MSC THESIS IN MARKETING 2017

International sports events in a local political context

A study on local political decision-making regarding arrangements of international sports events in Sweden

Abstract

The Swedish government wants to arrange more international sports events to strengthen Sweden's position as an attractive destination among the global audience. To arrange such an event in a Swedish municipality, in most cases the local politicians need to accept the arrangement in the municipal council. The purpose of this study is to empirically examine factors that can influence a local politician in the decision-making regarding arrangements of international sports event in the municipality.

Two studies were conducted, one qualitative and one quantitative. The qualitative study aimed to identify stakeholder groups in the matter and determine their salience from the perspective of a local politician. The results revealed eight stakeholder groups where the destination companies and local sports associations possessed the highest degree of salience. Furthermore, the qualitative study aimed to provide an understanding of the context of arranging an international sports event and the dynamics preceding the decision. This understanding was used as basis for the quantitative study, which aimed to explore factors influencing acceptance of decision, resource allocation, confidence in choice and perceived risk regarding the arrangement.

The quantitative study tested factors that previously have been proven to influence decision-making in general: familiarity (experience and knowledge), affect (liking) and factors for evaluating effects (social, economic, environmental, image and tourism). Moreover, additional factors in terms of characteristics of the municipality and politician were explored. The findings reveal that politicians with greater knowledge of arranging sports event and/or have greater liking for sports are more inclined to accept the decision. Further, politicians with greater knowledge, liking or experience feel more confident in their decision. The perceived importance of the event's effect on image influences the acceptance of decision.

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Presentation 2017-05-31

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Political decision-making, international sports events, placemarketing, stakeholders, municipal image. We would like to thank you...

Patric Andersson For support, engagement and supervision.

> Gustav Almqvist For support and feedback.

Håkan Lyckeborg For statistical guidance.

Leif Johansson For support and feedback.

All participants in interviews and the survey *As you took the time to answer our questions.*

Family and friends Without your support this work would never have been possible.

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Glossary & definitions

Acceptance of decision: Defined as if the local politician accepts an arrangement of an international sports event in the municipality.

Confidence in decision: Confidence in decision is defined as the self-rated confidence the politician perceive regarding the decision (Leitman et al., 2007).

Image: Defined in line with Andersson et al (2009) as the view of a municipality's brand.

International sport events: Defined in this study in line with the Swedish Sports Confederation definition: an event of World Cup, European championships and World Cup character. (RF a, 2017)

Local politicians: In this study defined as politicians who are elected representatives in the municipal council in Swedish municipalities.

LOK-funding: Refers to State Local Activity Funding: a funding that can be applied for by local sports associations. The requirements are to be affiliated with a national sports association that belongs to the Swedish Sports Confederation and that the activities are conducted for individuals between 7-25 years.

Perceived risk: The local politician's perceived risk regarding an arrangement of an international sports event in the municipality.

Resource allocation: Referred to as the amount of monetary resources the local politician would like to allocate for hosting an international sports event.

Salience: Salience is defined in accordance with Mitchell et al (1997) as "the degree to which managers give priority to competing stakeholder claims"

SKL: SKL (*in Swedish: Sveriges kommuner och landsting*) is a member organization for all municipalities, county councils and regions in Sweden (SKL b 2017)

Stakeholders: Defined in line with Freeman (1984) as "any group or individual who can affect or is affected by the achievement of the organization's objectives".

Tourism: Referred to as, the business or industry providing information, accommodations, transportation, and other services to tourists (Dictionary 2017).

Triple bottom line (TBL): A method developed by Elkington (2004), for measuring event performance in terms of sustainability. Measured based on three factors: Social, economic and environmental impact.

Swedish Sports Confederation (RF): The Swedish Sports Confederation (*In Swedish: Riksidrottsförbundet*) is the sports federal organization with the task of supporting, representing and leading the movement in sports related issues, both nationally and internationally (RF 2014).

1. Introduction

1.1 Overview

The Swedish government wants to strengthen Sweden's position as an attractive destination among the global audience. As for tourist attraction, the country can be considered to have the proper prerequisites to flourish. World Economic Forum ranks Sweden as number 20 of 136 countries in their Travel and Tourism Competitiveness index report 2017. Further, the country ends up on 4th place in FutureBrand's Country Brand index in 2015 (FutureBrand, 2017). The appropriate strategy to improve the Swedish image has been recognized as an enhanced place marketing effort. The effort should be a mutual commitment from both the private and public sector and include a variety of activities. Examples of these activities are summits, concerts and last but not least sports events.

Sports attract people across ages and nationalities. It creates engagement, joy and unity. Thus, several initiatives are being carried out to host more *international sports events*¹ in Sweden. The aim is to increase visits and improve the reputation of the country around the world. To facilitate this mission, the Swedish government wants to support the national sports associations' quest to apply for and host these events. However, they don't have the power to decide in the matter. For an event to be hosted in a Swedish municipality, the local politicians generally need to accept the arrangement in the municipal council. Despite the significant role *local politicians*² play in the question, it has been paid limited attention to what influences their decision-making. Do they listen to the opinion of other *stakeholders*³? How do they evaluate sports events? Do their previous experience or passion for sports impact their decision? It is about time to discover the influencing factors on local political decision-making.

1.2 Background

In this moment, there is a concentrated effort to strengthen Sweden's position as an attractive destination. *Svensk Turism*, the official organization of Swedish Tourism, has set up a national strategy for 2020. It is centred on three areas: offensive place marketing, destination development and a united tourism industry. The aim is to attract more visitors from abroad and increase visits from Swedish citizens to domestic destinations (Svensk Turism, 2017). One action to reach the objective is a collaboration with the sports industry, which is led by the *Swedish Sports Confederation*⁴ (*RF*). Together they should try to increase the number of international sports events hosted in Sweden and thereby

¹⁻⁴See glossary/definitions.

improve the country's competitive position. Numerous studies describe that sports events can act as marketing means for attracting visitors to a destination. (e.g. Andersson et al, 2009; Solberg & Preuss, 2007; Hall, 2001). Although, worth noting is that events per se seldom are profitable. Thus, in many cases this mentioned tourist attraction is of such importance that a negative bottom line doesn't matter (SOU 2007:32)

Each year nearly 50 international sports events are arranged in Sweden (RF a 2017). In the recent years, some examples include the World Championships in cross-country skiing (2015) and the European Championships in figure skating (2015) (RF b 2017). The requirements for hosting an international sports event differ depending on the sport in question. This also yields a variation in the degree of competition and how extensive the application process is. The bidding for an event can be initiated from 6-7 years before the event will take place e.g. The Olympic Games. Yet for less extensive events the bidding is often significantly closer in time. In a typical application process, a national sports association apply to the international sports association for arranging a certain event in a certain year (SOU 2007:32). The application could concern to arrange an event somewhere in Sweden or have a municipality/region specified. In most cases, to host an event in a municipality it needs to be approved in the municipal council. It might vary at what point the municipal council gets involved in the application process. Either the national sports associations take contact with the municipality before applying or they take contact after a bidding has been won (SOU 2007:32).

The Swedish sports associations have a global reputation of arranging high-quality and well-organized sports events. One reason is the close cooperation with the private sector. Additionally, the Swedish population generally like sports, which shows in passionate engagement and crowded audiences (SOU 2007:32). Taken together, hosting more sports event in the country doesn't seem like too much of a challenge. Still, it might be more complicated than is appears. One contemporary example is the initial rejection to arrange the Olympic Games in 2026. The Swedish Olympic Committee had prepared an application for hosting the Olympic Games in Stockholm, Falun and Åre. However, the Stockholm politicians weren't convinced and voted no to an arrangement. It has been proved that arranging an event of this magnitude is a great undertaking and implies challenges. One example is when a municipality has invested vast tax amounts in new stadiums required for the event. When the event is over, the stadiums are often left unutilized e.g. the Olympic Games in Russia 2014 which makes the investment doubtful (Alm, 2012).

Nevertheless, as previously mentioned sports events generate positive effects for a nation. The government has decided that hosting more international sports events is a proper way to attract visitors from around the world. The Swedish Sports Confederation has undertaken the mission. However,

neither RF nor the authors have found studies on the issue⁵. Thus, important knowledge is missing on what influences political decision-making regarding these arrangements – which to this thesis aims to contribute.

1.3 Purpose of study

The main purpose of this study is to empirically examine factors that can influence a local politician in the decision-making in the city council regarding arrangements of international sports event in the municipality. It seems likely that politicians are affected by people in their surroundings. Furthermore, there might be certain effects of an event that are more important to approve the arrangement. Lastly, as humans experience limits in processing information, politicians may not be making fully rational decisions. Thus, this empirical examination aims to generate descriptive knowledge that could be used to interpret and potentially influence a local politician's decision-making.

The overall objective is carried out in two parts. Firstly, the study aims to identify stakeholder groups in the matter of arranging international sports events and determine their *salience*⁶ from the perspective a local politician. The analysis also aims to provide an understanding of the context of arranging an international sports event and the dynamics preceding the decision, which will be used as basis for the following empirical examination. Secondly, the study aims to explore the impact of various factors which in previous research has been suggested to influence decision-making. This is motivated, as it will expand the knowledge within the field by applying existing knowledge into an unexplored context. The study also aims to explore potential other factors influencing the decision.

Thus, by using multiple methods the following research questions will be examined:

- Which stakeholder groups can be identified in the matter of arranging an international sports event and what is their degree of salience from the perspective of a local politician?
- What factors influence a local politician's acceptance of decision, resource allocation, perceived risk and confidence in decision regarding arrangements of international sports events in the municipality?

⁵ The authors have made thorough research in databases and academic articles with no results found on the topics.

⁶ See glossary/definitions

1.4 Expected contribution to research

Research on local political decision-making regarding arrangements of international sports events in Swedish municipalities has not yet been performed. Additionally, after thorough research in databases and academic articles, the question has neither been explored in other countries. What mainly have been explored within the research field of local political decision-making, are the obligatory tasks involved in local politics, e.g. migration, taxes and related policy questions. However, there is a gap when it comes to the optional matters, like accepting arrangements of events. This study expects to contribute to the field of local political decision-making and specially to highlight the influencing factors in the decision-making regarding the optional tasks.

1.4.1 Expected contribution to marketing & strategy

Municipalities are not only responsible for providing service to their residents; they have also become brands with the aim to attract people to the destination (Bergmann-Winberg 2014). The Swedish government has defined events as a valuable element for municipalities from the perspective of place marketing and branding. This thesis is expected to provide an enhanced understanding of the strategies that can be used to facilitate arrangements of international sports events, which in turn affects municipalities' brands. Furthermore, it is expected to generate knowledge on opportunities and challenges that might can be applied in other place marketing activities where local politicians are involved.

1.5 Delimitations

This paper is limited to examine local politicians in Swedish municipalities. As the study is geographically restricted to Sweden, the results might not necessarily be applicable in a global context. Furthermore, the case stimulus is limited to international orienteering sports events, which makes the result mainly valid for that kind of setting. The sample has an acceptable degree of dispersion of the municipal distribution although some deviation from the actual characteristics of Swedish municipalities is assumed (see chapter 4.2.3). In terms of study variables, what counts as the affect heuristic, the familiarity heuristic and factors for evaluating the effects of an event are defined in chapter 4.1 Furthermore, the paper is limited to test the variables: *acceptance of decision*⁷, *resource allocation*⁸, *perceived risk*⁹ and *confidence in decision*¹⁰. Lastly, this paper provides a static view of reality.

⁷⁻¹⁰ See glossary/definitions.

1.6 Research outline

To answer the research questions, two studies were conducted: a qualitative study (Study 1) and a quantitative study (Study 2).¹¹

Study 1 covered seven interviews with actors who have been involved in a decision-making process regarding an arrangement of an international sports event. To analyse the data, the management theory: *"The theory of stakeholder identification and salience"* by Mitchell et al. (1997) was used. The outline of Study 1 was selected based on its main purpose to identify stakeholders in the matter of arranging an international sports event and determine their degree of salience from the perspective of a local politician. Additionally, the study had an explorative purpose to provide an understanding of the context of arranging an international sport event the dynamics preceding the decision. This formed the basis for the design of Study 2 (see Figure 1).

Study 2 aimed to further explore the factors influencing a local politician's decision-making. It covered two main fields. Firstly, decision-making research has shown that cognitive and emotional heuristics impact the human ability to make judgements and decisions. With regards to the context of this study the heuristics of familiarity, translated into experience and knowledge, respectively affect, translated into liking, were selected to explore. Moreover, information on the effects of possible alternatives is essential in decision-making. In this study, that involves information on factors for evaluating the effects of an event.

The dependent variables chosen were acceptance of decision, resource allocation, perceived risk and confidence in decision. Acceptance of decision and resource allocation were selected, as they are the central activities in local political decision-making. Confidence in decision and perceived risk were chosen, as they always are part of decision-making (See chapter 2). Additionally, confidence in choice aimed to capture the nuances in the decision outcome while perceived risk of the arrangement aimed to indicate the perceived magnitude and importance of the matter.

¹¹ It was decided that a qualitative analysis (Study 1) should form the basis for the quantitative study due to the risk of not capturing the full dimension if exclusively pursuing a quantitative study (Study 2). See Figure 1.



Figure 1. Research outline.

2. Theoretical framework

The theoretical framework aims to outline the fields of decision-making research that are relevant to position this thesis.

2.1 Decision-making research

2.1.1 Introduction to decision-making

"Decision-making is defined as the study of identifying and choosing alternatives based on the values and preferences of the decision-maker. Making a decision implies that there are alternative choices to be considered, and in such a case we want not only to identify as many of these alternatives as possible but to choose the one that (1) has the highest probability of success or effectiveness and (2) best fits with our goals, desires, lifestyle, values, and so on" (Harris, 2012). Furthermore, decision-making is a process of reducing uncertainty about alternatives to allow a reasonable choice to be made (Harris, 2012). This implies that uncertainty and risk are always present when making a decision, otherwise there is simply a method of how to reach a certain outcome. To reduce uncertainty, information is a crucial element. Information is defined as "the knowledge about the decision, the effects of its alternatives, the probability of each alternative and so forth" (Harris, 2012). Nevertheless, the importance of information, it should be noted that the quality is often more advantageous than quantity. Too much information is proposed to cause problems in the decision-making process e.g. delaying in the decision, weakening the ability to interpret and assess the information and mental fatigue (Harris, 2012).

2.1.2 Descriptive decision research – Bounded rationality

"Decision theory is the study of principles and algorithms use for making decisions. This is achieved by identifying values, uncertainties and other things that might influence the decision" (Temitayo & Omotunde, 2012). There are mainly two areas within the research field, normative and descriptive. While normative theory explains how decisions should be made, the descriptive reveals what people do in decision-making (Dillon, 1998), which is in focus for this study.

One of the early researchers within the field was Simon (1955). He introduced the idea of bounded rationality. Bounded rationality became a revolutionary subject in decision research (Lerner et al, 2015) and has persisted as a central theme in descriptive decision theory (e.g. Bazerman & Moore, 2013). According to Simon (1955) a rational decision maker has a "well-organised and stable system of preferences and a skill in computation that enables him to calculate, for the alternative courses of action that are available to him, which of these will permit him to reach the highest attainable point on his preference scale". However, he claims that humans have physiological and psychological limitations, such as "the maximum speed at which an organism can move establishes a boundary on the set of its available behaviour alternatives" (Simon, 1955). Thus, humans try to make rational decisions but our cognitive limitations prevent us from being fully rational.

2.1.3 Cognitive heuristics in decision-making

The concept of bounded rationality (Simon, 1955) describe that judgement deviates from rationality but leaves out how judgement is biased (Bazerman, 2017). Tversky and Kahneman (1974) identified "the systematic, directional biases that affect human judgement. These biases are created by the tendency to short-circuit a rational decision process by relaying on a number of simple strategies, or rules of thumb, known as heuristics" (Bazerman, 2017). Thus, in uncertain situations heuristics help us cope with the complex decision environment and make a decision. The most prominent heuristics are the availability heuristic, the representativeness heuristic and the anchoring and adjustment heuristic (Fiedler & Sydow, 2015). An illustration of these heuristics would be overestimating risks that are easily available in memory (Fiedler & Sydow, 2015), to evaluate the probability of an uncertain event, or a sample, by the degree to which it: (i) is similar in essential properties to its parent population; and (ii) reflects the salient features of the process by which it is generated" (Kahneman & Twersky, 1972) and when

estimating by starting from an initial value and then adjust it to lead up to the final answer. Twersky and Kahneman (1974) propose that heuristics are "highly economical and usually effective, but they lead to systematic and predictable errors".

