



Celebración, colores y vida.

DEVBRATH CHOWDHURY 217503435
RILEY THOMPSON 217297054
SAM BROOKS 216101242
TIM HOEBOER 217115902

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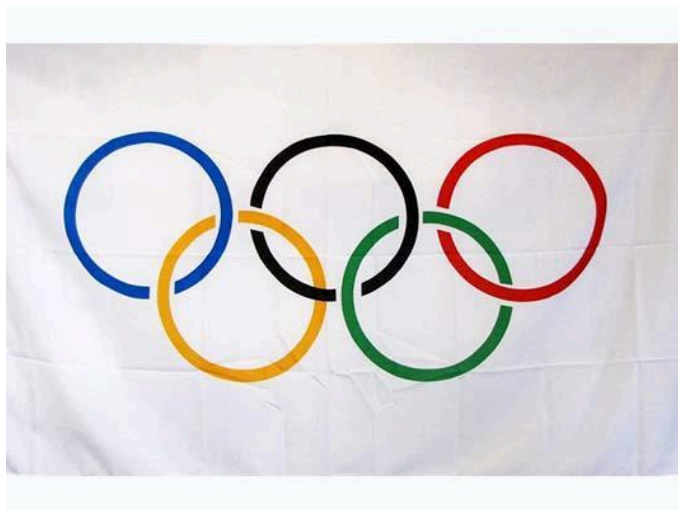
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A. INTRODUCTION

The Olympic Games are an international mega event hosted by various countries over the years. The Games feature summer and winter competitions of the format and takes place after every four years. More than 200 nations participate in these games, with over 13,000 athletes participating in 33 or more different sports and more than 400 events (Schwarz, Westerbeek, Liu & Turner, 2016).

The Olympic Games are the highest stage of the sport which showcases athletes and talent from all around the world. The sports played in these games are also referred to as the elite sport, since this is the biggest stage an athlete can dream of by performing on. The Olympic Games



took inspiration from the ancient games which were held in Olympia, Greece. Thus, the first modern Olympics was hosted in the city of Athens, during the year of 1896. Two years after the formation of the International Olympic Committee (IOC) (History, 2018).

The International Olympic Committee is an international, privately owned, not for profit organization that is responsible for the Olympic Movement, and uses the Olympic Charter to define its structure and authority (Schwarz, Westerbeek, Liu & Turner, 2016).

The IOC is responsible for awarding the hosting rights to a city seven years before the Olympic Games are held. The city, then establishes an Organizing Committee for the Olympic Games (OCOG), which then acts as the leading body to plan and organize the event. The OCOG communicates with all the stakeholders, major or minor, and host the games to the city's best ability (Scholastic, 2019).

(International Olympic Committee, "The Olympic Flag", 2019)

Thus, the following bid is the proposal for hosting the Summer Olympic Games in the city of **SEVILLE, SPAIN** for the year of 2036. The following bid proposal will be covering the following points, so as to gain the stature of "The Candidate City" by the IOC and then we can move on to phase two of organizing the event (Scholastic, 2019).

- We are showcasing that our city has enough resources to handle a major event such as the Olympics. With such a major event, the number of people we will be handling, such as reporters, journalists, athletes, tourists, fans and so on, will be massive and thus, we will be providing insights as to how we as a city plan on managing that.
- We will also be covering our already existing stadiums and venues, with the plans of making new by the time the games gets closer if required. Since, we are managing such a high amount of foot traffic, we will also be covering our accommodation plans and the hotels surrounding the Olympic Village. We also will be highlighting our transport system.
- Security measures taken to ensure that the games go smoothly is also one of our key features. With this, we also would be showcasing whether the residents of the city of Seville itself, is happy to host the Olympics. Increased tax rates for covering the expenses and new jobs which is being offered in return is what we are currently looking at.
- Since, tourism is a major aspect, media control and marketing to the world is also showcased in the bid proposal.
- We also cover the social, political, environmental and economic impact of the games on our city and the country of Spain, in the entirety of the report.

The city of Seville wants to desperately host the Summer Olympics with a desire to showcase the Spanish pride and passion of sports, to be the city of major tourist attraction, which can compete with the likes of Madrid and Barcelona and the opportunity to provide more jobs to our people in the community.

A.1 PRODUCT OFFERED

VISION

To bring the Olympic Games to a city full of life and possibilities

MISSION

To host the Olympics in the country of Spain after a long 44 years and show to the world the spirit of the Conquistadores. By doing so, we wish to create a long lasting legacy for the community after the Olympic Games are over. We also wish to boost up our economy due to recent events and nothing more will bring joy to the people's hearts and increase job rates more than hosting such an event.

ABOUT THE CITY

The city of Seville is the capital and the largest city of the province of Seville, Spain. It is the largest community of Andalusia and as of 2018 had a metropolitan population of 1.5 million. Thus, making itself the fourth largest city of Spain (All about Spain, 2019).

Full of UNESCO World Heritage sites, the city of Seville is a tourist paradise. It can be said that if you want to see Spain, Seville is the first city you go to. The city of Seville is also the only city to have a river port located about 80 kilometers from the Atlantic Ocean. Temperatures do not vary much in the city, it is, however, the hottest metropolitan area with average temperatures of above 35 degrees (All about Spain, 2019).

HISTORY OF THE CITY

Poet King, Al- Mutmaid presided over the city of Seville, in the Alcazar Palace during the 12th century. However, a strict Moroccan sect of the Islam took over and made Seville the capital of the entire realm. They built mosques as their places for worships, which now stands as

cathedrals. Eventually, their power crumbled and Seville came under the control Fernando III of Castile in 1248 (Lonely Planet, 2019).

By 14th century, it was the most important city of Castilian influence and became a monopoly on Spanish trade in 1503, becoming the largest, richest and rapidly expanding city of that time Spain. From the late 16th to 17th century major artists and renaissance painters took up accommodation in the city (Lonely Planet, 2019).

However, all good things come to an end, and a plague hit us in 1649, which nearly decimated more than half of the city's population. Another Seville plague in 1800 saw the major city crumble down from a glorious center of trade to a city of impoverished people, who were fighting just to survive (Lonely Planet, 2019).

Industry revolution began to make its way into the city by mid-19th century. However, Seville fell in the hands of the Nationalists at the start of the Spanish Civil War in 1936 (Lonely Planet, 2019).

However, things started looking up again when in 1980's it was named the capital of the newly autonomous Andalucía within democratic Spain and from the international exhibition in 1992, brought upon itself major changes such as new bridges, rail links to Madrid and millions of visitors. Seville's economy went up for a while till 2008. Now again, to be the host for the Olympic Games, would improve upon the condition immensely (Lonely Planet, 2019).

A.2 CULTURAL ACTIVITIES AND CITY SITES

Seville is as Spanish as it gets. Being the capital of Andalusia, rich in Moorish and Muslim heritage, and the city of Seville is full of colors, structures and festivals. Seville is just third in tourist rates behind Madrid and Barcelona. And since the weather is pretty much constant all year long, we feel we can overtake these behemoths on our own (Lovell 2016). The Flamenco dance and music, tapas and bull fighting is just the tip of the city. If the Games are held during

the summer period, athletes, tourists and all of the people will be able to immerse themselves in the aroma of the orange blossom and different flowers (The Crazy Tourist, 2016).

Being a city full of heritage sites and festivals, we have listed out a few of them which is our best tourist attractor and which athletes who are not familiar with the Spanish history can enjoy during their off time.

- **SEVILLE CATHEDRAL**

The massive cathedral was built in early 16th century. In fact, it was so big that it replaced Hagia Sophia as the largest cathedral in the world, and held this title for more than a thousand years. It became in UNESCO World Heritage site in early 1900's and 80 different chapels. Hint of its predecessor mosque can still be seen in it, with the Court of Orange trees on the North side, where people who practice the Muslim religion performed ablutions. The highlight about the Seville Cathedral; the tomb of Christopher Columbus is inside it (Lovell, 2016).



(Lisa Alexander, "Seville Cathedral", 2019)

- **PLAZA DE ESPANA**

The “Spain Square” was built during Iberia- American Exposition in 1929. This colossal monument stands as though taken out from a painting. It’s a landmark of mixed cultures namely, Renaissance Revival and Moorish culture. Local food and painted tiles showing famous monuments around the country can be found here (Lovell, 2016).



(Esme Fox, "Plaza de Espana", 2016)

- **REAL ALCAZAR**

Another of the UNESCO World Heritage site, the Spanish Royal Family actually reside in this palace. Developed by Pedro the Cruel in the 14th century, it also has Moorish origins. This particular monument of ours can also be seen in the famous television series, Game of Thrones (The Crazy Tourist, 2018).

(Massimo Santi, "Real Alcazar", 2018)



(Game of Thrones scene, shot in the lobby of the palace by Florence Watson, 2015)

- **MARIA LUISA PARK**

The largest, greenest space in the entire city, the foundation for the park was laid down in the 1500's. In the late 19th century it was donated to the city by Infanta Luisa Fernanda and in 1911, it was remodeled to



A scenic view of a pond in a park. On the left, there is a small, ornate gazebo with a white dome and a red roof, supported by yellow pillars. The gazebo is surrounded by a black metal railing and a bed of yellow flowers. In the center of the pond, a fountain is spraying water upwards. The pond is surrounded by lush green trees and foliage, and the water reflects the surrounding greenery.

Also known as the Gold Tower was a watch tower built by the Almohad dynasty which was there during the time of the poet king, Al- Mutmaid. It acted as a defensive barrier against those who would try to attack the city from the river side and since 1944, it has been a naval museum (Lovell, 2016).

A large, illuminated circular tower (Mina' al-Banana) in a park at night, surrounded by palm trees and people. The tower is a multi-story circular structure with a conical roof and a small dome at the top. It is brightly lit from within, casting a warm glow. The tower is surrounded by lush greenery, including several tall palm trees. In the foreground, a paved walkway leads towards the tower, and a few people are visible walking. The sky is dark blue, suggesting twilight.

- **THE GIRALDA**

A massive bell tower located besides the Cathedral, it was minaret for the former mosque and instead of a stairway has 34 ramps that leads all the way to the top (The Crazy Tourist, 2018).



