but until that we are focusing on identifying the costs. (I 8)

The Chief Commissioner said to them (NCF) that we don't give any guarantee. We can give a guarantee that we are going to have and make a good event but we won't normally give any financial guarantee. Now we are sitting together with the NCF and working on the budget (...) Of course, Stavanger is good hosting city of Norway, and they have better financial possibilities connected to oil and gas. (I 9)

The bid team of Stavanger put the great emphasis on the financial aspects as they have back in their mind the 1993 Championship, and thought that the NCF will consider it as the most important issue. The city is "The oil capital" and therefore has the very good potential for private funding. The main financial sources were planned to be the local authorities and sponsorship agreements. Even though this is a risky business, they were willing to take it.

At the early stage you don't know if that will be ok, but you are thinking it should be. It is a challenge off course, but it is important to take one step at the time and then another one. And usually it works. It is good that we have oil and gas industry that we can go ask for money, but it's not that easy. It's quite hard work that has to be done. (I 5)

Finance is the biggest issue when you should start this race event. That's why I went to mayor to make sure we can get money from the community (...) I would say that we are in advantage because we have an oil and gas industry and that was not (the case) in Bergen. We got money from Østerhus-gruppen (private building company) and by that we wanted to show that the ordinary industry was also interested in this event. (I 4)

We have better cooperation with private sector then them (Bergen and Drammen) to fund the event (...) Private sector is always positive and would like to help, we are very lucky actually. (I 1)

We develop our own model for financing. We said that municipalities come in with 50% and commercial business is coming in with 50%. So it has always to be a matching model. If we got it (Championship) we would try to use this model as well. One good example for this is the Tall Ships race we had in 2011 and it worked very well. (But) the mayor said, when we presented the bid for the NCF Steering committee, that Stavanger is ready and if they need guarantee, we can bring it in the week after (...) Bergen didn't say anything about money (...) But the NCF said that they "felt like" the mayor of Bergen has more guarantee than Stavanger was. But they didn't say actually that we need guarantee. (I 3)

We put a lot of attention on the economical issues (...) and it might be that attention made us not finally through the winning of the host city. In Bergen they didn't put much emphasis on economical factors. That's surprise for us, especially for bad experience from the last time (the 1993 Championship). (I 5)

Unlike the Bergen and Stavanger, bid team in Drammen did not plan the financial construction but they were willing to take a risk.

That is a big question actually. The municipality of Drammen said that they will put some money in this, and then of course the rest have to be sponsors. And there was a big discussion with NCF about what kind of sponsor do we have. For us, it was not very obvious how to solve it (...) we didn't have any answer on it. (I 7)

We had the idea that the economic aspects would be solved as a partnership, involving our own organizations off course and the regional municipalities and the national government, local businesses, the NCF and off course UCI. So, we didn't have clear thought of how to finance it, but the politicians were willing to take the risk of that (I 6).

Decision-maker

This is the bidding process; it is just like an opportunity. This is just to qualify to make the event, and then we will talk about finance... In the qualification process we don't talk about money (...) We count on the city and whole region of Bergen, TV rights, and sponsorship-these are three main financiers (...) Money is an important issue. UCI will look on the budget and is it possible to make this event, do they have a good feeling. Bergen is able to successfully organize this event but we cannot if we don't show that we have enough money. Now we will work on the financial construction with Bergen (DM)

Political Support

This factor refers to the political and economical stability to host major sporting event. It emphasizes the role government plays in the bidding process which mostly refers to its support-financially, physically and in human resources. Long-term policies of the government can serve as incentives for hosting the events. Economic impacts, in terms of different benefits and constraints are inevitably one of the main issues when vying the big size events.

Strong Support from the Government for the Bid

Even though the initiatives came from different organizations, in the bidding process all the cities gained the government support at local and regional level, which was considered as one of the main prerequisites to host the event, particularly with regards to the bidding process and funding the event. Without their help it would not be possible even to think about the organizing the event. In Stavanger and Bergen the initiative came from the local cycling clubs and they first knocked of the local authorities' doors.

In Bergen

The City Government was the main agent (together) with the help of City Council because they approved the money for the first and part of the second round. And then we have communities around Bergen involved through which the track will pass (I9).

We needed to have City Government and City Council with us. We can't risk any of these parts to say we don't want to be involved... The cycling clubs did it in right way and wanted to make sure that the politicians and director for sports will be behind it... (Beside them) there were the section for urban development, education department, chief commissioners of Bergen...Norwegian public road administration at national, county and municipality level, police, the manager of Regional convention bureau... So we had support from sports and governmental agencies... then we had committees from each area that we needed. So everybody has been the part of the process from the start, and that was very important. (I8)

In Stavanger

When we (Destination Company) brought up the question should we bid for the Championship, everybody said "yes"! And it is not often happening that everybody says

“yes”! (...) For successful bidding you need to have politicians and the municipality with you 100% or 95%. (I3)

If you are going to do it (to bid), off course you need to have guarantee from the state also. If they were not interested, it's impossible. Until you have that guarantee, nothing is in the place. (I 5)

Politicians were involved in the process and if you shall succeed in something like this, you depend on the politics and politicians to be involved...They are the main forces because they are decision-makers... If they didn't agree, it would not be possible to be there. If something went wrong we are the ones that are taking the responsibility, pay for it and try to avoid things to go wrong. We need to be involved because it sends some signals that are really important for the decision-maker. (I 5)

In Drammen

I think this is very important function in the bidding process, especially this magnitude of the participation from the local politicians in the process as the way of showing determination (...) Political backing is important (I 6).

The local politicians were involved for the decision to become a bidder. Drammen municipality was bidder and leader in close connection to the sport clubs (I 7).

Policies of the Government that Will Contribute to the Quality of the Event

The support of the local and regional governments in the cities to run for different type of events is often result of their policies with the aim to promote cities as (sport) tourism destinations, to develop and improve infrastructure and different city's facilities and, especially with regard to the cycling, to encourage people to practice the sport and live healthier.

The City Government of Bergen has nine years strategy of promoting the city as the sport events destination with aim to become the most attractive one among the Scandinavian countries. Thus, for them was very important to get the chance to host this Championship. Furthermore they have developed the environmental policies with the idea of reducing the number of cars on the streets and encouraging people to use bicycles as a mean of transportation.

They (city Government) have plan that from 2010-2019 that Bergen becomes the most attractive city for sports in the North Scandinavian Countries (I 9). That's the local community strategy and its political goal. (I8)

We want to host bigger sport events but not ones that cost too much money. (I9)

Our environmental policies (...) we want to decrease the number of cars on the streets. And we want the better opportunities for the cyclist and if you want to go to the work or university you need cycling tracks and we need to build them. So what we see is that, after Bergen got this, political parties want to invest 72 million NOK to build new cycle roads. And that is the effect for the local people, that the event could create totally new environment for them. (I8)

In Stavanger the main policies are focused on promoting the city as the national and international tourism destination: "This event would be good for tourism and to place Stavanger on the map. We want to promote Stavanger as a region for tourism, not just as an oil and gas capital." (I2)

In Drammen the policies are very similar to ones employed in Bergen and Stavanger.

As far as I can recognize Drammen is trying to become a city for the sports in general, to promote sport and become known as the city of big sport events and to promote bicycling

as one of the sports due to the environmental reasons. That means to make people in Drammen to be more familiar with bicycling as a way of transportation. (I 7)

Potential Economical Impact of the Event to the Local Community

The economical impact of the cities must be assessed in advance in order to demonstrate the eventual benefits of the event to the local community. By conducting the research on the economical impact of the same event in the past, cities were conscious that the Championship would have great boost but the bid teams claimed that the money was not main motivator. The economical impact of placing the start and finish area in the middle of the town was one of the most discussed theme with the interviewees from Bergen and Stavanger.

In Bergen they claimed that the event is supposed to generate the money, but the benefits are not the same for everyone. While some of them are quantifiable, others are not.

Money hasn't been the main motive. The business will get money, because people will drink, eat, sleep, do shopping, and go on excursions...But for us (municipality) it's cost (...) But we see cycling from sports perspective and the benefits of this sport (I 9).

They as well decided to place the main event venue in the city centre, claiming that will be challenging, especially with regard to the traffic, but that they are eager to take a risk: I don't see it as the cost (...) I think that citizens accept this and this will be, I would say, like Olympics. This week could be the party, so we take a risk. (I 9)

In Stavanger the bid team was mostly thinking about creating the economically sustainable concept. Even though the city centre is very compact and cosy, they decided to place the main event venue together with start and finish area few kilometres away from the city centre, mainly because of the costs and bad influences on the "city centre's life".

This event would have good financial impact for the town. (For example) Copenhagen had 250 million NOK extra, but they had very low cost Championship. It will cost them (Bergen) 50 million NOK extra for placing it in the middle of the centre. (I 4)

We made a total picture which would be a strong economic (...) and you don't close the city, and instead use other area where you can place start and finish area for sponsorship and many other kind of activities. (I 2)

In Drammen were pretty short with explanations and said clearly that they did not take any potential assessments, even though they have the main event venue in the centre of the city.

We didn't do any full economical risk assessment so early in the process. We had no exact calculations, surplus or deficit of this even but we anticipated that the event would not create a surplus or big deficit. (I 6)

If you start to count money, that's wrong, you will lose (...) All the shops and staff like that would benefit from such an event more than the organization (organizers) itself. (I 7)

Financial stability of the city

As the previously was mentioned, the questions about economical impacts and financial stability were not discussed broadly as these assessments were obviously not considered extremely important at this level of competition among most of the cities. The city of Stavanger was the only one who said with the self confidence that they are able to finance the event: "If we cannot do it with a good balance in economy, we would not do it. We are financially stable and with Rogaland GP we always have a balance." (I 4)

Infrastructure

Good infrastructure is one of the main requirements for hosting major events. It refers to the specific location of the main events site (for the cycling event start and finish and "partying" area

in particular), its accessibility in terms of transportation to get to the event venues (internal transportation), and its visual attractiveness (broadcasting possibilities, event owner's opportunities for merchandizing, commercial potential or the area). Furthermore, the infrastructure includes the inbound transportation to the host destination, the capacity of the catchment area, accommodation, and existing facilities. For road cycling especially, the tracks for the races which are holding on the roads are important part of the infrastructure. It is a sport that does not seek for the great investments in as it takes place on the roads. It mostly relies on already developed infrastructure and well organized facilities in the host city.

Since the bid team of the 2000 Olympic Games promoted their bid as "compact concept" (White, 2011), this trend has continued nowadays as well. Compact concept represents the overall idea of how the main facilities and infrastructure are integrated in the host city, which is crucial for event realization, especially in terms of easier mobility on the event site.

By reviewing the bidding applications, researcher got insight in very detailed and exhaustive information with regards to the all constituent items of the factor "Infrastructure". Instead presenting all details, the compact concepts of the cities-candidates will be presented in short. Since the visual attractiveness of the area and the location of event site are especially taken into the consideration by the decision-maker as they provide good broadcasting opportunities, only these constituent items will be presented.

Compact concept in Bergen in short

The Bybanen (light railway) will go by 2016 to the airport. It can take over 100.000 spectators per day... We wanted to make sure that audience will not go to watch the race by cars because they can come by train and then five minutes to walk to the main events area. The bus and the public transportation it will be opened during the event together

with shuttle buses. That means that is really cost-beneficial transportation with the environmental aspect. That is also reducing the transportation costs, and other aspect is that we want to use the city center. Because we reduced the transportation, the fire guard, police and ambulance will have the free route to the city, that's important. We have a lot of parking opportunities in there and press and media and officials don't have to travel by car to the city center as many of them would be accommodated in the hotel in the center. If we host event in Bergen we can combine fjord cruises and Championship cruises because we can have 15.000 people staying (sleeping) in the harbor on cruise ships. And the race trails will pass this cruise ships. Bergen is also the biggest cruise harbor in Scandinavia and there is a space for many ships. (I 8)

The totality of the concept was attractive and appealing for the Steering committee of NCF. We think that approach was the most appealing internationally (I 9).