2.1.4 Emotional heuristics in decision-making

Since Twersky and Kahnman's work on heuristics and biases in the 1970s, additional research has been conducted within the field. The largest part has been carried out to understand cognitive processes and constraints. However, studies on the impact of emotions on decision-making have now flourished, where Lerner et al (2015) have made a review of the past years of research. They conclude that emotions influence decision-making and can take the form of incidental or integral influences. Incidental emotions are feelings carried over from another situation into the decision-making e.g. anger triggered in one situation automatically elicits a motive to blame individuals in other situations even though the targets of such anger have nothing to do with the source of the anger (Quigley & Tedeschi, 1996). On the other hand, integral emotions are the feelings arising from a decision at hand e.g. feeling anxious about the potential outcome of a decision. The integral emotion leads to that "the utility for each decision outcome is judged by predicting one's emotional response to that outcome" (Lerner et al, 2015). Even in the presence of cognitive information, which suggests opposite effects of an outcome, integral emotions are found to be highly influential (Lowenstein, 1996). It has also been discovered that once the feelings are attached to a decision target they become difficult to detach (Lerner et al, 2015).

2.2 Local political decision-making in Sweden

The research on local political decision-making will be limited to Sweden as there are differences between countries in to what extent the local self-government is employed (Bolin et al, 2015).

2.2.1 Introduction to local political decision-making

Local political decision-making means the decisions made by politicians elected in a certain municipality. Additionally, local political decision-making takes into account the influence from politics on state and regional level as well as citizens and actors from the private sector (Bolin et al, 2015). In Sweden, the municipalities are responsible for a larger share of public financed services than in most other countries and they have the right to levy taxes to finance operations. The possibility of decision-making based on regional and local conditions is known as local self-government and is enshrined in the Swedish constitution (SKL, 2017 c). The local self-government has a long tradition in Sweden and was grounded on the principle of municipal autonomy, which was stated in the local government reform in 1862 (Bolin et al, 2015). Every fourth year, citizens elect local politicians to

represent their interest in the municipal council. The municipal council is the legislative body that governs the municipality and make decisions regarding the municipal organization. It includes decision-making on obligatory tasks e.g. taxes, and policies, as well as optional tasks e.g. construction and events. The majority of local politicians who has a seat in the municipal council are engaged in politics on the side of another employment (Bolin et al, 2015).

2.2.2 Cognitive and emotional heuristics in local political decision-making

In a democracy, it is the citizens who in the end decide the politics that should be pursued. Hence, it can be assumed that local politicians make decisions that maximize utility based on the preferences of the voters (Lakomaa, 2016). In theory, the ideal decision-making process would start by a local politician clearly defining goals and outcome probabilities, followed by a search and evaluation of possible alternatives and ends up by choosing the alternative that would maximize utility. However, in practice this doesn't seem to be the case.

Kingdon (1995) propose that for politicians to follow such a process is unachievable due to limited resources and cognitive ability. These limitations force actors to make decisions before all possibilities have been recognized and the preferences are clear. Furthermore, it becomes challenging to identify and evaluate alternatives and what outcome they would yield (Kingdon, 1995). This opinion is shared with Lakomaa (2016) as he describes that politicians are only human and don't change just because they enter the municipal council. Thus, it is reasonable to assume that the same degree of rationality partaking in general decision-making also holds for political decisions. Further, like in general decision-making, heuristics are believed to be of great significance also in this setting (Lakomaa, 2016). Wallenius (2014) likewise put emphasis on cognitive heuristics as an explanatory construct in political-decision making e.g. judging a situation based on previous experience or overestimating the ability to judge probabilities. This is exemplified through a case regarding construction of a swimming sports facility in Karlstad (2008). The local politicians overestimated the probability of success by applying their previous experience from other construction project (Wallenius, 2014).

Just as in general decision-research, emotions have also been observed to impact local political decisionmaking. Emotions in this setting range within wide spectra, from positive/negative feelings about a certain question to fear of not being liked by other politicians in the municipal council (Wallenius, 2014). One example that highlights a potential emotional impact on political decision-making is a study performed by Lidén & Nyhlén (2015) regarding municipalities' willingness to undertake refugees. Even though four municipalities had the same prerequisites and resources one showed substantially less willing in a voting in the municipal council. This is claimed to be contingent on the local politicians' personal affect in the matter (Bolin et al, 2015).

2.2.3 Stakeholders in local political decision-making

Another aspect that makes it difficult for politicians to make decisions is the many actors who want to influence the decision-making. These actors, referred to as stakeholders, include both organizations and individuals that encounter politicians in formal (parliamentarian) and informal (non-parliamentarian) channels (Bolin et al, 2015). The formal channel for political influence is the election and to vote is the core means of influence for citizens in a municipality. On the other hand, in the time between elections it is highly common that actors attempt to impact the political decision-making in issues they personally care about. This is referred to as the informal channel (Bolin et al, 2015). How these attempts take form and to what extent they succeed varies depending on e.g. the characteristics of the influencer, the politician and the matter in question (Bolin et al, 2015). Example of stakeholders who often have/want to have a say in a local politician's decision-making are other politicians, officials working for the municipal organization, public organizations, local industries, local associations and local citizens with a prominent position within the municipality (Bolin et al, 2015). Gilljam et al (2010) performed a comprehensive quantitative study on Swedish local politicians regarding stakeholders. It was revealed that local citizens have the least actual influence although this was something that the politicians wanted to change.

2.3 Research gap

As outlined, there is a collective opinion on how bounded rationality affects decision-making. This similarly applies to local political decision-making, where several studies points to how politicians do not make fully rational decisions. Information, cognitive heuristics, emotions, stakeholders and potentially also other factors might influence a local politician when making a decision. Meanwhile the Swedish Sports Confederation and Swedish government are trying to conduct a general approach how more international sports events can be arranged in Sweden. However, the performed examinations on local political decision-making do not provide a single explanation. Rather, what is an influencing factor in one situation appears to not be the same in another.

To understand what is of importance in the matter of accepting arrangements of international sports events, there is a need for an empirical study covering that particular question.

Until today, there has not been research conducted on local political decision-making in Swedish municipalities regarding arrangements of international sports events¹². This thesis is based on the viewpoint that arranging international sports events is desirable as it attracts tourists, strengthens the municipal image and gathers people (Anderson et al. 2009). Thus, the absence of research may imply

¹² The authors have made thorough research in databases and academic articles with no results found on the topics.

that methods used in practice today might not be the most appropriate for influencing local political decision-making. Furthermore, there might be unknown factors influencing the decision-making, which could be exploited or prevented, to increase the likelihood of a desired decision outcome.

3. Study 1

3.1 Literature Review

The following literature review will outline stakeholder research in line with the aim to identify stakeholders and determine their salience from the perspective of a local politician.

3.1.1 Background to the Stakeholder concept

The stakeholder concept was initially elaborated on by Freeman (1984) and has since then been a substantial subject in the literature of management. The imposed definition of a stakeholder was "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984). Nowadays the rich attention in the matter has resulted in an array of definitions, some broad while others have a more narrowed view on the concept. Mitchell et al (1997) reviewed the definitions in their study in 1997. They found differences between the views in terms of which type of reality to use as basis for the definition. The narrow perspective is based on the practical reality that managers have limited time and attention to deal with external parties. On the other hand, the broad view is based on the empirical reality in where an organization not only can affect but also be significantly affected by almost anyone. Furthermore, advocates for a narrow classification often emphasize the legitimacy in the stakeholder claim while the power to influence regardless of legitimacy is stressed in scholars attempting to broaden the definition (Mitchell et al, 1997).

3.1.2 The theory of stakeholder identification and salience

The theory of stakeholder identification and salience (Mitchell et al, 1997) exploits the stakeholder attributes of legitimacy, power and urgency in a model of "Qualitative Classes of Stakeholders". The theory proposes that the aggregated number of the three key constructs is positively related to stakeholder salience. Salience in this framework is defined as "the degree to which managers give priority to competing stakeholder claims" (Mitchell et al, 1997). This implies that a manager is having greater concern for the needs and claims of a more highly salient stakeholder within the relevant field of which the decision should be made. Mitchell et al (1997) claim that a stakeholder-manager relationship should be evaluated based on the presence of power, legitimacy and urgency. As the theory is designed to support a dynamic perspective on stakeholder identification and salience, the three

attributes are implied to assess some key features (Mitchell et al, 1997). Stakeholder attributes are variable rather than steady states as well as they are socially constructed meaning that they don't mirror an objective reality. Lastly, an individual holding any of the attributes may not be aware of nor choose to act on them (Mitchell et al, 1997).

Mitchell et al. (1997) have defined power, based on previous work from Weber (1947), Dahl (1957), Etzioni (1964) and Pfeffer (1981), as "a relationship among social actors in which one social actor, A, can get another social actor, B, to do something that B wouldn't otherwise have done". Further, legitimacy is defined in accordance with Suchman (1995) as "a generalized perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs and definitions". Lastly, urgency is "the degree to which stakeholder claims call for immediate attention" (Mitchell et al (1997). It is based on the time sensitivity, in terms of the degree to which managerial delay in attending to the claim or relationship is unacceptable to the stakeholder, or criticality, which refers to the importance of the claim or the relationship to the stakeholder.

The theory of stakeholder identification and salience consider the manager perspective (Mitchell et al, 1997). Built on previous work from Cyert & March (1963), Pfeffer & Salancik (1978) and Hill & Jones (1992), an organization is thought of as "an environmentally dependent coalition of divergent interests, which depends upon gaining the attention of managers at the centre of the nexus to effect reconciliations among stakeholders". Hence the theory suggests that it is the manager's perception of the three attributes related to a certain stakeholder that determine its level of salience. This implies that the manager's previous experiences and personal characteristics are a moderator of the relationship.

3.1.3 The theory of stakeholder identification and salience in a political context

The theory of stakeholder identification and salience has been previously used in a political context in general (O'Higgins & Morgan, 2006), (Bussy & Kelly, 2010) and in a local political context in particular (Gomes & Gomes, 2009), (Gomes et al, 2010), (Siriwardhane & Taylor, 2014).

O'Higgins & Morgan (2006) examined Irish political parties and asked them to nominate their most important stakeholders and to rate them on salience represented by the three attributes. They found that the attributes of power, legitimacy and urgency don't fully explain the level of salience but that some organizations give more attention to stakeholders with whom there is a consensus in ideology. Bussy & Kelly (2010) did a qualitative examination of politicians in Western Australia to explore the meaning of the stakeholder concept in politics. The study revealed that the stakeholder concept is equally controversial in politics as in business. Further, the findings addresses that power seems to be a more prominent attribute than legitimacy in determining salience among politicians.

As for local politics, there has been limited research of stakeholder influence (Gomes & Gomes, 2009), (Siriwardhane & Taylor, 2014). Gomes & Gomes (2009) conducted a qualitative study in small sized Brazil Municipalities, which aimed to describe how decisions are made with respect to stakeholder influence. Through case studies regarding public health services, it was concluded that "the number of stakeholders is less important than the sort of influence they are supposed to exert upon organizations" (Gomes & Gomes, 2009). However, the results show the particular situation of the State of Minas Geraias hence the authors called for further research in terms of a cross-national investigation capturing potential differences between countries.

Further, Gomes et al (2010) made a comparison of how English and Brazilian public sector managers perceive stakeholder influence. Differences were discovered explained to exist due to the different stages public management has reached in the countries (Gomes et al, 2010). A common characteristic found for the countries was the vast amount of influences that managers must deal with. Siriwardhane & Taylor (2014) likewise made a comparison, but of the perception of Mayors and CEOs of local government authorities in Australia regarding infrastructure development and maintenance. It was revealed that legitimacy and urgency affected the perceived salience of most stakeholder groups (Siriwardhane & Taylor, 2014) whereas power did not. This finding is in contrary with the result from the research made by Bussy & Kelly (2010).

3.1.4 Research gap

The above review of the field of stakeholder identification and salience applied in a political context, points to a need for further research. The research in a local political setting is limited and has previously been explored in Brazil, England and Australia, but not in Sweden. Differences in stakeholder identification and salience have been found among the nations, thus acknowledge the need for further research on additional countries to realize the generalizability of the findings. There has also been proposed to verify the findings in another issue for political decision-making to capture nuances of reality. Moreover, the literature review reveals that theory based on data collected in a higher political tier may not hold in a local political setting. Hence, to get a profound understanding of stakeholder salience in local politics it is crucial to conduct research in the actual setting.

In sum, together these circumstances form a gap for research on stakeholder identification and salience in local political decision-making. To conduct research in a currently unexplored country as well as question in matter would extend existing knowledge and enhance the richness of the field.

3.2 Scientific Research Approach & Study design

Study 1 has been conducted with an inductive approach as the results and observations were based on seven interviews. The aim was to generate theory by acquiring knowledge throughout the research process (Bryman & Bell 2011). The chosen approach was in line with the purpose to explorative gather knowledge of the context of arranging an international sports event and the dynamics preceding the decision. In addition, to identify stakeholder groups in the matter and what degree of salience they possess from the perspective of a local politician. A qualitative study design was selected as it has the appropriate conditions to provide a holistic understanding of the question in matter. Further, the method is advantageous as it allows for both specific questions and more broadly expositions (Trost, 2003).

The seven interviews were semi structured¹³. They were initiated with a short description on the aim of the study, followed by questions regarding arrangements of international sports events in a municipality. The questions included themes such as involved actors, relevant information and what characterizes the decision-making process (se appendix 7.1). Furthermore, the respondents freely deliberated on other aspects outside the questions when it seemed appropriate for the study.

¹³ A Semi structured interview is when key questions are identified. However, if the interviewee mentions unexpected subjects, the interviewer deviates from the script to further explore the raised issue. Furthermore, the interviewer asks the same open questions to all interviewees yet adapted to their specific role in relation to the purpose of the survey (Justesen & Mik-Meyer 2011). There are different definitions of the term in method literature, however this method is well suited for exploratory studies (Justesen & Mik-Meyer 2011).

3.2.1 Sample & collection of data

Interviewee	Referred to in text	Role
Ann Johansson	AJ	Project & Event Manager at Destination Halmstad.
Leif Nord	LN	Former Chairman of the municipal executive committee, Åre.
Tommy Eriksson	TE	Chairman of the Swedish orienteering association.
Putte Eby	PE	Event and Tourism Strategist in Östersund.
Stefan Lövgren	SL	Chairman of the Swedish Handball association.
Henrik Nilsson	HN	PR consultant at JKL
Patrik Tengwall	PT	Former Event director at Stockholm live

Table 1. The seven interviewees in Study 1.

The interviewees (described in Table 1) were chosen based on information in SOU 2007:32, *Tillväxt genom turistnäringen*, with input from Leif Johansson, Head of International Events at the Swedish Sports Confederation and Associate Professor Patric Andersson. The selection criteria were that they in some way had been involved in decision-making regarding arrangements of international sports event. Dispersion of actors was considered crucial to get a holistic view of the context. Therefore, one actor from each from each stakeholder group were selected for interview. Regarding the stakeholder group of local politicians, the key selection criteria was that the politician had been greatly involved in the matter of arranging international sports events in his/hers political career. Based on input from destination companies and the current Chairman of the municipal executive in Åre, this resulted in that LN, the former Chairman of the municipal executive was chosen. The fact that he isn't active in politics at the moment was not considered to significantly impact the findings. The variation of respondents can be seen to not entirely fulfil the criterion for generalizability according to Bryman and Bell (2011). Yet the combination of insights from actors with diverse roles, rather than just local politicians, did broaden the understanding of the situation.

In January 2017, an interview script was brought forward and presented to Leif Johansson, Head of International Events at the Swedish Sports Confederation, for feedback. The script was constructed based on the sought data, which is in line with Kvale and Brinkmanns (2009) regarding the process of interviewing. The authors conducted the interviews by telephone during January and February 2017 and the length of each interview was between 30-45 minutes. All interviews were transcribed from a recorded sound file to a digital word processing program and translated into English. The questioners themselves transcribed and translated all interviews to reduce the risk of and parse errors (Ahrne &

Svensson, 2011). Additionally, handwritten notes were taken throughout the interviews, which is known as a reliable method to register an interview (Ahrne & Svensson, 2011).

3.2.1.1 Analytical method

There are no exact directions for how qualitative interviews should be made (Trost, 2003). In this study, the answers were analysed in line with Grounded Theory. This method is mainly used to, in systematic and disciplined way, collect and process qualitative data and generate theory (Glaser & Strauss 1967)¹⁴. Furthermore, the data was analysed by using the theory of stakeholder identification and salience based on the constructs of power, legitimacy and urgency (Mitchell et al. 1997). The framework was chosen based on its previous application in research on politics in general and local politics in particular (chapter 3.1.3). In sum, the analytic approach generated data in line with the research question (reported in chapter 3.3.2).

3.2.2 Reliability and validity

Reliability describes to what extent the measures in a study are accurate and precise. Hence the degree of reliability affects the replicability of the study. If there is no difference between the observed value and the actual value the reliability is high (Söderlund 2005). In Study 1, all interviews have been digitally recorded with good quality. In addition, the interviews have been transcribed and translated by the questioners themselves. Furthermore, an interview script was used in all interviews to avoid leading questions. It indicates that there are no measurement errors and thus Study 1 is possessing high reliability. Moreover, the same question tested qualitatively in Study 1 will be quantitatively tested in Study 2 to complement the result hence increase the generalizability of the findings.