(Jebulon, "La Giralda", 2012)

- **THE RIGHT BANK OF THE GUADALQUIVIR**

Or as they commonly can be known as the bridges, are a set of bridges alongside the river. Every morning, you can find joggers, people walking or just lazing around the bridges and relaxing and enjoying the atmosphere. There is a 250 year old bull fighting arena just around the corner (Plaza de Toros) and the University of Seville is just down the bridge (The Crazy Tourist, 2018).



(Juan Aunin, "The right bank of Guadalquivir River", 2014)

Seville is also home to many other historical sites and museums which can tell the story of Spain's history better than anyone.

The following are the cultural shows and activity which can rejuvenate even the most tired soul and which speaks Spanish as much as a *hombre* would.

- **SEMANA SANTA**

Also known as The Holy Week of Spain, it starts from Palm Sunday all the way till Easter. Different brotherhoods consisting of different priests walk down the streets in their garbs and have very decorative floats, sowing many of the Spanish historical scenes.

Seville hosts the biggest and the grandest of these processions and more than 37 brotherhoods take part in it (Lovell, 2016).



(Duribe, "The Brotherhood during Semana Santa", 2013)



(The Culture Clique, Procession of Semana Santa, 2017)

- **TAPAS**

The street food of Seville, or *tapas* is our very own specialty. From twisting alleys and turning streets, Seville is full of tapa bars. Each bar offers something new to eat from spicy potatoes to deep fried shrimp, to fried oxtails to prawns in garlic, Seville offers a wide variety of food to all. Seeing this is also one of our main selling points, where you can just grab something to eat and appreciate the history and architecture around you, The Summer Olympics will not run short of food or entertainment (The Crazy Tourist, 2018).



(Sali Reim, "Rutapas in Seville", 2019)

- **ITALICA**

A place of cultural heritage, Italica is an amphitheater, located at a place where Roman emperors such as Trajan and Hadrian were born. A massive archeological site, it can host up to 25,000+ people and its amphitheater hosts many a programs during the week. Ancient foundations of mosques and buildings and mosaics can still be found in this area, with tunnels as old as the founding of the city surrounding it (The Crazy Tourist, 2018).



(Get Your Guide, "La Italica", 2016)

- **FLAMENCO**

The famous Flamenco dance and music originates from our city as well. Always happening around every nook and corner of our city, Flamenco is our shows our pride and artistic value as a nation and a city. Local talent are always encouraged to come and participate, and a series of shows are organized for them (The Crazy Tourist, 2018).



(Not Just a Tourist, "Flamenco", 2019)

- **FERIA DE ABRIL**

Or as commonly known as “The Seville Fair”, it begins two weeks after the *Semana Santa*, and it happens in the south most region of Seville. The fair runs for 7 days and tourists and the mass can enjoy flamenco dance performances, tapas and men wearing our wide brimmed hats for the duration of the entire festival all around. There is entertainment for kids, with rides and a playgrounds and more than 10,000 tents are set up for this event (Lovell, 2016).



(Hello Travel , "La Feria de Abril", 2019)

A.3 EDUCATION

The city of Seville takes educating its residents very seriously. For people who are moving into the country as well, education is given our utmost importance. Andalucía offers a complete state schooling from ages three to eighteen. We have divided our schooling in to different age groups based on the learning. From elementary, to primary, secondary and high schooling. We also provide associate bachelors and other different degrees in art as well (Schooling in Andalusia, 2019). We offer multiple diplomas and further courses for students who wish to pursue further education. We also have private schools all around Seville, Granada and Malaga.

Schooling is compulsory for ages between three and sixteen and we also offer vocational schools for people who want to move into intermediate vocational training. However, only those who finished their last two years of high schooling or their vocational training are given admittance to our universities. The difference between our intermediate and advanced

vocational training is the amount of time and theory a student spends on it. From internships to apprenticeships, the student learns higher levels of specialization in their field (Schooling in Andalusia, 2019).

After finishing their last two years of study, the child can sit for university entrance exams.

For our university degrees, we usually offer four years of study, however, some of our degrees can take much longer time depending on which course they are studying under and their specialization. University studies are not compulsory, so the costs for higher education is not covered by the state. Public universities are lower in costs than private ones (Perez et al, 2019).

According to a recent survey conducted in 2017 by the American Community Survey, we were able to crunch down the numbers and come up with the following numbers regarding the education rates of different age groups. From this we can make out that from the employment number, 90.56% of them were white collar jobs while 9.44% of the people took blue collar jobs (Seville Demographics, 2017).

Out of a population of 690,000 in 2017 (Seville Demographics, 2017),

- Only 0.8% of the population did not attend high school, i.e. around 5520 people
- 26.47% of the population went to some college education (approximately 182,649) while 29.1% got their Bachelor's degree (around 200,790) and 8.7% got their associate degree (around 60,030 individuals)
- 15.84% went to pursue higher education and were doing their Masters or their Doctorates which comes up to around 109,365 students.

Thus, it is quite evident that even if the information is two years old, we have long since come up in a way and will continue to educate our people. The main issue which is turning up now, is that we have educated people but we don't have more jobs to give to all of them (Perez et al, 2019). If the Summer Olympics are held in the city of Seville, not only will our people come back who are working abroad, but more jobs will be created because of this.

A.4 CEREMONIES

Opening and Closing ceremonies are major part of what Olympic Games are about. They showcase what the Olympics and the Paralympics stand for and their values, the achievements of athletes and highlight the cultural traditions and icons of the host country and all the other countries as well (Koerner, 2019).

(Xinhua, "Parade of the 2008 Olympics", 2008)

Since the opening ceremony will represent the start of Olympics, the traditional parade of nations is what grabs the attention of all. Following the rules and regulations provided by the IOC, the parade will be in alphabetical order, except for Greece which will lead the parade, since the Games originated from there and we as the host country of Spain will bring up the rear, if we are chosen (Koerner, 2019).

If the city of Seville is given the honor of hosting the Olympics, we will hosting the Opening Ceremony in **Estadio La Cartuja**, or **The Cartuja Stadium**, which



was built keeping the 2008 Summer Olympics in mind and is our largest multi-sporting stadium. Expansion of the stadium will be one of our priorities due to increase of population and increase in the participation rates in general. Currently, the stadium can host 65,000+ people, but keeping in mind the number of people who will be coming for this, we would be aiming for around 80,000+ capacity (The Stadium Guide, 2019).

The Opening speech by the IOC and the Olympic Organizing Committee, with the raising of the Olympic Flag and the lighting of the Olympic Flame will be done afterwards (Koerner, 2019).

Followed by performances from the host nation, the Games will officially be announced started.

("Rafael Nadal Carries the Spanish Flag for the 2016 Rio Olympics", 2016)

The closing ceremony, as the name suggests will be to celebrate the end of the Games. Each contingent will be going around the stadium to celebrate the medals they won and the fact that they were participating in such a major event. Following the regulations provided to us by the



IOC, the athletes don't need to walk in any particular order. Followed by that, there will be a parade of the flags. Keeping tradition in mind, the Greek flag will be the first while our Spanish flag will be last. The President of IOC will then lower the Olympic Flag and hand it to the mayor of the next host city of Winter Olympics. An artistic segment for the next host city will be shown in the stadium and then the Flame will be extinguished to mark the end of the Games (Koerner, 2019).

A.5 OLYMPIC TORCH RELAY

The Olympic Torch Relay is the ceremonial and the sacred relaying of the Olympic Flame from Olympia, Greece to the city where the Games is supposed to be hosted (International Olympic Committee, 2019).

If the city of Seville gets the honor of hosting the Summer Olympic Games in 2036, we would be taking a path similar to, taken by our Spanish predecessors, during 1992 Summer Olympic Games in Barcelona. Since that time the torch had passed through Seville to get to Barcelona,

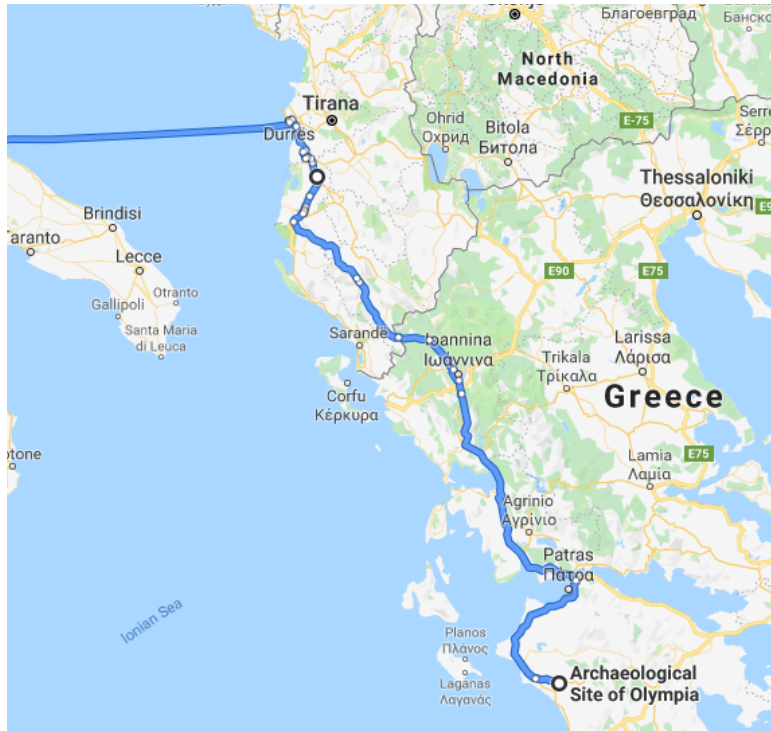
this time the path planned would be to bring the torch to The Cartuja stadium through Barcelona (Google Maps, 2019).