Total concept in Stavanger in short

We made a total concept very close to the center (...), but we wouldn't move all of the organization down to the city because that would be the problem for traffic and businesses...we should be together and strengthened it and not to stop everything in the city...We could accept to place it in Stavanger's center, to use 50 million NOK more, that's nicer and more spectacular, but isn't responsible. (I 2)

Our advantage is accessibility, easy access from the airport, train, bus and boat into the city. We have small cosy city centre, everything within reach and lots of unique experiences you can do. We planned the unique fan zones, healthy food with local "Stavanger menus", etc. (I 3)

In Drammen

Drammen was considered to have better infrastructure possibilities comparing with Bergen and Stavanger, but the concept was not compact which confirmed the decision-maker.

They have the problem with the trails for races as well. Competitors, Bergen and Stavanger, confirmed that infrastructure was the main Drammen's advantage: "their (Drammen's) main advantage is the infrastructure. You have the big area with Oslo, the accommodation and big Gardermoen airport" (I 7).

We are close to the three airfields, lots of good communication regarding the plains and also close to Europe (in terms of traffic), and also good place for campers, and close to the capital of Norway. We are close to the big city and close to the all kinds of transportation possibilities for coming here. (I 7)

They have more restaurants and hotels because they are 50 km away from Oslo. It is normal when you are in Championship like this to drive 50km to arrange the event. That is especially the case in Italy. (I 4)

It was this huge distance from the main facilities that disqualified Drammen as the total concept was not compact. This is confirmed by the decision-maker: "The space we need it was not so close and it is difficult to come to it. We couldn't pass the track when we need it as the race will come up on the same way" (DM). As interviewee from Drammen explained, the course was not well traced as well and that was one more negative side of their bid: "It was the course, some concerns for the course because it was partly on a highway. They have concerned that we have to change the course at late date in the application process." (I 6)

Visual Attractiveness of the Area

Visual attractiveness of the area (architectural and natural) is extremely important for merchandizing of the UCI and television production. Since the cycling is outdoor sport and television event, UCI was looking for the best city seeing through the lens of camera. Drammen is mostly plain city with no high mountains around the city. Stavanger

and Bergen has similar terrain configuration, but the interviewees and decision-maker claimed that Bergen is a bit more extreme. Both cities, Stavanger and Drammen admitted that Bergen has beautiful nature.

Bid team in Bergen put the most emphasis on the visual elements as they practically “sell” the event. They tried to conjure the nice landscape of the city up, by showing the nice pictures in the bidding application taken from the positions where the trail is supposed to pass, historical sites in the region, the harbour and scenes from concerts and various events.

We have spectacular tracks. Bergen is Norway in miniature, pure Norway, because we have fjords, cruiser line, mountains and intimate city center (...) By using Bergen Norway has the biggest chance of winning internationally, against cities like London and Paris. If we put the event here (in the city center) we want to create the most spectacular TV pictures by putting the trails by the coast line which other candidates cannot do better than Norway. Bergen is known as the city between seven mountains and wanted to have the route up to the mountains, and to have view over the city (...) Bergen’s slogan is “Powered by nature”. We want to present reach and famous history of Bergen. The famous Norwegian composer is from here, the oldest church, the oldest school (...) The route will pass all these places. We have so much to tell because Norwegian history is actually from Bergen. (I 8)

I know whole Norway, I travelled a lot and I know that nothing can be compared to Bergen with nature. I put this perspective in this (application) because Championship is TV event. The interest of television is so big and that was the main advantage for Bergen which is nicer and bigger city than Stavanger and Drammen is too small, too flat for the pictures (I 9).

Besides the bidding application, which was the technically best one with very few visual elements, the bid team from Stavanger made the six minutes video on which it is presented the beauty of Rogaland region, the nature, fjords, famous tourist attractions, scenes from previous cycling races and famous festivals, pictures from the “bird’s perspective”, favourite domestic food, diversity of the people that live in the region and enthusiasm of the people who live there. “We have the landscape around, nature it’s spectacular. We have everything here; it’s like whole Norway land show in here.” (I 2)

This time was just about nice pictures of bicycling through the Bergen... But if you see, Bergen is beautiful city, if you see the mountains, the ocean, the Bryggen, blue sky, and sun is shining, it’s fantastic, it’s a lovely view. It’s really “wow”. Stavanger can have the same, if you see the big events that we have had here, it’s “wow”. I think you can have “wow” effect for both of cities (...) We have a lot of similarities (...) You can have the same here but we put focus on cycling itself and place the start and finish area a bit more outside of Stavanger also because of the costs. So we have a part of it in the city center on Sunday, but most of it we put outside with lovely views and fantastic scenery and nice photo shots for the cameras, but still they have selected the city of Bergen because they have more routes in the city center. And I think that’s maybe what has disqualified us.

(I 5)

Drammen’s bid team chose the medium variant, a combination of text and pictures showing the landscape of the city, the scenes from the local cycling races and Championship in cross country skiing and the famous Norwegian theatre. Still, they were conscious that UCI looks for the nature: “They (NCF) wanted to bring some special new thing to the bicycling- the nature” (I 7).

Other candidates claimed the same:

I don't think the scenery is so spectacular in Drammen area as it is in Bergen and Stavanger. So, the scenery, the nature, the setting and location is much better here (on the west side). If you are looking at the factors should be broadcasted internationally, it's better to chose either Stavanger or Bergen. (I 5)

They don't have mountains and fjords (I 9).

Decision-maker confirmed that three main decisive factors were the total concept, the trails for races and start and finish area and gave the explanation why they chose Bergen.

When we got several answers, Stavanger and Bergen were very close. Both of them were good, both of them could get this event, but the question was: "Why should we choose one or another? DNV helped us with the key criteria and finally there were three main points: total concept, the course and start and finish area. That's why we asked Stavanger to move the race in the city centre (...) Because it's about what you see through camera and TV. I love those pictures from Bergen (...) We want them (UCI) to be excited about us: "Oh, it's a lovely town". That's the thing. You have to sell Norway to the world and it's 100 countries who look at this event. So we had to put eccentric pictures. In Bergen from helicopter you can see start and finish area, the course, the Bryggen, all in same picture. So, the main points in the course we think are much better in Bergen than Stavanger.

Location of the Main Event Sites (Start and Finish Area, "Parting area") and Trails for Races)

Start and finish area for the Championship turned out to be two out of the three main factors for winning the bid. After the NCF's criteria were revealed when the process was finishes, it become clear that they wanted the trails for races pass by the beautiful landscapes. Likewise, the level of importance to place such

an area in the centre of the city was not mentioned within the requirements that the decision-maker (NCF) dispatched to the cities. Surprisingly, when Copenhagen hosted the same Championship in 2011, the start-and-finish area was placed 20 km away from the centre of the city, and Stavanger, unlike the Bergen and Drammen followed that successful solution as a good benchmark. But it turned out to be not a good solution.

Bergen's bid team did not have this dilemma. They wanted exclusively to place the start and finish area in the city centre. They took the advantage of the spacious city centre where all the main facilities, especially the ones for organizing and hosting big public parties and food and beverage facilities are located. "We identified what would be the key factors, success criteria. We need to make sure that gigantic party with a lot of audience" (I 8). "That would be the big challenge for traffic but everything will be within reach, with very short distances" (I 9).

The only way to show Bergen's history was to place the start and finishing area in the city center (and in doing so) to achieve every other aspect: more parties, a lot of spectators, fan zones, especially for serving the food and beverage with night clubs and restaurants, then reduced transportation, etc. (...) We say: "If we want to present the bid, this is how we want to do it". (I 8)

Comparing to Bergen, Stavanger has much smaller center of the city with limited capacity to organize all the necessary facilities needed for the Championship. Furthermore, the bid team followed the solution of Copenhagen to place the start and finish area just a bit away from the centre of the city due to the high cost and possible negative impact on the rest of the community which is not directly involved in the event. They believed that most of the people would not benefit from placing everything in the midst of the city.

If you look at the practical picture, we have to close the city for whole week and the economic impact on Stavanger's centre, the traffic, the businesses and so on, that would be really bad. We did analysis of it and we also looked at the need of area: we need area for media, for all the equipment, sponsors, the audience and so on, it's too small in the city center. So we placed it 2,5 km outside the city and we planned the shuttle bus to the town (...) But we didn't get any kind of frames from NCF what should be the total account or what we could expect, so that wasn't an issue (...) When we were told to do a spectacular event in the city centre with no question about the economy, we said ok, this is what we can offer. (I 2)

If you have to close city center then you will have the problem, there are the shops, the offices, you can't drive and deliver goods, and then you are going to have a big reactions from people that are living here. You cannot just come and shut everything down because you are having a Championship going on. (I 5)

We have it (start-and finish area) a little bit outside because we were struggling a lot with road department. They were against including the race in the city centre. We wanted to show more of the Rogaland area, but we found it inconvenient to place it downtown. (I 4)

What NCF found negative in Stavanger that might contributed to the decision to place the event in Bergen are the costs with regards to the location of the main venue together with start and finish area.

In Stavanger was something that they said because the main part would be in "Forum", and first of all, Forum is a commercial area. We need a lot of space for everything, so did we have to pay for it or not? They didn't answer about that. But Bergen said every building you see in start-and-finish area, we own it, and it's free for you. That was very

positive from Bergen. In Stavanger is private area and they having a deal with them.

(DM)

Socio-Cultural Factors

Bidding organizations must take into account the needs and preferences of the local community in order to get their support for hosting the event. In Bergen and Stavanger the initiative to organize event came from the local cycling clubs which was very important for the potential event organizers. In Stavanger “the initiative came from the local people from cycling. That was not the city or the politicians and that’s important.” (I 3)

In Bergen it was two local clubs that cooperated during the 2008 Norwegian Cycling Championship (NCC) (...) They decided to go for it and they made sure that key people that hosted NCC are eager to do this (...) It was no politicians who said: “We don’t want this”. The local cycling clubs have been beside the event. (I 8)

Unlike Stavanger and Bergen the initiative in Drammen came from the local authorities: “The initiative in Drammen was politically oriented.” (I 6)

Local Community Involvement and Support

Organization of such a big event involves and activates various actors from the local community. The main infrastructure for the Championship is the roads and tracks for the race. All the cities emphasized that the main challenge was to make the race route that will not interfere with the local and regional roads. They have been negotiating with the road and traffic departments, police and medical facilities and they all had to agree upon that issue. It was very challenges to grant wishes of the NCF on one, without bad influences on the city’s everyday life on another side.

In Bergen

Hosting such event will imply costs for someone. (They are the ones) who will not benefit from this event and how to solve that (problem) and make sure that they are on our side (...) We needed police, Norwegian public road administration, and we need agency transportation. We need all them in order to say that they are with us in this process that we have identified that this is sustainable, or this is no chance, we can't do this. But we can present the possibilities and agree on them (...) they have been the part of the process and confirmed that this is ok. (I 8)

In Stavanger

It was a challenge with road and traffic departments because they are responsible for the traffic in the town... they were very afraid that we will use some of the roads that are crossing the main road to the airport, and we had to change the trucks, but we found a good solution at the end. (Furthermore) all the small area in the region must see the common interest of being involved in the organization of such an event. (I 4)

We have solutions in everything-the roads, the police, the traffic, the hospital, safety management, everything was ready, and we had everyone's acceptance. In the sports bid you need people from the city with you, not against you. (I 3)

In Drammen: "the organization for roads was involved. They have to discuss the roads with them." (I 7)

Support from the Inhabitants for the Event

Local people are at the core of making the event proceed. If they are not enthusiastic to host the event in their city than the whole process cannot be successful. According to the all interviewees enthusiasm of the people in each city was good, even though some of them claimed that it still was early to comment on that issue as the process was in initial phase.