Söderlund (2005) describes validity as to what degree a measure is except from random and systematic errors in the measurement. According to Kvale & Brinkmann (2009) this type of reliability control is difficult to measure in a qualitative study, since non-true objective transformation from oral to written form exists. However, to still have reach an acceptable level of validity in study 1, and verify that the questions measure what they intend to measure, the participants have confirmed their answers, therefore confirmed they been quoted and understood in a correct way. Furthermore, the sample could be seen as representative, since the respondents have good previous knowledge of be involved in international sports events. Study 1 could therefore be considered to have an acceptable validity.

¹⁴ Grounded Theory is a when collection of data, analysis and generation of theory takes place in parallel. For example, when an interview is made, it gets analysed immediately. The researcher constantly goes back and forth in the material to confirm that nothing has been overlooked (Glaser & Strauss 1967).

3.3 Results & Analysis

3.3.1 Identified stakeholder groups

The interviews revealed that eight groups are identified as stakeholders in the decision-making regarding arrangements of international sports event in a municipality from the perspective of a local politician. All groups and by whom they have been identified are found in Table 2. Each stakeholder group is more thoroughly described in text below.

	Stakeholders identified							
	Local sports association	National Sports associations	Destination companies	Arena companies	PR- agencies	Media	Local industries	Local Citizens
(AJ), Project & Event Manager at Destination Halmstad.	Х	Х	Х	-	-	-	Х	Х
(LN), Former Chairman of the municipal executive committee, Åre.	-	-	Х	Х	-	-	Х	Х
(TE), Chairman of the Swedish orienteering association.	Х	Х	Х	-	-	Х		-
(PE), Event and Tourism Strategist in Östersund	Х	-	Х	-	-	-	Х	Х
(SL), Chairman of the Swedish Handball association.	-	X	Х	-		-	-	-
(HN), PR consultant at JKL.	-	-	Х	-	Х	Х	Х	Х
(PT), Former Event director at Stockholm live	-	х	х	Х	Х	Х	-	-
Leif Johansson, Head of international Events at Swedish Sports confederation. ¹⁶	Х	Х	Х	Х	Х	Х	Х	Х

Table 2. Stakeholder identification.¹⁵

 $^{^{\}rm 15}$ "X" = Indicates that the interviewee identified the stakeholder.

¹⁶ Leif Johansson was not interviewed for the study, however Leif was involved in the identification of stakeholders.

Local sports associations: According to the interviewees, the local sports associations can have different positions in the municipalities. There are often a couple that are more prominent and appreciated in the municipality than others. The sports association's position seems to be dependent on the historical interest in the sport in the region. For example (PE), Event and Tourism Strategist in Östersund, points to that biathlon have a long tradition in Östersund and consequently the local biathlon association holds a strong position in the municipality. The local sports associations are an apparent stakeholder group in the matter as the destination companies and politicians often count on their expertise, connections and manpower when an event is arranged.

National sports associations: The national sports associations are, just as the local sports associations, varying in their relevance depending on the interest in the sport in the general. It is the national sports associations who are responsible for applying to the international sports associations to host an international sports event. Thus, they have a definite stake in the matter. If there is an international sports event that a national sports association would like to apply for, there are different approaches that can be used. In some cases, the association contact a destination company or local sport association, which was the case for the Orienteering World Championship 2016, according to the interview with (TE), Chairman of the Swedish Orienteering Association. Other times, it is the association that gets contacted by a destination company or local sports association, which is interested in arranging an event, as in the case of the World Championship in Table Tennis 2018 confirmed by (AJ), Project and Event manager at Destination Halmstad. Whether it is difficult or not for a national sports association to find a municipality to arrange the event in might also vary. (TE) further explains that they usually contact numerous local associations or destination companies to find a partner willing to cooperate in the application process. On the other hand, (SL), Chairman of the Swedish Handball Association, only contact one destination company at the time: "It is very attractive to a municipality to arrange an international Handball event. There are also high demands on infrastructure and arenas for those kinds of events which only a few cities can handle".

Destination companies: The stakeholder group with the closest interaction with politicians are the destination companies. A destination company is an organization operated by a municipality or region and sometimes also in cooperation with local companies or associations. Their aim is to develop and market the municipality/region as an attractive destination, where events of various kinds are a profound element described by (AJ). As abovementioned, the destination companies can either contact or be contacted by a national sports association to arrange an international sports event. Thereafter, the destination companies bring forward propositions on events to the municipal council, which they consider to be in accordance with the local event strategy. Sometimes they also arrange informational seminars for politicians or invite to trips to similar events, as (AJ) describes was the case in the decision-

making process of whether to arrange the World Championship in Table Tennis 2018. Further, she explains that the information presented to the local politicians must include the estimated effects of the event and a cost-benefit analysis: "We must always prepare estimations of the costs and revenues related to the event when presenting it to the municipal council for them to make a decision." Additionally, they often use the event impact calculator developed by The Swedish Sports Confederation, which includes the environmental, economic and social impact of an event. Still she expresses a need for more knowledge: "We must become better in finding the right arguments and how to present them"¹⁷. (LN), former Chairman of the municipal executive committee in Åre, explains that the destination companies should present how many visitors that will come to the municipality and what media attention the event will generate. The destination companies are thus the ultimately responsible actor to generate information for the politicians to base their decision on. All respondents are describing that they are interacting with a destination company when arranging international sports event.

Arena companies: In sports events where there is a need to use arenas, it might be necessary to interact with an arena company that manages the properties. For example, (PT), former Event Director at Stockholm Live¹⁸, describes that they preferably rent out the arenas to events that generate a wide audience and a lot of media attention for the arena. Further, he points to that they was cooperating with the national sports associations to discover potential events to arrange: "Sometimes we identify what would be interesting from our point of view and sometimes they ask us if we would like to arrange an event". Another company who manages and owns facilities is the company Skistar, who is a listed company operating several ski resorts in mainly Sweden. According to (LN), previous Chairman of the municipal executive committee, Skistar was a proactive stakeholder in the decision-making process of arranging the Alpine World Ski Championships 2019 in Åre.

PR agencies/Lobbying organizations: To better convince politicians to undertake an arrangement of a sports event, the national sports associations sometimes take help from lobbying/PR-organizations. (HN), PR-consultant at JKL, explains that when they are hired to lobbying for an international sports event, they try to understand the political context and bring forward arguments on how the municipality will benefit from the event.

Media: Media exposure is described as an important aspect of international sports event. (TE), Chairman of the Orienteering Federation, describe that if a TV-broadcaster is not committed they will trouble with making the event successful: "*Media attention greatly affects the outcome of an event*." Thus, media has an indirect impact on the local politician's decision-making as the estimated outcome of an event serves as basis for the decision.

¹⁷ The question of which effects of the event to present will be further explored in Study 2.

¹⁸ The arena company Stockholm live operates Globen, Annexet, Hovet and Tele2 Arena. (Stockholm Live 2017)

Local industries: The local industries have a stake in the matter of arranging an international sports event, as it will affect their business. (AJ), Project and Event manager at Destination Halmstad, emphasizes the importance of involving hotels, restaurants, transportation companies etc. in the event for the logistics to work. Further, (LN), former Chairman of the municipal executive committee in Åre confirms that the large number of visitors in the municipality generates positive consequences for the local industries in terms of increased revenues and media exposure. However, it might also be challenging to run their business as usual due to restrictions, cordons or local reprioritizations according to (AJ).

Local citizens: Just as local industries, the local citizens will be affected by the increased number of visitors, media and logistics rearrangements from an international sports event. Politicians should therefore carefully consider the consequences for local citizens when deciding to arrange an event, explains (AJ). According to (LN), former Chairman of the municipal executive committee in Åre, the politicians don't arrange voting or publicly ask the local citizens regarding events. However, they trust the judgement of the destination companies what impact the event will have.

3.3.2 Stakeholder salience

Stakeholder salience is determined by the aggregated possession of the attributes power, legitimacy and urgency for each stakeholder group (Mitchell et al, 1997), see Figure 2. Which actor who possesses what attribute is interpreted from the qualitative interviews. Worth noting is that the stakeholder attributes are variable rather than steady states, socially constructed and that an individual holding any of the attributes may not be aware of nor choose to act on them (Mitchell et al, 1997).

3.3.2.1 Analysis of key attributes

Power

There are four stakeholder groups considered to have power in the decision-making process of arranging an international sports event. Firstly, the destination companies are professionals within the field of events and are appointed to make the destination perceived as attractive. They are assigned to follow the event strategy set by the municipal council. In turn, the politicians trust their judgement and the arguments presented, which makes them a stakeholder with power. Secondly, the arena companies have power as they can reject an event being organized in their arena. Based on the interviews, such a rejection of an international sports event seems rare as it generate significant revenues. However, the stakeholder group has the power to affect the outcome of the decision-making with regards to the substantial cost if the municipality is forced to finance the construction of an own arena for the event. Furthermore, certain local sports associations in a municipality are found to possess power. The interviews depict a great interest for local sports as it unites people and is considered very important for children and adolescents. Hence the larger local sports associations, with many members and practitioners, hold a powerful position as they are appreciated by the local citizens. That in turn impacts the political outline on what should be prioritized. Lastly, like the local sports associations, the larger national sports associations have power to affect the political outcome. To arrange an event concerning a sport with a great public interest, e.g. Football or Handball, always imply media attention and a great number of visitors, which are vital aspects taken into consideration in the decision-making. The large national sports associations thus possess power from the perspective of a local politician, while the smaller ones seem to struggle more to make an impact (see Figure 2).

Legitimacy

Three stakeholder groups possess the attribute of legitimacy when it comes to arrange an international sports event in a municipality. The destination companies have legitimacy in the matter, as they are held responsible for the outcome of an event. The majority of all destination companies are partly owned and founded by the municipalities to advise the municipal council and operate such issues, which implicitly makes them a highly legit stakeholder. Moreover, the local industries and the local citizens have legitimacy. The politicians are elected to represent the people and act in line with the best interest of the municipality. Therefore, the politicians consider the public opinion when making the decision, however it seems rarely that it is explicitly asked for their opinion based on the interviews.

Urgency

With regards to urgency, two stakeholder groups are discovered. As the national sports associations have a deadline on when to apply for arranging an international sports event, they are urgent to find a municipality that is interested in cooperating. Due to time pressure the destination companies, which consider the event appropriate for their municipality/region, are urgent to get acceptance from the municipal council. Thus, from the perspective of a local politician it is the destination company that possess the attribute of urgency as they are in direct contact with the politician. Further the local sports associations, which represent the sport the event concerns, is as an urgent stakeholder group. The national sports associations often contact either the destination company or/and the local sports association in the event process. As the local sport association would benefit from attention to the sport, they are lobbying the event and are urgent in the matter of time pressure from the national sports associations.

3.3.2.2 Conclusion Stakeholder Salience

By an interpretation of data using the theory of stakeholder identification and salience, the stakeholders vary to what degree of salience they possess from the perspective of a local politician (see Figure 2 and Table 3). Worth noting is that the national sports associations clearly differ in the degree of salience depending on the sport's general status in society.

Just as was found in the study by Gomes (2010), there is a vast amount of influences that a politician needs to deal with in the decision-making process. However, there is one stakeholder group possessing all three attributes of power, legitimacy and urgency and thus is the most salient stakeholder group in matter: The destination companies. The local politicians seem fully confident to base their decision on the cost-benefit analysis and the information on the effects of the event that are presented by the destination company. Thus, the destination company has the greatest impact on the decision. Worth noting is therefore the explicit need from the destination company on more knowledge about relevant information to use and how to present it.

In sum, Study 1 has revealed which stakeholder groups that are involved in the decision-making and what salience they possess from the perspective of a local politician. Moreover, the study has provided an understanding of the context of arranging an international sports event and the dynamics preceding the decision, which forms the basis for the quantitative Study 2.



Figure 2. Results presented in a stakeholder map¹⁹. See also Table 3 of the study results in table form.

Stakeholder	Power	Legitimacy	Urgency
Arena companies	Х	-	
Destination companies	Х	Х	х
National sports associations	Х	-	Х
Local sports associations	Х	-	Х
Media	-	-	-
PR-agencies / lobbying organizations	-	-	-
Local industries	-	Х	-
Local citizens	-	Х	-

Table 3 – Stakeholders salience²⁰

¹⁹ *= The national sport associations' position in the stakeholder map varies depending on the sport they represent. Read more in chapter 3.3.2. ²⁰ "X" = Indicates that the stakeholder holds the attribute of "power", "legitimacy" or "urgency".

4. Study 2

4.1 Literature Review

The following literature review is based on the previously outlined theoretical framework (chapter 2), which presented the relevant fields of decision-making research to position this thesis.

4.1.1 Decision-making heuristics

It has been discovered that heuristics, cognitive and emotional, influence decision-making. In Study 2 the cognitive heuristic of familiarity is translated into experience and knowledge. The emotional heuristic of affect is translated into liking.

4.1.1.1 Experience and Knowledge in decision-making

The familiarity heuristic origins from Tversky and Kahneman's (1974) availability heuristic (Park & Lessig 1981). People tend to use past behaviour as a rule-of-thumb for later decisions (e.g Giacalone & Jaeger, 2016; Albarracin & Wyer, 2000). The familiarity heuristic happens when the familiar is chosen over the novel: "when people are asked to made a behavioural decision (e.g choosing between product alternatives) they generally assume the decision they made at an earlier point in time would similarly apply to the present situation, leading them to repeat the previous behaviour" (Giacalone & Jaeger, 2016). In 1981, Park and Lessig examined the impact of familiarity on consumer decision biases and heuristics by applying a subjective familiarity assessment. The assessment denoted how much a person thinks she/he knows about a product thorough combining different aspects of perceived product knowledge on the basis of previous experience. They used the case of a micro oven and asked the participants about their information search experience, usage experience and ownership status. Three groups were created representing low, medium and high product familiarity and the investigation revealed differences among the groups (Park & Lessig, 1981). One finding was a significant difference between the low and high familiarity groups regarding the confidence in the choice selection, which is explained by the greater experience and knowledge of the product.

No previous study has been found which examines the influence of familiarity on political decisionmaking. Thus, it is of interest to test the familiarity heuristic in the underexplored context of local political decision-making regarding arrangements of international sports events in the municipality. The familiarity heuristic is built upon experience and knowledge. However, to make sure to discover potential differences between them, the constructs are tested separately. The following hypotheses are generated: H1a: Politicians with greater knowledge of arranging sports events are more inclined to accept the decision.

H1b: Politicians with greater knowledge of arranging sports events feel more confident in their decision.

H1c: Politicians with greater experience in arranging sports events are more inclined to accept the decision.

H1d: Politicians with greater experience in arranging sports events feel more confident in their decision.

H1e: Politicians with experience in deciding to arrange sports events are more inclined to accept the decision.

H1f: Politicians with experience in deciding to arrange sports events feel more confident in their decision.

Furthermore, this study aims to test the following:²¹

- Politicians with greater knowledge of arranging sports events are more inclined to allocate resources.
- Politicians with greater knowledge of arranging sports events feel perceive lower risk regarding the decision.
- Politicians with greater experience in arranging sports events are more inclined to allocate resources.
- Politicians with greater experience in arranging sports events perceive lower risk regarding the decision.
- Politicians with experience in deciding to arrange sports events are more inclined to allocate resources.
- Politicians with experience in deciding to arrange sports events perceive lower risk regarding the decision.

4.1.1.2 Liking in decision-making

As mentioned, the cognitive focus is the most prominent within descriptive decision research, however the significance of emotions in decision-making has also been realized (Lerner et al, 2015). Zajonc (1980) was one of the early advocates of the influence of affect in decision-making. From his point of view "We sometimes delude ourselves that we proceed in a rational manner and weight all the pros and cons of various alternatives. But this is seldom the actual case. Quite often "I decided in favour of X" is no more than "I liked X.." (Zajonc, 1980). The affect heuristic, described by Slovic et al (2007), builds on that representations of objects/images are tagged with to various degrees with affective, positive or negative, feelings. In a decision-making process, people unconsciously or consciously refer

²¹ These relationships have not been previously explored in research on familiarity heuristics (and should thus not be mistaken with the hypothesis tests). However, as they have been found in research on affect heuristics they will also be tested in this context.

to the affect around the object and hence serve as a cue for judgement (Slovic et al, 2007). As mentioned in the theoretical framework (Chapter 2) on local political decision-making, it has been proposed that emotions affect politicians. Yet no study has been found that empirically tests it. However, there have been several other studies conducted where empirical evidence for the affective heuristic in decisionmaking has been discovered (e.g. Slovic et al, 1991; Peters & Slovic, 1996). Further, Alhakami and Solvic (1994) examined the influence of affect in perceived risk and benefit. They found that if people like an activity they are moved to judge the risks as low and the benefits as high and if they dislike it, they tend to judge the opposite (Alhakami & Slovic, 1994). Moreover, Hsee and Kunreuter (2002) found that people are willing to pay twice as much to insure an object that evokes positive feelings than for an object "one does not have any special feelings for" (Hsee & Kunreuter, 2002).