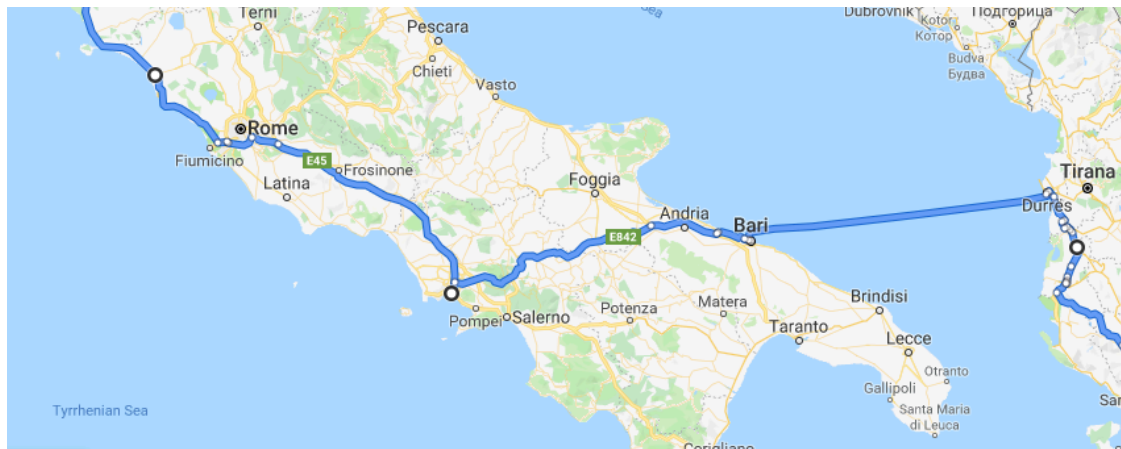
The path from the Archeological site of Olympia to Seville, however won't be a straight route as it will be crossing through Rome as well.

The path planned upon for now is

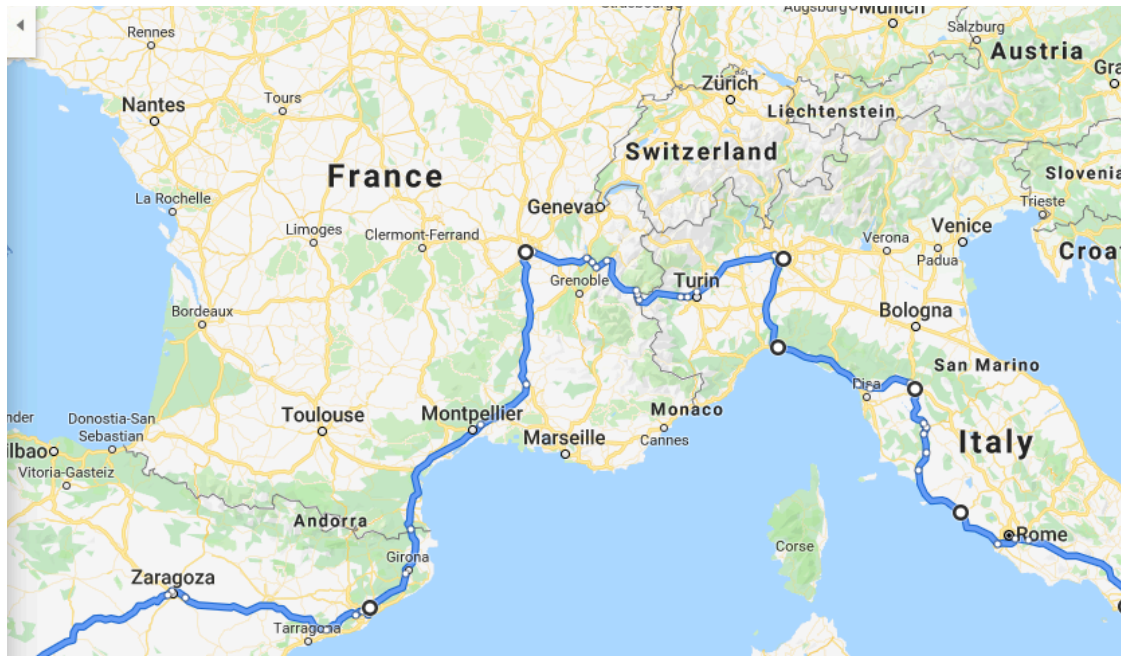
- It starts out from Olympia in Greece and goes till Tirana



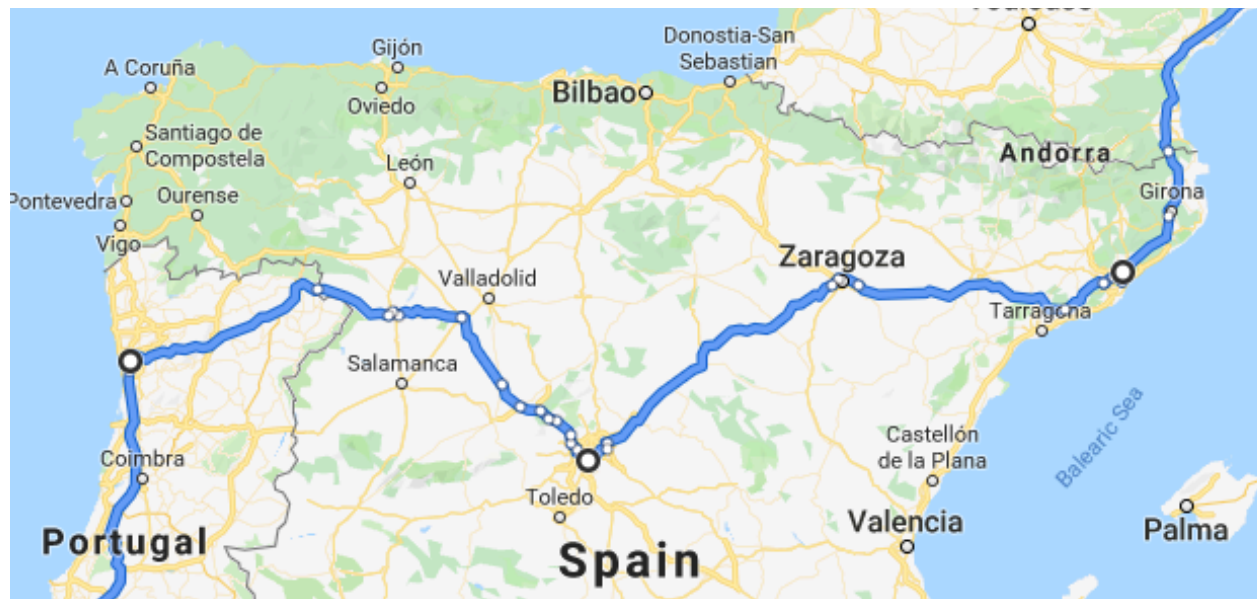
- From there we provide a ship from Tirana to Bari, Italy where it will be crossing major cities like Pompeii, Salerno and all the way to Rome



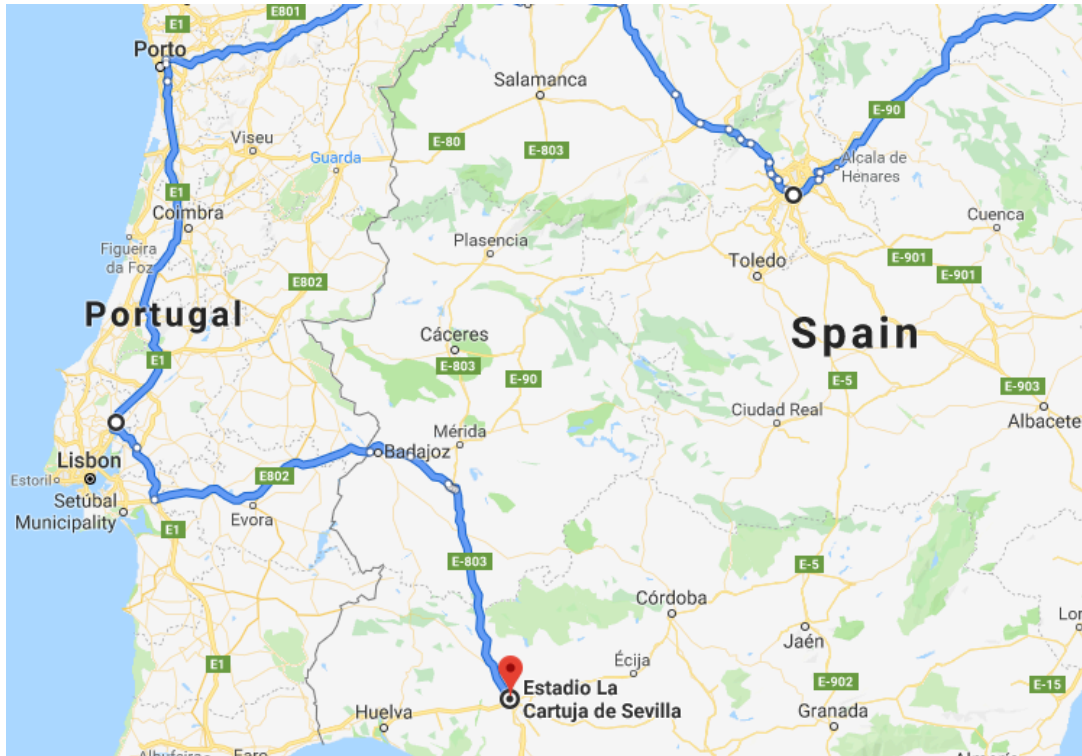
- From Rome, then the torch will be passing on to major Italian cities like Genoa, Milan and Turin where history, culture and art is still breathing. From Italy, then we will cross into the French border and go through cities Nice, Marseille and touch Geneva as well. Montpellier will be the last major checkpoint before we head into the Spanish territory.



- When we enter the Spanish territory, we would then go through Barcelona, Zaragoza, Madrid and Valladolid.



- However, we won't directly go into the province of Andalusia, but instead will go through the Portuguese border. This will give us a chance to go through their major and normal cities as well such as Porto and Lisbon before turning towards us and the stadium of Cartuja.



Therefore, total distance covered would be approximately 5,000km+ and would require more than a month or so to complete the Olympic Torch Relay.

A.6 COMMUNITY ENGAGEMENT

The city of Seville is a city full of lights and colors and it is a city attuned in its history. Its architecture and its history speaks volumes about who the city is.