In Bergen

We have the acceptance. I believe that we had a good way of how we treated the process. Of course you will always have one or two people going to the newspapers and telling: “Hey, if this road passing my house I cannot use my car to go to work, that’s not good for me”. But you will always have that kind of people going to the newspapers and arguing and staff like that. (I 8)

We have seen some people telling that Bergen is not cycling city, and that’s in a way correct because it is not a good city to cycle because of the mountains, a lot of traffic, the track for cycling are not good and we are not good at that. (I 9)

We have enthusiasm. People in Bergen are really crazy about the events. When something happens everyone is out and wants to be part of it...People would be proud of the country and region and they love that people from outside come in here. (I 9)

In Stavanger

It is very important for us (in the bid committee) to have close dialog and good feedback all the time (...) So I always ask people that I know if they heard any negative voices or to give me advice. I did interviews myself as well. I know that people were quite excited. For this Championship everyone was: “Go”! (I 3)

If you don’t manage to achieve this enthusiastic feeling that people want this, so you need to do something in order to get this: the proud, cheering up and if you are not successful with that then I think that can stop the whole process in early stage. (I 5)

We were still in such an early stage, it was very short period of time, but we talked with the people on the street, someone had concern that we are spending too much money on this and that we should spend on something else, but there was no one trying to stop the process (...) I have been a leader for five years now and the people are very positive when things happening in this region and people love sports. For example, this volleyball event (Beach Volleyball Swatch FIVB

World Championship), people love it, and now they know in this summer is not going to be and they are so sad, frustrated. But some are happy. So people are so different, it depends what your choice is, but I know lots of people wants us to work to get Championships to Stavanger. (I 5)

Cycling is a specific sport because we have to use area together with others. Everyone was interested because the Championship is big event, maybe one in your life you have the opportunity to this. It is not for money. (I 4)

In Drammen

It is difficult to argue that everyone knew the full meaning of the application for hosting such a big event but at the time of the bidding process we did not have much involvement of the local community and they were mainly involved through the local cycling clubs (...) In general, the inhabitants of Drammen were very enthusiastic about the event. There was no organization that was against this process. (I 6)

I think it was a good mood of doing this. I haven't seen any negative comments, but I think it was very early process, nothing was actually decided. I think that people in Drammen think that this could be a good thing for them (I 7).

You have to have community with you, the local people, and very clear support from all stakeholders, lots of support. If you start to count money, that's wrong, you will lose (I 7).

Supportive Factors

Accountability

Accountability is the supportive factor and consists of the items described below.

Ability to Present Event-technical Information that the Event Owner Wants to**See**

This factor refers to the aspects of the bidding application that are unique and give the competitive advantage to one team over another. Bergen was the city that offered the most appealing application with clear emphasis on the visual elements that were considered the most important to the decision-maker.

In Bergen

What you will notice for the other applications, especially the one from Stavanger is that it has a lot of text and not many pictures. We used another approach and show the totality of the concept and the options and opportunities in Bergen (...) Stavanger has everything in details. I believe when we are going out in the big competition with big cities like Paris and London we can't go in details because when the Steering committee (of the UCI) make the decision in the final round, they need the point why they want to go to Norway and not in another country. The best option is to have totality with combination of text, pictures, figures, and numbers (...) Stavanger's application is really well documented. But it really doesn't take into account what are the possibilities, what is the key concept, why to choose Stavanger instead of other two cities. In Drammen they have chosen some mid way, combination of pictures and text, but again, it is not shown what is the concept, why to host the event in Drammen. You really need something to sell. (I 8)

And there is of course the way you present it. You have probably noticed that was the difference between our cover page and the two others. We have used the same color as Championship's logo with rainbow colors. For somebody involved in cycling when they see this (cover page) is cycling. (I 8)

I didn't want to spend money on video. We have all the important facts in the application, and if that is not good enough, then we will lose. But I don't think that the Steering

committee in the cycling federation was impressed by the video (Stavanger made). They know Norway, that (video) is not what we are selling. We are selling the nature, the fjords, the pictures, and Bergen is a compact city and we are enthusiastic, that is what we are selling. (I 9)

In Stavanger they chose the application with detailed analytical part with very few pictures, but they made a video in which they included all the visual elements.

But, the video was not required by the NCF.

We didn't show the best pictures from Stavanger (in the application). We also have a nice view to the fjord... We didn't think about nice pictures, we wanted to have well documented technical part of the bid. We had a video, but that wasn't enough. Bergen has a lot of nice pictures. We should have nicer pictures. Bergen applied for tourists and we applied for cycling, that was the difference. (I 4)

Strong Reputation in Hosting Different (Sporting) Events and Recognized Presence at the Market as a Bidding Organization

All bidding candidates emphasized that organizing different sporting and other events was vital in demonstrating their experience as host destination. While Bergen and Stavanger have relatively good experience in hosting various types of events, sporting and cultural (as already shown Table 14 and Table 15), and furthermore they have even hosted the same events in the past (Tall Ships Race, Norwegian Cycling Championship, European capital of culture), this factor turned out to be the big disadvantage of Drammen (Table 15).

In Bergen

What we see now is that if you host one event, than other partners say: "Ok, why don't we come to Bergen with our event". That was the case with music concerts we have here and many stars we have hosted because their management heard that Bergen is good place for

hosting the events, and we know how the rumors go. Once we have a name and create the reputation that we are good in events organizing, and then it starts (...) We are probably best in Norway in hosting harbor events (...) Bergen got really good reputation of being a good place to host big events (...) We have the relevant experience for creating big events (...) Bergen has the best and most profound concept for organization cultural events. (I 8)

In Stavanger

Stavanger has a large standing when it comes to the big events, but we have to work and improve all the time because there are other cities that are trying to take out the position.

(I 5)

Regarding bidding process for sporting events in Stavanger, we have much more going on than in Bergen. They have much less experience in bidding process for sporting events, they are just in tourism and conferences, only that. (I 3)

In Drammen

Even though Drammen hosted the World Championship in cross country skiing, it still has not established and recognized presence in the market as bidding organization, but they admitted that for doing a big bidding processes the reputation is very important. On the question about successful factors for win one of the interviewees said: “The reputation the city has as the host such events... You have to have the “name” that you have done it before that will cause your bid to be a good one” (I 6).

Ability to Provide Reliable Information to the decision-maker

Some of the cities claimed that it is important to be honest and consistent in what you do and that is one of the ways to get “empathy” from the decision-maker.

In Bergen: “It is important to be honest what you can really offer” (I 9). “Some parts were not realistic and we had to make another plan or some adjustments in order to make them (NCF) say yes”. (I 8)

In Stavanger

For instance, if you don't have enough hotels, and you know that so many people will come here and stay, and it's not easy to say: “oh we are building five new hotels”. You have to be serious and to pay full attention and what you say it's what you really do and to be consistent in the way you act. If you are not that, you are out. Big events really demand something from you- you need to be serious, and ready to deliver what they want. (I 5)

To be Able to Show both Emotional and Analytical Parts of the Bid and Strong Commitment

Some of the interviewees emphasized that beside the analytical work (creating the bidding application) it is important to introduce a “human” or “emotional” component in the working process and to show clear empathy and commitment in engagement in the bidding process.

In Stavanger

The video and the way you do the process, that's enthusiastic part of it (...) A great deal of enthusiasm, that's important (...) You have to be analytical and enthusiastic, both of them. If you don't have them, you will lose (...) It's seldom to discuss the analytical part, which is important for decision-maker, but always when they start commenting they place it (bidding application) a low ranked for enthusiastic or emotional part. (I 2)

I think a bad bid is, when they are not concerned enough and devoted enough to make a good bid and it is easy to see it. (I 2)

There were lots of people working 16 hours per day, sitting in the weekends and during the nights. It was great fun though. I put my heart and my soul in this. (I 1)

I was working 200% hours. But what should I say: it was all worth it! (...) Most of the people on bid committee did this work on their spare time, that's really important to say (...) they were working very hard and didn't get any compensation in terms of money and that's quite fascinating. (I 3)

Some of the interviewees emphasize the importance of having the temporarily established bidding organization if the city/region pursues to bid for hosting various events.

If they want to do a better job to work on the strategy for big events, I think they should have a permanent organization working with this kind of bids, a small group that is just engaged in this kind of work. (I 2)

On the question "What is important for successful bid?" one of the interviewees from Drammen answered: "Dedicated stakeholders, both on the personal level or at the organizational levels (...) Everyone has a positive view and strong commitment to the process." (I 6)

To Show how the Local Community will Benefit from the Event being Held in their City

Since the great amount of money is often taken from the "public purse" there is a need to offer visible proofs to the local community of how they will benefit from hosting the event in their city in order to get them on "your side". The benefits are numerous, mainly short-term, but as well the more important ones long-term.

In Bergen

The benefits are for the local communities, local affairs in every respect if we get over 500.000 people attending this (...) the benefits will be through tax income from different sources, and for the tourist Steering committee and the local hotels and other

organizations involved in supplying food and beverage, sightseeing, commercials, it will be a huge event (...). Of course, the benefits are for the local sports and local cycling organization and the other sports organizations (...). Many events in the past boosted investments in sports, and we can feel now that effects from the past for this Championship, that the local cycling clubs got a lot of young cyclists that are part of this process (...). And then is of course to make a huge crowd and the festival for the audience and inhabitants, just to have one week of parties all the time and putting Bergen on the world map for that week. Just think of the TV pictures that will go on TV with fjords, mountains, I believe it's going to be one billion people to watch. So in long term effect it's enormous amount of potential tourists. (I 8)

If Bergen is chosen to host the Championship, there is going to be three good years when everybody will look forward to this because they want to be involved in different aspects, some of them will be part of different organization committees, main partners for the events, public affairs, some of the concerts, and the public health- how we can use such an event to improve conditions in work on the public health, like sporting mood, more people to cycle, because to host such an event will put political pressure on the Government, both local and national, to invest more on developing the sports, city development in general and environmental policies (...). And we want the better opportunities for the cyclist and if you want to go to the work or University you need cycling tracks and we need to build them. So what we see is that, after Bergen got this, political parties want to invest 72 million NOK to build new cycle roads. And that is the effect for the local people, that the event could create totally new environment for them. So these are all the reasons why they (politicians) want to host this event, it's not going to cost a lot of money but is going to give the region benefits and the revenue from the event

itself, but the long effect are more important because the people they are the ones that will benefit from the long term. (I 8)

We bring the campaign to see youngsters on the bike. Bergen is not a bike city but we want to make it much better. And we are having challenge for all people as they are becoming fatter and fatter. And cycling is a good way to be health. (I 9)

We want to create cultural events and concerts during the Championship that all people can enjoy at night time as well... They will be welcomed to the biggest party ever in the city... School children will be able to watch the event because if Bergen gets this event they will be on holiday that week. (I 8)

In Stavanger

It was very important for us that local people can participate, it (event) gets to the heart of them, and they would get very proud. Next time I have to be more aggressive and tell them: "Hey we do this for you!" We want you to have a fantastic experience in your own region...Sporting events are something that everyone likes. People in Stavanger are interested in sports and to participate also. What we are going to do in Rogaland GP next year is to invite people before or after the pro race to try it. They can also be on the big screens and they love it. So, that's kind of new trend now, if you can bring them into event in some way. (I 3)

From my perspective as a politician the main motive is something exciting to happen in Stavanger, for people to come here and experience something that is extraordinary and for the people in Stavanger to participate in something here, locally. And all the TV cameras that come here, the broadcast, the nice pictures out to the world, they show Stavanger- that's the most beautiful side. But also for the shops, the restaurants, the hotels, it's a good thing because you generate a lot of money because many people will

come, stay and eat here (...) So it's different aspects, but off course but it's very interesting from a sport side, it's good for cycling. (I 5)

For the sport events people are often in the place for more days, so that would fill the (seasonal) gap. (I 1)

In Drammen

The event increases the cycling as the mean of transportation instead of driving a car and, in general the people would get chance to use bikes as means of physical training and better health (...) And of course to give people from the region a chance to come and see the great sport event. (I 6)

Decision-maker: "We want big party for Norwegian people" (DM).

Bid Team Composition

The composition of the bid team is essential for creating a high quality bidding application. Team members often have specialized knowledge, experience, and diverse skills in order to be credible to bid for, and eventually stage the event. They must have good negotiating and relationship skills in order to build powerful networks at different levels. Furthermore, during the data analysis one more constituent item emerged and that is the question of what is rationale in decision making process. This factor was already defined by Emery (2002).