As the affect heuristic encompasses liking and feelings, it can be argued that the term liking is applicable for explaining the variable in more comprehensible way. Based on the previous research on the influence of liking in decision-making, the following hypotheses are generated:

H2a: Politicians with greater liking for sports are more inclined to accept the decision.

H2b: Politicians with greater liking for sports are more inclined to allocate resources.

H2c: Politicians with greater liking for sports perceive lower risk regarding the decision.

Furthermore, this study aims to test the following:²²

• Politicians with greater liking for sports feel more confident in their decision.

4.1.2 Factors for evaluating the effects of an event

As previously outlined, information has been realized as a significant element influencing decisionmaking. In this study, information on the factors for evaluating the effects of an event will be examined.

4.1.2.1 Social, economic and environmental factors

The triple bottom line (TBL) was brought forward by Elkington (1994) and is a method for measuring performance in terms of sustainability. It was originally developed to measure performance in corporate America by encompassing KPIs beyond the financial to secure sustainable growth from a long run

²² This relationship has not been previously explored in research on affect heuristics (and should thus not be mistaken with the hypothesis tests). However, as it has been found in research on familiarity heuristics it will also be tested in this context.

perspective. Thus the TBL accounting framework incorporates three dimensions of performance: social, environmental and economic – also referred to as "people, planet and profit" (Elkington, 2004). The economic measures are variables that capture the money flow e.g. profit, revenues. Further, the environmental measures are ought to reflect the usage of natural resources e.g. energy consumption, waste management. Lastly the social variables refer to the community social welfare e.g. employment, health. Since the rise of the TBL accounting approach, it has been widely spread and known as the common method of measuring sustainable performance of projects (e.g. Elkington, 2004, Savitz, 2006, Fell 2007). Sports events have been no exception. There has been called for a strategic approach to manage the environmental effects of sports event (Hede et al, 2003). As a response, it has been argued that TBL "is useful beyond event evaluation and can be applied strategically to event planning and implementation" (O'brien and Chalip, 2007). In Sweden, the approach has been applied by the Swedish sports confederation and serves as basis for an event impact calculator. It was revealed in Study 1 that the calculator is used by the destination companies when presenting information to the local politicians regarding on the impact of an international sports event. Based on this wide adoption of TBL, the following hypotheses are generated:

H3a: Local politicians' perceived importance of TBL (Environmental factors) influences the decision.

H3b: Local politicians' perceived importance of TBL (Economical factors) influences the decision.

H3c: Local politicians' perceived importance of TBL (Social factors) influences the decision.

4.1.2.2 Tourism and Image

Kotler et al (2002) argue that we are living in a time of "place wars". As the world increasingly becomes globalized, "places must learn how to think more like businesses, developing products markets and customers". If a destination doesn't distinct itself from competition, the probability of people coming to visit decreases (Mayo & Jarvis, 1981). As a response to the problem, Getz (1997) stresses the importance of events as a means of marketing a destination and highlights two fields of significance. Firstly, events can have an impact on tourist attraction. The municipality's event offering might serve as a direct reason for tourists to choose to visit one destination over another (Ward, 1998). The characteristics of the hosted event might also have an impact on the image of the destination, which is the second field of significance according to Getz (1997). In this context an image can be described as a tourist's mental perception of a specific destination, which thus alters depending on the person in question. A positive image is advantageous in attracting visitors to a destination and to achieve that

media is a useful partner (Andersson et al, 2009). A significant identifiable national and international media exposure has been recognized as one of the key effects sought by destinations arranging a sports event (Hall, 2001). Further, research shows that a main reason why government parties often gets highly involved in the process of hosting sports events is due to the potential of the great media coverage an event might cause (Hall, 2001). Based on the outlined importance on tourist attraction and image creation, it is hypothesized to impact the local politicians in the decision regarding arrangements of international sports event in the municipality. The following hypotheses are generated:

H3d: Local politicians' perceived importance of image factors influences the decision.

H3e: Local politicians' perceived importance of tourism influence the decision.

4.1.3 Additional factors of influence

In addition to examining the influence of liking, experience, knowledge and the importance of factors for evaluating the effects of an event, this study also aimed to explore other factors of influence. This was based on the aspiration to generate a comprehensive understanding of how more international sports events can be arranged in Swedish municipalities by influencing local political decision-making. Thus, complementing the hypotheses is the question of what other factors that influence local political decision-making.

4.2 Method

4.2.1 Scientific research approach & Study design

Study 2 has been carried out with a deductive approach. The results from the study support or reject the hypotheses thus revise existing research (Bryman & Bell 2011). By using the deductive approach, hypotheses are formulated based on theory and previous research (Bryman & Bell 2011). This is suitable for Study 2 is as the purpose was to analyse empirical data that had been collected based on previous theory and research.

Further, Study 2 has been designed with a quantitative method. The aim of the study was to empirically explore what factors influence a local politician's acceptance of decision, resource allocation, perceived risk and confidence in decision regarding arrangements of international sports event in the municipality. As the variables were predetermined and had fixed questions by which they should be measure, a

quantitative method was considered appropriate. Moreover, the study aimed to provide a give a broad understanding with a great number of responses, for which the quantitative method allowed.

A web-survey was conducted in the program Qualtrics (appendix 7.2). With the objective to cover relevant issues, the survey was formulated based on the findings from Study 1. The main part of the survey consisted of closed questions. The closed questions were given statements were the respondent answered on a seven-point Likert scale. In situations when assessments of statements are desirable, it is recommended to use a Likert scale with opposing options (Lange et al. 2003) and let the respondents decide on the scale where they perceive consistent with the statement. However, open questions were also included to allow the respondent to make their own voice heard, which allows for aspects not stated in the survey. Lastly, to position the respondents as close to a context of decision-making as possible, they were presented with a fictional case (see 4.2.1.1).

The survey was structured in five blocks with 35 questions in total. The respondents received questions about their liking, knowledge and experience of sports and sports events, stakeholder influence, factors for evaluating the effects of an event, questions including various decision-making variables based on the case and finally demographic questions (see appendix 7.2). The position of the blocks aimed to minimize the loss of answers on significant questions and to minimize priming (Bryman & Bell 2011). Thus, as the questions essential for the hypotheses tests and the questions to test the complement the findings from Study 1 were of most significant, they were positioned in the beginning of the survey. The questions covering liking, experience, knowledge and factors for evaluating the effects of an event were presented before the case to reduce the risk of priming.

Before the survey was distributed it was tested by several people with different backgrounds and experience, including Associate Professor Patric Andersson at Stockholm School of Economics, PhD student Gustav Almqvist at Stockholm School of Economics, Johan Månsson, a local politician in the Götene Municipality, Patrik Oscarsson, Head of Politics and Media at the Swedish Sports Confederation and Leif Johansson, Head of International Events at the Swedish Sports Confederation. They went through the survey and provided comments and suggestions for improvements. Based on the given feedback, the questionnaire was modified before it was distributed to the respondents.

To increase the response rate the survey was distributed in cooperation with the Swedish Sports Confederation. All respondents also were also given the opportunity to receive the final study by email. This was the only reward presented to the respondents as the sample consisted of politicians who are not allowed to accept gifts.

4.2.1.1 Case design

The case was positioned in the middle of the survey followed by questions regarding acceptance of decision, resource allocation, confidence in decision and perceived risk. It was designed as an information letter concerning an application to arrange the World Championship in orienteering 2022 in the municipality (see Appendix 7.3.2.1). Orienteering was chosen because it is an event that could be hosted in the majority of municipalities, as it neither implies access to large arenas or facilities with distinct characteristics. The only prerequisite in terms of executing the sports is a forest.

To design it as close to a real application as possible, it was conducted in collaboration with Tommy Eriksson, Chairman of the Swedish Orienteering Association and Leif Johansson, Head of International Events at the Swedish Sports Confederation. To further make the case realistic, data from previous orienteering events provided by the Orienteering Association, was used. The case was designed to be neutral in terms of the presented factors for evaluating the effects of the event. There was one statement covering each field that the hypotheses H3a-H3d encompassed: social, environmental, economic, image and tourism. To ascertain the neutrality, a pre-study of the case was performed. 10 random students at Stockholm School of Economics (40% women, 60% men) were asked for feedback and comments. 9 out of 10 respondents stated that they identified one factor from each field.

4.2.2 Collection of data

1625 surveys were distributed to local politicians in Swedish municipalities. As mentioned, the survey invitations were sent by e-mail, which except the survey link also included an introduction and background to the study. Patrik Oscarsson, Head of Politics and Media at the Swedish Sports Confederation signed the letter to increase the trustworthiness and highlight the importance of the study.

The first e-mail was sent the 28th of February and the survey was open between 28th February and 11th March 2017. During the collection period, two reminders were sent out to those who had not responded. 234 responses were recorded and of those were 168 complete answers, which gave a response rate of 10,3%. The response rate may be considered as acceptable given the length of the survey and that web surveys generally have a lower response rate than surveys made on paper (Sax et al 2003). When controlling the data, and adjusting for non-complete responses, 152 valid respondents remained for future analysis.²³

²³ **Analysis of missing values:** Most of the politicians who did not complete the survey referred to the length of the survey. The respondents that was not possible to verify the municipality that the politician was active in, or the politician's position, was removed, due to it could not be verified that the correct recipient completed the survey. The most missing values had questions concerning the arguments previously used in the event - the reason was that the only question was designed so that only those who organized events previously had the question asked to them (61,9% drop). Issues related to economy, how much politicians were willing to support the event in terms of financial resources had a response rate of 82,7% (17,3% drop). In addition, the question of how many years the politicians held their role in the municipality had a response rate of 86,9% (13,1% drop). The explanation is probably partly due to unfamiliarity of the municipal budget size, and that the politicians are uncertain of how long they had their role or it can find it affects their integrity.
4.2.3 Characteristics of sample

4.2.3.1 Characteristics of the municipalities

The sample consisted of municipalities, which were chosen based on the SKL's Municipality classification A1-C7 (SKL a 2017)²⁴. The selection of municipalities was motivated by a spread of the mentioned groups and geographically across the country (see appendix 7.3.2 for complete data and map).

	Population (Sweden) (n=290)	Sample (n=32)	Respondents (n=32) ²⁶
SKL Municipality	A1: 3 (1%)	A1: 2 (6%)	A1: 2 (6%)
group classification (%	A2: 43 (15%)	A2: 5 (16%)	A2: 5 (16%)
of the sample) ²	B3: 21 (7%)	B3: 6 (19%)	B3: 6 (19%)
	B4: 52 (18%)	B4: 1 (3%)	B4: 1 (3%)
	B5: 35 (12%)	B5: 3 (9%)	B5: 3 (9%)
	C6: 29 (10%)	C6: 7 (22%)	C6: 7 (22%)
	C7: 52 (18%)	C7: 3 (9%)	C7: 3 (9%)
	C8: 40 (14%)	C8: 1 (3%)	C8: 1 (3%)
	C9: 15 (5%)	C9: 4 (13%)	C9: 4 (13%)
Citizens (number of	M: 34 466	M: 82 368	M: 8 2368
people) ¹	Max: 935 519	Max: 935 519	Max: 935 519
	Min: 2454	Min: 2454	Min: 2454
Tax income per citizen (SEK) ¹	M: 43 186	M: 41268	M: 41268
Government subsidies to municipality (TSEK) ¹	M: 8848	M: 9974	M: 9974
Area $(km^2)^1$	M: 1822	M: 2294	M: 2294
Source data: 1-SCB 2: SKI	r		

Table 4. Characteristics of municipalities²⁵

Source data: 1=SCB, 2: SKL

4.2.3.1 Characteristics of the individual respondents

The complete sample consisted of 1625 local politicians who were elected in the municipal council in one of 32 Swedish municipalities. The politicians received the survey by email. There was no available mail register of local politicians in Swedish municipalities. Thus an own register was conducted and used for distributing the survey.

²⁴ SKL's Municipality classification classifies municipalities based on several criterias, such as population, commuting and tourism. The municipality can be classified as A1 (Metropolis), A2 (Commuting Municipality near metropolis), B3 (Larger city), B4 (Commuting Municipality near a larger city), C6 (Smaller city), C7 (Commuting Municipality near a smaller city), C8 (Countryside Municipality) and C9 (Countryside Municipality with tourism).

²⁵ Characteristics of the individual politicians are reported in chapter 4.2.2.1.

²⁶ See appendix 7.3 for tables of characteristics for each municipality.

Of the 152 final respondents, there were 67.8% male, 29.6% women while 2.6% did not want specify gender. The 152 politicians represented 32 different municipalities. As for their future political career, 63.8% would like to be re-elected in the next municipal election, 12.5% did not want to be re-elected, 19.8% did not know whether they wanted to be re-elected and 3.9% did not specify. The spread across parties covered all Swedish parliamentary parties, reported in appendix 7.3.1.

Local politicians (n=152)	M (SD)	Min	Max	
Age	55,26 (12,337)	22	79	
Year as elected politician in the	9,90 (8,44)	1	40	
municipal council				

Table 5. Characteristics of the respondents

Source data: Survey

4.2.4 Secondary data

After the empirical data had been organized if was complemented with secondary data to further deepen the understanding of factors influencing the decision. Thus, the survey data was complemented with the latest available data (from 2013) regarding LOK funding²⁷ from the Swedish Sports Confederation. This data was collected with the aim to investigate to what degree municipalities were physically active in general but also specifically in terms of orienteering. The data were used for tests on acceptance of decision, resource allocation, perceived risk and confidence in decision (see chapter 4.3.6.1). Furthermore, the empirical data was complemented with secondary data from The Swedish Institute of Statistics (SCB) on the municipality population, area size, and tax revenues. Finally, the data set was added with the classified municipality category according to SKL^{28} . In sum, the aim was to explore whether the municipality's characteristics influence in the decision-making process.

4.2.5 Study variables²⁹

4.2.5.1 Experience & Knowledge

As described in chapter 4.1.1.1, the familiarity heuristic is translated into the subjective evaluation of "knowledge of arranging sports events", "experience in arranging sports event" and "experience in deciding to arrange sports event", which are measured based on an interpretation of the questions used by Park & Lessig (1981). The scale of "experience in deciding to arrange" was different from

²⁷⁻²⁸ See glossary/definitions.

²⁹ All the questions and alternatives have been translated from Swedish to English, which means that differences due to language might occur. See Appendix 7.1 for the survey questions in Swedish

"knowledge" and "experience in arranging" thus an index has not been created. The variables are described as follows.

Knowledge: The variable refers to the respondent's knowledge of arranging sports event. Respondents answered the question: "To what extent do you have knowledge of arranging sports events?" The question was answered on a scale of 1-7 (1: Not at all; 7: To a very large extent).

Experience in arranging: To measure the respondent's previous experience in arranging sport events the respondent answered the question: "To what extent have you been actively involved in arranging a sports event?" The Questions was answered on a scale of 1-7 (1: Not at all; 7: To a very large extent).

Experience in deciding to arrange: To measure the respondent's previous experience of deciding to arrange sports events they answered the question: "Have you previously been involved in deciding to arrange an international sports event in your municipality?" The answer could take two values; yes or no.

4.2.5.2 Liking

As described in chapter 4.1.1.2, the affect heuristic is translated into the subjective evaluation of the respondent's liking for sports, which is measured based on an interpretation of the research by Fasting (2013) and Zajonc (1980). Liking were measured based on the following questions. "To what extent are you watching sports, either on TV or live?", "To what extent do you practice sports?", "To what extent are you involved in a sports association?", "To what extent do you visit sports events?". The questions were answered on a 1-7 Likert scale (1: "Not at all"; 7: "To a very large extent"). Taken together, the four questions yielded a Cronbach's alpha of 0.788 hence an index was created³⁰.

4.2.5.3 Factors for evaluating the effects of an event

Environmental: Based on research by Elkington (2014) & Fredline et al. (2014) on TBL, the study included statements of the event's effects on environmental factors. The respondents were instructed: "Please specify how important the following factors would be for you as a politician to evaluate the effects of an international sports event (...) The environmental statements were: "The proportion of renewable energy used in the event", "The proportion of sustainable transportations in the event", "The proportion of waste that can be recycled from the event". The answers were given on a scale of 1-7 (1: "Absolutely not important"; 7: "Extremely important."). An index was created as Cronbach's alpha was 0.929³¹.

³⁰⁻³¹ An index could be considered acceptable if Cronbach's alpha is exceeding 0.7. (Bryman & Bell 2011)

Social: Based on research by Elkington (2014) & Fredline et al. (2014) on TBL, the study included statements of the event's effects on social factors. The respondents were instructed: "Please specify how important the following factors would be for you as a politician to evaluate the effects of an international sports event (...) The social statements were: "The number of local residents who will work related to the event.", "The impact of the event on children and adolescents in the municipality." and "The number of local residents who will visit the event.". The answers given on a scale of 1-7 (1: "Absolutely not important"; 7: "Extremely important."). Cronbach's alpha showed 0.743, which implied that an index could be created³².