The city of Seville gets support from all its public administration. Even though it is an autonomous city, the financing of sports venues and infrastructures is almost guaranteed by us through our own public services and our competitions. This also saves the OCOG the trouble of financing it (THE IOC CANDIDATURE ACCEPTANCE WORKING GROUP, 2000).

The city is also made by its people. Our people. The people of Seville have never said no to a huge celebration. For its 2008 bid for the Summer Olympics, the IOC conducted an opinion poll

in May 2000 and it was found that 76.2% of the people were aware about the changes occurring in the city and 93.3% of them were in favor of them (THE IOC CANDIDATURE ACCEPTANCE WORKING GROUP, 2000) . We are talking about a time when we had barely broken ground and were coming in terms of being recognized. Ten years down the line we were more than happy to celebrate, if Madrid got the hosting rights. However, even that did not come to pass.



(Stanley Chou, "Spanish Fans for the London Olympics", 2012)

However, for the 2036 Olympics, we are more than ready. All our shortcomings from the past have been covered up to the best of our ability. We have the necessary transport facilities, we have the necessary telecommunication equipment, we have the infrastructure and we have the will. All we require is a way to showcase those to the world and what better than being graced by the Summer Olympics.

As mentioned by the IOC in their assessment criteria, “The city has excellent experience in organizing international competitions and World Championships. Spain is well experienced in hosting multi-sport events.” (THE IOC CANDIDATURE ACCEPTANCE WORKING GROUP, 2000).

Having the Olympics hosted in our city, not only will it bring back the entire Andalusia community behind it, it will also bring back all the people together, increase rates of participation of all the sports, and all in all, will give the city and the nation the boost of self-esteem it needs (IOC, 2019).

B. STAKEHOLDER SERVICES

As one would think, to manage the Olympics, we need to depend on many of the outside factors. Those outside factors can be contributed to the stakeholders and the services we as a city can provide for them. The numbers of stakeholders and their needs vary from time to time, and we will be requiring the stakeholder support from the bid phase, to the planning mode, to the implementation and the execution of the event. We will also be requiring their support for the wrap up as well (Schwarz, Westerbeek, Liu & Turner, 2016).

All things under the name of “Olympics”, comes under the ownership of the International Olympic Committee, for they are the owners of the event. The rights of the Games are given to the chosen candidate city during the time of the bid. After that we have to revert those rights back to the IOC (Schwarz, Westerbeek, Liu & Turner, 2016).

The organizing committee is only selected by the approval from the IOC and then are made liable financially and operationally for the duration of the games.

Other stakeholder with whom we will be interacting for the duration of the Games will be NOC's, OCOG'S and sponsors from different programs and for different activities like UNESCO, Red Cross, World Health Organization, the youth of the world and the rest of the mass who comes to see and attend the Olympics and the mass who is watching those games on screens and reading them on their papers from all around the world (Parent, 2013).

Thus, these stakeholders, who hold a vested interest in the outcome and the workings of this specific project, namely, the 2036 Olympic Games, have the legal decision making rights and carry the power to allocate budget. Thus, these following services are what the stakeholders require from us in return and is what we propose for the bid of these Summer Olympic Games (Parent, 2013).

B.1 MARKETING PARTNER SERVICES

The Marketing Partners will be our first point of contact for a venture like this. The city of Seville is in desperate need for some proper marketing services to show entirety of the world, that, which is Seville.

Olympic Marketing Partners such as, to name a few, on whom we as the city of Seville would be banking on are Coca-Cola, Alibaba Group, Bridgestone and Samsung. Support from these business community would be crucial for us to stage those Games and operation of everything within the Olympic Movement (The International Olympic Committee, 2019).

Since The Olympic Partners is such a major and the highest Olympic sponsor, we can provide for more than a footing in the market for other businesses to set up and help in this venture of ours. They also support the work of more than 200 NOC's and more than 175 NPC worldwide (The International Olympic Committee, 2019).

Within the TOP, these organizations also are granted exclusive worldwide marketing rights. Thus, we would also be counting on our OCOG to enlist the help of domestic companies and businesses, so that we as a nation also grow and do not conflict with rights granted to these partners. Local businesses we will be targeting for this would be **BANCO SANTANDER, REPSOL, BBVA, INDITEX, INTERNATIONAL CONSOLIDATED AIRLINES GROUP** and **SEIMENS GAMESA** to name some. The reason why we would be planning on targeting these local organizations is because they have been listed as the top successful organizations in Spain after the downturn of Euro and have contributed in bringing back Spain's GDP in 2017 to a normal state (Webster, 2018)

THE OLYMPIC PARTNER PROGRAMME



(The International Olympic Committee, 2019)

B.2 MEDIA

Our biggest stakeholder after the IOC, media, in any form, from print to radio is one of our major sponsors. Many of the media partners would come from the IOC side only, since they also are part of The Olympic Partner Program.

Using social media as the new form of media in today's world, the entire world's eyes would be upon us. There are also multiple broadcasting rights held by the Olympic Partner program. The IOC in fact, also holds the global broadcasting rights for the Olympic Games. That includes broadcasting on television, radio, and mobile and on social platforms as well. That also means that the IOC holds rights over whatever is posted on Twitter, Instagram and Facebook for the duration of the Olympic Games (The International Olympic Committee, 2019).

Since the Olympic Charter states that the IOC would be doing their best to ensure a full coverage of the Games by using different media (The International Olympic Committee, 2019),

we, as the city of Seville also would like to give chance to our local papers and radio stations to broadcast these games all over Spain.

Seville local media such as **ABC Newspaper**, which is the Spanish National daily paper, and the oldest national paper in Madrid. **Cadena Dial**, which is a Spanish radio station, was found in 1990 and is owned by a Spanish group called PRISA. It is unique to the Seville media because, it is one of those two broadcasting radio channel which does not play automated music feed at any moment. **Estadio Deportivo**, which is one of the sub section of *El Mundo*, is one of Seville's sports daily newspaper. It covers every sport played in Seville and other parts of Andalucía (Press Reference, 2019).

Other Spanish media platforms which is not indigenous to Seville, like **El Mundo** and **El Pais** are a group of newspaper, who like ABC are national daily papers. Television is also one of Spain's biggest media platform, where it is estimated that over 90 percent of the population own and watch it. **Cadena de Ondas Populares, Sociedad Española de Radio Difusión** and **Onda Cero** are the most popular radio stations all around Spain and people still use it to get their news (Press Reference, 2019).

B.3 NATIONAL OLYMPIC COMMITTEE SERVICES

The service provided by the National Olympic Committee cannot be described as to how important it is for the city and the country. It promotes the values and principles of Olympics at a national level within its framework of sports. They are committed in developing the athletes and also organize educational programs for athletes so that post career, they can still live (The International Olympic Committee, 2018).

The Spanish National Olympic Services or the **Comité Olímpico Español** ensures that the athletes attend the Olympic Games. They are also present at the trainings of sport

administrators and high performance sport directors for this purpose only (The International Olympic Committee, 2018).

We, the city of Seville, also have put the bid forward to our NOC because they are the ones who are supervising the preliminary selection of other bid cities (The International Olympic Committee, 2018). We are aware that other cities such as Valencia, Barcelona and Madrid would also be vying for the spot. However, Seville holds all what these cities have and more based on our reputation alone. Plus, these cities have gotten chances to forward their bid in front of the IOC before. Maybe, this time, it is our turn again after 2008 and do what the other cities of Spain was unable to do and bring the Olympic Games back to Spain.



B.4 PEOPLE MANAGEMENT

Probably the most important of all stakeholders, people management talks about the workforce which works on an Olympic Game. People such as volunteers, contracted workers, staff seconded from the Government, marketing partners, human resource management and other Games stakeholders (Olympic World Library, 2019).

For such a mega event, we would start recruiting volunteers from the year 2033 and stop by mid-2035. Since the people of Seville will be more than happy to host such a massive competition, volunteers from all groups will be recruited. We also won't be limiting ourselves to just residents of Spain. We know the attraction and the allure of the games presented to other countries and cities as well and as such, we can't have the entire city working in the event when



they have their own businesses to manage as well. We will be recruiting people from all over the world, with phone and video call interviews where possible.

(IOC NEWS, "Appreciating the Volunteers for the Olympic Games", 2018)

Due to the size of such an event, it is clear that we can't have volunteers disgracing the name of the Games and the city of Seville, and thus, those who are recruited will be educated and trained in the sense of the of the game and its core principles and values. We also will be making all of the volunteers undergo extensive police check to maintain the sanctity and the security of the games (Olympic World Library, 2019).

For staff hired on permanent and temporary basis, we would be following the same guidelines. However, we will be interviewing people more extensively for these roles. After their selection they will also be made to sign the Confidentiality agreement, so that they may not speak or leak important information, knowingly or unknowingly to the media.

Customer service and human resource management will play a huge role in the Olympic Summer Games. Guides from the Olympics for athletes to show them around the cities, listening to their complaints, managing staff will be massive project for us, which we will be very happy to take.

A required labor market analysis would have to be done to consider so many people, and we also would be providing clear job descriptions to our workers and on how to act and how to react pre, during and post Games (Olympic World Library, 2019).

According to the numbers who previously worked and volunteered in the Olympics, and taking into consideration the increase in employment the event will bring to the city, we would be going with a safe number of 85,000. The event will surely create more new jobs for our graduates and a bit more for our people as well. We would divide this number further up with a rough estimate of maybe 40,000 volunteers and 45,000 paid workers (Bada, 2018).

C. VENUES AND INFRASTRUCTURE

C.1 VENUES

The existing stadia comprises 30 of the 40 required facilities highlighting the ready-made Olympic city that Seville is. The main Olympic park will be based on La Cartuja Island which was the site of the Universal Exhibition in 1992. This space is well structured and open with easy access to the city centre. The Olympic stadium was completed in 1999 making it a relatively new addition to the city. It has held the UEFA Champions League Final, National team matches, Davis Cup finals and concerts. The stadium also has an athletics track surrounding the football pitch so little preparation will be required. This will be the hosting stadium therefore will hold both opening and closing ceremonies.