To have Established Networks and Networking Skills of Bid Team Members

Many of the interviewees stressed the significance of having, developing and fostering a good network of the stakeholders because such big events seek for the good collaboration and contact between the people, especially because the time frame is usually very short and bid teams must react fast and know exactly from whom to ask for help or solution. This is support by the following comments:

In Stavanger

He also gave me a good point who should I involve, comparing to his good experience from before as he was bidding for 2016 Euro Cup. And we used many of the same people in our executive committee. It was almost the same network. (I3)

We used 80% of the same network that we formed when we were bidding for the 2015 Euro Cup in football. (I 1)

I found convenient to work with her as I know her from before and she has a network, that's important. She is good to get contacts. (I 4)

We get more contacts with people that are deciding if we can run this event, we know them more and they know what we stand for and our qualifications. We are more known within the community and among politicians. We get closer to them and it's easier for us to communicate. (I 4)

I have very good contact in the city and very good collaboration with people from the municipality. I had a lot of good people that I can take for the advices. (I 3)

In Drammen

It is clear that we are much stronger if we are together with others, and start early to become strong team and the bidding process showed that you are not doing this alone, you are doing this together with a strong team, which should be supportive to do good cooperation, and that will always be a good success of winning. (I 7)

A Mix of Knowledge and Experience

Intangible assets of the bid team members, such as knowledge and experience can increase a quality of the bidding application and give significant advantage to the teams.

Some of the interviewees emphasize that with a pride as they recognized that was their skills that contributed to the success of the bid. Some of them emphasized that it is

essential to have people from all relevant areas involved in creating the bidding application because each of them is specialist for his/her own field.

In Bergen

The section of the sport consists of people that have been already participating in Olympic Games and Norwegian Cycling Championship, so they are very competent people (...) Much different knowledge is needed to create such a good concept and to reach the totality- they must think about everything. (I 8)

Personally, the cycling route was my route. I have experience because I have been working a lot with European sports. I know what is considered important. (I 9)

Tourism organization has really good guide section to work with processes to bid, conferences and sports and everything. So we have a good people with that. (I 9)

In Stavanger

Many people were involved from different areas, because it is important to get people that know much about one thing, but at the same time little bit about many things. It's not just people that know about cycling, there were lots of other people. (I 1)

We won bids before because of my enthusiasm of what I am doing and a good team in the bidding process. In Stavanger there are many dynamic people working with biddings here, we are very competitive and this is the key factor. The people who are working with this are experienced. Having the right people in the team is very important. (I 3)

In Drammen

My company is the one who always are doing lots of events in the city of Drammen. I brought some experience from Ski Championship of how we thought and what was our strategy working with different groups. That's why I was one of the stakeholders who

was asked to come and contribute as best as can to make the bidding process the best possible. (I 7)

To Predict what are the Rational Criteria for Making the Decision of the Host City?

Bid teams today must think wisely, bear in mind that the decision-makers often make irrational decisions, and that is not always the case that the people who are sitting in the different Steering committees or steering committees are the most competent ones for making a decision as they are usually just permanently engaged in the bid processes. When bid teams create bidding application the most important is to make a good prediction what should be the key success factors and off course, that predictions have to overlap with the decision-maker's criteria.

The bid team in Bergen grasped the key evaluation criteria better than other cities by making the total concept that was considered the best by the decision-maker- NCF.

One of the main challenges was to make sure to identify what could be the success factor here... I asked hundreds of people what they think. Then we had a meeting all together and I said if we are going to win this we must make the best available option and to place the start and finish area in the midst of the city and we need to use "Bryggen" and the fish market and what is really well known about Bergen for success factors. It was a challenge to present all this cases and to make sure that we are done such a good job. (I 8)

And they (UCI) want to spread the event a bit, and to get more focus from media, nice pictures, and we can make a very good scene in Bergen from the area and that is perhaps one of the best things in our bidding... We think a lot of how we can produce the TV. It is easy here to make very good television broadcast and because of the nature, mountains, the ocean, and the fjords we decided early that should be the most important (in our

application) together with the trails. We decided that we have to combine all these things in the route. And very early we decided to place the race in the city center before we made costs and everything. (I 9)

In this bidding process Stavanger's bid team made a wrong prediction about the key evaluation criteria. They used a logical way of thinking that the technical (analytical) and economical (funding) parts of the bid are central in creating the bidding application. Not this time.

Sometimes it could be difficult when you are in the bidding process like this, to grasp what we are bidding for, what kind of event they are looking for. We can have some ideas about that, but the decision-maker could have some other ideas and then you need to find out what they really want (...) I think that is always a very important issue. They don't always say that, what they would like to have. And this time there were some quite crucial points that were not very clearly put out in the information that we received and we learned that after the decision was made. We were trying to find out why Bergen won and I think that is something you will never find out the one answer. (I 5)

We didn't know how the NCF will evaluate different choice criteria. We would place the race in the nature and look for TV pictures if we would know that was important. Maybe we wouldn't go and look into details how to do the total arrangement (...) because it was how to win the international competition. That was the most important issue (...) We were not able to make them (decision-maker) have the best feeling of Stavanger's bid. (I 2)

It was on our disfavor that we didn't put the race in the city center. They should say that in the requirements. (I 4)

It is just a personal feeling of how the final decision was made. (I 5)

When we had a meeting in Oslo, two out of five of them (decision-makers) didn't have the best knowledge about the bidding process, but I cannot judge them just on that, that is my personal opinion, but one of them was talking out of context. (I 3)

They (decision-makers) don't have enough experience and qualification to do it (...) We know more than them, they are amateurs (...) I have a lot of discussions about the race, and they didn't know what the arrangements are about. (I 4)

We asked them to give us the score and didn't get clear answer on that. I don't have anything to criticize them on, they did follow the procedures and they answered the emails. But maybe a little more openness through the process would be good. (I 3)

Communication

This factor refers to the ability of the event organizer to promote the city and draws attention as a host destination by using powerful media channels such as television, radio and print media. Here comes into account the reputation of the city as a major tourist destination. As this process was organized in order run for the national competition there was not the discussion about other two constituent items of this factor: different IT systems in the place and communication in general are one of the necessary components to run a successful event. They are mentioned in the bidding application but there was no need to comment on them as they were not considered to be of the key importance in this initial phase of bidding.

Reputation of the City as a Tourism Destination

Bergen is considered as a city with the most known name for tourism internationally. The interviewees from Bergen were very conscious of that advantage over two other cities.

Bergen is gateway to the fjords, which is important aspect because it's national heritage and most famous tourist attraction in the world at the moment. And the route will pass the fjords, cruise ships in the harbor (...) Bergen is also the biggest cruise harbor in Scandinavia... We have Bryggen as a part of the history, which is the first thing in Norway classified within UNESCO. And behind is the Royal hall when Bergen was known as Norwegian capital. Last year it celebrated 750 years anniversary. We want to host gala dinner inside. From the helicopter perspective you can see the glaciers and inland, really spectacular views. So these are the spectacular aspects and when it comes to "why" it is decided Bergen instead of Stavanger. I think that two major reasons were probably the surrounding- the nature and the history, and we put the event in the midst of the town. UCI wants to organize spectacular event because they don't want that Championship is something that nobody is watching. It needs to be spectacular, different and offer something new for TV. (I 8)

Interviewees in Stavanger and Drammen confirmed the importance of reputation of the city as tourist destination and that it was one of the main reasons why Bergen was chosen.

In Stavanger

If you look at the market and the place to choose holiday, for cruise traffic and so on, I think that Bergen is 15 years ahead of Stavanger, they are far longer better. They have been working with the market nationally and internationally, and because of that work they have good and strong position in Norway and internationally and they are number one in Norway (...) In my opinion that is the main issue why Bergen won and we were told that as well (by NCF) (...) We have a long way to promote Stavanger as a region for tourism. We are oil capital. It doesn't sell for tourists (I 2)

Bergen is more known internationally than Stavanger, because they (NCF) thought what could be a good name itself and what would work in international market and UCI. And they are know and the gateway to the fjords. They protected it as their brand and that is

really important in the international market. That could be one of the good reasons (why they won). (I 1)

When you are small town you try harder and we are not that known and big as Bergen and we have to kick a bit harder. (I 3)

In Drammen

When three applicants are competing for such a large event, the general standing and the reputation of the city are decisive. In Bergen they have international standing and in tourism are much better than Drammen. It has name even throughout the Europe. (I 6)

National and International Media Exposure

Different types of media are often used to get the attention from the public which is important both for the bidding city and the bid team to boost their promotion and to generate the positive reactions and excitement among the local community. While the interviewee from Stavanger emphasized the importance of intensive promotion the event nationally and internationally, in Bergen was used the opposite approach. Drammen was somewhere in between these two extremes.

In Bergen

We were very humble when we started this process (...) We never go to the media and telling we want to do that before we get it. We had a local media calling me (...) but I always say that we are working on this and we want to keep it for ourselves (...) I believe that was a good approach and by doing that we got a city with us, and no one said we are against this (...) If Bergen is chosen to go in the next round, we will benefit from that approach (...) and that's why you didn't see me or anybody else on TV2 or NRK and going in public and tell why they (NCF) should chose Bergen instead of Stavanger. (I 8)

We have Norwegian TV2 in our network which is broadcasting Tour de France for Norway and (in case we get event) they will be the main TV for the Championship. (I 9)

In Stavanger

I have one interesting story that tells everything. Last year it was cycling Championship in Copenhagen. I have a son who is student in Copenhagen and his fellow students didn't know that there was Championship going on in Copenhagen, but they knew that maybe it is going to be in Stavanger in 2016 (...) So, my colleague did a fantastic, amazing job in promoting Stavanger and the bid, and that created an enthusiasm. For the 2015 Euro Cup we just needed to whisper and then we got the headlines. That's not enough in cycling (...) when you have to shout a bit louder. (I 2)

We used quite a lot of media. We put the cycling in the heading and we were presented quite a lot in the newspapers, local and regional. We used TV and web site as well. (I 4)

In Drammen

We had local newspaper presented, they were very positive. They wrote a lot about bidding process and followed the process. And also the local radio station. (I 7)

Relationship Marketing

This factor shows the power of the bidding committee and involvement of the key politicians in it. This power is essential in approaching the decision-makers and creating the smoother progress in establishing a good relationship with them. In general, the importance of building and fostering relationships with all the stakeholders involved in the bidding process is important prerequisite for creating successful bids.

Relationship with the Decision-Maker

Most of the interviewees stressed the importance of the good relation with the decision-maker as a crucial starting point in the successful bidding process.

On the question about relation of the Bergen's bid team if they have a good relation with the NCF, the answer was short: "Yes, normally." (I 9) And then it was continued:

The next step is that NCF really can sell the bid internationally to the decision-maker (UCI). So the connections, the dialog and relations are important. If we are not going to be successful then dialog is not good. (I 9)

Bid team in Stavanger emphasized that the relation with the decision-maker is very important, but that there exists certain tension between the local cycling organizers of the UCI's cycling event Rogaland GP and the decision-maker, NCF. That might contribute to the decision making process to the certain extent.

One of the main things I have seen (...) is the relation between the decision-makers and the bidders, that's the most important. So, I think, this is all over the line that's the similar for all big sporting events or for the industry and so on- the decision-maker's relation with the bidder. (I 2)

Having a good collaboration with the decision-maker is key factor here. That gives the good start in the bidding process. (I 3)

You need to have them with you, never against you and that is the one of key issues. Never, never bring the negative thoughts in media, emails back (...) If you lost you smile, if you lost again you smile. You will always loose again and again if people see that you are aggressive back, you are never going to win. I think that's the case in business in

general. Rise up sharply, do it better next time. But u can ask the questions like: “Why I did badly or why I didn’t win.” (I 3)

“We will not disturb the relation with the NCF. The customer is always right!”(I 2)

We already applied for this Championship two years ago because we were ready to upgrade Rogaland GP. We sent application to general secretary of NCF and they didn’t do anything with our application. They didn’t support it at all. There is something, they think that we are growing too fast (...) I’m quite sure that they didn’t want to let Stavanger to get it...We have struggled with the NCF and that is a problem. (I 4)

There is a tension between Rogaland GP and NCF and it wasn’t good for this bidding process. (I 3)

Involvement of the Cities’ and Regional Leaders and Political Power on the Bid Committee

Support from the key political “players” gives the power to the bid team which can influence the decision making process to certain extent. While the interviews from Drammen did not emphasized any of the key politicians who played an important role in the process, in Bergen and Stavanger they were actively engaged in backing the bid. First sign were the letters of support from the city’s mayors in the Stavanger’s and Bergen’s bidding applications.