Economic: Based on research by Elkington (2014) & Fredline et al. (2014) on TBL, the study included statements of the event's effects on economic factors. The respondents were instructed: "Please specify how important the following factors would be for you as a politician to evaluate the effects of an international sports event (...) The economic statements were: "The number of visitors to the event." "The average amount of money an event visitor is expected to spend in the municipality." and "The use of new facilities for the event." The respondents took a position on the arguments that were answered on a scale 1-7 (1: "Absolutely not important"; 7: Extremely important. "). As Cronbach's alpha was 0.703, an index was created³³.

Image: Based on research by Andersson et al. (2009), the study included statements of the event's effects on image factors. The respondents were instructed: "Please specify how important the following factors would be for you as a politician to evaluate the effects of an international sports event (...) The image statements were: "The media attention of the municipality", "The positive impact of the event on the municipality brand", "The increased associations to sports and health with the municipality due to the event". The questions were answered on a Likert scale of 1-7 (1:"Absolutely not important"; 7:"Extremely important."). Cronbach's alpha was 0.795 thus an index was created³⁴.

Tourism: In accordance with Solberg and Preuss (2007), the study included statements of the event's effects on tourism factors. The respondents were instructed: "Please specify how important the following factors would be for you as a politician to evaluate the effects of an international sports event (...) The tourism statements were: "The total number of visitors in connection to the event", "The number of foreign visitors in connection to the event", "The number of nights visitors are expected to stay in the municipality in connection to the event." The questions were answered on a Likert scale of

³²⁻³⁵ An index could be considered acceptable if Cronbach's alpha is exceeding 0.7. (Bryman & Bell 2011)

1-7 (1:"Absolutely not important"; 7: "Extremely important."). The Cronbach's alpha was 0.807, thus an index was created³⁵.

4.2.5.4 Dependent variables – Decision-making variables

Acceptance of decision

To measure the degree to which the respondents were willing to accept an arrangement of an international sports event, i.e accept the decision, the question used was: "In a voting in the municipal council, what would be your opinion regarding an arrangement of the event in your municipality?". The answers were given on a Likert scale of 1-7 (1: Very strong against; 7: Very Strong in favour).

Confidence in decision

To measure the degree to which politicians were confident in their decision, the question "How confident do you feel in your decision regarding the arrangement of the event?" was asked. The question was answered also on a Likert scale of 1-7 (1: "Not at all confident"; 7: "Very confident").

Resource allocation

Furthermore, the willingness to allocate resources to the event was tested. The variable was measured through the question: "What percentage of the municipality's total budget of event funding would you like to allocate to the event?" The variable was measured on a continuous scale between 0-100. It was converted into values of 1-7, to have the same scale as the rest of the variables in the study.

Perceived risk

To measure the risk that the respondents perceive regarding an arrangement of the sports event the question: "What level of risk do you perceive regarding the arrangement of the event in your municipal?" was asked. Respondents answered the question on a Likert scale of 1-7 (1: Very low risk; 7: Very high risk)

4.2.6 Analytical methods

Dividing groups for comparison

In order to perform comparative analysis of mean values for testing H1a-H1f and H2a-H2c, groups was created on individual level. The creation of groups was based on each dependent variable mean.³⁶ The respondents were divided into separated groups for the variables knowledge, experience in arranging

³⁶ Other methods of analysis, such as K-means cluster analysis and factor analysis, commonly used to automatically dispense a data amount in a certain predetermined number of groups was tested. (MacQueen, 1967, Hair et al. 1998). However, based on the group's characteristics, it was not considered appropriate for future analysis. To divide the groups based on the mean value was considered more suitable to comprehensively understand and discover differences.

and experience in deciding to arrange were divided into separate groups based on whether the answer was above or below the average value. Thus, there were one group with less knowledge of arranging sport events (n = 84) and one group with greater knowledge of arranging sport events (n = 68) divided based on M = 3,22. Further, one group with less experience in arranging (n=84) and greater experience in arranging (n=68) divided based on M = 3,39. Lastly, as experience in deciding to arrange only could be answered with yes or no, one group with no experience in deciding to arrange (n=98) and one with experience in deciding to arrange (n=60) were created. As for liking, a similar group division was made. The observations were divided based on the mean value (M = 14.92): one group with less liking (n =73) and with greater liking (n = 79). All groups were then used for independent t-tests of mean comparisons.

T-tests

Double sided independent t-tests of mean comparisons were performed. The mean values in the groups of "less" knowledge, experience and liking were compared with the groups of "greater". The tests were performed to explore H1a-H1f and H2a-H2c. All statistical analysis was performed on 5% significance level.

ANOVA

ANOVA Scheffe test of mean comparison were performed to compare the municipality characteristics (according to SKL-definitions in chapter 4.2.3) to explore additional influencing factors in decision-making (see chapter 4.3.6). All statistical analysis was performed on 5% significance level.

Correlation

To further deepen the analysis, correlations were performed. Correlation analysis is a suitable method to examine the strength of the connection between variables (Hair et al. 1998). In this study, correlation was used in chapter 4.3.5 to explore the connection between perceived importance of effects of an event and the decision-making variables. The correlation coefficient assumes values between -1 and 1. The analysis classify the correlation coefficient with absolute terms; >0.5 is *large*, 0.5-0.3 is *moderate*, 0.3-0.1 is *small*, and <0.1 is *trivial*, according to Cohen (1988).

Regression

To examine if the perceived importance of effects of an event influence decision-making, a multivariate hierarchal regression method was performed. This method is appropriate for examining relationship between different variables and how they affect a single variable (Hair et al. 1998). The hypotheses H3a-H3e were tested against the P-value of the variables in the regression. To perform a regression the following conditions are necessary: variables of scale interval, number of observations exceed n=30,

removal of extreme values and a normal distribution of variables (Hair et al. 1998). Further tests were conducted for Heteroscedasticity and Durbin-Watson's test for correlation in the residuals. These conditions were all met.

4.2.7 Reliability and validity

To ensure reliability, the survey was distributed by using a self-conducted e-mail register. This was to make sure that the intended respondent was the recipient of the survey. Furthermore, control questions regarding the respondents' political position and in which municipality they are elected were included. By doing this, it could be assumed that the respondent was the intended recipient and in turn possessed the competence needed to sufficiently and correctly answer the survey.

Of the 152 respondents, 86.2% disclose that they only are members of the municipal council. The remaining 13.8% have additional political roles such as local government commissioner, member of the Municipal Executive Committee, deputy local government commissioner or member in a municipal council committee. This indicates that the answers are accurate in terms of proper competences of the respondents.

Furthermore, three variables measuring time to complete the survey was included. In most cases, the respondents spent more or less the predicted time for the length of the interview, which indicates reliable answers. The average time spent on the survey was 30,3 minutes to and 1,5 minutes was generally used to read the case. Moreover, to ensure that the respondents perceived the questions correctly, they were asked to answer *if the survey questions were clearly formulated*, *if the answer alternatives were clearly formulated*, *if the questions or formulations were perceived to influence the answer* and *if they perceive the survey as meaningful*. Answers were given on a Likert scale of 1 (= Strongly Disagree) -5 (= Strongly Agree) with averages of 3.66; 3.58 and 2.71^{37} .

Overall, the respondents have provided thorough and precise answers to the questions. Furthermore, they acknowledge a possession of the right expertise for answering the survey. Thus it is argued that Study 2 has an acceptable level of reliability.

The internal validity concerns that the study has measured what is were intended to measure. Internal validity can be ensured by using establish scales and measurements (Söderlund 2005). The survey in Study 2 has used such measurements and scales with recognized formulations e.g. *strongly disagree* and *strongly agree*; *Absolutely not important* and *Extremely important* and *Not at all* and *To a very*

³⁷ K-indeptendent Kruskal-Wallis was conducted to examine whether there is any significant difference in how politicians answered the question based on party preference and their municipal SKL-category. The tests showed no significant difference (5%), why these are not reported.

large extent. Furthermore, people with relevant and unique fields of expertise examined the survey before it was distributed; including Patric Andersson, Associate Professor at Stockholm School of Economics, Gustav Almqvist, PhD student at Stockholm School of Economics, Johan Månsson, local politician in the Götene Municipality, Patrik Oscarsson, Head of Politics and Media at the Swedish Sports Confederation and Leif Johansson, Head of International Events at the Swedish Sports Confederation. Additionally, the survey was designed based on the understanding of the context of arranging an international sports event and the dynamics preceding the decision from of Study 1 to formulate relevant the questions in the matter. To ensure that exogenous factors did not bias the responses, the order of questions within the blocks was randomly assigned.

Furthermore, external validity is described as to what extent the results are generalizable in another setting (Söderlund, 2005). To achieve high external validity, the selection of respondents and a respectable response rate is the central (Söderlund 2005). The sample in Study 2 consisted of local politicians currently elected in municipalities. The municipalities are of various municipal categories and geographically spread across the country (see 4.2.3.1). As for the individual politicians, there is a spread in gender, age and party affiliation. Also, the survey had a response rate of 10.3%, which in this context (see 4.2.2) can be assessed as an acceptable external validity. Worth noting is that the case is centred on orienteering. Thus the findings are not necessarily generalizable in the sense that it can be applied directly to sports with significantly different characteristics.

4.3 Results & Analysis

4.3.1 Complementing the findings from Study 1

Study 2 aimed to complement the findings from Study 1 in terms of stakeholder salience from the perspective of the politicians. To quantitatively test stakeholder salience could potentially reveal additional/other insights that the interviewees might consciously left out due to the unfeasibility to provide anonymous answers.

In Table 6, the average values of the stakeholder's perceived power, legitimacy and urgency based on the answers from the local politicians are reported. The mean values are based on answers on a seven-point Likert scale from *Not at all* (1) *To a very large extent* (7).

Stakeholder	M Power	M Legitimacy	M Urgency
	$(M_{Power} = 4,68)$	$(M_{\text{Legitimacy}} = 4,44)$	$(M_{Urgency} = 5,20)$
Arena companies	4,97ª	4,18 ^b	5,48 ª
Destination companies	4,17 ^b	4,7 ª	5,29 ª
Local citizens	5,3 ^a	5,29 ª	5,33 a
Local industries	4,86 ª	4,43 ^b	5,15 ^b
Local sports associations	5,6 ^a	5,43 ª	5,75 ^a
Media	4,22 ^b	3,55 ^b	4,72 ^b
National sports associations	5,04 ª	5,18 ª	5,56 ^a
PR-agencies / lobbying organizations	3,16 ^b	2,87 ^b	4,8 ^b

Table 6. Results from study 2³⁸

Source data: Survey. a=Above average value, b=Below average value

The method used to examine stakeholder salience quantitatively, compares the average values of each stakeholder group's attribute with the average value of all stakeholder group's attributes: "power" (M=4,68), "legitimacy" (M=4,44) and "urgency" (M=5,20). By using this approach it is important to note that the results from Study 1 are not directly comparable. The values reported in Table 6 show a stakeholder's possession of an attribute relative to other the stakeholders. In Study 1, the stakeholder groups could only be assigned two values, possessing or not possessing the attribute. Thus, the findings are complementing rather than comparable.

The most significant difference compared to Study 1 is the salience of local citizens, which in this study is found to be the most salient actor. Still, destination companies are also in this study perceived as a salient actor even though a slightly below average value for "power" is reported. The local sports associations and national sports associations showed a higher tendency of "legitimacy" than the interviews revealed in Study 1 thus complementing the findings. Neither Media nor PR agencies possess any of the attributes just as Study 1 indicated.

4.3.2 Descriptive data of dependent variables

Study 2 aimed to explore factors influencing the politician's acceptance of decision, resource allocation, perceived risk and confidence in decision. In Table 7, descriptive data of the dependent variables for all respondents are presented.

³⁸ Chi2-test was conducted to examine whether there are significant difference in how politicians answered the question based on party affiliation and the municipal SKLcategory. The tests showed no significant difference (5%), which why these are not reported.

Variables <i>n=152</i>	Min	Max	M (SD)
Acceptance of decision	2	7	5,64 (1,05)
Resource allocation	1	7	2,74 (2,34)
Perceived risk	1	7	3,61 (1,23)
Confidence in decision	1	7	5,03 (1,37)

Table 7 – Descriptive data of dependent variables

Source data: Survey

Furthermore, frequencies for acceptance of decision, perceived risk, confidence in decision and resource allocation are presented in Figure 3.



Figure 3. Frequencies for dependent variables.

4.3.3 Experience & knowledge

Research on the familiarity heuristic by Park & Lessig, (1981), give reason to believe that the degree of experience and knowledge influence local politicians in their decision-making. Based on previous research, it was examined whether acceptance of the decision, resource allocation, confidence in decision and perceived risk differ between politicians with a less respective more knowledge or experience. The questions were answered on a 1-7 likert scale and are reported in Table 8 below.

Variable	Less knowledge of organizing sports events M (SD)	Greater knowledge of organizing sports events M (SD)	Difference	t	Significance
Acceptance of decision	5,44 (1,14)	5,80 (1,05)	0,36	-2,102	0,037*
allocation	1,90 (1,09)	2,01 (1,10)	0,11	-0,615	0,540
Perceived risk	3,82 (1,36)	3,49 (1,09)	-0,31	1,686	0,094
Confidence in decision	4,78 (1,49)	5,27 (1,15)	0,49	-2,407	0,017*
Variable	Less experience in arranging sports events M (SD)	Greater experience in arranging sports events M (SD)	Difference	t	Significance
Acceptance of decision	5,51 (1,035)	5,72 (1,197)	0,21	-1,185	0,238
allocation	1,86 (1,09)	2,06 (1,08)	0,2	-1,103	0,272
Perceived risk	3,76 (1,24)	3,56 (1,21)	-0,2	1,010	0,314
Confidence in decision	4,69 (1,41)	5,35 (1,19)	0,77	-3,150	0,002**
Variable	No experience in deciding to arrange sports events M (SD)	Experience in deciding to arrange sports events M (SD)	Difference	t	Significance
Acceptance of decision	5,49 (1,03)	5,77 (1,03)	0,28	1,624	0,107
Resource allocation	2,05 (1,17)	1,77 (0,94)	-0,28	-1,556	0,122
Perceived risk	3,74 (1,29)	3,56 (1,19)	-0,18	-0,900	0,370
Confidence in decision	4,76 (1,43)	5,36 (1,18)	0,6	2,886	0,004**

Table 8 – T-test of Experience & Knowledge

**P<0,01,*P<0,05. Source data: Survey. Reported on the respondent's individual level.

As reported in Table 8 there are differences in the average value between all variables, however there are only two variables that show significant differences. Firstly, as for *acceptance of decision* the respondents with greater knowledge are more inclined to accept the decision ((M = 5,44, M = 5.80)). Secondly, *confidence in decision* indicate significant differences for both knowledge, experience in arranging and experience in deciding to arrange (M=4,78, M=5,27; M=4,69, M=5,35; M=4,76,

M=5,36) This is a result in line with previous research from Park & Lessig (1981). Thus, the results thus generate outcomes in the hypothesis testing:

H1a: Politicians with greater knowledge of arranging sports events are more inclined to accept the decision. **Empirical evidence found**

H1b: Politicians with greater knowledge of arranging sports events feel more confident in their decision. **Empirical evidence found**

H1c: Politicians with greater experience in arranging sports events are more inclined to accept the decision. **Empirical evidence not found**

H1d: Politicians with greater experience in arranging sports events feel more confident in their decision. **Empirical evidence found**

H1e: Politicians with experience in deciding to arrange sports events are more inclined to accept the decision. **Empirical evidence not found**

H1f: Politicians with experience in deciding to arrange sports events feel more confident in their decision. **Empirical evidence found**

Additional questions raised:

• None of the other relationships we aimed to examine (chapter 4.1.1.1.) showed significance differences in t-tests as above.

4.3.4 Liking

As previously described in the literature review (4.1.1), the affect heuristic is translated into liking. Research by Solvic et al (2002) give reason to believe that liking for sports will influence the local politician's decision-making. Based on previous research, it was examined if acceptance of the decision, resource allocation, confidence in decision and perceived risk differ between politicians with a less respective greater liking. The questions were answered on a 1-7 likert scale and are reported in Table 10 below.