Seville has many pre-existing facilities that require minor adaptations. Financially this will result in less expenditure required to host an Olympic games. There are multiple major facilities used by La Liga Football teams which are ideal for the Football events. There is a high-performance rowing centre on the river Guadalquivir which will comfortably host the Rowing, Kayaking and Canoeing events. This facility is world class and already many nations' teams come to train in the idyllic climate. The local Universities, Pablo Olivade and Seville University both have over 10,000 students and thus require further facility upgrades. The sporting facilities at each institution will receive an upgrade with a successful Olympic bid.



Estadio La Cartuja

C.2 PRESENT FACILITIES

Table of Venues

*Denotes the non-existing structures required to be built to facilitate these events.

Sport	Venue	Location	Capacity
Athletics	Estadio La Cartuja	Seville Cartuja	60,000
Marathon	Circuit finishing in Estadio La Cartuja	Seville Cartuja	60,000
Walk	Circuit	Seville Cartuja	60,000
Rowing	High Performance Centre	Seville Cartuja	20,000
Kayaking			
Shooting	Campo De Tiro Sevilla	Carmona	8,000
Track Cycling	Velodrome Sports Palace (Dos Hermanas)	Seville Metro Area	6,500
Road Cycling	Road Circuit (Dos Hermanas)	Seville Metro Area	10,000

MTB	VTT Circuit (Dos Hermanas)	Seville Metro Area	10,000
Equestrian Jumping, Dressage	Chapin Sports Complex	Jerez	32,000
Fencing	Congress Centre (hall B)	Seville East	5,000
Football	Estadio Benito Villamarín,	Within Andalucía province	35,000
	El Nuevo Arcángel,		24,000
	Ramón Sánchez Pizjuán,		54,000
	Estadio de Los Cármenes		20,000
Rhythmic Gymnastics Artistic Gymnastics	San Pablo Sports Hall	Seville Centre	8,000
Hockey	Seville University	Seville South	7,000
Judo	Congress Centre (hall A)	Seville East	7,000
Wrestling	La Cartuja Auditorium	Seville Cartuja	6,500
Swimming/Synchronised, Water Polo/Diving*	To be constructed	Seville Centre	12,000
Pentathlon	Real Club Pineda	Seville South	30,000
Taekwondo	Congress Centre (hall A)	Seville East	7,000

Tennis	Andalucía Tennis School	Seville East	20,000
Table Tennis	Congress Centre (hall c)	Seville East	6,000
Triathlon	Circuit	Seville Cartuja	18,000
Archery	Real Club Pineda	Seville Metro	5,000
Beach Volleyball*	To be constructed	Seville Cartuja	20,000
Volleyball	San Pablo Sports Hall	Seville Centre	6,000
Weightlifting	Palenque	Seville Cartuja	4,000
Yachting	Bay of Cádiz	Cádiz	6,000
Baseball	Pablo Olavide University	Seville South	10,000
Surfing	Cadiz and Conil de la Frontera	Andalucía province	10,000
Skateboarding*	To be constructed	Seville Cartuja	5,000
Sport Climbing*	To be constructed	Parque Prado de San Sebastián	5,000
Karate	Congress Centre (hall c)	Seville East	6,000
Canoeing (white-water)	Sevillano Canoe Club	Seville Cartuja	20,000
Badminton	Municipal Sports Hall	Seville Metro Area	4,000
Basketball	Seville Stadium (hall 1)	Seville Metro Area	20,000
Boxing	Amate Sports Complex	Seville East	5,000
Handball*	To be constructed	Seville East	6,000

Softball	Pablo Olavide University	Seville South	10,000
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C.3 NON-EXISTING FACILITIES

- **Handball**

A new sports hall is to be constructed at the Pablo Olavide University to house the event. The University is growing rapidly and will benefit the students and public following the Olympics creating part of the Seville 2036 legacy.

- **Swimming/Synchronised, Water Polo/Diving**

A new aquatic centre will be constructed and provide seating for 7,000 spectators. It will then be converted into a public leisure centre after the games with gym, spin class and multi-purpose room facilities for yoga, Pilates and the like.

- **Beach Volleyball**

A beach precinct to house the competition but also provide entertainment and interactive pop-up models for spectators regarding the history of the Olympic Games and its development since 1896. The stadium will comprise of 4 courts on the La Cartuja Island precinct.

- **Skateboarding**

A young Olympic sport since 2020, a large scale park will be developed in the Parque del Alamillo of Seville on La Cartuja Island. With temporary seating for 4,000. The park will be handed over to public use following the Games.

- **Sport Climbing**

The Climbing facility will be outdoor with the various walls required for the 3 disciplines to be fixed temporarily in the Parque Prado de San Sebastián with temporary stands to hold 2,000. The weather at the proposed time is of no issue for Seville as the summer is

completely dry with little or no rainfall in this period. Sport climbing will be allocated an extra 3 days window in case of adverse weather conditions.

The budget that is required to build such facilities has been approved by the state Government under the notion that if Seville wins the nomination to host the 2036 Olympic Games, these facilities will take priority over other public government projects in the timeline leading up to the event.

C.4 LOCATIONS OF FACILITIES

As demonstrated in this map of the locations, the majority of facilities are in easy access of each other through the public transport system, Uber, Servici rental bikes and the Olympic shuttle service which will be serve patrons attending the events furthest from the city centre. The majority of venues are under 6 kilometres apart with the largest distance in the metro area being 15 kilometres. There are 10 events being held on La Cartuja Island highlighting the large number of facilities available on the island. This is where the Olympic hub will be situated and within close proximity to the city centre itself. The shuttle service will run from the city centre to the various distanced locations and back.



The facilities outside the map shown, range from the furthest distance being the Bay of Cádiz for the sailing (122km) to the various football stadiums within 1 hour drive. The Sailing, Football and Equestrian/Dressage will have shuttle services running from Seville Centre for ease of transport for spectators.

C.5 SOURCE OF ENERGY

The region of Andalusia represents 14.7% of the nation's energy consumption. The country relies heavily on fossil fuels however there is beginning to be more of a mix with renewables in recent years (Andalusian Energy Agency, 2018).

The city sits on an effective power grid which is reliable and consistent, even though the hottest periods for summer. The demands of electricity are considerably high due to the number of

air-conditioners in use. Through the summer periods the city rarely experiences blackouts. This is a prime example the grid is very powerful and can withstand much higher demands proving that with an increased tourist/spectator base in the city there would be no issues.

C.6 INTERNATIONAL AIRPORTS

Transport to and from Seville airport involves Bus, Taxi and Uber services. The EA city buses serve the city and airport and will take 35 minutes to the centre (Plaza de Armas). This is the most affordable option with single tickets costing 4 Euros. Taxi fares will vary between 20-31 Euros making it much more expensive but much quicker.

Malaga-Costa del Sol Airport

Malaga Airport will also support the influx as it is only 2 hours by road from Seville. Malaga annually accounts for more than 18 million passengers and accounts for 85% of the Andalucía region's non-domestic flights (Aeropuertos Españoles y Navegación Aérea, 2018).

Madrid Barajas International Airport is the second biggest Airport by size in Europe and will also take in many visitors for the Olympic Games. The AVE national train network runs high speed trains between Madrid and Seville which take 2 ½ hours compared to 6 hours driving time. It is also very comfortable and a relaxing way to travel. The use of Madrid Barajas will aid to relieve some of the strain on Seville International. Being such a large-scale airport, Madrid has connections to European as well as intercontinental destinations making it an easy option for visitors coming from other parts of the world, especially North America travellers.

C.7 ROAD INFRASTRUCTURE

The Seville road system is based on the ring roads surrounding the city. These then reach out to the motorway network as well as the Airport. The road network links Seville to major cities Barcelona and Madrid further north along with Malaga and it has been found road traffic has been decreasing since 2007 as a result of increased access to public transport and cycling

through the construction of new infrastructure to deal with the growing population (Lynch 2017).

Quality of roads is high in this part of the world as the climate allows for very little fixing of roads is required.

C.8 FREE WI-FI HOTSPOTS

There are currently multiple free Wi-Fi hotspots around the city centre. The local government has pledged to increase the number of these hotspots by 1 each year leading up to the games if the nomination is won. The new hotspots will be implemented in close proximity to competition venues with the largest in Seville Cartuja and the Seville Centre locations. The Seville Centre aims to be our Olympic

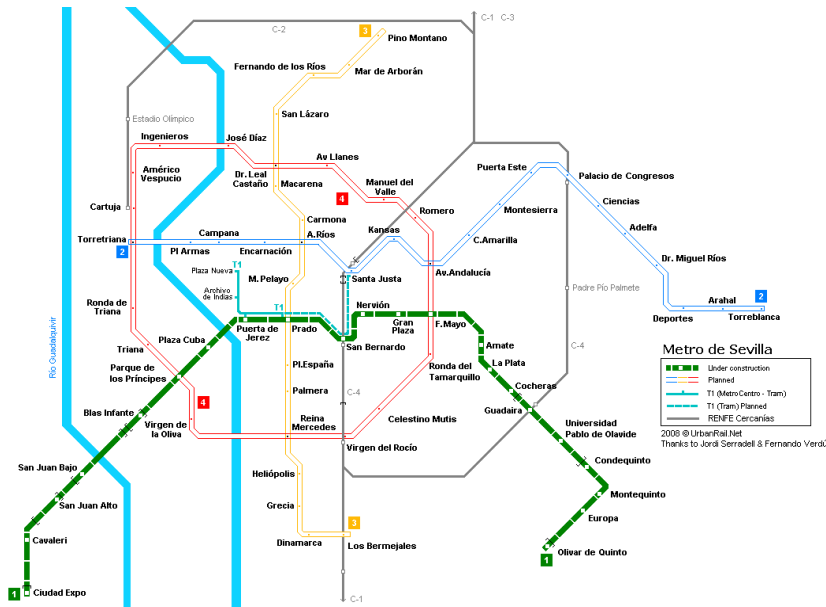
C.9 WAY FINDING SIGNAGE

The city council has proposed high levels of Olympic advertising at airports and AVE stations surrounding Seville (including Barcelona and Madrid) for the games. Most specifically advertising of the signage that will be temporarily placed around the city in order to make it as easy as possible for all to navigate to various locations. The aim is to create as much awareness and recognition as possible through using a distinct colour so that throughout the games period patrons know exactly what colour, font and size to look for. By educating the spectators, athletes and staff it will create seamless travel to and from venues.