In Bergen

Each step we made we wanted to make sure that it is correct and always inform the city government and commissioners about each step that they have to agree about. I believe that was a good approach and by doing that we got them with us, and no one said we are against this(...) We have with use the head of the City Government, the mayor and Commissioner for culture, sports and business affairs. So these three persons were the

main and they made overall decisions, but we were thinking and making solutions together. (I 8)

When the president and the Steering committee of NCF were here, they met the head of the City Government and Commissioner for culture, sports and business affairs they could notice that enthusiasm we have here in Bergen. (I 9)

In Stavanger

We included four different mayors, not only from Stavanger, but from the neighbourhood together with the Region commissioner. They are the ones that are the most prominent, with the most power that can send some signals (to the decision-maker). When we invited NCF to come here, it was the mayor they met. (I 5)

It was a political committee too. I needed it in order to have the best people I could get and who can pull some strings for me if needed. That was quite important for us. (I 3)

Economic managers and chairman of the Steering committee for all sports and culture affair, other people from the municipality and four majors were sitting in the bid committee. They were very involved in the bid and got all the documents before the others because they were bringing the money. (I 3)

In Drammen it was just claimed that “municipality was leading this process” (I 7).

Other Factors

Competitive Environment

Analysis of the competitive environment must be carried out in order to identify the advantages of the competitors and own strengths and weaknesses. In the early stage of the bidding process the competitive advantages must be fully emphasized as distinctive selling propositions. This process is mitigated when the bidding process is organized at the national

level. In this research, this factor showed not to be of the great importance for creating the bidding strategy at the national level of bidding as the bid teams mostly focused on their own strengths.

Bergen's bid team claimed that even though they were focused on themselves in this bidding process, in the next round for the international competition, they will look at the Stavanger's and Drammen's bid and try to implement their good sides in their international bidding strategy.

When we started this process, we didn't think how to beat Stavanger, but how the Norway can get the WC. We were conscious that we have to make the bid which is going to be good enough to bring the event to Norway. (I 9)

What is really important, we had only one focus-on our approach to bid (...) But now (when we won) we want to learn what they have done well in Region Stavanger, what are the best parts of Drammen bid (...) The good aspects they have thought about, we will take them into account in the next step. Bergen is the city, but it's Norway's event. (I 8)

In Stavanger it was claimed the same:

Our strategy was just to make sure that we could show all different sides and aspects of Stavanger, and just try to be as good as we can be, and not focusing what others did good and how good they could be, just focused on ourselves. (I 5)

One interesting notice brought one of the interviewees from Bergen who asserted that the national governments must be involved in this processes by creating the policies which are more strategically oriented in arranging different types of events which are of national importance. This approach would decrease the tension between cities and give everyone opportunity to run for the events which for which are the most competent and with needed infrastructure.

The National Government, local governments, the sports organizations, we have to sit down and say, well in Stavanger they are very good in this, in Bergen they are very good in this, etc. So we have to work together because to host the international events costs so much money to build arenas. We want really the Government to be more strategic in which city to place which sport (I 9).

As most of the cities claimed that this factor was not important, it will not be considered as the KSF.

Environmental Protection

This factor has not been one of the central issues in most of the studies that have investigated the KSFs even though this theme is growing in recent years among researchers. Members of the bid team in each city emphasized the importance of cycling as environmentally friendly sport. Particularly, its importance as a mean of transportation, recreation and better health of the people it was emphasized.

In Bergen

We have shown the politicians and other people that cycling is the sport for the future, especially for the environment, and to get people to use cycling as a mean of transportation. We have now spin offs, more people are cycling to school and to work and they are doing that in their spare time as well. (I 4)

(With regards to) public health- how we can use such an event to improve conditions in work on the public health, like sporting mood, more people to cycle, because to host such an event will put political pressure on the Government, both local and national, to invest more on developing the sports (...) and environmental policies because we want to decrease the number of cars on the streets. And we want the better opportunities for the

cyclist and if you want to go to work or university you need tracks and we need to build them. So what we see is that, after Bergen got this, political parties want to invest 72 million NOK to build new cycle roads. And that is the effect for the local people, that the event could create totally new environment for them. (I 8)

Environmental aspect of this is light railway and cost-beneficial transportation system. We want to reduce that people come by car to the main venue (...) (By placing the event to the city center) there will be cost for it but what we are going to do it cannot be measured with money, like environment, it is important. (I 8)

In Stavanger the plan was to use environmentally friendly shuttle buses from the main event venue to the city center (StavangerKommune, 2011).

In Drammen, (one of our motives was) “to promote bicycling as one of the sports due to the environmental reasons. (I 7)

We wanted to promote city and the interest of cycling as the means of transportation (...) Depending on the concept of the bid, if it is sustainable or not, it is much focus on environmental events these days. (I 6)

Stakeholders Salience and Network Governance

It is highly recommended to enter the competition for hosting event as one compact stakeholder group, in which no single player takes the leading position. In other words, the whole group has to be perceived as a bid leader. When vying to host sporting event, it is good to have “sport group” as the most salient group as it has a specific strengths on which event owners pays a lot of attention. This group should have a central strategic position in the bid project.

Even though this factor was not discussed during the interview separately, it became obvious through the conversation that, even though the key solutions were discussed together, each bid team has own leader, in Drammen and Bergen that was the person from the commune and in

Stavanger from Destination Company. Sporting groups were playing an important role in the process as ones that have the sport specific technical expertise, but they were behind the scene, backing the bid. Therefore, this factor will not be considered as the KSF in this study.

Weather Conditions

Even though this factor is neglected in most of the literature, it comes into account in outdoor sporting events, such as cycling or skiing, when the weather can aggravate the conditions for the competition.

As it was already mentioned, Stavanger and Bergen both have similar climate, windy and rainy coasts (with about 1.200mm and 3.000mm of rain per year), even though the Bergen is well known as the most raining city in Norway. None of them has mentioned this factor during the interviewee as it is obviously one of their main disadvantages. Drammen is located inland in the east part of the country thus, the climate is different- much less raining and wind. This was considered as its main advantage which supported the decision-maker as well.

In Drammen: “Our opinion is that Drammen has the best geographical location for such event regarding to the climate and the absence of wind. For both Stavanger and Bergen we questioned the climate situation compared to us” (I 6).

Decision-maker: “Bergen has one thing which is not good and that is weather. What we think is that if it’s raining in Drammen people will not come, but if it’s raining in Bergen everyone will come” (DM).

Benefits of the Engagement in the Bidding Process

Benefits of the bidding process refer to the secondary benefits or non-monetary benefits such as acquired knowledge in the bid teams, building and fostering the new relationship networks,

improved skills and new experience, better marketing opportunities for the bid teams and bidding city, temporarily and potentially permanent job opportunities, and better collaboration between private and public sector. All of those benefits were recognized by the bid team members that have been interviewed. The quotes will not be separated between the cities as the question was formulated in order to find the benefits with no matter if the bidding process was successful or not.

1. Getting experience and improve skills and knowledge

“We got more knowledge, experience and competence of the big process...we learn more about how they should do it next time”. (I 2)

“Some of them were working very hard and they didn’t get any compensation in terms of money. But, what they got back is an exciting process, a learning process”. (I 3)

“You have to accept that there is going to be costs though you didn’t succeed. You need money in order to put things down in a good way and to do a good process (...) But you gain a lot of experience.” (I 5)

“The benefits are that we now know a little bit more how to participate in such bidding processes and next time when we will enter such big processes we will be well prepared.” (I 6)

“When you work together on projects like this, it also makes it easier to work on different projects and to give people call. We can use this experience for almost all the challenges we have.” (I 5)

2. Building and fostering the (new) networks

We used 80% of the same network that we formed when we were bidding for the 2015 Euro Cup in football (...) They (bid team members) get more relations; I think that’s

important, because of the relation with the people they didn't know before. That's kind of knowledge that we can use in another context. So I think everyone benefits of working together like this. (I 2)

"We got a lot of contacts, we built new network. They (politicians) know what we are capable to do and it is easier now to get more support from the community and some sponsors as well." (I 4)

"We are working with this pyramid of events, so we want to climb up to the top of it... We did a fantastic exercise together." (I 3)

"Everyone was in the position to build up or become part of the network". (I 3)

The ways we were working together with all these stakeholders has created an atmosphere of working together even if Bergen is going for another event these people know each other. We capitalize the experience by this bid (...) and what we now see is that we have more connections now, more networks and a more understanding that we must work together in order to get new bid. (I 6)

3. Better marketing opportunities and reputation

"Head committee, Region Stavanger, was promoted as organization working for big sports events." (I 2)

"Because of this application, we know what our forces are, and this is sport that can be interesting for future. We got more reputation in what we do." (I 4)

"For the local cycling organization it's really positive because everyone is talking about cycling, so it's good marketing as well." (I 2)

"This has been research for cycling clubs locally. They will have more members, more interest and sponsors. The long term winners here will be the cycling organization and the sport." (I 8)

“My organization and my members benefited from this process (...) The spin offs from Stavanger’s candidature has been enormous. We built the brand when we did the bidding, so the Stavanger region as the company got a boost here.” (I 3)

“We are more known within the community and among politicians. We get closer to them and it’s easier for us to communicate now.” (I 4)

4. Better chances to get more events and win other bids

“After this (bidding) process everyone knows us (...) and I have got a lot of requests from other sports, so that’s really nice and I got a position (...) I think if you can’t get the big one, than you have a lot of smaller events and people who would like to have a kind of event for their sport.” (I 2)

“People get to know us and after this process many people knocking on our door. We didn’t get this one but we got other ones.” (I 1)

“What we actually see is that to host this even it will generate other events”. (I 8)

5. To make a good analytical model for future bids

We used the experience we had when we made the bid for the 2015 Euro Cup in football, so we did the same organizational model of course with some changes in the technical arrangements with the cycling environment (...) All analyses we made can be used in smaller bids, just copy-paste (...) And video from the 2015 Euro Cup, 60% of the video we used for this event. So, that’s also effective. (I 2)

More often we do it (the bidding) the more material we will have and we can move directly to another bid, it’s the same base: the capacity of hotels, conference space, etc.

We did a lot of work which we can just put directly into other projects, so that would make other projects less hard because we have the material so we can just swop in. (I 1)

Now there is a base which can be used. Norway is in a process to become the county for the Winter Olympics in 2022 and I can see that some of the themes we did regarding the Championship actually can be used for Olympics (I 7).

To improve other events

“This was unique way of investment to further develop Rogaland GP (UCI’s bicycling race) ...It would be easier to promote it later on and to get sponsors.” (I 4)

“We are also stronger now in working and developing Rogaland GP.” (I 3)

Discussion

The purpose of the study was to investigate the strategies that three cities have employed during the national bidding process to host the 2016 World Road Cycling Championship in Norway, as well as the winning arguments for the selection of the host city. The aim was to identify the KSFs in the bidding to host the Championship. The results showed that various factors must be taken into account when bidding to host a major sporting event, even though just few of them were the very decisive ones.

Furthermore, the secondary benefits of being engaged in the bidding process are investigated likewise. Although the benefits are often mentioned in the monetary terms, the aim of this research was to discover the benefits that cannot be quantifiable. Even though some of the bid teams in this study were the "winners" or "losers", the results revealed that the benefits are numerous and very important for all stakeholders that were involved in the bidding process.