Variable	Less liking for sports M (SD)	Greater liking for sports M (SD)	Differenc e	t	Significanc e
Acceptance of	5 AO(1 12)	5 87 (0 03)	0.47	2818	0 006**
decision	5,40 (1,12)	5,67 (0,95)	0,47	-2,010	0,000
Resource	1 01 (1 12)	2.11(1.05)	0.20	1 507	0 115
allocation	1,01 (1,15)	2,11 (1,03)	0,30	-1,387	0,115
Perceived risk	3,74 (1,24)	3,49 (1,21)	0,25	1,259	0,210
Confidence in	4 72 (1 40)	5 20 (1 21)	0.54	2 501	0.01.4*
decision	4,/3 (1,49)	3,29 (1,21)	0,30	-2,301	0,014*

Table 9 – T-test of liking

**P<0,01. *P<0,05. Source data: Survey. Reported on a politician's individual level.

There are differences in the average values for all variables. However, there are only two differences that are significant; the acceptance of decision (M = 5.40 to M = 5.87) and confidence in decision (M = 4.73 and M = 5.29). Worth noting is that confidence in decision, which was not stated as a hypothesis, shows a significant difference. To conclude, the group with greater liking for sports are more inclined to approve an arrangement of the international sport events and feel more confident in their decision. The hypotheses testing resulted as follows:

H2a: Politicians with greater liking for sports are more inclined to accept the decision. **Empirical evidence found**

H2b: Politicians with greater liking for sports are more inclined to allocate resources. **Empirical evidence not found**

H2c: Politicians with greater liking for sports perceive lower risk regarding the decision. **Empirical evidence not found**

Additional question raised:

• Politicians with greater liking for sports feel more confident in their decision. **Empirical** evidence found

4.3.5 Factors for evaluating the effects of an event

TBL is frequently used for evaluating the effects of an event (e.g. Elkington, 2004; Fell, 2007) However, according to Andersson et al. (2009) the effects on tourism and image might be of greater importance when evaluating events. Thus, it is of interest to examine what factors for evaluating the effects of an event that impact the local politician's acceptance of decision.

The independent variables: economy, image, social, tourism and environment, were measured based on the created indexes (see chapter 4.2.6.3). The dependent variable, acceptance of decision, was answered on a 1-7 Likert scale.

Table 10 – Descriptive data on perceived importance of factors for evaluating the effects of an event in decision-making³⁹

	Ν	Min	Max	M (SD)
Economy impact	152	8	21	17,28 (2,24)
Image	152	3	21	17,37 (2,69)
Social	152	9	21	17,33 (2,17)
Tourism	152	6	21	17,15 (2,29)
Environment	152	3	21	14,60 (4,36)

Source data: Survey.

Table 11 – Correlation a	nalysis – perceived	importance of the	effects of an	event and
acceptance of decision				

	Acceptance of	Economy	Image	Social	Tourism	Environment
	decision					
Acceptance of	1	0,122	,251**	0,09	,194	-0,029
decision						
Economy	0,122	1	,523**	,556**	,642**	,394**
Image	,251**	,523**	1	,572**	,613**	,438**
Social	0,09	,556**	,572**	1	,497**	,528**
Tourism	,194*	,642**	,613**	,497**	1	,351**
Environment	-0,029	,394**	,438**	,528**	,351**	1

**P<0,01. *P<0,05. Source data: Survey. Reported on a politician's individual level.

As shown in table 11, there is a high degree of multicollinearity between the arguments (further commented in chapter 5.2). Further, "Image" correlates with the variable "acceptance of decision" on a 1% significance level. In table 12, a hierarchical regression model is reported with acceptance of decision as dependent variable.

³⁹ Chi2-test was conducted to examine whether there is any significant difference in how politicians answered the question based on party preference and their municipal SKL-category. The tests showed no significant difference (5%), why these are not reported.

	Modell 1	Modell 2	Modell 3	Modell 4	Modell 5
Image	0,098**	0,087**	0,092**	0,106**	0,115**
	(0,031)	(0,022)	(0,041)	(0,044)	(0,044)
Tourism		0,022	0,036	0,039	-0,40
		(0,047)	(0,053)	(0,053)	(0,053)
Economy impact			-0,029	-0,015	-0,007
			(0,024)	(0,053)	(0,053)
Social impact				-0,047	-0,017
				(0,051)	(0,054)
Environment					-0,038
impact					(0,023)
Intercept	3,926**	3,749**	3,912**	4,180**	3,916**
	(0,551)	(0,670)	(0,729)	(0,786)	(0,799)
R ² (adj)	0,056	0,051	0,047	0,046	0,056
Ν	149	149	149	149	149

Table 12 – Hierarchical regressions model – the influence of perceived importance of factors for evaluating the effects of an event on decision⁴⁰

**P<0,01. *P<0,05. Source data: Survey. Reported on a politician's individual level.

Dependent variable: Acceptance of decision.

As seen in Table 12, the perceived importance of image factors is significant on a 1% level in the regression model. The other variables are not significant on a 5% significant level. Adjusted R^2 value never reaches more than 0.056, which should be seen as relatively low. The regression model yields the following results in the hypothesis testing:

⁴⁰ In addition to the regression model with acceptance of decision as dependent variable, regression models with resource allocation, perceived risk and confidence in decision as dependent variable, were performed. No significant results were found in these regressions, why they are not reported.

H3a: Local politicians' perceived importance of TBL (Environmental factors) influences the decision. **Empirical evidence not found**

H3b: Local politicians' perceived importance of TBL (Economical factors) influences the decision. **Empirical evidence not found**

H3c: Local politicians' perceived importance of TBL (Social factors) influences the decision. **Empirical evidence not found**

H3d: Local politicians' perceived importance of image factors influences the decision. **Empirical evidence found**

H3e: Local politicians' perceived importance of tourism factors influences the decision. **Empirical evidence not found**

4.3.6 Additional factors of influence

In addition to examining the influence of liking, experience, knowledge and the importance of factors for evaluating the effects of an event, this study also aimed to explore other factors of influence. The factors that have been tested are characteristics of the municipality and characteristics of the local politician on acceptance of decision, resource allocation, perceived risk and confidence in choice.

4.3.6.1 Characteristics of the municipality

It was examined whether politicians in a certain municipal category are more inclined to accept the decision than another. Below is a mean comparison of different municipality categories.

Table 13 – ANOVA- comparison of acceptance of decision between different municipalities⁴¹

Acceptance of decision	Municipal category M (SD)	Municipal category M (SD)	Difference	Significance
	A 5,29 (0,98)	B 5,96 (0,90)	-0,678	0,011*
	A 5,29 (0,98)	C 5,56 (1,15)	-0,279	0,443
	C 5,56 (1,15)	B 5,96 (0,90)	-,399	0,116
	Sum of squares	Mean square	F	Sig
Between groups	10,50	5,25	4,943	0,008**

⁴¹ The variables perceived *risk, confidence in choice* and *resource allocation* was equally tested in ANOVA. However, the results were not significant and are therefore not presented.

As shown in Table 13, there is a significant difference between the groups. The politicians in municipalities of municipal category B show a greater propensity to accept an arrangement of international sports events than those in municipal category A and C^{42} .

Furthermore, it was tested if a municipality's density of orienteering influences any of the decisionmaking variables. Density of orienteering is defined as LOK funding to orienteering/number of citizens in the municipality. Two groups of low respectively high density were created based on the mean value (M=0.0282). Orienteering was tested as the fictional case, where the questions on acceptance of decision, resource allocation, perceived risk and confidence in decision were asked, concerned the World Championship in orienteering.

Variable	Low density of orienteering ² M (SD)	High density of orienteering ² M (SD)	Difference	t	Significance
Acceptance of	5,54 (1,092)	5,91 (0,91)	0,37	-2,010	0,046*
decision ¹					
Resource	1,98 (1,13)	1,93 (1,04)	-0,05	0,288	0,774
allocation ¹					
Perceived	3,63 (1,23)	3,52 (1,24)	-0,12	0,514	0,608
risk ¹					
Confidence in	4,83 (1,41)	5,48 (1,18)	0,65	2,919	0,04*
decision ¹					

Table 14 – T-test between municipalities with different density of orienteering

* P<0,05 Source data: 1= Survey, 2= Swedish Sports Confederation Database

There is significant difference between municipalities with a low and high density of orienteering for the "acceptance of decision" and "confidence in decision". The difference is significant on 5% significance level. This is further discussed in Chapter 5.

4.3.6.2 Characteristics of the local politician

It was also of interest to test if characteristics of the local politician influences any of the decisionmaking variables.

⁴² SKL's Municipality classification classifies municipalities based on several criteria such as population, commuting and tourism. The municipality can be classified as A1 (Metropolis), A2 (Commuting Municipality near a metropolis), B3 (Larger city), B4 (Commuting Municipality near a larger city), B5 (Commuting Municipality less near a larger city), C6 (Smaller city), C7 (Commuting Municipality near a smaller city), C8 (Countryside Municipality) and C9 (Countryside Municipality with tourism).

Table 15 – Correlation analysis⁴³

	Acceptance of decision	Confidence in decision	Perceived risk	Resource allocation
Knowledge of orienteering	0,111	,254**	-0,037	0,104
Interest in orienteering	,161*	,268**	0,015	0,099

** P<0,01 * P<0,05 Source data: Survey. Reported on an individual level.

As shown in Table 16 knowledge of orienteering correlates with confidence in decision (0.254) on 1% significance level. In addition, interest in orienteering correlates with acceptance in decision (0.161) on a 5% significance level and confidence in decision (0.268) on 1% significance level. All correlation coefficients are defined as small according to Cohen (1988).

In addition, K independent, Kruskal-Wallis test, have been performed to test if there are differences depending on the politicians' party affiliation on acceptance in decision, resource allocation, confidence in choice and perceived risk. The test did not show any significant differences, still descriptive data is reported in appendix 7.3.3.

4.3.6.3 Results from open answers⁴⁴

The survey also included questions with open answers to provide a broader understanding of reasoning behind the decision.

One question covered the acceptance of decision: "Why did you vote for arranging the event?". A vast amount of the respondents highlight image and branding of the municipality as reasons for accepting an arrangement. Several politicians extend the reasoning around the municipal image, for example: "*Sala would end up on international map*". Further, it was mentioned was that it would benefit the tourism industry: "*As it would create a positive development for the municipality in terms of tourist attraction*" Overall, the politicians consider the effect of an event as positive and that it will make public areas and the municipality at large to come to life. There are several positive answers given around how an event would engage local citizens: "*The event would involve all citizens, young as old!*" and "*It would strengthen the team spirit of the municipality*,".

On the other hand, if a respondent did not accept the decision he was posed with the question: "Why did you vote against arranging the event?". Several respondents referred to the financial risks of arranging an event: "We are such a small municipality with very limited financial resources," . The

⁴³ Additional characteristics of the local politicians such as Gender, Age and Years as elected were tested but did not show significant result thus are not reported

⁴⁴ Due to the scope of this paper and the limitation of words, only a few topics are outlined.

majority of the respondents who did not want to arrange the event express similar concerns regarding the size of the municipality.

Some unexpected answers came up in the question: "What effects do you believe that an arrangement of the event would have?" In addition to the trends already presented, several of the respondents commented on worries regarding the municipality's infrastructure. They pointed to risks with traffic problems: "... can be seen as negative in terms of too many cars causing a traffic jam" and "The increased traffic would be difficult to handle". Additionally, many politicians were worried about unexpected costs that might would have to be covered with taxes. A summary of the perceived impact an international sports event is reported in Table 16.

Mentioned areas that would be impacted by an international sports event	Number of times mentioned in open answers				
international sports event	Positive impact	Negative impact			
Accommodation	2	3			
Cleaning of the streets and public areas	-	3			
Confidence crisis for the municipal politicians	-	2			
Costs for the municipality	1	7			
Crime	-	1			
Image of the municipality	17	1			
Jobs	3	-			
Local sports associations	2	-			
Local citizens	3	-			
Local industries	2	-			
Nature	3	4			
Public health	1	-			
Revenues to local actors in the municipality	3	-			
Tourism	10	-			
Traffic situation (infrastructure)	2	8			
Workload for the municipality	-	1			

Table 16 – Perceived impact of an international sports event

Source data: Survey.

4.3.6 Summary of hypotheses

Hypotheses	Empirical evidence		
H1a: Politicians with greater knowledge of sports events are more inclined to accept the decision.	Supported		
H1b: Politicians with greater knowledge of sports events feel more confident in their decision.	Supported		
H1c: Politicians with greater experience in arranging sports events are more inclined to accept the decision.	Not supported		
H1d: Politicians with greater experience in arranging sports events feel more confident in their decision.	Supported		
H1e: Politicians with greater experience in deciding to arrange sports events are more inclined to accept the decision.	Not supported		
H1f: Politicians with greater experience in deciding to arrange sports events feel more confident in their decision.	Supported		
H2a: Politicians with greater liking for sports are more inclined to accept the decision.	Supported		
H2b: Politicians with greater liking for sports are more inclined to allocate resources.	Not Supported		
H2c: Politicians with greater liking for sports perceive lower risk regarding the decision.	Not supported		
H3a: Local politicians' perceived importance of TBL (Environmental factors) influences the decision.	Not supported		
H3b: Local politicians' perceived importance of TBL (Economical factors) influences the decision.	Not supported		
H3c: Local politicians' perceived importance of TBL (Social factors) influences the decision.	Not supported		
H3d: Local politicians' perceived importance of image influence the decision.	Supported		
H3e: Local politicians' perceived importance of tourism influence the decision.	Not supported		

5. General discussion

5.1 Destination companies and local sports associations have the highest degree of salience from the perspective of local politicians

In this section the first research question is discussed and analysed: "What stakeholder groups are identified in the context of arranging an international sports event and what is their degree of salience from the perspective of a local politician?" Both the qualitative results from Study 1 and the quantitative results from Study 2 are included.

As presented in Study 1 (see 3.3.1), eight different groups of stakeholders are identified in the context of arranging an international sports event: Arena companies, local industries, local citizens, destination companies, PR-agencies, media, national sports associations and local sports associations (see Figure 2). The degree of salience differed among the groups (see Table 3). The result was complemented with findings from Study 2, where the question of stakeholder salience was quantified (see 4.3.1).

Overall, the results are in line with the findings by Gomes et al. (2010), which highlights that there is a vast amount of influences that a politician needs to deal with in the decision-making. The combined findings show that the destination companies and local sports associations are the most salient stakeholders in matter. Based on the definition of salience by Mitchell et al (1997), this implies that politicians prioritize the claims of these actors before others. Common for the destination companies and local sports associations are that they are actors in the politician's immediate surrounding. Additionally, the findings in Study 2 indicate a high degree of salience for local citizens who also are a stakeholder group in the politician's local environment. Thus the results indicate that actors, which a local politician may encounter on a daily basis, are more prioritized than national actors e.g. national sports associations, PR and media. As for local citizens, it is worth comparing the quantitative findings in Study 2 with the quantitative findings by Gilljam et al (2010). In this study, the politicians ranked the influence of local citizens higher than average whilst they were ranked as the least influential actor in the study conducted by Gilljam et al (2010). It might be argued that this is due to the matter in question, as this study covered a specific issue compared to the general opinion provided by Gilljam et al (2010).

Furthermore, in accordance with the findings from the qualitative examination made by Bussy & Kelly (2010), power seems to be a more prominent feature than legitimacy in determining salience. The stakeholder groups with power: arena companies, national sports associations and local sports associations, are the ones allowed to direct interaction with the politicians and their opinion is asked for more than the groups with legitimacy, the local industries and citizens. Moreover, it appears as if the

powerful groups are questioning the event it is more likely to impact the decision than if the groups with legitimacy do it.

To conclude, in accordance with the exploratory purpose of Study 1 the results have provided an understanding of the context and the dynamics preceding the decision. Furthermore, stakeholders have been identified and their degree of salience has been determined: Destination companies and local sports associations have the highest degree of salience from the perspective of a local politician.

5.2 Politicians with greater knowledge of arranging sports event and/or greater liking for sports are more inclined to accept the decision

The understanding of the context and the dynamics preceding the decision from Study 1 e.g. what factors that usually are used to evaluate the effects of an event and how they are presented, formed the basis for Study 2. Study 2 aimed to answer the second research question: *What factors influence a local politician's acceptance of decision, resource allocation, perceived risk and confidence in decision?* The following section includes a discussion of the hypothesized variables for investigation: knowledge, experience, liking and the perceived importance of factors for evaluating the effects of the event. These were chosen, as they are constructs recognized to influence decision-making in general.

As for acceptance of decision, the results show that politicians with greater knowledge and greater liking are more inclined to vote for arranging the event in the municipality than those with less knowledge and liking. This indicates that local politicians' decision-making is affected by their integral thoughts regarding the question in matter, which previously has been presumed to be the case (see 2.2.3). Furthermore, the result on knowledge is partly in line with previous research on the effect of the familiarity heuristic (Park & Lessig, 1980). However, it is worth noting that experience, which is a construct in the familiarity heuristic, do not have a positive relationship with acceptance of decision. A plausible explanation would be that the politicians have had a negative previous experience of sports event, which influence their decision. Additionally, it might be argued that the politicians with experience are aware of the complexity of arranging an international sports event hence perceived the given information insufficient to accept the decision. It should be emphasized that these are only a speculation at this point and should be further examined in future research.

Furthermore, the results revealed that politicians who either have greater knowledge, experience or liking feel more confident in their decision than those with less. This was in line with previous research on both the familiarity heuristic and affect heuristic in decision-making (see 4.1.1) and is probably due their previous involvement within the field. However, neither resource allocation nor perceived risk were found to be impacted of greater knowledge, experience or liking. This implies that the politicians

regardless of any kind of previous involvement with sports or sports event perceive the same level of risk regarding an arrangement of an international sports event. Additionally, it points to that allocate monetary resources, in terms of tax revenues, is a sensitive issue where politicians don't deviate significantly from each other.