C.10 TRANSPORT

- **Light rail metro**

The light metro unfurled in 2009 is made up of 18 kilometres of line and 22 stations to serve the city of



Seville and its metropolitan area. The line has proven to be cost friendly and efficient which proves ideal to hold the swelling crowds of an Olympic games. However, it is noted that this metro system is far from excellent and if the Olympics are awarded to Seville this rail system will be the first priority for non-sporting infrastructure to be upgraded. The main issue regarding the line is

that it is too small and needs to be increased in size to service the city in a more effective way. As seen here in this document the green line indicates the existing structure however all other lines are the planned and proposed lines in order to service more of the city and have a wider reach. The construction of the proposed lines will be expedited with a successful bid in order to be able to better account for such a large influx of people over the Olympic period.

- *Rail*

The AVE network (Alta Velocidad Española) is the longest high-speed rail system in Europe servicing Spain and linking Seville to many Spanish cities including Madrid, Barcelona, Valencia, and Malaga and then into France linking AVE with the rest of the European intercity rail network (Eurail 2019). This high-speed network allows European spectators to have another option of transport to the Olympics.

- **Bus**

Seville has a public bus network serving the whole city, it is very affordable. For the Olympics, the bus line will increase services in high density event areas of the city as well as to and from events further from the city.

Other alternatives

The world-wide transportation service Uber also operates in Seville which is a great bonus which will aid hugely in the movement of spectators around the city.

Cycling has boomed in recent years in Seville thanks to 75 miles of segregated bike lanes separate from the road by either raised paths or a kerb. Sevici, a city-wide service allows you to rent bikes from many terminals around the city. The city is now dubbed the 'cycling capital of the south' (Walker 2015).

This is a great option for travelling around the city and especially for the Olympics with the ability to park the rental bikes anywhere and merely lock the wheel. There is no need to worry about the weather as the proposed period for the Olympics is in the driest period of the summer. Sevici allows the user to pick various options on how long they want to hire the bike as well with ease of payment method. With the segregated bike lanes that are separate from the road any patrons will feel safe using this service benefiting the air pollution of the city, the cyclist themselves and the legacy of the games. It has been included in the proposed budget that if Seville wins the bid for the 2036 Olympics there will be increased Sevici bikes placed around the city for the period of the event. This alternative is also highly affordable with the first 30 minutes of your ride free.

It is also a very flat city making it an easy day for even the least confident rider. Seville is also ranked among the 10 best cities to enjoy cycling (Consortio Turismo de Seville 2017).

C.11 CAPACITY FOR SPECTATORS

To begin with Seville hosted the 1992 'Expo92' that brought 44 million visitors to the city. This equated to 500,000 visitors a day highlighting the logistical capacity of the metro area and its

accommodation capacity. That was 1992 since then, accommodation has increased due to increased tourist demand and infrastructure has improved, most notably the metro and light rail services as well as cycling paths. Tourist numbers continue to grow with over 26 million visiting the area in 2017 (Marbella Realty Consulting 2018). This is expected to continue to grow over the years leading up to 2036. Such booming tourism has created 4.6% more jobs in the region, above Spain's average. Such monumental numbers for a metropolitan city of 600,000 people demonstrates the ability to house and facilitate big crowds such as an Olympics. Not only this, in recent times Seville has held the FIBA Basketball World Cup, World Men's Handball Championship, World Rowing Championships and World Championships in Athletics to name a few.

D. RISK MANAGEMENT MATRIX

<u>Likelihood/Frequency</u>	Almost Certain	Likely	Moderate	Unlikely	Rare
Consequence					
Catastrophic			Power Outage at sporting events	Suicide on Metro Light rail	Terrorist attack
Major		Political issues	Highly adverse weather conditions	Athlete Security & Safety	Drug scandal
Moderate	Traffic accident causing congestion to stadiums	Spectator Safety	Economic circumstances	Boycott	Television coverage compromised whilst live
Minor		Athlete injury	Air conditioning failure at facilities	Athlete transportation	Airport lockdown
Insignificant		Pitch invasion	Firing of event staff		

The following matrix was provided by Schwarz, E., Westerbeek, H., Liu, D., & Turner, P in their book *“Managing Sport Facilities and Major Events.”*, which was published in 2016. Here we talk about the possible risks and what would the outcomes be to our city and to the Games being

held. As you can see, the risks which fall under **CATASTROPHIC** consequence have been given our utmost importance because we don't want them to happen during this time period. The safety of the mass and the athletes are our priority and this provides us with bit of an idea as to how to approach those situations.

E. GAME SERVICES

E.1 ACCOMMODATION

The Seville 2036 committee foresees a huge amount of interest for accommodation facilities to be supplied for all visitors to Seville. These facilities will include the Seville City Olympic Village, Media Village, Referees and Judges Village, as well as accommodation requirements for the general public with visitors anticipated to have come from every competing Olympic nation.

As the needs for existing accommodation needed to be increased by 20% from the 2001 publishing of the bid to the 2008 event, the Seville 2036 committee speculates that this will need to be increased from 20% to 50%. Post Olympics, these facilities will all be made available to the public for purchase, rent, hotel or other non-commercial use.

E.2 OLYMPIC VILLAGE

In order to fulfil the accommodation requirements for Seville 2036, there will need to be sufficient numbers of rooms and dwellings available. As was the case in the 2008 bid, Seville will provide an Olympic Village that occupies 52.5 hectares by the river in the City Centre, up from the planned 35 hectares in the 2008 bid. The Seville City Olympic Village will provide accommodation for 24,000 athletes in 3,750 dwellings, all in high-class accommodation which will cater to every possible need for the athletes. This is up from the proposed 2,500 dwellings for 16,000 athletes planned for in the 2008 bid. (Asociación Sevilla 2008, 2000) Additional off-site accommodation will be provided for equestrian and yachting competitors, providing greater accessibility to those athletes.

The criteria for design focuses on sustainability, aiming to reduce costs and maintenance over time. There is added emphasis on 'green space' meaning the buildings will be natural colors and climbing plants situated on the walls of taller buildings. Techniques such as roof vents will be installed to allow for hot air to escape in this hot period and solar panels installed on many roofs for supply of a portion of the heating. This Olympic Village will be a part of Seville's economic and sporting legacy.

E.3 MEDIA VILLAGE

The Media Village will be built of 39 hectares of urban land, up from 26 hectares suggested for 2008 (Asociación Sevilla 2008, 2000). There will be 3,000 dwellings, with a capacity of 15,000. As with the Olympic Village, every possible need for the Media contingent will be catered for on-site. The location conveniently is situated in the north of the city with easy access to both the airport and Santa Justa Station.

E.4 FINANCING OF VILLAGES

The funding of villages has been broken up. The land has been provided by the local government meanwhile resources and the construction is being funded by a mix of private sector companies who in turn will be reimbursed once the dwellings are sold on the market following the Olympics.

E.5 REFEREES AND JUDGES VILLAGE

In addition to the Olympic and Media Villages, the referees and judges will have their own dedicated accommodation village. This will provide 450 dwellings for a projected 2400 officials on a 7.5-hectare site.

E.6 GENERAL PUBLIC ACCOMMODATION

To cater for all required accommodation needs, there will be a wide array of possibilities. These will range from high quality hotel accommodation, to university campus and share accommodation options. The 2008 bid projected an expected 40,302 dwellings will be needed, with 33,157 pre-existing options. The Seville 2036 bid expects that this will grow to 60,453 dwellings available to cover the anticipated tourist demand that the city will receive in the lead up and after the completion of the Olympics.

Accommodation type:	Existing	Planned	Total	2036 figure
5-star	818	1003	1821	2732
4-star	12401	2503	14904	22356
3-star	7755	574	8329	12494
2-star	3092	451	3543	5315
1-star	1514	641	2155	3233
University campus	3771	1608	5379	8069
Others	3806	365	4171	6257
Total dwellings	33157	7145	40302	60453

(Asociación Sevilla 2008, 2000)

Additionally, there will need to be accommodation for a wide range of additional stakeholder groups. These groups include (but are not limited to) the International Olympic Committee (IOC), International Sporting Federations (IF), Organizing Committees for the Olympic Games (OCOG), National Olympic Committees (NOC), Host and Future Organizing Committees for the Olympic Games, and Marketing Partners.

The Seville Port has an additional capacity for 50-60 cruise ships and ocean liners, which can provide further accommodation facilities in the event of excess demand.

E.7 ACCREDITATION

Accreditation is an essential aspect of the Olympics and provides an extra layer of security to ensure people who aren't supposed to be in a particular area aren't let in those areas. All athletes, officials, media, staff, volunteers and spectators will be required to apply for photo

identification accreditation to allow access to the relevant areas. Spectator accreditation will also be used in case of lost or forgotten event tickets, with all tickets to be registered to spectators in a database, with ticket transfers to be approved by the event ticket organizers. Accreditation will be issued in conjunction with the Spanish Government upon issuing of Visas.

E.8 ARRIVALS/DEPARTURES/TRANSPORT

Seville Airport is located a mere 11 kilometers and 15 minute drive from the city Centre. The airport hosts domestic and international terminals, and caters for 6,000,000 passengers per year (Seville Airport, 2019) in 2019 with 42 flight connections from European cities and Northern Africa to Seville creating ease of travel. By 2036, Seville 2036 anticipates this to increase to 9,000,000 to accommodate for the increase in city tourism that will be created by the Olympics, prior to, during, and after the event.

During the event, it is to be expected that the majority of travelers to Seville will fly into the city via the major air transportation hubs of Madrid and Barcelona. Extra flights will be put on in the lead up to, during, and after event completion to ensure safe travel for all visitors to Seville.