As already presented in the literature review chapter, different authors argued about the KSFs in the bidding processes for hosting major sporting events. Majority of the scholars agreed about the most common factors when bidding for sporting events, while others found few complementary factors that might be taken into account likewise. The adapted framework of Westerbeek et al. (2002), with inclusion of the factors that have been identified in other research, was used in the analysis of the interviewees, bidding applications and other relevant documents. Finally, after the data analysis researcher identified the framework which includes the KSFs for bidding process to host the Championship. The new framework is presented in the Table 7 below:

Table 7

Key success factors for bidding to host major event- World Road Cycling Championship

Factors	Constituent items
Vital factors	
Ability to perform	<ul style="list-style-type: none"> Sport specific technical expertise at hand to run the event To have a solid track record in organizing similar events Ability of event organizer to fund the event
Political support	<ul style="list-style-type: none"> Strong support from by the government for the bid Policies of the government that will contribute to the quality of the bid Potential economic contribution of the event to the local community Financial stability of the city
Infrastructure	<ul style="list-style-type: none"> Visual attractiveness of the area (TV production, merchandizing possibilities for the event owner, commercial potential of the area) Location of the main event venue (start and finish area, area for public parties) Size of the catchment area Trails for races Accessibility of the proposed event site (Internal transportation) Inbound transportation Existing facilities before, during and after the event (accommodation, catering, congress centre, etc.)
Supportive factors	
Socio-cultural	<ul style="list-style-type: none"> Local community involvement and support Support from the inhabitants for the event
Accountability	<ul style="list-style-type: none"> Strong reputation in hosting different events and recognized presence at the market as a bidding organization Ability to provide reliable information to the decision-maker To be able to show both emotional and analytical part of the bid and strong commitment Ability to present event-technical information that the event owner wants to see To show how local community will benefit from the event being held in their city
Bid team composition	<ul style="list-style-type: none"> To have established networks and networking skills of the bid team members A mix of knowledge and experience To predict what are the rational criteria for making decision of the host city
Communication	<ul style="list-style-type: none"> Reputation of the city as a tourism destination National media exposure
Relationship marketing	<ul style="list-style-type: none"> Relationship with the key decision-maker Involvement of the city's and regional leaders and political power on the bid committee
Environmental protection	<ul style="list-style-type: none"> Environmentally friendly means of transportation Benefits for local population in terms of better cycling infrastructure and healthier

	life style
	Environmental policies
Weather conditions	Lightning, chance for snow, rain, temperature, wind, sunshine

By implementing this framework, the researcher did not reveal any new factor that can be added to the previous research, but the level of importance of some of the factors showed to be different. Besides this change, the constituent item, “To be able to show both emotional and analytical part of the bid and strong commitment” is identified as a new item of the factor “Accountability”. This result partly coincides with the finding of Ingerson and Westerbeek (2000) who already discovered the factor “Commitment”. Furthermore, not each constituent item of vital and supportive factors identified by the Westerbeek et al. (2002) appeared in the new framework. All those previously mentioned results might be the consequence of the new research setting employed in this study and the bidding process for particular sporting event at the national level, unlike the previous research that mostly refer to the international bidding strategies to host various sporting events.

Vital KSFs

Infrastructure

Results of the study revealed that the most decisive KSF was the “Infrastructure”. In particular, constituent items of the factor such as: visual attractiveness of the area, location of the main event sites, and trails for races were the most mentioned arguments for selecting Bergen, which was confirmed in the interviews by the decision-maker and most of the bid team members in each city. Nowadays, bid teams often promote their respective bids as a “compact concept” which represents the solution of bid team of the way they integrated the infrastructure and facilities in the host city to best “serve” the event. The results revealed that the bidding

application, which was made by the bid team of Bergen, had the best concept with regards to infrastructure.

Trails for races

As it was presented in the Figure 5, the trails for races are considered as the factor with the high importance by the DNV. During the interview, decision-maker claimed that Bergen has better trails for races than two other cities. The only argument was the suitability of trails for the broadcasting. Even though Bergen and Stavanger have detailed technical overview of the race route, the obstacles on the road and quality of the surface in their bidding applications, Drammen omitted that part entirely. Paradoxically, there were no questions about the risk assessment of the trails. While Stavanger was the only city that has developed such an assessment, those issues were not taken into account when deciding about the host city, which confirms that the commercial value of the event has been put to the fore, while the security and treatment of the athletes were put on aside.

Visual attractiveness of the area and location of the main event sites

Visual attractiveness of the area (which will enable excellent positions for TV production and possibly increase the number of spectators), and the location of the main event sites (start and finish area and “partying” area) present the very crucial factors for selection. The most unique and exotic pictures that would possibly be sent from Bergen to the rest of the world through the objective of camera, and the big public seven days party for the local people and spectators were the facts that the decision-maker was aiming for. By selecting Bergen as a host city, decision-maker (NCF) pursues to impress the event-owner (UCI) to award the event to Bergen by offering the new setting that world has never seen before, and in doing so, contributes to the popularization of the cycling sport and better merchandizing of the UCI. This NCF’s

approach matches two out of six fundamental criteria developed by the UCI, which are “dynamic sporting spectacle that is highly suited to TV coverage” and “an event that is open to a very large number of spectators” (UCI, 2009, p. 105). This case resembles on the bidding process to host 1998 Winter Olympics when Nagano, Japan, won the bid against Salt Lake City, USA, as it offered the greater expansion of the Games in Asia and moved it into the oriental world which is unique, even though the Salt Lake City’s bid was considered to have the best technical aspect of the bid (Persson, 2000).

Even though the location was discussed just in terms of the main event sites (start and finish area for the races, and “partying” area), event location in broader sense with regards to Norway as a country that will enter the international competition with United Kingdom and France, was not discussed. Instead, the decision-maker gave the hint that Norway has a good chance to win, since the UCI wants to spread the event throughout the whole world in the places that can offer something new for this sport. Thus, NCF’s Steering committee clarified that Bergen can offer something different than the other competitors, which has not been seen in the world before. This coincide with Getz’s (2005) assertion that, besides completing the bidding application, bid teams must offer something that adds any value that would bring a competitive advantage . Getz’s “value” in this research obviously was the visual attractiveness of the event sites which offer the great broadcasting positions. This finding further confirms that, when bidding to host an outdoor sporting event, the visibility factor might be the very critical one which is consistent with Getz (2005) likewise.

Obviously, Bergen’s team was the one that grasped the DNV’s key evaluation criteria better than the teams of two other cities, as they created the concept that was the most winsome for the decision-maker.

Ability to perform

Sport specific technical expertise

Even though the most of the previous research emphasize the importance of having the “Ability to perform” which includes, *inter alia*, cycling technical expertise and experience in organizing similar (cycling) events in the past, these two factors, even considered to be of some importance, had the lowest score among all DNV’s key evaluation criteria (Figure 5). While the members of the bid team from Stavanger, who already have the experience with organizing the UCI’s Pro tour race, were amazed with such a decision as the technical expertise was the part of the bid they put the most emphasis on, the bid team from Bergen claimed that this factor is not decisive in the initial phase of the bidding process. The bid team from Drammen was “neutral” with regards to these issues. They confirmed that some of the technical solutions regarding the trails for race and lack of the experience were their main disadvantages, by which they show a clear awareness that these factors are important. DM clarified that these factors were not the decisive ones as the technical competence and the experience is within the country and the people can be easily “pulled” from any part of Norway, which is, on researcher’s concern, a risky way of thinking as people are not often that easy to mobilize. Instead, DM confirmed that these factors are the matter of the next phase- the international competition. Thus, the findings of Ingerson and Westerbeek (2000) who assert that “much of the final assessment (...) is attributed to the technical competency” (p. 244) are surprisingly just partly confirmed, which means that at the national level of bidding, those factors are considered important but not as the most decisive ones. Furthermore, the results coincide with the claims of Persson (2000) that it is not always the case that technically best bid is awarded the event, and Booth and Tatz (1994b) who asserts that that some other factors, except technical factors, come into account in the bidding process.

Ability of the event organizer to fund the event

The ability of event organiser to fund the event, third item of the “Ability” factor, was not even mentioned by the decision-maker in the requirements for the bidding. Instead, the cities were asked to present the budget for the biggest event they hosted in the city. Furthermore, with regards to funding, DM claimed in the interview that he needed just good “signals” from the cities-candidates, but not the precise financial construction. While Bergen and Drammen did not give any financial guarantees, the bid team of Stavanger was ready to deliver it. Bearing in mind the case from the 1993 Championship held in Oslo, when NCF suffered from a big loss, it is a paradox that this factor was not taken as a serious issue. Even though it is expected that the host city had established financial plans (Westerbeek, et al., 2002), the results coincide with Getz (2003) who asserts that is not always the case that the best bid in monetary terms is the winner. It is obvious that the DM put emphasis on the, *inter alia*, the great opportunities for popularizing and commercialization of the sport which coincide with the findings of Catherwood and Van Kirk (1992) while the financial construction has been put “on the waiting list”. Even though the results turned out to be paradoxical, the researcher still concerns this factor as the vital in bidding process.

Political Support

All the interviewees showed the clear awareness of the role that governments played as the main support in this bidding process, especially in financial terms, as they invested money for the process. All the interviewees from each city confirmed that governments are always the “backbone” of the bidding process. Without their support at all organizational levels, it would not be possible to bid for and organize the Championship. In Bergen and Drammen the role of the leader of the bid was assigned to the Directors of the sport and cultural affairs from the

cities's municipalities, while in Stavanger the leader was the Director of the Regional tourism organization, which coincide with the finding of Hautbois et al. (2012) that the bid leader is usually assigned to some of the public officials. The long-term policies of the cities' governments (environmental policy in Bergen, and policy of developing a city as a sporting tourism destination, which was mention in each city-candidate), give the incentive to the bidding organizations to continuously run for various (sporting) events.

Obviously, the governments had full control over the process and they have been actively engaged in creating the bidding strategy and making the most important decisions which supports the findings of Ingerson and Westerbeek (2000) and Westerbeek et al. (2002).

Supportive factors

Even though the supportive factors are integral part of the bid team strategy, they are considered as the factors that can significantly increase the quality of the bid. The factors are more numerous than the vital factors with, many constituent items. Therefore, in the following paragraphs are described just ones on which interviewees emphasized the most.

Accountability

Ability to present event-technical information that event owner wants to see

Although the decision-maker delivered to the cities-candidates all the requirements which had to be solved, the most important issue was to find the bid solution that can give the competitive advantage. In this case, Bergen's application was the most appealing for the decision-maker. The reasons are the stunning pictures they put inside the application which were ones that "run into decision-makers eyes". These pictures were something that decision-maker was looking for. Besides this, the application was painted in the colour of the UCI's logo. This might be very

meaningful to someone who is engaged in this sport in any way, which gave an additional tailwind to the team of Bergen. Furthermore, they placed the start and finish area in the city centre which satisfied the decision-maker wish of having the main event sites in the middle of the city. On the other hand, Stavanger's application was not that appealing for the decision-maker as it was written in a very technical way, just with few pictures. Instead, the bid team made a video on which they showed the landscapes from the region, but the video was not requested by the event owner. Therefore the old principle of "give them what they want generally stands you in this area" as suggested by Crockett (1994, p. 11) was confirmed. By including this item in the framework, the researcher confirms the finding of Westerbeek et al. (2002).

Strong reputation in hosting different events and recognized presence at the market as bidding organization

All the cities-candidates emphasized the importance of having a good reputation in hosting various types of event, by which the bid teams and event organizers acquire knowledge and experience, and show the commitment for bidding process. While both Stavanger and Bergen has a good reputation as hosts of various types of events, and constant presence on the market of their respective bid teams, this issue turned out to be the main disadvantage of Drammen, which was confirmed by the interviewees from Bergen and Stavanger and the decision-maker. Therefore, the presence of these factors coincide with Westerbeek's et al. (2002) findings.

Ability to provide reliable information to the decision-maker

The bid teams from Bergen and Stavanger shortly commented that is very essential, when creating a bidding application, to provide accurate and reliable information. Specifically, they emphasized that is a matter of consistency- something that is promised, has to be delivered. This

finding coincide with finding of Westerbeek et al. (2002) and Catherwood and Van Kirk (1992) who suggest that the writing language of the bidding application must be objective and that “adjectives and flamboyant prose do not belong in proposals. Factual writing is the language of winning proposal” (p. 41).

To be able to show both emotional and analytical part of the bid and strong commitment

This is the partly new constituent item found in this research, especially with regards to the ability of the bid team to create the bidding application which will, besides the technical part, reflects the emotional (enthusiastic) component in the working process. The team of Bergen emphasized it by describing the enthusiasm of the Bergen’s residents to host the Championship, and in Stavanger by showing the video in which the most eminent people in Stavanger’s municipality and business sector wished warm welcome to the Champion to the Stavanger’s region. This was a good sign for the event organiser that these two cities-candidates were more than eager to host the event, and that they had a great support for that pursue. This item is the contribution of the researcher to the newly identified model.

Besides the emotional part, some of the interviewees claimed that during the process is important to show the commitment and devotion to the work of creating the bidding application, and that the “proofs” of that devotion can be easily seen through the mistakes and misinformation in the application itself. Some of the people were working on the application on their spare-time, without any material compensation. This reflected the great deal of their enthusiasm and great wish to host the Championship. The item “commitment” is already identified by Ingerson and Westerbeek (2000).