In sum, liking and knowledge are more prominent aspects than experience in influencing local politicians' acceptance of decision. Furthermore, politicians with greater knowledge, liking or experience feel more confident in their decision than the others. It is of interest to link these findings to the research presented (see 2.2) regarding rationality in local political decision-making. The fictional case of orienteering presented to the local politicians was conducted in cooperation with the Chairman of the Swedish orienteering association to make it realistic. However, it might be argued whether it should be considered fully representative as only five effects of the event were presented. In addition, all effects were stated as beneficial to the municipality and no costs for the municipality in connection to the event was mentioned. Despite these shortcomings, the majority of the politicians were inclined to accept the decision (see Figure 3). It may be argued to be irrational decision-making to accept an event of this magnitude based on this limited information. Worth noting is that the results likely had differed if there had been a voting concerning a real event in the municipal council. Yet, the findings indicate that, particularly the affect heuristic in terms of liking seems to influence the politician to depart from making rational decisions.

Moreover, the influence of the importance of the event's effect on acceptance of decision was examined. The included factors were TBL, in terms of information on the environmental, social and economic factors, and image and tourism factors. It was found that the perceived importance of the event's effects on image had an impact on the acceptance of decision. This implies that politicians seem to agree with Andersson et al, (2009) regarding the positive effects an event has on the image of the municipality. Implicitly, it also suggests that the politicians consider the image to be of significance for a municipality. Worth noting is that the perceived importance of the event's effects on TBL factors not influences the decision. Yet, this is the kind of factors that often are used when presenting an event in the municipal council. These factors are also what the Swedish Sports Confederation has based their product "the event impact calculator" on. However, it can be argued whether the information on the effects on image and tourism can be separated from TBL. It could be argued that this information actually should be counted as an economic or social factor in the TBL framework. Nevertheless, the results highlight the significance of presenting information on effects on image while environmental effects are not considered as relevant for an acceptance of decision.

5.3 Politicians in a municipality with a higher density of orienteering are more willing to accept an arrangement of the World Cup in Orienteering

Finally, the question: *What factors influence a local politician's acceptance of decision, resource allocation, perceived risk and confidence in decision* were two folded. As the previous section covered the hypothesized variables, the following section outlines additional factors influencing the politician's decision regarding an arrangement of international sports events.

The results show that there are no significant differences between local politicians with different party affiliation and the decision-making variables. Thus, even though it can be argued that politicians with different party affiliation generally have dissimilar opinions, in this question they do not. The reasons for this are beyond the scope of this paper but it is still an interesting observation, which contributes to the knowledge within the field of local-political decision-making.

Furthermore, the results show that municipalities of the municipal category B (Larger cities and Commuting Municipalities near or less near a larger city) are more inclined to accept the arrangement than those in municipal category A and C (see Table 13). It should be noted that this result mainly is applicable in the context of orienteering and the authors don't stretch this finding other than to sports with similar conditions i.e. no requirements of large arenas or facilities with distinct characteristic. Moreover, municipalities with more LOK-funding for orienteering relative to the number of citizens, referred to as a higher density of orienteering, are more willing to accept the decision. It might be argued that this is in line with the finding of liking for sports, as a higher density of orienteering implicitly suggests a greater liking for orienteering assuming that one is active in a sport that one like. In addition, by looking at individual characteristics, politicians with specific knowledge in orienteering feel more confident in the decision.

Study 2 also encompassed a number of open questions (see 3.3.6.3). Findings were discovered that had not been captured in Study 1 regarding the context of arranging an international sports event. Infrastructure problems, such as traffic jams, seem to have a significant impact on politicians' decision to accept an arrangement. Whether this is due to an overestimation of risks, that municipalities generally have poor conditions to cope with a lot of people or another potential reason can only be speculated around within the scope of this thesis. However, it is worth noting that infrastructure issues are of importance for many politicians. Further, the open answers reveal that limited financial resources is a common explanation for why they chose not to vote for arranging an event. Lastly, the open questions

confirmed several findings from both Study 1 and the closed questions in Study 2. An event is perceived to yield positive effects on the image of the municipality, which is of great importance to the politicians. Thus, this points to that politicians not only care about the obligatory tasks such as taxes and policy questions but also have the mind-set of a place-marketer.

5.4 Implications

Through empirical data and insights, this study has contributed to the understanding of local political decision-making regarding arrangements of international sports events. This thesis has covered *who* influences the decision-making, by exploring stakeholders and stakeholder salience. Further, it has outlined *what* influences the decision-making, in terms of heuristics, factors for evaluating the event and municipal and personal characteristics.

Against the background to this study, the result implies that the Swedish Sports Confederation and other relevant actors can now get a deeper knowledge how to influence local-politicians regarding arrangements of international sports events in Swedish municipalities. In turn, they can re-evaluate whether they are using the best possible strategies to convince local politicians. This study has revealed that it would be advantageous to highlight the benefits of the event on the municipal image. Additionally, to take help from the destination companies and local sports associations as their claims are prioritized in the matter. Furthermore, the density of the sport in the municipality could be used to more carefully choose which municipalities to approach with the event.

From the perspective of place marketing, the result indicates that politicians are aware of the importance of the municipal brand and seem to prioritize activities that contribute to strengthening the image. This implies that local politicians perhaps also would adopt place-marketing activities other than sports events, as long as the effects on the municipal image is emphasized. This will hopefully contribute to the objective set by the Swedish government to attract more tourists to Sweden and strengthen Sweden's position as an attractive destination among the global audience.

5.5 Limitations

As with any academic research, this study has limitations that might lead to the findings being regarded as misleading in another context. Initially, the scope of this study was limited to the magnitude of a master thesis, which means that the number of respondents in both Study 1 and Study 2 might be seen as insufficient relative to other studies. Furthermore, there is a risk that the Swedish definitions used in the survey and interviews can be interpreted to have a slightly different meaning when translated. Thus, the reader might perceive some differences compared the Swedish version of the survey and interviews.

Moreover, the findings could be limited in its application based on that orienteering is the only sport examined. The case was also constructed to only provide information on five effects of the event, which all were stated as beneficial to the municipality. This is likely to have put the politicians in a rather positive mind-set that might have impacted the findings. As for the case, it is also worth noting that the fictional application don't mirror the reality when politicians decide whether to accept an arrangement of an international sports event. In practice, such a decision is made in the municipal council, which might would have given other results due to the different environment.

There is also the problem that the respondents' subjective assessments do not reflect the actual reality. The response rate in Study 2, 10.3%, should be considered acceptable given the scope of the survey. However, it might have been desirable to achieve an even higher response rate for greater generalizability. Furthermore the sample in Study 1, including seven interviewees, could be seen as scarce. Still, it should be noted that the main purpose of Study 1 was to create an explorative understanding of the context of arranging an international sports event and the dynamics preceding the decision. The findings from Study 1 were also complemented with a quantitative examination of the same issue in Study 2. Further, the regression-model in Study 2 has a high degree of multicollinearity⁴⁵. Yet, to examine the factors separately there was no other way to create indexes than those that were presented. Finally, the paper provides a static view of reality and thus not takes other causal relationship into account.

5.6 Future research

As previously mentioned, there have been studies conducted which investigate the obligatory tasks in local-political decision-making. However, there has been limited attention paid to the voluntary tasks in local local-politics. This thesis has contributed to the research field of local-political decision-making trough exploring a voluntary matter. However, it would be of interest to perform more research within the field covering other issues than sports event. For example, it would be of relevance to further explore the factors for evaluating effects, not only concerning sports event, but performance of other kinds of projects.

As for the presented effects of an event, this study has covered which factors that are most influential to the local politician. As mentioned in the theoretical framework, information in decision-making is rather about quality than quantity. Therefore, it would be interesting to investigate further the number

⁴⁵ Due to the independent variables are highly correlated, one can say that they basically measure the same thing. In this paper, it is reasonable to imagine that most politicians not separate the arguments to a high extent. What this is due to is subject for future research.

of effects that are optimal to present. It would also be of interest to further investigate why the high degree of multicollinearity exists between the effects presented.

Moreover, it would be of interest to further examine the impact of the familiarity heuristics on decisionmaking. The constructs of familiarity are experience and knowledge. However, in this study only knowledge of organizing sports event influenced the decision, experience did not. It would be of interest to test if a negative experience and a positive experience differ in their impact.

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7. Appendix

7.1 Interview manuscript (Study 1)

Intervjuperson:

Datum:

- 1) Beskriv hur du ser på processen för att fatta beslut om idrottsevenemang?
- 2) Hur gick processen till?
 - a. Vilka var involverade?
- 3) Vad tar du med dig från dom/de olika involverade?
- 4) Ser det ut som du hade föreställt dig?
- 5) Om du skulle gå igenom samma process idag, vad skulle du göra annorlunda?
 - **a.** Skulle du involvera fler?
 - **b.** Skulle du ha tätare kontakt?
- 6) Vilka vad svårigheterna i processen?
 - **a.** Vad är om komplext?
- 7) Vad är grunden för att du ska fatta ett sådant beslut om idrottsevnemang?
- 8) Vad är viktigast för dig, sociala, ekonomiska eller miljömässiga aspekter?
 - a. Är några andra argument viktiga?
- 9) Vad fanns det för argument i processen?
- 10) Vilka dokument som fanns i processen?
- 11) Hur stor inverkan har olika stakeholders på dig?
- 12) Vem måste du förhålla dig till för att fatta beslut?
- 13) Vem måste du ta hänsyn till för att fatta beslut?
- 14) Hur har påverkan från näringslivet påverkat dig?
- 15) Känner du dig oberoende när du fattar beslut?
- 16) Hur såg tidsprocessen ut?
- 17) Vem "låg på"/"var drivande" i processen?
- 18) Vilka skulle du vända dig till / lita på?
- **19)** Vem är trovärdig i processen?
- 20) Vad skulle hindra dig från att fatta beslut?
- 21) Har du tillräcklig kunskap för att fatta beslut?
- 22) Vem vänder du dig till för eventuellt få mer kunskap?
- 23) Skulle du vilja ha annan typ av information?
- 24) Tycker du informationen mot politiker bör utvecklas? I såfall hur?

7.2 Survey (Study 2)

Hur skapas framtidens internationella idrottsevenemang?

– Var med och bidra till utvecklingen av framtidens idrottsrörelse!

Evenemang kan skapa gemenskap, tillväxt, arbetstillfällen och ökad turism. Besöksnäringen har i samverkan med Riksidrottsförbundet upprättat en gemensam strategi för att Sverige ska arrangera fler internationella idrottsevenemang.

Hur detta kan bli verklighet undersöks nu i en masteruppsats vid Handelshögskolan i Stockholm – i samarbete med Riksidrottsförbundet. I korthet syftar uppsatsen till att belysa vilka svårigheter och möjligheter som kan kopplas till idrottsevenemang i Sverige. Vilka bevekelsegrunder finns för att anta ett internationellt idrottsevenemang?

Med internationella idrottsevenemang menas evenemang av VM, EM eller World Cup-karaktär. För att ett sådant evenemang ska arrangeras i en kommun krävs oftast ett beslut i kommunfullmäktige.

Hela enkäten besvaras anonymt och svaren hanteras konfidentiellt. Alla som svarar på enkäten har möjlighet att få ta del av studien efteråt helt kostnadsfritt. Studien tar ungefär 10 minuter att besvara.

Tack för du som politiker bidrar till kunskapen om svensk idrott och dess fortsatta utveckling!

Med vänliga hälsningar,

Patrik Oscarsson, Chef intressepolitik och media, Riksidrottsförbundet Carl Lundborg & Matilda Ward, Handelshögskolan i Stockholm

I vilken utsträckning...

	Int e all s	I mycket liten utsträckni ng	l liten utsträckni ng	l någo n mån	l viss omfattni ng	l hög utsträckni ng	l mycket hög utsträckni ng
tittar du på idrott, antingen på TV eller live?	o	О	О	о	О	o	o
idrottar du?	0	Ο	Ο	0	0	O	О
är du engagerad i en idrottsförening?	o	0	0	0	0	0	O
l vilken utsträckning besöker du idrottsevenema ng?	0	0	0	О	0	0	О
l vilken utsträckning följer du idrottsevenema ng?	O	0	0	о	0	0	0
är du intresserad av idrottsevenema ng?	o	•	•	О	0	0	О
l vilken utsträckning har du kunskap om att arrangera idrottsevenema ng?	0	0	0	0	0	0	О
har du varit aktivt engagerad i att arrangera ett idrottsevenema ng?	0	0	0	•	0	0	0

I vilken grad skulle du vilja att ett...

	Inte alls	l mycket liten grad	l liten grad	l någon mån	l viss omfattning	l hög grad	l extremt hög grad
internationellt idrottsevenemang arrangerades i din kommun?	О	0	О	0	0	о	0
nationellt idrottsevenemang arrangerades i din kommun?	0	0	0	0	0	0	0

Har du tidigare varit med om att besluta att arrangera ett internationellt idrottsevenemang i din kommun?

- O Ja
- O Nej

Om det skulle vara aktuellt att arrangera ett internationellt idrottsevenemang i din kommun... I vilken grad anser du att följande grupper/organisationer skulle ha inflytande över ditt beslut om att anta ett internationellt idrottsevenemang idag?

	Inte alls	l mycket liten grad	l liten grad	l någon mån	l viss omfattning	l hög grad	l extremt hög grad
Destinationsbolag (ex. Visit Stockholm)	О	0	0	0	О	0	О
Specialidrottsförbund	О	O	0	Ο	Ο	0	О
Lobbyorganisationer	О	О	0	0	О	0	О
Lokala företag	О	0	0	0	0	0	О
Sponsorer	О	0	0	0	0	0	О
Kommuninvånare	О	0	0	0	0	0	О
Media (ex. TV/Radio/Tidning)	0	0	0	0	Ο	0	О
Högre politisk instans	О	0	0	Ο	0	0	О
Lokala idrottsföreningar	О	0	0	0	О	o	О
Enskilda eldsjälar	О	O	0	O	Ο	0	О
Arenaägare	О	0	0	•	O	0	О
Kommunala tjänstemän	О	0	0	0	0	О	О
Internationella idrotts organisationer, t.ex. FIFA, UEFA IOK.	0	0	ο	•	0	0	О
Annan/Annat:	0	0	0	0	0	0	О
Om det skulle vara aktuellt att arrangera ett internationellt idrottsevenemang i din kommun...I vilken grad anser du att följande grupper/organisationer har legitimitet att vara delaktiga i ditt beslut om att anta ett internationellt idrottsevenemang idag?

	Inte alls	l mycket liten grad	l liten grad	l någon mån	l viss omfattning	l hög grad	l extremt hög grad
Destinationsbolag (ex. Visit Stockholm)	О	O	0	0	0	0	0
Specialidrottsförbund	0	0	0	О	O	О	О
Lobbyorganisationer	О	0	0	О	0	О	О
Lokala företag	О	0	0	О	Ο	0	О
Sponsorer	О	0	0	О	0	О	О
Kommuninvånare	О	0	0	О	0	О	О
Media (ex. TV/Radio/Tidning)	О	0	0	О	О	0	0
Högre politisk instans	О	O	O	0	0	О	0
Lokala idrottsföreningar	О	O	O	0	0	О	0
Enskilda eldsjälar	0	O	0	О	Ο	О	О
Arenaägare	0	0	0	О	О	О	О
Lokala tjänstemän	0	0	0	О	О	О	О
Internationella idrottsorganisationer, t.ex. FIFA, UEFA IOK.	0	0	0	0	0	О	О
Annan/annat:	0	0	0	О	0	0	0

Om det skulle vara aktuellt att arrangera ett internationellt idrottsevenemang i din kommun...I vilken grad anser du att följande grupper/organisationer skulle vara angelägna om att vara delaktiga i ditt beslut om att arrangera ett internationellt idrottsevenemang i din kommun idag?

	Inte alls	l mycket liten grad	l liten grad	l någon mån	l viss omfattning	l hög grad	l extremt hög grad
Destinationsbolag (ex. Visit Stockholm)	О	0	•	0	0	•	О
Specialidrottsförbund	Ο	0	0	0	O	0	О
Lobbyorganisationer	О	0	0	0	0	0	О
Lokala företag	О	0	0	0	0	0	О
Sponsorer	О	0	0	0	Ο	0	О
Kommuninvånare	О	0	0	0	Ο	0	О
Media (ex. TV/Radio/Tidning)	0	0	0	0	Ο	0	О
Högre politisk instans	О	O	o	0	0	o	О
Lokala idrottsföreningar	0	0	0	0	0	O	o
Enskilda eldsjälar	О	0	0	0	0	0	О
Arenaägare	О	0	0	0	0	0	О
Kommunala tjänstemän	0	0	0	0	O	0	О
Internationella idrotts organisationer, t.ex. FIFA, UEFA IOK.	0	•	o	•	•	O	O
Annan:	Ο	0	0	0	0	0	Ο

Enligt din uppfattning, hur ofta förekommer följande argument i politiska processer för att värdera effekterna av ett internationellt idrottsevenemang?