Additionally, there are high speed trains which connects Seville to Madrid, Cordoba and Malaga. In 2019, over 8,000,000 passengers use Seville Train Station per year, which the Seville 2036 committee expects to expand to over 12,000,000 passengers. A further 1,000,000 passengers arrived in Seville via Seville's sea port in 2018 (Cruise Industry News, 2019), which is expected to grow to 1,500,000 by 2036.

Upon entering Seville, guests will be greeted with by dedicated Olympic event information staff who will answer any and all questions visitors may have, in a variety of languages. In addition, multi-lingual signage will be in place across the city, including all major transportation hubs around the country. These signs are put in place to also help direct travelers, as per Olympic guidelines (International Olympic Committee, 2016).

E.9 FOOD AND BEVERAGE

Food and beverage options will be sourced by a combination of sponsors and local options that will showcase the heritage and cuisine of Spain. In accordance with the following Olympic guidelines (International Olympic Committee, 2016), there will need to be “24/7 free-of-charge services in the athletes’ dining hall in the Olympic and Paralympic Villages, respecting athletes’ and team officials’ dietary needs, and cultural and religious sensibilities. The services should be provided for the whole period that the Olympic and Paralympic Villages are open”. There will also be “24/7 user-pay services in the International Broadcast Centre (IBC) and the Main Press Centre (MPC) for the media, respecting cultural and religious sensibilities.” (International Olympic Committee, 2016)

All food and beverage options for the general will need to allow for dietary requirements, including religious and cultural. All food and beverage and hospitality employees will need to follow the national hospitality safety guidelines.

Food and beverage spaces must comply with the marketing rights by “Consult with the IOC to ensure that the provision of food and beverage services is fully compliant with the rights of the IOC Marketing Partners.” Food and beverage spaces must also “submit a food and beverage plan to the IOC for review, with details related to proposed branding and equipment for the food and beverage facilities at different Key Olympic Venues as well as the delivery of rights to Olympic Marketing Partners” (International Olympic Committee, 2016)

E.10 LANGUAGE SERVICES

Interpreter services will be provided to allow for effective communication between all stakeholders. This will be largely used to communicate information between athletes and coaches and event officials. Olympic interpreter staff will need to be trained in, or be able to speak, a minimum of 3 languages.

Translation technology services will also be provided to officials and athletes to ensure direct and immediate translations. This will include translations in both verbal and written formats.

As per Olympic regulations, “Language services for the Olympic Games include simultaneous and consecutive interpretation (the spoken word) and translation (the written word) by professionals, as well as conversation facilitation by highly-skilled and well-trained language volunteers. Volunteers can ensure communication in a range of languages, including those not officially covered by the professionals, and assist in various situations in a cost-effective manner” (International Olympic Committee, 2016)

E.11 MEDICAL SERVICES

Olympic regulations (International Olympic Committee, 2016) state that there must be “a well-defined scope of medical and health services for all stakeholder groups, including disaster planning and emergency medical response plans for all venues; A high-quality Olympic Village Polyclinic and other services to help ensure that athletes can deliver their optimum performance; and an effective doping control program.”

There must also be close coordination and collaboration within the OCOG and with a variety of delivery partners, including the public health authorities, hospital administrators, emergency medical response providers and other health care professionals in the Host City and Country, are also essential for the successful delivery of this area.” (International Olympic Committee, 2016)

The Olympic Village Polyclinic will provide 24-hour access for athletes and officials in need of any sort of medical attention. The Polyclinic will also be the base for all official Olympic drug testing procedures and protocols, including a WADA-accredited laboratory and resources for the IOC Medical and Scientific Commission.

E.12 TECHNOLOGY

All technology infrastructures will be put in place and fully operational by 2034, to ensure the most up to date technologies are operational and problem free to cater for the anticipated numbers of people. This meets the Olympic regulation (International Olympic Committee, 2016) of “Ensure that the telecommunications solutions to be deployed are defined and approved no later than two years before the Olympic Games.”

Telecommunications and information technology infrastructures will be the best possible available and rolled out to all stakeholders.

The technology to be used for media and broadcasting will be provided by the host broadcasters. This technology will allow for the simultaneous production and broadcast across all possible broadcast services, including television, radio, and internet streaming.

Sport specific technologies will be implemented, installed, and fully operational prior to the commencement of the event. This will ensure that any possible glitches will be eliminated before the event starts. The International Federation for each Olympic Sport will provide a list of all sport specific technologies needed no later than 6 months prior to the commencement of the Olympics.

Accreditation technology will include facial recognition software. The facial recognition software database will allow for all athletes, officials, staff, referee and judges, and spectators access to the Olympic precinct. The accreditation technology for spectators will also be used as part of the ticketing system.

F. COMMERCIAL AND ENGAGEMENT

F.1 BRAND IDENTITY

The Seville 2036 committee hopes to create a brand that brings the Olympics to a city full of life and possibilities. The city, history, joy, human warmth, music, the passion and culture of its people will make the Games a moving, enduring encounter above and beyond the sporting feats performed.

Seville has a rich history that reverberates all around, bursting with antique charm that disarms and seduces you. Since our 2001 publishing of the bid for the 2008 Olympics, Seville has transformed itself. Once a traffic-congested metropolis resting on its historical laurels, has bloomed into a beautiful free-flowing city of bicycles and trams. Since implementing the transport system in 2011 there are high speed trains which connects Seville to Madrid, Cordoba and Malaga Seville. Meaning that the city has become as much about the here and now as it's glorious past. Along with years of history that have forged a conviviality of cultures, Seville is also home many state-of-the-art, high quality sporting facilities that demonstrate Seville's significance in the realm of international sporting events. The committee hopes to bring the resplendent architecture and festivities of the city and combine them with the rich sporting culture to create a unique, unified and comprehensive Olympic experience.

F.2 LOGO AND MOTTO

We have chosen to use a bull's head as our logo as bulls have been a part of Spanish culture for many years and their integration into the national traditions is still very important. A bull represents valor and magnanimity, we hope that these values will be displayed throughout the Games, with athletes competing with courage, determination and fearlessness. When people see a bull the immediately think of Spain and its culture and for these reasons this logo seems admirably fitting for Seville's Olympic Games.



Our Motto for the 2036 Seville Olympics is: Celebration, colors and life (celebracion, colores y vida). These three aspects epitomize Seville's culture and promote a warm, welcoming and inclusive environment for the Games.

F.3 MARKETING STRATEGY (COMMERCIAL AND COMMUNICATIONS)

The development of a market strategy is central to the strategic sport marketing planning process. (Schwartz et al, 2016) Marketing and promotional activities have an integral role in attracting target markets for major sports events and destination tourism (Shilbury et al., 2014). The Seville Olympic committee intends on creating a market strategy that seeks towards a vision - bringing the Olympics to a city full of life and possibilities.

Key Marketing objectives

- To Attract a large international audience and boost tourism in Seville
- To ensure that the Olympic Games can be experienced by the maximum number of people throughout the world.
- Attract a large youth audience
- Sell 80% of all available Tickets

To achieve all the above marketing objectives, it is critical that our promotional campaigns are implemented in the forthcoming years leading up to the games. The bases of all the above objectives will be formed through our ticketing strategy.

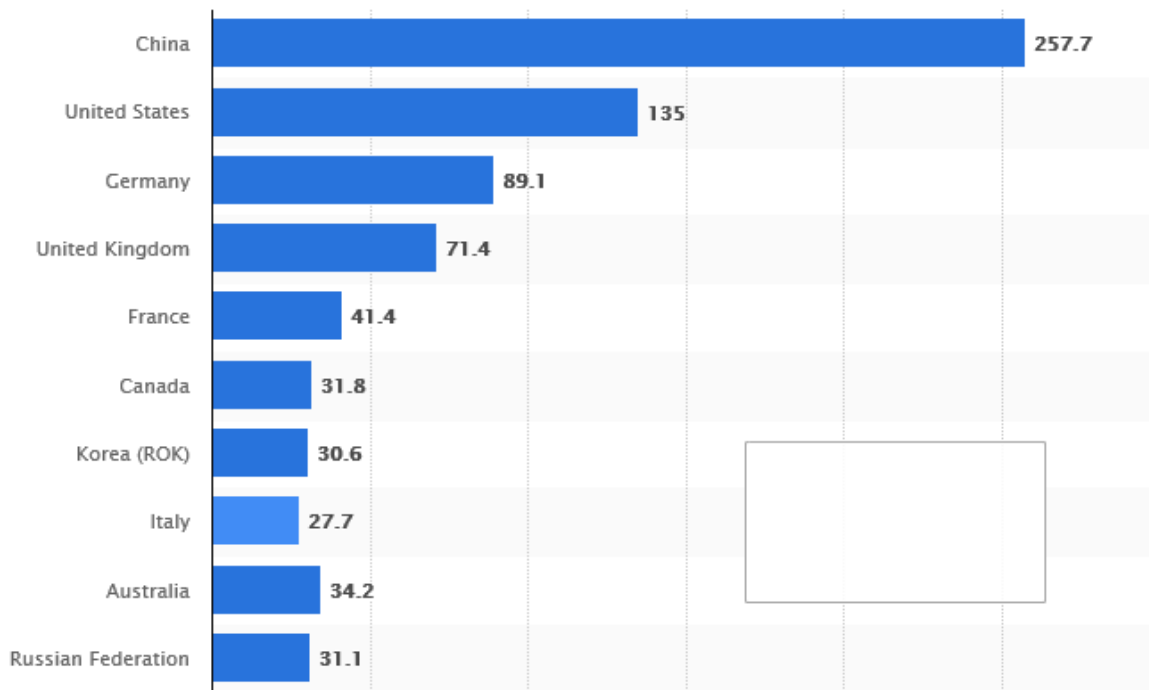
Ticketing strategy

Ticketing is typically the first touch point that most spectators have with the Organizing Committees for the Olympic Games, and it provides their first impression of the upcoming Games. The Ticketing area delivers critical services to ensure an effective, services-oriented ticketing program that engages with spectators throughout their Games journey. (IOC Operational Requirements, 2016). Seville is home to some of the world's top ticketing innovators who are consistently seeking to reinvent the entire game day experience from first purchase to post-games celebration. Through the expertise of these industry leaders, Seville

2036 will set new standards in ticket buying, distribution and utilization, enhancing innovations already being imagined such as real-time in-venue upgrades, connection to personalized transport, and inclusion in the digital wallet.