To Show How the Local Community Will Benefit from the Event Being Held in their City

All the cities emphasized the potential benefits for the local community and in particular, the importance of involving them in the event. While in Bergen the accent was on the big parties, improving the cycling infrastructure, promoting the healthy life-style, in Stavanger the extraordinary experience and to give to people the chance to ride their bikes on the race trail and to be shown on the bill. Steering committees were mentioned as main arguments. Furthermore, all the cities stress the boost in tourism and placing the “cities” on the world map as well as recovered infrastructure, developing the cycling sport in the cities and better business opportunities which coincide with Westerbeek et al. (2002).

Socio-cultural Factor

When vying to host sporting events it is important to get a hold of the community support. In this study, the initiative and great involvement of the local cycling organizations had a great impact on the quality of the bidding applications. In Championship, the trails for races are placed on the public roads, thus, the involvement of the various community organizations, in particular the roads management organizations assisted in marking out the route for race which should not interfere with the regular traffic in the cities. The bid concept must be solved in a way that will not cause the big changes in the settled rhythm of the city.

As the process still was in the very initial phase, it was hard to claim that the cities have great support, but most of the interviewees noticed that the enthusiasm of the residents was good. While residents of Bergen are “crazy for the events” (I 8), residents of Stavanger are in very “sporting” mood and usually support the sporting events. All the facts mentioned above supports the importance of socio-cultural factor as proposed by Ingerson and Westerbeek (2000).

Bid Team Composition

To Predict what are the Rational Criteria for Making decision of the Host City

The most commented factor and a “tricky” one was to predict the rational criteria for making the decision of the host city. As Crocket (1994) mentioned, bid teams today must get wiser in order to predict what can be the KSFs that should be emphasized. In this case, Bergen was the one that grasped the KSF better than two other cities, by putting the accent on the facts that the decision-maker wanted to see. Even though, the grounds for making the decision about winner, as previously described with regards to vital factors, seems to be irrational, this irrationality bring the win to Bergen. For this reason, some of the interviewees from Stavanger questioned the competence of the NCF Steering group as at the meeting some of them “where talking out of the context” (I 3) and “they didn’t know what the arrangements (for the race) are about” (I 4). On the other hand, the DM explained that the members of the Steering committee were people with the long experience in the cycling sport. As this matter of their competence can be a part of the subjectivity of the interviewees, the findings might, but not necessarily coincide with Emery (2002) who asserts that is not always the case that the most competent people are engaged in the steering committees.

To Have Established Networks and Networking Skills of the Bid Team Members

Another important item of the factor “Bid team composition” is the existence of networks. The results showed that the networks are widely used in the bidding processes, especially in the cities in which the bid teams are very engaged in the vying for various events. Networking is a good way of connecting the people and improving the communication within the bid teams, which can be used in more than one bidding campaigns. The interviewees from Stavanger claimed that they used 80% the same bid as they used in bidding for the 2015 Euro

Cup. Therefore, each previous application can be the starting point for the next one which is consistent with Westerbeek et al. (2006).

Communication

One of the most mentioned factors among the interviewees is the reputation of Bergen as an international tourism destination. City's brand "gateway to the fjords" is one of the famous tourist attractions in the world, followed by the Bryggen which is under the protection of the UNESCO, and the historical buildings which depict the rich history of the city were among the arguments for awarding the candidature to Bergen. DM thinks that this reputation, might give to Norway the biggest chances to win the international bid. Both competitors confirmed that Bergen is far better in the international market. While Stavanger is known as "the oil" capital, Drammen is in shadow of Oslo. These facts confirm the importance of having a good reputation and international name when bidding to host major sporting events as already suggested by Westerbeek et al. (2002).

Relationship marketing

The relationship with the decision-maker was not the most discussed team in the interview process, but some of the interviewees claimed that the relation is a key factors that gives a good starting point in any bidding process. The interviewee from Bergen just commented that they have a good relationship with the NCF, but as well that people from Stavanger and Drammen have "their people" in the Steering Committee. At the end, this "relation" did not help both cities to win the competition which do not support the findings of Crocket (1994) that it is crucial to know most of the people engaged in the steering committee. On the other hand, some interviewees from Stavanger argued that tense relation between the organizers of Rogaland GP

event and NCF might have a bad influence on the bidding process. Thus, the relationship might influence the decision process to certain extent as proposed by Westerbeek et al. (2002).

Environmental protection

Although in most of the research reviewed in the theory this factor is not taken into the consideration as KSF, nowadays it is an immerging topic among event management scholars. All the interviewees recognized the importance of cycling, as the environmentally-friendly sport in terms of transportation. Organization of this event gave incentives to the local government in Bergen to invest 72 million NOK in building the new cycling tracks in order to decrease the number of car in the streets. Furthermore, the event would promote a cycling as a mean of transportation on the way to school or work, or as a way of recreation in the spare-time and better health. These results coincide with the UCI's policies regarding the environment and findings of Getz (2005) and Dolles (2012).

Weather conditions

The factor "Weather conditions" come to the fore in the outdoor sports such as skiing as cycling when the temperature, lighting, rain and wind can seriously hinder the competitions and endanger the safety of the athletes. DNV listed this factor as third most important evaluation criteria. As Bergen is known as the rainiest city in Norway, this factor was in its disfavour, but surprisingly, this was not an issue that could seriously prevent the decision-maker to award event in some of the two other cities. While the bid team from Drammen questioned the climate conditions of two other competitors, in the interview, DM claimed that the decision was simple: "What we think is that if it's raining in Drammen people will not come, but if it's raining in Bergen everyone will come" (DM). By promoting the enthusiasm of the local community, Bergen bid team successfully switched their big disadvantage into advantage. Anyhow, the

weather conditions is the factor that must be seriously taken as one of the KSFs when bidding for the outdoor sports (Feddersen, et al., 2007; Persson, 2000; Wilkinson, 1988).

Benefits of Engagement in the Bidding Process

The results revealed the following non-monetary benefits:

1. Getting experience and improve skills and knowledge
2. Building and fostering the (new) networks
3. Better marketing opportunities and reputation
4. Better chance to get more events and win other bids
5. To make a good analytical model for future bids
6. To improve other events

Getting experience and improve skills and knowledge

All interviewees claimed that the bidding process was unique and new experience for them, through which they learn a lot and improved their skills. This experience can be used in the next challenges the bid team will have. These statements support the findings of Persson (2000) with regards to secondary benefits of the bid. For the candidates that lost the bid, it was important to say that through the process of learning they will know next time what has to be improved in order to win. One politician said that, even the process was costly, it was worth to spend money to make it good and to gain priceless experience.

Building and fostering the (new) networks

The importance of building and fostering the networks has already been described within the factor “Bid team composition”. The interviewees confirmed that working in network in an exchange process of exchanging the experience and knowledge and very good exercise for the

bid team which coincide with the claims of Westerbeek et al. (2006) that even though one bidding process is finished, the bid team formation “with key knowledge and expertise in bidding will remain interact” (p. 141). By entering the network, one can get a lot of new contacts and knowledge which can be used in other processes as well. This confirms the findings of Ingerson and Westerbeek (2000) that the knowledge acquired in the bid team network can be “reused ” for the future processed.

Better marketing opportunities and reputation

Through the process of interviews it became obvious that the bidding organizations and sporting organizations are the ones which have the greatest benefits of being engaged in the process which is good marketing opportunity. Bidding organizations often build their reputation while the sports are getting popularized among the residents, especially in terms of getting new members and sponsors. The results coincides with the claims of Swart and Bob (2004) that the process may enhance the image of the bidding organizations and serves as marketing for human resources competences. Some of the interviews asserted that local community and politicians get to know their abilities, and by that, it becomes easier to communicate and get closer to them.

Better chance to get more events and win other bids

Some of the interviewees claimed that after the bidding for the Championship, they got other opportunities to bid for different events, especially the small scale events. It is like a chain reaction- one event generate other events which supports the findings of Ingerson and Westerbeek (2000) that bidding process is a cycling process in which post-analysis of losing bid and formation of adjusted bid committee for the next bids which is contrary to Crockett (1994) who asserts that, by choosing the sports to compete for, the mission to win that specific event is a unique process which can rarely been transferred to another bid process.

To make a good analytical model for future bids

Although each sport has specific requirements for the bidding, great part of the analytical work, which is invested in the creating the bidding application, can be transferred to the next bids as well. This is especially the case when the bid organization, after the bidding for major or mega event, wants to compete for other, smaller-scale events. More often the bid team runs for events, the more advanced their respective bidding applications will be.

To improve other events

Two interviewees from Stavanger noticed that, even though they lost the competition for the Championship, they have a great opportunity to further develop and promote the UCI's pro tour race Rogaland GP and get more sponsors. Thus, the competitions for hosting major event may have the positive influences on the same subgroup of smaller-size events.

The results showed that most of the non-monetary benefits mainly refer to the bidding and sporting organizations in terms of better marketing and reputation, with minimal social benefits, which coincide with the findings of Pomfret, Wilson, and Lobmayr (2009-30). On another hand, money that is spent in such processes has intangible effects that cannot be measured in monetary terms. Many bidding organizations are entering the bidding processes to host sporting events because these have the effects on the local communities with regards to the improving the image of the city, enhancing the feeling of national pride, offering to the residents the opportunity to get an extraordinary experience, motivating people to practice the sports, enhancing the collaboration of the private and public organizations and contacts between people (Atkinson, et al., 2008). Thus, bidding processes are very dynamic part of the event industry, which have the power to capitalize resources and produce the synergy of all the interested parties

at the local, regional and often national level and. This “power” should not be only judged through the monetary terms.

Conclusions

The process of defining the general framework with the key success factors, which come into account when bidding to host major sporting events, is very complex. Especially, the generalization of such a framework is disadvantageous at the international level of bidding due to the economical, social, political and territorial contexts that have to be considered in each bid (Hautbois, et al., 2012). The new framework identified by the researcher is neither exclusive nor comprehensive, especially as the research is conducted in the unique setting. Consequently, it cannot be used as the general model for bidding for all type of sporting events, but it might be the appropriate when bidding to host particular sporting events subgroup- international cycling events.

To the best of researcher's knowledge and belief, the bidding process for this particular sporting subgroup is under researched and thus, the identified framework provides a good insight into the KSFs and gives an important contribution to the scientific world of event management studies. However, the results of this study cannot be generalized to other setting, thus there is a need to conduct further research with different setting, which can confirm the results of this study and improve the clarification of the proposed framework. In particular, there is a need to clarify better the "gaps" that have emerged between the main model proposed by Westerbeek et al. (2002), factors of other research used in analysis, and the DNV's key evaluation criteria, due to the ambiguity and misplacement of some of the factors. Furthermore, the differences between the levels of importance of some of the factors are often vague and could be the matter of the subjectivity, either of the researcher's or interviewees'. Thus, the classification on "vital" and

“supportive” factors respectively, can be question as the limitation of this study. Quantification of the proposed KSFs can help to clarify this “vagueness”.

For future research it would be interesting and more than useful to conduct the research on the international bidding process between Bergen, Paris and London and test the newly defined framework at the international level of competition. Furthermore, for the future research it may be fruitful to analyse the perspectives on the KSFs from the bidding organizations on one side, and the event owner on another side, in order to get the more comprehensive framework which integrates both sides.

Finally, the researcher has two main advices for the field of practice. First, the various sporting organizations and event owners (decision-makers) must be forced to come up with the evaluation criteria together with the requirements for bidding, and give the chance to everyone to direct the energy in the issues that are considered important. Second, a “spectacle” factor is coming more and more to the fore when organizing the events. Surprisingly, it seems that it is on the top of the bidding “game”, but it does reflect our time and the call for entertainment and partying.

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Appendices

Appendix A

Interview questions

Who was the initiator of the bidding process/ who brought an idea about hosting such an event?

What was the main motive to run for Championship? Which additional benefits were mentioned as arguments for posing the bid? What do you think about the benefits for citizens of this region?

Who was involved in bidding process and how was it decided who should be involved?

Who were against it?

What was the shared interest of all parties involved in the process?

Describe to me how you or your organization was involved in the bidding process.

Did you have a fully acceptance of people from this region and what this event should mean for them? To what extent the local community was involved in planning and decision making?

What do you think about the role of politics in decision making process and the influence of the lobby teams?

How did you build up your strategy for bidding and who was involved in the strategy formation?

What was the role of the municipality as the government body?

How the Championship was supposed to be funded?

In your opinion, which factors are decisive for the win when two bids are neck to neck?

Why did Stavanger (or Drammen) loose the bid?