	Vet ej	Aldrig	l stort sett aldrig	Sällan	Ibland	Ofta	l stor sett alltid
Lokala kommuninvånarnas syn på hur evenemanget kommer att påverka kommunens varumärke.	o	0	0	0	0	0	0
Användandet av nyupprättade faciliteter efter evenemanget.	•	0	0	0	0	•	О
Antalet kommuninvånare som kommer arbeta i anslutning till evenemanget.	0	0	о	О	О	0	О
Antalet besökare till evenemanget.	•	Ο	O	O	О	0	О
Antalet turister som väntas besöka kommunen i samband med evenemanget.	o	О	О	О	О	о	О
Hur mycket pengar, i genomsnitt, som en evenemangsbesökare förväntas spendera i kommunen.	0	О	О	О	О	0	O
Andel förnybar energi som används i evenemanget.	•	0	О	0	О	0	О
Andelen miljövänliga transporter till evenemanget.	Ο	О	О	О	О	O	О
Andelen avfall som kan återvinnas vid evenemanget.	Ο	О	О	О	О	O	О
Kommunens mediala uppmärksamhet.	•	0	0	0	О	0	О
Effekterna som evenemanget kan generera för barn och ungdomar i kommunen.	0	0	0	о	о	0	о
Antalet utländska besökare till evenemanget.	•	•	•	•	0	0	О

Antalet nätter turister väntas stanna i kommunen på grund av evenemanget.	0	О	О	О	0	О	О
Evenemanget bidrar till att stärka kommunens varumärke.	О	О	О	О	0	О	О
Kommunens associationer med idrott och hälsa på grund av evenemanget.	О	О	О	О	0	О	О
Kriminaliteten i anslutning till evenemanget.	0	О	О	О	О	0	О
Antalet kommuninvånare som besöker evenemanget.	О	О	О	О	0	О	О
Annat område:	О	О	О	О	0	О	0

Ange hur viktiga följande faktorer skulle vara för dig som politiker för att värdera effekterna av ett internationellt idrottsevenemang?

	Nej, absolut inte viktigt	Nej, i stort sett inte alls viktigt	Nej, troligen inte viktigt	Tveksam om det är viktigt	Ja, troligen viktigt	Ja, det är viktigt	Ja, det är extremt viktigt
Lokala kommuninvånarnas syn på hur evenemanget kommer att påverka kommunens varumärke.	0	o	0	о	0	Э	0
Användandet av nyupprättade faciliteter efter evenemanget.	О	О	О	•	О	О	О
Antalet kommuninvånare som kommer arbeta i anslutning till evenemanget.	о	о	о	0	о	О	О
Antalet besökare till evenemanget.	О	0	0	0	О	0	О
Antalet turister som väntas besöka kommunen i samband med evenemanget.	О	о	о	o	О	о	О
Hur mycket pengar, i genomsnitt, som en evenemangsbesökare förväntas spendera i kommunen.	о	о	о	0	О	О	о
Andel förnybar energi som används i evenemanget.	О	О	О	O	О	О	О
Andelen miljövänliga transporter till evenemanget.	О	O	ο	o	О	ο	О

Ange hur viktiga följande faktorer skulle vara för dig som politiker för att värdera effekterna av ett internationellt idrottsevenemang?

Andelen avfall som kan återvinnas vid evenemanget.	O	O	О	O	О	0	О
Kommunens mediala uppmärksamhet.	О	О	О	О	0	0	о
Effekterna som evenemanget kan generera för barn och ungdomar i kommunen.	Э	О	Э	О	О	О	Э
Antalet utländska besökare till evenemanget.	О	O	О	O	О	0	О
Antalet nätter turister väntas stanna i kommunen på grund av evenemanget.	о	О	о	О	о	О	о
Evenemanget bidrar till att stärka kommunens varumärke.	О	О	О	Э	О	О	О
Kommunens associationer med idrott och hälsa på grund av evenemanget.	Э	О	Э	О	0	О	о
Kriminaliteten i anslutning till evenemanget.	O	O	O	O	О	O	О
Antalet kommuninvånare som besöker evenemanget.	О	О	О	О	О	О	О
Annan faktor:	О	О	o	O	О	o	О

Hur är dina kunskaper om följande sporter?

	Inte alls	Dåliga	Ganska dåliga	Varken bra eller dåliga	Ganska bra	Bra	Mycket bra
Fotboll	0	0	0	0	О	0	О
Innebandy	О	О	Ο	О	О	О	О
Orientering	О	О	Ο	О	О	О	О
Skytte	О	О	Ο	О	О	О	О
Ishockey	О	О	0	О	О	0	О
Annan sport:	О	О	О	О	О	О	О

Hur intresserad är du av följande sporter?

	Int e all s	l liten grad intresser ad	l någon mån ointresser ad	Ganska ointresser ad	Klart intresser ad	Mycket intresser ad	Extremt intresser ad
Fotboll	0	0	0	0	0	0	О
Inneband y	o	Ο	Ο	Ο	0	0	О
Orienteri ng	o	O	O	0	O	0	О
Skytte	0	Ο	Ο	Ο	O	O	О
Ishockey	0	0	0	0	0	0	О
Annan sport:	o	0	0	0	0	0	O

Nedan beskrivs ett fiktivt exempel på hur en ansökan till ett idrottsevenemang kan se ut. Beakta och läs informationen noga. Svara sedan på de efterföljande frågorna.





Stockholm 2017-02-28

Ansök om att bli värdstad för Orienterings-VM 2022

Kommunpolitiker,

Nu söker vi värdstäder till Orienterings-VM år 2022. Vi tror att just din kommun skulle lämpa sig vål. Ni har, enligt våra bedömningar, den infrastruktur som krävs för att arrangera ett evenemang av denna karaktär i er kommun.

Orienterings-VM är ett av de större idrottsevenemangen i Europa med över 300 utövare från över 50 olika nationer. Resultat från de senaste mästerskapen visar att tusentals åskådare besöker evenemanget – vilket gör att din kommun skulle få en uppsida utifrån flera aspekter.

Evenemanget kommer utvärderas och drivas utifrån tre kontexter: socialt värde, ekonomiska faktorer och miljömässiga faktorer.

Regioner/kommuner som tidigare har arrangerat evenemanget har ökat antalet jobbtillfällen, stärkt sitt varumärke, ökad sitt socialt värde samt fått en uppsida med ökad turism samt ökade skatteintäkter.

Vi beräknar, i ett initalt skede, att Orienterings-VM 2022 kommer generera följande:

- Över 35 000 åskådare väntas besöka evenemanget
- Över en miljon TV-tittare internationellt
- Stort engagemang bland barn & unga
- Evenemanget ska drivas utifrån ISO 14001-miljöstandard
- Minst 3000 utländska turister kommer besöka evenemanget

Orienterings-VM har tidigare anordnats i Sverige. Evenemanget engagerar många ideellt och vi beräknar att flera hundra volontärer kommer engagera sig.

Vi ser fram emot er ansökan där ni beskriver varför just er kommun vill anordna evenemanget.

För att få ansöka om evenemanget krävs det ett beslut från kommunfullmäktige där det framgår att ni är villiga att arrangera evenemanget i er kommun.

Ansökningstiden är öppen fram till september 2017.

Vi ser fram emot er ansökan,

Orienteringsförbundet

Efter att ha tagit del av informationen ovan angående idrottsevenemanget: Vid ett beslut i kommunfullmäktige – hur är din inställning till att evenemanget ska arrangeras i din kommun?

- O Mycket starkt emot
- O Starkt emot
- O Något emot
- O Tveksam
- O Något för
- O Starkt för
- O Mycket starkt för

Vid ett beslut i kommunfullmäktige - hur troligt är det att du skulle rösta för att evenemanget ska arrangeras i din kommun?

- O Inte alls troligt
- O Mycket lite troligt
- Lite troligt
- I någon mån troligt
- O I viss omfattning troligt
- **O** I hög grad troligt
- O I extremt hög grad troligt

Hur säker känner du dig angående beslutet om evenemanget?

- O Mycket osäker
- O Osäker
- O Ganska osäker
- O Varken osäker eller säker
- O Ganska säker
- O Säker
- O Mycket säker

Vilken risk upplever du i att evenemanget skulle arrangeras i din kommun?

- O Mycket låg risk
- O Låg risk
- O Ganska låg risk
- O Varken låg eller hög risk
- O Ganska hög risk
- O Hög risk
- O Mycket hög risk

l vilken grad anser du att följande skulle påverkas ifall att evenemanget arrangerades i din kommun?

	Påverk as mycket starkt negativ t	Påverk as starkt negativ t	Påverk as något negativ t	Påverk as varken negativ t eller positiv	Påverk as något positivt	Påverk as starkt positivt	Påverk as mycket starkt positivt	Ve t ej
Kommuninvån are	0	0	0	0	0	0	0	o
Lokalt näringsliv i kommunen	o	О	О	О	О	О	O	о
Lokala idrottsförening ar i kommunen	0	0	О	0	0	0	0	о
Turistnäringen i kommunen	0	0	0	0	0	0	0	o
Det mediala intresset för kommunen	0	0	O	0	О	О	•	o
Barn och ungas idrottsutövand e i kommunen	0	0	0	0	0	0	О	o
Relationen med närliggande kommuner	0	0	0	0	0	0	0	o
Kommunens framtida tillväxt	0	0	О	0	О	О	о	o
Partisympatis örer	0	Ο	О	Ο	О	О	0	o
Partimedlem mar	0	Ο	О	Ο	О	О	0	o
Kommunala tjänstemän	0	Ο	О	Ο	О	О	0	o
Kommunala politiker	•	0	0	0	0	0	0	o
Kommunala politiker i mitt parti	•	0	O	0	0	0	•	o
Min politiska ställning	0	0	0	0	0	0	0	0

Av er kommuns totala budget för evenemangsstöd, hur stor procentuell andel skulle du vilja stödja evenemanget med?

_____ Antal procent av budget för evenemangsstöd

Varför är det sannolikt att du skulle rösta för att evenemanget ska arrangeras i din kommun?

Vad gör dig tveksam i att du skulle rösta för att evenemanget ska arrangeras i din kommun?

Vänligen beskriv vilka effekter och konsekvenser (såväl positiva som negativa) som du tror din kommun kommer att uppleva till följd av evenemanget?

Vad det någon information eller några argument du särskilt saknade i ansökan om Orienterings-VM?

• Nej, inget särskilt.

O Ja, jag saknade: _____

Avslutningsvis, några korta frågor om dig själv! Vilket av följande påstående stämmer bäst överens på dig?

	Håller absolut inte med	Håller inte med	Håller tveksamt inte med	Håller varken med eller inte	Håller tveksamt med	Håller med	Håller absolut med
Jag föredrar att göra något som utmanar min tankeförmåga snarare än något som kräver lite tankeverksamhet.	0	0	o	0	0	0	о
Jag föredrar komplicerade problem framför enkla.	О	о	0	0	0	О	о
Jag försöker att undvika situationer som kräver djup tankeverksamhet.	О	0	0	О	0	0	Э
Jag tycker inte om att behöva tänka mycket.	0	0	0	0	0	0	О
Att tänka mycket och länge på något ger mig liten tillfredsställelse.	О	0	0	О	0	0	о

Din ålder

Ditt kön

- O Man
- O Kvinna
- Vill ej ange

Hur många år har du innehaft nuvarande förtroendepost i kommunfullmäktige?

Kommer du ställa upp för omval vid nästa kommunalval?

- O Ja
- O Nej
- Vet inte
- O Vill ej ange

Vilken är din befattning i kommunen?

- Garråd / Borgarråd
- Ledamot i kommunfullmäktige
- Ledamot i kommunal nämnd
- D Biträdande kommunalråd / Biträdande borgarråd
- Ledamot i kommunstyrelsen
- Annat: ______

Vilket parti tillhör du?

- Centerpartiet (C)
- Kristdemokraterna (KD)
- O Liberalerna (L)
- Miljöpartiet de gröna (MP)
- Moderata samlingspartiet (M)
- O Socialdemokraterna (S)
- Sverigedemokraterna (SD)
- Vänsterpartiet (V)
- Annat parti:
- Vill ej ange

Vilken kommun är du politiker i?

O -- Välj nedan --

Vänligen ta ställning till nedanstående frågor om enkäten.

	Håller absolut inte med	Håller inte med	Tveksam	Håller med	Håller absolut med
Frågorna var klart formulerade	•	O	•	•	O
Svarsalternativen var klart formulerade	0	0	0	0	О
Undersökningen är meningsfull	O	O	O	O	O
Enkätfrågorna försökte påverka dina svar i någon riktning.	0	0	0	0	0

Vill du ta del av studien när den är klar eller att vi presenterar den i din kommun? Skriv in din mejl nedan, så skickar vi den med e-post!

7.3 Characteristics of respondents (Study 2)



7.3.1 Party affiliation

7.3.2 Municipality characteristics

Table 17 – Characteristics of municipalities

	SKL Category	Citizens	Area (km2)	LOK 2015 (SEK)	LOK Orienteering (SEK)	LOK/Citizens	LOK _{Orienteering} /Citizens
Bjurholm	B4	2464	1363	5835	0	2.37	0.00
Arjeplog	C9	2883	14494	7201	0	2.50	0.00
Ydre	C7	3685	778	8813	460	2.39	0.12
Essunga	C7	5606	235	9778	0	1.74	0.00
Vansbro	C8	6764	1657	29783	514	4.40	0.08
Borgholm	C9	10833	3654	42232	0	3.90	0.00
Åre	C9	10943	8236	44680	0	4.08	0.00
Leksand	C9	15398	1411	94921	2853	6.16	0.19
Vara	C7	15749	700	73270	0	4.65	0.00
Sala	B5	22306	1204	86871	585	3.89	0.03
Avesta	C6	23025	669	97589	823	4.24	0.04
Lomma	A2	23768	9	245182	0	10.32	0.00
Boden	B5	28019	428	163611	645	5.84	0.02
Hudiksvall	C6	37240	4516	232863	1436	6.25	0.04
Partille	A2	37264	58	309658	0	8.31	0.00
Lidköping	C6	39183	137	242093	0	6.18	0.00
Värmdö	A2	41839	2980	304505	1063	7.28	0.03
Österåker	A2	43095	554	297912	1118	6.91	0.03
Motala	B5	43203	1266	228919	1496	5.30	0.03
Sundbyberg	A2	47316	8	185500	0	3.92	0.00
Skövde	C6	53958	685	339639	0	6.29	0.00
Falun	C6	57532	2275	369836	5985	6.43	0.10
Östersund	B3	61556	2501	346910	771	5.64	0.01
Kalmar	C6	66180	1250	358908	1280	5.42	0.02
Skellefteå	C6	72185	995	591083	574	8.19	0.01
Karlstad	B3	89945	1517	588517	3668	6.54	0.04
Halmstad	B3	98095	1699	642861	1181	6.55	0.01
Umea	B3	122336	5215	1024173	710	8.37	0.01
Norrkoping	B3	138625	2048	709951	6802	5.12	0.05
Linköping	B3	155219	1568	878016	5946	5.66	0.04
Malmo	A1	326645	332	1524701	699	4.67	0.00
Stockholm	A1	932917	214	4939005	8740	5.29	0.01

7.3.2.1 Geographical distribution of municipalities



7.3.3. Descriptive statistics of decision-making variables related to party affiliation

Party	Acceptance of decision M (SD)	Confidence in decision M (SD)	Perceived risk M (SD)	Resource allocation M (SD)
Centerpartiet (C)	5,44 (1,74)	5,44 (2,00)	3,33 (1,58)	14,75 (13,48)
Kristdemokraterna (KD)	5,63 (0,74)	4,75 (1,28)	3,38 (1,06)	19,875 (15,92)
Liberalerna (L)	5,5 (1,16)	5 (1,65)	3,79 (1,12)	24,83 (17,38)
Miljöpartiet de gröna (MP)	5,85 (0,80)	4,85 (1,63)	3,85 (1,07)	15,16 (10,65)
Moderata samlingspartiet (M)	5,55 (1,15)	5,03 (1,68)	3,65 (1,45)	17,8 (14,55)
Socialdemokraterna (S)	5,77 (1,03)	5,14 (1,13)	3,65 (1,21)	20,64 (18,28)
Sverigedemokraterna (SD)	6,33 (0,58)	5,33 (0,57)	3 (1,00)	35 (21,21)
Vänsterpartiet (V)	5,3 (0,68)	4,7 (0,95)	3,3 (1,16)	15,77 (13,56)
Other party	5,25 (1,5)	4,5 (1,29)	3,25 (1,71)	22 (34,69)

Table 18 – Descriptive statistics of decision-making variables related to party affiliation