Digital media is an integral communication tool that can reach an enormous scope. 'New Media refers to a 21st Century catchall term used to define all that is related to the internet and the interplay between technology, images and sound.' (New Media Institute, 2018.) Without question, mobile technology is laying the foundation for media and fans to report on the experience.

In recent years Social Media influences have been found to exert a positive impact on consumers' purchase intention. (Lim et al, 2017) Therefore, to kick-start our ticketing campaign we intend on creating a digital media platform through working with some of the world's top athletes that will infiltrate the international market. An official Seville 2036 Olympics website will be created, this will be our ticket distribution channel with all ticket packages and relevant information such as site maps, venue info, event info, schedules etc. to be included. To create this network will leverage top minds from thought leaders in mobile, search, social media, and digital content distribution to advance connectivity in Seville so that all experiencing the Games can seamlessly share unique content worldwide as it happens, from anywhere, at any time. The ticketing advertising will begin four years prior to the commencement of the Olympics, with the promotional campaign featuring a selection of the world's greatest athletes indulging in Seville's resplendent culture. It is the marketer's prerogative and discretion to select a social media influencer who can attract targeted audience and captivate them with an impressive advertising message. (Lim et al, 2017) For this reason we will select a range of the best athletes' countries that generate the largest tourism expenditure.



International tourism expenditure in billion U.S. dollars

Above is a table of the countries by rank of international tourism expenditure in 2017. These countries will be key segment of our ticketing strategy to target. Along with an official Olympic website, the committee also intends on building a strong social media platform to promote ticket sales. Advertising through social media can play an integral role in the success and growth of a brand in the modern age, with the number of social media users worldwide in 2019 being 3.48 billion and data that 64% of audiences will be more likely to trust a brand if they interact with consumers in a positive way on social media. (Chaffey, 2019). For this reason, an official Facebook, Instagram, Twitter and Snapchat accounts will be created. This will be the core of Seville 2036 advertising campaign. These platforms are where we will launch our ticketing campaign. As aforementioned, we will reach out to top athletes from countries such as China, USA, United Kingdom, Australia etc. who have strong social media presences to promote our vision of 'bringing the Olympics to a city full of life and possibilities. This will involve a series promotional videos and images of these athletes indulging in local cuisine, music, antique charm, festivities - including the famous local dance the flamenco, the passion and culture of its people and the rich history of Seville. The athletes will be encouraging their respective

audience to “Join us in Seville for the 2036 Olympics to experience a city full of life and possibilities.” Along, with being posted on website and the official Seville social media platform, the athletes themselves will post the promotion videos/images to increase the reach and international scope of the initiative.

This marketing strategy reaches an international scope that can attract a large international audience and boost tourism in Seville by promoting all that the city has to offer.

Licensing and sponsorship.

Licensing for any rights of sponsorship, broadcasting, advertising signage, branding and commercial display is also critical for commercial aspect of the Games. There will be different sponsorship categories corresponding to the contributions. The sponsor companies’ rights to the Games image will be only for the Spanish market, though they can be extended to other countries, in agreement with the IOC and paying the value of the extension. (Seville Olympic Bid, 2008). In addition, we will seek many of the world’s top media companies. As part of our innovation Network, these visionary firms will help reimagine the presentation and the promotion of our Games.

G. GOVERNANCE

G.1 CREATING A SUSTAINABLE LEGACY

“Creating sustainable legacies is a fundamental commitment of the Olympic Movement. Every city that hosts the Olympic Games becomes a temporary steward of the Olympic Movement. It is a great responsibility. It is also a great opportunity.” (IOC, 2012) The Seville 2036 Olympic committee believes that Seville is positioned perfectly to create a legacy that will leave an immensely positive impact on its city, with goals in place to protect the environment, strengthen the economy, and build equity in the community. Olympic legacies generally fall into five categories – sporting, social, environmental, urban and economic – and can be in tangible or intangible form. (Schwarz et al, 2018). As a committee we feel as though our proposal will have a beneficial impact in all these areas.

G.2 SPORTING

The 2036 Seville Games will promote the acceleration of the refurbishment of existing venues, as well as aid the development of new sports venues for both elite and grassroots sport. This will promote and renew the city’s interest in sport, particularly by young people, students and target groups, specifically engaged during the bidding process as part of the campaign. This investment in renovating venues and sports development will not only ensure that Seville maintains its known capacity and reputation as a major international sporting events host, but will serve the athletes of the future, by providing training facilities of the highest quality, providing increased access to sport programming throughout the city in the years leading up to and post the 2036 games.

G.3 ECONOMIC

The current unemployment rate for Seville is 7.50% 2019. (Staista, 2019). Bringing the games to Seville will not only bring a new wave of tourists, it will also create more jobs and employment

for the local community. The Olympics boom created 100,000 jobs in 2012 for London (Prynn, 2012) and the Committee believes the Games would do have a similar effect on Seville, not only during the games, but also after the completion of the Olympics. The introduction of the three new metro lines, the refurbishment and creation of new sporting areas and the opening of more parks and green spaces will all provide feasible economic growth post Olympics. The large influx of international tourist throughout the games will also significant boost Seville's economy, with international exposure really helping Seville to put them on the global map as a destination tourist location.

G.4 ENVIRONMENTAL

The proposed project intends to be heavily focused on an environmental sustainability viewpoint, accentuating the elegant nature of the city of Seville. As well as the highlighting the positive effects of brining the Olympic Games to the city, according to the interests and priorities of the Seville. As was the case in the 2008 bid, Seville will provide an Olympic Village that occupies 52.5 hectares by the river in the City Centre, which will mean moving the fuel deposits that were along the river out of the Port of Seville into a non-urban environment. (Seville Olympic bid, 2008) In conjunction with this we intend on opening a range of new parks and green spaces in the zones around the Villages. Additionally, due to the range of world class sporting arenas that already exist in Seville, we will require minimum building of new infrastructures, all in areas with low environmental impact. Promoting travel by Metro is of high priority. The metro currently has only one line operating since being implemented in 2008 (Watson, 2017), however, we have plans in place to extend this to four lines pursuing greater fuel and energy saving. Finally, along with the many great bicycle paths that Seville has in place, which allow bikes to access streets where motor vehicles prohibited. The conversion of city streets into pedestrian precincts is also to be implemented, again promoting ecological public transport and discouraging of the use of private vehicles with car parks on the periphery. After the games, this will be creating a sustainable future for Seville, creating viable ecological transportation options for locals as well as more green spaces and parks around the city. It will

also be extremely beneficial for the annual Seville Fair occurring each spring known as Feria de Abril de Seville, which attracts over 5 million attendees in total over the week.

G.5 SOCIAL

The culture of Seville celebrates the diversity of its many residents and communities. The citizens of modern-day Seville are overwhelmingly (96%) ethnic Spaniards whose mixed ancestry dates back to the Moors of the Middle Ages, the Romans, and pre-Roman Iberian peoples. Only about 3.5% of the population is foreign. (Spanish studies, 2015) The Games are a unique opportunity to develop programs that reinforce unity across the City and have an opportunity to be a catalyst for connecting the City of Seville's locals with the colossal amount of international tourist that will be visiting.

Additionally, the community green spaces implemented in zones around the villages will be used after the Games to provide greater access to facilities for the development of youth sports programming, creating a more active, healthy-minded Seville for generations to come, and providing venues for aspiring Olympians. This legacy will contribute to air quality and offer open spaces for people to gather, play and refresh. The spaces can celebrate the unique cultures and traditions of the surrounding neighborhood, celebrating the diversity that makes Seville such a great city.

G.6 FINANCE

The Seville 2036 project enjoys the support of all public administration: local, provincial, regional and state. The financing of the sports venues and infrastructure is fully guaranteed by the budget of the Public Administration including services, human resources and sports venues (private and public) at no cost to OCOG. The public opinion: The Applicant City states that an opinion poll conducted in May 2000 shows 76.2% of Seville citizens to be familiar with the project and 93.3% of these to be in favor. (Seville 2008 Olympic Bid)

The "Seville 2036 bid" resources will be provided by the members of the following associations

- Provincial Government.

- Seville City Council.
- Spanish Government.
- Government of Andalucía.
- Associates and associate companies.

(Seville 2008 Olympic Bid)

The Spanish Olympic Committee is the main associate of Seville 2036, but it is exempt from any economic contribution.

G.7 LEGAL

There are no legal obstacles to holding the Olympic Games in Spain, this was evident when the Games were held in Barcelona in 1992. The Spanish legislation shows the upmost respect for the spirit of the Olympic Charter and the International Olympic Committee Code of Ethics in every realm and especially those concerned with preserving the dignity, integrity and access of the participators and the Olympic Family. (Seville Olympic Bid, 2008). It ensures the observance of the marketing, health, security, promotion and commercialization regulations which govern the Olympic Movement. The committee will also introduce some new laws to enhance the protection of the Olympic brand, which will foresee the instruments to rapidly and effectively solve any potential breach. As well as a laws to ensure an intangible legacy is upheld by implementing distinct guidelines for environmental sustainability, as well as an economic and financial framework for venue refurbishment and construction.

G.8 OPERATIONAL READINESS

In recent times Seville has held many major sporting events such as the FIBA Basketball World Cup, World Men's Handball Championship, World Rowing Championships and World Championships in Athletics to name a few. These have all been successfully managed, with operations with each event being able to deal with the magnitude of the crowd capacity to create fantastic events. This experience gives us great confidence leading into the Olympics. To

ensure that all operations run smoothly we will also, run several simulations and rehearsals for events such as the opening ceremony. This will be a great learning process for our operations team and will continue until the ceremony is guaranteed to be the best it can be.

FINAL STATEMENT

Thus, keeping all of the information in mind, we, the city of Seville, are as ready we ever will be. Our shortcomings of the past are no more. We have never been more prepared for it and as the old Spanish saying goes, “*suelten los toros*”, or let the bulls loose.

¡Olé!

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