Which factors generally might cause a bid to be unsuccessful?

Which advantages one city has comparing to other cities and vice versa? What were your arguments in favor of your city?

What challenges did the bidding process face?

What are the outcomes of the bid? Which groups generally benefit from bidding process whether the bid is successful or not?

Do you think that the bidding process was transparent enough?

Did you use media to create a positive image of the bid among people?

Have you ever won the bid before? If yes why do you think you won that bid?

Which factors are important for successful bid? Do you think some of them are essential and more important than others?

Can you tell me what differentiates good bid from a bad one?

Is there something that your city has to improve in order to increase competitiveness and be successful at winning event bids? Who should lead this?

Appendix B

“Invitation to apply for being the host city” (Dahle, 2011) with requirements for the bidding process. It consists of 11 main requirements which are presented in the following tables:

Table 8

Requirements with regards to the regional cycling environment and the host city/ municipality

Local and regional cycling environment and the host city / municipality	
Requirements Description	Required Information
The candidate city / municipality cooperation with local and regional cycling environment	Name of the cycling club (s). Key personnel in the cycling club (s) that the candidate city/municipality has had contact with
The host city's experience with major events	Information about the major sports/cultural events that host city has arranged is requested (year, type of event, duration, where this took place, the number of the public plan for health / medical, security, etc.)
The host city's medical services made available	Information about the medical facilities and hospitals, with their capacity, host city may provide in connection with the championship is requested.

Other relevant skills and capacity that can be made available	Information about what other services the host city may provide and that may be part of a network of volunteers before, during and after championship is requested.
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Table 9

Requirements with regards to the inbound and internal transport

Transportation into the host city and internal transportation	
Requirements Description	Required Information
There must be sufficient capacity on the transportation into the host city for accredited participants and spectators.	<p>Describe the capacity and travel times for transport to the city, respectively plane, boat, train, bus and car.</p> <p>a) By air: the nearest international airport (s) specified with travel time from the airport into the city with the possible transport</p> <p>b) Air: the nearest port with international arrivals, which routes operating today and the number of passengers</p> <p>c) Train: the nearest train station, the capacity for the number of travellers in and out by trains and which trains from other cities operating today</p> <p>d) Bus: the nearest bus station, capacity for the number of travellers in and out by bus (long distance / intercity) and the long-distance bus routes that currently operate</p> <p>e) Car: specify possible parking space (show map with suitable areas with estimated capacity) for those who choose transportation to the city by car. It must be possible to supply busses from the parking to the area of the arrangement.</p>
There must be sufficient capacity on the internal transportation for accredited participants and spectators	<p>Describe the capacity and routes for internal transport in the city respectively, bus, tram / railway, taxi.</p> <p>a) An overview of the bus routes (or tram / train) that runs through the area where the event is planned should be provided.</p> <p>b) An overview of the capacity of this type of transport should be provided.</p> <p>c) The capacity of taxis shall be documented in terms of number of permits / cars.</p>

Table 10

Requirements with regards to accommodation

Accommodation	
Requirements description	Required information
Accommodation should be available	<p>Documented capacity should be provided in terms of number of beds in :</p> <ul style="list-style-type: none"> • Hotel • Motel • Youth Hostel • Cabins • Other (specify) <p>Number of beds should be specified within a radius of:</p> <ul style="list-style-type: none"> • A: 3 km • B: 20km • C: 50km • D: 100km <p>in relation to the start / finish area (centre of the championship).</p> <p>In addition, indicate the number of:</p> <ul style="list-style-type: none"> • Campsites (indicate name of the place and capacities) • Areas that can be used for installation of mobile campers where it is possible to provide the necessary facilities <p>As above, this should be provided according to the distances from the centre of the event (A, B, C and D).</p>

Table 11

Requirements with regards to the catering

Catering	
Requirements Description	Required Information
There must be sufficient capacity for catering during the event	<p>The capacity of catering should be stated in term of numbers of:</p> <ul style="list-style-type: none"> · Restaurant (seating capacity) · Other type of dining (the number of seats) <p>This should be specified within a radius of (from the start / finish area):</p> <ul style="list-style-type: none"> · A: 3 km · B: 5km · C: 10km

Table 12

Requirements with regards to conference space and start-and-finish area

Conference / Start-and- finish area	
Requirements Description	Required Information
A conference centre with sufficient capacity should be available to the Norwegian Cycling Federation	<p>It should be specified which facilities are intended to be used as a conference centre with the necessary capacity of the following:</p> <ul style="list-style-type: none"> a) Conference for approximately 400 people b) Dinner for about 200 people c) Meeting rooms for approximately 2 x 50 people d) Other available meeting rooms e) The exhibition area for sponsors and organizers available for next year's arranger of World Championship f) Restaurant facilities in or closed by building (indicate in this case, distance) g) Parking h) Local Transportation between the Conference Centre and the start- and-finish area i) Telecommunications (internet, Wi-Fi)
Start-and-finish area should be available with adequate facilities and capacity	<p>Specify the area that is intended to be used as the start-and-finish area. The area should be able to accommodate the following facilities:</p> <ul style="list-style-type: none"> a) Office space for event management b) Press room c) Accreditation Centre d) Commercial space (exhibition area for sponsors, sales of items and equipment and food and drinks) e) The VIP area and catering f) Start and goal line g) The stands for press and spectators h) Power supply to television production, large screens and PA system i) Team boxes/ team zones j) Anti-Doping Control Facilities k) Toilets l) Parking for participants, the press, staff and VIP m) Ceremonial Arena n) Centre for officials / volunteers

Table 13

Requirements with regards to trails for the race

Trails for the races	
Requirements Description	Required Information
There shall be trails available for the races	<p>It should be specified which trails are intended to be used for the various cycling races:</p> <p>A. Individual time trial B. Mass / XC, and possibly C. Mass / start to circuit racing</p> <p>For all trails the following should be stated:</p> <ul style="list-style-type: none"> · Distance · Altitude · Profile · Quality of pavements · Width of road · Any obstructions (bridges, traffic, islands, etc.) · Plan for access to and from the trails to the spectators <p>The trails should be drawn on a map with the necessary details</p>

Appendix C

Experience of the cities-candidates in hosting major sporting and other events

Table 14

Experience with major sports and cultural events, examples of events in region of Stavanger (StavangerKommune, 2011)

Location	Year / Events	Type of event	Number of public and duration
Stavanger and Sandnes	The 2008 European Capital of Culture	1100th event in Stavanger 2008 60.000 spectators on the opening day of the	About two million in 11 months
Stavanger area	June / July 2009 Beach Volleyball	The event was awarded to Stavanger as a result of the annual World Tour	In 10 days: * 350.000 spectators

	Swatch FIVB World Championship	(WT) event in Stavanger. WT runs over seven days	* 156 million TVseere
Stavanger area	Beach volleyball World Tour	The annual beach volleyball tournament that was held for the first time in Stavanger in 1999	Approximately 175.000 in seven days. Approximately 50 million TV viewers
Stavanger area	Gladmat	Annual food festival at the town square and the harbor in Stavanger since 1999. Scandinavia's largest food festival with 115 exhibitors from 20 countries in 2009	Number of visitors 200.000 in four days.
Stavanger area	Tall Ships Races 1997, 2004 and 2011	Won the award for best arranger in 2004.	250.000 in venture area in four days
Stavanger and Forum area	ONS)	The world's second largest event in the oil and gas. Has been held every other year since 1974. More than 1,300 exhibiting companies and 50,000 paying participants in 2010. In addition, in 2008 hosted a free concert on the square in Stavanger, with 25,000 listeners.	50.000 in four days and 25.000 on free concert in the Venture area at the closing night.
Sandnes / Festplassen	BLINK ski festival	BLINK is an annual event. It involved the elite of Norwegian and foreign skiers and biathletes. The event has become very popular, and broadcast live on NRK 1 TV	Approximately 40.000 over two days
Stavanger / Viking Stadium	R.E.M., 2005 Annual concerts at Viking Stadium.	Live concert. The band won this concert and Stavanger to one of the top four events during the tour, which lasted half a year (over 100 concerts)	23.000 (Many travelers by train and bus route that is relevant to Championship)
Stavanger Forum area	World Petroleum Congress 1994	International Congress holds every three years in one of the world's leading energy cities. (VIP treatment / accommodation)	4.500 in four days
Stavanger, Lassa area, close to the Stavanger Forum	Raw & Advise Rock Festival, an annual	International bands on the big stage, and a top-class food supply	Approximately 20.000 visitors per day over the period of three days
Rogaland	Rogaland Grand Prix,	Continental races, UCI Euro Tour,	5.000, one day

Grand Prix, the Stavanger Region	from 2008 Annual to date, ie. 4 years	Cat. 1.2. The largest one - day race for professional cyclists, 150 riders in 2011	
Skagen Criterium	Annually in the period 2001-2005 (Stavanger Sykleklubb)	Show Ritt including Norway's biggest cycling stars	Approx. 2.000, one day
Egersund to Sandnes, 91 km.	Annually event since 1997 to date. Nordsjørittet	Norway's second biggest tour races with 12,000 bike riders in 2011.	An estimated 4,000, one day

Table 15

Experience with major and other (sporting) events in Drammen (DrammenKommune, 2011)

Location	Type of Event/Year
Drammen	FIS Ski sprint World Cup/ in last 10 years
Drammen	World Handball Championship, 2008
Drammen	Ringerike Grand Prix / Tour of Norway (Ringerike CK)
Drammen	Mark West Race (Asker CK)
Drammen	Round Asker (Asker CK)
Drammen	Drammen bike festival (Drammen CK)
Drammen	Off-road circuit racing championship (Drammen CK)
Drammen	NM / NC Mountain Marathon (Drammen CK)
Drammen	NM Downhill (Drammen CK)
Drammen	Montebello Race (Sande SK)
Drammen	NC / UCI Mountain XC
Drammen	Drammen River festival/hallmark annual event

Table 16

Experience with major sporting and cultural events, examples of events in region of Bergen

(BergenKommune, 2011)

Location	Year/Events	Type of event	Number of public
Bergen	The 2000 European Capital of Culture	500 project with more than 3.000 events. The most extensive cultural program in Norway ever.	3 million during the period of one year
Bergen	Tall Ships Races, 1993, 2001, 2008 and 2014	100 vassals from 22 countries in 2008 1.200 cultural events related to event	3.000 sailors 500.000 spectators in five days
Bergen	17. of May	Folk festival	100.000 in one day
Bergen Bergen Live	Concerts Rihanna, Kanye West Coldplay, Rolling Stones Metallica, Bruce Springsteen	Music concerts	130.00-150.000 during the period of one year App. 20.000 at each concert
Bergen	Bergenfest	Annual event 100 various events	30.000-40.000 in four days
Bergen	Annual event Bergen International Festival since 1953 May/June	Norway's oldest and most important music and theatre festival 150 events in 20 venues in 2011	Two weeks
Bergen	Night Jazz	In 21012 celebrates 40 th anniversary 50 different concerts and shows	23.500 in 11 days
Bergen	Hanseatic Days, 1996 and 2016		Over 100.000
Bergen	Annual event Nordic Media Festival May	International academic media conference	1.500 people from media 60.000 viewers via web TV
Bergen Fana Stadium	European Championship in athletics, 2009 and 2010	Bergen got an international recognition from the European Athletic Union for the organization of the event	12 nations App. 600 athletes
Bergen Fana Stadium	Euro Super League 2010		3.500
Bergen Vestlandshallen	World Championship in sports drills August 2010		225 athletes 7.000 overnight stays
Bergen Haukelandshallen	Man European Championship in Handball 2008		Nearly 8.000 spectators

Bergen	Bergen national tournament held for the mentally retarded people 2010		1.200 participants 2.000 coaches, managers and support stuff
Bergen Voss	Annual bike race since 1978	170 km long trail	In 2011 4.500
Bergen	National Road Cycling Championship 2008 and 2012		400 officials
Bergen	Bergen Swimming Festival Annual event	International swimming competition	1604 swimmers over three days
Bergen Nordåsvannet at Gamlehaugen	World Cup in Marathon Paddling 2004		500 participants 29 nations over five days
Bergen	Gold Festival 2007	Several "olden" parties	100.000 spectators
Bergen	Conferences 2010	991 conference/meetings	Average number of participants 138,49